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Organización
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para la Educación,
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Review of UNESCO's Printed Materials

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EXECUTIVE SUMMARY

Key Results

During 2010 UNESCO spent nearly \$25.5 million (4.6 percent of total expenditures) producing some 1,000 printed materials. Effective management of these materials is challenged by: (i) unreliable data on budgeted and actual costs; (ii) unclear and overlapping roles and definitions; and (iii) ineffective monitoring and evaluation of whether intended results were achieved. Steps to address these conditions should begin with the reactivation of UNESCO's Publication Board with a mandate to reduce the quantity of material produced and to improve its overall effectiveness. Priority should also be given to disseminating publications and documents through electronic media.

Background

1. UNESCO produces a wide range of publications and other printed material. These printed materials facilitate programme delivery via knowledge sharing among peers as well as dissemination of information to a wide range of users. UNESCO categorizes its printed materials as follows:
 - Publications: Produced for an external audience, subject to UNESCO publication guidelines and issued with an ISBN/ISSN number, e.g. books, periodicals and maps.
 - Documents: Produced by the Secretariat, classified in various categories according to their purpose, e.g. Executive Board and General Conference documents, programme and meeting documents. They bear a document code, a UNESCO logo, the language of the original version and the date of publication. They do not bear the names of authors or of UNESCO staff members.
 - Communication Materials: Produced to communicate UNESCO's aims or activities and heighten the visibility of the Organization, e.g. fliers, brochures, information kits and posters.
2. The management of printed materials is decentralized, and responsibility is largely delegated to the programme sectors, Field Offices and Institutes who independently produce the materials. Currently, printed materials are managed by sector CIP (Communication, Information and Publications) focal points. Publications are subject to formal quality standards established centrally, while communication materials are produced without such guidance.

Scope and Objectives

3. IOS performed this review to establish a profile of UNESCO's printed materials produced during 2008 - 2010 and to answer the following questions:
 - What does UNESCO print?
 - How much does it cost?
 - How are these materials managed and used?
 - What are the relevant practices in other organizations?
4. Where this review identified opportunities to improve the management of printed materials we have included recommendations.

Table of recommendations

Recommendation 1: ERI, under the leadership of ADG/ERI, and in coordination with DIR/ADM/CLD:

- (1) Develop a simple budgeting tool to help sectors better estimate and track costs of printed materials (with the assistance of BFM);
- (2) Improve quality assurance of data inputted into UNESDOC;
- (3) Introduce best practices in e-production and distribution including updated and relevant recipient lists, notifying recipients through notifications on UNESDOC and providing hardcopies on request.

Recommendation 2: ERI, under the leadership of ADG/ERI:

- (1) Review the rationale and define a strategy for for-sale and free publications;
- (2) Activate the publications board with a clear mandate to reduce the number of publications to a level that can be reliably managed and monitored;
- (3) Establish a procedure to centrally monitor copyright and clarify retention periods (with assistance from DIT Archives);
- (4) Reinforce publication guidelines awareness of Field Offices by developing on-line training tools.

Recommendation 3: Programme Sectors systematically monitor and report on publications using the indicators already contained in the UNESCO Publication Guidelines and the Publication Board ensures that reporting is in conformity with the guidelines.

Recommendation 4: Under the leadership of ADG/ERI, and in coordination with DIR/ADM/CLD cooperate to identify misuse of books produced as documents and that this be regularly reported to the Publication Board.

Recommendation 5: ERI, under the leadership of ADG/ERI, review the current practices and better organization-wide control of communication materials.