

**NEPAL**

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

**Progress on Computerisation  
16 to 23 December 1999**

**David Parker**

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## 1 INTRODUCTION

The computer consultant visited Nepal from 16 to 23 December 1999 to review the progress made by the Primary Publishing Cell (PPC) regarding the experience of using the Book Progress Monitoring and Costing System (BPMCS) and the Desktop Publishing System both of which had been installed at the Sano Thimi location. Recommendations were to be made regarding any required system adjustments or tuning required as a result of the systems' daily use. (See Annex 1 for Terms of Reference).

Unfortunately, due to circumstances outside the control of the PPC, the BPMCS had not been used for some four months. As a result of this, the users were not as conversant with the running of the system as both the Basic and Primary Education Programme management and the computer consultant had hoped for. Indeed, it was found that the users required to be retrained by World Distribution Nepal Pvt Ltd, the supplier. Therefore, the computer consultant put in place a short-term plan of action to move the utilisation of the BPMCS project forward in easy steps.

The Desktop Publishing System continues to thrive under the management of the Design Manager. A small further investment will provide both the stimulus for further advancement of the system and add an incentive towards considerably improved design of published products.

A wrap-up meeting was held with BPEP management. Annex 2 constitutes the paper written for that discussion, and the close of visit status.

### Abbreviations

BPEP	Basic and Primary Education Programme
BPMCS	Book Progress Monitoring and Costing System
DTP	Desktop Publishing System
PPC	Primary Publishing Cell
MOE	Ministry of Education



**2.1 Status at the Commencement of the Computer Consultant's Visit**

Unfortunately very little had been achieved since the computer consultant's previous visit in April 1999. This was primarily due to the fact that the MOE's sanction of the 'Publishing Schedule' was delayed by four months which meant that the BPMCS was 'frozen' during that period of time. Users had been trained in the use of the BPMCS, had entered the details of 80+ publications immediately after the system had gone live, but had not entered anything since that time. Therefore the value of the training carried out during April 1999 was almost totally lost, and confidence was low. When it was decided that the users could recommence using the system they found that retraining was necessary because they had had no practice in it.

It is difficult to implement a system, that embraces several independent Sections, where there is no Publishing Manager. Every system needs a 'system champion' to bring together the activities and efforts of its users. Without a Publishing Manager there was no other individual within the PPC who has the knowledge of the overall 'Publishing Process'. Indeed, Mr Ratna Man Shakya was expected to fill the role of 'system champion', to the best of his ability. However, he is the Production Manager and, as such, does not have a detailed knowledge of every step in the production process, incorporating editorial, design and production activities. The system manager must encourage others to use it and be the catalyst for its users.

The BPMCS enables all tasks that need to be carried out in order to publish a book or other educational material to be determined, and ensures that the responsibilities to complete those tasks, and the dates by which they are scheduled to be completed, are managed within the system. Therefore it is essential that editorial, design and production skills and experience are available to the system. Design skills and experience are always available through the Design Manager, but editorial skills are not always available because there is only one experienced editor in the PPC (and during the computer consultant's visit the latter was attending a training course every day).

As a result of the delays in the day-to-day use of the system, and the unavailability of either the Publishing Manager (on study leave) and editorial experience, Mr Ratna Man Shakya and his assistant (Mr Uddavh Chalise) were the only system users. In fact the BPMCS was only operating on a single PC, with no initiative being taken to roll it out to its users in other sections.

It was also found that several PCs and printers had been installed in the local sections within the Sano Thimi, but had neither been attached to the local area network at that location nor had the BPMCS been installed on them. This applied to the Basic & Primary Education Section, the Training & Supervision Section and the Non-Formal Education Centre.

The Women's' Education Section and the Special Education Section, located at Keshar Mahal, had not had their PCs and printers installed because it was not known whether they would remain at that location or be moved to Sano Thimi. It had been decided that the equipment would not be installed and commissioned until a decision had been made determining their long-term location.

**2.2 Situation at the end of the Computer Consultant's Visit**

Given the very limited time available, the computer consultant decided to move forward in four stages. A 'Phased Implementation Plan' was developed to implement the system and to maintain it in a live environment, bearing in mind the staffing situation and the fact that World Distribution Nepal Pvt Ltd (the supplier) had some obligations to fulfil.

A 'World Distribution – To Do List' was prepared, discussed with World Distribution and agreed. This covered the work to be carried out by the supplier in order that the BPMCS could go live in all its user sections.

All PCs and printers in the Basic & Primary Education Section, the Training & Supervision Section and the Non-Formal Education Centre at Sano Thimi have now been installed and commissioned and are operational. The computer consultant agreed with World Distribution that the BPMCS would be installed on them on 24 December 1999 (the day after the computer consultant's visit ended). Mr Ratna Man Shakya would oversee this process and check each PC's connectivity.

The computer consultant re-checked the functionality of the BPMCS and found it to be 100% accurate.

### 2.2.1 Phase 1 Implementation

Mr Ratna Man Shakya and Mr Uddhav Chalise were retrained in both the use of the basic BPMCS and its administration during the computer consultant's visit. The computer consultant checked their knowledge and is satisfied that they have an adequate basic understanding of the system and its administration.

The problem is that they do not possess an understanding of the overall publishing process' and all of the tasks that are required to publish the various educational publications and materials. The Publishing Manager had this, but is no longer available to the project. They are production people who are in the early days of getting acquainted with that specialism. However, they work alongside the Design Manager, which takes care of the design processes. Mr Pramod Shah also works alongside them, which will cover the editorial processes. Therefore most of the publication process will be available to the system from these people.

The 80+ publications that were already in the system, but which had not been updated for many months, were all updated showing the current status of each. They are now up to date.

Mr Ratna Man Shakya and Mr Uddhav Chalise will continue to liaise with the federated Sections to ensure that the records remain up to date. In order to carry out this function Mr Ratna Man Shakya will print out the '**Tasks which are Running Late**' report for each Section and send it to the Section management. Each section will use it both as a working document and to update dates. It will then be returned to Mr Ratna Man Shakya in order that he may, in turn, update the system. **This process ensures that the BPMCS is being used to manage the progress of all publications going through the PPC, and that all interested parties use the system effectively from the earliest possible date.**

### 2.2.2 Phase 2 Implementation

Mr Pramod Shah will be trained in the editorial use of the computer systems. The training will be carried out in the PPC by World Distribution and will be co-ordinated by Mr Ratna Man Shakya.

Mr Pramod Shah has a direct interest in the system since his publications are presently being processed through it. Since he has a very thorough knowledge of the editorial part of the publishing process, and is also an excellent communicator, he will be the next to be trained to use the BPMCS.

Since he was trained some eight months ago, and has not had the opportunity to use the training for a long period, arrangements have been made for total re-training in the following:

- a) Basic wordprocessing – to give him enough knowledge to input the text for his own publications and send it to the Design Section in electronic form, thus reducing the pressure on that Section.

- b) Use of the BPMCS from an ‘Editorial’ perspective. He will be able to add to each publication going through the system those tasks that must be carried out by him, along with their ‘Estimated Completion Dates’.
- c) Use of the BPMCS to add any ‘Revised Dates’ and also to add the ‘Completion Dates’ of tasks that have been completed.
- d) Use of the BPMCS to run the following reports, again relating to his own publications:
  - **Tasks which are Running Late** – This helps him to keep his operation on track and also to maintain an accurate system for the use of his colleagues. For example, the Design Manager always needs to know what is going through the editorial process in order to carry out his own planning.
  - **Tasks which should be Completed by a ‘Specified Date’** (where the date is input by Mr Pramod Shah) – This helps him with his forward planning and with the use of his own time. For example, he will need to know at the beginning of each week which tasks need to be completed by the end of that week. Again, this not only helps personal discipline and management but also that of his colleagues who are also involved in the overall process.

### 2.2.3 Phase 3 Implementation

The staff in the Basic & Primary Education Section, the Training & Supervision Section and the Non-Formal Education Centre will be trained in the ‘Editorial’ use of the computer systems. Again this training, to be carried out at Sano Thimi by World Distribution, will be co-ordinated by Mr Ratna Man Shakya.

The management of the Sections have a direct interest in the BPMCS since their publications are presently being processed through it. Again, since they were trained some eight months ago, and have not had the opportunity to utilise the training in practice for an over-long period, arrangements have been made for total re-training in the following:

- a) Basic wordprocessing to give them enough knowledge to input the text for their own publications and send it to the Design Section in electronic form, thus reducing the pressure on the Design Section. Two of these Sections have specialist typists who will have very little difficulty in converting to current wordprocessing standards.
- b) Use of the BPMCS from an ‘Editorial’ perspective. They will also be able to add to each publication going through the system those tasks that must be carried out in their Sections, along with their ‘Estimated Completion Dates’.
- c) Use of the BPMCS to add ‘Revised Dates’ and also to add the ‘Completion Dates’ of tasks that have been completed by their Sections.
- d) Use of the BPMCS to run the following reports, again relating to his own publications:
  - **Tasks which are Running Late** – This helps them to keep their operations on track and also to maintain an accurate system for the use of other colleagues.
  - **Tasks which should be Completed by a ‘Specified Date’** (where the date is input by them) – This helps them with their forward planning and use of time.

#### 2.2.4 Phase 4 Implementation

The Women's Education Section and the Special Education Section are presently located at Keshar Mahal. It has not yet been decided whether they will remain there or be transferred to Sano Thimi. Until such a policy decision has been made, their integration into the BPMCS cannot be effected.

If it is eventually decided that they (one or both) are to continue to be located at Keshar Mahal, then steps must be taken to link them, via a leased telephone line, to the BPMCS at Sano Thimi. (They would form a wide area network – WAN). If, on the other hand, it is eventually decided that they (one or both) are to be relocated at Sano Thimi, then steps must be taken to carry out the necessary wiring and installation (as for all of the other Sano Thimi-based Sections) to append them to the local area network – LAN.

The computer consultant recommends that, in the meantime, and because their publication volumes are so low, they continue as at present:

- a) Inform Mr Ratna Man Skakya of the details of any new publications, along with the 'Estimated Completion Dates'.
- b) Mr Ratna Man Shakya prints out the **Tasks which are Running Late** and **Tasks which should be Completed by a 'Specified Date' (the following Friday)** reports every Monday morning and sends them to the two Sections via any one of the many vehicles running between Sano Thimi and Keshar Mahal.
- c) They add the 'Revised Dates' and the 'Completion Dates' of any tasks hat have been completed by their Sections to the **Tasks which are Running Late** report and return to Mr Ratna Man Shakya in order that he may update the system.

### **3 DESKTOP PUBLISHING SYSTEM**

#### **3.1 Hardware & Infrastructure**

The computer consultant found that all of the system components were running smoothly. It has been found that, occasionally, a MacIntosh 'hangs up' (freezes) because its memory is saturated. This is a normal occurrence where computers are being heavily used. It is suggested that 128MB of additional memory be added to each Apple MacIntosh, at a minimal cost. The 1-Year Guarantee of Mac Support Professionals, the vendor, expires in March 2000. It is suggested that an 'Annual Support Contract' be put in place to cover equipment maintenance, software upgrades and queries. This is normal practice.

#### **3.2 Software**

##### **3.2.1 Pagemaker**

Pagemaker is the major software product used by the Design Section. On-the-job skills continue to be developed for all users, resulting in improved productivity and creativity, and a more professional product.

##### **3.2.2 Adobe Photoshop**

The users now have one year's experience. Again, on-the-job skills continue to be developed for all users, resulting in improved productivity and creativity. Classroom training and on-the-job experience have been well supplemented by an excellent visit to the U.K. by the Design Manager, resulting in new ideas and the implementation of tricks of the trade learned from experienced users. (See also the report on Design and DTP, December 1999.)

Further literature, incorporating working examples, would be very useful for the Design Manager to trigger-off further new ideas, widen his knowledge base and enhance the professionalism of product presentation.

##### **3.2.3 Freehand**

The Design Manager is not happy with this product, and particularly with its integration with the other software design products at his disposal. He has a small knowledge of Adobe Illustrator which, in his opinion, would integrate better with Adobe Photoshop and Pagemaker, since it is in the same family of products. (See also the report on Design and DTP.)

The computer consultant recommends that 3 copies of Adobe Illustrator are purchased, and that the Design Manager and his team use their working knowledge of Freehand to develop their skills. This is an easy move to another, preferred product where the users will be more productive and professional, leading to improved product quality.

The computer consultant again wishes to bring to the attention of BPEP management the excellent work, and attitude to progress and professionalism, of the Design Manager. The computer consultant doubts if there are now many new skills that can be offered to him from local sources. The small hardware and software enhancements, mentioned above, will prove excellent value for money. The provision of further literature, incorporating working examples, will also trigger off further new ideas and widen the Design Manager's knowledge base, and enhance the professionalism and product presentation in this very important area of PPC.

### **3.3 Work in Progress**

Fifteen Titles are currently and satisfactorily being worked on by DTP.

The computer consultant and the Design Manager share a concern that significantly increased volumes of work to be handled by DTP may have a negative effect upon the creativity and quality of the work being carried out in this Section. At present, DTP are inputting the text for all publications, which is a waste of creative time. Therefore, it is imperative that the other Sections take over this responsibility as soon as possible. (This is also the recommendation of the Design and DTP report.)

The computer consultant finds the DTP work being done impressive. The members of the Design Section are determined to give a good service in terms of quality, creativity and accuracy. They strive for continuous improvement and they enjoy their work because they are good at it and are anxious to provide excellent customer service. The recommended small further investment will provide considerable further benefits and opportunities.

#### 4

### CONCLUSIONS AND RECOMMENDATIONS

1. There is, as yet, no ownership of the Book Progress Monitoring & Costing System. The computer consultant has urged Mr Ratna Man Shakya to keep the system up to date on a daily basis, and has taken steps to ensure that all user Sections are re-trained. However, with the lack of a Publishing Manager, there is no 'System Champion'
2. Pressure and encouragement need to be constantly applied to all users to ensure that the BPMCS is constantly used and helps to drive the business. World Distribution have always carried out the wishes and instructions of the computer consultant during his visits. However, they claim that nobody from the user Sections ever talks to them. Where there are any difficulties or lack of understanding of the BPMCS it is imperative that users inform Mr Ratna Man Shakya and he, in turn, liaises with World Distribution to ensure that they are satisfied. World Distribution have every incentive to sort out any problems or difficulties because they wish to use the BPMCS as a reference for prospective clients, as long as BPEP management provide authorisation.
3. Retraining in the BPMCS of members of the PPC and of the Sections by World Distribution has been organised and this should be followed up by BPEP management. Mr Ratna Man Shakya has been designated to co-ordinate it.
4. On the DTP system, extra memory should be bought (see 3.1 above) and three copies of Adobe Illustrator (as also recommended by the DTP specialist in her joint report on Design and DTP).
5. A further two weeks' computer consultancy is recommended to carry out the following tasks;
  - Lead a workshop to brief the management of the user Sections regarding the publishing process and how it is incorporated into the BPMCS. A very successful and enjoyable workshop was held during the computer consultant's first visit to Nepal covering 'Computers in Publishing'. However, much has changed since then, including many changes of personnel. It is so very important that the managers of the participating Sections understand the concept of the BPMCS.
  - Work with Mr Ratna Man Shakya and the Sections to ensure that the system is fully understood, both from a business and operational point of view, and to generate confidence.
  - Work with Mr Ratna Man Shakya and the Sections to ensure that they understand how to run all the available management reports, and the benefits and opportunities to be derived from them.
  - Evaluate the capability of the users (they should have been using the system for several months by this time) and organise any further 'top-up' training.
  - Assist with 'Maintenance Support Contracts' with World Distribution (BPMCS) and Mac Support Professionals (DTP System).
  - If a decision has been made regarding the future location of the two Sections at Keshar Mahal, organise the connection of those Sections to the BPMCS via the computer network.
  - Make any other adjustments to programs or processes that may be required in order to make the users of the computer systems more efficient, effective and self-sufficient.



## TERMS OF REFERENCE

The Terms of Reference for the consultancy were as follows:

1. Visit Nepal, departing 14 December and returning 23 December 1999 to work in the Primary Publishing Cell (PPC) and in its federated publishing offices/sections, Sano Thimi and Keshar Mahal.
2. Assess the progress on using the DTP system in the Primary Publishing Cell, consider design and DTP specialists' recommendations and those of the design section of the PPC and make recommendations on hardware and software.
3. Assess the progress on the use of the BPMCS publishing management system both within the PPC and within the federated publishing offices/sections. Describe how the BPMCS is being used and make recommendations for improving its use.
4. Gather feedback from the users of the BPMCS and:
  - Make all necessary adaptations to it to make it easier for its users to operate effectively
  - Give on-the-job training where possible in its use
5. Investigate the use of the PCs in the PPC's federated publishing offices/sections, apart from their use for the BPMCS, in particular for the typing of manuscripts before being submitted to the PPC for design, etc. Investigate the availability and skills of those in the offices/sections who are responsible for typing manuscripts.
6. Report on activities, findings, conclusions recommendations and next steps
7. Write a short report that covers all matters and includes any conclusions drawn during the wrap-up meeting by BPEP management.



**COMPUTERISATION OF THE PRIMARY PUBLISHING CELL  
- SITUATION AT 22 DECEMBER 1999**

**DESKTOP PUBLISHING (DTP)**

**Hardware & Infrastructure**

- All system components are running smoothly and the hardware is reliable
- PCs occasionally 'hang up' (freeze) because their memory is saturated. It is suggested that additional memory be added to each PC, at a small additional cost
- Mac Support Professionals, the vendor's, '1-Year Guarantee' will end in the spring. It is suggested that an annual support contract is put in place to cover equipment maintenance, software upgrades and queries. This is normal practice.

**Software**

**Pagemaker**

- This is the major software product used by DTP
- On-the-job skills continue to be developed for all users resulting in improved productivity and creativity

**Adobe Photoshop**

- Users now have 1-year's experience
- Again, on-the-job skills continue to be developed for all users resulting in improved productivity and creativity
- Classroom training and on-the-job experience have been well supplemented by an excellent visit to the UK by the Design Manager, resulting in new ideas and implementation of 'tricks of the trade' learned from experienced users
- Further literature, incorporating working examples, would be useful to trigger off further new ideas and widen the Design Manager's knowledge base and enhance the professionalism of product presentation

**Freehand**

- The Design Manager is not 100% happy with this product and its ease of use, particularly when compared with a small knowledge of Adobe **Illustrator**. Adobe Illustrator would also integrate better with **Pagemaker**, since it is in the same family of products.
- It is suggested that 3 copies of **Illustrator** are purchased and that the Design Manager and his team use their working knowledge of **Freehand** to develop their skills. This is an easy move to another, preferred product where the users can utilise their **Freehand** skills to move to a position where their skills and the quality of the product is considerably enhanced.

- Again, further literature, incorporating working examples, would be useful to trigger off further new ideas and widen the Design Manager's knowledge base and enhance the professionalism of product presentation by using a family of products.

### **Work in Progress**

- 15 titles are currently being worked on by DTP, and are being handled comfortably
- There is a concern over any significantly increased volumes being handled by DTP in terms of creativity and quality

### **Issue**

- Editorial Departments must produce publication text in word processed form, using Microsoft Word, in order that the Design Department may no longer be required to input manually produced publication text. This will reduce the input required from DTP and allow them to concentrate on the creative work in hand.

### **Conclusion**

- DTP is:
  - Impressive
  - Determined to produce a good service in terms of quality, creativity and accuracy
  - Interested in providing a 'quality service'
  - Seeking continuous improvement
- A small further investment will provide very considerable benefits and opportunities.

### **Book Progress Monitoring & Costing System (BPMCS)**

#### **Situation at the commencement of the Computer Consultant's visit:**

- Not very much progress since the consultant's last visit (end April 1999)
- Difficult to implement new system without a Publishing Manager
- No Editorial input (Pramod Shah in a workshop during the visit)
- Mr Ratna Man Shakya and Mr Uddavh Chalise are the only users of the originally planned users
- BPMCS was only functioning on one PC
- Several PCs were yet to be installed, including 2 PCs at Keshar Mahal
- +/-80% of publications in progress had been input into the system,
- A 4-month freeze was put on the system due to the MOE not authorising the publishing plan. This resulted in the BPMCS training being forgotten and ineffective.

### **Situation at the end of the Computer Consultant's Visit**

- A 'kick-start' was given to a system that seemed to be going nowhere
- A phased 'Implementation Plan' was developed to implement the system and to maintain it in a live environment, bearing in mind the staffing situation and the fact that World Distribution (the vendor) had some obligations to fulfil
- A **'World Distribution – To Do List'** was prepared and discussed and agreed with the Managing Director of the vendor (see 'World Distribution – To Do List'). This covered the work to be carried out by the vendor in order that the BPMCS could go live and incorporate all the 'Sections' that would use it
- Mr Ratna Man Shakya and Mr Uddhav Chalise have been re-trained in both the use of the system and its administration. The Computer Consultant has checked their knowledge and is satisfied that they have a good basic knowledge of the system and its administration.
- 80+/- Publications are fully recorded in the system, and their records are 100% up to date
- Mr Ratna Man Shakya will liaise with the participating Sections to ensure that their records are kept up to date from this point in time.
- Every week Mr Ratna Man Shakya will produce the **'Tasks which are Running Late'** report for all the participating Sections and send it to them as both a working document and a document that can be updated and returned to him in order that the system may, in turn, be updated. **This process ensures that the BPMCS is being used to manage the progress of all publications going through the PPC**
- All PCs and printers at Sano Thimi are installed and operational in the Basic & Primary Education Section, the Training & Support Section and the Non-Formal Education Centre. After installation the BPMCS will be made available to them **today** and tested.
- While the BPMCS is 100% correct in its functionality (the Computer Consultant has re-tested it), Mr Ratna Man Shakya has no real understanding of the publishing process, and therefore finds it difficult to administer the BPMCS overall (he is the Production Manager). Therefore steps have been taken to bring Mr Parmod Shah into the operation of the system as soon as possible. He will be trained by World Distribution as soon as possible in both the production of the text relating to his publications in Microsoft Word (to reduce the workload on DTP) and in the use of the BPMCS.
- When the PCs have been installed in the other operational Sections at Sano Thimi their staff will be trained in both Microsoft Word and the use of the BPMCS, in order that they may be self-sufficient. This will take pressure off Mr Ratna Man Shakya.
- This leaves us with the installation of the PCs and printers in the Sections located at Keshar Mahal (Women's' Education Section and Specialist Education Section). These Sections need to be connected to the BPMCS at Sano Thimi via a phone line. World Distribution have been asked to quote for this. However, in the meantime, information may be sent by printed output (or diskette)

### **General Issues**

- There is, as yet, no ownership of the BPMCS. The computer consultant has told Mr Ratna Man Shakya that the system must be kept up to date every day. However, with the lack of a Publishing Manager, there is no 'System Champion'

- Pressure needs to be constantly applied to both World Distribution and all user management to ensure that the system is constantly used and helps them to drive the business
- The system has been delivered as specified and agreed. It is now the responsibility of management to ensure that it is fully utilised in order that all benefits and opportunities are derived from it