

NEPAL

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

**Seminar 1
Introduction to the Educational Publishing Process**

23 October - 8 November 1998

Sydney A. ('Joe') Josephs and Adrian Bullock

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The Seminar leaders were contracted for a 14 day mission in Nepal, 23 October - 8 November, 1998.

The main objective of the mission was to provide a training programme suitable for an introduction to publishing, using a workshop approach with emphasis on discussion, practical work, hand-outs, examples (good and bad) and trainee participation, at beginners' level. Terms of reference are given in Annex 1.

On Sunday 24 October, the Seminar leaders attended a briefing meeting at the Ministry of Education attended by: Mr Erik Winther-Schmidt (Chief Adviser, BPEP), Mr Niels Bentsen (Education Adviser, BPEP), Mr Jeet Thapa (Programme Officer, BPEP) and Mr Lawa Deo Avasti (Deputy Director, BPEP).

The course was held daily, 5 mornings a week, from 8.30 am - 1.30 p.m. (Monday 25 - 5 Friday 30 October, and Sunday 1 - Thursday 5 November) in a large meeting room in the Curriculum Development Centre (CDC), Sano Thimi, about a half an hour drive from Kathmandu.

On Friday 6 November, the Seminar leaders attended a wrap-up meeting at the Ministry of Education attended by: Mr Arjun Bista (Director, BPEP), Mr Erik Winther-Schmidt (Chief Adviser, BPEP), Mr Niels Bentsen (Education Adviser, BPEP) and Mr Diwakar Dhungel (Publishing Manager, PPC).

The Seminar leaders would like to thank Mr Niels Bentsen for the superb organisation and administration of the course.

Abbreviations

CRC	Camera Ready Copy
DTP	Desktop Publishing
IT	Information Technology
JEMC	Janak Educational Materials Centre
NFU	Non Formal Unit
PPC	Primary Publishing Cell
PTTU	Primary Teacher Training Unit
RCDU	Resource Centre Development Unit
SEU	Special Education Unit
WEU	Women's Education Unit

2. "INTRODUCTION TO THE EDUCATIONAL PUBLISHING PROCESS" SEMINAR

2.1 **Attendance:**

The following members of PPC and the Units attended the course:

Mr Diwakar Dhungel (Publishing Manager)
Mr Pramod Kumar Shah (Editor, PPC)
Mr Navindra Man Rajbhandari (Design Manager, PPC)
Ms. Nanda Maya Sitaula (Typesetter, PPC)
Ms. Anita Lama (Typesetter, PPC)
Ms. Rita Amatya (Typesetter, PPC)
Ms. Gita Bartaula (Typesetter, PPC)
Ms. Om Sharma (Typesetter, PPC)
Ms. Chayan Joshi (Typesetter, PPC)
Mr. Ratna Man Shakya (Production and Distribution Manager, PPC)
Mr. Uddhav Chalise (Schedule Orderly, PPC)
Mr. Bikash Sharma (Liaison Editor, NFU)
Ms. Muna Regmi (Liaison Editor, NFU)
Mr. Prahlad Aryal (Liaison Editor, NFU)
Mr. Tekendra Bdr. Karki (Unit Chief, RCDU)
Mr Padam Dhungana (Liaison Editor, RCDU)
Mr. Yuva Raj Laudari (Liaison Editor, RCDU)
Mr. Surendra Acharya (Liaison Editor, RCDU)
Mr. Chetnath Sharma (Liaison Editor, PTTU)
Mr. Rajendra Yadav (Liaison Editor, PTTU)
Mr. Gyanendra Niraula (Liaison Editor, SEU)
Ms. Durga Regmi (Unit Chief, WEU)
Ms. Padma Dhakal (Liaison Editor, WEU)
Mr. Mohan Gopal Nyachhyon (Liaison Editor, RMEU)

Mr. Niels Bentsen (Education Adviser, BPEP) in attendance.

2.2 **Timing of the sessions:**

The sessions were held daily, for the weeks Monday 25 - Friday 30 October and Sunday 1 - Thursday 5 November, 8.30 a.m. - 1.30 p.m.

2.3 Programme:

Sessions with "AB" in brackets were led by Adrian Bullock, those with "JJ" in brackets by Joe Josephs

Monday 26 October

- 8.30 a.m. Introduction (AB)
- 9.00 a.m. Planning and Teamwork (AB)
(including Exercise)
- 10.30 a.m. Defining Editorial Roles (JJ)
- 11.15 a.m. Break
- 11.30 a.m. Differences and Similarities between Private and State Publishing (JJ)
(including extended Exercise)
- 1.30 p.m. Close

Tuesday 27 October

- 8.30 a.m. Educational Publishing (JJ)
(including Exercise)
- 9.45 a.m. Private and State Publishing: Exercise (AB)
- 10.30 a.m. Publishing Structures (JJ)
(including Exercise)
- 11.30 a.m. Break
- 12.00 noon Overview of Publishing Process (AB)
(including Exercise)
- 1.30 p.m. Close

Wednesday 28 October

- 8.30 a.m. Planning and Initiating a Series of Textbooks (JJ)
(including Exercises)
- 11.30 a.m. Break
- 12.00 noon Planning and initiating a Series of Textbooks (continued) (JJ)
(including Exercises)
- 1.00 p.m. Copyright, Printing History, and Title Page verso (AB)
- 1.30 p.m. Close

Thursday 29 October

- 8.30 a.m. Planning and initiating a Series of Textbooks (concluded) (JJ)
(including Exercise)
- 9.00 a.m. Pre-Press and Manufacturing Processes (AB)
- 11.30 a.m. Break
- 12.00 noon Class visit to a Printing House (JANAK)
- 1.30 p.m. Close

Friday 30 October

- 8.30 a.m. Yesterday's visit to JANAK: De-briefing (AB)
- 9.30 a.m. How does Printing differ from Publishing? (AB)
(including Exercise)
- 11.30 a.m. Break
- 12.00 noon Publisher-Author Contracts (JJ)
(including Exercise)
- 1.30 p.m. Close

Sunday 1 November

- 8.30 a.m. Publisher-Author Contracts (concluded) (JJ)
- 9.30 a.m. Revised Editions (JJ)
(including Exercise)
- 10.30 a.m. Production Quality & Checking Production Proofs (AB)
- 11.45 a.m. Break
- 12.15 p.m. Production Quality & Checking Production Proofs (concluded) (AB)
(including Exercise)
- 1.30 p.m. Close

Monday 2 November

- 8.30 a.m. Job Descriptions (JJ)
(including extended Exercise)
- 10.30 a.m. Analysis of proposed new structure (JJ)
(including Exercise)
- 11.45 a.m. Break
- 12.15 p.m. Introduction to Copy-Editing (JJ)
- 1.30 p.m. Close

Tuesday 3 November

- 8.30 a.m. House Style (JJ)
- 9.15 a.m. Introduction to Copy-Editing (concluded) (JJ)
(including extended Exercise)
- 10.30 a.m. Desk Top Publishing (DTP) (AB)
- 11.30 a.m. Break
- 12.00 noon DTP (concluded) (AB)
- 1.30 p.m. Close

Wednesday 4 November

- 8.30 a.m. Schedules & Deadlines (AB)
- 10.00 a.m. Co-ordinating & Scheduling Inputs (AB)
- 11.30 a.m. Break

12.00 noon Constructing a Publishing Plan (JJ)

1.30 p.m. Close

Thursday 5 November

8.30 a.m. Key Elements of Design (AB)

10.30 a.m. Illustrations for Textbooks (JJ)

11.30 a.m. Break

12.15 p.m. Closing Ceremony and Handing Out of Certificates of Attendance
(attended by Erik Winther-Schmidt and Mr Jeet Thapa)

1.00 p.m. Finish

2.4 Course assessment:

At the end of the course, each participant was asked to complete a course evaluation form, and a summary of the responses is as follows:

1.	Was the course	a) Very useful	25
		b) Useful	0
		c) Not useful	0
2.	Was the level of difficulty	a) Too high	2
		b) About right	23
		c) Too low	0
3.	Was the subject matter	a) Very interesting	18
		b) Interesting	7
		c) OK	0
		d) Not interesting	0
4.	Was the presentation	a) Good	23
		b) Satisfactory	2
		c) Poor	0
5.	Were the exercises	a) Very useful	16
		b) Useful	9
		c) OK	0
		d) Not useful	0

2.5 Outcomes:

As can be seen from the programme for the two weeks during which the Seminar was delivered, delegates were exposed to all aspects of the educational publishing process, from the "front end" activities of author commissioning and editing, through the subsequent activities of design, production management, pre-press and manufacture, to the all-important distribution activity.

While these activities and the sequence in which they are performed were shown to be common to all forms of publishing, great care was taken to relate them to the context in which PPC and the delegates operate.

At the same time, great emphasis was laid throughout the Seminar on the fact that publishing is a collaborative activity, where teams of people work together to manage the creation of a product; and that for this to be successful it requires a range of specialisms and skills. These skills are devolved, through a system of delegated responsibility, to people whose function is to take the publication forward to a point where their responsibility ends and passes to someone else; and that for this system to work there has to be a spirit of trust in the team, underpinned by good quality two-way communication, and a willingness to accept and delegate responsibility.

Both Seminar leaders feel that the Seminar successfully achieved the objectives laid down in the Terms of Reference. The delegates came away with a broad knowledge and understanding of the ways in which educational publishing operates, and of their role in that process, not only as individuals, but as a team.

In the sense that this Seminar can be seen as the foundation stone on which the rest of the proposed training programme rests, it is reasonable to suggest that a solid foundation has been laid, and that future seminars will be able successfully to build on delegates' understanding and knowledge.

2.6 Conclusions:

The paper presented for the wrap-up meeting held on Friday 6 November 1998 at Keshar Mahal, listed a number of points for discussion during the meeting.

The first point concerned the new publishing structure which will only work efficiently and effectively if senior management both understands and endorses the new working practices and if the PCC is able to work as a team and have trust and confidence in giving responsibility to others.

Subsequent points for discussion were:

1 The need for a five year publishing plan

There does not exist within BPEP a costed five year publishing plan which pulls together the proposed publishing output of PPC and the other 6 Units, nor does there appear to be a proposal to produce one. Without such a plan, it will be very difficult accurately to predict trained manpower needs and financing required for BPEP II. It is therefore suggested that consideration be given to constructing a five year publishing plan as soon as practicable.

2 The long-term effect of the introduction of IT into PPC in terms of processes and publications and the effects on other Units involved in the publishing process, e.g. PTTU and WEU, as well as JEMC and Sahja

Throughout the Seminar, but particularly during the session on DTP, it was clear that the likely effects of the introduction of IT into the PPC need to be monitored. Broadly speaking, the effects can be classified under three headings:

- **the effects on working practices and functions within PPC**

For example, the inputting and proofing of text and illustrations, as well as its design, are likely to become an integrated operation, carried out by someone with graphic and typographic layout skills in addition to their skills as a DTP operator.

- **the effects on publications**

For example, work which has hitherto been predominantly single-colour line may move towards two-colour line and, ultimately, four-colour halftone, as the full potential of DTP and its accompanying applications such as PhotoShop, Freehand is realised.

As a point of interest, it was noted that there is no provision in the Technical Proposal for the supply and delivery of computer equipment for the PPC including the purchase of QuarkXPress as one of the software applications for the desktop publishing system. Given that this is the preferred application for graphic designers, it would be worthwhile to purchase it.

- **the effects on other Units involved in primary educational publishing**

At the moment all textbook printing is single-colour, which can be produced by JEMC. Similarly, units such as PTTU and WEU are responsible for handling their own production - again, single-colour with line drawings. JEMC must be encouraged to develop its print production skills so that two and four colour printing can be economically completed. In addition, the other publishing units will need training to handle their own production when it is no longer single colour.

3 **The proposed relationship of the other units to PPC**

Under the current proposals for restructuring, the six Units outside of PPC (WEU, SEU, etc.) will develop their own materials to edited manuscript stage, then pass them to PPC for language-editing, design, and page make-up. PPC will then return the CRC to the Units who will be responsible for arranging the production (and distribution). Each unit needs a staff member trained in production techniques, control and monitoring. In addition, if all print buying were centralised, potential savings could be obtained from bulk purchasing in the private sector. It is therefore suggested that consideration be given to PPC assisting the other units in print buying.

4 **The need to consider giving to the Production Manager the responsibility of managing the publishing management system network**

Both Seminar leaders felt that the responsibility for the management of the Book Progress Monitoring and Costing System (BPMCS) network (currently proposed as the responsibility of the Production Controller) should be given to the Production Manager, as this is essentially a management level task.

5 **The need to consider appointing a Manager with specific responsibility for Distribution**

Both Seminar leaders also felt that there was place within the PPC for someone with specific responsibility, initially at least, for liaison with JEMC and Sahja over distribution. In the longer term, it is possible that this role could develop to the point that distribution of textbooks, as well as supplementary materials, could be handled exclusively by PPC.

6 **The need for copy -editing in PPC**

The copy-editing function is very important and work on manuscripts once they have been written by the authors is critical to good school textbooks. It is therefore recommended that intensive editorial training is given and, when future needs (5-year publishing plan) are known, that more editors are recruited.

7 **The necessity of ensuring that the PPC publishing team members, when trained, stay in place**

In keeping with similar feelings expressed by IBD in their report on the visit of 23 August-5 September 1998, it is clear that the success of PPC is very much bound up with the growth and development of publishing skills in the publishing team. It is, therefore, essential that this team should be kept together for as long as possible, and that it should not be depleted or diffused, by members leaving either to join the private sector or through promotion.

2.7 The Wrap-Up Meeting on Friday 6 November 1998

At the request of DANIDA a wrap-up meeting was held at Keshar Mahal, at the BPEP office. The meeting was attended by Mr Arjun Bista, Director BPEP, Mr Erik Winther-Schmidt, Chief Adviser (DANIDA), Mr Diwakar Dhungel (PPC Publishing Manager), Mr Niels Bentsen, Educational Adviser to BPEP (DANIDA) and the two Seminar leaders.

The meeting focused on the wrap-up paper, submitted by the two Seminar leaders (Annex 2), which described the context of the Seminar, and assessed its outcomes.

The main discussion points were:

- the high quality of the Seminar which, Mr Dhungel said, everyone had found very useful
- the possibility of inviting outsiders to participate in future Seminars, particularly those on DTP and design. It was felt that this would be possible, as a precedent had already been set by inviting authors to attend writing workshops
- comments were made on the high level of commitment of the delegates, and their obvious keenness to be involved in the Seminar
- Mr Dhungel had just been accepted to study for a Higher Degree at the Royal Danish School of Educational Science in Copenhagen. This means that he will be away from PPC at regular intervals of up to 12 weeks at a time over the next two years. In view of this, it was felt that someone from the existing PPC team should be appointed as his deputy to run the Cell during Mr Dhungel's absences. It was also felt that the managerial level in PPC should be strengthened and made more sustainable by appointing deputies in key positions: for example, a deputy for the design manager. Internal candidates should be identified and appointed.

The meeting ended with a discussion of the seven points of concern identified by the Seminar leaders. There was broad agreement on points 1, 2, 3, 4, 6 and 7.

However, on Point 5, Mr Bista felt that it was probably premature to involve the PPC in distribution to the extent suggested during discussion, and that for the immediate future, at least, JEMC and Sahja should continue to be responsible for distributing compulsory textbooks throughout the system.

The meeting ended with the Director of BPEP thanking everyone present for their efforts in organising and delivering the Seminar.

TERMS OF REFERENCE

1. Prepare a training programme for Nepal suitable for an introduction to publishing as described below under 'Seminar 1'. The two consultants should decide and divide up responsibility for preparing and presenting the teaching material. The emphasis should be on practical work and activities for the participants.
2. Visit Nepal on the dates agreed to deliver the training seminar. Report to the BPEP management (Erik Winther-Schmidt) at 9.30 a.m. on Sunday 25th October at Keshar Mahal and follow Timing given below for the seminar.
3. Prepare a one page wrap-up paper for a wrap-up meeting with BPEP management (date and time to be given by BPEP) and submit a joint consultant report on return to UK to IBD which gives the context, training activities, assessment of the participants and any particular needs, problems or special points to note and any recommendations.

Seminar 1

Introduction to the educational publishing process

Trainees: about 27 staff consisting of the staff of the Primary Publishing Cell (PPC), the liaison editors and chiefs of the Units/offices in BPEP II (see March 1998 report); a few (Mr Dhungel, Publishing Manager PPC, Mr Navindra, Design Manager PPC) have some knowledge of the publishing process.

Content:

1. Different types of printed materials - how and why they are different, implications
2. Overview of the publishing process, emphasising how everyone has to work together to produce a good book.
3. Printing - brief introduction to what it is, how it is different from publishing
4. Organisation of a publishing company - how the PPC and BPEP offices are similar/different
5. Planning the publishing programme - what to take into account, how it is different from BPEP/MoE practices
6. Defining the publication - its content and its technical and production specifications
7. Writing - teams or individuals? selection, basic content of author agreement so that authors know what they are expected to do
8. Editing - what do editors do elsewhere? who performs the functions in the PEP/MoE(liaison editors in the offices, editors and language editor in the PPC)?
9. Designing - role in the publishing chain, key elements of design.
10. Illustrating - what are illustrations for? what are the different types? are some more suitable for certain jobs than others?
11. Desktop publishing and CRC
12. Proof-reading - whose responsibility, how to do it
13. Working with printers - basic terminology, what should go into a contract with a printer, schedules
14. Production quality and checking proofs
15. Revised editions - when should they be planned and how should they be revised?

Methodology: workshop with emphasis on discussion, practical work, hand-outs, examples (good and bad) and trainee participation, beginners level.

Wrap-Up Paper for Presentation at the Wrap-Up Meeting to be held at Keshar Mahal, Kathmandu, Nepal, on Friday 6 November 1998

This paper is presented by Joe Josephs and Adrian Bullock, Leaders of Seminar 1: Introduction to the Educational Publishing Process.

The Seminar was the first of a series organised by International Book Development Ltd (IBD) as part of the programme of support to the development of a professional publishing capacity for BPEP II, Nepal; and its primary objective was to provide a basic introduction to the process of publishing educational learning materials, particularly textbooks.

It was held from 26 October to 5 November 1998, at Sano Thimi, Bhaktapur, and was attended by 25 people, consisting of members of staff of the Primary Publishing Cell (PPC) and Unit Chiefs and liaison editors from the BPEP federated offices.

The programme consisted of a series of interactive lectures and exercises designed to take delegates through the publishing process from the inception of a publishing idea through its development and manufacture to the point that it is delivered on time to a school at the beginning of the school year.

Throughout the seminar, emphasis was laid on the fact that publishing is a collaborative activity, where teams of people work together to manage the creation of a product; and that for this to be successful it requires a range of specialisms and skills. These skills are devolved, through a system of delegated responsibility to people whose function is to take the product forward to a point where their responsibility ends and passes to someone else; and that for this system to work there has to be a spirit of trust in the team, underpinned by good quality two-way communication, and a willingness to accept and delegate responsibility.

Attendance was regular and consistent at 95+%; and delegates were, without exception, punctual.

The atmosphere during the Seminar was relaxed and informal, a factor which contributed to the quality of delegates' learning experience, where interaction, not only between Seminar leaders and delegates, but amongst delegates, was encouraged through question and answer, discussion, and workshop exercises. Strategies designed to empower delegates and help them take ownership of what was being discussed.

Both Seminar leaders feel that the delegates benefited from the Seminar and came away with a broad knowledge and understanding of publishing, not only in general, but, possibly more importantly, as it relates to them in the specific context of the PPC and the Basic and Primary Education Programme (BPEP) in Nepal. It is now up to the Seminars that follow to deepen this knowledge and understanding at the same time as they develop delegates' skills at functional and practical levels.

First analysis of the course evaluation documents submitted by delegates at the end of the Seminar indicates that all the delegates found the Seminar very useful.

The programme of follow-up Seminars provides delegates with the opportunity to develop the wide range of skills and specialisms needed in publishing.

Areas of concern to the Seminar leaders are as follows:

- 1 No provision for the development of a five year publishing plan
- 2 The long-term effect of the introduction of IT into PPC in terms of process and product; and of subsequent downstream effects on other Units involved in the publishing process, e.g. PTTU and WEU, as well as JEMC and Sahja
- 3 The proposed relationship of the other publishing units to PPC
- 4 The need to consider giving to the Production Manager the responsibility of managing the publishing management system network
- 5 The need to consider appointing a Manager with specific responsibility for Distribution
- 6 The need to establish a copy-editing facility in PPC
- 7 The necessity of ensuring that the PPC publishing team, when trained, stays in place.

The Seminar leaders would like to thank DANIDA and, in particular, Mr Niels Bentsen, for the superb organisation and administration of the Seminar.

Joe Josephs and Adrian Bullock

Kathmandu
6 November 1998