

The UN-Habitat **PUBLICATIONS GUIDELINES**

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List of Acronyms

AOC	Advocacy, Outreach and Communications Branch
CPR	Committee of Permanent Representatives
D1	An authorization document submitted to the UNON Conference Services for printing and translation requests
GC	Governing Council
GLTN	Global Land Tool Network
HS	A publication job number assigned to all publications
HSP	Human Settlements Programme
IPSAS	International Public Sector Accounting Standards
ISO	International Organization for Standardization
ISBN	International Standard Book Number
ISSN	International Standard Serial Number
NGO	Non-governmental Organization
OED	Office of the Executive Director
PMS	Publications Management System
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNEG	The United Nations Editors' Group
UNON	United Nations Office in Nairobi

Introduction

UN-Habitat publications are for many people the first exposure to our work. They represent our public image, and are an essential vehicle for achieving its goals. To ensure high-quality publications and a coherent publishing policy, UN-Habitat is standardising its procedures. As a part of this reform process, these guidelines have been created as a handbook for UN-Habitat staff.

They provide information on what constitutes a UN-Habitat publication, how to plan the project, and how best to undertake its production. A well prepared publication seeks to reach the widest possible audience, no matter how complex the material.

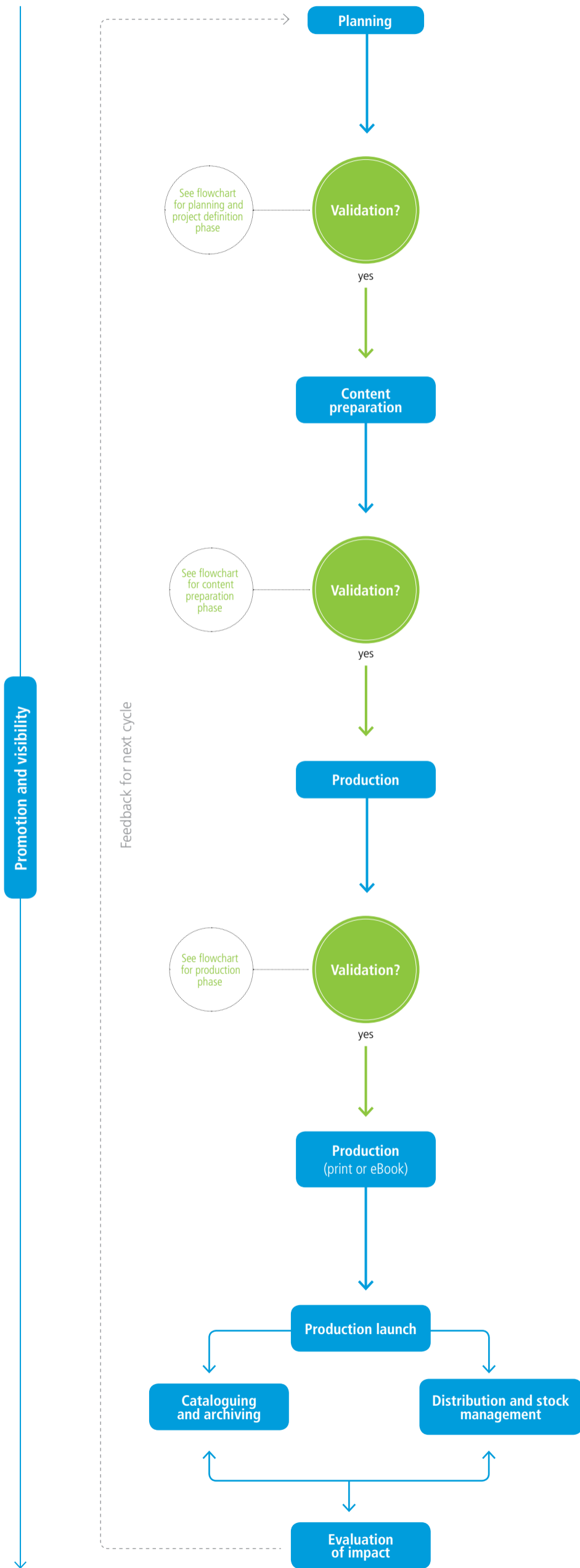
Although the content of UN-Habitat material is often technical, it can still be presented in a clear and accessible way. Remember, our best publications are accessible to specialists and insiders as well as students, journalists and the interested general reader.

Remember too that these are not your own publications or those of your department, but they belong to UN-Habitat. These *UN-Habitat Publications Guidelines* are not a guide to editorial style, which is set out in the *UN-Habitat Style Guide*. These guidelines are designed to be used by all staff involved in publications, but are more specifically targeted towards the programme specialists responsible for publication projects.

The guidelines are part of a more comprehensive project covering all of UN-Habitat's information and communication materials. In this context, the Advocacy, Outreach and Communications (AOC) branch will also be making available guidelines for other types of information material, such as web content, social media, branding and other communication materials. You do not necessarily need to read the guidelines from cover to cover.

Although they can be read as a whole, they are intended as an easy reference tool for specific aspects of publishing at UN-Habitat. We have made efforts to be comprehensive, but you may find that some of your questions remain unanswered. Do not hesitate to contact us with any questions or suggestions at advocacy@unhabitat.org.

FIGURE 1: **Publication project cycle**



Chapter 01

Planning and project definition

You wish to create a publication. But is there really a need for it? Will it get to the right people? Do you have the necessary resources to make it happen?

UN-Habitat's publications reflect its priorities and are an integral part of the Programme cycle and biennial working schedule. Each brand and office workplan incorporates any publications that are foreseen.

These publications are then included in the annual publication plan, approved by the ED, in consultation with the UN-Habitat Board and transmitted to Advocacy, Outreach and Communication (AOC) for follow-through and further validation and consultation as required with the coordinators.

Although a publication is an integral part of a wider project cycle, each one is a project in its own right. It has its own cycle, requirements and checkpoints, as well as its share of constraints. Planning for a publication is just as important as the words to be put in writing. The publication cycle consists of four main phases:

1. Planning and project definition,
2. Content preparation,
3. Production and distribution,
4. Evaluation of impact.

This chapter looks specifically at the planning and project definition phase of a publication, which defines all of the subsequent phases.

Promotion and visibility, with the assistance of AOC, is treated separately in these guidelines, and must be considered in parallel with the preparation of the publication itself, and be taken into account from the beginning.

CHECKLIST

Planning and project definition phase

1. Proposed **title** of publication
2. Name of **series**, if any, and volume in the series.
3. Name of author and/or volume editor (if known).
4. Is this a first edition, an update (re-edition) or a simple reprint? Give year of publication, publisher, ISBN (if any) as well as volume editor and/or author(s) of the previous editions.
5. **Languages:**
 - a. What is the language of publication?
 - b. Is it a translation? If so, from which language? List any other language versions that exist.
 - c. List any other language versions foreseen.
6. **Objectives:**

List:

 - d. Overall goals:
 - e. Programme objectives:
 - f. Communication objectives:
 - g. Audience needs. Include UN-Habitat themes, programme priorities, corresponding major and specific sector line of action, e.g. for World Urban Forum, 2014.
7. **Added value:** In one paragraph of five lines compare the proposed publication to any others available on the same topic addressing the same audience (if you are writing a specialised monograph, it is not relevant to compare it to a popularized treatment of the same subject). Discuss similarities and differences in subject coverage, organization, level and writing style. How does your publication project add value to the debate?
8. **Target audience:** nature and size.
 - a. What are your publication's main target audience?
 - b. Secondary target audiences?
 - c. Other potential beneficiaries?
 - d. Where are they situated? What language(s) do they speak?

9. **Type of publication:** Specify type and medium (*see Appendix 1*).
10. **Summary of publication:** Describe, in about 200 words, content, structure, approach, and approximate length.
11. Is it an original and previously unpublished work? If not, describe the relation of the manuscript to the work on which it is based.
12. **Distribution plan, promotion and follow-up**
 - a. Distribution strategy: How do you plan to reach your target audiences?
 - b. Print-run: How many for immediate distribution and how many for **stocks**?
 - c. Will you distribute this publication electronically?
 - d. Who will be in charge of distributing this publication?
 - e. What is your promotion strategy?
13. **Monitoring and impact evaluation**
 - a. What is the expected result of this publication?
 - b. List selected indicators of impact and benchmarks.
 - c. List means of verification.
14. **Resources required**
 - a. What is the proposed overall budget for the project?
 - b. What human resources will you need, both staff and external?
15. **Partners**
 - a. Specify any partners involved, and provide copies of all relevant agreements.
16. **Timetables and deadlines**
 - a. Expected time for completion of the first draft for outside review.
 - b. Expected time to complete the entire manuscript (and explanation of any potential impediments).
 - c. Expected date of issue.
 - d. Is a launch foreseen, and if so, has it already been included in the AOC Communications Plan?

Who does what?

Branch or Office

- Initiation of the publication project within the framework of the implementation and approval by the UN-Habitat Board.
- Once the publication approved by UN-Habitat board, initiation of the publication project.
- Elaboration of the project (including budget) and completion of the AOC Publication Checklist for validation by AOC.

Publications Officer, AOC (Head of Production)

- Validation – or revision – of the Publication Checklist and data entry into the Publications Management System (PMS) database.

Branch or Office

- Confirmation of availability of funds for editing, design and layout, photographs, printing, distribution.

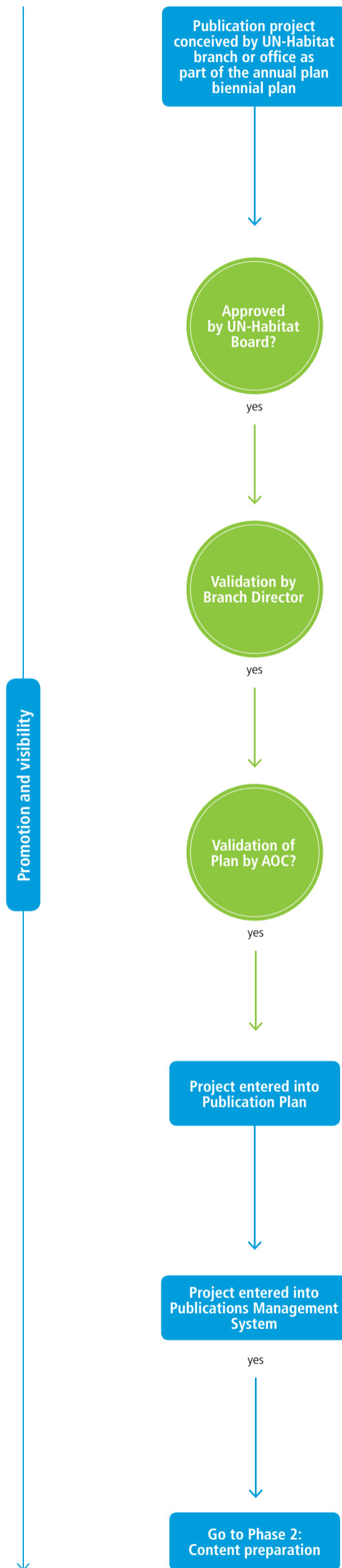
Branch Coordinator (Office of Director)

- Validation – or revision – of the project once it has been validated and entered into the database by the Publications Officer.

AOC

- Editing of the publication. The Editor will consult with all of the above as required and will recommend changes as necessary even if these require a complete or partial revision, re-write or decision to cancel the publication for lack of clarity, or quality, or other reasons.
- Design and layout of the publication, assisting with illustrations, maps, graphics, photographs. Here too recommendations will be made as necessary.
- Validation of the Publication, Distribution Plan and Dissemination Plan.

FIGURE 2: Planning and project definition phase



1.1 Why are you doing it?

Your objectives should be clear and attainable.

UN-Habitat publications may highlight projects, present reports from a conference, or synthesise research. They are often the final output or product of a project, programme or meeting. But remember, wanting to have something to show is not sufficient justification for launching a publication! As you plan your publication, you should be able to answer the following questions:

1. Why publish? (objectives)
2. Who for? (target audience)
3. What? (content)

These questions need to be looked at together, but for the sake of clarity we will take them separately. This section looks at the first point. Remember at this stage to think of the big picture. Publication projects should reflect the objectives and working areas of UN-Habitat as a whole. Ensure clear links between the overall goals of your specific programme and the goals of your publication. Take time to envisage the value of the publication for your target audience, and make sure you do not duplicate work.

When defining objectives, it is useful to identify four levels:

- **Strategic goals:** the overall goals of the project. E.g. *The main objective of UN-Habitat is promoting better cities with emphasis on poverty reduction and the Millennium Development Goals on slums and water and sanitation and as outlined by the objectives of each branch.*

Are you duplicating material that already exists?

Before launching your project, do your homework. Has any similar work been done in UN-Habitat or outside the Programme? Are there any well-known authors who have already produced work on the topic? Do similar publications exist? Ask yourself: *What additional value does this project bring? In what way is it original?* Usually the content should be original, although in some cases it is the presentation of the content (e.g. vulgarization for the general public) that brings the added value.

Not every project deserves – or requires – a publication. Neither does it require a foreword by the Executive Director. Think about the various options available for attaining your objectives. You may prefer to build up a community of practice, and/or organize discussion forums and workshops. If you do choose to publish, decide which media will enable you to best reach your audiences.

- **Programme objectives:** more specific programmatic goals. E.g. *Helping municipalities with new urban planning techniques.*
- **Communication objectives:** how you want your audience to use your publication. E.g. *To learn, to raise awareness, to educate, to make informed decisions...*
- **Users' objectives:** what your *target audience* wants from the publication. E.g. *Ministry staff may like self-study and distance training materials that adapt to their busy schedules and allow them to advance professionally.*

Think about—evaluating impact!

To be able to find out whether you have achieved your objectives, it is important to define your expected results, performance indicators, benchmarks and means of verification now. Factor in the financial and human resources needed.

Read more about indicators and impact in Chapter 7.

Example of a publication and its objectives

A publication on conflict management in water disputes has just been printed. Below you will find how this publication responds to the required goals and objectives listed above.

Strategic goals:

Use the tools of science and technology to contribute towards poverty eradication, sustainable development ... as well as for the building of peace...

Programme objectives:

Fostering policies, technical capacity-building, research, networking, education and international cooperation in the fields of water, sanitation and post-conflict planning for enhancing sustainable urbanisation...

Communication objectives:

Policy makers, government officials and researchers can use this publication as a guide to establishing policies and systems in order to manage water-related problems in various towns and cities.

Users' objectives:

Users will have up-to-date and easy-to-read information on the topic of water-related conflicts in an urban setting and will be knowledgeable as to possible actions to be taken to reduce such tension and conflict.

*Remember, if you don't have clear objectives – **don't do it!***

1.2 Who is it for?

Determine your audience. Remember – your publication is for them, not for you!

Having a clear idea of your target audience will guide you in the choices you make concerning the production of your publication. Here are some rules of thumb:

- **Know your audience:** Who do you want to target: e.g. young people, Ministry officials, policy makers, educators, scientists, reporters? Where are they situated? What language(s) do they speak?
- **Know what they want:** You may know who they are, but do you know what they want? How can you adapt your publication to best fit their needs?
- **Know how your target audience will use the publication:** Is your audience interested in training? Do they need the latest research on a specific subject as an aid in policy development?

Language versions

Knowing your target audience will allow you to decide on the appropriate language versions for your publication. Your decision should take into account both main and secondary target audiences, the existence of adequate distribution opportunities for the language(s) chosen, and the potential use of a language version as a vector for further translations. Anything likely to be widely translated should have an English version. ***See Appendix 8 for information on language version objectives based to publication category.***

On this basis, UN-Habitat has defined minimum language version objectives for each publication category:

- all six official languages (depending on resources and availability of funds): global reports; UN-Habitat brochure, Annual Report;
- English and/or one other language, depending on the main language of the country or region for which the report is intended;
- English and/or official local language for: guidelines, manuals, toolkits, teaching materials;

▼ Beware of assumptions

We often assume we know the best types of publications for specific audiences. For example, it is a given that a policy maker will not have time to read a 75-page study on the impact of an urban planning manual in Kosovo, and that a policy brief is more appropriate. It might be assumed that a programme specialist working in a local NGO in Africa is more in need of a monograph or technical report. Yet discussions with these professionals sometimes reveal other agendas. As part of the publication project, it can be helpful to conduct research or organize focus group discussions with your target audience. You may come to the conclusion that a DVD is the best product, or simply a web-based report. Understanding the requirements, interests and changing needs of your target audience will help you to justify your project and determine the right format.

The categories of typical target audiences for any UN-Habitat activity can be distinguished as follows:

- Permanent Delegations
- UN-Habitat networks (e.g. GLTN, associated universities, national habitat committees)
- Development agents (e.g. intergovernmental organizations, UN system)
- Policy makers (e.g. ministry, parliamentarian, local authority)
- Civil society (e.g. private individual, non-governmental organization, company)
- Scientists / researchers / academia
- Educators / teachers / trainers / students
- Youth / students
- Mass media
- Specialized media

Think about – promotion!

Determine your mailing lists for promotional materials at the same time as you define your target audience. **See Chapter 5.**

1.3 What is your project?

Relevant documents and tools:

- **Appendix 1:** Categories of UN-Habitat information materials

 Once you have defined your objectives and target audience, you should have a clearer idea of what you need to produce.


You should be able, at this point, to describe your project. Are you indeed producing a publication and not another category of information material? Although much of the information in these guidelines is also relevant for preparing documents and communication materials, it does not cover the specificities of these categories (*see Appendix 1 for definitions of each category*).

UN-Habitat publications consist of substantive material published for external audiences, which justifies attribution of an ISBN. If your project does not present substantive material and/or is not for an external audience, then it is not a publication as defined by UN-Habitat's criteria.

Once you are confident that you do need to produce a publication, you should be able to describe it. Fill out the relevant fields of the Publication Checklist. The basic descriptors at this point are the following:

- **Objectives:** What is the publication's purpose? Why is it useful and required?
- **Added value:** A review of the literature to demonstrate how the project adds value to the debate.
- **Target audience:** Who do you wish to reach?
- **Type of publication:** What type of publication will you be producing (monograph, statistical report...)? In what medium (electronic, print...)?
- **Summary:** Describe the publication's content, structure, approach and approximate length.
- **Distribution:** How do you plan to distribute it?
- **Promotion:** How do you plan to promote it?
- **Impact:** How will you measure impact (indicators, benchmarks, means of verification...)?

1.4 Partnerships

 Before embarking upon a partnership, think about its potential advantages and disadvantages.

In some cases, there may be opportunities for co-publishing a book. Ideally, this opportunity presents itself at the planning phase. Negotiations for partnering take time and can delay production if taken up too late in the publication life cycle.

First, you must be aware of the fact that each co-publishing agreement is negotiated with one publisher whose sales networks generally cover one – or more often several – geographical zone(s) depending on the language version you are dealing with.

There is probably no international publisher capable of partnering with UN-Habitat to publish many languages over a large number of countries. Each language version, therefore, must usually have its own co-publishing partner. (AOC negotiates all co-publishing agreements as they pose sensitive questions concerning copyright, distribution rights and other legal responsibilities.)

▼ Co-publishers must be chosen wisely

- Is the partner well situated in the field constituting the subject matter of your publication project?
- Is the partner likely to distribute the publication in a manner that complements the UN-Habitat's own efforts and enhances UN-Habitat's visibility?
- Can the partner handle any production responsibilities?
- Does the partner offer to participate in the venture at a fair price?
- You may think that it is cheaper and/or faster to work with an external publisher. This is not necessarily the case, and not sufficient reason to co-publish.

Advantages of co-publishing

- The publication benefits from the partner's positive image if the publisher is well known and has a strong position in the subject field.

- Distribution can be larger and more developed, thanks to aggressive marketing and promotional teams that can visit bookstores and libraries.
- Co-publishers share certain costs, and the financial gains from book sales can also be beneficial.

Disadvantages of co-publishing

- Certain publishers do not provide assistance in promotion; they merely assist with the production.
- UN-Habitat's visibility may be diluted. In some cases the partners stand to gain more from the agreement than UN-Habitat, by using their own sales networks while benefiting from the UN-Habitat image.
- If your distribution strategy includes a significant amount of free distribution, this may be incompatible with the sales strategy of a co-publisher.

▼ **Co-publishing: Responsibilities for establishment of an agreement**

- The following elements are worked out between UN-Habitat and the co-publishers on the basis of internal consultations between AOC and the programme sector concerned:
 - rights to be ceded,
 - terms,
 - territory,
 - responsibilities,
 - print-run,
 - publication date,
 - publication format,
 - design,
 - logo usage,
 - royalties and payments,
 - pricing,
 - reprinting.
- The programme sector may not engage in any discussions with a publisher about any current or potential publication without implicating AOC.
- Co-publishing agreements are negotiated and drafted by AOC for signature on behalf of UN-Habitat before being sent to the co-publisher for counter-signature.
- Branch or office reviews the draft agreement.
- Signing of agreement.

- Publishers like to choose launch dates on the basis of their agenda, not yours.
- Any book profits will be divided among partners.

Co-publication of a series

This is usually the most fruitful type of co-publishing agreement. Both partners commit themselves for a certain duration to co-publish a complete and coherent editorial programme.

1.5 Resources and budget

Relevant documents and tools

- Appendix 4 – Sample budget
- For the production estimate contact AOC's Production Unit.

 **Planning for time, money and human resources is essential for any successful publication project.**

When does the publication have to be ready? Does it need to be distributed at a specific event (**see Chapters 5 and 6**)? Plan now on how you will reach that deadline and calculate the costs involved. These guidelines will help you to remember all the items to be included. AOC Production Unit will help you to define the budget and work calendar. Be prepared to fine-tune your budget as the project unfolds.

It is not usually possible to confirm at this stage whether the publication will be distributed in print or electronically. If it is likely to be in print, ask AOC to provide you with an estimate of production costs. Remember, in all cases, costs related to *content preparation, design and printing* will be paid for by the branch.

What should you budget for?

Plan both the time required and the costs for the steps listed below, as well as staff time/costs for managing the project. Once you have established a timeline, check in advance the availability of contractors for each step.

- **Content preparation phase**
 - Drafting of the manuscript or translation of an existing manuscript.
 - Substantive editing and/or rewriting or revision of a translation
 - Photo research acquisition of rights for text and images.

- **Production phase**
 - Copy-editing
 - Graphic design
 - Page layout and entering of corrections
 - Proofreading Creation of an index
 - Printing and binding
- **Promotion and visibility**
 - Editorial work (conception, drafting of texts)
 - Graphic design
 - Printing
 - Dissemination of promotional materials (postal costs etc)
 - Organization of promotional activities/events
- **Distribution and stock management**
 - Mailing/distribution service costs
 - Storage costs
 - Print-on-demand
- **Evaluation of impact**
 - Cost of tools chosen to measure impact

Chapter 02

Content preparation

 Content preparation is the most important part of the publication cycle. This chapter provides a step-by-step guide.

It is important to follow standard procedures as closely as possible in order to ensure that UN-Habitat publications are of consistently high quality.


The best layout, graphic design and proofreading cannot compensate for poor quality of content. Efficient promotion can even be extremely risky for the organization as a whole if the content is not up to standard.



Poor-quality material should not be published in any form! However, it is obvious that each publication project is different. This chapter is designed to cater for a range of publication types. Remember that in some cases it is appropriate to cancel a publication project if the quality of the content is not sufficient.

CHECKLIST AND ISBN REQUEST PART 1

Content preparation phase

Title of publication:

1. Budget allocated? yes no Code: _____
2. Author(s) and volume editor(s) (where relevant) selected? yes no
 - a. Name(s) (if not provided in Phase 1)? _____
 - b. UN-Habitat employee(s)? If yes, go to 6. yes no
3. Contract(s) drafted, and validated by Publications Officer and AOC? yes no
4. Contract(s) signed by author(s)? yes no Provide copy/ies 

8. Manuscript and other elements submitted by author(s) and approved? yes no
9. All photos, illustrations, maps and other graphic elements collected? yes no
10. Permissions obtained for all non-UN-Habitat-copyright material? yes no
List material and provide copies of all permissions. 
11. Substantive editing done? yes no Provide name of editor
12. Preface and foreword and/or introduction written and approved? yes no
13. Reviewed internally? yes no
Describe briefly process and results, and attach reviews. 
14. Reviewed via peer review or editorial board? yes no
Describe briefly process and results, and attach reviews.
15. Publications Officer has checked compliance with procedures and that manuscript is complete? yes no
16. Validated by Branch Director? yes no
17. AOC evaluation of compliance with procedures (editorial and rights) for ISBN/ISSN issuance?
18. Scheduled launch date?

Your contact information for ISBN request

Responsible officer: _____

Branch: _____

E-mail address: _____

Office telephone number: _____

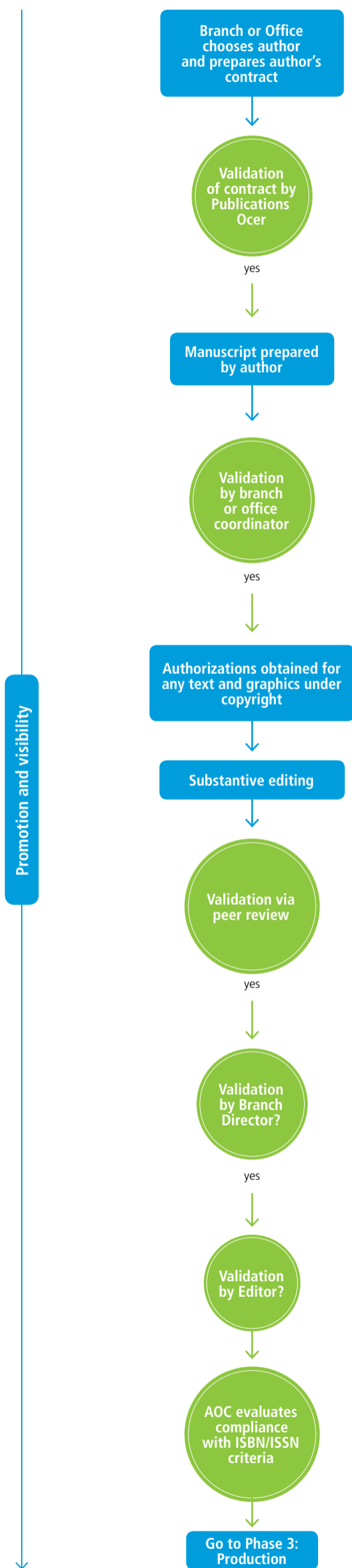
Promotion

Blurb drafted?

Flyers drafted?

Web promotional materials created?

FIGURE 3 - Content preparation phase



Who does what

Branch or Office

- Drafting of author's contract.
- Management of publication project.
- For substantive editing:
 1. checks appropriate contract type and procedures with Administrative Officer;
 2. chooses from among three potential contractors, justifying the choice;
 3. creates a contract and specifies the terms of reference;
 4. validates the completed work and sets into motion the payment process.
- Quality control:
 - ensures author and editor comply with UN-Habitat and United Nations editorial standards;
 - ensures permissions are secured for any copyrighted material used in the manuscript (text extracts, maps, charts, photographs and any other material reproduced from another source).
- When satisfied with author's work, completion of administrative procedures to ensure payment.
- Validation of completed manuscript and submission to Publications Officer. See sections 2.2 'Briefing and management of authors' and 2.4 'Substantive editing', for more information.

Publications Officer, Author Branch

- Guidance on all editorial questions and publishing procedures.
- Guidance in fine-tuning the budget that was roughly calculated during the 'Planning and project definition' phase (*see Chapter 1*).
- Evaluation of editorial quality of manuscript before the production stage begins.
- Validation of author's contract.
- Validation of completed manuscript and submission to Branch Director.
- Upon validation by Branch Director (see below), transferral of manuscript to AOC for evaluation of commercial viability and compliance with ISBN criteria.

Branch Director

- Validation of choice of author.
- Complete read-through of manuscript at least once.
- Validation: statement confirming that manuscript is of required standard, that any potentially sensitive issues have been checked (if necessary in consultation with AOC), and that all the necessary permissions have been obtained.

Administrative Officer, Author Branch

- Confirmation of budget availability.
- Validation of administrative procedures.

AOC

- Final validation of author's contract and permissions.
- Evaluation of commercial viability of publication.
- Verification that quality control procedures have been respected.

2.1 Selecting authors

 UN-Habitat authors are selected among dedicated specialists and capable writers from across the world.

The primary criteria for selecting an author are:

- eminence in the relevant field;
- language and writing skills.

UN-Habitat also emphasizes that its authors should be representative of all regions of the world. This is not always easy to apply for one publication, but must be borne in mind. Do not hesitate to seek out advice when selecting your author(s)! Colleagues in the field, National Commissions, NGOs and other national and international bodies can make useful suggestions. In some cases it is relevant to work with younger, less experienced authors, in order to incorporate a capacity-building element into the project.

In this case, it may be good to pair up a younger researcher with an established expert. You may also want to think about whether a potential author is 'media-friendly' or not (*see Chapter 5 'Promotion and visibility'*) as this can enhance the impact of your work. It is sometimes justified

to work with authors with whom one has already established a working relationship during collaboration on previous publications. However, it is also important to identify other potential authors who may be better qualified for the job.

2.2 Briefing and managing authors

Relevant tools and documents

- UN-Habitat Style Manual
- UN-Habitat Publications Policy

 **Authors need guidance. The more support they get, the better and the faster they will work, and the fewer hitches you will encounter down the line.**

Working with an external author

The author must sign an author's contract, thereby agreeing to transfer all copyright to UN-Habitat and to comply with the specific terms of reference given in the contract. **See Appendix 5, Sample terms of reference for contractors.**

The author's contract is the only complete and adequate instrument transferring copyright in the work to be created by the author or editor to UN-Habitat for its publishing purposes. This enables UN-Habitat to grant licenses to publish the work in other languages and authorize its reproduction in whole or in part, i.e. to reach the widest possible audience.

It is paramount to inform the author of all contractual obligations. Draw attention to the copyright provisions in the contract, and the fact that there is no provision for payment of royalties. The terms of reference should be as detailed as possible, to ensure that the end product is consistent with the objectives of the publication. This includes respecting the UN-Habitat style manual when drafting the manuscript.

Author's contracts must be validated by AOC for content. The Branch Director and Administrative Officer sign off on budget. Once the contract is signed, provide copies to your Publications Officer and AOC.

-
- You must use an author's contract and not another type of contract such as a fee contract! This will avoid your having to deal with tricky rights questions further down the line. If you have any doubts, contact AOC.
 - Once the draft contract has been cleared by AOC, do not modify it in any way!
-

Authorship and other credits

Who is considered to be an author?

An author is someone who creates an original work having a fixed expression (usually in the form of a written text). In the context of UN-Habitat's publishing activities, it is anyone who has made a major contribution to the intellectual substance of a publication, and has played a major role in drafting and/or revising the various stages of the manuscript.

All contributors who meet these criteria should be listed as authors, and all those listed should meet the criteria. When an author signs a publication, he/she both takes credit and accepts responsibility for the intellectual content of the work.

Is a volume editor an author?

A volume editor selects, revises and re-arranges the work of an author, or number of authors, for publication and accepts intellectual responsibility for the content of the publication. A volume editor is considered to be an author and must sign an author's contract. The editor-in-chief of a review or journal carries out similar functions, and must also sign an author's contract.

What types of publications are considered to have individual authors?

Journal articles, monographs and technical studies are considered to have individual authors. Global and regional reports and statistical digests are considered as institutional publications without individual authors.

However, they may credit the persons who drafted the publication on the legal/copyright page, under acknowledgements. In certain cases, authors of individual chapters of such reports may be credited on the chapter title page and in the table of contents, but not on the cover of the publication. If you are in doubt about whether or not to credit the authors, contact AOC.

2.3 Photos, illustrations and maps

Relevant documents and tools

- UN-Habitat photobank: http://intranet.unhabitat.org/image_gallery/
- UN-Habitat Flickr: <http://www.flickr.com/photos/66729176@N02/>
- UN cartographic database: www.un.org/Depts/Cartographic/english/htmain.htm

 Selecting photos, illustrations and maps is complex and requires time.

Photographs

If you are publishing a book with photos, you may carry out the photo research internally. Consult UN-Habitat's photobank which contains images from across the world in all of UN-Habitat's fields of activity. Try also national sources, such as National Commissions, Delegations, embassies, and tourism offices. If you don't find what you need easily, you will have to purchase the photographs you need, so you need to ensure that you budget for photographic material when planning your publication. **See Appendix 6, for the list of photobanks used by UN-Habitat.**

You may decide to buy photos from a photo agency. When purchasing photos, make sure you are clear about the budget available. Sometimes authors provide photos. Be strict about the technical and artistic quality required and explain these criteria clearly to the authors.

Once you have the photograph laid out on the page, a copy of the image on the page must be sent to the agency or rights owner for approval. Contact AOC if you need any advice.

▼ © Ensure UN-Habitat is compliant on copyright

The United Nations and its agencies are expected to show exemplary compliance with international copyright law. This means it is illegal to lift photos or graphics from magazines, books or web pages without written permission. Any photograph that is unattributed is therefore illegal.

Even our own photographs must be duly attributed as per the official UN rules.

Every photo carried in UN-Habitat publications and the public website must have the following data: A brief mention in the present tense of half a line, saying what the subject is and where the picture was taken. It must also have the name of the photographer, showing its **copyright** © as in these examples.

Pictures without the copyright mention are illegal and cannot be used

UN-Habitat can incur a penalty if the credit is incorrect:

A woman preparing the evening meal last week in the slum of Chandni Chowk, New Delhi.

Photo © UN-Habitat /Julius Mwelu

When authors provide photos, you must either:

- identify them clearly in the author's contract; or
- ask the author or rights holder to sign an authorization for use.

Criteria for selecting photos

- Technical quality:
 - a minimum of 300 dpi for dimensions of 20x30.
- Artistic quality:
 - composition;
 - light;
 - originality.
 - theme;
 - relevance (topical, reflects issues at stake and angle desired by author).
- Political correctness:
 - appropriate geographical and gender balance;
 - sensitivity concerning religious, ethnic and political issues; sensitivity concerning any representation of violence.

Prices and rights

Photo prices depend on:

- size of the image (as compared to the page of the publication);
- whether it is colour or black and white;
- print-run;
- number of languages / geographical coverage;
- number of photos purchased (rates are cheaper for larger quantities);
- renown of the photographer and/or photo agency.
- Note that reprints and language versions may bring the publication into a higher price bracket. If possible, request worldwide rights. Check whether there is an additional cost for acquiring the rights to publish the image in electronic formats. For the web, you must usually specify the length of time the image will appear. Again, if uncertain, consult with AOC.

▾ Cropping and manipulation of images

You are usually allowed to crop and in some cases alter an image within reasonable limits, unless it is a work of art or by a famous photographer. If an image has been cropped or manipulated in any way, make sure this is the version sent to the agency for approval.

Illustrations

You may wish to use illustrations in your publication. If you hire an illustrator to create an illustration or set of illustrations exclusively for your publication, he/she must sign an author's contract. Otherwise, the illustrator may assign non-exclusive rights in the same way that a photographer assigns rights.

As with photos, illustrations should respect criteria of technical quality, artistic quality, relevance and political correctness.

Maps

You must obtain permission for use of any maps. It is always better to use the maps and outlines of the United Nations and fill your information into these. In the case of maps from the UN database (<http://www.un.org/Depts/Cartographic/english/htmain.htm>) e-mail confirmation is sufficient.

One of the greatest resources of the United Nations, the Map Collection houses over 80,000 maps, some 3,000 atlases, gazetteers, travel guides, cartographic and geographic reference works as well as digital cartographic projects. Use these products! They are free of charge, expertly produced and politically verified.

Remember, for political maps, you may also need to check on potentially sensitive issues or controversial borders. Contact the cartographic section by e-mail. On their website is a link to the UNGEN, the United Nations Group of Experts on Geographical Names. You can also talk to the AOC for guidance here.

2.4 Substantive editing

Relevant documents and tools

- UN-Habitat Style Guide
- Plagiarism detection software:

- www.turnitin.com
- www.ithenticate.com
- UN-Habitat roster of editorial consultants.

 The branch or office is responsible for the quality of the content of the publication. All publications should be sent to the Editor prior to production.

Substantive editing is a specialised task requiring both subject knowledge and writing skills. It also requires time and budget. All approved publications should be sent to the Editor. The editor will arrange to have the documents reviewed internally or by an approved external consulting editor. Please check with the Editor or the Publications Officer on the cost of the editing which is calculated on the basis of 300 words per page.

The branch or office remains accountable for the quality of the manuscript.

Once the manuscript is submitted to you by the author, you must read it carefully to ensure that it is suitable and corresponds to the terms of reference in the author's contract, notably in subject matter, approach, style and length.

Remember, if the author has not carried out the tasks to your satisfaction, you may send it back. You should not request final payment for the author until you are satisfied.

Brief the substantive editor on what is now required. In all cases, the editor must delete redundant passages, add pertinent missing material, make sure that the development of the author's argumentation is logical, and ensure balance between the different parts of the manuscript.

The editor may also decide that a publication is not up to standard and will send it back for further research, checking or even re-writing in some cases. He/ she must also make sure that the Style Manual has been followed, and in particular that:

- facts are checked;
- any quotations are checked for accuracy and rights questions;
- proper names and place names are correct and correspond to United Nations usage; and
- bibliographical references are correct, complete, in the right order and the appropriate language.

In the case of multi-authored works, the editor must also ensure consistency of presentation and terminology.

Transitions may have to be drafted to link the different contributions. You must make sure that permissions have been secured for any copyrighted material used in the manuscript. This includes any text extracts and any figures or images, such as maps, charts and photographs that have been reproduced from another source (*see section 2.2 on 'Briefing and managing authors' and 2.3 on 'Photos, illustrations and maps'*).

If you have any doubts about whether the author has provided you with original content, check for plagiarism, which has become more and more common with the availability of material on the Internet. Check for self-plagiarism too: the author should not be re-submitting material that he or she has already published elsewhere, which could infringe upon another publisher's copyright. There are many electronic tools available to check for plagiarism, such as www.turnitin.com and www.ithenticate.com. If in doubt about any of the above, do not hesitate to contact AOC!

▼ **Think about – advocacy!**

Tips for choosing your title

Decide on the definitive title of your publication: Your 25-word working title is not going to pull the reader in. When choosing the title of your publication, concentrate on the main concepts and themes of your publication. Avoid clichés, puns and colloquialisms that may be difficult to translate or understand in other cultures. Always avoid titles which are too long, and words that are rare or too complex. Your Editor will help you choose a short, accurate, punchy title, which you must stick to. Once you have started using it for promotion, your efforts will be wasted if you change it!

Check the web for similar titles, to make sure yours stands out in some way. If you want it to be search-engine-friendly, keep it under 10 words and place key terms at the beginning.

Write the blurb now

Ask the author to propose a draft, or use information from the book's introduction, conclusion and any other relevant material to write a short (approx. 300-word) blurb. It will serve both for the back cover, promotional material such as flyers and web content, as well as the abstract required for the Publications Management System (PMS).

Check for any upcoming deadlines

Check with the channels identified in your promotion strategy about deadlines for providing them with promotional material. See Chapter 5 'Promotion and visibility' for more information.

2.5 Peer review

 Peer review is an important part of the quality control process, and ensures professional credibility.

Which publications should be reviewed?

All publications should be reviewed by parties other than the author(s)/ editors prior to release. In the case of very specialized technical publications, external peer review by at least two reviewers should be systematic. See the table below for type of review by type of publication:

Books:	
Works for specialized audiences	Peer review
Global reports	Publications board / scientific committee
Statistical reports	Peer review / internal expert review
Policy briefs	Publications board
Technical reports and Working papers	Internal review
Proceedings	Internal review
Guidelines, Manuals and Toolkits	Testing and peer review
Annual Reports	Publications board
Periodicals:	
Magazines	Editorial board

Before or after copy-editing?

Generally it is better to have the manuscript reviewed before copy-editing, as the review may require changing the manuscript substantially. In some cases however, poor editorial quality may distract the reviewer from the content. This decision must be made on a case-by-case basis.

How do you find a reviewer?

You may seek out a reviewer using the same channels that you used to find an author. The author is also asked to provide names of potential reviewers. If the branch or office does not identify reviewers, the Publications Board can do so.

What is expected of the reviewer?

The reviewer is expected to read the manuscript thoroughly, and to provide detailed feedback on the substance.

How much should you pay the reviewer, if anything?

Many reviewers are happy to carry out a review without payment, and this is often considered to be more ethical. However, peer review is also extremely labour-intensive, and payment is also practised. UN-Habitat's standard practice is to request peer review without payment. In some cases you may propose a token fee.

When is blind reviewing necessary?

In the case of blind reviewing, the name of the manuscript's author is not disclosed to the reviewer. Blind reviewing is necessary where there is potential conflict of interest or a very small specialist community.

Testing of training material

Manuals, training kits and other educational materials must be tested (preferably by users identified within the target audience) and feedback taken into account.

▾ Testing of educational material – an example

A Training of Trainers education kit was produced, targeting municipal planners dealing with sensitive urban land matters. Its aim was to transmit expert knowledge on a specific topic.

Four language versions (Arabic, English, French and Spanish) were published during the first phase of the project. This first phase included an evaluation period that called upon members of the GLTN, the Global Land Tool Network. They were invited to test and improve the kit by sharing their knowledge and experiences. Subsequent to their positive response, a second edition, including other language versions (Chinese, German, Hindi, Mongolian and Russian), was realized two years later.

2.6 Setting up and managing an Editorial board

 Some publication projects require an editorial board or special committee to ensure the highest standards.

This is usually required for UN-Habitat's high-profile outputs, such as the *State of the World's Cities*, the *Global Report on Human Settlements*, the regional State of the Cities reports, series and multi-volume works. It may also be required for other types of publications. If in doubt, contact AOC.

Boards and committees can function in many different ways. In some cases all members may be involved in reviewing all publications, at least at some stage of the process. For the major flagship reports, for example, all members of the board are usually expected to comment on the proposed table of contents. In others, different members may be assigned responsibilities for specific publications. Once you have established the need for a board, you should ask the following questions:

- 1) How would you expect the board to function?
 - Respective responsibilities and validation procedures?
 - Periodicity of meetings?
 - Regularity of contact via e-mail?
- 2) Desired competencies and other characteristics of the board?
 - How many members?
 - Do they cover the required spectrum of competencies?
 - Are they recognized specialists?
 - Would they have the desire and the time to devote to this function?
 - Do they have the requisite language skills?
 - Geographical considerations (and potential trade-offs to be made):
 - Do they represent a broad cross-section of cultures and nationalities?
 - Are they located such that they are easy to bring together for meetings?
 - Would they expect to be paid? How much?
- 3) Resources for management of the board?
 - Is there a budget to meet the costs of the board?
 - Are there adequate human resources to follow up on the work of the board?

▼ The UN-Habitat Publications Board

Role of the board

- Approving publications
- Proposal of authors and titles.
- Ensuring quality of content.
- Ratify publishing policies.

Responsibilities and procedures

The publications board meets every year. It reviews the titles in progress and decides upon potential new titles and authors to be contacted. Selected authors are invited to submit a proposal, which is then shared amongst the members of the board and branch heads via e-mail.

If the proposal is approved by the board, one of the AOC Associate Editors is designated to follow the manuscript through to completion.

Composition of the board

- Chair – Deputy Executive Director, Branch Directors [excepting administration],
- the Head of AOC,
- the Editor,
- the Head of the Production (the Publications Officer, AOC),
- Branch Director

For more information on the Publications Board, see the UN-Habitat Publications Policy on the intranet.

2.7 Forewords and prefaces

 Most publications begin with a foreword or preface. A foreword by the Executive Director, can be an asset for your work.

What is the difference between a foreword, a preface and an introduction?

A foreword is a short text placed at the beginning of a publication and written by someone other than the author, often an eminent personality who may help attract interest for the publication. A foreword is always signed. Consistent with the perspective of someone who has not been involved in elaborating the work, the text itself usually places the publication in a broader context.

A preface is usually written by the author and may explain, for example, how the book came about. It is not usually signed, although it is often written in a more personal tone than the subsequent material.

The introduction is part of the body of the work. If it is a technical publication for example, it will usually explain such aspects of the publication as its background, rationale, methodology and structure.

How to request a foreword by the Executive Director?

If you would like a foreword by the Executive Director for your publication, make your request as soon as possible to take into account the different stages of the visa process. If your Branch coordinator agrees, you should prepare a text of no more than 600 words and submit it to (advocacy@unhabitat.org) AOC, will then edit it as required and submit it to OED. The foreword will be sent back by the Editor once.

▼ Bear in mind

Should you wish to have a government minister, or prominent personality outside of the United Nations sign an editorial in any publication bearing the UN-Habitat logo, consult beforehand on the political suitability with AOC. There may be exceptional cases where it is unacceptable to have the Under-Secretary-General of the United Nations signing a foreword with or alongside anyone under investigation on criminal, ethical or governance matters.

In the past, publications at UN-Habitat have been stopped by AOC on more than one occasion at the last minute at because a minister signing a foreword is named in a public scandal or under summons to appear before the International Criminal Tribunal at The Hague! Check first in every such case and save yourself time, expense and embarrassment.

2.8 ISBN and ISSN attribution

 Assignment of ISBNs and ISSNs is subject to the respect of UN-Habitat's quality control standards and type of publication. It is managed within an integrated system under AOC responsibility.

What are ISBNs and ISSNs?

The International Standard Book Number (ISBN) identifies books as well as many other types of publication such as eBooks, CD-ROMs and book applications. The International Standard Serial Number (ISSN) is a standardised international code that enables a *serial* publication to be identified.

This includes electronic serials.

These unique international identifiers enable your publication to be catalogued by distributors and libraries. They are also required by certain services such as Google Books, which provide greater visibility on the web. With an ISBN or ISSN, your publication will be found more easily.

How do you get one?

Because ISBNs and ISSNs provide visibility, UN-Habitat issues them only to publications which meet the Programme's quality control criteria. These include:

- editorial standards;
- type of publication (brochures, meeting proceedings and other promotional material do not carry ISBN numbers);
- technical standards;
- compliance with the brand standards;
- compliance with rights criteria. AOC will evaluate compliance with editorial and rights criteria and will recommend – or not – issuance of an ISBN or ISSN. The ISBN or ISSN will be only be issued upon submission of Phase 3 (Production) of the Publication Checklist together with the final proofs.

Field Offices and Institutes

For staff in Field Offices and Institutes, check the procedures for ISBN and ISSN attribution with AOC.

Chapter 03

Production

 It takes time, effort and specialized skills to transform your manuscript into a polished, professional publication. Each step is important.

If a publication is going to be produced by UN-Habitat, the steps detailed in this chapter will be carried out by AOC. Copy-editing, design and layout and proofreading are all essential parts of the production process.



The time needed for graphic design is variable, depending on whether the publication is part of a series with a standard template and cover, and whether there is a co-publisher who may be looking after design. Make sure you plan all these steps in advance. Each step must be carried out with care, and problems dealt with swiftly. It is a mistake to layout a publication that has not been properly copy-edited, with the intention of fixing problems at the proofreading stage. This will cause delays and extra costs.

Printing (or burning for CD-ROMs) is the decisive step where there is no turning back. Something is wrong if you get to the point where you have to choose between distributing substandard publications, throwing publications into the bin, and spending time and money on gluing stickers to cover up errors!

This does not mean you should be more lax with online material however. Do not let any content go public unless you have done the proper quality control. Remember, it always a UN-Habitat publication, not yours or that of your department.

CHECKLIST AND ISBN REQUEST PART 2

Production phase

1. Budget allocated? yes no Code: _____
2. Editor selected? yes no Name? _____
3. Editing completed satisfactorily? yes no
4. Graphic design and layout completed and consistent with UN-Habitat's brand? yes no
5. Cover completed and consistent with UN-Habitat's brand? yes no
Attach copy of cover 
6. Proofreading completed? yes no Name? _____
7. Index completed (where relevant)? yes no
8. Legal page contains all requisite information? yes no Please attach 
9. Printer selected? yes no Name? _____
 - limit print-runs to copies that will be consumed in one calendar year
10. Final proofs checked and validated for sending to printer? yes no
11. ISBN attributed by AOC? yes no Number: _____
12. Once you have your ISBN, remember to:
 - enter the ISBN on the back cover and legal page before printing;
 - check the printers' proofs before returning them to the printers;
 - check the final product before cataloguing, archiving and distribution.
13. Confirmed launch date?

Your contact information for ISBN request

Responsible officer: _____

Branch: _____

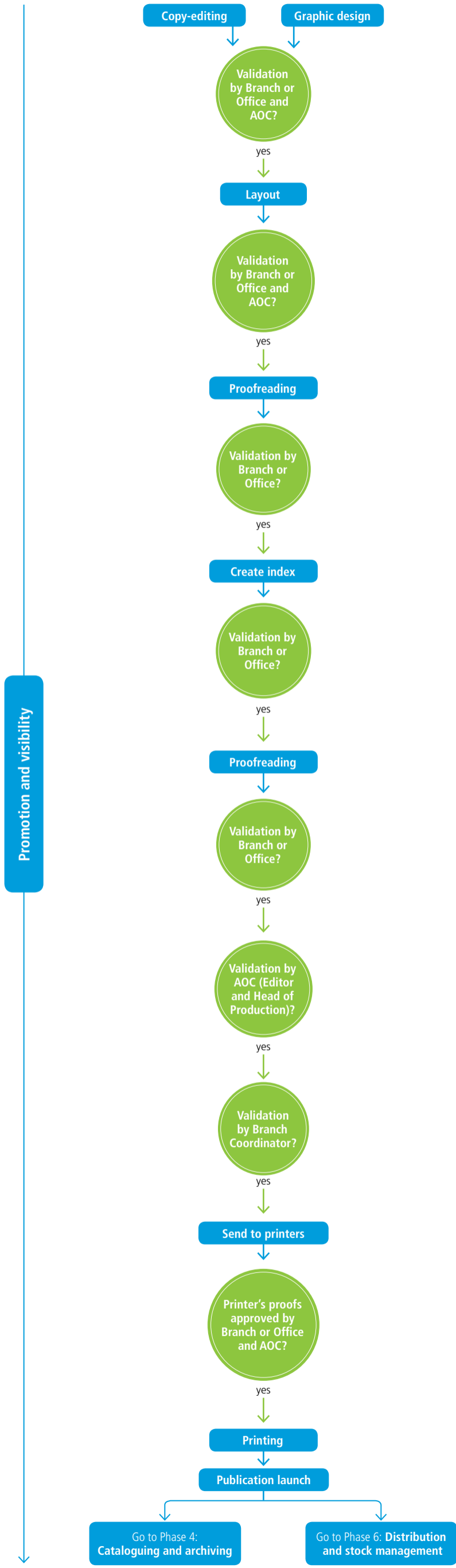
E-mail address: _____

Office telephone number: _____

Promotion

- All promotional materials produced?
- Communication underway?

FIGURE 4 - Production Phase



Who does what?

The Branch or Office

1. Submits manuscripts to AOC for editing and layout.
2. Provides photos, maps and data to AOC in the correct format.
3. Validates the completed work and sets into motion the payment process.

The Administrative Officer

1. Confirms budget availability for editing, design and layout, printing and distribution.
2. Validates administrative procedures.

The Editor (AOC)

1. Reviews the publication and sends it to an AOC consulting editor if necessary.
2. Checks for compliance with UN-Habitat and UN editorial standards and guidelines.
3. Checks for political sensitivity.
4. Verifies compliance with international copyright law.
5. Edits the writing to ensure it is interesting and well presented.
6. If problems, returns publication for further revision to Programme Specialist.
7. If approved, sends document for further processing to the Publications Officer copying the Programme Specialist.

Publications Officer, AOC

1. Places edited publication in Publications Management System (PMS).
2. Ensures that Programme Specialist fills out mandatory PMS and production forms.
3. Oversees the entire design, layout and production process.
4. Checks for compliance with the UN-Habitat brand.
5. Advises the Programme Specialist on the selection of photos, graphics, illustrations.
6. If problems, deletes any illegal photos, graphics, illustrations.
7. If approved, sends document for printing or to the website.
8. With Editor and Programme Specialist, checks and both signs off on final page proofs, in

consultation with the Programme Specialist where necessary.

9. Guidance on all procedures.
10. Advises the Programme Specialist on distribution avenues and print runs.

Branch Coordinator

▼ Remember

Check on schedule? Is the budget allocated to proceed with all steps? Only AOC deals with the printers.

1. Final validation of all manuscripts.
 2. Validation of final page proofs.
-

▼ Co-publishing: Branch of editorial and production responsibilities

- Co-publishers should usually have the capacity to take on all aspects of production, from copy-editing and typesetting through proofreading and indexing to printing and binding.
 - The specific arrangement is a matter of negotiation and interest in view of optimum production of the publication. Forms of co-operation include:
 - UN-Habitat’s delivery of a manuscript edited for language and content for full production by the co-publisher beginning with copy-editing;
 - delivery of final files by UN-Habitat for printing and binding by the co-publisher;
 - bulk sales of printed (or electronic) publications to the co-publisher.
 - The author branch has a responsibility to review page proofs.
 - No work may be printed without the approval of AOC following its review of final proofs in line with the co-publishing agreement.
-

3.1 Editing

Relevant documents and tools

- UN-Habitat Style Guide
- UN-Habitat roster of consultants

 The copy-editor makes sure that your text reads well and is consistent with UN-Habitat house style.

The copy-editor's role is to pick up spelling mistakes and grammatical errors, ensure consistency and fluency of style throughout the manuscript, and make sure that all the details of the Style Guide have been adhered to. The copy-editor may also flag any remaining structural or substantive problems that have escaped you, although you should not rely on him/her to do so. UN-Habitat may also request that the copy-editor apply styles (a coding system available in most word-processing programmes) to distinguish different levels of title and types of character. This makes life easier for the layout artist.

Questions to ask yourself when selecting a copy-editor

- Do you have a budget?
- Do you need a copy-editor specialized in a specific field? Although a specialized editor is more important at the substantive editing stage, you might want someone capable of, say, checking mathematical equations.
- Do you have a copy-editor on your roster who is particularly sensitive to your target audience? You may want someone who is used to working on children's books, for example, and will easily identify inappropriate terminology.
- Do you have tight deadlines? Some copy-editors are very conscientious, but invariably late in handing in their work.

What is the difference between substantive editing and copy-editing?

Substantive editing involves intervening in the structure and organization of the text and may entail extensive rewriting. This is where necessary the role of the Editor, AOC. A copy-editor corrects a text for language, grammar, consistency and application of house style, and should not make any major changes.

Explain clearly the scope and the nature of the tasks

Make sure in particular that the copy-editor:

- applies the Style Guide, including: verification of bibliographical references;
- verification that names and place names are correct and correspond to United Nations usage;
- provides you with an electronic document with tracked changes;
- provides you with a clear list of any comments or questions IN CAPS IN THE TEXT FOR QUICK AND EASY REFERENCE
- is aware of – and respects – deadlines. It may seem obvious, but you should give the copy-editor the complete and final version of the manuscript without layout in MS Word preferably in the standard Times New Roman 12point.

Good copy-editors will usually compile a list of questions that they give you once the work is completed. However you should be available to respond quickly to any urgent questions that arise as the work progresses, to make sure that the copy-editor stays on track. You may also have to get back to the author. Sometimes it is useful to put the copy-editor in touch with the author directly, but you should decide this on a case-by-case basis.

What is in the Style Guide?

The UN-Habitat *Editorial Style Guide* covers English usage and UN style. Drawn from many sources, it provides important information on UN-Habitat terminology, spelling, punctuation, capitalization, currencies and bibliographical references. It is available on the intranet.

Don't create a bottleneck

Once you have received the edited document, take the time to evaluate the quality of the work as soon as possible. If you are not satisfied, send the document back for reworking to your satisfaction. Remember, however, that you are dealing with a copy-editor. You should not be expecting extensive rewriting at this stage. Deal also with any questions as soon as possible. This step of checking quality and resolving questions is often a bottleneck!

3.2 Graphic design

Relevant documents and tools

- UN-Habitat Brand Manual

A well-designed cover will draw potential readers. An attractive layout will invite them to keep reading. In all cases you should use a graphic designer for the cover and layout of your publication. Preferably, choose someone who has a proven track record of working with UN-Habitat and who understands the language of the work being produced.

The Publications Officer, AOC assigns in-house designers to work on edited publications. In cases where in-house designers are not available, AOC will assist in recruiting competent consultants and provide guidance on UN-Habitat's brand standards.

Provide systematically the following information for a cover:

- a brief on the content of the publication and its target audience;
- names of series;
- any images that could or must be used, including their credits;
- any other elements that should be used;
- title and sub-title;
- name(s) of author(s) in the desired order (for inclusion in the legal page);
- any logos and instructions for their use, in the case of co-published publications;
- ISBN/ISSN (assigned by AOC);

All UN-Habitat publications will be designed by a professional graphic designer in line with the UN-Habitat brand:

A good layout presents the text clearly and attractively. It invites readers to delve into the work, and makes it easier for them to find the information they need. The layout also provides information on what type of work it is. An academic publication will not have the same look and feel as a children's book. Brief the graphic designer on:

- UN-Habitat brand identity (in cases where design work is outsourced);
- content and target audience;

Think about – promotion!

If you haven't yet drafted your communication materials, do so now!

Check whether you have any deadlines coming up!

- how to present chapters, sub-chapters and any front and end matter;
- any specificities linked to the language of the work (e.g. adaptation of the format for a version in Arabic);
- how any visual elements should be incorporated into the text.

3.3 Layout

Relevant tools and documents

- UN-Habitat Brand Manual

 Provide the graphic designer with a complete, finalized manuscript and detailed instructions to ensure that everything goes smoothly.

The procedure

Once the copy-editing has been completed, and the design of the publication approved, layout can start. Avoid beginning before you have received the whole of the copy-edited document. Changes in later sections may have to be applied to the whole document, which will cause confusion and delays if part of the text has already been laid out. Provide the graphic designer with:

- the finalized manuscript in electronic form (usually a Word document, with all tracked changes accepted);
- high resolution files for all the images (**see section 2.3 for guidelines on quality and standard formats**);
- high resolution source files in editable formats for any graphs, charts and maps. If a template already exists, for example if your publication is part of an existing series, the designer should apply it meticulously. If not, you must brief the designer on your requirements (**see section 3.2**).

Certain figures and diagrams may need to be redrawn, to ensure clarity and/or consistency. All this will affect the budget and the calendar. Once the text has been laid out, check it first yourself for consistency with the terms of reference, and deal with any problems that are flagged by the designer. Once you are satisfied that the manuscript has been properly laid out, transfer it to the proofreader.

3.4 Proofreading

Relevant tools and documents

- UN-Habitat roster of consultants
- UN-Habitat Editorial Guide

 The copy is now laid out. However it is far from ready for printing, and must be checked carefully!

This is the time to catch any problems that have cropped up in the layout process, and any minor errors that may have escaped the vigilance of the copy-editor.

Selecting a proofreader

Call upon a professional! You may think that your trainee will fit the bill, but this is seldom the case. Good proofreaders are extremely rare. In most cases it is best to have a fresh pair of eyes for this task. However, if you have worked with a very good copy-editor who is also a good proofreader, you may use the same person for both tasks. If in doubt, contact AOC for advice. Location of the contractor is also important. It is practical to work with a proofreader who can pick up the proofs and drop them off when they are done. You may also send PDF files to proofreaders in distant locations, who then make comments on the proofs, and e-mail them back to you.

What does the proofreader do?

The proofreader detects:

- any text that has gone missing or become garbled in the layout process;
- inconsistencies between the table of contents (and other lists) and titles in the text;
- problems with running heads;
- formatting problems including font, font size, spacing, indentation, levels of titles;
- any cross-references (e.g. 'See page xxx') that need to be completed or corrected;
- remaining spelling mistakes, punctuation problems, and inconsistencies in punctuation and capitalization. **Remember, this is not the right time for extensive editing or rewriting!** Ask the proofreader to flag any major problems encountered. Proofreaders mark up their corrections in red pen on the printed page proofs (use different coloured pens if more than one person is marking up the copy). *They should use standard proofreading*

marks (both French and English standards are accepted at UN-Habitat). These are provided in the *Style Manual*.


Then what?

Once you have the marked-up copy, give it to the graphic designer for insertion of corrections. You (or your proofreader) must then check that they have been inserted correctly. You do not usually need to go beyond three sets of proofs before the document is ready to send for printing. Expect to pay for more than a reasonable amount of corrections (usually a maximum of 15% of the total volume of text).

3.5 Creating an index

Relevant tools and documents

- External resources:
 - Society of Indexers: www.indexers.org.uk/
 - American Society of Indexers: www.asindexing.org/site/index.html
 - Australian and New Zealand Society of Indexers: www.aussi.org/
 - Société canadienne d'indexation: www.indexers.ca/site/index.html

 A good index is like a map that guides and informs its readers. Well-indexed works are more likely to be read, used as a reference, and quoted.

All of UN-Habitat's flagship, technical and scholarly publications must include an index. Indexes are also useful in more general publications. Not only is an index a key tool for the reader, it is a hallmark of quality. Indexing is carried out at the page proofs stage. However, it concerns content, and should ideally be foreseen during the content preparation stage (**see Chapter 2**).

What exactly is an index?

The International Organization for Standardization (ISO) is the world's largest developer and publisher of International Standards. Under ISO norm 999 (of 1996), an index is "an ordered arrangement of entries... designed to enable users to locate information in a document or specific documents in a collection." It usually lists concepts, geographical terms and proper names, often in the same alphabetical list, but sometimes separately.

Preparing upstream

If possible, ask the author of the publication to prepare a list of important topics and sub-topics to be indexed. He/she may also use a software application to tag the relevant terms. The terms provided will be used as a basis for preparing the index, although the indexer should not be limited by this list.

Who prepares the index?

Indexing requires time, specific analytical and organizational skills, and an objective vision of the publication's target audience. The author is probably not the right person. Nor is an untrained colleague. And remember – indexing must be carried out by a human! Software may help to tag and sort terms, but it cannot replace a person's unique analytical skills. Call upon a professional indexer if possible.

Briefing the indexer

- Provide the final page proofs. Make sure that page numbers are unlikely to change, to avoid unnecessarily increasing the workload.
- Specify the material to be indexed (whether to include front matter, tables, figures, illustrations, appendices and/or any other material besides the body text).
- Specify time available, space available (where relevant), and desired level of complexity.
- Refer to the UN-Habitat Brand Manual for style and layout considerations.
- Ask the indexer to:
 - read through the work to identify important concepts (in addition to those already established by the author). It is important to concentrate on the underlying ideas rather than the specific terms used;
 - create a hierarchy of concepts and sub-concepts. These must be organized alphabetically with page numbers listed as they are encountered. A less usual term for a concept can be referred to a more usual one using 'see'. To refer to an entry providing similar information, use 'see also'.

3.6 Obligatory preliminary matter

Relevant tools and documents

- **Appendix 3** – Sample copyright page

 The legal page includes important information on rights and responsibilities.

The legal page of a UN-Habitat publication is usually the first left-hand page after the half-title page or title page. It contains the following information in the following order:

- Original title (in the case of a translation)
- Publisher information (name and address of UN-Habitat)
- Co-publisher information (name and address of co-publisher), where relevant
- Copyright
- Statement “All rights reserved”
- HS and ISBN numbers
- Disclaimer (see standard disclaimer)
- Photo/illustration credits [if list is long, credit each photo in the page]
- Cover design credit (if separate from design and layout)
- Design and layout credit
- Name of printer
- Mention “Printed in...(country)”

See Appendix 1 of the Style Manual for a complete list of a publication’s front matter.

3.7 Printing

 You are now satisfied with your proofs. It is time to publish.

You have already selected a printer from among at least three potential contractors. Your selection criteria should include not only cost, but also quality and timeliness. You must make sure that you and the printer have agreed on the deadline for delivery of the publications (usually two to four weeks from submission of the final files), and on all the technical aspects:

- Will you be using digital printing or offset (this will depend on the print-run, with a higher print-run more likely to be cost-effective using offset technology, and a lower print-run using digital printing)?
- If this is a stand-alone publication (i.e. not in a series with set specifications), have you discussed the choice of paper with the printer? Your book will look and feel different depending on factors such as thickness, texture, and the extent to which the paper absorbs ink. Send to the printer via e-mail the final files:
- Provide a high resolution PDF of the whole document.
- For full-colour printing, make sure the colours are in CMYK (Cyan, Magenta, Yellow, Black) rather than RGB (Red, Green, Blue).
- If requested, send also the source files in the software used to create the document, including the required fonts.

The printer will then post back to you, within a few days, the final printers' proofs (also known as blueline proofs) for you to check. Check these carefully against your last set of proofs for any errors that the printer may have introduced, and inform the printer whether everything is ok. Common problems involve fonts, image quality and pages that have been inversed. You should not be correcting the text itself at this stage. If you need to correct more than a few pages, expect to pay extra. You should soon be receiving your copies!

AOC is the focal point for printing, will obtain estimates, provide guidance on print runs, paper quality and finishing. It is more efficient to print on demand rather than accumulate large quantities of unused publication at the publications store.

Don't forget to ask the printer for the publication's spine width. You need to give this information to the graphic designer to finalize the cover.

▼ **New editions and reprints**

Once your book is printed, it is not the end of the story. You may want to reprint it at some stage, and you should think about updating the content at the same time. Treat each reprint or new edition as a mini-project, which must respect the same validation procedures as for a full publication. For most UN-Habitat publications, reprint will not be necessary, new editions will be published electronically.

Chapter 04

Cataloguing and archiving

 Creating a publication is only part of the story. The work will be of little use if it cannot easily and reliably be found.

Cataloguing and classification ease the retrieval of relevant information, both in hard copy and electronic form. It is also important for the UN-Habitat to preserve institutional memory and keep copies of key files. Where publications are concerned, this means final source files for future reprints as well as related contracts and permissions.

4.1 Cataloguing

Cataloguing and classification involves the creation of a catalogue record for a particular publication containing subject keywords, classification numbers, and a variety of other identifying details.

The record is then entered into UN-Habitat's online catalogue to assist in the later retrieval of the publication. AOC is responsible for uploading publications and information materials meant for external consumption on the online catalogue.

Each electronic publication submitted to the AOC for inclusion in the online catalogue must contain the following:

- UN-Habitat logo;
- HS, ISBN for books or ISSN for periodicals;
- Publication year;
- Indication of the language of the original (if applicable);
- Title.

4.2 Archiving

For legacy purposes, four copies of each printed publication will be submitted to the Knowledge Management Support Unit, Office of Management by AOC for archiving and inclusion in the UNON library inventory.

For more information on archiving, please contact the Knowledge Management Support Unit on email: imu@unhabitat.org.

Chapter 05

Promotion and visibility

 Don't wait until the books arrive at your office to think about promotion. Take promotion into consideration at each stage of the publication process.

The main steps for promoting a publication consist of:

- liaising with AOC to design a promotion strategy during the publication planning phase;
- Setting aside a budget (in agreement with your Branch Coordinator, Office Director);
- Conceiving, writing and producing the promotional materials;
- Communicating about the publication:
 - Sharing the information via your networks, newsletters etc;
 - Organizing events (or tie in with relevant events);
 - Contacting the press.

This chapter explains each of these steps in detail.

CHECKLIST

Promotion and visibility

To be considered during each phase of the publication process.

Pre-launch

1. Promotion strategy elaborated?
2. Launch date decided?
3. Budget allocated?

4. Title finalized?
5. Cover finalized?
6. Promotional materials conceived?
7. Promotional materials drafted?
8. Promotional materials finalized?
9. Communication underway?

Post-launch

10. Copies of publication sent to media and partners for promotion and review?
11. Any new opportunities for promotion identified?

Who does what?

Branch or Office

- Input on promotion strategy.
- Provision of information on subject matter, audience and relevant upcoming events.

AOC

- Drafting of promotional materials with inputs from the Branch or Office.
- Ensures promotion of the book appears as part of the communication strategy of the Branch as a whole.
- Design of promotion strategy.
- Organization of media events; launches as required.

AOC

- Validation, production and dissemination of the promotional materials.

Branch or Office

- Endorsement of communication strategy on the basis of information provided by, AOC.
- Validation of the promotional materials.

5.1 The promotion strategy

 Strategy is the first step. What is most important is how to reach your target audience.

Developing a strategy

As early as possible, meet with AOC to design a promotion strategy. Remember – not all publications warrant the same approach so don't embark upon an ambitious and costly campaign unless it is justified.

AOC will want to know the following so think about them in advance:

- Who is your target audience?
- How will they access the publication?
- How do they access information? (Do they have adequate access to the Internet? Do they have a functioning postal system?)

Take into account forthcoming events when determining the publication date. Look for opportunities to couple your launch with an event, convention, summit or conference on the same subject. Consult AOC to find out about relevant events.

Does your chosen author have any networks that could be used? Is the author available for (and good at) interviews? (**See 2.1 'Selecting authors'**.) This may influence your choice of author. If your author is not well-known and/or media-friendly, perhaps you can ask a well-known author to write a preface for the work, thus bringing his/her reputation and support to the project.

Financing your strategy

Be realistic from the beginning about the resources at your disposal. Promotional costs must be factored into the publication budget. AOC can provide cost estimates for:

- Design of promotional material;
- Printing of promotional material;
- Mailing of promotional material;
- Mailing of publications to journalists, factor in costs;

Respect deadlines!

If you announce a launch date that is then not respected, the promotion of your publication will suffer.

5.2 Preparing your communication materials

 Make sure all texts are clear, concise and to the point. The design should convey your message visually and appeal to your target audience without detracting from the text.

Optimizing the content and presentation of the book

When editing your publication, you ensure the readability and clarity of the text (**see sections 2.4 'Substantive editing' and 3.1 'Copy-editing'**).

This time can also be used to identify text excerpts, tables and/or illustrations that could attract the interest of journalists, bookstores, distributors and your target audience.

The cover pages are also useful for promotion. Settle on the final title of the publication with AOC at this stage. The title should give a general idea of the content. A subtitle may be useful to complete the information but remember that the main title will be the one retained by the majority of databases, bookstores and libraries. For this reason the main title must convey the key ideas of the publication.

The cover should also highlight specific elements visually (themes, UN-Habitat's and partners' logos). The design should tie in with the visual identity of the promotional materials as a whole.


Design, drafting and production of promotional materials

Write a blurb, or a short explanatory paragraph, for the publication: this is an important tool for promoting the project. It must be concise, convincing and easy to read. Ask your author to provide a first draft and adapt accordingly. The blurb can be used/adapted for flyers, brochures, the web and other means of communication.

Promotional materials are designed to give your audience an idea of the publication before it is launched. They can include:

- a lead;
- a blurb (bullet points or one paragraph, in a large, distinct font);
- a list of authors, partners and/or contributors;
- biographical information on the author(s);
- the table of contents;
- the cover page; and
- or extracts from the work.

5.3 Communicating about the publication

 AOC will advise you on the means that bring you closest to your target audiences. The promotion of most UN-Habitat publications relies more on networks than on mass media campaigns and advertisements.

Creating an amplifying effect

Who can give your book a boost when it is published? Identify opinion leaders in the relevant field who could have an amplifying effect for the promotion of your publication.

Publicity

- Contact AOC for advice on the overall distribution plan
- Include cut-out order forms that carry a code so that you can track the origins of customer interest.
- Contact relevant field offices about relevant channels in the region concerned.

Some of the possible outlets to be considered are:

- Advertising
- Placed articles
- Mass media distribution
- Targeted media distribution
- Individual interviews

e-Newsletters

Check with AOC about forthcoming themes to see whether it is appropriate to mention your publication. Keep in mind the deadlines for publishing something in a newsletter.

Website

Use the UN-Habitat website, as well as related websites or partner websites, to promote the publication as a headline or news item. Make sure not to announce the document too early, especially if the launch date may change. Stay informed of potential synergies with other branch and partners, and check whether it would be worthwhile to headline the launch on the homepage of the UN-Habitat website.

Social Media

Liaise with AOC about whether your publication has relevant social media appeal. Things that work well on social media are short and catchy snippets of information. Consider whether your publication has any “sound bites” or juicy tidbits such as new statistics, interesting quotes or “Did you know...” type information.

Rather than start your own social media site, make use of the fact that UN-Habitat has nearly 25,000 followers on Facebook and Twitter, growing daily. Speak to AOC about Tweeting “live” during your launch (Social media policy).

Meetings and events

Meetings and events on relevant themes are opportunities to attract attention to your publication. Do not simply make your publications available at such events. UN-Habitat wastes money when participants often take them without thinking, only to leave them in the bins of the airport departure lounge. Find a way to ensure that your books only come into the hands of people who are genuinely interested (e.g. if it is free, make it available only to those who request it). Contact the Publications Officer, AOC to find out about relevant meetings and events.

E-mail lists (for sending an electronic flyer)

Create a mailing list to announce the publication. To compile addresses, look for the following (on the Intranet):

- NGOs and Foundations;
- the branch's newsletter mailing lists;
- the UN-Habitat partners;
- the World Urban Campaign partners;
- the UN-Habitat universities network;
- depository libraries.

Official launch (with AOC)

Speak to AOC about whether your publication has the potential to interest mainstream media. You should ideally do this when the publication is approved by the UN-Habitat Board, or at least three months before the planned release date. AOC will determine whether there is potential for an official launch. If so, they will work with you on putting together a press kit, and ask you to identify potential interviewees. They may also organize a press conference and/or a debate.

Media

All contact with the media should be through AOC. They keep updated media contacts for many countries and have good contact with the UN Information Centres (UNIC). You can also contact the Field or Project Offices for the names of relevant media in their regions but do not contact any media bodies without consulting AOC. Inundating journalists with information that is not media-friendly is counter-productive, as other more newsworthy items may get lost in the crowd.

Think about – print-run and stocks!

Make sure you only print copies that will be consumed in one calendar year to wastage. A publication can be accessed electronically on the UN-Habitat website and other platforms. Most UN-Habitat publications will only be distributed as eBooks unless they meet the criteria for print distribution.

▶ **Remember** – a publication does not always have to make prime time news on CNN to be a hit. There are thousands of blogs and online news and commentary sites that have as big, if not bigger, reach.

Using partner networks

When your publication has been produced in partnership with a university, an NGO or intergovernmental agency, it can be beneficial to join forces for the promotion of the project. In the case of universities, check whether your publication should be put on any reading lists.

Showcases

Glass cases and the window of the bookshop at UN-Habitat are also useful for exposing UN-Habitat staff and visitors to your works. Talk to AOC about this possibility.

▼ **After the book has been published**

Watch out for headlines, stories or events in the news for opportunities to promote the publication (e.g. during a disaster or conflict, promote a book on post conflict and/or disaster reconstruction ...). Keep track of articles about your publication (see Chapter 7 on 'Evaluating impact') and use extracts to continue to promote it (on the website, on the back cover if there is a reprint...).

Chapter 06

Distribution and stock management

 Distribution is a fundamental element of the whole publication project. You can write a great book, but if it is not distributed to the right people, no-one will read it.

You must think about distribution at the planning phase, i.e. when you are defining your objectives and target audience. Weigh up the needs of your target audience against the resources at hand.

An online PDF or eBook is certainly cheaper to produce than 2,000 copies of a publication that is printed and posted. But if the majority of your target audience does not have adequate access to the Internet, print copies will suffice. Remember to take all of your distribution lists, as well as copies required for promotion, into account when calculating print-runs. Contact AOC for assistance with formulating a distribution plan.

The type of distribution chosen will also affect the nature of the publication. If you decide to publish your work electronically, the production process is obviously different to that of a print publication. And a publication issued as an online PDF will be produced differently from a CD-ROM.

CHECKLIST

Distribution and stock management

 To be considered from the planning phase

Pre-launch

1. Distribution strategy and print-run determined?
2. Budget allocated for distribution?
3. Name of person responsible for distributing the published manuscript? Provide e-mail and office telephone number.

Post-launch

4. Stocks retrieved and stored within UN-Habitat's Publications Store?
5. Publications sent to agreed-upon distribution list?
6. Publication made available online (for free-distribution publications)?

Who does what?

▼ Promotion

Communication underway?

Publication sent to mainstream media and specialized journals?

Branch or Office

- Collaboration on elaborating and carrying out the branch's distribution strategy for free including required print-run in consultation.
- Validation of distribution strategy.
- Validation of distribution strategy for any surplus publications.


AOC

- Evaluation of each publication project to determine whether it is viable, and, if so, how many copies should be printed.
- Sales.
- Coordinate printing and distribution of publications.
- Stock management.
- Recommendations on disposal of dormant stocks.

Co-publishing: Responsibilities for distribution

- AOC and the co-publisher agree contractually on their respective print-runs and distribution networks.
- All co-publishers are expected to supply yearly statements on distribution and sales for the term of the agreement.

6.1 Type and cost of distribution

 Define the type of distribution and calculate costs as early as possible. However, be prepared to fine-tune the initial estimate as the project unfolds.

Type of distribution

Define the type of distribution at the planning stage. Do you plan to distribute your publication mainly in print form or via the web or eBook platforms? CD-ROMs are also an option. The type of distribution should be selected on the basis of the needs of your target audience. In practice, you may have to make compromises, depending on the resources available.

Costs of distribution

It is obviously cheaper to distribute publications electronically (in the case of PDF files) than in print form. When calculating the costs of distributing print publications, take into account:

- printing costs, which depend on:
 - number of copies (the more are printed, the lower the unit cost),
 - number of colours (e.g. full-colour, two colours or black),
 - paper thickness and quality,
 - type of binding,
 - lamination,
 - offset or laser printing;
- postage costs which depend on:
 - weight of the publication,
 - number of copies,
 - destinations,
 - degree of urgency (courier may be considered for urgent shipments).

For CD-ROMs, you must calculate the costs of burning the CD-ROMs, as well as printing any accompanying material (sleeve, booklet or other). Postage costs for a CD-ROM are clearly lower than for the equivalent book. CD-ROMs are also easier to stock.

Consider new platforms for distributing digital content such as Scribd, Issuu and other eBook platforms in order to reach new audiences at minimal cost.

Remember to factor in the human resources needed to make sure that the publications reach the right people. Even electronic publications need to be distributed in a targeted manner, which requires time and thought.

The Branch covers the budget for the printing and free distribution. AOC covers the cost of electronic distribution.

6.2 Where do the publications go?

Relevant documents and tools

- **Appendix 7** – Mandatory free distribution

 **Make sure you have planned your distribution, and taken into account any obligatory distribution lists with the costs involved.**

The target audience will determine whether a book will be distributed in print or digital format or both. Your distribution strategy must take into account not only audiences and quantities, but also timing. How many copies do you plan to distribute immediately, and how many will be stocked to enable distribution at a later date?

In order to avoid dormant stocks, print only what will be consumed in one calendar year. If additional copies are required in future, a reprint can be done.

Sales and free distribution


A limited number of publications which have sales potential will be set aside for sales by AOC. The bulk of the publications will be distributed free as 'mandatory free distribution' subject to availability of resources.

AOC and the branch or office decide together upon the most appropriate distribution list, based on the nature and content of the publication.

Free distribution by the Branch

Some branches have obligatory free distribution lists. The land branch, for example, sends copies of its publications to the entire GLTN network. The branch usually recommends sending copies to other networks, in addition to the list created for this publication. Discuss this early. All UN-Habitat publications should be available online whether they are for sale or free distribution.

6.3 How do they get there?

 Manage your stocks effectively to ensure that every publication gets from printer to reader without a hitch.

Delivery

Specify to the printer when and where publications are to be delivered, make sure that you are informed as soon as they arrive, and transfer them to the UN-Habitat store as swiftly as possible. Stock management will be undertaken by AOC on behalf of the Branch or Office to ensure an accurate inventory for accounting purposes.

Field Offices

Make sure you inform AOC two months before expected delivery dates of any publications produced by your office that are to be distributed by AOC.

Distribution and stocks

The AOC ensures that the copies are sent to the Branch or Office distribution lists, as well as the other destinations agreed upon as part of the distribution strategy. All copies must be accounted for in line with the IPSAS accounting and inventory management standards. This is important both to ensure that there is always sufficient stock and to obtain useful statistics. AOC is responsible for stock management.

Dealing with surplus stocks


Avoid accumulating a surplus of publications. Slow moving and dormant stocks will be recycled periodically. AOC will undertake periodic assessments to determine which titles require disposal. The UN-Habitat Board could sanction the disposal of excess stocks based on such assessments.

Online availability

The AOC will ensure that all publications are available online.

Chapter 07

Evaluating impact

 Does anybody read our publications? If so, are they the right people? Do they do anything once they have read them? How can we find out?

We need to know whether our publications have an impact, i.e. whether they achieve their objectives and reach the right audience. This is important not only for each specific project, but also for UN-Habitat's overall publishing policy, which is reviewed regularly to take this type of information into account.

However, measuring the impact of publications is still an imprecise science, and much progress remains to be made. Reader surveys and press surveys, as well as sales and download statistics, are among the means we dispose of for assessing the impact of our publications. The more different types of information we can collect, the better.

It is important to remember the following (*see Chapter 1 on 'Planning and project definition'*):

- To measure whether publications have attained their objectives and reached their target audience, the objectives, audience and expected results must be defined precisely in the first place.
- Already during the planning phase, you must define:
 - the performance indicators that you intend to use to measure the impact of your publication;
 - benchmarks, to set realistic objectives and give meaning to your measures; and
 - means of verification (how and where you will find this information).

These will usually dovetail with those chosen to measure the impact of the project as a whole. Measuring impact is no small task, and requires both financial and human resources. You must also think about this from the inception of your project.

CHECKLIST

Evaluating impact

 To be considered from the planning phase

Pre-launch

1. Objectives, target audiences and expected results defined and approved?
2. Performance indicators (including benchmarks and past statistics for similar publications) and means of verification selected and approved?
3. Budget approved and allocated?

Post-launch

4. Data gathered on selected indicators?
5. Data analysed?
6. Report transmitted to the Publications Board?

Who does what?

Branch or Office

- Proposal of performance indicators, benchmarks and means of verification that will be used to evaluate the project.
- When the publication has been printed and distributed, following through of the gathering of information, and analysis of the indicators, including their qualitative aspects.

The Evaluation Unit

- Guidance on the performance indicators, benchmarks and means of verification that will be used to evaluate the project.
- Inclusion of indicators, benchmarks and means of verification in the Publication Checklist, together with all other information on the project.

AOC

- Preparation of a regularly updated summary of publication impact from its website statistics.

7.1 Indicators and impact

Yes, performance indicators are important. But how do they work?

Performance indicators are quantitative measures that allow you to generate statistics relevant to the impact of your project. It is also important to look at qualitative aspects however. There may be “no such thing as bad publicity”, but if hundreds of reviews pick up on fundamental flaws in your work, there is obviously something wrong.

Objectives and target audiences

Your indicators need to match your objectives and target audiences. ‘Mass media coverage’ would probably not be a good indicator for a specialized textbook aimed at municipal sanitation officers, unless it is in the context of a raging policy debate. Even then, multiple references in the media may still not show you whether these officers are using the textbooks effectively, and whether you have achieved your initial objectives.

In general, indicators offer at best an indirect means of assessing whether objectives have been met. Using several different types of indicators can help complete the picture.

Resources

Measuring impact involves resources. Requesting a readership survey from a market research company is evidently more expensive than tallying sales and downloads of your publication. But it may also be more precise. You must weigh up the potential advantages of spending more. In all cases, never forget that you need human resources to analyse the results and make sure they are taken into account for future planning.


Capitalising on partnerships

If your publication is a co-publication, or being produced in the context of a partnership, you may be able to harness some of the resources of your partner in your evaluation efforts. Look closely at your partners’ reports to see whether there is useful information to be gleaned. You may also be able to use their networks to obtain feedback on your publication.

7.2 Types of indicators and means of verification

Relevant documents and tools

- Contact the Evaluation Unit for samples of reader surveys

 To measure the impact of your publications, you may use both direct measures by obtaining information from your readers, and more indirect measures via the press and the Internet.

The types of indicators generally used to measure the impact of publications (as well as other activities) at UN-Habitat are as follows:

- mass media coverage;
- specialised media coverage;
- referencing by external publications / Internet sites;
- sales / subscriptions;
- page views and downloads from websites;
- specific feedback from target audiences;
- requests for information;
- social media likes, reviews and reads;
- offers/requests to cooperate, participate, engage in partnerships. Other indicators do of course exist, and new technologies are continually bringing to light new ways of measuring impact. Use your creativity to think of untapped possibilities.

Mass media coverage

If you are already working with AOC for an official launch, talk to them about the possibility of obtaining a detailed media survey. If the publication is not likely to attract mass media coverage, you should prioritize other means of measuring impact. You may nevertheless wish to use the Internet to track occurrences in the media (via Google, as well as checking directly the websites of relevant media). (See below for more on the Internet.)

Specialised media coverage

You are probably already familiar with the specialized media in your field and have sent your publication to the appropriate journals for review (**see Chapter 5 on 'Promotion and visibility'**). Keep track of reviews and look at what they are saying. These types of reviews represent your target audience much better than articles in the mainstream press.

Referencing by external publications / Internet sites

Several free tools are available, including Google and Scribd. Looking up a title in Google will give you an idea of how many sites refer to your publication in some way. You can also create a Google alert (<http://www.google.com/alerts>) to obtain regular e-mails updating you on occurrences, either on the Internet in general or as part of a news item. Google Scholar (<http://scholar.google.com/>) provides information on how many times your publication has been cited in scholarly literature, and in which books. This can be an interesting gauge of academic credibility as well as audience.

However, it will not tell you whether your policy brief has been read by a minister, and even less whether it has influenced the actions of that minister. Another limitation to this type of indicator is that, given the time it takes for academics to publish, it may take years to obtain results of any value.

Online

If your publication is available online, you can use the Google link command (type into the Google search field: 'link:' followed immediately by the URL of your site (no space), e.g. '[link:www.unhabitat.org](http://www.unhabitat.org)') to list other sites linking to your site. The list is, however, not exhaustive. For other ways of measuring visibility on the Internet, see Google Webmaster Tools (www.google.com/webmasters/tools/) and analytics from other platforms such as Scribd and Issuu.

Sales / subscriptions

Sales and subscription information can provide you not only with figures, but also, providing your database is well-designed, with detailed data on the profiles of your readers. If your publication is for sale, AOC will provide you with this data.

Page views and downloads from websites

AOC is responsible for gathering and analysing web statistics. If you have a page providing information on your publication, you may measure page views. If the publication is available for download, you can tally the number of downloads. This is the most effective evaluation tool for UN-Habitat publications.

Specific feedback from target audiences

There are different ways of receiving specific feedback from your target audiences. It is a good idea to include a one-page readership survey at the end of your publication, which readers can post back to you. This is particularly useful in regions where there is poor Internet access, such as parts of Africa.

Where Internet access is sufficient, you may like to conduct an e-mail survey. Remember, e-mail users are inundated with messages and information on a daily basis. Target your survey as precisely as possible and present it in such a way that your respondent sees an advantage in responding. New technology allows you to incorporate user reviews/comments and social media likes and comments on your webpage.

Requests for information

Requests for information about a publication, whether published or forthcoming, provide information about your readers. Has your publication generated a lot of interest? Are the right people enquiring about it? In other words, has the promotion been effective?

Offers/requests to cooperate, participate, engage in partnerships

Here again, the quality of the requests is of most interest. Who is offering to cooperate? Within what framework? The offers may concern translations of the work, educational uses, or, say, a co-publishing agreement encompassing the work.

It is obviously important to analyse any offers carefully, in order to optimize the impact of your publication. Partnerships may cover not just future publishing but also support for the programme, such as financial support or the development of communities of practice.

For more information on evaluating impact, contact the Evaluation Unit, Office of Management.

Appendix I

Categories of UN-Habitat information materials

CATEGORIES

I. UN-Habitat publications

UN-Habitat publications consist of substantive material published for external audiences. A UN-Habitat publication published in print or electronic form carries an ISBN number. Some publications such as “Proceedings” only carry HS numbers.

Major UN-Habitat documents published in volume form may be considered as UN-Habitat publications, with the Programme as corporate author (e.g. *State of the World's Cities*, the *Global Report on Human Settlements*, the *regional State of Cities reports*, the *Annual Report*).

UN-Habitat publications are issued by UN-Habitat alone or jointly by UN-Habitat and an outside publisher. They include both free and for-sale publications. UN-Habitat is legally responsible for the content.

Content: *Original/Substantive*

Identified author(s): *Yes*

Objective: *Knowledge-sharing*

Audience/Distribution: *External audiences*

Format: *Print/E-file/E-book/CD-ROM/CD/Video/DVD/Mixed*

Code: *ISBN/ISSN*

Copyright: *UN-Habitat/Shared if co-publishing*

Legal responsibility: *UN-Habitat/Shared if co-publishing*

UN-Habitat publications include:

- **Books**
 - Global reports (e.g. State of The World's Cities and the Global Report on Human Settlements). Identifier/document code – HS, ISBN and ISSN numbers
 - Regional reports (e.g. State of China Cities and The State of African Cities) – HS and ISBN numbers
 - Monographs – HS and ISBN numbers
 - Technical reports – HS and ISBN numbers
 - Proceedings (conference, workshops reports) – HS number
 - Guidelines, Manuals and Toolkits - HS and ISBN numbers

2. UN-Habitat Documents

UN-Habitat documents are information materials issued by UN-Habitat, which are classified in various categories according to their purpose. They are distributed free of charge to the addressees specified under the category concerned, or accessible online (Intranet/Extranet/Internet).

An official UN-Habitat document carries the UN-Habitat logo and may or may not bear a document code, depending on the category it falls under. A UN-Habitat document does not bear any mention of authors or staff members. UN-Habitat is legally responsible for the content.

Content: *Substantive/administrative*

Identified author: *UN-Habitat, Governing Council, Committee of Permanent Representatives, exemptions are reports prepared by UN-Habitat demanded through GC resolutions or the CPR, indicating UN-Habitat with responsible staff members/branches as authors.*

Objective: *Organizational governance (i.e. programme implementation and internal operation)*

Audience/Distribution: *Governing Council/ Member States representatives, other UN entities, Habitat Agenda Partners, libraries, specific audience and UN-Habitat staff members.*

Format: *Print/Electronic/CD-ROM*

Code: *Document code (HSP or CPR document), where applicable*

Copyright: *UN-Habitat*

Legal responsibility: *UN-Habitat*

Date of issuance:

UN-Habitat documents may be defined as follows:

For internal circulation only:

- **Internal documents:** documents intended primarily for distribution within UN-Habitat, e.g. memorandums, minutes, administrative manuals, rules and regulations, administrative circulars, administrative forms, surveys and training materials.

For internal and external circulation:

- **General Assembly/Governing Council/CPR documents:** documents/reports prepared for submission to the governing body or to record its decisions and proceedings. These documents are edited by UNON Conference Service editors and are assigned document codes (HSP or CPR).
- **Meeting documents:** documents issued in connection with meetings convened by UN-Habitat either alone or jointly with another body.
- **Programme documents:** documents, including discussion papers and short-lived information material issued by a branch or UN-Habitat and intended for a limited/targeted distribution.

3. Communication materials

UN-Habitat communication materials are based on the content of UN-Habitat publications and documents and are published for a specific external audience in print and/or electronic form for the purpose of communicating about UN-Habitat's aims/activities and heightening the visibility of the Organization.

Such materials pay particular attention to format, presentation and graphic design and are written in a specific language adapted to the target audience. UN-Habitat communication materials do not bear the name of the author(s). UN-Habitat is legally responsible for the content.

Content: *Elaborated from substantive content (publications/documents)*

Identified author(s): *No*

Objective: *External communication*

Audience/Distribution: *External audiences*

Format: *All medium types*

Code: *HS Number, where applicable*

Copyright: *UN-Habitat/shared if partnership activity*

Legal responsibility: *UN-Habitat/Shared if partnership activity*

UN-Habitat communication materials include:

- **Press material**
 - News releases, Media advisories and Flash info
 - Press kits (e.g. State of the World's Cities press kit)
 - Press reviews
- **Public Information materials**
 - E-newsletters
 - Information kits (e.g. World Habitat Day info kit)
 - Messages, statements and speeches of the Executive Director
 - Annual report
 - PowerPoint presentations
 - Brochures, flyers
 - Posters
- **Promotional products**
 - Greeting cards
 - Stickers
 - Calendars
 - Folders
 - Branded Merchandise (e.g. T-shirts, pins, mugs...)
- **Audio-visual information products**
 - Public Service Announcement (e.g. World Habitat Day)
 - Video News Release (e.g. Video interviews)
 - TV Release (e.g. B-roll)
 - Audio recording (e.g. Sound archives)
 - Video Documentaries
 - Photos, illustrations, maps
 - Photo galleries/Slide shows
- **Periodicals**
 - Magazines

Appendix 2

Publication Checklist

General information

1. Name
2. Office/Branch/Unit
3. E-mail address
4. Office telephone number

I. Planning and project definition phase

1. Proposed **title** of publication:
2. Name of **series**, if any, and volume in the series:
3. Name of **author** and/or volume editor (if known):
4. Is this a **first edition**, an **update (re-edition)** or a **simple reprint**? Give year of publication, publisher, ISBN (if any) as well as volume editor and/or author(s) of the previous editions.
5. **Languages:**
 - a). What is the language of publication?
 - b). Is it a translation? If so, from which language? List any other language versions that exist.
 - c). List any other language versions foreseen.
6. **Objectives:** List:
 - a). Overall goals,

- b). Programme objectives
 - c). Communication objectives
 - d). Audience needs.
- 7. Added value:** In one paragraph, compare the proposed publication to any others available on the same topic addressing the same audience (if you are writing a specialized monograph, it is not relevant to compare it to a popularized treatment of the same subject). Discuss similarities and differences in subject coverage, organization, level and writing style. How does your publication project add value to the debate?
- 8. Target audience:** nature and size
- a). What are your publication's
 - i). Main target audience?
 - ii). Secondary target audiences?
 - iii). Other potential beneficiaries?
 - b). Where are they situated? What language(s) do they speak?
- 9. Type of publication:** Specify type and medium (*see Appendix 1*).
- 10. Summary of publication:** Describe, in about 200 words, content, structure, approach, and approximate length.
11. Is it an **original and previously unpublished work**? If not, describe the relation of the manuscript to the work on which it is based.
- 12. Distribution plan, promotion and follow-up**
- a). Distribution strategy: How do you plan to reach your target audiences?
 - b). Print-run: How many for immediate distribution and how many for stocks?
 - c). Will you distribute this publication electronically?
 - d). Who will be in charge of distributing this publication?
 - e). What is your promotion strategy?
- 13. Monitoring and impact evaluation**
- a). What is the expected result of this publication?
 - b). List selected indicators of impact and benchmarks.
 - c). List means of verification.

14. Resources required

- a). What is the proposed overall budget for the project?
- b). What human resources will you need, both staff and external?

15. Partners

- a). Specify any partners involved, and provide copies of all relevant agreements.

16. Timetables and deadlines

- a). Expected time for completion of the first draft for outside review.
- b). Expected time to complete the entire manuscript (and explanation of any potential impediments).
- c). Expected date of issue.
- d). Is a launch foreseen, and if so, has it already been included in the UN-Habitat?
- e). Communications Plan?

2. Content preparation phase

- 1. Budget allocated?
- 2. Author(s) and volume editor (where relevant) selected?
 - a). Name (if not provided in Phase 1)?
 - b). UN-Habitat employee? If yes, go to 6. If no, go to 3.
- 3. Contract drafted and validated by Publications Officer and AOC?
- 4. Contract signed by author?
- 5. Manuscript submitted by author and approved?
- 6. Photos, illustrations, maps and other graphic elements collected?
- 7. Permissions obtained for all non-UN-Habitat-copyright material? List material and provide copies of all permissions.
- 8. Substantive editing done? Provide name.
- 9. Preface, foreword or introduction written?
- 10. Reviewed internally? Describe briefly process and results, and attach reviews.

11. Reviewed via peer review or editorial board? Describe briefly process and results, and attach reviews.
12. Publications Officer has checked compliance with procedures and that manuscript is complete?
13. Validated by Office Director/Branch Coordinator?
14. Evaluated by AOC for commercial viability? Decision?
15. For free-distribution publications, AOC evaluation of compliance with procedures (editorial and rights) for ISBN/ISSN issuance? Recommendation?
16. Launch date determined?

3. Production phase

1. Budget allocated?
2. Copy-editor selected? Name?
3. Copy-editing completed satisfactorily?
4. Graphic designer assigned and briefed? Name?
5. Cover artwork completed? Consistent with UN-Habitat's brand standards? Attach copy of cover.
6. Layout complete?
7. Proofreading completed (number of sets of proofs)? Name?
8. Indexer contracted? Name?
9. Index completed?
10. Legal page contains all requisite information?
11. Printer selected? Name?
12. Final proofs checked and validated for sending to printer?
13. Printers' proofs checked?
14. Final product checked before cataloguing, archiving and distribution?

Promotion

Blurb drafted?

Flyers drafted?

Web promotional materials developed?

4. Cataloguing and archiving phase

15. Electronic files correctly named?
16. Documents uploaded into the online publications catalogue?
17. Paper copies sent to Archives (2 copy) and Library (2 copies)?

▼ Promotion

All promotional materials produced?

Communication underway?

5. Promotion and visibility

 To be considered during each phase of the publication process.

Pre-launch

1. Promotion strategy elaborated?
2. Launch date decided?
3. Budget allocated?
4. Title finalized?
5. Cover finalized?
6. Promotional materials conceived?
7. Promotional materials drafted?
8. Promotional materials finalized?
9. Communication underway?

Post-launch

1. Copies of publication sent to media and partners for promotion and review?
2. Any new opportunities for promotion identified?

6. Distribution and stock management

 To be considered from the planning phase

Pre-launch

1. Distribution strategy and print-run determined?
2. Budget allocated for distribution?
3. Name of person responsible for distributing the published manuscript? Provide e-mail and office telephone number.

Post-launch

1. Stocks retrieved and stored within your branch?
2. Publications sent to agreed-upon sector distribution list?
3. Publication made available online (for free-distribution publications)?

Promotion

Communication underway?

Publication sent to mainstream media and specialized journals?

7. Evaluating impact

 To be considered from the planning phase

Pre-launch

1. Objectives, target audiences and expected results defined and approved?
2. Performance indicators (including benchmarks) and means of verification selected and approved?
3. Budget approved and allocated?

Post-launch

1. Data gathered on selected indicators?
2. Data analysed?
3. Report transmitted to AOC?

Appendix 3

Sample legal/copyright page

The Global Urban Economic Dialogue Series

Community Land Trusts: Affordable Access to Land and Housing

First published in Nairobi in 2012 by UN-HABITAT.
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English Editor:	Roman Rollnick
Design and Layout:	Andrew Ondoo

Appendix 4 Sample budget

APPENDIX 4: Sample budget

Publication Format: 250 x 176 mm

Description	Rate	Unit	Quantity	
Content preparation and pre-press				
Editorial				
Author	USD 1,300	lump sum	1	USD 1,300
Substantive editing	USD 20	page	300	USD 6,000
Copy-editing	USD 11	page	300	USD 3,300
Proofreading	USD 5	page	300	USD 1,500
Index	USD 3	page	300	USD 900
Photo & graphic design				
Photo research		lump sum	0	USD 0
Purchase of photos	USD 250	lump sum (cover)	1	USD 250
Illustrations and charts				USD 0
Cover design	USD 500	lump sum		USD 0
Inside pages				USD 0
Colour process				
Digital treatment of images	USD 5	image	0	USD 0
Colour proof of cover	USD 10	proof	1	USD 10
Layout				
Formatting tables	USD 10	table	15	USD 150
Corrections	10%	of layout cost	256	USD 512
Total pre-press				USD 19,042
Total including postage of proofs (2%)				USD 19,161.72
Number of copies				Copies 500
Paperback (cover and back over) One-side full-colour printing one-side coated artboard 240 gsm				
Folios (inner pages) Printing one colour (black)				
Binding Perfect bound without stitching				USD 3,261
Total				USD 3,261
Total including postage and transport (2%)				USD 3,326.69
Total production for 500 copies				
Content preparation and pre-press				USD 19,162
Printing				USD 3,327
Total				USD 22,488
Cumulated unit cost				USD 44.98

Appendix 5

Sample terms of reference for contractors

Copy-editing

The contractor will copy-edit the text, notes and references of the work “TITLE”, in accordance with the UN-Habitat Style Manual, for:

- style, grammar, spelling and punctuation;
- consistency of presentation;
- coherence of table of contents with headings and subheadings;
- accuracy of official country names, in accordance with the UN-Habitat list; and
- consistency of bibliography with references in the text. Extensive rewriting of the text should be avoided. Errors requiring research or editorial decisions should be flagged and brought to the attention of UN-Habitat. The manuscript is to be returned in electronic form with tracked changes. Any problems that the contractor is unable to resolve should be referred to UN-Habitat. Payment is to be made on successful completion of the task.

Proofreading

The contractor will proofread the text, notes and references of the work “TITLE”, in accordance with the UN-Habitat Style Manual for:

- grammar, spelling and punctuation errors missed in editing or introduced in typesetting;
- consistency of presentation;
- errors in the table of contents, lists of tables, figures and abbreviations, headers or footers, subheadings and pagination; and

- accuracy of official country names, in accordance with the UN-Habitat list. Corrections should be kept to a minimum and rewriting of the text avoided. Errors requiring research or editorial decisions should be flagged and brought to the attention of UN-Habitat. The manuscript is to be returned with corrections marked up in red ink, using international or French proofreading marks. Any problems that the contractor is unable to resolve should be referred to UN-Habitat. Payment is to be made on successful completion of the task.

Indexing

The contractor will create a back-of-book index for the work "TITLE". This involves:

- creating a list of concepts, geographical terms and proper names;
- creating, if necessary, a hierarchy of concepts and sub-concepts, including cross-referencing;
- identifying and including in the list the page numbers corresponding to the index entries. The index is to be returned in electronic form. Any problems that the contractor is unable to resolve should be referred to UN-Habitat. Payment is to be made on successful completion of the task.

Appendix 6

List of photobanks

This list has been compiled from lists used by the UN Editors' Group. For all sources, check conditions for use each time, as these may change.

UN-Habitat and the UN

- UN-Habitat Photo Gallery - <http://www.unhabitat.org/categories.asp?catid=556>
- UN-Habitat Flickr – <http://www.flickr.com/photos/66729176@N02/sets/72157627397156617/>
- UN Photo Library – <http://www.unmultimedia.org/photo>

Other UN and related sources

- OCHA/IRIN - <http://www.irinnews.org/photo/>
- UNESCO – <http://www.unesco.org/photobank/>
- FAO – <http://www.fao.org/about/photography/en/>
- ILO – http://www.ilo.org/dyn/media/mediasearch.home?p_lang=en
- UNICEF – <http://www.unicef.org/photography/>, <http://www.flickr.com/photos/unicef/> (UNICEF photo unit email: photo@unicef.org)
- WFP – <http://www.wfp.org/photos>
- The World Bank - <http://www.flickr.com/photos/worldbank>

Stock photo agencies

You have to set up an account and pay to use photos from these agencies.

- Alamy (UK and India) – stock images, some royalty free, www.alamy.com
- APWorldwide Photos (USA) – breaking news, worldwide, <http://www.apimages.com/>
- Bigstock - stock images, some royalty free, www.bigstockphoto.com/?homepage=new
- Corbis (USA) – stock images, general use, some-royalty-free images, conceptual photographs, editorial, <http://www.corbisimages.com/>
- Getty Images (USA) – stock images, some royalty-free, <http://creative.gettyimages.com>
- iStock Photo – stock images, some royalty-free, www.istockphoto.com/
- Jupiter Images (USA) – Business, Industries, Technology, Computers, Medical, Lifestyles, Concepts, Education, www.jupiterimages.com/
- Magnum Photos (USA) – breaking news photos, expensive, editorial, option for keyword search in French, <http://www.magnumphotos.com>
- Panos (UK) – development photos, worldwide images, news www.panos.co.uk
- Shutterstock - stock images, some royalty-free, <http://www.shutterstock.com/>
- Still Pictures (UK) – development photos, environment, nature, UNEP gallery, www.stillpictures.com

Appendix 7

Mandatory free distribution

APPENDIX 7: Mandatory free distribution								
Category name	English	French	Spanish	Russian	Chinese	Arabic	Total copies	"Total no. of addresses"
Permanent Representatives	150	88	21	9	1	19	288	241
Depository libraries	173	0	0	0	0	0	173	173
Regional Offices and Liason Offices	100	10	10	2	2	5	129	13
Habitat Programme Managers	48	2	20	2	2	10	84	44
National Commissions	133	65	21	16	1	21	257	193
Launch copies	100	10	10	1	1	5	127	20
Contributors	20	0	0	0	0	0	20	20
Archive copies	2	2	2	2	2	2	12	1
UNICs	37	23	14	0	0	7	81	66
Warehousing and distribution agent	5	0	0	0	0	0	5	1
Total	768	200	98	32	9	69	1176	772

Appendix 8

Language version objectives according to publication category

APPENDIX 8: Language version objectives according to publication category

Category of publication	Distribution	Typical target audience	Language versions (<i>recommended, more may be planned as relevant</i>)
Monographs	Commercial	Scientists/researchers, policymakers, educators	English and/or French and one other language
	Free	UN-Habitat networks, Regional offices	English and/or French and one other language
	Online free access	Public at large, specialized media, educators	?
Global reports	Commercial	Public at large, scientists/researchers	All 6 official language versions simultaneously
	Free	Policy-makers, UN-Habitat networks, regional offices	?
	Online free access	Public at large, specialized media, educators	?
Regional reports	Commercial	Scientists/researchers	Relevant language
	Free	Policy-makers, UN-Habitat networks, Relevant Regional offices	?
	Online free access	Public at large, specialized media	?
Statistical reports	Commercial	Scientists/researchers	English and/or French and one other language
	Free	Policy-makers, UN-Habitat networks, Regional offices	?
	Online free access	Public at large, specialized media	?
Proceedings (Conferences and workshops)	Online free access	Scientists/researchers, Programme-specific communities, policy-makers, UN-Habitat networks	One language (language of conference)
Guidelines, manuals and toolkits	Free	Educators/trainers	Target audience language
	Online free access	Programme-specific communities,	?
Annual reports	Free	Scientists/researchers, policy-makers	English and/or French
	Online free access	Public at large, specialized media, UN-Habitat networks, Regional offices	?
Newsletters	Online free access	UN-Habitat networks	Relevant language



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