



Procedure for Approval of CANTO Papers

This document defines 4 types of papers, establishes how CANTO would classify and approve them and sets out the procedures for papers from idea to publishing.

1. Information Paper:

A Paper developed by an Employee, a Member, a Committee or the Board that has the express purpose of sharing with its audience information on a particular topic. Information papers typically do not state a position or request anything of the audience but rather presents facts and figures to inform the audience about an issue.. This Paper does not require Board approval for publication and can only be published to CANTO and CANTO members.

2. Discussion Paper:

A Paper developed by an Employee, a Member, a Committee or the Board that has the express purpose of presenting facts and figures to an audience while at the same time presenting specific conclusions resulting from an analysis of the information presented, for the purpose of stimulating discussion on issues impacting the industry and receiving feedback. This Paper does not require Board approval for publication and can only be published to CANTO and CANTO members.

3. Position Paper:

A Paper developed by an Employee, a Member, a Committee or the Board and approved by the Board that has the express purpose of presenting facts and figures to the audience while sharing the suggested conclusions that the data may reflect and makes specific recommendations for action to be taken. This Paper requires Board approval and is to be published to CANTO, CANTO members and external stakeholders

4. Policy Paper:

A Paper developed by an Employee, a Member, a Committee or the Board and approved by the Board that presents facts and figures to an audience while sharing the various recommendations made and positions taken and concludes with the presentation of a specific policy position taken by CANTO. An Organizational Policy Paper is to be published to CANTO, CANTO members and external stakeholders.

- i. Policy positions can be of two types: Managerial;
 - 1. These typically affect only the employees of the organization and are generally under the control of Management;
 - 2. These are typically under the ambit of the Secretary General and would be approved by the Secretary General and sent to the Board of Directors for noting;
- ii. Organizational
 - 1. These typically affect the entire organization and are generally under the control of the Board of Directors;
 - 2. These are typically under the ambit of the Board of Directors and must be approved by the Board of Directors prior to them being adopted;

Some Organizational Policy Papers may have to go to an AGM for ratification and or adoption by the General Membership of CANTO. These would be so determined by the Board of Directors.

Process for Board Approval

The following procedures will be followed in submitting a Position Paper or Policy Paper for approval by the CANTO Board:

1. The request for approving a Position Paper or Policy Paper must come from an Employee, a Member, a Committee or the Board with the following information:
 - a. Name of Paper
 - b. Type of Paper
 - c. Abstract of paper
 - d. Author (s)
 - e. Relevance
 - f. Draft of Paper
2. The Secretariat will review the request and in the case where the request does not come from a Committee, send the request to the relevant Committee for review and recommendations.
3. The reviewed Paper with recommendations will then be sent to the Board for approval
4. The approved Paper will then be distributed to the relevant Stakeholders via the following channels:
 - a. Posting to the CANTO website
 - b. Direct mailing to all Stakeholders (Ministers, Regulators, Members etc)
 - c. Distribution on social media sites (Facebook, LinkedIn)
 - d. Distribution to media houses in CANTO member countries