



International Association
of Deposit Insurers

***Strategic Plan for the Development
and Promotion of IADI Research,
Guidance and Core Principles:***

2008/10

Process

**Document #RGCGG2008-8
Prepared by David Walker:
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Consultation Version

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PART 1. Introduction and purpose

The International Association of Deposit Insurers (IADI) has worked to create a strong foundation for issuing guidance to improve the effectiveness of deposit insurance systems.¹ The process involves developing research plans, undertaking research, developing guidance and validating the guidance by engaging in consultations through conferences and reviews by authoritative parties. The most recent example of this was the release in February 2008 of IADI's Core Principles for Effective Deposit Insurance Systems.² IADI's guidance is applicable to a wide range of deposit insurance settings, circumstance and structures.

Nevertheless, the Association is committed to developing more guidance related to the core business and operations of deposit insurance systems. To facilitate the development of research and guidance, the Research and Guidance Committee (RGC) has been divided into three groups: a "Research Group" -- to conduct research; an Islamic Deposit Insurance Group – to study Islamic deposit insurance issues; and, the "Guidance Group" -- to examine the research findings, ensure quality control and identify suitable IADI Core Principles and supporting guidance. The Guidance Group will also be responsible for promoting the guidance through a variety of means such as presentations at conferences, working with International Financial Institutions (IFIs) and the publications of work in various forms including learned journals.³

The following document sets out a strategic plan for the Guidance Group to accomplish these objectives. The plan includes:

- Definitions of key guidance terms.
- A methodology for:
 - reviewing IADI research papers and identifying, developing and issuing guidance;
 - ensuring IADI research plans, discussion papers and guidance meet high standards of quality and consistency; and
 - undertaking consultation with International Financial Institutions (IFIs), academia and other interested parties for the development and promotion of IADI research and guidance.

¹ The process for issuing guidance was approved by IADI's membership in 2002.

² In February 2008 IADI reviewed all its previously developed guidance and identified 21 principles considered critical for the effectiveness of a deposit insurance system. The guidance was published in a document entitled: "Core Principles for Effective Deposit Insurance Systems". The Core Principles were referred to in the Financial Stability Forum (FSF) April 7th, 2008: Report to the G7 Finance Ministers and Central Bank Governors for Enhancing the Resilience of Markets and Financial Institutions.

³ See Annex I for the terms of reference and membership of the Guidance Group and Research Group.

PART 2. Definitions of key terms

IADI's objects state that the Association will: "...set out guidance to enhance the effectiveness of deposit insurance systems [and] such guidance shall take into account different circumstances, settings and structures."⁴

- For the purposes of this paper, we have defined guidance to be: *Information, advice, counsel or instructions which are widely accepted as being sound and prudent*. Guidance can be further separated into the following two forms:
- **Core Principles** which are defined to be: *fundamental statements applied to a broad policy area*. Although principles focus on what is fundamental, they can also be applied broadly and provide a high degree of flexibility in implementation to suit individual country circumstances. An example of a core principle is:

*The deposit insurance system should have a governing body and the governing body should be held accountable to the authority from which the deposit insurance system receives its mandate...*⁵

- **Supporting Guidance Points:** which help to clarify the principle(s) and can add additional information to help practitioners apply the core principles. An example is:

Governing body members, senior officers, and employees of a deposit insurance system should be subject to laws or codes regarding conflict of interest and ethical behavior.⁶

When developing guidance it is important to ensure that it assists countries in developing and enhancing their deposit insurance systems and, as much as possible, that this guidance should be adaptable to the overall culture, history, political, economic, legal and institutional environment. Once developed, the guidance should be regularly reviewed and updated in order to remain relevant in the face of new developments and changing circumstances.

PART 3. Methodology for reviewing research and developing guidance

In order to develop IADI guidance, the Guidance Group will rely on the Research Group and the Islamic Deposit Insurance Group (IDG) to identify research topics, develop plans and papers, and where applicable provide suggestions for guidance.

⁴ See the Statutes of the International Association of Deposit Insurers, Article 2 (b), Basel, October 2004.

⁵ See IADI Core Principles for Effective Deposit Insurance Systems (2008).

⁶ Ibid

With this foundation in place, the Guidance Group will proceed to review the papers (utilizing a peer review process) for quality assurance and identify any core principles and supporting guidance from the work.⁷

The Guidance Group will perform this task with the assistance of an outside panel of advisors drawn from academia and various IFIs.

The Guidance Group quality assurance process will focus on three areas:

- editing for readability and the proper use of written language (in most cases this will be English but documents may be released in other languages);
- consistency of format and presentation (e.g. physical presentation, use of charts, figures, references); and
- ensuring high professional standards (e.g. factual accuracy, soundness of arguments, value to practitioners).

Identifying guidance is not an easy task. The Guidance Group will need to take into account a wide range of factors in its deliberations. The assessment criteria would include:

- determining if there are fundamental core principles contained in the research which can enhance the effectiveness of deposit insurance systems and be applied to a wide range of systems and circumstances;
- identifying supporting guidance points which provide additional information or help clarify the principles;⁸
- ensuring that any guidance developed does not contradict previous IADI guidance (or guidance endorsed by IADI); and
- that all guidance developed is concise, understandable and practical.

Based on the judgement of the Guidance Group a recommendation made to the Chair of the Research Group (or the IDIG) and RGC will be made based on four options on how to proceed with research:

- (1) Release of an "IADI Research Paper" examining a research topic but not providing any suggested guidance. Subject to any necessary revisions, this paper would be published on the IADI Web site and/or considered as a

⁷ Peer review is a process of subjecting an author's work or ideas to the scrutiny of others who are experts in the field. See Annex IV for more details on peer reviews.

⁸ Guidance may be proposed in a number of ways. For example, it could be tailored to deposit insurance systems in different stages of development or the specific mandates provided to the deposit insurance system.

submission for publication in a journal. If the latter option is chosen, then the subcommittee Chair should select the authors (e.g. maximum of three);

- (2) Release of the research as an "IADI Discussion (Consultation) Paper" examining a research topic and proposing guidance for discussion. If this route is chosen the paper would be issued on the basis of a recommendation of the Chairman of the RGC on the advice of the Guidance Group. Following a suitable consultation period (e.g. six weeks), the RGC would make a recommendation to the Executive Council on whether to accept the discussion paper's guidance.
- (3) IADI Official Guidance. If the IADI Discussion Paper in (2) receives favourable feedback from the consultation process and approval by the Executive Council, the paper would be released as an IADI Discussion Paper with an accompanying document (using an executive summary format) containing the official guidance. This document would link and benchmark the guidance with relevant work being undertaken by other IFIs. The document would be prepared by the Guidance Group, issued by the Chair and Executive Council and be accompanied by a press release.
- (4) IADI Core Principles for Effective Deposit Insurance Systems. On a regular basis (to be determined) the IADI Core Principles document would be updated/amended to take into account newly developed guidance such as that outlined in step (3).

Editing

In order to ensure a consistent look, terminology and writing style it is proposed that all papers be edited by a professional editor before their release. A process will be developed to evaluate and select editors.

IADI endorsement of guidance from third parties:

In the case of research and guidance developed by IFIs or other interested parties, the Guidance Group will evaluate this work using the same criteria applied to IADI research to determine if any of the guidance should be endorsed by IADI.

Updating IADI guidance:

It should be recognized that guidance development is evolutionary in nature and can benefit from a regular review process. To facilitate this process, the Guidance Group will work with the RGC to ensure that there is a continuing dialogue with practitioners, policymakers and others to share practical experiences in using the guidance. And, that there is a process to regularly review, update and modify IADI guidance at least every five years (or when deemed necessary).

PART 4. Process for consultation and promotion of IADI guidance

Consultation process with other organizations:

All research and guidance documents published by the RGC will be subject to public consultation in one form or another. Subcommittee Chairs should include a "Consultation Plan" in their Research Plans outlining the nature and form of consultation they are expecting to follow. The Guidance Group should ensure that consultation is facilitated through:

- membership on subcommittees (e.g. subcommittee Chairs should invite outside experts from academia or IFIs to participate in the research projects);
- issuance of research plans on the IADI website for public consultation;
- distribution of early drafts of research and discussion papers by subcommittee Chairs to IFIs and academia;
- use of an Advisory Panel to assist the Guidance Group in reviewing papers;
- publication on the IADI website of final drafts of research plans, research, discussion and core principles and effective practices papers and their distribution by letter (under cover of the Chair of IADI) to IFIs; and
- highlighting IADI research and guidance work at conferences, seminars and workshops.

All papers endorsed by IADI should be accompanied by a News or Press Release -- prepared by the RGC in consultation with the Secretary General.

The Guidance Group will also need to work closely with the FDIC to promote IADI guidance at the Basel Committee.

Interaction with “IADI Subcommittee on the Evaluation of the Effectiveness of Deposit Insurance Systems”:

In conducting its work, the Guidance Group will work closely with the Subcommittee on the evaluation of the Effectiveness of Deposit Insurance Systems.

This subcommittee is developing a framework or methodology to evaluate the effectiveness of deposit insurance systems. The subcommittee’s work will rely heavily on IADI’s Core Principles, other guidance developed by IADI, and previous work conducted by the Financial Stability Forum Working Group on Deposit Insurance (2001), for use by deposit insurers and IFIs in conducting assessments of the effectiveness of deposit insurance systems. As new guidance is developed and approved by IADI, it will need to be provided to the Subcommittee and incorporated into their assessment criteria.

PART 5. Summary of methodology

Given the methodology outlined, the following table illustrates how the full process of developing research and issuing papers will take place and be coordinated between the RGC, Research and Islamic Deposit Insurance groups and the Guidance Group.

Responsibility	Deliverables
1. Research and Guidance Committee (RGC)	<p>Selection and prioritization of research topics</p> <p>Identify research topics and prioritize them as part of the Research Plan of the RGC Committee.</p> <p><i>See Annex III for a listing of past, present and future IADI research topics.</i></p>
2. Research Group, (or IDIG), RGC	<p>Determination of Chairs of RGC Subcommittees</p> <p>Based on the Research Group’s (or IDIG’s) recommendations, the RGC Chair will assign topics to specific RGC Sub-Committees (or the IDIG Chair) to undertake the development of papers.</p>
3. Subcommittee Chair	<p>Research plan development</p> <p>The Subcommittee Chair will be responsible for the development of the individual research plans. In</p>

	<p>addition:</p> <ul style="list-style-type: none"> • the research plan should include a consultation plan for all projects; and • the Subcommittee Chair should invite IFIs, academics and other relevant parties to participate in the Subcommittee’s research. <p>If necessary, the Subcommittee Chair may seek assistance from the Guidance Group with respect to the invitation of IFIs.</p> <p><i>See Annex II for the Research Plan template used by the RGC.</i></p>
<p>4. Subcommittee Chair, Research Group (or IDIG), Guidance Group, RGC</p>	<p>Release of research plans for public consultation</p> <p>The Subcommittee Chair will submit the draft research plan to the Research Group (or IDIG) for approval (and copied to the Guidance Group).</p> <p>Afterwards, the RGC will make it public (via IADI’s web site, Newsletters and Research Letters) for consultation in cooperation with the Secretary General.</p>
<p>5. Subcommittee Chair, Research Group</p>	<p>Presentation of draft research papers to Research Group (or IDIG)</p> <p>Completion of draft papers and presentation to the Research Group. Comments to be incorporated in subsequent drafts. Upon approval by the Research Group (or IDIG), the draft papers will be sent to the Guidance Group.</p>
<p>6. Guidance Group</p>	<p>Guidance Group to review research papers and make recommendations to RGC</p> <p>The Guidance Group will review the papers, conduct a quality assurance process (i.e. <u>external edit, level of edit to be determined</u>) and identify relevant guidance.</p>

	<p>Based on the judgment of the Guidance Group (and advice provided by the <u>Advisory Panel</u>) a number of options would then be considered and a recommendation made to the Chair of the RGC. The options will include preparation of a:</p> <ul style="list-style-type: none"> • IADI Research Paper • IADI Discussion (Consultation) Paper with suggested guidance • Official IADI Guidance
<p>7. RGC and Guidance Group</p>	<p>Approval by RGC</p> <p>The RGC will review the recommendations of the Guidance Group and decide on how to proceed. If approved, the papers will be sent to the Executive Council.</p>
<p>8. Executive Council</p>	<p>Presentation of papers to the Executive Council.</p> <p>Papers to be presented to Executive Council for review, comments and approval for final public consultation.</p>
<p>9. Executive Council, RGC, Guidance Group, Training and Conference Committee (TCC), Membership and Communications Committees (MCC), Conference Task Force (CTF).</p>	<p>Release of papers for final public consultation.</p> <p>Draft papers to be distributed to the public (via IADI’s web site, Newsletters and Research Letters) for consultation.</p> <p>Chair of EXCO to send draft papers to heads of IFIs.</p> <p>The consultative process should be coordinated with the TCC, MCC and CTF.</p>
<p>10. Executive Council, RGC, Guidance Group, Research Group and IDIG</p>	<p>Final Approval and Release.</p> <p>After incorporating any changes arising from the consultative process all official IADI research and guidance papers would undertake a <u>final copy edit</u> and then be presented to the Executive Council for final</p>

<p>TCC, MCC and CTF.</p> <p>Subcommittee on the Evaluation...</p>	<p>approval and release on the web site.</p> <p>A press release would be prepared by the Guidance Group (for discussion papers, principles and effective practices document) or by the Research and IDI groups for the research papers.</p> <p>The Research Group (or IDIG) and Guidance Group will work with the TCC and MCC and CTF to develop a strategy for promoting the official research and guidance at conferences and training events.</p> <p>The Guidance Group would ensure that the guidance work is provided to the Subcommittee on the Evaluation of the Effectiveness of Deposit Insurance Systems.</p>
<p>11. Executive Council, RGC and Guidance Group</p>	<p>Regular review process for issued guidance.</p> <p>It is proposed that at least once every five years (or when deemed necessary by EXCO) all previously issued IADI guidance should be reviewed and updated. Any changes should be proposed by the Guidance Group to the RGC for consideration and final approval from the Executive Council.</p>
<p>12. Executive Council, RGC and Guidance Group</p>	<p>Regular review process for IADI Core Principles for Effective Deposit Insurance Systems.</p> <p>It is proposed that on a regular basis (to be determined) the IADI Core Principles for Effective Deposit Insurance Systems should be reviewed and if necessary amended/updated to reflect new developments.</p>

PART 6. References

- 1) Bank for International Settlements (BIS), Core Principles for Effective Banking Supervision, Basel, Switzerland, October 2006.
- 2) Bank for International Settlements (BIS), Enhancing Corporate Governance for Banking Organizations: Consultative Document, Basel, Switzerland, October 2005.
- 3) Financial Stability Forum, Compendium on Standards and Codes, Basel, 2005. www.fsforum.org/Standards/Home.html.
- 4) Financial Stability Forum Working Group on Deposit insurance, Guidance for Developing Effective Deposit Insurance Systems: Final Report of the Working Group on Deposit Insurance, Basel. September 2001.
- 5) Hoelscher, D.S., Taylor, M., and Klueh U.H. The Design and Implementation of Deposit Insurance Systems, International Monetary Fund, Occasional Paper 251, Washington, 2006.
- 6) International Association of Deposit Insurers, Draft Business Plan: 2007/10: Sharing Deposit Insurance Expertise with the World, Basel, May 2007.
- 7) International Association of Deposit Insurers, Core Principles for Effective Deposit Insurance Systems, Basel, February 2008.
- 8) International Association of Deposit Insurers, Possible Role of IADI in Issuing International Principles on Deposit Insurance, prepared by D.K. Walker, Basel, April 2005.
- 9) International Association of Deposit Insurers, Procedures for Developing Papers for IADI, prepared by J.R. LaBrosse, Basel, February 2007.
- 10) International Association of Deposit Insurers, Statutes of the International Association of Deposit Insurers, Basel, October 2004.

ANNEX I

Terms of Reference and Membership: Research Group, Islamic Deposit Insurance and Guidance Group

1. Guidance Group Terms of Reference:

In its meeting of May 4, 2007, the following Terms of Reference (TOR) were approved for the Guidance Group:

"[The Guidance Group shall be] responsible for developing guidance in the form of core principles and effective practices, including planning, developing and reviewing guidance; providing quality control (such as consistency of format on final drafts of research plans, discussion papers or guidance papers) before making public for consultation purposes at the IADI website; recommending guidance to EXCO to be selected as official guidance by IADI; and, coordinating with other IFIs for IADI guidance promotion."

Organizational Structure:

The Guidance Group will report to the Chair of the Research and Guidance Committee (RGC). The Subcommittee on the Evaluation of the Effectiveness of Deposit Insurance Systems reports to the Guidance group.

Guidance Group Membership (as of August 2008):

Mr. David Walker (Chair)	Canada Deposit Insurance Corporation
Ms. Yvonne Fan	Central Deposit Insurance Corporation, Taiwan
Mr. Mutsuo Hatano	Deposit Insurance Corporation of Japan
Mr. Fred Carns	Federal Deposit Insurance Corporation
Mr. Carlos Isoard	Instituto para la Proteccion al Ahorro Bancario
Mr. Mohammed AL-Jafari	Jordan Deposit Insurance Corporation
Mr. Byeong Gob Choi and Mr. Sangjae Lee	Korea Deposit Insurance Corporation
Mr. J.P. Sabourin	Malaysia Deposit Insurance Corporation
Mr. András Fekete-Gyor	National Deposit Insurance Fund of Hungary
Mr. John Chikura	Zimbabwe Deposit Protection Fund

2. Research Group Terms of Reference:

In its meeting of May 4, 2007, the following Terms of Reference (TOR) were approved for the Research Group:

"[The Research Group shall be] responsible for conducting research, including planning, establishing the database related to deposit insurance, developing research papers, reviewing the papers developed by regional committees, and issuing and promoting research papers for those papers not being classified for guidance purposes after coordination with the Guidance Group."

Organizational Structure:

The Research Group will report to the Chair of the RGC. All current RGC subcommittees (with the exception of the Subcommittee on the Evaluation of the Effectiveness of DIS) including other research subcommittees to be formed in the future will report to the Research Group.

Membership (as of August 2008):

Current RGC membership.

3. Islamic Deposit Insurance Group Terms of Reference:

The following Terms of Reference (TOR) were approved for the IDIG:

"[The Islamic Deposit Insurance Group shall be] responsible to study members' experience in establishing and implementing Islamic deposit insurance system by examining the workability of systems and lessons learned; to prepare positional or discussion papers on the Islamic deposit insurance taking into account different circumstances, settings and structures. These papers would be transformed into guidance for the implementation of effective Islamic deposit insurance system; to provide a forum for discussion on the needs of members on Islamic deposit insurance; and to facilitate the sharing and exchange of expertise and information on Islamic deposit insurance issues."

Organizational Structure:

The IDIG will report to the Chair of the RGC.

Membership (as of August 2008):

Current RGC membership.

ANNEX II

Research and guidance committee process for developing research plans

Research Plan Template

This document is intended for the use by the IADI Research and Guidance Committee and its various Subcommittees. For each topic that will be the subject of a research and guidance paper the responsible Subcommittee will prepare a research plan. The business plans will include the following items:

1. **Purpose and Issues to be addressed:** The overall focus of the topic and a breakdown of the key issues that will be addressed.
2. **Methodology:** A general description of the methodology to be employed such as a literature review, surveys, case studies, practitioner experience, consultation process and any relevant information taken from outreach activities. For instance:
 - Background and literature review: It is recommended that this be primarily conducted by the Subcommittee and make up a relatively small portion of the paper.
 - Practitioner experience: It is expected that the Subcommittee will rely heavily on practitioner experience available from its participants in addition to academic research and input from other interested parties.
 - Consultation process: This should include the Subcommittee agreeing upon a set of important consultation questions related to the issue. And, subcommittee Chairs (with assistance from the Guidance Group) should encourage the participation of expert individuals from IFI, academia and other parties to participate in the research.
 - Outreach activities: Opportunities should be taken at IADI and related conferences and seminar sessions to undertake consultation and outreach activities.
3. **Responsibilities:** The research plan should identify the responsibilities of the Chairs and Subcommittee members.
4. **Timelines and deliverables:** The plan should identify the timelines for development of the discussion paper and its final approval by IADI's Executive Council. However, these timelines will be ultimately determined by the deadlines set out in the Research Plan for each topic.

5. Format:

- (1) Word type: Verdana
- (2) Line Spacing: Single space
- (3) Font size of the context (except titles): 11
- (4) Font size of the titles: 12; bold

ANNEX III

Summary of Current Research and Guidance Materials

In terms of research and guidance papers, IADI has assembled the Financial Stability Forum (FSF) Working Group on Deposit Insurance Final Report and Guidance Points (2001) and the sixteen discussion papers supporting the guidance. These papers cover the following topics:

- Public-Policy Objectives
- Moral Hazard
- Situational Analysis
- Transitioning
- Membership and coverage
- Funding
- Reimbursing Depositors
- Depositor Priority
- Structure and Organization
- Public Awareness
- Powers
- Failure Resolution
- Claims and Recoveries
- Cross-Border Issues

Since the completion of the FSF project IADI has completed a number of additional research papers and projects which include:

- List of IADI members, associates, partners and observers and contact information (2002)
- Incorporation of the FDIC Bibliography on deposit insurance (2002)
- Selected Country Profiles (2003)
- Research Paper on the Establishment and Design of Deposit Insurance Systems (2003):
- International Deposit Insurance System Survey (2003) Database
- List of deposit insurance systems currently in operation, soon to be implemented or planned (2004)
- IADI Guidance Paper --General Guidance for Developing Differential Premium Systems (2005)
- Endorsement of the APEC Policy Dialogue on Deposit Insurance Key Conclusions (2005)
- IADI Guidance Paper: Guidance on the Resolution of Failed Banks (2006)
- IADI Guidance Paper: Interrelationships Among Safety-Net Participants (2006)

In February 2008, IADI reviewed its previously developed guidance and identified 21 principles considered critical for the effectiveness of a deposit insurance system. The guidance was published in a document entitled: "Core Principles for Effective Deposit

Insurance Systems". The Core Principles were referred to in the Financial Stability Forum (FSF) April 7th, 2008: Report to the G7 Finance Ministers and Central Bank Governors for Enhancing the Resilience of Markets and Financial Institutions.

IADI discussion paper projects underway and planned for 2007-12 include:

2007:

- Governance of Deposit Insurance Systems
- Claims and Recoveries
- Funding for Deposit Insurance Systems
- Effective Mandates for Deposit Insurance Systems

2007/8:

- Deposit Insurance Coverage Limits
- Cross Border Issues
- Legal Protection and Indemnification issues
- Organizational Risk Management
- Public Awareness

2008:

- IADI Core Principles for Effective Deposit Insurance Systems
- Evaluation of Deposit Insurance Fund Sufficiency
- Evaluation of the Effectiveness of Deposit Insurance Systems
- Public Policy Objectives
- Early Intervention and Prompt Corrective Action
- Applicable contracts for Islamic Deposit Insurance

2009:

- Payout Processes
- Controlling Moral Hazard
- Membership

2010:

- Transitioning
- Deposit Insurance System Premiums
- Systemic Crisis and Deposit Insurance
- Accounting and Reporting

ANNEX IV

Description of Peer Review Process

Peer review (known as refereeing in some academic fields) is a process of subjecting an author's work or ideas to the scrutiny of others who are experts in the field to assure the quality of the work meets accepted standards of the organization.

In the case of proposed publications, an editor sends advance copies of an author's work or ideas to researchers or scholars who are experts in the field (known as "referees" or "reviewers"). These referees each return an evaluation of the work to the editor, including suggestions for improvement. The editor, usually themselves understanding the field of the manuscript (although not in as much depth as the referees who are specialists), then evaluates the referees' comments, their own opinion of the manuscript, and the context of the scope of the journal or level of the book and readership, before passing a decision back to the author(s), usually with the referees' comments.

Referees' evaluations usually include an explicit recommendation of what to do with the manuscript, often chosen from a menu provided by the journal or funding agency. Most recommendations are along the lines of the following:

- to unconditionally accept the manuscript or proposal,
- to accept it in the event that its authors improve it in certain ways,
- to reject it, but encourage revision and invite resubmission,
- to reject it outright.

During this process, the role of the referees is advisory, and the editor is under no formal obligation to accept the opinions of the referees.

ANNEX V

Recommended Writing Style

1. All papers should adhere to the official Template (see Annex VII) for all research, discussion and official guidance papers.
2. Authors should avoid the use of language or slang which is not in keeping with the professional style of IADI.
3. Titles of organizations, etc. should be written out first in full and thereafter in initials.
4. Papers should be supported by footnote references. These should be set out in accordance with the modified "Chicago" style for footnotes and bibliography contained in the Template.
5. Figures and other line illustrations should be submitted in good quality originals and a copy of the data should also be included.
6. Authors must ensure that references to named people and/or organizations are accurate, not racist or sexist and without libelous implications.
7. All papers submitted for publication on the IADI Web site are subject to a referring procedure determined by the Guidance Group.
8. Copyright: The Executive Council has not yet developed a policy on Copyright. When the policy is developed it should be applied to all research and guidance documents (see Annex VI).
9. All reasonable efforts should be made to ensure accurate reproduction of text, photographs and illustrations. IADI should not accept responsibility for mistakes, be they editorial or typographical, nor for consequences resulting from them.

Annex VI

Proposed Policy on Copyright

The Executive Council has not yet developed a policy on Copyright. When the policy is developed it is recommended that it be applied to all research and guidance documents. It is recommended also that IADI's policy should be that the organization own the copyright for all documents placed on the Web site with IADI's letterhead.

If a document is being submitted for publication, the authors should assign copyright to IADI, but they may retain their rights to republish this material in other works written or edited by them, subject to full acknowledgement of the original source of publication.

Authors would be responsible for obtaining permission from copyright holders for reproducing through any medium of communication those illustrations, tables, figures or lengthy quotations previously published elsewhere. Acknowledgements to the typescript, preferably in the form of an "Acknowledgements" section at the end of the paper would be added by authors.

Annex VII

Template to be Applied to IADI Research and Guidance Committee Materials

1. Contents of the paper:

- a. Front page
- b. Table of content
- c. Executive Summary
- d. Introduction and purpose
- e. Main body
- f. Conclusions
- g. Bibliography
- h. Annexes

2. Format:

- a. Word type: Verdana
- b. Line spacing: Single space
- c. Font size of the context (except titles): 11
- d. Font size of titles and subtitles (order by layers):
 - i. I: 15, bold
 - ii. A: 13, bold
 - iii. 1: 12, bold
 - iv. (1): 11
 - v. (a): 11
 - vi. (i): 11
- e. Footnote: bottom of each page: 9

ANNEX VIII

REVIEW FORM

(Example from Palgrave Publishing)

Title of Paper						
Referee:		Date to referee:		Please Return by:		
Please use the grid below to summarise your opinions of the paper. Papers should be evaluated in the context of their contribution to furthering the mission of the Journal.						
Item	N/A	Very Poor	Poor	Adequate	Good	Very Good
Title reflects content						
Readability						
Factual accuracy						
Technical Accuracy						
Originality						
Contribution to field						
Methodology						
Development of argument						
Depth of analysis						
Statistical analysis						
Conclusions and recommendations						
Managerial and/or policy implications						
Physical presentation						
Tables/Charts/Diagrams						
References						
Value to practitioners						
Value to researchers						
Value to policy makers						
Value to research students						
Please use this space for your confidential comments for the Editor only:						
This should include a description of the papers strengths and weaknesses, major areas to revise and possibly additional areas to conduct further work. It should provide details for those areas identified in the grid where further work is required. Authors are advised to take these comments into consideration when preparing the final version of their paper.						
Annotated copy returned to Editor				Yes		No
Accept Without modification		Amend as recommended		Reject Without resubmission		