



**Food and Agriculture
Organization of the
United Nations**

PUBLISHING AT FAO

Strategy and guidance

OFFICE FOR CORPORATE COMMUNICATION – PUBLICATIONS BRANCH (OCCP)

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Statement of intent

Contribute effectively to achieving FAO's Strategic Objectives through the timely production and dissemination of high-quality publications that cater to the evolving needs of the Organization's target audiences.

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1. THE BASICS

1.1 WHAT, WHERE, WHO, HOW

WHAT THIS IS

This document is the reference framework for FAO publications. For all stages of the publications process from conceptualization to dissemination, compliance with the current version of the [FAO Corporate Publishing Policy \(latest revision 2017\)](#)¹ is mandatory. The guidance provided in this document gives expression to the Policy and focuses on matters regarding the workflow, visual identity, content and structure of all publications produced by FAO both at headquarters and in decentralized offices (DOs).

WHERE IT FITS

The information presented in this document is based on and cohesive with the [FAO Corporate Communication Strategy](#) (CCS).² It also links to the [FAO Corporate Publishing Policy](#) (CPP). The three documents are complementary and can be consulted together. Ultimately, the work activities covered in the three documents are inspired by and subordinate to the FAO [Strategic Objectives](#) (SOs).³

WHO IT IS FOR

All personnel who contribute to FAO publications should use this document and follow the instructions and guidance for the various stages in which they are involved.

HOW TO ACCESS IT

This document is available in both print and digital forms. The online version (www.fao.org/publications) allows online access to all the topics mentioned.

¹ The 2013 Policy is currently undergoing revision.

² http://intranet.fao.org/fileadmin/user_upload/FAO_Communications/documents/CorporateCom.Policy_Feb2017.pdf

³ <http://www.fao.org/docrep/meeting/027/mg015e.pdf>

1.2

FUNCTIONS AND FACTS

The first function of FAO is to collect, analyse, interpret and disseminate information relating to nutrition, food and agriculture.⁴ It is also mandated to improve education and administration relating to nutrition, food and agriculture, and spread public knowledge of nutritional and agricultural science and practice.⁵ Therefore, its publications must cater to specialized audiences, including academia and decision-makers, and inform the choices and behaviours of ordinary people.

BIG NUMBERS

- FAO produces **hundreds of publications every year – more than 650 books and more than 900 brochures** in 2016.
- **More than 65 000 documents** can be accessed online through the FAO Document Repository (FDR).
- FAO has **more than 2 million followers** on social media.
- Each year, there are **more than 100 000 media articles** with information and statements by FAO experts.

1.3

ENVIRONMENT

INTERNAL

FAO's publishing activities are driven by the priorities defined in its Strategic Framework. These priorities are now aligned with the Sustainable Development Goals (SDGs) and reflect the SOs that lie at the heart of FAO's work (listed in Section **2.3 Why are you doing it?**).

Through its Strategic Framework, FAO works in a holistic way at headquarters and in DOs, across departments and divisions, and therefore also across disciplinary boundaries. This, in turn, influences both publishing outputs and workflows.

EXTERNAL

Issues affecting agriculture and nutrition and the lives of rural people are becoming increasingly complex. The importance of cross-cutting themes such as climate change and urbanization, as well as social issues (e.g. migration, gender and indigenous peoples), is increasingly recognized.

The 2030 Agenda for Sustainable Development, captured in the 17 SDGs, provides a framework for the international development community and national partners to tackle these and other global challenges in an “integrated and indivisible” way.

⁴ Here, agriculture includes fisheries and forestry.

⁵ <http://www.fao.org/3/a-mp046e.pdf>

1.4

BUILDING ON FAO'S STRENGTHS AND COMPARATIVE ADVANTAGES

Through its work, the Office for Corporate Communication – Publications (OCCP) seeks to build upon the FAO brand and its identified strengths:

- **NEUTRAL FORUM** – As part of the UN, FAO is a respected forum for international debate on many issues.
- **GLOBAL PRESENCE AND COVERAGE** – FAO collects national data from its 197 Members, and provides more-comprehensive data sets than non-UN entities can.
- **ALL-ROUND VISION** – FAO is the only international organization covering all aspects of food security and agriculture, and therefore uniquely placed to provide a 360° vision of sustainable agriculture and natural resources management.
- **RELIABLE AND CREDIBLE** – FAO is a global centre of knowledge and expertise. It is a source of reliable, neutral and authoritative information.
- **SPEAKING TO ALL** – Using its six official languages (and others), FAO ensures multilingual distribution of information.
- **UNIQUELY COMPETENT** – With the world's growing interest in developmental and environmental themes, FAO is uniquely competent and well placed to cater to a wide range of audiences.

Therefore, as part of its activities, OCCP:

- **provides a framework for review and quality assurance** to ensure high levels of technical accuracy and scientific quality;
- **works with technical departments** from conceptualization onwards to ensure that key publications are tailored to their target audiences and promoted appropriately;
- **maintains a high level of design capacity** to ensure that publications are visually attractive and engaging;
- ensures that **specific means of reaching audiences in developing countries are considered**.

1.5

THE FAO CORPORATE COMMUNICATION STRATEGY IN PUBLICATIONS

The most relevant CCS objectives to bear in mind in drafting publications are:

- Position FAO as the key UN Agency to lead the fight against hunger and malnutrition in the world.
- Contribute to achieving, and mobilize support for, FAO's mandate and its SOs.
- Make FAO's knowledge and information available to its Members and all who require it, and in the most appropriate fashion for each target audience.
- Increase FAO's overall presence in key media outlets.
- Standardize the visual identity used in all communication channels (associated with UN branding standards).
- Link FAO to its target audiences through transparent communication.

CORPORATE MESSAGES IN PUBLICATIONS

- Publications should focus on the fight against hunger and malnutrition in the world, and on FAO's work to promote sustainable agriculture. As well as communicating the outcomes and impact of FAO's work, the underlying message in publications should be one of progress and positive change – emphasizing improvements and highlighting concrete solutions to problems.
- Refer to the CCS for more details on FAO's corporate messages.

1.6

IMPROVING THE EFFECTIVENESS OF FAO PUBLICATIONS

To improve the effectiveness of FAO publications in contributing to the SOs, OCCP is focusing on several key areas:

- **QUALITY** – Monitor the quality, readability and presentation of technical and general-interest publications. OCCP monitors publications through the Publications Workflow System (PWS) from concept to final publication. It also works closely with technical departments to ensure the overall production quality of FAO publications. The office of Deputy Director-General, Climate and Natural Resources (DDN) has specific responsibility for ensuring the technical quality and integrity of FAO's work (see Section [3.5 Review and clearance for publication](#)).
- **STANDARDIZATION** – Across the wide range of publications, in different categories, guarantee homogeneity of what is produced. OCCP is working to streamline the existing product categories and standardize product templates.
- **DISSEMINATION** – Continue dissemination of technical knowledge in the official languages to established target audiences, and increase dissemination of such knowledge in more accessible formats to the general public and the young.
- **ENGAGEMENT** – Employ the most effective publication products for the specific audiences, respond to user feedback and draw on developments in the wider publications sector (also commercial) in what is a rapidly evolving market.
- **BRANDING** – Strengthen the FAO brand through publications.
- **IMPACT** – Develop indicators and related tools to measure the impact of publications (and to enable user feedback).
- **ACCESS** – Improve access to and use of the PWS and FAO Document Repository (FDR). (Work is ongoing to harmonize the PWS and FDR to ensure that their data are accurate, complete and timely).

1.7

TARGET AUDIENCES

FAO publications serve three broad target audiences, which can be further subdivided as follows:

- **TECHNICAL:**
 - practitioners – farmers, fishers, foresters, extension workers, etc.,
 - internal – senior officers, headquarters staff, etc. (note: may also come under “policy”),
 - research – scientists, academia, institutes, etc.;

- **POLICY:**
 - institutional – governments, political authorities and public organizations,
 - partners – donors, opinion leaders, NGOs, civil society organizations, etc.;
- **GENERAL:**
 - the public – non-technical users/readers,
 - young people (e.g. school pupils),
 - the media.

1.8 PRODUCT TYPES

FAO information products are classified on the basis of content, scope, format, style and target audience:

- Books
 - stand alone
 - series
- Brochures
- Posters, banners, infographics
- Journals, magazines, bulletins
- Newsletters
- CDs/DVDs
- USB flash drives
- Folders

Note: These product types will match with those listed in the upgraded version of the Publications Workflow System (PWS 3.0).

1.9 WORKING WITH PARTNERS

FAO proactively seeks to work in partnership with others in order to improve its reach.

Increasingly, FAO publishes in collaboration with:

- partners as a result of joint technical and knowledge-sharing initiatives and networks;
- scientific, technical, academic and trade publishers to improve the visibility and discoverability of its information products.

Joint publishing solutions can also be a cost-effective way to increase dissemination and impact.

Section [10.2 Copublishing](#) lists some of FAO's major partners.

1.10

THEMES – FAO AS GLOBAL REFERENCE

To achieve its SOs, the Organization shares information through a wide range of related publications aiming to raise awareness and advance knowledge on food, agriculture, natural resources and related economic development.

FAO is a global reference for the following themes:

- Agriculture (all aspects, e.g. family farming, farmer field schools, legal frameworks for food and agriculture, urban agriculture)
- Animal production and health
- Biodiversity
- Climate change (especially impacts of agriculture and food security)
- Communication for development
- Corporate environmental responsibility
- Fisheries and aquaculture
- Food security and nutrition
- Forestry
- Indigenous peoples
- Migration
- Natural resources
- Nutrition (all aspects)
- Oceans and Small Island Developing States (SIDS)
- Peace and food security
- Rural poverty reduction, gender
- Sustainable Development Goals (SDGs) and the 2030 Agenda
- Zero hunger

1.11

BOOKS – FOUR CONTENT CATEGORIES

For books and brochures, the four content categories are summarized in the table.

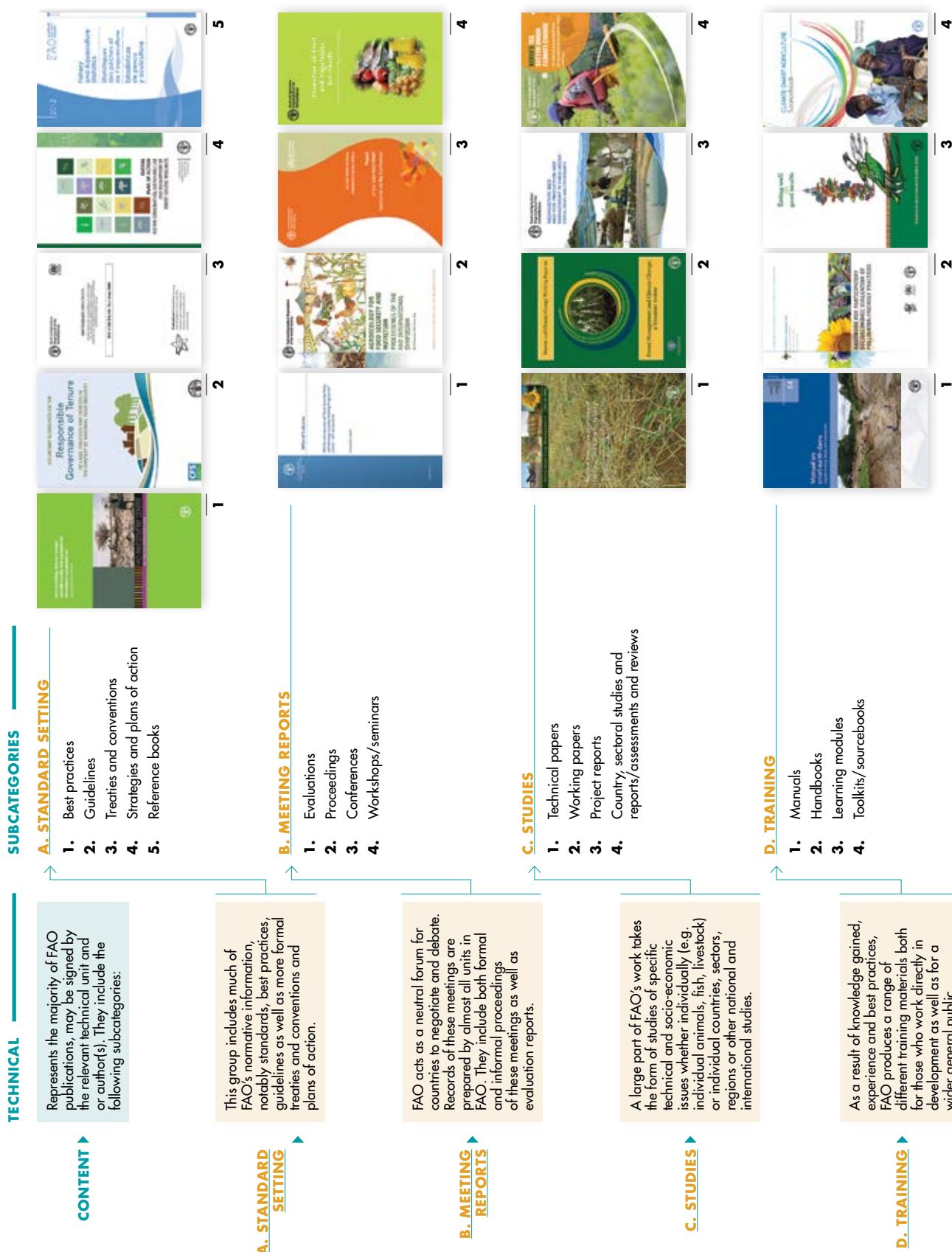
Identifying the content category is key to determining the format/template required for the information product.

	FLAGSHIP	HIGH-PROFILE	GENERAL INTEREST	TECHNICAL
SCOPE AND CONTENT	<p>The global perspective of FAO's official work and key messages on themes in specific sectors:</p> <ul style="list-style-type: none"> • THE STATE OF FOOD AND AGRICULTURE – SOFA (annual) • THE STATE OF FOOD SECURITY AND NUTRITION IN THE WORLD – SOFN (annual) • THE STATE OF WORLD FISHERIES AND AQUACULTURE – SOFIA (biennial) • STATE OF THE WORLD'S FORESTS – SOFO (biennial) • THE STATE OF AGRICULTURAL COMMODITY MARKETS – SOCO (variable) <p>Drafted originally in English, each edition of a flagship publication is launched in the six official languages at the same time. Flagship publications serve as major advocacy tools for the Organization. OCCP has responsibility for their overall editing, style and dissemination.</p>	Technical or policy topics of global scope, these publications aim to influence international policy debate.	These products contribute to the visibility of the Organization and are intended to reach a broader audience that may also include young people and children. Their scope can be informative and/or educational.	These products form the bulk of FAO publications and may be country-specific, regional or global in scope. They fall into four subcategories: standard setting, meeting reports, studies, and training. The messages should be clear.
METHODOLOGY SECTION ¹	Mandatory	Recommended	Only where necessary	Recommended
STYLE	Messages and language clear, without compromising technical rigour	Messages and language clear Tone formal and authoritative	Clear and simple messages and language Equal balance between text and images	Language may be highly technical May include graphics, tables and some images
TARGET AUDIENCES	Policy-makers, governments, practitioners, civil society and media	Policy-makers, managers, scientists and specialized media	General public, young people, schools	Specialized by topic Practitioners, experts, specialized government officials, NGOs, civil society, academia, and the scientific community
AUTHOR	FAO	Individuals, editors, groups or FAO	FAO	Individuals, editors, groups or FAO
FOREWORD SIGNATURE	DG	ADG or DDG of the lead authoring department, or DG	DG (recommended)	No foreword required. If present, should be signed by person of appropriate level

¹ Describes the preparatory process, the background and technical notes prepared, consultations and validation of messages undertaken, and the peer review process followed.

TECHNICAL PUBLICATIONS

FAO publishes many technical publications covering many topics in its areas of work. These publications are of various types and series, as shown here.



1.12 BROCHURES – THREE SORTS

	FLYERS/LEAFLETS	FACT SHEETS	BOOKLETS
AIM ▶	Communicate key facts or short messages, typically at the launch of a publication or a related event	Communicate a synthesis of key information or main messages	Report substantive information and main policy/technical messages
STYLE ▶	A single message on a specific topic, or an announcement, mainly promotional Language is very clear and straight to the point Balanced mix of text and graphics/tables/images	May contain images/graphics/data as appropriate May form part of a series	Various layout types Balanced mix of relevant images and tables/data Authoritative tone and clear language
TARGET AUDIENCES ▶	Specific audience or general public	Specific groups such as governments, civil society, general public, and the media	Governments, media and the general public
PAGES ▶	2–4 pp. Flyers: one double-sided page Leaflets: foldable	1–8 pp.	4–48 pp.

1.13 OCCP PUBLISHING SUPPORT AND ADVISORY SERVICES

OCCP offers publishing support and advisory services to all FAO units, at headquarters and in the DOs.

POLICY, STANDARDS, TOOLS AND GUIDELINES

OCCP is responsible for FAO's publishing policy and procedures. It sets standards and develops tools and guidelines to support units in their publishing activities.

RIGHTS, LICENSING AND COPUBLISHING

OCCP manages copyright and related rights and licensing procedures for all FAO content and for all languages. All agreements with external publishers are negotiated and signed by OCCP, including for journal articles.

MARKETING, DISSEMINATION AND SALES

OCCP manages the marketing, dissemination and sales of FAO's flagships, high-profile and general interest publications, as well as of some technical publications (see Section [11 Marketing, dissemination and sales](#)). This work includes decisions on dissemination channels and liaison with a global network of sales agents.

PUBLICATIONS WORKFLOW SYSTEM (PWS)

OCCP provides PWS support to all parties involved in the publishing chain, from originators to unit coordinators and budget holders (see Section [8](#)).

QUALITY ASSURANCE

Through the PWS, OCCP monitors the overall production quality of all FAO publications (from concept note to ready-to-print files) and reviews all requests for reprints of existing publications through the submission of document processing requests (see Section [7.1 DPRs and e-DPRs](#)). OCC also provides job numbers, ISSNs, ISBNs and barcodes for publications.

ADVISORY SERVICES

Upon request, OCCP provides direct assistance to units and staff on all of the aforementioned areas, and can identify external professional services for all publishing tasks. OCCP personnel can advise on best publishing practices, including optimized production times, efficient planning, best options for design and printing, FAO house style (FAOSTYLE [revised 2017]) and other publishing policies. For guidance, contact: PWS-Support@fao.org

QR CARDS

OCCP produces QR cards on behalf of the requesting division.

OCCP CONTACTS

Publishing policy and procedures

PWS-support@fao.org

Copyright, rights, licensing, FAO logo clearance

Copyright@fao.org

Clearance/requests letter of agreement (LoA) / memorandum of understanding (MoU)
copyright clause

occp-clearance@fao.org

Marketing, dissemination and sales

Publications-Sales@fao.org

PWS support and advisory services

PWS-support@fao.org

Quality assurance, reprints, job numbers, ISBNs, etc.

Publishing-Submissions@fao.org



2. THINKING AHEAD

2.1 CONSTANTS

At the various stages of the process from inception to evaluation, those working on a publication – originators, editors, OCCP – need to bear in mind and, as necessary, re-assess the following:

1. **RELEVANCE** – What is the publication's value added? Does it address a real need? Is it what the target audience wants?
2. **RESPONSIVENESS** – Rather than being an updated repetition of a standard content, does the publication keep pace with evolving needs?
3. **STATUTORY REQUIREMENT** – Has an FAO governing, technical or statutory body requested the publication, as expressed in its respective formal report?
4. **AUTHENTICITY** – Is the publication original in content and unambiguously the product of FAO work? This does not preclude collaboration with or inputs from technical partners or external peer review.
5. **ADDED VALUE** – How is this publication different from others being produced on the same topic by other organizations?
6. **CLARITY** – Are the messages clear? Are FAO's core messages in evidence?
7. **CONSISTENCY** – Is the publication consistent in terms of its content and messages and in terms of those of other FAO publications in the same category?
8. **PRESENCE** – Where and how is the publication available? How do target audiences know of its existence and where to access it?
9. **ENGAGEMENT** – Does the publication actively engage with its users? What possibilities are there for user comment and feedback? How can this improve the technical quality of FAO publications?
10. **CLEAR DESIGN** – Does the design of the publication facilitate communication of the messages? Is the design user friendly? Does it improve the experience for users? Does the design take into account the target audience? Does it take into account cost implications?
11. **PRODUCTION COST** – What is the cost of producing it? Are the costs appropriate for the desired quality and impact. Are sufficient funds available?
12. **DISSEMINATION** – How and where will the document be disseminated? Who will be responsible? Will there be a need for translation to different languages?

For technical publications, also refer to the box Characteristics of technical publications in Section **3.5 Review and Clearance**.

Overall, the process should be one of constantly optimizing how we work, and how departments and people within FAO work together to produce high-quality publications.

2.2

BEFORE STARTING: CONCEPTUALIZATION AND PLANNING

Conceptualize and plan your publishing product effectively:

1. Carry out a detailed analysis of its justification and requirements before you begin preparation.
2. Determine whether it will be a formal publication or a document (refer to the guidance provided on the PWS).
3. Consider how the publication will contribute to achieving FAO's SOs (and which Outputs).
4. Define the objectives for the publication on the basis of: the programme's priorities, the needs of the target audience, and the time and other resources available.

Successful planning of your publication involves thinking through:

- **why you are doing it:** objectives, relevance and added value;
- **what it is about:** subject area, content and structure;
- **who it is for:** audience, language and location;
- **the form it will take:** medium and format;
- **who will be involved:** partners (copublications), roles and responsibilities within and outside FAO;
- **how it will be** disseminated and promoted;
- **how much it** will cost, whether it is cost-effective in relation to its objectives, and where the resources will come from;
- **how to evaluate** the results of the effort.

2.3

WHY ARE YOU DOING IT?

Publishing is often a complex and resource-intensive activity. Before you start, think carefully about your objectives in relation to the Organization's SOs. What contribution will this product make? Why is it special or unique? Could you go about it differently?

FAO'S STRATEGIC OBJECTIVES

FAO's Strategic Objectives (SOs) are:

- **SO 1** – Help eliminate hunger, food insecurity and malnutrition.
- **SO 2** – Make agriculture, forestry and fisheries more productive and sustainable.
- **SO 3** – Reduce rural poverty.
- **SO 4** – Enable inclusive and efficient agricultural and food systems.
- **SO 5** – Increase the resilience of livelihoods to threats and crises.

In addition to the five SOs, there is SO 6, which focuses on ensuring the quality and integrity of FAO's core technical, normative and standard setting work, including statistics, and the cross-cutting themes on gender, governance and nutrition.

PROGRAMME OBJECTIVES

The objectives defined in your programme of work include both general objectives and more concrete goals. These may include:

- capacity building;
- informing the decisions of policy-makers;
- changing specific behaviour or practices.

TARGET AUDIENCE NEEDS

- Have you identified a specific need and target audience for the knowledge you plan to share?
- Has the target audience expressed a need or desire for it?
- Do you seek to expand an existing audience?

For more information, see Section [2.5 Who is it for?](#) and Section [2.6 Medium and format](#).

COMMUNICATION OBJECTIVES

Will your project contribute, for example, to:

- building capacity in developing countries?
- raising awareness about your programme or the Organization?
- generating support for your programme or the Organization (advocacy)?
- networking?

COMPLEMENTARY OR COMPETING PRODUCTS

Review the existing literature, produced both by FAO and elsewhere. Your review will inform decisions on content and choice of series (if any).

Make sure your product does not duplicate or significantly overlap with an existing product. Check whether there are other products (planned or existing) that users would benefit from in combination with yours. To this end:

- Consult the [PWS](#) to check on publications in the pipeline.
- Contact FAO-Library-Reference@fao.org for support in reviewing the existing literature.

2.4 WHAT IS IT ABOUT?

Describe the publication, defining its main subject areas, planned content, and structure. Include its unique “selling points”.

Be as comprehensive as possible at this stage. Note that this first exercise is neither an abstract nor a cover blurb – both of these will need to be drafted as part of the product marketing plan.

2.5

WHO IS IT FOR?

There is no one-size-fits-all product. Target the style, level and format at a single primary audience. Take into account location, language(s) spoken, level of education, access to reading materials/media (including the Internet) and time available. You need all this information to define content, format, medium and means of dissemination.

TARGET AUDIENCE

Specify the primary target audience for each publication, e.g. policy-makers. Also try to identify and quantify any significant secondary audiences.

ESTIMATE THE SIZE OF THE PRIMARY TARGET AUDIENCE

In FAO's areas of work, the primary target audience for a particular product may be quite small – to compare, the print-run of a similar publication issued by a major commercial scientific or technical publisher may be only a few hundred copies.

LANGUAGE LEVEL

Adapt the level of language to ensure that, from the users' perspective, your product:

- is not too complex (confusing) or basic (boring);
- is considered useful, and is therefore likely to be used and further disseminated.

FAO's official languages are Arabic, Chinese, English, French, Russian and Spanish. These languages also serve as vehicles for translations into local languages. Most publications should be produced in several languages to reach target audiences effectively. Decisions on number and timing of language editions will affect both resource requirements and final impact. Other languages may also be appropriate, depending on the audience.

The style of the language should consider factors such as the age and level of education of the readers.

Identify the geographic distribution of this primary target audience – global, regional or even country-specific.

AUDIENCE CONTEXT

Is your product:

- culturally adequate? (Women in rural areas attending workshops may need to walk long distances to return home and care for children. Adapt length – and weight – of training materials accordingly.)
- technologically adequate? (A USB flash drive is useless if the intended users do not have a computer.)
- scientifically and technically adequate? (A list of plant species in a manual produced for one region will have to be modified if the manual is later produced for another region.)
- gender sensitive in language, content and illustrations?

2.6

MEDIUM AND FORMAT

Clarify objectives, content and audience for your publication before deciding on medium and format.

MEDIUM

When choosing the medium for your publication, consider FAO's variety of knowledge-sharing vehicles, including:

- electronic publications issued online (e.g. PDF, e-book);
- publications issued using persistent media (e.g. print, CD-ROM or USB flash drive);
- dedicated web pages;
- informal exchanges of information face-to-face and via social media;
- formal and informal meetings and consultations;
- workshops and seminars;
- textbooks and self-learning modules.

— Web publishing

All FAO publications are made freely available online via the FAO Document Repository, but a print version may also be appropriate.

Do not take your decision on economic grounds alone. Analyse the target audience's ability to receive the materials. If the users do not have electronic access, or the materials are for hands-on use, then publishing only electronically will not be effective.

Ensure that the file size is not too large – users may have only low-bandwidth Internet access.

Never assume that the user can or will print locally from an electronic version. This transfers printing costs from FAO to the disadvantaged end user, and gives an inferior product.

FORMAT AND LENGTH

Identify the format (or formats) of the proposed publication. For a text-based publication, estimate the overall word count and number and type of illustrative materials. You may need to adjust initial estimates during the content development process.

COLOUR

In technical publications without photographs, use black only, if possible. Most scientific, academic and technical publications produced in print do not require more than this to make their content readily accessible to the target audience. A quick check of similar publications issued by major commercial publishers will confirm this. Keep in mind that using two colours instead of four will decrease design and printing costs (for offset printing).

2.7

WHO IS INVOLVED?

The originating unit holds primary responsibility for planning its publications. OCC provides publishing support and production quality assurance, in the form of guidelines, tools, examples of best practices and, where necessary, direct help.

ORIGINATING UNIT

The originating unit is responsible for planning the project and carrying it through the publication cycle. Internal approval and clearance of the manuscript (and budget) are also the responsibility of the originating unit.

OCCP

As part of its quality assurance role, OCCP evaluates the initial project entered into the PWS (it does so at step 3, Concept Note; see Section [8 Publications Workflow System](#)), providing advice where needed.

OCCP also conducts quality assurance through the PWS at steps 8 and 11.

PARTNERS IN CONTENT DEVELOPMENT

Consider who could contribute to the content-development, production, decision-making, review and clearance processes for your publication.

Given the interdisciplinary nature of FAO's work, a partnership approach can be the best means to develop content. Check whether there are internal partners (other units in FAO) and/or external partners who could contribute. Entering this information in the PWS is mandatory at step 1.

For more information, see Section [10 Intellectual property management](#).

EXTERNAL EDITORIAL AND PRODUCTION SERVICE PROVIDERS

Preparing a technical publication often requires the use of external service providers for tasks such as:

- writing/rewriting,
- technical editing,
- copy-editing,
- proofreading,
- design,
- page layout,
- illustration,
- overall project management.

OCCP is constantly enriching its list of providers for all official languages and can help you select service providers (individuals and commercial entities) as well as define contractual arrangements.

The fees paid to external service providers should be commensurate with the level of service required. They should reflect both the quantity and complexity of the work as well as the competence required from the service provider. For guidance on average rates for publishing services, please contact OCCP at PWS-support@fao.org. To avoid misunderstandings and disputes later in the process, the parties involved should agree on all the services to be provided. These services should then be clearly stated in writing in the services agreement before the service providers begin work.

2.8 REACHING YOUR TARGET AUDIENCE

When planning your publication, think through how it will be made available and brought to the attention of potential users (see Section [11 Marketing, dissemination and sales](#)).

Remember that while printing or posting online may be the end of the production process it is the beginning of the life of the publication in the outside world. It is not enough just to produce a publication and hope readers will find it. You need to reach out to your target audiences and say you have something new for them.

You should create at least a basic marketing plan well before the actual publication date (see Section [11 Marketing, dissemination and sales](#)).

You will be inputting much of this information into the PWS when you create the concept note at step 1, and this is also the right time to think about marketing. For detailed information on creating a marketing plan, see Marketing, dissemination and sales. For assistance, contact OCCP at Publications-Sales@fao.org.

CREATE A DISSEMINATION/MARKETING LIST FOR EVERY PUBLICATION

Create a list with complete and up-to-date contact details for the key primary and secondary target audiences for your publication. This list may be used to deliver a free copy of the print product and/or to alert the audiences to the existence of the electronic product. It will also facilitate evaluation of the product's impact. Distinguish language preferences in order to enable targeted distribution and marketing.

Avoid extensive distribution of free copies of print products beyond the key target audiences.

IDENTIFY RELEVANT EVENTS

The publication date you have chosen (and indicated in the PWS) is a key milestone for distribution/promotion. Consider tying its release to a specific event. Identify other relevant events, e.g. conferences (at or outside of FAO), at which it could be distributed or promoted. Check the following:

- [FAO meetings calendar](#)
- [OCC communications calendar](#)
- [FAO Members Gateway Calendar](#)
- any relevant divisional/departmental events calendars.

USE SOCIAL MEDIA

Social media and web-based channels provide excellent opportunities to raise awareness of FAO publications within target communities. Indicate in the PWS (“Notes” text box) how you plan to use your networks. However, do not create new FAO social media accounts. See FAO’s [social media guidelines](#).

For the launch of key publications, contact the social media team social-media@fao.org to plan a digital marketing strategy.

2.9 RESOURCES AND SCHEDULING

Make a careful analysis of the budgetary and human resources needed to realize the project in the time required. Poor scheduling can result in extra costs, delays and sometimes even abandonment of a project.

CALENDAR

Draw up a calendar covering all steps in the preparation and production process, with realistic time frames and costs for each. Both internal services (e.g. Translation Unit [CPAM]), and external contractors (e.g. writers, copy editors and designers) need to schedule their work commitments in advance. Finalize your schedule once all involved confirm that they are available and can meet the deadlines. Remember to build in some margin of safety to allow for unforeseen problems or delays.

RESOURCES

Your resource needs will depend on factors such as:

- how tight/flexible your calendar is;
- the initial quality of the content and subsequent work necessary;
- design factors linked to the product’s visibility for the organization;
- the scope of your dissemination.

Note that the originating unit pays for distribution to the key target audience (or audiences). For more information, see Section [11 Marketing, dissemination and sales](#).



3. CONTENT DEVELOPMENT

3.1 SUMMARY

Transforming ideas into content involves hands-on tasks as well as human and financial resource management. Aim to respect the decisions, objectives and budget established during the planning phase, although fine-tuning will be necessary. Content must be finalized and cleared at the appropriate stages in the PWS before moving on to production.

This phase involves:

- selecting, briefing and managing author (or authors);
- editing the work for structure and content or managing an editor who will do this;
- identifying any support material needed and requesting permission for its use if necessary;
- organizing review and clearance of the work, assigning deadlines for both internal and external review;
- resolving any ethical issues, such as inappropriate reuse of material or conflict of interest.

Remember:

- Follow the author's work closely to ensure a high-quality and timely product.
- Begin your marketing activities now if you have not done so already.
- If you need to change the publication's title, do so before you begin your communication activities (see Section [4.1 Title](#)). Update the publication's working title in the PWS so that the title in the record corresponds to that on the actual publication.

Once the publication has been cleared, do not make substantial changes. Apart from creating validation issues, late changes increase costs and the possibility of errors for multilanguage works.

ROLES AND RESPONSIBILITIES

- **Overall editorial coordinator:** works on the planning and development of the work; establishes the overall content and structure; liaises with authors; may also be responsible for editorial project management or can appoint a coordinator.
- **Project manager:** responsible for following through the editorial process in one or more languages; may also be involved in the management of authors and preparation of content.
- **Author:** drafts original content.
- **Peer reviewer:** provides an opinion on the validity of the technical content of the work.
- **Manuscript editor:** carries out substantive editing (rewriting and editing for structure, balance and accuracy of content).
- **Copy editor** (see section [5.3 Copy-editing](#)): checks manuscript for consistency and FAO style (www.fao.org/3/cb8081en/cb8081en.pdf).
- **Proofreader** (see section [5.7 Proofreading](#)): checks laid-out document (proofs) for errors related to typesetting or missed during copy-editing.

3.2

MANAGING AUTHORS

Depending on your objectives and the means available, you may be working with technical experts, junior researchers, and/or communication professionals. Provide a detailed brief and monitor the work as it progresses.

SELECTING AN AUTHOR

Before contracting an author/writer, ask for samples of previous jobs, whether FAO or non-FAO assignments. Check the author's publishing record, media coverage and social media profile. A well-known author is not only – in principle – a guarantee of quality, but may also be a valuable asset in disseminating the publication. Review the first chapter carefully before going further.

BRIEFING THE AUTHOR

Provide detailed terms of reference, whether the author is external or internal, covering:

- the structure and main points to be covered;
- approximate length;
- appropriate level of language for the target audience.

FOLLOWING UP ON AUTHORS AND ESTABLISHING DEADLINES

Follow up with your author at regular intervals, in order to:

- avoid major discrepancies between the terms of reference and the completed work;
- ensure timely delivery of the final draft and subsequent steps;
- resolve any pending issues before sending the manuscript for review.

AUTHORSHIP AND ATTRIBUTION

An author is someone who has made a significant intellectual contribution to the work. Generally, an author, editor or contributor is someone who has:

- defined the outline and main content to be covered;
- drafted a significant part of the text; and/or
- substantially altered or structured the content (e.g. as technical editor).

Authors and technical editors, whether staff members or not, may be credited as such depending on the category of publication in question. For further guidance, refer to the table in Section [1.11 Books](#).

The names of authors and technical editors may appear on the title page, but not on the front cover, except in the case of certain copublications where required by the copublisher. Other types of contribution may be included in the Acknowledgements section. For further reading on authorship, see Section [3.7 Ethics of publishing](#).

For guidance on citations in references and bibliographies, refer to the current version of FAOSTYLE (revised 2017).

COPYRIGHT

FAO holds copyright to all work produced by staff members, hired consultants and other service providers (see Section [10 Intellectual property management](#)).

3.3 **WRITING AND EDITING**

Writing and substantive editing require specific competencies and experience, not only a sound knowledge of the language. Make sure the overall skill set covers your needs.

DRAFTING THE CONTENT

Work with your author on the following:

- the draft outline, to structure and balance the content and avoid repetition;
- level of language, suitability for target audience, flow and readability;
- politically sensitive and gender-neutral language.

Advise your author to use FAOSTYLE, particularly for reference entries. These can be time-consuming to tidy up if not done properly from the beginning. FAOSTYLE provides guidance on how to use reference management tools for citations.

REVIEW OF THE DRAFT MANUSCRIPT

The author should deliver a product that complies with the terms of reference defined at the outset. Return the draft if you do not agree with the content, presentation or structure, or if you consider that the draft needs refining. When reviewing the manuscript:

- Check for sensitive content. This includes, but is not limited to, matters that are politically contentious or involves cultural, gender, religious and ethnic considerations. Photographs and maps can be sensitive items (see Section [3.4 Illustrative material](#)). As necessary, contact OCCP, FAOTERM or FAOLEG for guidance. Draw attention to anything sensitive when requesting clearance.
- Check that the content is original, or properly sourced, presented and cited in the case of any third-party material (see Section [3.7 Ethics of publishing](#)).
- Check facts and figures. Fact checking is important. Originators bear responsibility for ensuring the accuracy of their publications. Peer reviewers should also check key facts. A collegiate approach often works well, e.g. divisions and units may set up editorial boards for important publications. Fact checking may also be specified as a task in the terms of reference in contracts for technical editors. In technical publications, many facts will require an authoritative source.
- Check that bibliographical references are accurate, complete and comply with FAOSTYLE.
- Ensure standard presentation of the typescript.

SUBSTANTIVE EDITING

This is not the same as copy-editing, although it may overlap in part. It may involve complete or partial reorganization and rewriting of the content in order to:

- improve the structure, argument and presentation of facts;
- avoid redundancies;
- enhance the strength of the key messages;
- ensure balance between the different parts making up the whole.

Substantive editing is the responsibility of the originating unit.

TECHNICAL EDITING

The technical editor ensures the technical accuracy of the work. Technical editing may be carried out internally or outsourced.

COPY-EDITING

The copy editor's brief is to improve style, flow and readability without affecting the content, and to clear up any unclear or ambiguous language in consultation with the author (see Section [5.3 Copy-editing](#)).

3.4

ILLUSTRATIVE MATERIAL

Identifying appropriate photographs (see Section [6.2 Visual elements](#)) and other illustrative material, and obtaining permissions for their use, is time-consuming.

Decide what you need early. Consider whether you will also need it for other language versions, formats, media, related promotional materials or other uses. Note that illustrative material such as maps, infographics and photographs will need to receive the proper clearance from the commissioning unit, ADG or ODG as appropriate.

3.5

REVIEW AND CLEARANCE

TECHNICAL QUALITY ASSURANCE

The office of the Deputy Director-General, Climate and Natural Resources (DDN) is responsible for ensuring technical quality under SO 6.1. It is developing a technical quality assurance mechanism, to be applied to all knowledge products and services across units and locations.

The following text summarizes the desirable characteristics of technical publications.

CHARACTERISTICS OF TECHNICAL PUBLICATIONS

- **CLEARLY DEFINED** target audience and scope.
- **CLEARLY STATED TITLE** and date of publication.
- **TIMELINESS OF INFORMATION** and expected “shelf-life” appropriate for the type of publication.
- **COMPREHENSIVE COVERAGE** of available information, i.e. unbiased and complete, with complete referencing.
- **SIGNIFICANT NEW KNOWLEDGE** and understanding of relevant topic.
- **TECHNICALLY SOUND**.
- **CLEAR SYNTHESIS OF INFORMATION** with well-described methodology and conclusions supported by the material presented.
- **WELL WRITTEN** and in line with FAO standards, terminology and house style.
- **FULL ACKNOWLEDGEMENT** of contributors with appropriate copyright, including for images.
- **WELL-DESIGNED** tables and figures that add to understanding of the text (not mere repetition thereof).
- **OF AN APPROPRIATE LENGTH**, with an informative abstract.
- **REVIEWED** (as necessary, external peer-reviewed) and cleared (e.g. by ODG, ADG, DDN, division).
- **CLEAR** dissemination and marketing strategy.
- **WELL RECEIVED** by target audience.

VALIDATION – REVIEW AND CLEARANCE

Publishing is not the same as mere posting of information. A fundamental criterion for publication is validation of the content. Validation processes for a publication may include internal clearances, peer review, involvement of editorial boards and different types of testing.

CLARIFY THE REVIEW AND CLEARANCE PROCESS

Consult your divisional management, the divisional publishing expert or your PWS unit coordinator to understand what types of review and levels of clearance are necessary for your publication. Map out the review process at the planning stage, check availability of reviewers and book their time early. **Note that, in general:**

- The publication of new findings requires peer review, whereas a general introduction to a subject may not.
- As a measure of quality assurance, FAO flagship publications must include a section on methodology describing the preparatory and review process followed.
- Proceedings usually concern work in progress. The papers concerned may require only internal review to complement the selection process for the event at which they were originally presented.
- Training manuals and other instructional materials require user testing in addition to validation of the content itself.
- Web and other technology-based publications require usability and performance testing as part of their validation process.

PEER REVIEW

Peer review is essential for the publication of research findings, and may also be used for other types of publication. Specialists in the relevant field are asked to provide their opinion on the validity of what is being published. They should comment on:

- originality of content and soundness of scientific data;
- logical structure and presentation of the content;
- appropriate referencing of previous literature on the same subject.

Maintain and update regularly (at least yearly) a list of experts (both within and outside FAO). Be prepared to be available in turn as a peer reviewer in your field of expertise.

Note that peer reviewers should be impartial and are not usually paid. Their names are generally not communicated to authors (blind peer review), and in some cases you may opt for double-blind review, i.e. in which authors' names are also withheld.

For discussion of peer review and some general guidelines, see:

- [Peer review at Elsevier](#)
- [Science Media Centre 'peer review in a nutshell'](#)
- [Sense about Science report on peer review](#)

To facilitate peer review, you may want to use a specific form (contact OCCP at PWS-support@fao.org).

3.6

EDITORIAL BOARDS AND COMMITTEES

A number of editorial boards or committees currently exist at different levels of the Organization. Regarding divisional publishing processes, as at mid-2016, six had an editorial board, either for all or for a series of publications. Three divisions were performing peer review of content, and five divisions considered plagiarism to be an issue (see Section 3.7 Ethics of publishing). These internal boards look at a range of questions, including:

- compliance with divisional publishing plan;
- relevance to programme priorities;
- the broader publishing context (at division, department or organization level);
- content and editorial quality.

Check whether your publication needs to be submitted to such a board and, if so, the submission procedures and calendar.

An editorial board may also be set up for a specific project to ensure quality and objectivity.

The terms of reference for an editorial board should include:

- functions and processes (what is it expected to evaluate, at what stage in the editorial process and follow-up mechanisms);
- criteria for membership and number of members;
- roles and obligations of members;
- frequency of meetings and communication between meetings.

3.7

ETHICS OF PUBLISHING

Unprofessional and unethical practices such as citations of unread works, microplagiarism and self-plagiarism are becoming increasingly common. Such practices undermine the scientific value and credibility of a work, and may give rise to accusations of serious misconduct.

CONFLICT OF INTEREST

Conflict of interest may refer to industry funding for research, or to competing personal and/or professional roles. Authors and reviewers must declare any conflicts of interests before accepting to write, contribute or review a publication. It is good practice to include conflicts of interest statement. This practice is increasingly becoming the norm.

DATA ACCURACY

Authors are responsible, to the extent possible, for their data. Any errors detected after publication should be indicated (through corrigenda for print products) and corrected where possible (in the web version and any subsequent print editions). Contact OCCP for guidance.

REVISED AND UPDATED VERSIONS

Linking to the foregoing, where more substantial changes are made to a publication, it should be re-issued as a revised/updated version (e.g. for a book, second edition; for a booklet, revised version). Contact OCCP for guidance.

AUTHORSHIP

The order of the authorship in FAO publications should be established solely on the basis of the degree of contribution to the product, considering contribution as described in Section **3.2 Managing authors**. Professional ranking or management authority over consultants or other collaborators in a research group should not determine the order of authorship. Moreover, securing funding for a project, supervising a research team, reviewing manuscripts and editing drafts should not by themselves be a basis for the attribution of authorship. However, these contributions should be acknowledged in the publication (e.g. in the section Preparation of this document, or Acknowledgements).

ORIGINALITY OF WORK AND CITATION OF SOURCES

Articles or contributions to FAO publications are usually expected to be original. In the case of republishing works or parts of works, the requisite licence arrangements must be followed. Contact OCCP for guidance. All sources, whether printed or electronic, must be cited according to the copyright owner's requirements and in line with the indications of the current version of FAOSTYLE. There are various citation management tools available online, such as EndNote, RefWorks, Mendeley and Zotero. There is available online an FAO citation style that can be used with Mendeley and Zotero (see FAOSTYLE for guidance on this). In addition, the FAO Library has licensing arrangements for EndNote, with FAOSTYLE citations. Citation management tools are also useful for keeping track of and organizing the various materials (articles, books, etc.) that the author is considering for use in a paper or project.

PLAGIARISM

The online Oxford English Dictionary defines plagiarism as: “The practice of taking someone else’s work or ideas and passing them off as one’s own.”

FAO publications are often written or edited by external consultants and collaborators, who may not be sufficiently rigorous with regard to the originality of their texts. There can be also instances of “accidental plagiarism”, which may occur because of negligence or because authors do not understand well what is considered plagiarism under accepted publishing protocols.

If such cases go undetected in FAO publications, the Organization could be accused of plagiarism and copyright infringement, a fact that could damage the reputations of the author and FAO. FAO could even face the threat of legal action, notwithstanding its immunity from legal process, and responding to such threats requires time and resources.

Universities and professional journals deal with plagiarism by using information technology tools such as iThenticate, Plagtracker, Grammarly and Dupli Checker. OCCP recommends the use of such dedicated tools by all originators before production starts, so that corrections to the manuscript can be made in a timely fashion. Peer review by external professionals and academics is therefore recommended during the preparation phase.

Remember: Availability of material on the Internet or elsewhere does not mean permission to reproduce it without the express consent of the copyright holders.

— Self-plagiarism

As FAO publications should be original, originators must avoid self-plagiarism. They should not present their own previously published work as though it were new. They need to provide proper referencing to their published work, and they should avoid excessive self-citation. If they provide many citations of their own published material, readers may assume that there is little original material in the present one.

QUOTING TEXT

In some cases, it is possible to quote brief texts from external sources without requesting permission. This is known as “fair use” or “fair dealing”. However, interpretations differ as to the extent of text that can be quoted (see Section [10 Intellectual property management](#)). Ensure that the quoted text is differentiated clearly in the text and cite the material according to the requirements of the copyright owner (e.g. look for “recommended citation” and carefully follow the requirements specified in the copyright clause of a work).

Further reading on publication ethics:

- Committee on Publication Ethics (COPE)
- European Association of Science Editors author guidelines



4. TITLE, PRELIMINARY SECTIONS AND END MATTER

4.1 TITLE

THE TITLE IS IMPORTANT

An overly long or boring title may discourage potential readers. Although it is not always easy to come up with a “catchy” title, it is often possible to avoid or mitigate a bad one. Choose a title that will attract your target audience by highlighting the key theme or idea.

The title should be:

- concise,
- accurate,
- unique,
- distinctive,
- easy to translate into other official languages.

To optimize discoverability of the publication, the title should:

- place key information at the beginning of the title;
- avoid abbreviations and acronyms.

The title page should show the full title and subtitle of the publication, and, except for flagship publications, the names and affiliations of the authors.

TITLE IN THE PWS

When you create a record for a proposed publication in the PWS, you will need to insert a title. This may be just a working title. However, once you have finalized the title, **remember to update the publication’s working title in the PWS** so that the title in the record corresponds to that on the actual publication.

4.2 SUGGESTED ORDER AND CONTENT OF PRELIMINARY PAGES

The list of preliminary pages given here is indicative and proposes a “standard” but not mandatory sequence. Depending on the type of publication, you may well not need them all.

Many FAO main series publications have their own template, which will determine the sequence of preliminary pages. In many FAO publications, although not general-interest ones, preliminary pages (but not the disclaimer/copyright and title pages) are numbered with Roman numerals beginning with iii. This avoids having to renumber the main text of the publication and change cross-referencing when, for example, a foreword is inserted at a late stage.

PRELIMINARY SECTIONS

- Half title page[r] unnumbered
- **Title page [r] unnumbered**
- **Disclaimer and copyright page unnumbered**
- Preparation of this document [r]
(where present, p. iii)
- Abstract
- **Citation**
- **Contents [r] (p. iii or v)**
- Lists of tables, figures, maps, boxes
- List of contributors
- Foreword [r]
- Preface [r]
- Acknowledgements
- Abbreviations and acronyms [r]
- Explanatory note [r]
- **Executive summary** / Summary [r] final section of preliminary pages, so Roman numeral page numbers

Note: Always include those sections in bold, others as necessary. Pages marked [r] are usually right-hand pages. Except for the title pages, they may in some cases be switched to the left if there are space constraints.

TITLE PAGE

The title page contains the full title and subtitle of the publication, the names and affiliations of the authors/editors, the name of the Organization in full and the place (city) and year of publication.

DISCLAIMER AND COPYRIGHT PAGE

When a publication is ready to be released, OCCP issues a standard disclaimer text and a copyright clause.

The FAO standard disclaimer reads:

The designations employed and the presentation of material in this information product do not imply the expression of any opinion whatsoever on the part of the Food and Agriculture Organization of the United Nations (FAO) concerning the legal or development status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. The mention of specific companies or products of manufacturers, whether or not these have been patented, does not imply that these have been endorsed or recommended by FAO in preference to others of a similar nature that are not mentioned.

It may include an additional sentence related to the views of the authors in publications cited in the name of, and attributed to specific authors (not to FAO). The sentence reads:

The views expressed in this information product are those of the author(s) and do not necessarily reflect the views or policies of FAO.

When maps are used in publications, the standard sentence relating to maps must be added to the disclaimer text:

The designations employed and the presentation of material in the map(s) do not imply the expression of any opinion whatsoever on the part of FAO concerning the legal or constitutional status of any country, territory or sea area, or concerning the delimitation of frontiers.

The copyright notice reads:

© FAO, [year]

FAO encourages the use, reproduction and dissemination of material in this information product. Except where otherwise indicated, material may be copied, downloaded and printed for private study, research and teaching purposes, or for use in non-commercial products or services, provided that appropriate acknowledgement of FAO as the source and copyright holder is given and that FAO's endorsement of users' views, products or services is not implied in any way. All requests for translation and adaptation rights, and for resale and other commercial use rights should be made via www.fao.org/contact-us/licence-request or addressed to copyright@fao.org. FAO information products are available on the FAO website (www.fao.org/publications) and can be purchased through publications-sales@fao.org.

The full disclaimer text and copyright clause are issued for books (stand-alone and series) and for brochures (mainly longer booklets). For shorter publications such as short brochures and newsletters, © FAO, [year] should be listed on the last page, lower right hand corner with job number, in lieu of full disclaimer text and copyright clause. The copyright symbol and year must be applied to all product types.

A special disclaimer text and copyright clause are released by OCCP copyright experts for publications issued in partnership with other entities.

PREPARATION OF THIS DOCUMENT

This provides a brief summary (maximum 400 words) of why, when, how the publication has been produced, who worked on it and who funded it.

ABSTRACT

The abstract (normally a maximum of 400 words) is to help readers quickly understand the paper's main subject and objectives. Abstracts are used in specialized search engines (for example, FAO Document Repository) to index publications and represent an important tool to publicize them.

Abstracts should include the following information:

- the main subject of the publication;
- the methods used to compile the publication contents (research, case studies, missions in the field, external collaborations, etc.);
- the results/findings;
- the main audience;
- the main conclusions and recommendations.

— Abstract or blurb?

An abstract is a brief summary of the book. A blurb is a promotional piece of text (up to about 300 words) to attract readers' and/or media attention (see section on writing promotional material in Section [11 Marketing, dissemination and sales](#)). Thus, it should be phrased accordingly with interesting highlights and facts, and not be a mere repetition of a section of the abstract. Typically, the blurb appears on the back cover of a publication.

CITATION

Provide a full citation of the publication, formatted as indicated in FAOSTYLE.

CONTENTS

A table of contents, normally titled Contents in FAO publications, and also known as TOC, includes the titles of the first-level headers, such as chapter titles, and the second-level (subsection) titles. TOCs in Word drafts are indicative only. They will need to be redesigned during the layout phase.

— Bookmarks and in PDFs

As FAO publications are now usually accessed online, it is important to facilitate navigation within PDF files. To this end, at the layout stage, bookmarks should be added (see Section [6 Visual identity](#)).

FOREWORD

A foreword is a short introduction to a book, typically by a person other than the author and not involved in elaborating the text. It highlights the positive aspects of the publication, underscores its added value and presents it to its target audience. A foreword is always signed and is used in flagship, general-interest and high-profile publications. Standard, technical publications do not require signed forewords.

In flagship and general-interest publications, the foreword is signed by the Director-General; in high-profile publications, the foreword may be signed by the ADG of the department and/or the Director-General. In interdepartmental high-profile publications, the foreword may be signed by the Deputy Director-General. Specific products not falling under such categories should be discussed with OCCP.

For a detailed description of FAO publication types, see Section [1.11 Books](#).

— How to obtain the signature of the Director-General on a foreword

Because various clearance stages will be involved, requests for the DG's signature on a foreword should be sent to ODG by the relevant ADG office through the office of the relevant Deputy Director-General. Such requests should be initiated as soon as a complete manuscript is available. The draft text of the foreword is prepared by the originating division (for amendment and clearance by ODG where necessary).

PREFACE

A preface provides an introduction to a publication, stating its subject, scope and aims; it is a preliminary explanation that also describes how the book came into being, or how the idea for the book was developed, as well as the target audience. The preface is generally written by the author of the work.

ACKNOWLEDGEMENTS

This section should be brief and acknowledge those organizations (rather than individuals) that have made a significant contribution to the preparation and production of the publication. Do not name every person connected with the publication. If the Acknowledgements section does need to be long and acknowledge many personal contributors, include it in the end matter.

ABBREVIATIONS AND ACRONYMS

To be included where necessary. The list can be compiled by editors upon request. Do not include acronyms that are only used within FAO, e.g. divisional units.

EXECUTIVE SUMMARY OR SUMMARY

All publications for which a launch or press release is envisaged should contain an executive summary. This section is the final section in the “prelims”. Its main goal is to provide a summarized version of the content of a longer report. Its main audiences are policy-makers, decision-makers and others who often may not have time to read the whole publication but need to access its information rapidly. A summary should not exceed two pages, and an executive summary should be no longer than 10 percent of the original document. When preparing an executive summary, authors should keep in mind that important decisions may be made based on a summary. A good executive summary may lead people to read the rest of the publication.

END MATTER

End matter can refer to several sections that come after the main text.

— References or bibliography

This section comes immediately after the end of the main text. Where it is termed References, it includes all publications cited in the main text and notes thereto. Where it is termed Bibliography, it can also include other relevant entries not cited in the main text.

Reference and bibliographic entries should be cited in accordance with the current version of FAOSTYLE.

— Glossary

A glossary of terms may be required in some publications. The glossary is placed after the References section. Ensure that all glossary entries are correct and correctly attributed.

— Appendixes/annexes

These sections come after the References or Glossary section. They are self-contained stand-alone items. Figure, table and box numbering begins afresh in each appendix/annex in the form Table A1.1.

— Index

Few publications require an index. For those that do, evaluate carefully the level of significance of the intended index entries to ensure that the index is concise. Generating a useful index is not an easy task. It requires skill and a clear understanding of the ideas in the publication. An automatically generated index may prove frustrating to users.

— Acknowledgements section

Include the Acknowledgements section in the end matter rather than in the front matter only if necessary.

— Back cover blurb

The blurb on the back cover of a publication is not a summary or abstract. Its purpose is to interest potential readers among the main target audience (see section on writing promotional material in Section [11 Marketing, dissemination and sales](#)).



5. PRODUCTION

At the production stage, you will shape your information product, bringing it from draft form to finalization. Avoid cutting corners and entrust each step to a professional to obtain a high-quality result.

This section provides guidance on the different aspects and stages of the production process, including:

- **PROJECT MANAGEMENT,**
- **TRANSLATION,**
- **COPY-EDITING,**
- **GRAPHIC DESIGN,**
- **LAYOUT,**
- **PROOFREADING,**
- **REQUESTING AN ISBN, ISSN AND QR CARDS.**

Although oriented towards the production of text-based information products (print and electronic), this section is of relevance for a range of media.

5.1 PROJECT MANAGEMENT

The production project manager manages all the steps required to produce an attractive, professional product, ensuring that the project remains on schedule and within budget. Ideally, the production project manager is also the division's PWS unit coordinator.

A PROJECT MANAGER'S TASKS

The project manager: (i) attributes the editorial and graphic tasks to appropriate providers; (ii) sets and monitors the project schedule/calendar; and (iii) coordinates the process.

Contact OCCP if you are managing your project internally and need help on:

- evaluating and selecting qualified service providers;
- drafting terms of reference;
- setting production schedules;
- responding to contractors' editorial or design queries;
- advising on digital and hard copy standards for delivery;
- evaluating work submitted.

OUTSOURCING PROJECT MANAGEMENT

You may choose to hire an external project manager. If so, select someone who has:

- proven experience in the coordination of complex information products;
- the ability to establish realistic deadlines and budgets;
- the capacity to organize a heavy workload under tight deadlines and financial constraints;
- the ability to coordinate external providers and establish work schedules;
- a sufficient level of both editorial and technical knowledge for coordination purposes;
- excellent negotiation and interpersonal skills;
- a problem-solving approach to work.

5.2 TRANSLATION

Translation requires a person who is a native speaker of the target language and has specific skills, in addition to an excellent knowledge of both source and target languages. Contact CPAM at translation-programming@fao.org for translation quotes. Do not begin translation until the master text has been finalized (editing included) and approved.

A TRANSLATOR'S TASKS

A translator is expected to translate a text clearly and accurately in accordance with FAO terminology ([FAO TERM portal](#)) and FAOSTYLE. FAO translators translate only into their native languages, from languages in which they have demonstrated competence as evidenced by their performance in the test administered by CPAM.

SELECTING A TRANSLATOR

CPAM directly manages the translation of all flagship publications. Translation or revision by CPAM may also be required for other high-profile publications. [Check the list of mandatory categories.](#)

You may outsource the translation of publications and documents not listed as mandatory to freelance external translators. You may also request CPAM to translate these. With a view to ensuring quality, **do not** use translators that are not familiar with UN terminology.

REVISION AND HARMONIZATION

Revision is the process of checking a translation for accuracy and completeness. CPAM revises all translations officially completed under its own responsibility.

Sometimes, you may have to work with more than one translator. In this case, revision is combined with harmonization, to ensure consistency in the style and terminology used. To facilitate this task, the translators should be in touch on questions of style and terminology.

If required, build in time and resources for revision and harmonization of the translation.

TRANSLATION, REVISION AND QUALITY-CONTROL ESTIMATES

Before assigning work to external translators, consult the [CPAM web page](#) on the official rates to be applied and always request an estimate from CPAM, as it may apply lower rates during periods of lighter workload, thus ensuring the high-quality standard of the translation.

MANAGING THE TRANSLATION SCHEDULE

As a rough estimate, calculate the number of words per day for the translation. This will vary according to the complexity and importance of the text, but on average it will be about 2 000 words/day for self-revised translations. Therefore, discuss timing with the Translation Programming team (translation-programming@fao.org), as it will depend on the complexity of the text and the availability of translators. Build in time for review of the translation, including feedback from authors where necessary, as well as for approval of the final text.

See the [CPAM](#) web page for comprehensive information on translation.

5.3 COPY-EDITING

All text-based products must be copy-edited once the final draft is ready. It is the responsibility of the originating unit to provide the copy editor with a complete finalized text – as a repeatedly modified or updated text can result in expensive iterations, unnecessary editing (and translation) of text later discarded, and production delays.

A complete and finalized text also means providing, as necessary: abstract, blurbs, full reference entries, source citations and high-resolution photographs with captions and credits.

The copy editor ensures fluency, clarity, lexical and grammatical accuracy, and correct use of FAOSTYLE.

A COPY EDITOR'S TASKS

A copy editor's tasks entail:

- **checking internal consistency** of the text, data, figures (including maps), tables and boxes;
- **checking cross-references** and consistency of references in the text with the bibliographic reference list;
- **improving the flow** and clarity of the language;
- **correcting grammatical errors**, spelling mistakes and typos;
- **ensuring that** FAOSTYLE has been applied;
- **ensuring that** country names are correct (as per FAONOCs) and in the correct order (alphabetical if no specified order or ranking);
- **flagging any problems** that require decisions relating to the substance of the work.

The copy editor should submit the work with tracked changes, and provide a list of queries and suggested solutions. Any major changes should be flagged.

Copy-editing does not involve reorganization of the content or extensive rewriting. This is substantive editing (see Section [3 Content development](#)). Nor is it the same as proofreading, which is a check of the typeset work and requires different skills (see Section [5.7 Proofreading](#)).

Both original texts and translations must be copy-edited.

— Copy-editing of translations

Copy editors must not make major changes to a translation. However, they should correct lexical inaccuracies and grammar, checking against the original where necessary. If the translation is poor, return it to the translator/translation service for revision. If this is not possible, you may need to hire an editor (not necessarily the copy editor, who may not have the right skills) to rewrite the text, in which case the cost will be higher.

To copy-edit translated text, use native speakers of that language. For example, with a text translated from English into Arabic, use an Arabic native speaker for copy-editing.

SELECTING A COPY EDITOR

OCCP keeps a list of experienced copy editors in all languages. A good copy editor should have:

- **proven experience** (minimum 2–3 years) in copy-editing technical or scientific texts;
- **excellent knowledge** of the relevant language, and, in the case of translations, very good knowledge of the original language;
- **capacity to interpret** graphical information and technical content;
- **an excellent eye** for detail.

All copy editors have strengths and weaknesses. Select one with a solid background in subjects that are more relevant to your needs.

COPY-EDITING ESTIMATES

Copy editors should provide a cost estimate by applying a rate per word. The exact rate will depend on the complexity and urgency of the task. See also Section [2.7 Who is involved?](#)

MANAGING THE COPY-EDITING SCHEDULE

In general, calculate about 7 000 words/day for a relatively well-written English-language original. However, this will vary depending on the language, whether or not it is a translation, the amount of illustrative and bibliographical material, general quality and complexity of the work, and availability of the copy editor.

GENERAL POINTS FOR COPY-EDITING

— Page numbering

In many FAO publications, although not general-interest ones, preliminary pages are usually numbered with Roman numerals. This is to avoid having to renumber the main text of the publication and change cross-referencing when, for example, a foreword is inserted at a late stage (for more on preliminary pages, see Section [4.2 Preliminary sections and end matter](#)).

Page numbering in Arabic numerals begins with the first page of the main text (not the summary, which is part of the preliminary pages). Thus, for example, Chapter 1 Introduction is page 1 (and this is typically a right-hand page in most series publications).

Position the page numbers as per other publications in the same series – follow the series template (usually, top right of page).

Do not put page numbers on:

- blank pages,
- part/section title pages,
- pages with a full-bleed illustration.

— Running heads

If your publication requires running heads (many main series publications do), then put the chapter title on the right-hand page, and the publication title on the left-hand page. Shorten the titles as necessary.

In bibliographies, appendixes and other end matter, both running heads usually indicate the part of the book. Alternatively, the part of the book can be mentioned on the left-hand pages and the specific section on the right-hand pages (e.g. Appendixes, Appendix 3 list of participants).

— Main text

The main text or body of your publication will typically consist of chapters/sections and subsections. Sometimes, a large publication may consist of several parts, these then divided into chapters.

— Headings

Use no more than four levels of heading, including the chapter heading, which should be as concise as possible. Indicate the hierarchy of headings consistently throughout the text. Tag headings using the Word styles function.

Use a capital letter for the first word of a heading and any proper nouns; all other words should be lower case. Their format may be modified when the final heading levels are applied at layout stage.

Avoid the use of numbered subheadings (e.g. 2.4, 2.4.1) unless absolutely necessary for cross-referencing purposes. If you need to use them, keep to three levels.

Avoid footnote references in headings.

— Paragraphs

The first paragraph of a chapter or immediately following a title or heading is not indented. Moreover, paragraphs after two or more blank lines are never indented. Paragraphs following a block quotation are indented.

— Footnotes and endnotes

The footnote or endnote reference in the text follows any punctuation marks and is set in superscript.

Footnotes and endnotes themselves are set in a font size smaller than that of the text. Footnotes appear at the bottom of the page, endnotes at the end of the chapter or work. The footnote/endnote number is in superscript, with a fixed space before the text begins.

If working in Word, use the automatic footnote/endnote function rather than create notes manually. Keep notes short to minimize lay-out problems and avoid encroaching on the text. Use footnotes where possible, but where number or length of notes is excessive, use endnotes.

Bear in mind that footnotes are to be avoided where possible and should not be used for references/citations (FAO uses in-text author–date citation). This will help to ensure that information products are easily reflowed and readapted in format for different types of output and reading devices.

In the case of endnotes, these should preferably be specific to a chapter or part, rather than grouped together at the end of the work, again with a view to ensuring that specific sections can be retrieved and re-disseminated as stand-alone items.

Flagship publications follow their own style for footnotes and endnotes.

See the following section Tables, figures (including maps) and boxes on style indications for notes in these elements.

— Tables, figures (including maps) and boxes

Ensure all tables, figures and boxes are relevant to and discussed/mentioned, giving their number, in the text (“anchored”).

All such elements should be placed as close as possible to the cross-reference in the text. If they are not on the same page, indicate the position or page (see Figure 4 on p. 18). Avoid the use of abbreviations (e.g. Fig. 4, Tab. 6). Avoid use of vague references such as “see the table above” or “refer to the figure below” as these may lose meaning when the final layout is prepared.

Tables, boxes and figures (which include photos and maps) should be numbered consecutively throughout the main text (numbering restarts from A1.1 in annexes and appendixes). However, where necessary, the numbering may be arranged by chapter (e.g. for Chapter 9, Figures 9.1, 9.2), depending on the nature and purpose of the work.

Titles should be as clear and concise as possible, e.g.:

Figure 1. Dietary energy supply levels by region, 2002

Do not use a full stop at the end of the title. If necessary, add further explanation as a note below the element.

When two or more tables or figures are related, the titles should be consistent, e.g.:

Figure 1. Distribution of households by income quintile

Figure 2. Distribution of female-headed households by income quintile

and not:

Figure 1. Percentage of households by income quintile

Figure 2. Distribution of female-headed families by income

Boxes

Boxes are independent from the main text. Therefore:

- abbreviations and acronyms should be spelled out at first mention;
- the full reference for any sources indicated in the box must be given at the foot of the box (see section [Notes](#)).

Sources

Where relevant, provide the source at the foot of the element, e.g. *Source*: FAO (2012).

For third-party material, check whether there is a required citation. Ensure that the complete reference is included in the References section. Always ensure that required permissions have been obtained, including for images, preferably using the Permission Request Form (contact copyright@fao.org). Where permission has been obtained the source should include the mention: Reproduced with permission from [source].

Source files

Always provide the designer with the source files for figures (e.g. often Excel for charts and graphs, or vector format). Otherwise you may have to waste time and money on having the images redrawn.

— Maps

Maps are treated as figures (see [preceding section](#)).

Maps may be controversial and must be checked carefully before publication. Ensure any names are correct (for country names, check FAONOCs).

Do not simply reproduce maps provided by other sources. Various countries may have unresolved or competing claims on land and maritime areas. Consult the UN Cartographic Database, where vector maps can be downloaded for free: www.un.org/Depts/Cartographic/english/htmain.htm

The map projection used determines the appearance and relative sizes of land masses. Often, for world maps, the Mercator projection is used in publications. However, this has the drawback that northern areas such as Greenland (generally of little interest in FAO publications) appear inflated. Other projections can provide a more balanced (or less distorted) representation of the developing world, e.g. Gall–Peters, Eckert IV and Robinson.

When maps are used in publications, the standard sentence relating to maps must be added to the disclaimer text:

The designations employed and the presentation of material in the map(s) do not imply the expression of any opinion whatsoever on the part of FAO concerning the legal or constitutional status of any country, territory or sea area, or concerning the delimitation of frontiers.

— Data and units

In tables, do not leave any fields (cells) blank. Use an en-dash or abbreviations such as n.a. (not available) or n.s. (not significant). Check that total values add up correctly (rows and columns).

If possible, unless constrained by space, use the full word (percentage, tonnes) in the titles and headings of tables and figures instead of symbols or abbreviations. Be consistent.

For names of countries, consult the updated list of “Names for lists and tables” (<http://termportal.fao.org/faonocs>).

— Notes

Do not apply main text footnote numbering to tables, figures and boxes as they are stand-alone elements. Insert notes below the element.

Use superscript lower-case numbers to indicate notes to tables and figures. The order should be left to right and, within that, top to bottom. Where necessary, abbreviations and symbols may be explained in notes immediately below the table or figure, beginning *Notes*:

In boxes, notes should be numbered sequentially within the box, so separately from the main text. This is because the box is a separate element and may need to be moved around, keeping its notes with it. Use numbers. Place the notes at the end of the box, beginning *Notes*:

— Quoted matter

How to quote

Harvard style (preferred in general):

- Words or short sentences: in-line, use quotation marks: McKinsey and Company (2009) stated that “in forestry and agriculture, both costs and investments are relatively low”.
- Paragraphs (or any text of more than 30 words or 2 lines): use block quotations. These are introduced by a colon and indented in the following line, set in a smaller font size to differentiate them from main text:

As stated in the document:

Ensuring food security and nutrition at the household and global level, requires investing in nutrition sensitive agriculture, protecting women’s rights and improving their social and nutritional status (FAO, 2011, p. 3).

If there is a reference within a quotation, place the reference outside the full stop:

As said in paragraph 5 of the document:

While poverty can limit nutritional improvements, evidence indicates we do not have to wait for poverty reduction to achieve some nutritional improvement. Children in poorer households headed by women can have better nutritional outcomes than children in male headed counterparts (Kennedy and Peters 1992). (FAO, 2011, p. 2)

5.4

GRAPHIC DESIGN

The graphic design will help convey the messages of your information product. It should also make it appealing to its audiences (see also Section **6 Visual identity**).

Graphic design is a fundamental task that must not be neglected. However, if you already have an appropriate template for your work, do not reinvent the wheel.

A GRAPHIC DESIGNER'S TASKS

The graphic designer elaborates the product's primary image (e.g. book or CD-ROM cover, home page for the web) and graphic template (e.g. page layout, web interface) for the content. A good design should:

- **be functional and clear**, conveying the product's message without interfering with it
- **suit the product type** (technical reports do not usually need fancy designs)
- **fit the audience** (from a cultural, technical and professional standpoint)
- **be fresh and attractive**, yet tie in with related products and FAO's corporate identity

Provide the graphic designer with a comprehensive brief, including:

- a short explanation of the project, its objectives and target audience;
— language(s);
- nature of product (e.g. educational material, report, technical series) and format;
- information that has to be featured (title, series name, ISBN, ISSN, barcode, QR, etc. as relevant);
— budget and time frame;
- design constraints (FAO corporate identity, inclusion in broader project or series, use of partner logos, etc.);
— any sensitive matters (political [e.g. relating to maps] or cultural [e.g. certain types of images]);
- any images you would like to use, and indicate who will provide them;
- examples of similar products where possible.

SELECTING A GRAPHIC DESIGNER

Make sure you recruit a professional designer. Just because people can use graphic-design software does not mean they are competent designers and able to resolve design problems. Your graphic designer should be experienced and able to:

- **work with your brief**, provide ideas and present you with several proposals;
- **cope with tight deadlines and budget constraints**, adapting the work as required;
- **advise you on less-expensive choices** (concerning colour, fonts, illustrative elements, but also format, paper and printing features where relevant);
- **provide designs for different media** (Internet, print);
- **innovate while fitting in with a broader visual identity**.

Contact OCCP for names from its roster of graphic designers.

GRAPHIC-DESIGN COST ESTIMATES

Graphic designers are usually paid according to a daily rate or rate per specific task. The exact rate will depend on the task's complexity and urgency. Try to request quotes from different graphic designers for comparison.

MANAGING THE DESIGN SCHEDULE

- Engage a designer **before** the text of your information product is ready. Graphic design should usually begin when a publication is in its last preparation stage (final draft), while layout can start when the final manuscript, approved by all involved parties and copy-edited, is ready. Following a sound production chain will save time and money, as you will not need to extend designers' contracts only to adjust the layout to the latest major changes.
- Agree with the designer on the number of days necessary for providing initial design proposals, and commit to providing feedback within a certain time frame so as to finalize the design on schedule.

5.5

CORPORATE IDENTITY

FAO projects itself as a clearly focused centre of excellence. To uphold this image, its corporate identity must be well managed, not least via its information products.

Please check that the name of the Organization is correct on all information products. When written in full, it must **always** be: **Food and Agriculture Organization of the United Nations** – so not Agricultural or Organisation. The correct abbreviated form is **FAO**, without "the", and with no dots – **not F.A.O.** As an adjectival noun, FAO should be preceded by "an" not "a", e.g. an FAO initiative.

OCCP has recently redesigned the templates for FAO's flagship publications to ensure a consistent image and boost brand recognition. OCCP can provide advice for other publications and information products.

FAO LOGO

— Points to remember

All publications produced by FAO in all FAO offices are corporate publications and should bear the FAO logo (http://intranet.fao.org/departments/occ/fao_logo/).

- The logo is the **only authorized corporate** identifier and official seal; as such, it is a sign of FAO's endorsement of any material or event with which it is associated.
- The **FAO logo block** consists of the FAO emblem and the name of the Organization.
- The **FAO logo should not be used on** commercial products or services, or for anything that would result as inappropriate, unrelated to FAO's mandate or that would detract from FAO's image in terms of a brand.
- **Use of the FAO logo** as well as logos belonging to external entities is regulated by the applicable internal policies and procedures
- **Requests for authorized use** of the FAO logo should be sent to OCC as specified in Section 4 of the [FAO Logo Policy and Guidelines](#).
- The logo unit should be consulted in good time about the inclusion of non-FAO logos in FAO publications.
- Specific rules and procedures are detailed in the [FAO Logo Policy and Guidelines](#).

— Ten important rules

There are ten important rules to keep in mind when using the FAO logo:



**Food and Agriculture
Organization of the
United Nations**

1.

The FAO logo block consists of a grain of wheat icon, the acronym FAO and the words Fiat Panis enclosed in a circle, followed by Food and Agriculture Organization of the United Nations.



**Food and Agriculture Organization
of the United Nations**

2.

Use the two-line logo variant for: letterheads, banners, business cards, e-mail signatures, and websites.

3.

Use the three-line logo variant for publications and in those instances where the FAO logo is accompanied by partner logos or where space is limited.

4.

The FAO logo block is available in the six official languages of the Organization.



**Food and Agriculture
Organization of the
United Nations**



**Organización de las Naciones
Unidas para la Alimentación
y la Agricultura**



**Organisation des Nations Unies
pour l'alimentation
et l'agriculture**



**Продовольственная и
сельскохозяйственная организация
Объединенных Наций**



**联合国
粮食及
农业组织**



**منظمة
الغذية والزراعة
للأمم المتحدة**



5.

Where an official translation for FAO does not exist in a non-official language, use the most appropriate FAO language, which in most cases is English.



6.

The minimum size (diameter) of the logo should be 10 mm. The minimum distance between the logo and any other elements on all sides of the logo is determined at 40 percent of the diameter.

7.

In publications, the minimum height of the logo with its excluding space (40 percent) must be 18 mm, i.e. 10 mm (logo size) plus 4 mm on top and 4 mm at the bottom (excluding space).

8.

The FAO logo should be positioned in the top left-hand corner. Exceptions for promotional materials such as banners and infographics, where design and aesthetic aspects are involved, should be checked with OCC.

PANTONE 297

CMYK / C 68 / M 34 / Y 4 / K 0

RGB / R 87 / G 146 / B 201

9.

The FAO logo is available in black, white and in a specific tone of blue, Pantone 279, which is the one used by the United Nations and its specialized agencies.

10.

White is the preferred background for the FAO logo. Where not possible, the FAO logo should be used reversed (white) on colour or dark backgrounds or over photographic images.

5.6

LAYOUT OR DESKTOP PUBLISHING

The layout process ensures that your text and illustrative material are presented optimally for the reader/user of your information product.

A DESKTOP PUBLISHING (DTP) OPERATOR'S TASKS

A DTP operator will use a standard program (Adobe InDesign) to lay out your product following the existing or newly designed template.

As well as the final text (with all comments deleted and tracked changes accepted), the DTP operator needs both the final and source files for figures and graphic elements (illustrations, graphs, maps) and sufficiently high-quality files for photographs (see Section [3.4 Illustrative material](#)).

Begin layout only when the text has been finalized. A DTP operator not only flows text into a template, but also looks at word and page breaks, and adjusts text to images. This has to be redone if the text is subsequently updated.

Try to avoid giving the DTP operator the job in parts while the copy editor continues work on other parts. There may be subsequent changes that affect the earlier sections.

SELECTING A DTP OPERATOR

Good DTP operators:

- have proven experience (being familiar with the software is not enough);
- are highly competent in the use of software required to work on both text and graphics (in particular InDesign and Illustrator) and have the current version of the relevant software;
- have excellent interpersonal skills;
- are meticulous, even when working under pressure;
- are creative and provide solutions to layout problems;

Never assume that DTP operators should make their own corrections to the text, and ensure that they do not assume so either.

Contact OCCP for names from its list of recommended DTP operators.

WORKING WITH DIFFERENT LANGUAGES

Publications in some language versions (e.g. flagship publications in French, Spanish and Russian) can be 10–20 percent longer than the English original. Arabic, Chinese and Russian have specific requirements related to their scripts/fonts, and Arabic may pose problems due to the fact that it reads from right to left (check values in tables and graphs carefully). Multilingual templates need to be flexible. See information product specifications for each language in [FAOSTYLE](#).

LAYOUT COST ESTIMATES

DTP operators are usually paid either a daily rate or a per-page rate combined with any extra tasks such as layout of illustrative material. Here again, request quotes from different providers for comparison.

MANAGING THE LAYOUT SCHEDULE

For print/text-based publications, estimate about 20 pages/day for first proofs and about 50 pages a day for the introduction of corrections. This will vary depending on the exact nature of the task and complexity of the template. Remember to ask your designer to deliver the source files of your publishing product once production has been finalized. Insert this task in the designer's terms of reference, as even reprints can require minor changes to cover and preliminary pages.

Trying to contact a freelance designer to obtain the source files after project closure may be a problem. Ensure the designer provides all the source files (see also Section [7.5 Storage of source files](#)).

For more detailed information and technical specifications on graphic design and layout, see Section [6 Visual identity](#).

5.7 PROOFREADING

A proofreader spots errors relating to both the text and the layout.

A PROOFREADER'S TASKS

Proofreading is a thorough check of the laid-out product, and it is not the same as copy-editing. It is a professional task requiring specific skills. The proofreader will check for:

- any remaining errors, such as spelling mistakes or typos, missed during copy-editing;
- errors introduced during layout, including missing, garbled or displaced text;
- any errors in captions;
- inconsistencies in layout, including text, titles and headings;
- problems with widow and orphan lines or word breaks;
- colour-related or other errors in graphs, maps and tables;
- consistency of table of contents with titles, headings and subheadings in the text;
- pagination and numbering in table of contents;
- correct position of the graphic elements (tables, figures and boxes) based on where they are mentioned in the main text;
- correct use of running heads;
- style and position of footnotes with respect to footnote number;
- correct and complete information on copyright page (including ISBN, and barcode on back cover);
- any errors on the cover (title, texts and position of all elements).

Note that the DTP operator may not speak the language used in the publication. The proofreader should use standard English proofreading marks and make any remarks in English.

PROCESS

Plan for two or more rounds of proofreading:

- First proofs: checking of all the aspects listed in the foregoing subsection.
- Second proofs: checking that corrections to the first proofs have been correctly entered, and a brief check for any other minor errors.
- Third and fourth proofs: may be required for checking the insertion of final corrections.

Proofreaders should work electronically using Adobe Acrobat and its highlighting and comments functions.

SELECTING A PROOFREADER

A good proofreader has:

- excellent language skills in the language of the text (being a native speaker is a prerequisite but not sufficient on its own);
- an excellent eye for detail and memory to identify mistakes and inconsistencies;
- knowledge of desktop publishing;
- knowledge of FAOSTYLE.

Aim to use someone other than the copy editor in order to ensure that the text is viewed by another set of eyes.

PROOFREADING COST/TIME ESTIMATES

Proofreaders are paid according to a per-word, per-page or a daily rate. Make a comparison on the basis of the time required and choose the most appropriate rate.

MANAGING THE PROOFREADING SCHEDULE

Proofreaders can generally handle about 50 pages/day or the equivalent of about 15 000–20 000 words. Here again, this depends on the complexity of the text and whether it has been properly copy-edited.

5.8

ISBNs AND ISSNs

The International Standard Book Number (ISBN) is used for identifying, listing and disseminating books and other information products. It identifies the publisher, title, edition and format. The International Standard Serial Number (ISSN) identifies serial publications.

WILL MY PUBLICATION RECEIVE AN ISBN?

Through the PWS, your publication will be reviewed (step 8) and an ISBN assigned depending on the type of product. The ISBN identifies books and other products that are made available to the public, whether they are freely distributed or for sale. The medium may be print, CD-ROM, DVD, e-book or other.

When the same product is produced in a different format or medium, a new ISBN is required. However, a PDF that is identical to the print publication does not need a new ISBN.

In order to understand whether a publication is eligible for an ISBN or not, please contact OCCP or consult the recommendations of the ISBN agency, available at: www.isbn-international.org/content/scope-and-assignment-isbn

In general, OCCP will provide an ISBN for:

- books (monographs, reports, technical papers, proceedings),
- educational material.

An ISBN is not needed for:

- internal documents,
- leaflets, brochures, posters and other promotional products,
- electronic bulletin boards,
- journals and periodicals (which require an ISSN)
- newsletters (which may require an ISSN).

If in doubt about whether you will be provided with an ISBN, contact OCCP at Publishing-Submissions@fao.org

Whether your publication is eligible for an ISBN or not, it will always be assigned a job number via the PWS.

This number will identify your publication internally to FAO and in the FAO Document Repository.

DOES MY SERIES NEED AN ISSN?

The ISSN identifies a series. It is used for both book series (in which case an individual product may carry both an ISBN and an ISSN) and journals. It enables the identification and retrieval of series by publishers, distributors, librarians and researchers.

REQUESTING AN ISSN

Request an ISSN when creating a new series. Divisions should contact OCCP with information on the following:

1. What thematic area does this new series cover and to which SO does it relate?
2. What is the proposed series title?
3. What is its main target audience?
4. What type of material will it include (technical reports; training material; guidelines; other)?
5. Why do the proposed publications not fit an existing FAO series? Explain the unique feature of this new series
6. Is this new series limited in time or open-ended?
7. If limited, how many issues are foreseen?
8. What is its frequency?
9. Language?
10. Medium (print, online, etc.)?

OCCP will review the information and revert to the division with feedback.

5.9

QR CARDS – FAQs**WHAT IS A QR CARD?**

The QR card is a communication tool used to advertise web pages and publications and to allow access to their electronic versions. Its use contributes to reducing shipping costs. QR cards consist of a unique QR code, a short URL (both lead to the electronic version of the publication), the book cover and a blurb. The QR card should be in the same language as the publication to which it refers related. Whenever you need a QR card relating to a publication, send an e-mail request including a budget code and the name of the budget holder to OCCP at OCCP-QRcards-Request@fao.org, who will manage the entire production process.

— What is a QR code?

A quick response (QR) code is a type of two-dimensional barcode used to provide easy access to information through smartphones and tablet devices.

For QR codes for publications (books, brochures and flyers), divisions are kindly invited to liaise with OCCP personnel, who will generate them.

— How do QR codes work?

In order to scan a QR code, it is necessary to install on your device one of the barcode scanner applications available for free. Point the camera of your device to scan the QR Code. The URL will redirect you to the website or web page, where information about a product, place, event or a document can be viewed or downloaded. Therefore, access to the Internet is required. If the application is not available, you can open a web page on your device and input the short URL.



6. VISUAL IDENTITY

6.1 INTRODUCTION

Visual identity is a key element of the FAO approach to publishing. It can set the tone of communications material, make it more understandable to a broad audience, and amplify its potential effect.

As one of the largest specialized agencies and with a presence in more than 130 countries across the world, FAO could have great potential in terms of brand positioning to raise awareness of the UN's work. FAO publications should match the global nature of its mandate and audience, and the Organization is committed to delivering universal, low-key but high-impact communications that are respectful of all cultures and levels of development. The content of its publications also aims to be relevant and accessible regardless of literacy level or geographical location.

Given the foregoing, the means of delivery is highly important. FAO has a wide range of channels available to it, from high-level advocacy and technical publications to coffee-table books and online videos, with often very diverse target audiences. Hence, it is crucial that the Organization's publications be united by a clear, concise and instantly recognizable visual identity.

Part of this visual identity concerns the correct use and positioning of the FAO logo (see Section 5.5 Corporate identity). However, a publication is composed of many more elements, among which one of the most powerful is photography. Often saying far more than words can, the selection of a photograph must take into account not only the reach it could have, but also whether it respects the requisite ethnic/gender/nationality/political balance. The subject must be appropriate for the message the photo intends to convey, with an informative and journalistic slant being preferable to a purely aesthetic one. People should feature as much as possible, and the image should transmit determination, dignity, hope, effort and progress – "solutions, not problems" is the guiding principle.

Illustrations are another important related aspect, although they should be limited to enhancing the look of publications aimed at the general public.

Colour schemes are also key. Harmonized, impactful yet not overly bright shades are preferable, with the choice ultimately being appropriate to the context and audience.

Last but not least, typography is fundamental for establishing a visual identity. Strong, neat fonts that combine the classic and the modern are preferred, thereby maintaining the institutional character of the Organization's communications without compromising on innovation.

6.2 VISUAL ELEMENTS

TYPOGRAPHY

For print publications, only use typography specifically designed for publications (e.g. Garamond typefaces) rather than those available in Microsoft Office. You can apply a serif font to the main text and a sans-serif font to headings to give dynamism to the layout. You should apply a looser line spacing when using serif fonts, and a tighter line spacing with sans-serif fonts. Prefer the use of left-aligned text, not hyphenated. You can occasionally use justified text; for example, in text boxes. Do not use centred text unless strictly necessary. Limit use of condensed typography to titles and figures. Select a readable font size and apply a corresponding line spacing at not less than +20% (example: font size 9; line spacing 11).

COLOUR

The selection of colours is at the discretion of originators. However, for technical publications, preference should be given to colour palettes with two shades or tones of the same colour, in contrast with a complementary colour. Try to select bright colours but ones that are not too saturated.

PHOTOGRAPHY

The use of appropriate and professional photography is recommended, particularly for high-profile publications and in books for the general public. Photographs can significantly enhance the impact of the publication and visually engage the reader with the content. However, images are not merely decorative and they should only be used where they are relevant to the topic and can enrich the publication by further illustrating the arguments presented. If photographs do not satisfy the following points, avoid using them.

When selecting them, consider the following:

- relevance to text and topic;
- potential political and human sensitivities (no child labour, animal cruelty, discrimination, etc.);
- the balance of photographs within the publication in terms of ethnicity, gender, work roles, activities and geographical regions;
- respect for people in the image;
- expression and attitude of people.

In order to make non-technical publications more appealing, choose images with a photo-journalistic style, giving priority to spontaneous photographs with a human presence and ones that suggest progress, and bearing in mind subjects related to FAO's main topics and objectives.

Some general aesthetic guidance:

- Do not make substantive edits to the image, only light elaborations (e.g. contrast, illumination).
- Avoid collages, cut-outs and compositing; a single effective picture is more powerful.
- Moderate the use of photographic textures for page or book-cover backgrounds.

— Cover photograph – choose with care

Many publications will not require a cover photograph. For those that do, choose the photograph carefully. Make sure it is pertinent to the subject of the publication. Consider the quality of the image, and bear in mind political, gender and other sensitive aspects.

Calibrate the photograph selected to the level of the publication. Remember that images cannot be re-used for the cover of another publication. If you use a great photograph on a minor publication, this will be a “waste” of an image that could have had more impact in a more significant publication (e.g. a flagship or high-profile publication).

PHOTOGRAPHS

Photographs included in your publication should be relevant and discussed in the text (also indicating the photograph number – to “anchor” the photograph). For numbering purposes, photographs are included in the sequence of figures (see section on tables, figures and boxes in Section [5.3 Copy-editing](#)).

Do not surf the web for images, as you will have to wade through quantities of poor-quality and/or copyright-protected material. Through the FAO [mediabase](#), you can access more than 85 000 images of FAO projects with credit and copyright information. Once registered, users can search, create and share lightboxes and place orders for immediate download of high-resolution photographs for publication, whether print, web or exhibitions.

Other channels to search for FAO images are:

- **FAO News Flickr** (<http://www.flickr.com/photos/faonews/collections/>), which provides events-oriented images. Photography uploaded to the account is always professionally shot to meet international media standards and is available for immediate download at high resolution.
- **FAO of the UN Flickr** (<https://www.flickr.com/photos/faoofttheun/>), which provides images taken by FAO personnel of the Organization’s work in the field, with captions, photo credits and project titles.

You can also contact the FAO Photo Unit in OCC (photo-library@fao.org). If you must use third-party material, ensure that the rights holder has signed a permission form (Permission Request Form)

If you want to document your publication with photographs of an FAO project, plan ahead. The FAO Photo Unit can provide support in identifying a photographer and organizing the photo mission cost-effectively. Professional photo resources are also available from top content providers, photo agencies and news outlets (e.g. Agence France Presse Image Forum, Reuters, Contrasto, Magnum Photos) for licensing at cost based on usage (e.g. print run, distribution, size used).

Although the use of FAO photographs is recommended, most United Nations agencies also have photos available free of charge, such as the IFAD image bank (<https://photos.ifad.org>), the World Food Programme Photo Archive (<http://photos.wfp.org/fotoweb/>), and the World Bank Photo Collection (<http://secure.worldbank.org/photolibrary/servlet/main?pagePK=149932>).

Technical specifications:

- **FOR PRINT PRODUCTS**

photos should be saved as **JPEG**, **TIFF** or **PSD** files to a recommended resolution of **300 dpi**, in 1:1 scale and in **CMYK** colour space.

Make sure the images are the correct size, adapted to the dimensions of the photo box in the layout.

- **FOR THE WEB**

you will need a **72 dpi** minimum, **RGB** colour space image.

— Photo captions

Captions should be brief and explanatory. They should reference the country (check FAONOCs for short name) and mention the project activity.

— Photo credits

Credit all images, whether photographs or other types of illustrative material. For a photograph, credit FAO where it is the work of a staff member or a remunerated external collaborator whose duties include photography, in particular where FAO provided the equipment. Credit the individual if the photo was taken outside of a staff member's official duties or contributed by a person external to FAO. Photos carry a credit line adjacent to the photo stating the photographer's name and any other obligatory information required by the source of the photo. Where the source is FAO, the credit is worded as follows: © FAO/photographer's name, e.g. © FAO/R. Smith. Note that this citation style does not imply that copyright is held with the photographer. FAO holds copyright in photos, maps and other images unless stated otherwise. Where the name of the photographer is not known, just put © FAO. Cover photo credits may be added at the bottom of the disclaimer/copyright page, where applicable, smaller size font, separated by 2–3 lines from the copyright text, proper format: Cover photograph: © FAO/name of photographer.

If you are negotiating rights with a third party, check whether you are under obligation to apply their policy for photo credits and/or captions.

ILLUSTRATIONS

Only illustrations by professional designers should be used in FAO publications. Illustrations for practical purposes (e.g. technical drawings and plans; cartoons addressed to farmers) can be used in training materials and other technical publications. When an illustration is aimed at simplifying a complex concept, an infographic may represent a good visual alternative. Decorative illustrations may be used in general interest publications.

INFOGRAPHICS

Infographics can be useful for explain complex concepts or data. A good infographic is the result of close collaboration between the originator and a designer expert in infographics design. Infographics should be aligned to the look and feel of the product. They are not an alternative way to redraw a simple chart but a specific means of communication that focuses on visuals to support complex information. Simple data should be visually represented in charts. Contact OCCI for guidance.



7. PRINTING AT FAO

This section provides guidance for printing at headquarters in Rome. It recognizes that the printing in the DOs needs to take account of local conditions and providers. However, where possible, DOs are encouraged to respect the spirit, if not the exact letter, of the following text. For further guidance, DOs should contact OCCP or Printing and Distribution Group (PDG) at headquarters.

FAO is striving to reduce its ecological footprint. Therefore, please reflect on the real need for printed copies according to audience type and shelf-life of the publication. You should do so at the preliminary stages of the publishing chain, ideally, at step 1 of the PWS, i.e. concept note creation.

When preparing a publication concept note (step 1 in PWS), and securing funds for your publication (step 4 in the PWS), you will be prompted to reflect thoroughly on the following:

- Is it necessary to print the document?
- What type of publication is this?
- What is the target audience?
- What “shelf-life” will the publication have?

If you decide that the publication needs to be printed, contact the PDG to request quotes and thus have a clear idea of the budget needed to finalize your product. This information also needs to be inserted in the PWS when the record is at step 4 (Details to be added). Try to prepare a printing plan well in advance, as rush printing may imply extra charges.

To provide guidance on best practices for printing (including the need for a tender and the ideal type of paper), OCCP personnel are available to meet unit publications coordinators.

7.1 DPRs AND E-DPRs

In order to submit print orders, you need to fill in a Document Processing Request (DPR) – ADM 26 – or an e-DPR depending on the type of publication.

An e-DPR is for digital printing of publications of a few pages and in limited print runs, whereas DPRs are for large print runs and/or where offset printing are required. For details on the difference between offset and digital printing, see the following section. Both the DPR and e-DPR must include all technical specifications of the job (from type of paper to format and colour space used). An e-DPR is processed electronically through an online tool available at <http://extranet.fao.org/edpr>.

DPRs need to be filled in, signed by originator/author and budget holder and delivered to PDG together with the printing files (see [Print files – standard features](#)) and the printout of the related PWS record at step 12. For reprints only, scanned DPRs need to be sent to Publishing-Submissions@fao.org in order to be assigned an updated job number.

7.2

OFFSET AND DIGITAL AT HEADQUARTERS

Choosing the best printing technique depends on your location and the envisaged print run.

In general terms, offset printing is recommended for print runs of more than 500 copies, Pantone colours, coating and complex binding/trimming, etc. On the other hand, digital printing is the best choice for small print runs and simpler, short-lived products. FAO's provider in Rome also prints using digital technology (for reduced-cost, high-quality digital printing). To ensure you choose the optimal type of printing for the particular product, discuss your options with your unit publications coordinator. A visit to your local external provider of printing services may also help in reaching the right decision.

7.3

PRINT FILES – STANDARD FEATURES

Delivering print files in the right format to PDG will facilitate the entire printing phase. Points to bear in mind:

- **Pages** should be set up (with crop marks) as per the product's final trimmed dimensions. The use of registration marks is recommended.
- **Cover:** generally in spread PDF format (remember spine and interiors). To calculate the cover spine, consider approximately 0.5 cm per 100 pages, although this may vary depending on paper type and weight. For self-covered products, include cover and back cover as normal pages. For publications of 48 or fewer pages (booklets), no spine will be necessary. The cover should be provided in a separate file for printing, but in the same overall file for web posting.
- Where images or graphics extend to the edge of the page, **include a bleed** (5 mm is fine).
- **Full-colour images** are in CMYK colour space.
- **Photos** should be 300 ppi (dpi) at 100 percent size.
- **Figures** should be in vector format.

PAPER

With regard to the type of paper, OCCP and PDG have agreed on standard specifications (for reasons of time and economy), to serve as a reference for FAO publications. Please consider the following specifications as mandatory (refer to Printing Unit for guidance on non-standard products).

BOOKS

Note: The FAO standard for paper is 90 g/m² matt coated.

	FORMAT	PAPER	COVER AND FINISH	BINDING
FLAGSHIP	A4	90 g/m ² matt coated	300 g/m ² matt coated, matt film lamination	Smyth sewn
HIGH-PROFILE TECHNICAL	A4, A5, B5	Matt coated or uncoated	300 g/m ² matt coated or uncoated, matt film lamination on request	Smyth sewn or perfect bound
GENERAL INTEREST	A4, A5, B5	90 g/m ² matt coated or uncoated	Cover 300 g/m ² matt coated	Perfect bound

BOOKLETS AND BROCHURES

		FORMAT	PAPER	FINISH	BINDING
BOOKLET (< 48 PAGES)		A4, A5, B5, and others on request	200–300 g/m ² (cover), 110–170 g/m ² (internal) matt coated or uncoated	Matt film lamination on request	Saddle stitch, self-cover
BROCHURES	LEAFLET (≤ 2 FOLDS)	A4, A5, B5, 200 × 200 and others on request	170–200 g/m ² matt coated or uncoated	Matt film lamination on request	Folded
	FACT SHEET	A4, A5, B5	170 g/m ² matt coated	–	Folded
	FLYER	A4, A5, B5 and others on request	100–170 g/m ² matt coated/ uncoated	–	–

PRINT RUN	TIMING (FROM OK TO PRINT) (Valid for FAO's local provider in Rome; depends on product type, specifications and workload)
More than about 500 copies	10 working days
From 50 to about 500 copies	3–7 working days
Fewer than 50 copies	2–3 working days

7.4 HOW TO REPRINT A PUBLICATION

1. Prepare a DPR duly completed and signed internally to your division.
2. Send the DPR to Publishing-Submissions@fao.org also including the URL of the publication you want to reprint.

OCCP will authorize reprints and, for publications issued before 2014, might request you to update the cover with the latest FAO logo block. Remember to obtain the source files of the publication from your designer (in case you did not do so when the publication was first released).

In a reprint, the job number will be the same but the reprint number, the month and year will need to be updated.

7.5 STORAGE OF SOURCE FILES

The unit responsible for the publication should store all the source files used to print or reprint a document. Designers recruited by FAO have the obligation to deliver the source files once the design is completed. In their terms of reference, the delivery of source file should be included as a specific task. OCCP is available to advise on the terminology to use in designers' contracts.

8. PUBLICATIONS WORKFLOW SYSTEM (PWS)

8.1

WHAT AND WHY

The PWS has been designed to help divisions and offices plan their publishing products – ideally during the main phases of the Programme of Work and Budget (PWB). It is a monitoring tool that contributes to the production of cost-effective, high-quality and targeted publications.

The PWS allows a holistic approach to publishing as it incorporates internal departmental clearance processes as well as checkpoints for OCCP review and registration. The PWS also provides an overview of all publishing activities within the Organization and enables analysis and strategic planning of FAO's publishing programme. In addition, at the very beginning of the preparation process, the PWS prompts originators to reflect on the purpose and costs of their publishing products, and their alignment with FAO's Strategic Framework.

The PWS covers the entire publishing chain, from planning to production (print/web dissemination). It includes information relating to the preparation of a publication (such as peer review of contents and copublishing agreements) that potentially allows OCCP to respond in a timely manner to any publishing need from originators and unit coordinators. In this respect, early submission of a concept note is crucial for a successful publication. Writing a clear summary of the product, and selecting the target audience, can determine all future actions related to that publication, from the type of language required to the number of copies needed. In addition, such information will have an impact on the budget required to finalize the publication, and originators and divisions will benefit from early warning on financial implications of their publishing projects. To understand what goes on the PWS, see the document [Do I need to create a record in the PWS?](#) on the PWS web page.

Note: OCCP encourages the establishment of editorial boards at divisional level to review concept notes submitted by originators and, consequently, the divisional publishing plans.

8.2

WHICH PUBLICATIONS

All formal publications (see Section [8.4 PWS – Clarification](#)) have to be inserted in the online PWS. See the PWS webpage for guidance on what needs to go through the PWS.

Proper use of the PWS will allow you and your division to:

- plan in a clear and consistent way;
- keep a record of all projects;
- report on these projects.

Some publications intended for a specific target audience may have the potential to be of wider interest to the general public. If you believe this may be the case with your publication, select “General public” as target audience in PWS step 1.

Currently, the PWS is being updated to a new version (PWS 3.0) to address users’ comments collected since its implementation in early 2014. It will be synchronized with other relevant systems, including the FAO Document Repository (FDR). This section will be updated as PWS 3.0 progresses.

Contact OCCP at PWS-Support@fao.org for specific assistance or guidance on how to optimize your use of PWS.

8.3

PWS VERSION 3.0

The PWS upgrade (version 3.0) will address users’ concerns and requests collected since its full rollout across the Organization in 2015.

Version 3.0 will include new features, such as:

- **NEW FIELDS RELATING TO COPYRIGHT/COPUBLISHING**
that will speed up action from the OCCP Copyright/Licences Team;
- **A MORE COMPREHENSIVE LIST**
of product types and content categories;
- **AN ENHANCED “FAST TRACK”**
for approval of information material;
- **PWS ALERTS TO ALL STAKEHOLDERS**
- **ALTERNATE BUDGET HOLDERS**

8.4

PWS – CLARIFICATION

1. Not all documents are publications. Therefore, before initiating a record in the PWS, consider the following.

DO I NEED TO CREATE A RECORD IN THE PWS?

For the purposes of the PWS, all the following are considered publications and must go through the PWS. All other kinds of products should not be put through the PWS.

Substantive material published in print or electronic form addressed to external audiences (e.g. policy-makers, technical/scientific community, general public). **FAO publications include:**

- **books** (including technical papers, training material, circulars, proceedings, other main series and non-serial products), e-books
- **booklets; brochures, fact sheets, flyers** (including meeting-related promotional material and “save-the-date”)
- **infographics**
- **newsletters** (PDF ones through PWS; Adestra ones through Adestra), bulletins
- **posters, banners**
- **folders**
- **CD-ROMs, USB flash drives**

The target audiences are well identified and, in books, they are clearly defined in the preliminary pages (e.g. Preparation of this document/Preface/Abstract) and the back cover (“blurb”). Books and CD-ROMs always receive an ISBN and, for issues of specific series, an ISSN. Publications can have an identified author or authors (for regular and high-profile products), or corporate author (for flagship and corporate publications). FAO publications can be issued by FAO alone or jointly by FAO with external publishers or institutions (copublishing arrangements). They include both free and for-sale publications. **All FAO publications must go through the PWS.**

Publications must follow a formal publishing process (i.e. PWS steps): concept note, approval by originating division and OCCP, budget approval, content development, text finalization, editing (including copy-editing and proofreading as necessary), design, layout, blueprint check (where necessary) and final clearance by division/office and OCCP. All publications – but not folders, CD-ROMs and USB flash drives – are automatically stored in FAO Document Repository at the end of the publishing process (step 12 of PWS).

Note: All other kinds of products can be permanently stored on FAO Document Repository without going through a formal publishing process in PWS. They can be sent directly to document-repository@fao.org for storage and dissemination.

2. If you have a question about the PWS, before contacting OCCP, you can refer to the list of frequently asked questions contained in the [PWS manual](#).

3. The PWS is an evolving tool and undergoes modifications and upgrades in order to better serve its purpose. Unit coordinators receive notification of all such changes, with updates also posted on the PWS web page.



9. FAO DOCUMENT REPOSITORY AND E-BOOKS

Once your information product is ready to be published, its metadata will be enriched and it will be uploaded into the FAO Document Repository to optimize its discoverability.

FAO Document Repository (FDR) functions both as an archive to preserve FAO's accumulated knowledge and a means of dissemination to users across the world.

In addition to official FAO publications, the FDR includes documents and non-FAO publications, where FAO is a copublisher. These are stored at www.fao.org/documents/en/ while official FAO publications are available at www.fao.org/publications.

Deposited items may include, but are not limited to: publications, brochures, meeting documents, e-learning modules and resources, e-forum materials, publicity material, unpublished governance papers, historic collections, and any other relevant subjects or products that contribute to sustaining the knowledge base and organizational memory.

9.1 HOW TO POST A PUBLICATION ON FDR

A publication that reaches step 12 in PWS (Completed – Ready to be published) is automatically posted on the FDR unless you need to postpone its release for marketing purposes (an official event to launch the publication, an agreement with a copublisher, etc.).

In such cases, remember to insert a note in PWS specifying why the publication is under embargo and providing the exact release date. It is also good to alert the document repository team about special FDR dissemination needs by writing to document-repository@fao.org.

Documents and other materials that do not go through the PWS should be sent to document-repository@fao.org.

Some materials may be stored and published in the FDR with limited visibility, which means that the URL generated for these digital objects will be valid but the item will not be available in the repository or searchable using the FDR search engine.

9.2

DIGITAL PUBLICATIONS – E-BOOKS

For FAO, an e-book is a digital publication readable by dedicated e-reader devices. An e-book can exist without a printed equivalent of the same publication and is stored in a dedicated web page: www.fao.org/publications/e-book-collection.

In order to request the production of an e-book, contact PWS-Support@fao.org or document-repository@fao.org early on in the publishing process (PWS step 4). FAO e-books are assigned a separate ISBN, i.e. an e-ISBN.

Publications suitable for production in or conversion to e-book formats should fulfil certain criteria, including suitability for the audience and appropriate content. Such criteria include:

Purpose and audience:

- **PROVEN USAGE OR EXPECTED HIGH DEMAND** by well-defined target audience(s);
- **TITLE WOULD BENEFIT FROM DELIVERY THROUGH ADDITIONAL DISTRIBUTION CHANNELS** for increased impact or savings in printing costs;
- **MAXIMUM LENGTH OF 250–300 PAGES.**

The file should not contain:

- **MULTIPLE FULL-PAGE TABLES** with numerous columns that cannot be redesigned or removed;
- **MULTIPLE FULL-PAGE GRAPHICS** that cannot be removed;
- **COMPLEX GRAPHIC ELEMENTS** that cannot be removed.



10. INTELLECTUAL PROPERTY MANAGEMENT

FAO is required by its mandate to disseminate the information it produces as widely as possible. Proper management of the rights surrounding this information – including **copyright management**, and **licensing** of usage rights to third parties – is key to ensuring that FAO intellectual property is disseminated as broadly and effectively as can be achieved.

10.1 COPYRIGHT AND LICENSING CONDITIONS

Depending on your objectives and the means available, you may be working with technical experts, junior researchers, and/or communication professionals. Provide a detailed brief and monitor the work as it progresses.

- Copyright in all content and information products produced in the course of official duties performed by FAO staff members, consultants, subscribers to Personal Services Agreements (PSAs), experts on loan, and any other person engaged under Staff Regulation 301.13.6 always belongs to FAO.
- Copyright in products produced by FAO statutory bodies is held and administered by FAO.
- FAO policy does not permit assignment of copyright to any other entity. Third parties may request a licence to use and reproduce FAO copyright material for non-commercial purposes.
- Joint copyright is not permitted with private-sector entities, including commercial publishers. Joint copyright should be avoided with any agency that is not an international organization with the same privileges and immunities as FAO.
- FAO retains copyright in all intellectual outputs produced as a result of collaboration under letters of agreement (LoA). The standard LoA intellectual property clause provides for full ownership by FAO of all intellectual outputs produced under the LoA. FAO can provide the LoA service provider with a licence to publish LoA outputs; however, this is done solely at the discretion of OCCP on a case-by-case basis.

10.2 COPUBLISHING

Copublishing is a major component of the FAO publishing programme, and it is undertaken with institutional and commercial publishing partners. Major partners include: **WHO, OECD, WORLD BANK, ELSEVIER, SPRINGER, CABI, OIE, IFAD, WFP, UNEP, UNDP, OXFORD UNIVERSITY**, and **UNIVERSIDAD AGRARIA LA MOLINA**.

To ensure fulfilment of the Organization's legal and publishing requirements, all copublishing arrangements must be regulated by an agreement drafted by OCCP, with the collaboration of FAO Legal Counsel when required. All copublishing agreements are signed by OCCP on behalf of the Organization.

10.3 COPUBLICATIONS AND THE PWS

All FAO copublications must be entered in the PWS (see Section 8 Publications Workflow System), preferably as early as possible.

The more information you can provide about your copublication from the beginning, the easier it will be for OCCP to negotiate with the copublishing partner and to document the negotiated arrangements with the appropriate copublishing agreement.

If planning to produce a publication in collaboration with another organization or a government office, select "Yes" in response to the following statement in the PWS: Another organization has provided substantial input to this publication and desires that its logo appears on the cover of the publication. The OCCP Rights and Licensing group will then be notified of the intended copublication and will contact you for more information as required. Please note that logos of governments, ministries or external agencies can only be included in FAO

publications if they have provided substantial input in terms of content, copy editing, printing or distribution. Such inclusion must be cleared with OCC in advance, and is not always granted.

10.4 PREPARING A COPUBLISHING PROPOSAL

If you do not have existing arrangements with a copublisher and would like OCCP to identify one, you will need to provide OCCP with a proposal package for review by prospective publishers.

Is the work suitable for copublishing?

- Would the publication gain in visibility from a copublisher's reputation/standing, notably in the form of an increase in the volume and/or geographical scope of dissemination?
- Is copublishing likely to improve the cost-effectiveness of the work (bearing in mind that this depends on how editorial and production tasks are shared between the partners)?
- Would the publication benefit from an intellectual contribution by the copublisher (particularly relevant in the case of not-for-profit partners)?
- Does the publication address an issue on which FAO has significant expertise and comparative advantage; that is topical or of broad public concern; and that has a large potential market (important aspects for the partner to consider)?

10.5

AFTER THE COPUBLISHING PROPOSAL

OCCP will contact relevant publishers and submit your proposal to those who express initial interest.

Prospective copublishers evaluate proposals from a marketing viewpoint as well as requesting multiple peer reviews, and they may request amendments to the planned publication.

Once an external publisher has agreed to proceed with a copublishing arrangement, OCCP draws up a specific contract, based on FAO's standard Copublishing Agreement.

10.6

PUBLISHING ARTICLES IN EXTERNAL JOURNALS

For articles published in external publications, OCCP has established licensing practices with publishers such as Elsevier, Wiley, Sage and Oxford University Press.

If you offer, or receive an invitation, to submit an article, inform the commissioning editor immediately that, **as FAO staff, you are not entitled to sign individual copyright agreements or publishing licences.**

Publication of the paper must be regulated through a formal licence agreement with the publisher, signed by OCCP on behalf of you and FAO as your employer. Remember to obtain content clearance and approval for submission from the Director or ADG or the editorial board of your division. Then, provide OCCP with: title of the article, list of authors and co-authors, manuscript number, and a draft of the manuscript.

The copyright notice for externally published articles will read:

© Food and Agriculture Organization of the United Nations, 20XX.

If the lead or corresponding authors are not affiliated with FAO, copyright may be held by the institution of the corresponding author. In this case, FAO would waive its right to copyright. FAO is not required to sign the publisher's agreement in cases where it waives copyright; however, the FAO author(s) and OCCP must nevertheless ensure that they adhere to the publisher's terms for reuse, scholarly posting and required citation, as these terms are always applicable to FAO.

FAO assigns commercial publishers an exclusive licence to publish staff articles, while FAO retains the right to publish the preprint version (or accepted author's manuscript) in the FAO Document Repository.

The following disclaimer must be included on all articles with FAO copyright:

The views expressed in this publication are those of the author(s) and do not necessarily reflect the views of FAO.

10.7

FAO LOGO POLICY

The FAO logo block should be used in all information products prepared by FAO as part of its activities, irrespective of the source of funding. (see Sections 5.5 Corporate identity and 10.1 Copyright and licensing conditions).

Incorrect usage of the FAO logo compromises the image of the Organization and may damage its reputation.

Use of FAO and non-FAO logos on information products published by FAO is regulated by OCCP. Specific rules and procedures are detailed in the [FAO Logo Policy and Guidelines](#).

Do not commit to include partners' logos on an information product before you have contacted OCCP with regard to drafting a copublishing agreement.



11. MARKETING, DISSEMINATION AND SALES

The marketing function seeks to match a product with the target audience's needs and wants, to ensure its presence in relevant channels, to proactively communicate its availability and to engage with the audience to take action.

OCCP manages corporate-level marketing, dissemination and sales of FAO publications as well as supporting the marketing efforts of authoring teams. Corporate-level activities include:

- input to the overall editorial strategy and plan, including market research, decisions on general-interest products, support for high-profile publications and branding of key series;
- promotion and dissemination of FAO publications via sales (including Amazon), libraries, book fairs, content aggregators, digital libraries, discoverability services and more;
- production of marketing collateral, including catalogues, brochures and flyers;
- proactive dialogue with current and potential partners, such as academic and trade publishers and other UN organizations.

For optimal dissemination and outreach at the divisional level, originators should follow the steps set out here in close consultation with their publications focal points and communication officers. It is not always possible to follow all of the steps, e.g. owing to time or resource constraints, but it is strongly recommended, particularly for high-profile products. If available, look at marketing plans already prepared for similar publications.

11.1 MARKETING STRATEGY AND TACTICS – DEFINING THE MARKETING PLAN

Marketing strategy consists of scanning the external environment, understanding the current situation, identifying any forces that may have an impact on your publication project, and preparing accordingly. It looks beyond the year of publication for a time period proportional to the estimated shelf-life of your publication. You should be able to draw much of this information from your annual work planning and ongoing activities, professional networks and knowledge of your area of expertise.

The tactical component is more practical and should result in a concrete activity plan. It has a shorter horizon, generally the year of publication and possibly the year after, and aims to respond to the objectives you have set for your publication. The main steps are as follows:

Preliminary:

- Market opportunity analysis.

Strategic:

- **STEP 1** – Understand your environment.
- **STEP 2** – Understand the markets and audiences.
- **STEP 3** – Segment, target and position your product to specific audiences.
- **STEP 4** – Set your marketing objectives and match them with your other objectives.

Tactical:

- **STEP 5** – Use the 4 Ps (product, pricing, place and promotion) to develop your value proposition and communication strategy.
- **STEP 6** – Evaluate and control.

MARKET OPPORTUNITY ANALYSIS

This is a fundamental part of your overall planning (see Section 2.2 Before starting). Is there a compelling need for the information? Are these needs already being met by other information sources? What can we add/do better? Consider the market size – is it large enough to warrant the cost of publication? Will the information provided help change behaviours and hence help FAO achieve its mission? Can you easily identify a potential audience of readers and will you be able to reach them effectively to tell them about the new publication?

STEP 1: UNDERSTAND YOUR ENVIRONMENT

Develop the strategic marketing plan first. Scan the external environment to identify issues likely to affect your publication's marketing in the current year and the following three to five.

A number of useful tools exist to do this, such as PESTEL analysis.

— PESTEL analysis

PESTEL (political, economic, social, environmental, technological, legal) analysis is used to map out the external environment. It will improve your understanding of the macroeconomic environment and demographic parameters that may affect your publication.

POLITICAL	ECONOMIC
SOCIAL	TECHNOLOGICAL
ENVIRONMENTAL	LEGAL

Fill out the table, focusing on key factors. Save it and update it at fixed intervals. If your publication is issued on a regular basis (e.g. annually), you will be able to identify changes and trends in the external environment and be able to adapt your material accordingly. Keep the issues that you have identified in mind as you set up your marketing plan.

The following are useful sources of information:

- FAO Library,
- industry groups and news media,
- academic and professional groups,
- advocacy and community groups,
- press and professional/trade publications,
- social media (“listening in”),
- any other sources relevant to your field.

After you have examined the dynamics of the environment, you can move to your market and audience.

STEP 2: UNDERSTAND THE MARKETS AND AUDIENCES

One of the main aspects to consider is the unique value of your publication to the reader. Your awareness of its distinct competitive advantages will underpin every marketing activity you undertake.

— Strengths, weaknesses, opportunities and threats (SWOT)

A simple way to understand your publication’s unique value is through a SWOT analysis.

This should be multidimensional and look at both the present and the future (i.e. What opportunities do you think may come along? What threats are there to be aware of?). You will notice that most of your strengths and weaknesses will be derived from the internal environment (i.e. your team, FAO) and most of your opportunities and threats will come from the external environment (collaborators, people in the field, etc.).

STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS

Consider the following questions:

- Is my publication unique or is there a likelihood of it duplicating other publications?
- Who does my publication address?
- Is it indispensable for them?
- Can my publication be substituted (with another publication, or another medium)?
- Do I know enough about my audience?
- What kind of research is necessary?
- How do I see my publication evolving over the next five years?

— Market research

Market research should be incorporated into the marketing planning in every division, whether at the time of launch of a publication, beforehand or some time after, depending on the issues you would like to research.

A practical way of conducting market research to support your decision-making is to start with the issue that needs to be resolved, e.g. to find out the profile of readers in a specific region, or how the same audience uses the normative documents of FAO versus field research publications.

The steps are as follows:

- **Define the issue to be resolved** and how the research results will be implemented.
- **Translate this into a research methodology** and develop the appropriate instruments.
- **Identify a sample group** and plan how you will enter into contact with this group (a sampling plan).
- **Pre-test** the plan.

If the pre-testing is successful, collect and analyse the data to answer the question defined at the beginning of the process.

STEP 3: SEGMENT, TARGET, POSITION

You may be thinking about how the content of your publication could be relevant to certain people. Reverse this to respond to your audience's needs directly through marketing by segment (target group). For example, market your content to groups with pesticide-related needs, rather than pesticide-related content to a broad audience.

— Segment your market and audience

This step will help you fine-tune your audience segmentation and understand how you can meet its needs. Which criteria make sense when trying to segment your market? See this suggested list:

- specific characteristics, such as gender, age and profession;
- institution (category?) or individual (type?);
- geographic area/regional characteristics;
- purpose of the acquisition and usage of the publication;
- reachability;
- responsiveness.

This is something you need to define early: you can use the categories you defined in the PWS as a basis (see Section [2.5 Who is it for?](#)), but segmentation can vary depending on the publication. See this simple segmentation template.

MARKET CRITERIA	AUDIENCE CATEGORIES					
	RESEARCH INSTITUTES	ACADEMIC LIBRARIES	NGOS	FARMERS AND AGRI-CONSULTANTS	FAO STAFF, HEADQUARTERS AND FIELD
.....						
.....						
.....						

— Target your segments

Once you have a clear idea of the different segments in your potential audience, you will realize that you will probably not be able to target everyone. Make a choice. Decide which segments you would like to target specifically, and which has the highest priority. Each may require a different marketing mix – “differentiated marketing”. Marketers often create “personas” to understand their target groups. Personas are fictitious profiles representing the main characteristics and behaviours of individual readers concerning information usage (why they need the information, how they seek and use it, etc.). Personas can provide a deeper insight into what shapes a segment’s needs.

— Positioning your publication in the chosen segments

What are the unique characteristics of your publication? For *Save and Grow*, for example, these could be the easily digestible content, fresh information, topicality, and particular usefulness for a specific market. In the case of the *Statistical Yearbook*, you could position your publication as the most complete set of global agricultural statistics, and so on.

Positioning is also about reflecting on your publication. Trends and circumstances may have changed between the moment you conceptualized the publication and the moment it is due to be published. In this case, you may want to consider re-positioning it under a different light.

See also [Step 5](#) on the 4 Ps and writing a value proposition for more guidance.

STEP 4: SET YOUR MARKETING OBJECTIVES AND MATCH THEM WITH YOUR OTHER OBJECTIVES

Bearing in mind the Organization’s mandate and SOs, as well as your programme of work, you know the market you want to address, have segmented your audience in a meaningful way and have started thinking about your marketing objectives.

You can draw up a simple three-column chart with your objectives to make sure they are aligned:

- **COLUMN 1:** PWB, SOs and/or divisional objectives (this should correspond to the rationale entered in the PWS concept note).
- **COLUMN 2:** at least three societal objectives. These may be, say, important environmental issues or another issue with which you want to identify your publication. Check these against the objectives in column 1. Are they SMART (specific, measurable, achievable, relevant and time-bound)?
- **COLUMN 3:** marketing objectives. These could be: to attract more audience, to satisfy internal knowledge requirements, to increase (internal or external) visibility of a key issue, or to increase readership share in a specific region/country. How do they compare with your strategic and societal objectives? Can you draw the lines connecting them?

Setting your marketing objectives is paramount as they provide the basis for your tactical activities.

STEP 5: USE THE 4 PS OF MARKETING TO DEVELOP YOUR VALUE PROPOSITION

So far, your marketing plan has focused on ensuring a solid knowledge of your environment, your audience and your publication. Now look at the practical actions needed to develop your value proposition. This means defining your marketing mix, which is traditionally based on the 4 Ps or “product, pricing, place and promotion”, although there are many different ways of looking at the marketing mix.

— The 4 Ps: product, pricing, place and promotion

Product: The SWOT analysis (see [Step 2 – Understand the markets and audiences](#)) should give you a good idea about the “product” part of the 4 Ps. This involves every tangible aspect of your publication: appearance, title, colour, binding, content and lay-out. See also [Marketing activities and materials](#) in this chapter and the [Section 6 Visual identity](#).

Pricing responsibility lies with the OCCP sales and marketing team. The calculation takes into account actual costs, the publication’s content, breadth of audience and market prices for similar content. FAO’s pricing policy generally aims at affordable rather than profitable publications. The publications that are for sale are subject to discounts reaching 60 percent for developing countries.

Place (or channel) concerns how our products reach their audience. FAO publications are currently distributed as follows.

Free distribution:

- online via the FAO Document Repository (free availability);
- FAO e-book library – free access to those publications produced in e-book formats;
- for specific categories of publications, official quota distribution, which includes FAO Regional and Subregional Offices, FAO Representatives, UNDP permanent representatives, FAO Depository Libraries, UNIC Libraries, UN Agency Libraries, and other institutions and individuals;
- divisional distribution (contact your publication or communication officer for the list);
- subscriptions (journals, bulletins).

Sales (not all titles)

- via FAO’s sales distributors, including Amazon;
- via copublishing agreements with commercial partners;
- via content aggregators and platforms such as EBSCO, Web of Science, ProQuest, Knovel and others (some of this may also be freely available).

Promotion is all about marketing communication, i.e. how you communicate the necessary product information to your target groups so as to elicit a positive response. For more detail, see Marketing communication and Marketing activities and materials.

— Writing your value proposition

Make a checklist of the main issues to address when you put together your value proposition (you have most of the information already) to refocus before working out the communication plan. It could look like this:

Audience analysis:

- What is the profile of a typical reader of my publication?
- How do the audience’s behaviour and characteristics affect the publication?
- Have I maintained a dialogue with my audience for feedback and open communication?

Objectives:

- What is my marketing communication intended to achieve?
- How do my marketing objectives support my department’s objectives and the mandate of the Organization overall? Do I have enough tools and resources to carry out my plan?

Issues:

- What legal, regulatory and ethical issues affect the audience, geographic region, media or messages?

Research:

- What has research revealed about the market, including my audience's needs, wants and communication preferences?
- Who are my internal and external audience stakeholders?
- How can I pre-test my communication implementation, and awareness and response?

— Marketing communication (Step 5: Promotion)

Marketing communication belongs to the “promotion” facet of the 4 Ps. Now that you have gathered information on your audience, you must analyse how best to reach that audience and encourage it to engage with your publication. To promote a publication follow these main steps:

- Draw up a promotion plan during the publication planning phase. This is essential in order to make optimal use of the available resources.
- Target your communication. Your communication audience is not necessarily identical to the audience of your product: e.g. your communication audience may encompass internal stakeholders and other UN agencies who will not necessarily receive or read the publication itself.
- Set aside a budget.
- Identify the channels – e.g. networks, newsletters, events, the media or other channels – and select appropriate tools for each channel (the table categorizes some key tools, but there are many different tools and approaches). Be selective and establish early how much you can do with available resources.
- Plan, write and produce promotional materials.
- Set your objective and choose the level of involvement you expect from your audience (high, medium, low). For example if you want to use communication to enhance the image of your publications, your objective could be to “make 55 percent of the relevant target audience aware of it”.

KEY TOOLS FOR NON-PROFIT MARKETING

TOOL	USE	EXAMPLE (RELEVANT IN OUR CONTEXT)
Direct marketing	Reaches targeted audiences	Mail, e-mail, social media, telemarketing, printed catalogues or online catalogues
Public relations	Builds positive image of publication, strengthens ties with stakeholders	Launch events, public appearances and conferences, sponsorships, news releases, briefings, podcasts, speeches, blogs
Personal marketing	Reaches audience one-to-one to strengthen relationships	Appointments and meetings, presentations, online help and online chat sessions
Advertising	Conveys the message to a large audience	Internet, magazines, publications, newspapers, paid search engine links, brochures and leaflets, sponsored content on social media

See the section [Marketing activities and materials](#) for more information on concrete activities.

— Marketing activities and materials (Step 5: Promotion [continued])

The main marketing activities and channels used at FAO include the FAO website and partner websites, social media, targeted e-mails, and public events.

Defining the look and feel of your product

The title of your publication should be accurate, catchy and short. Try to include key ideas in the first ten words as this is what will appear in search engine results.

The text should be written/presented in a style that makes it easy to use excerpts for promotional purposes. A good abstract, pull-quotes, catchy key messages, and pithy chapter headings and photo captions will all be useful.

The design of your publication should be attractive to your target audience (see Section [6 Visual identity](#)).

Good photos and well-presented statistics from the publication can also be used for promotion. Bear this in mind when designing/choosing graphic elements.

For more information, see Section [3 Content development](#).

Writing promotional material

Your basic promotional text is the blurb. Blurbs can be of different lengths (e.g. about 250–300 words for a back cover of a book, 50–75 for a catalogue entry, and 50 for a lead on the web).

In all cases, the blurb should be concise, to the point, and engaging. It should answer the following questions for the reader:

- **audience** (who for?)
- **content** (about what?)
- **context** (relevant/topical?)
- **added value** (new, better?)

For more concrete guidance on writing a blurb, see [Annex 1 Blurb guidelines](#).

Preparing a press kit

The media relations team in OCCM decides which publications are newsworthy. Contact OCCM, copying Publications-Sales, if you think your publication is concerned. OCCM will prepare the press release on the basis of information from you, which should include:

- a summary of the publication, providing more depth than the blurb and focusing on the content;
- author biographies;
- other relevant textual material, such as key messages and key figures;
- relevant graphic material, including photos and statistical material;
- any promotional material already produced, such as flyers or infographics;
- links to any audiovisual material (videos, podcasts) that has been prepared;
- the publication itself.

The web

The web is one of the most important communication channels. Apart from being made available in the FAO Document Repository, your publication may also benefit from a dedicated web page providing abstracts and/or summaries, key figures, statistical material (which could be interactive), podcasts and video. Contact OCCI for support.

Even if you do not have a dedicated web page, ensure that your information is posted in a timely way on your departmental and/or divisional website. Inform OCC in a timely manner so that the publication can be featured on the FAO home page where relevant.

Ask your partners and specialist networks to reference your publication on their websites. Please make sure they link to the publication in the FDR and do not upload the PDF directly. This facilitates version control and tracking of usage.

Audiovisual material

If you have media-friendly authors, you may wish to record and/or film an interview with them. You may also want to share other types of audiovisual content that are part of and/or complementary to your publication. Contact OCCM's audiovisual team for advice.

Public events

For a high-profile publication, you may wish to organize a launch. This should be planned at least three months ahead. For specialized publications with smaller audiences, it is often more useful to piggyback upon events already being organized on relevant subjects, whether at FAO or elsewhere. Stay in touch with your networks, liaise with OCC and your communications officer, and consult the FAO media calendar.

Specialized media

Specialized journals, magazines and/or blogs may wish to cover your publication. Identify appropriate media and liaise with them in collaboration with OCCP.

Mailing lists

Send information on your publication to the target audiences you have identified. Tailor the message to the specific audience segment. With careful targeting, you should avoid inundating the wrong recipients with information that they will not consider useful.

Social media

Facebook, Twitter and similar tools are useful for sharing information with interested audiences. Use your networks, and liaise with OCCI's social media team. For guidance, see FAO's social media guidelines.

Note: Ensure that nothing is posted on personal channels before it is shared on corporate channels. This is especially true for major publications that are embargoed or accompanied by press releases, Q&A sessions with journalists, launch ceremonies, etc.

See the following for a list of channels that can be used before launch, at the time of launch and afterwards:

Run-up

- e-mail updates (“forthcoming”)
- advance information to sales distributors
- advertisements
- editorials
- “coming soon” via social media (liaise with OCCI’s social media team)

Release

- global or regional press release
- video news release and/or other videos
- interviews/event with key speakers
- web story
- sales

After release

- e-mail updates (newsletters, etc.)
- information-sharing with partners (institutions, journals, websites)
- updating of website with new related content
- Wikipedia updates
- webinars on relevant themes
- events, training, workshops
- sales, ongoing promotion
- corporate and personal social media channels

STEP 6 EVALUATION AND CONTROL

At the close of the publication cycle, it is important to evaluate the results of your efforts. Depending on the policy of your department, you may wish to discontinue some publications with low impact in order to concentrate your resources on other activities. See Section 13 Evaluation for more on this topic.

11.2

MARKETING AND DISSEMINATION WORKFLOW

OCCP uses the PWS (see Section 8) as a tool to support the marketing of your products. The more timely and accurate the information contained in the tool, the better the support we can provide.

OCCP reviews records on a weekly basis to update the publications plan, identify sales and marketing opportunities, make proposals to copublishing partners and offer content through specific channels. OCCP also monitors ongoing opportunities for promotion and reports on key performance indicators.

11.3

CHECKLISTS

ORIGINATOR CHECKLIST

- Marketing plan prepared
- Relevant event identified for a launch, where needed
- Bullet points with main messages prepared
- PWS record prepared and updated as needed
- Divisional/departmental communication/publication officer briefed on product development to ensure divisional/corporate-level communication
- Publication title is search-engine optimized
- Main headings in publication also include relevant keywords
- Blurb prepared according to blurb guidelines
- Related information prepared (web story, newsletter articles, etc.)
- Relevant audiovisual material planned and prepared
- Story prepared for relevant newsletters (divisional, other related)
- Information shared with specialized media, where relevant

Once your publication is released, share it widely:

- Go to “card” page and share via your own networks (Twitter, LinkedIn, Facebook, etc.).
- Update relevant Wikipedia pages.
- Encourage partners to link to the publication and related material (e.g. audiovisual) from their websites.

OCCP CHECKLIST

- Sales titles and copies agreed upon
- Publication title and headings in table of contents are search-engine optimized
- Blurbs finalized for use across different channels
- Distributors alerted about forthcoming titles
- Copies/files sent to distributors; other relevant promotional material ready, e.g. links to videos, brochures, flyers
- E-books on track
- Corporate publications page updated
- Key titles featured on FAO home page
- OCCP-led communication carried out (newsletters) and in line with other OCC communication efforts
- Discoverability mechanisms updated where relevant
- Ongoing monitoring of published titles
- Opportunities identified to promote/repackage older content.



12. EVALUATION

FAO publications need to contribute to achieving the SOs and to cater to the needs of their target audiences (users and learners). Evaluation of their impact helps gauge the extent to which they do so, or indeed fail to do so. It also helps to ensure the technical quality of the Organization's knowledge products and their relevance in an evolving environment. It informs the ongoing process of knowledge sharing and helps in prioritizing the future use of resources.

FAO publications can be evaluated by various units within FAO: the commissioning unit, DDN, OCCP, and the Office of Evaluation (OED). However, given resource constraints, it is not possible to evaluate every publication. To date, the evaluation effort has focused on FAO's major publications – flagship and selected high-profile publications.

The technical quality assurance mechanism developed by DDN (see Section 3.5 Review and clearance) will include a recommendation on feedback and monitoring to better include users' and learners' needs and to continuously improve quality. This process is essential to ensuring and improving the technical quality of FAO publications.

The proper evaluation of publications is not easy as their full impacts may take years to become evident in the form of policy change and concrete action. However, some tools and indicators can provide useful insights before this stage. For example, the number of web views of a PDF version of a publication gives an indication of the level of interest in the content. Every month, OCCI produces data on the web views for flagship and other key publications.

In the planning phase, consider whether and how your publication should be evaluated at some point after dissemination. There are various tools available for measuring impact and engagement. However, some of them are sophisticated and resource-intensive, and their proper use requires specific skills. For further guidance, please contact OCC.



13. FAOSTYLE AND USEFUL LINKS

13.1 FAOSTYLE

FAOSTYLE serves as a reference for all FAO information products, including public information materials and correspondence. The overriding objective is to ensure clarity and consistency in all six FAO official languages (Arabic, Chinese, English, French, Russian and Spanish). FAOSTYLE also covers issues that can be sources of common errors and doubts, for example:

- spelling and punctuation,
- terminology and names,
- lists,
- abbreviations and acronyms,
- use of capitalization,
- use of italics,
- numbers and separators, units, time and dates,
- bibliographic style and references,
- quotations,

Access the current version of FAOSTYLE in English, French, Spanish, Arabic and Chinese at:⁶

- www.fao.org/3/cb8081en/cb8081en.pdf
- www.fao.org/3/AC339FR/ac339fr.pdf
- www.fao.org/3/a-ac339s.pdf
- www.fao.org/3/a-ac339a.pdf
- www.fao.org/3/a-ac339c.pdf

⁶ The Russian style guide is forthcoming.

NEW CITATIONS TOOL FOR FAOSTYLE

The latest version of FAOSTYLE for English (revised 2017) contains guidance on how to install reference management software and a new citations tool for generating reference entries in FAO house style. The aim is make the citation process easier and faster, thereby saving time and money.

13.2 LINKS

OCCP provides a range of information resources to FAO publishing personnel and other staff involved in publishing. Such resources include:

- **FAO term portal**
<http://www.fao.org/faoterm/en/>
- **FAO NOCS**
<http://termportal.fao.org/faonocs/appl/>
- **FAO logo policy and guidelines:**
http://intranet.fao.org/fileadmin/user_upload/occ/FAO-logo-policy-guidelines.pdf
- **FAO brochures policy and guidelines:**
http://intranet.fao.org/fileadmin/user_upload/occ/FAO-brochures-policy-and-guidelines.pdf
- **FAO Corporate Publishing Policy** (2013, under review):
http://intranet.fao.org/fileadmin/user_upload/oce/docs/Publishing-Policy-Approved-VoR.pdf
- **A series of quick guides relating to FAO logo and FAO publishing in general:**
http://intranet.fao.org/fileadmin/user_upload/occ/Quick_Guides/FAO_Logo_policy_-_Quick_Guide.pdf
(Logo policy)
http://intranet.fao.org/fileadmin/user_upload/occ/Quick_Guides/FAO_Publishing_-_Quick_Guide.pdf
(Publishing policy)
- **The PWS manual:**
https://workspace.fao.org/form/pws/Shared%20Documents/PWS%20manual_2017.pdf

ANNEX 1

BLURB GUIDELINES

A blurb is a promotional text about a publication. It should attract and hold the potential reader's attention, give a good idea of the publication's content and unique value, and make the reader curious to learn more.

GENERAL GUIDANCE

- Introduce the **subject and objectives** of the publication, as well as any related context.
- Highlight the publication's **unique aspects**, such as its approach or recent statistics.
- Start and end with **strong opening** and finishing sentences.
- Ensure that the **main points are easy to identify** from scanning the text.
- Use **striking statistics** related to the issue the publication is addressing.¹
- Ensure the blurb has a strong logical and narrative **flow**.
- Write in a **clear style, appropriate** to the publication's **readership**.
- Clarify **target readership** if necessary.
- Include **keywords** relating to the subject matter to strengthen discoverability.
- **Avoid simply repeating the title** in different words to fill up the blurb.

MULTIPURPOSE BLURB

FAO uses blurbs of different lengths, depending on medium, audience and space available. OCCP therefore recommends creating one blurb that can be adapted for different purposes, as follows:

- Total word count: **250–300 words**, divided into **three paragraphs** of 50–100 words.
- The **first 1–2 sentences** (max. 30 words) should contain the **essence** of the publication – useful for lists in newsletters or on the web.
- The **first paragraph** should present the **main focus and selling points** of the publication, and be able to stand alone, e.g. for use in the publications catalogue. Keep sentences short and easy to scan.
- The **second paragraph** gives **complementary information**, such as broader context, secondary themes and more detail. The first two paragraphs together can be used for some marketing materials or the web.
- The **third paragraph** expands further on the topic, providing, for example, background, recommendations or perspectives. The three paragraphs together can be used on the book cover and FDR card page.

¹ New data or other sensitive information should not be disclosed before the launch date for publications that are under embargo.

Every year, in fulfilling its function of collecting, analysing, interpreting and disseminating information relating to nutrition, food and agriculture, FAO produces hundreds of publications covering a vast range of topics and in a wide variety of forms – flagship publications, technical reports, general-interest books, manuals, brochures, newsletters, flyers, etc.

This document, *Publishing at FAO – strategy and guidance*, is intended to be of practical use to all personnel engaged in the various steps of producing FAO publications, from inception to distribution. The information in it is based on and cohesive with the FAO Corporate Communication Strategy. It also bridges a gap in formal guidance between the FAO Corporate Publishing Policy and FAOSTYLE (both updated in 2017 and revised to avoid duplication with the present document).

This document focuses on matters regarding the workflow, visual identity, content, structure and quality of all publications produced by FAO both at headquarters and in decentralized offices. Personnel should consult this document for the various stages of the publishing process in which they are involved.

OCCP CONTACTS

Publishing policy and procedures
PWS-support@fao.org

Copyright, rights, licensing, FAO logo clearance
Copyright@fao.org

Clearance/requests letter of agreement (LoA) /
memorandum of understanding (MoU) copyright clause
occp-clearance@fao.org

Marketing, dissemination and sales
Publications-Sales@fao.org

PWS support and advisory services
PWS-support@fao.org

Quality assurance, reprints, job numbers, ISBNs, etc.
Publishing-Submissions@fao.org