

**Nepal Basic and Primary Education Programme II
Development of a Professional Publishing Capacity
for BPEP II**

23 August – 5 September 1998

Carmelle Denning

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i) ABBREVIATIONS

BPEP II	Basic and Primary Education Project, Second Phase
BPMCS	Book Progress Monitoring and Costing System
CDC	Curriculum Development Centre
CPE	Compulsory Primary Education
CRC	Camera Ready Copy
DTP	Desktop Publishing
JEMC	Janak Education Materials Centre
LAN	Local Area Network
MOE	Ministry of Education
NNEC	National Non-Formal Education Council
PC	Personal Computer
PCTDU	Primary Curriculum and Textbook Development Unit
PCS	Primary Curriculum Section, CDC
PPC	Primary Publishing Cell
PPSMU	Physical Planning & School Mapping Unit
PTTU	Primary Teacher Training Unit
RCDU	Resource Centre Development Unit
SEU	Special Education Unit
WEU	Women's Education Unit

This report updates the proposal for the creation of a primary publishing cell (PPC) linked to the other BPEP units (or “offices”) in order to develop a professional publishing capacity available to primary education under the BPEP II. The initial planning and proposal for the professional publishing capacity are contained in an earlier report (*Development of a Professional Publishing Capacity for BPEP II, 23 February-14 March 1998*, Carmelle Denning and David Parker).

For this update, the publishing specialist visited Nepal from 23 August – 5 September 1998 and the computer specialist from 19 August – 3 September 1998. The computer specialist’s Report (*Book Progress Monitoring and Costing System: System Specification*, September 1998, David Parker) is available separately. As before, the consultants discussed the proposals with the offices to be included in the professional publishing capacity – the Primary Curriculum Section, National Non-formal Education Council, Resource Centre Development Unit, Primary Teacher Training Unit, Special Education Unit and Women’s Education Unit. On this occasion, the Physical Planning and School Mapping Unit was not included in further discussions as it publishes very few materials (see *Development of a Professional Publishing Capacity for BPEP II, 23 February – 14 March 1998*, Section 2.7). The consultants also held discussions with the Director, Deputy Director, Chief Technical Adviser, Programme Adviser and Education Adviser of BPEP and also with the Director General of CDC, the Project Manager of the Secondary Education Project (DFID) and with the Publishing Specialist of the Secondary Education Project. Other people consulted include the Managing Director of EKTA Publishing House and computer software suppliers. Wrap-up meetings were held with the BPEP Director and management and also with the Counsellor from the Danish Embassy in Kathmandu.

The Terms of Reference for the consultancy (Appendix 1) also cover the first in the series of training seminars which had been proposed in the earlier report. This seminar is scheduled to take place from 26 October to 6 November 1998 and will be reported on separately.

2 PROGRESS ON THE ESTABLISHMENT OF A PROFESSIONAL PUBLISHING CAPACITY

2.1 Progress

Since the earlier report (23 February – 14 March 1998), the following progress has been made on the Primary Publishing Cell creation:

- Staff have been identified both for the PPC and for the units/offices' liaison editors.
- Tenders have been launched (13 August) for the supply of the desktop publishing system (Macintosh based) and for the publishing management system (PC based).
- The tender has also been launched for writing the software for the BPMCS (as a result of the computer specialist's visit).
- Room plans have been drawn up for the PPC which will occupy part of the ground floor of the library building at Sano Thimi.

2.2 Agreements Reached

The consultants and BPEP agreed the following points:

- 1 Because of the uncertainty of the continuing employment of temporary staff within the Government service, permanent staff would, where possible, be trained for the publishing positions.
- 2 More people would be trained than had been planned in the previous report, so that there will be substitutes.
- 3 Those who receive training would be asked to sign a training "bond" by which they agree to stay in their jobs for at least three years or pay for the cost of the training.
- 4 Most of the proposed staff of the PPC should have overseas training, although this will be dependent upon their performance and on regular assessments of their work.
- 5 Publishing attachment training of PPC staff will take place in Singapore, the most desirable training source in the region.
- 6 October 26th will be the starting date for the "Introduction to the Publishing Process" seminar, which starts off the programme of training in publishing.
- 7 The schedule of the programme of training and support for publishing activities is detailed until the end of 1998.
- 8 The PPC should be functioning by the target date of July 1999, even though there will still need to be further training and support to develop basic skills.
- 9 The mandate of the PPC, revised since the last report, is now finalised (Appendix 2).
- 10 An additional post should be created because the PPC will take on the job of distributing BPEP materials (apart from textbooks). The additional staff member will work in the Production Control Section of the PPC.

- 11 To access the publishing management system on computer network, the “remote” offices in Keshar Mahal will dial into the network if possible.

2.3 Supplementary Information on the PPC and the Offices

a) PPC

The PPC will be financed through two cash routes – the Red Book, ie, the Government system, and direct funding through BPEP. Discussions on funding, whatever the route, take place at the same time before the beginning of the fiscal year. The PPC will need a degree of autonomy in terms of ordering its own work and committing payments.

The future publishing plans of the PPC for the Primary Curriculum Section are broadly as described in the last report (Section 2.1), except for the mother tongue publishing programme. Here, the plan is to publish language primers for Limbu, Maithili, Bhojpuri, Awadhi and Newari, while other local languages will follow over time.

Because of the planning, collaboration, submission to BPEP and the Government of the coming year’s publishing plan for the PPC and for the other offices, there is no outstanding need for a Publication Board (as raised in the last report, Section 3.3.2). Approval of the primary curriculum textbooks and curricula is given by the Primary Curriculum Committee. The National Curriculum Council finally authorises publication.

b) RCDU

The RCDU has a problem in distributing its materials to the 669 Resource Centres in the 40 BPEP districts. The problems are caused by geography and by the carelessness of the DEOs’ storekeepers. The latter need instructions on who the books are for and who they should go to. The RCDU would therefore like to include training in distribution monitoring for its liaison editors. In addition to the monitoring and feedback on distribution, it is interested in the pros and cons of satellite distribution centres; these might be within the Resource Centres, or at the DEOs or even in the Sajha offices.

The RCDU needs computer training for its two typists. It has selected two liaison editors and will now be selecting an additional one, as the two already selected are temporary staff.

c) PTTU

Up to now, the PTTU has had informal collaboration with the future PPC on costs of publications. It will now become a formal collaboration when the publishing programme is being proposed and then, when authorised by the Government, the costs will be entered onto the BPMCS.

The PTTU expressed anxiety about the possibility of bottlenecks in the PPC. This is, of course, a potential hazard which can be minimised through good planning and progress monitoring. The BPMCS is the management tool for ensuring that the PPC knows when to expect a publication so that it can make sure it has the manpower available. The BPMCS also has a facility for altering the dates on the basis of better information and, as long as the PTTU enters any revised dates as soon as they are known, bottleneck problems should usually be avoidable.

The PTTU also needs training on computers for one typist. It has selected a third liaison editor to be trained, as one of the two already selected is a temporary staff member.

The PTTU stated that it, too, has a problem of distributing its publications in the West of Nepal and would therefore also be interested in a distribution seminar.

d) NNEC

The National Non-formal Education Council uses some external writers but has no written author agreement with them. External writers receive a briefing paper which gives the terms and conditions of producing the required materials.

The two liaison editors already selected are both temporary staff. The NNEC will select one more liaison editor for training.

e) WEU

The WEU uses groups of writers up to grade 3, but after that advertises for authors who then tend to be individuals. However, advertisements could specify both that groups of writers are wanted and what their background should be. An advertisement would, then, state that (i) a group of 2-4 writers is wanted, (ii) what their qualifications should be, and (iii) and what their expertise in the subject should be. One of the major problems of the WEU is getting writers to develop the concept of the material to be written. This is a problem of visualising the sort of book which is wanted (eg, its format, the approach to the particular subject and the methodology – which tends to result in the passive receipt of information by the reader). The WEU feels that a group needs to discuss ideas for a particular book and these can then be written up as briefing notes for the writer. In addition to training for the initial concept group, writers need training in how to present a lesson so that they can avoid too much explanation in their books and leave some room for discovery.

All of the staff, except the Chief, of the WEU are temporary staff. Therefore, another liaison editor will be selected in addition to the one already named.

f) SEU

In previous discussions with the SEU, it was agreed that because of the specialist nature of the Braille publications, the SEU would handle these itself and they would not go to the PPC for design and CRC. The SEU has specialist producers of its Braille publications.

It has two typists to be trained on using computers. It will select another liaison editor, as the one already selected is temporary (as are all the staff).

g) Primary Curriculum Section

The publications work of the Primary Curriculum Section will be completed by the PPC and so there are no liaison editors needed. The PPC mandate (Appendix 2) shows the authority of the PPC in relation to the Primary Curriculum Section. The chief of the Primary Curriculum Section will be the publishing manager of the PPC and therefore the limits of competence and authority are not at present going to be significant.

The Macintosh computers and laser printers at present being used in the Design Department of the former PCTDU should be given to the Primary Curriculum Section. Although its manuscript typing will be done by the PPC, it can use these old computers for administration documents. If the PPC needs a full-time publishing manager in the future, the computers will become more important as there will be more of a separation between the PPC and the Primary Curriculum Section.

h) Secondary Textbook Unit

Some staff of the Secondary Textbook Unit may be interested in joining in some of the seminars designed for the PPC. Even if this is the case, the focus of the seminars will be solely primary education publications. The table (Appendix 4) showing the schedule of training and consultancy gives the number of trainees from BPEP II and also the maximum number of trainees possible for each seminar in order that, if required, some Secondary Textbook Unit staff can be included.

The Secondary Textbook Unit may also want to join the publishing management system network and to use the BPMCS. This will be possible as long as the equipment is as specified in Appendix 10 of the previous report.

3 FUNCTIONS, ORGANISATION AND TRAINING NEEDS OF THE PRIMARY PUBLISHING CELL AND ITS FEDERATED OFFICES

3.1 Functions of the Primary Publishing Cell

The PPC will provide a complete publishing service for the Primary Curriculum Section. The Primary Curriculum Section will propose the annual publishing programme which will be discussed with the PPC to allocate priorities, estimate costs and plan schedules. The objectives and content of each publication will be proposed by the Primary Curriculum Section and finalised with the PPC and writers will be selected by the Primary Curriculum Section in consultation with the PPC. Some writers will be curriculum writers from the Primary Curriculum Section, but this is not an ideal profile for a textbook writer, since writing syllabuses and writing textbooks require different types of competence and experience. In addition, textbooks are best written by small groups of writers, among whom a curriculum writer could work. The PPC will then edit, illustrate, design, produce CRC, order printing and organise the distribution, where necessary, of the publications. In collaboration with the Primary Curriculum Section, it will periodically review the suitability of publications and initiate reprints or revised editions or new texts. Its main work will be on textbooks, teacher guides, supplementary books for students and for teachers and curriculum guides. Its next priority will be posters and magazines and its third priority will be leaflets and brochures.

The PPC's functions in relation to the other BPEP-supported offices will be to help them on planning and budgeting the annual publication programme, to edit their typescripts for language, illustrate, design, produce CRC and production specifications and advise the offices on the quality of their printed materials.

The mandate of the Primary Publishing Cell (Appendix 2) lists the functions with regard to the Primary Curriculum Section and with regard to the other offices. Schematically, the functions are as follows:

PPC's work on Primary Curriculum materials

Functions of the PPC	Functions of the CDC Primary Curriculum Section
Assisting in drafting the annual publishing plan. Constructing budgets for printed materials to submit to the MOE/BPEP on the basis of the publishing plan agreed between the PPC and the Primary Curriculum Section	Proposing the annual publishing plan with the PPC. Constructing budgets for printed materials with the PPC to submit to the MOE/BPEP
Planning work flow, constructing schedules and deadlines	Planning and scheduling in collaboration with the PPC
Publication concept: technical and production specifications; content specifications in consultation with the Primary Curriculum Section	Publication concept: content, length, illustrations
Selecting and briefing authors in consultation with the Primary Curriculum Section	Selecting authors with the PPC
Typing manuscripts	
Editing manuscripts for content and presentation, drawing up lists of illustrations	Reviewing manuscripts
Language editing	
Proof reading	

Try-out of typescripts	
Design and illustration	
DTP typesetting, scanning and page layout, CRC proofs and final CRC	
Production specifications for the printer	
Proofing schedules required from the printer and approval stages	
Selection of and liaison with printing houses	
Quality control – checking printers’ proofs and advance copies	
Paying printing houses where necessary	
Organising distribution of publications where necessary	Advising on special distribution needs
Organising review and evaluation of published books	Advising on suitability of published books
Proposing new editions, etc, of published books	Advising on need for revised editions

PPC's work for the BPEP Offices

Publishing tasks of the BPEP Units / Offices	Services performed by the Primary Publishing Cell for the Offices
Proposing the annual publishing plan, constructing the production budget for printed materials to submit to the MOE/BPEP	Assistance in constructing budgets for books and posters
Once the plan and budget are approved, planning the work flow and constructing schedules and deadlines; entering information on each title to be published into the publishing management program (BPMCS)	Assistance in constructing schedules and deadlines and in entering information into the publishing management program (BPMCS)
Selecting and briefing writers	
Typing their manuscripts into a computer	
Editing the typescripts for accuracy, content and presentation, drawing up lists of illustrations	
	Language editing the typescripts
Checking illustrations for content	Commissioning illustrators and checking their work for technical quality
Proof reading and checking	Designing pages Producing proofs of camera ready copy
	Finalising camera ready copy
	Drawing up production specifications and proofing and approval stages for the printer selected by the BPEP Office
Selection of and liaison with printing houses	
Quality control instructions to printers	Printing quality control – checking printers’ proofs and advance copies for the BPEP Offices
Paying printing houses	

3.2 Organisation and Staffing of the PPC and of the Federated Offices

The “federal” structure of the publishing capacity for BPEP -supported offices means that the offices are responsible for certain functions and are assisted in others by the PPC. The PPC structure and staffing are therefore as follows:

Planning Section	Publishing Manager
Editorial Section	2 Content Editors 1 Language Editor
Design Section	Design Manager 2 Designers 3 Word Processing Operators
Production Section	Production and Distribution Manager Production and Network Controller Schedule Orderly

The other BPEP offices will have liaison editors as follows:

Unit	Number of Liaison Editors
PTTU	3
RCDU	3
NNEC	3
SEU	2
WEU	2
PPSMU	0

Job descriptions of the PPC staff and the offices’ liaison editors are given in Appendix 3.

3.3 Training and Publishing Support

BPEP has agreed a programme of training and consultancy for the PPC and the BPEP -supported offices up to the end of 1998. The programme agreed is the following:

Code	Date and duration	Subject	Trainees and number
A	26 October – 6 November 1998 2 weeks	Seminar 1: Introduction to the publishing process, proofs and proof-reading	PPC staff and Units’ liaison editors and chiefs (About 27 staff)
B	11-23 December 1998 10 days	Progress monitoring on BPMCS program writing (and assistance from UK in September-October on computer bid evaluations)	
C	16-27 November 1998 2 weeks	Seminar 2: Author selection, briefing, guidance and liaison	PPC editors, Primary Curriculum Section representative and Units’ liaison editors (about 17 staff)

D	30 November – 11 December 1998 2 weeks	Seminar 3: Authorship and group writing	Authors used by the Primary Curriculum Section and by the Units (about 20 staff)
E	30 November – 11 December 1998 2 weeks	Seminar 4: Book design and illustration	PPC designers (3 staff)
F	2-18 December 1998 2 ½ weeks	1 st monitoring and progress review and “Singapore link” discussions	
G	7-18 December 1998 2 weeks	Seminar 5: Manuscript editing and copy preparation	PPC editors and liaison editors (about 16)
H	14-18 December 1998 1 week	Seminar 6: Publishing management and staff development course design	PPC Publishing Manager, Design Manager, Production and Network Controller (3 staff).

Full details are given in Appendix 4.

A provisional schedule of training and consultancy from the beginning of 1999 up to the year 2000 has also been drawn up (see Appendix 4). The training listed for January and February 1999 consists of training to be provided by the various suppliers of computers and software (DTP system, PC system, BPMCS software). All of this training (Codes I, J, K, N) should be included in the various suppliers’ contracts. (The suppliers will be known when the tenders are evaluated.) Therefore, the first two months of training in 1999 are straightforward. For the rest of the programme, it should be possible during the first monitoring and progress review (Code F above) to agree the next year’s training programme during the December visit. The provisional programme for 1999 onwards which appears in Appendix 4 should form the basis of discussions with BPEP. At present, a full term evaluation of the PPC and of the BPEP-supported offices’ publishing performance is scheduled for November 2000. The rationale behind the training programme is that publishing skills can only be introduced gradually, with time and work experience in between each training input. At the same time, it is intended that the management of the PPC should gradually, take on training tasks itself. (Training Code H above is part of this.) Therefore, in December 1998, another agreed publishing training programme will be drawn up.

4 **RECOMMENDATIONS AND RISKS**

4.1 **Recommendations**

- During the workshop on the BPMCS programme, several of the participants were outstanding and their names were given to BPEP for future reference. Their participation in the functioning of the Primary Publishing Cell and of the BPEP-supported offices will be very beneficial.
- In order to develop and maintain a high standard of performance in staff involved in publishing and in using the BPMCS programme, well-spaced out training and the opportunity to be attached to a publishing house are very important. The lack of training possibilities for the various types of publishing staff within Nepal was highlighted by the commercial publisher visited and, therefore, the development of publishing professionalism should not be seen just as a contribution to the quality of primary education, but also to the development of publishing expertise within the nation.
- With very little enhancement, the BPMCS programme may be used to monitor and manage any other events and projects of BPEP. Its emphasis on planning and updating schedules is a useful training tool in itself. It is important that the Intellectual Property Rights for it are owned by BPEP/MoE. (It could also bring in revenue from organisations wanting to adapt it to their own needs.)
- The Primary Publishing Cell should be kept separate from the CDC Secondary Textbook Unit probably until the end of BPEP II. At that point, the two publishing units could be merged. The reasons for this are (i) the qualitative differences between primary and secondary educational material publishing, (ii) the different functioning of the Primary Publishing Cell from the Secondary Textbook Unit as the Primary Publishing Cell will be providing publishing services to the BPEP-supported offices, and (iii) successful development of new functional units depends upon small size and limited complexity.
- The Primary Publishing Cell should report to the proposed BPEDU/BPEP because it needs a degree of autonomy in order to be able to function.
- Because of the problems of local bookshops acquiring foreign books and periodicals, procurement of printed materials not available in Nepal should be done using DANIDA direct funding.

4.2 **Risks**

- As mentioned in the previous report, once staff have been selected and trained they must stay in their jobs for a reasonable amount of time – a minimum of three years. To avoid trained staff taking their skills into the private sector they should be asked to sign a training bond. To avoid permanent staff being promoted, the MoE should be asked to retain them in the jobs for which they have been trained for the duration of BPEP Phase II. For the temporary staff (at present, about 13 temporary staff have been proposed for 21 positions), the Government could be asked for assurances that temporary staff who are trained for the publishing positions (because there are no suitable permanent staff who could be trained) will be retained for the duration of Phase II.

- With the input into improving the skills of all those involved in textbook development and publishing, their motivation may well be affected if the textbooks continue to be printed by JEMC on low quality paper, without printing quality control and using unsuitable binding. A four-week printing consultancy to JEMC would help to overcome some of the quality problems and could be used to draw up an action plan for JEMC.

APPENDIX 1

MANDATE OF THE PRIMARY PUBLISHING CELL (PPC)

- 1 The PPC will provide a complete publishing service for the CDC Primary Curriculum Section and for other offices by arrangement. This includes:
 - Drawing up the annual publishing plan, publishing budget and schedule, in collaboration with the Primary Curriculum Section
 - Developing the concept of the publication: the definition of content and decisions on length and illustrations will be made in collaboration with Primary Curriculum Section, while the PPC will be responsible for decisions on format, cover and production specifications
 - Selecting writers in consultation with Primary Curriculum Section. Some writers will be staff of Primary Curriculum Section. Briefing writers
 - Typing writers' manuscripts
 - Organising reviews of writers' typescripts either by subject specialists in Primary Curriculum Section or by external specialists
 - Editing typescripts for content, presentation and language and finalising illustration lists
 - Organising small-scale experimental testing (try-out) of certain typescripts in schools (before camera ready copy is produced)
 - Commissioning freelance illustrators who will be briefed in collaboration with Primary Curriculum Section when necessary
 - Designing pages and covers
 - Producing camera ready copy
 - Drawing up production specifications
 - Selecting printing houses where necessary and controlling the quality of their work
 - Organising the distribution, when necessary, of the publications
 - Periodically (every 3-5 years) reviewing the suitability of the textbooks and other publications as necessary (publication evaluation) by consulting with the Primary Curriculum Section, teachers, students, Resource Persons, educationalists and parents, and by small-scale evaluation surveys in schools in collaboration with the Primary Curriculum Section
 - Initiating, in consultation with the Primary Curriculum Section, reprints, revised editions or new texts of existing publications on the basis of review and evaluation

- 2 The types of publication which the PPC will work on as its priority for the primary curriculum will include textbooks for the compulsory and for the optional curricula, supplementary student books, teacher guides, teacher resource materials, supplementary reading books, curriculum guides and curriculum materials to facilitate instruction in mother tongue. It will also work on posters and magazines as a second priority and, time permitting, on leaflets and brochures.

- 3 It will provide a restricted publishing service to other BPEP-supported offices, units and councils. This will include:
- Collaborating on planning and budgeting their annual programmes of publication
 - Editing offices' typescripts for language
 - Commissioning illustrators and collaborating with the offices when necessary in briefing illustrators
 - Designing pages and covers
 - Producing camera ready copy
 - Drawing up production specifications and listing proof and approval stages for the offices to give to their chosen printing houses
 - Checking printers' proofs and giving information to the offices on the quality of their printing houses' work
- 4 The PPC's annual budget will cover the costs of its work on planning, managing and publishing materials for the primary curriculum. The budgeted costs of the other BPEP-supported offices for language editing, buying illustrations, design and production of camera ready copy will be allocated to the PPC annual budget. The cost of providing PPC assistance to the BPEP offices for annual planning and budgeting, production specifications, proofing schedules and quality control of printing houses' output will be included in the PPC budget (and not charged to the BPEP offices themselves).

**JOB DESCRIPTIONS OF STAFF IN THE PRIMARY PUBLISHING CELL
AND IN THE UNITS/OFFICES**

(a) Primary Publishing Cell

Publishing Manager

- Chief of PPC, responsible for ensuring that work is of high quality and completed on time.
- Responsible for publishing management, planning and budgeting and for the computerised management system, "Book Progress and Monitoring System" (BPMCS) .
- Collaborate with the CDC Primary Curriculum Section on the annual publishing programme, budget and schedule and with the other BPEP-supported offices on their annual publishing programme plan and budget.
- Collaborate with the CDC Primary Curriculum Section on publication content and author selection.
- Instruct PPC staff and supervise their work.
- Report to BPEP/BPEDU.

Content Editor

- Work on publications for the Primary Curriculum Section.
- Brief authors and liaise with them while writing manuscripts.
- After training, assist the Primary Curriculum Section to select authors.
- Edit manuscripts in any subject at the primary level both for content and for good presentation of typescripts.
- Get manuscripts reviewed by specialists and organise try-outs of manuscripts.
- Draw up lists of illustrations, along with the authors.
- Read and correct proofs, including cover proofs along with the design section.
- Update the "book progress monitoring and costing system" (BPMCS).
- In collaboration with the Primary Curriculum section, review publishing materials periodically through surveys and interviews, and draw up revised texts for publication.

Language Editor

- After manuscripts have been edited for content and presentation by the PPC, edit manuscripts for correct language and correct level for the intended readership.
- Read and correct page proofs after the PPC Content Editor.
- Edit the typescripts from the offices in collaboration with the Liaison Editors.
- Update the "Book progress monitoring and costing system" (BPMCS).

Designer

- Execute all design and illustration work, either personally or by instructing freelance illustrators.
- Do the typography and layout in association with the Content Editors for the primary curriculum textbooks, teacher guides, curriculum guides, reading books, etc.

- Do the typography and page layout for the offices' typescripts in collaboration with their liaison editors.
- Do the typography and illustration and layout for covers in association with the PPC Content Editor or office's Liaison Editor.
- Use the DTP program and other software to produce CRC for both PPC books and the offices' books.
- Select, brief, contract, follow-up and check freelance illustrators' work (in association with Content and Liaison Editors).
- Instruct word processing operators on manuscripts to be inputted and to be corrected.
- Submit proofs of CRC to Content and Liaison Editors and correct as required.
- Update the "Book progress monitoring and costing system" (BPMCS).

Word Processing Operator

- Input manuscripts into the computer, produce print-outs and make corrections.
- Do other typing and general administrative work, as required.

Production and Distribution Manager

- Liaise with JEMC for printing compulsory subjects textbooks and with Sahja for their distribution.
- Organise the distribution of the primary curriculum publications (except for compulsory subject textbooks).
- Draw up production specifications for the PPC's and for the offices' publications and list the proofing stages.
- Get printers' quotations for the primary curriculum experimental textbooks, optional textbooks, curriculum guides, teacher guides, reading books, etc. and make recommendations to the Publishing Manager.
- Liaise with contracted printers of primary curriculum materials, circulate their proofs and advance copies of publications within the PPC, check and return them to the printers.

Production and Network Controller

- Take charge of the management of the network of the publishing management system, including liaison with suppliers.
- Draw up production specifications for the PPC's and for the offices' publications and list the proofing stages.
- Get printers' quotations for the primary curriculum experimental textbooks, optional textbooks, curriculum guides, teacher guides, reading books, etc. and make recommendations to the Publishing Manager.
- Liaise with contracted printers of primary curriculum materials, circulate their proofs and advance copies of publications within the PPC, check and return them to the printers.
- Update the "Book progress monitoring and costing system" (BPMCS).

Schedule Orderly

- Ensure that all details of the titles for the year are available.
- Enter all title information into the "Book progress monitoring and costing system" (BPMCS) and update the entries as necessary.
- Progress chase staff of the PPC and the Liaison Editors in the offices on the basis of the due dates entered on the BPMCS.

- Assist the Publishing Manager, Production and Distribution Manager, Production and Network Controller and Design Manager as required.

(b) Offices

Liaison Editor

- Assist the office Chief in January of each year to draw up the publishing programme and budget in association with the PPC.
- Work with the PPC to plan the work flow of the office, construct schedules and deadlines.
- Assist the PPC in entering details of all the office's publications on to the "Book progress monitoring and costing system"(BPMCS) and update them when there are changes.
- Assist the office in selecting and briefing authors.
- Once the Co-ordinator has completed work on manuscripts and got them input into the computer, edit the typescripts for content, presentation and consistency.
- Liaise with the editorial and design sections of the PPC to get the office's manuscripts edited for language and made into CRC.
- Distribute CRC proofs to office staff and collate all corrections onto CRC proofs.
- Get quotations from printing houses, make recommendations to the Chief and liaise with the selected printer.
- Submit all printers' proofs and advance copies to the PPC for quality control and instruct printers to make any necessary changes.

APPENDIX 4**STAFF TRAINING PROGRAMMES: CONTENT, DATES AND DURATIONS**1998 Programme

The following has been agreed for the remainder of 1998.

Code	Date and duration of training and consultancy	Subject	Trainees and number (and maximum number per seminar)	Training location	Type of specialist	Local/Regional/Foreign
A	26 October – 6 November 1998 2 weeks	Seminar 1: Introduction to the publishing process, proofs and proof-reading	PPC staff and U nits' liaison editors and chiefs (about 27 staff; 27 maximum)	CDC	Educational publishing (2)	F (already contracted)
B	11-23 December 1998 10 days	Progress monitoring on BPMCS program writing (and assistance from UK in September-October on computer bid evaluations)		Kathmandu	Computer system analyst	F
C	16-27 November 1998 2 weeks	Seminar 2: Author selection, briefing, guidance and liaison	PPC editors, Primary Curriculum Section representative and Units' liaison editors (about 17 staff; 18 maximum)	CDC	Educational commissioning editor	F
D	30 November – 11 December 1998 2 weeks	Seminar 3: Authorship and group writing	Authors used by the Primary Curriculum Section and by the Units (about 20 staff; 20 maximum)	CDC	Educational authors (2)	F
E	30 November – 11 December 1998 2 weeks	Seminar 4: Book design and illustration	PPC designers (3 staff; 4 maximum)	PPC	Educational book designer	F
F	2-18 December 1998 2 ½ weeks	1 st monitoring and progress review and "Singapore link" discussions		Kathmandu	Publishing specialist	F
G	7-18 December 1998 2 weeks	Seminar 5: Manuscript editing and copy preparation	PPC editors and liaison editors (about 16; 18 maximum)	CDC	Educational editor	R (Singapore)
H	14-18 December 1998 1 week	Seminar 6: Publishing management and staff development course design	PPC Publishing Manager, Design Manager, Production and Network Controller (3 staff; 5 maximum).	PPC	Publishing manager	R (Singapore)

Content of Training Seminars and Consultancy for 1998

Code A – Seminar 1: Introduction to the Publishing Process, proofs and proof-reading.

Different types of printed materials – how and why they are different, implications.

Overview of the publishing process, emphasising how everyone has to work together to produce a good book.

Printing – brief introduction to what it is, how it's different from publishing.

Organisation of a publishing company – how the PPC and BPEP offices are similar/different.

Planning a publishing programme – what to take into account, how it is different from BPEP/MoE practices.

Defining the publication – its content and its technical and production specifications.

Writing – teams or individuals? selection, basic content of author agreement so that authors know what they are expected to do.

Editing – what do editors do elsewhere? who performs the functions in the BPEP/MoE (liaison editors in the offices, editors and language editor in the PPC).

Designing – role in the publishing chain, key elements of design.

Illustrating – what are illustrations for? what are the different types? are some more suitable for certain jobs rather than others.

Desktop Publishing and CRC

Proof-reading – whose responsibility, how to do it.

Working with printers – basic terminology, what should go into a contract with a printer, schedules.

Production quality and checking proofs.

Revised editions – when should they be planned and how should they be revised?

Code B – Progress Monitoring on BPMCS Program Writing

In UK:

Study bids received by the BPEP for the writing of the BPMCS program and inform BPEP management about the quality of each bid.

In Nepal:

Check the work completed by the software supplier who won the tender to write the BPMCS program.

Ensure that it is being developed in a suitable manner and that it complies with the system specification.

Instruct software supplier as necessary.

Report on progress to the BPEP management.

Code C – Seminar 2: Author Selection, Briefing, Guidance and Liaison

Planning the content of a publication – why it is needed, its objectives, similar publications.

Profile of the publication's target readership.

Content of the publication – relation to syllabus or other programmes of work.

Technical specifications – format, colour, illustrations, use of headings, visualising the publication.

Drawing up the publication brief for the writers.

What makes a good writer and how to test for it.

Group writing and profile of the writers.

Conducting author briefing sessions.

Author agreement – rewards, responsibilities, deadlines.

Author guidance and manuscript development.

Synopsis and sample chapters.

Rewriting the manuscript.

Authors' illustration lists.

Code D – Seminar 3: Authorship and Group Writing

Different types of publication, their uses and implications for writers.
Difficulties in writing educational materials.
Planning the future book – the synopsis.
Writers' brief – educational, physical, graphics and financial perspectives.
Fundamentals of good writing – Writing visually
 Language level and readability.
 Paragraphs and topic sentences.
 Illustrations
 Manuscript revision.

Writing in teams.
Methodologies and activities.
Preparing your manuscript for the editor.

Code E – Seminar 4: Book Design and Illustration

Critical review of existing publications.
Basic concepts for graphic design and illustration.
Integration of methodology, layout, illustration and typography.
Typographic communication.
Purposes of publication illustration.
Illustration techniques and consistency of style.
Page composition.
Collaboration with printing requirements and effect of paper quality on design.
Review of house style manual – draft guidelines for textbook illustration.

Code F – First Monitoring and Progress Review and “Singapore links” discussions

Assess progress made by the PPC and by the offices in developing publishing skills.
Discuss with the Singapore trainers (Codes G and H) the proposed programme of publishing attachments in Singapore for the professional staff of the PPC and agree training objectives and content.
Develop an agreed programme of publishing training to include seminars in Nepal, publishing attachments in the region and study tour.

Code G – Seminar 5: Manuscript editing and copy preparation

The copy editor's role.
Copy editing techniques – content, clarity and consistency.
Editorial checklist.
Editing marks.
Raising queries with authors.
The main text – chapters, units, headings, paragraphs, captions.
Preliminary pages and end pages.
Preparing illustration briefs.
Covers – deciding the wording and assessing designs.
Copyright and illustrations.
Production schedule.
Proofs and proof reading.

Code H – Seminar 6: Publishing Management and Staff Development Course Design

Tasks of publishing management – planning and budgeting.
Elements in deciding the publishing programme.
Staff – supervision, work assignments and work flow, assessments.
Monitoring quality of publications.
Identifying staff and system weaknesses.
Analysing staff training needs.
Designing staff development courses.

1999-2000 Programme

The following programme for 1999-2000 is provisional and will be finalised during the first monitoring and progress review (Code F above).

1999						
I	1-31 January 1999 4 weeks	Supplier training on (i) DTP system (ii) DTP software (iii) DTP system management	(i) PPC designers and computer operators (6 staff; 6 maximum) (ii) PPC designers, computer operators and freelance illustrators (about 11 staff trained in various programs; 11 maximum) (iii) design manager and deputy (2 staff; 3 maximum)	PPC	Macintosh DTP system and software specialist	L (Training is part of the DTP system supplier's contract)
J	1-14 January 1999 2 weeks	Supplier training on management of publishing management system network	PPC Production Manager, Production Controller, orderly, Publishing Manager (4 staff; 6 maximum)	Sano Thimi	PC network specialist	L (Training is part of the PC system supplier's contract)
K	14 January – 14 February 1999 4 weeks	Supplier training on publishing management system software: (i) introduction to the computers (ii) Microsoft Word program. Training in groups	PPC Publishing Manager, editors, designers, computer operators, production manager, production controller and orderly (13 staff), liaison editors (about 13 staff) and Units' typists (about 8 staff) (maximum 8 per training group)	Sano Thimi and Keshar Mahal	PC software specialist	L (Training is part of the PC system supplier's contract)
L	March 1999 4 weeks	Publishing management Attachment to regional educational publishing house	Publishing Manager (1)	Singapore	-	R
M	14-26 March 1999 2 weeks	Seminar 7: Print costing, scheduling and paper	PPC Production Manager and Production Controller and liaison editors (about 15 staff; maximum 18)	CDC	Production manager	F
N	9 April – 9 May 1999 4 weeks	Supplier training on BPMCS program (in groups)	(i) PPC: Publishing Manager, editors, designers, production manager, production controller and orderly (10 staff) (ii) Sano Thimi networked Units: liaison editors (about 9 staff) (iii) Keshar Mahal remote Units: liaison editors (about 4 staff) (Maximum 8 per training group)	Sano Thimi and Keshar Mahal	BPMCS program developer	L (Training is part of the BPMCS program supplier's contract)

O	12 April - 3 May 1999 3 weeks	Live running of the BPMCS program		Sano Thimi and Keshar Mahal	Computer system analyst	F
P	18-30 May 1999 2 weeks	Seminar 8: Content editing	PPC editors and liaison editors (about 16 staff; 18 maximum)	CDC	Educational editor	F
Q	13-20 June 1999 1 week	2 nd monitoring and progress review		Sano Thimi and Keshar Mahal	Publishing specialist	F
R	4-13 July 1999 1 ½ weeks	Seminar 9: Distribution monitoring systems and elements for computerised control of publication distribution	PPC Production and Distribution Manager and liaison editors (about 14 staff; 18 maximum)	CDC	Publications distribution specialist	F
S	July 1999 4 weeks	Editorial attachment to regional educational publishing house	Content Editor (1)	Singapore	-	R
T	July 1999 4 weeks	Design Attachment to regional educational publishing house	Design Manager (1)	Singapore	-	R
U	August 1999 4 weeks	Production Attachment to regional publishing house	Production Manager (1)	Singapore	-	R
V	8-27 August 1999 3 weeks (2 x 10 days)	Seminar 10: Authorship and group writing (seminar repeated)	Authors used by Primary Publishing Cell and by the Units (about 16 maximum in each seminar). PPC editors as observers.	CDC	Educational authors (2)	F
W	30 August – 1 September ½ week	Seminar 11: Designing author training programmes	PPC editors (3 staff; 5 maximum)	PPC	Educational author (1 from seminar 10 above)	F
X	September 1999 4 weeks	Foreign training in network management and print production	Production Controller (1)	Singapore or UK	-	R/F
Y	19 September – 1 October 1999 2 weeks	Seminar 12: Try -out of manuscripts, book evaluation and feedback, revised editions	Primary Curriculum Section, PPC editors and liaison editors (20 staff maximum)	CDC	Educational editor	F
Z	14-26 November 1999 2 weeks	Seminar 13: Book design and illustration, advanced DTP programs	PPC designers, freelance illustrators (about 8 staff maximum)	CDC	Book designer	F

AA	5-12 December 1999 1 week	Review of BPMCS, publishing management system and desktop publishing system; input to computerised distribution monitoring (if required)		Sano Thimi and Keshar Mahal	Computer system analyst	F
BB	8-15 December 1999 1 week	3 rd monitoring and progress review		Sano Thimi and Keshar Mahal	Publishing specialist	F

2000						
CC	7-28 January 2000 3 weeks	Seminar 14: (i) Developing the publication concept (ii) Content editing (iii) Designing editor training program mes	(i) Primary Curriculum Section, PPC editors and liaison editors (20 staff maximum) (ii) PPC editors and liaison editors (about 16 staff; maximum 18) (iii) PPC editors (3 staff; maximum 5)	CDC and PPC	Educational Editor	F
DD	July 2000 4 weeks	Editorial Attachments to foreign educational publishing house	PPC editors (2 staff)	Singapore	-	R
EE	August 2000 2 weeks	Foreign study tour	PPC Publishing Manager, 1 editor, design manager, production manager/ controller (4 staff)	Malaysia, Thailand	-	R
FF	September 2000 4 weeks	Design Attachments to regional educational publishing house	PPC designers (2 staff)	Singapore	-	R
GG	1-15 November 2000 2 weeks	Full term evaluation of PPC and of Units' publishing		Sano Thimi and Keshar Mahal	Publishing specialist	F

Code I – Supplier training on DTP system

Presentation of hardware and system including printers.
DTP system operation.
Microsoft Word and Pagemaker.
Photoshop and Freehand programs for designer and illustrators.
DTP system management.

Code J – Supplier training on management of Publishing Management System Network

What is in the network.
Management of the network.
Windows NT and network management.

Code K – Supplier training on Publishing Management System software

Presentation of hardware and system including printers.
Introduction to computers.
Microsoft Word and Windows

Code L – Publishing management attachment

Establishment and control of annual publishing programme.
Budget and budget control.
Control of publishing quality.
Staff supervision.
Job descriptions and staff development.

Code M – Seminar 7: Print Costing, Scheduling and Paper

Introduction to printing.
Relation of printing materials and processes to cost.
Cost reduction and production specifications with special reference to paper.
Constructing schedules.

Code N – Supplier training on BPMCS program

The functions of the BPMCS.
Screens – basic information, book statistics, book costing, progress monitoring.
Entering preliminary information.
Updating entries.
Pop-up lists.
Management reports.
Database.

Code O – Live running of the BPMCS program

Check the quality, functionality and accuracy of the programming.
Correct any programming errors/misinterpretations and advise the programmers how to make the amendments/corrections.
Preparation of a comprehensive "system testing plan", ensure that a testing team is appointed and briefed and that the system is fully tested.
Oversee a full systems test and ensure that all users understand the functionality of the systems and their roles.
Ensure that the security aspects of the systems are accurate and fully understood, that the systems are correctly and accurately documented, and that easy to use "user guides" have been prepared.
Implement the systems along with the company which has developed them and check that comprehensive back-up and support are being provided by the supplier.

Code P – Seminar 8: Content Editing

Role of the Content Editor.

Checking typescript for factual accuracy.

Logical presentation of ideas and order of teaching materials.

Balance of text and illustrations, of exposition/explanation and inquiry/discovery, of activities and exercises.

Raising queries with authors.

Revising text.

Code Q – Second Monitoring and Progress Review

Assess the progress made by the PPC and by the Offices in developing publishing skills and in increasing the quality of their publications, scheduling and cost control.

Highlight problem areas and propose solutions.

Code R – Seminar 9: Publication Distribution Monitoring Systems

Analysis of distribution problems.

Management of distribution.

Distribution monitoring systems.

Adapting monitoring systems for use in BPEP II.

Elements for creating computerised control of distribution.

Code S – Editorial Attachment

Tasks of Editorial Department

Planning content of new books and commissioning authors.

Content editing and copy editing.

Illustration lists and caption writing.

Code T – Design attachment

Tasks of designer in publishing house.

Collaboration with editorial and production departments.

Use of DTP in publishing house.

Cost effective design decisions.

Code U – Production attachment

Tasks of production manager in a publishing house.

Liaison with printers and paper suppliers.

Working with designers, DTP section and editorial department.

Code V – Seminar 10: Authorship and Group Writing

Planning content, synopsis, sample chapters, group style, co-ordination.

Assessing ideas for presenting concepts and messages.

Methods of conveying messages in books and posters.

Illustration ideas.

Code W – Seminar 11: Designing Author Training Programmes

Key stages in manuscript development and writing.

Activities and exercises to develop and practise these skills.

Time planning and checking the balance of training content.

Code X – Foreign Training in Network Management and Print Production

Printing technology and raw materials.

Estimating.

Control of production quality.

Access.

Networking essentials.

Visual Basic.

Windows NT administration.

NT core technologies.

Code Y – Seminar 12: Try-out of Manuscripts, Book Evaluation and Feedback.

How to do micro pilot testing before publication.

Applying results.

Specialist reader review.

Feedback post-publication.

Book evaluation.

Using results for revised and new editions.

Code Z – Seminar 13: Book design and illustration, advanced DTP programs.

Advanced book design and illustration techniques.

Collaboration with editors and production manager.

Cost parameters.

Advanced training in Pagemaker, Photoshop and Freehand programs.

Code AA – Computer Systems Review

Assess progress on using the DTP system, publishing management system and the BPMCS program.

Give on the job training where possible.

Assess hardware, software and training needs.

Specify system for adding distribution management to the BPMCS (from output of Code R).

Code BB – Third Monitoring and Progress Review

Assess progress made by PPC and the Offices in publishing skills.

Review quality, punctuality and costs of publications being produced.

Examine staff requirements for the PPC and for further liaison editors for the Offices

Code CC – Editorial Development

Planning content of new books through developing the publication brief.

Content editing – factual accuracy, clarity, consistency and balance.

Liaison with authors, author correction and revision.

Reducing the cost of publishing revised editions.

Key stages in editorial work.

Activities to develop editorial skills.

Time planning and checking the balance of training programme content.

Code DD – Editorial Attachments

See Code S.

Code EE – Foreign Study Tour

PPC visit to national educational publishers, to Ministries of Education and printing houses, to compare systems and practices and to plan the adoption of useful findings.

Code FF – Design Attachments

See Code T.

Code GG – Full Term Evaluation

Assess progress of PPC and Offices in developing publishing skills.

Review publications for quality, punctuality and cost.

Review PPC and Offices' procedures, organisation, staffing and management.

Examine future publishing plans against level of publishing competence.