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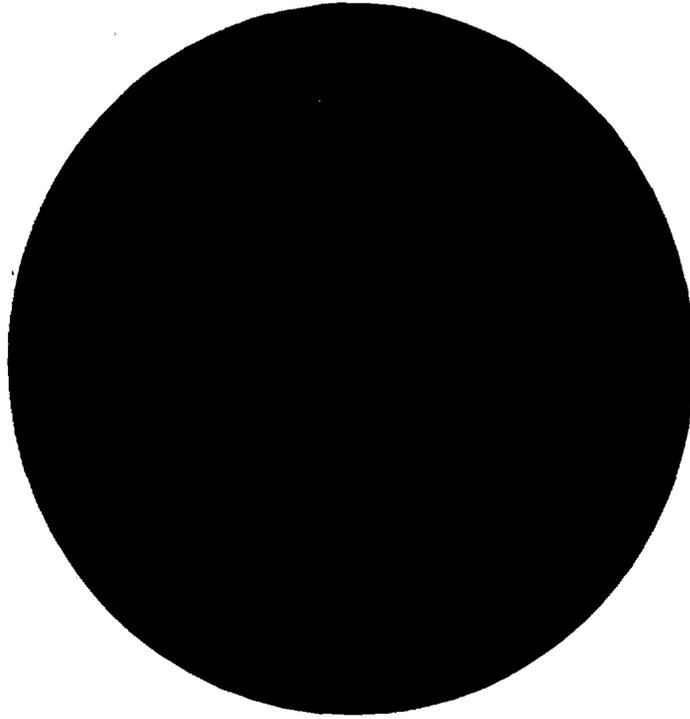
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Annual Report

Fiscal Year 1995

R&RS is a USAID project operated by the Academy for Educational Development



Annual Report for Fiscal Year 1995

Research & Reference Services Project

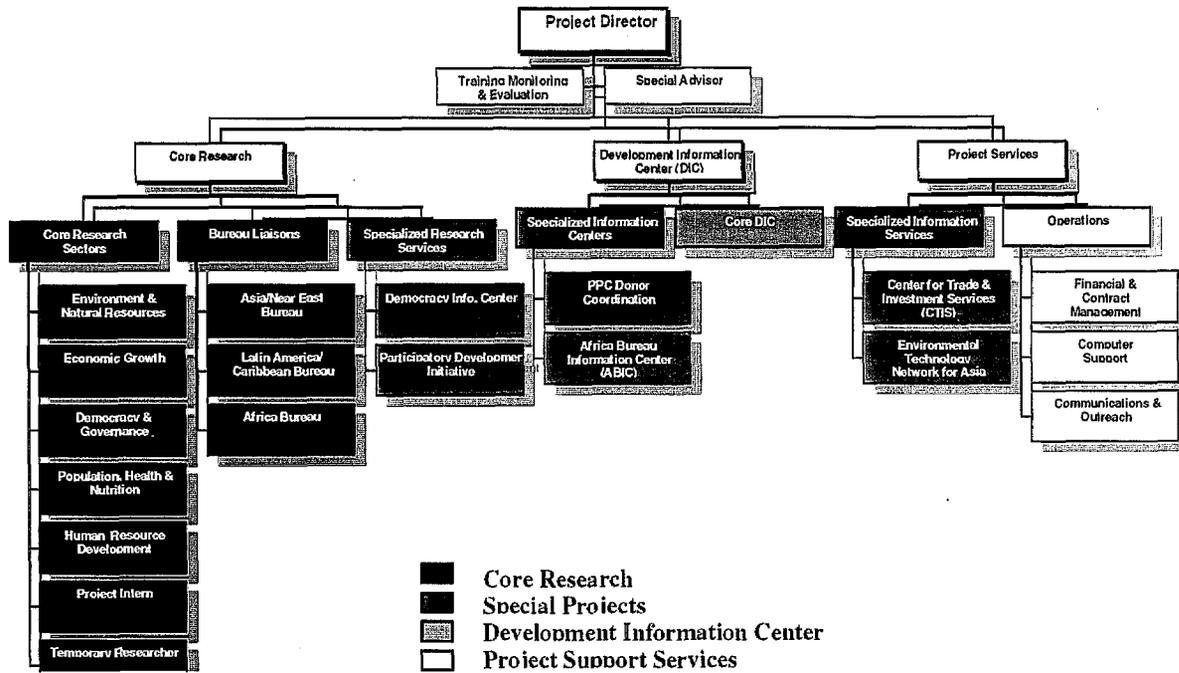
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RESEARCH & REFERENCE SERVICES PROJECT

ORGANIZATIONAL CHART



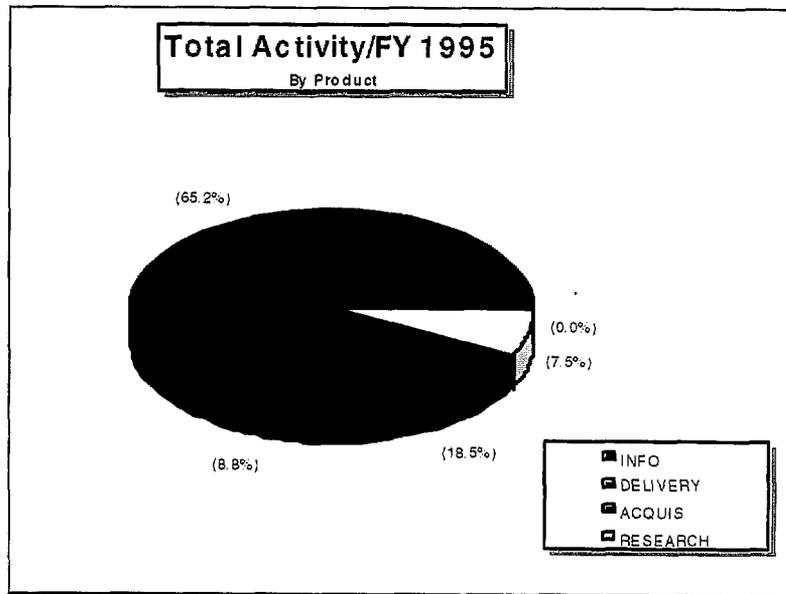
MISSION STATEMENT

- The R&RS Project provides access to and analysis of international economic and social development experience for use in bringing about positive change in the developing world. R&RS staff are experienced international development and information professionals who assist individuals and organizations actively involved in development policy and practice.
- R&RS works in partnership with its clients, meeting their needs to keep abreast of the activities of international development organizations; to connect with experts; to analyze alternatives, models, and emerging issues; and to determine whether the facts substantiate a hypothesis.
- R&RS selects, analyzes, synthesizes, and disseminates development knowledge, using both advanced technologies and wide-reaching personal information networks.
- R&RS manages a unique collection of resources on development experience and advises others on efficient management and effective use of information in development.
- R&RS is committed to excellence in service, innovation in approach, and integrity in action.
- R&RS has been a project of the Academy for Educational Development since 1985.

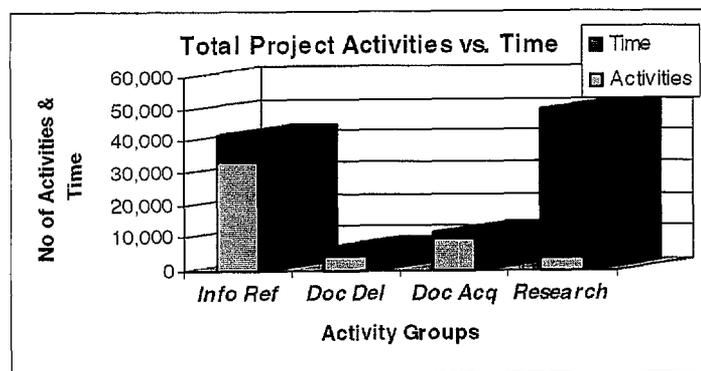
DIRECTOR'S LETTER

The first year of Research and Reference Services (R&RS) Project III has come to an end, and we are pleased to report on the continuance of our decade-long tradition of equipping USAID with a rich, customer-oriented information service.

Our project goal is to provide access to and analysis of international development experience to help bring about positive change in the developing world. R&RS' knowledge of development, knowledge of information technology, knowledge of our client, and a strong customer and service orientation serve as the foundation for our efforts.



This year we have entered some new areas of information service, while continuing to provide the core services of the project—answering information and research requests. One of these new areas is electronic conferencing. Following R&RS involvement in several, successful pilot projects using the Internet and its listserv capacity, we were asked to provide support for the newly established GP-NET (Global Participation Net). Our support took the form of an R&RS facilitator, who encourages electronic group participants to focus on specific experiences and lessons learned about participatory approaches, and share useful information and resources for participation.



Internet resources have become consequential in the development world, and this year R&RS made a concerted effort to increase our efficient and effective use of the Internet. To do this, we held major training sessions for R&RS staff and other A.I.D./W offices, gave technical assistance to the Center for Population, Health and Nutrition, and participated in mission training sessions in Barbados and El Salvador. We intend to continue these and other types of training efforts geared toward increasing the capacity of USAID to use the Internet efficiently and effectively.

Sharing information is vital to progress, and we were encouraged when the newly formed Global Bureau Center for Democracy and Governance turned to R&RS to help develop the Center's information capacity. R&RS has a long history of providing support to the democracy sector, and as of this year two researchers are now located onsite at the Center, responding to research requests and producing the electronic publication, *Democracy Report*. With the support of the publications unit, they are also producing the quarterly newsletter *Democracy Dialogue*.

R&RS has become more integrated into PPC and CDIE activities this year. We were pleased to begin providing liaison services to the office of Development Partners in PPC. The liaison is developing effective and timely communication channels between multilateral donors and USAID. R&RS staff increased their role in providing information collection and analysis for the 1995 USAID Annual Report on Program Performance, by placing staff on all six of the sectoral writing teams. In addition, research staff provided support to CDIE/PME's Performance Indicator Workshops, and increased its participation in the development and implementation of CDIE's Annual Research Agenda. Issue briefs were written on ethnic conflict, the environment, legislative strengthening, telecommunications, and sustainable development.



Future Areas for Focus and Improvement

There are always areas in which R&RS has not yet met its goals or been quite as successful as hoped. This year, the LEXS and evaluation activities fall into this category.

The LEXS (Learning from Experience System), R&RS's management information system, was introduced at the start of this contract. As with any new system, it is taking time to work out the bugs, and we have coped with the predictable difficulties, both technical and user related. Problems that we are able to correct are being rectified. And although problems related to the LAN are beyond our control, we are continuously fine-tuning LEXS to suit our staff needs. This has led to increased staff confidence in the system, and with training, briefings, and general discussions on the role the LEXS plays in the project, reliability of input data has likewise increased.

With the start of R&RS III we also launched an energetic evaluation program. The methodology developed for measuring the quality, effectiveness, and impact of our services produced very good results. The time needed to implement the pieces, however, was underestimated. A DIC user survey was conducted in the spring and supplied us with valuable information. A feedback survey for research requests is currently being distributed with all responses. We have been disappointed with both the response rate and the distribution rate. These two problems are being addressed and with the start of the second year, results

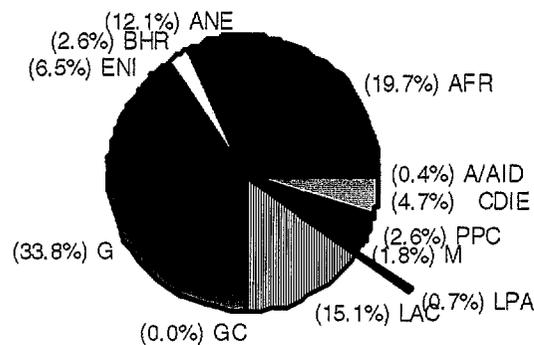
are already coming in with very useful information. A reader survey was included in the September issue of *Requests & Responses* and should show results by December, providing valuable information on the format and value of this publication. With the successful implementation of these parts of the evaluation, we will move into the collection of impact data. We expect to gather this data through random interviews.

R&RS works hard to provide a flexible information service. As you read through the annual report you will be struck by the amount and quality of our services and products. During this period of uncertainty within USAID, we are proud to have maintained and even improved both the quality and timeliness of our information and research products. We look forward to another year.

CORE RESEARCH FY-1995

FY 1995 Activity

By Bureau

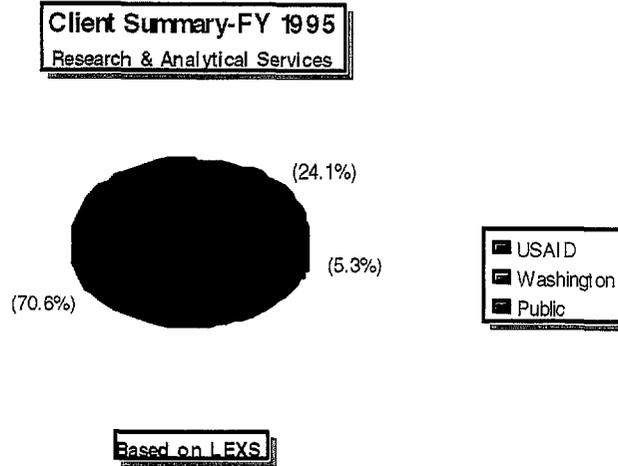


Represents 31% of Total Info. & Research Activities

Accomplishments and Future Plans

- R&RS has continued to expand service to clients, in part by taking advantage of electronic communications technology now available worldwide to Agency staff.
- Each of the sector teams in Rosslyn has started the process of identifying and contacting the FSNs who operate in that sector worldwide. In a re-engineered Agency, each team needs to obtain the information needed to make informed decisions for managing objectives and results. R&RS staff are working proactively to increase knowledge of available resources throughout the Agency.
- Throughout the past year, R&RS has received numerous requests for assistance in establishing mission development information centers. Following a successful TDY to USAID/La Paz to help set up the mission library, R&RS has provided similar technical assistance to missions in Africa and Latin America. In response to an evident need, R&RS plans to increase its abilities to furnish information management expertise to missions over the coming year.
- There was a substantial increase in the number of issue briefs produced by our staff this year. Twelve new issue briefs covered important topics, including ethnic conflict, the environment, legislative strengthening, telecommunications, and sustainable development, and represent a six-fold increase over last fiscal year's production. These demonstrate the progress R&RS has made in becoming an integral partner in the development and implementation of CDIE's Annual Research Agenda.
- Expanding professional development opportunities and training for project staff has led to significant improvement in human resource capacity. Staff turn-over has been radically reduced and highly-qualified individuals have been retained, thereby reducing the time and effort required to train new people.

- The formation of strong sector teams with improved communication between them has enabled staff to quickly identify the staff member(s) best equipped to address specific client needs, improving response quality and timeliness.



- Most staff training sessions this year focused on improving the quality and efficiency of our work. These included seminars on using the Internet, time management, writing skills, and commercial database search techniques. Plans for additional training in interviewing skills and presentation techniques are underway.

Plans for Fiscal Year 1996

Dissemination of Research

As USAID continues to increase its access to electronic media, such as e-mail, electronic bulletin boards, and the Internet, R&RS must keep pace in dissemination of its research and lessons learned. The challenge for this next year is to establish systems that ensure wide dissemination of our research products through the maximum channels of distribution (Internet, Magellan, increased advertising, and brown bags). We will need to be very aware of *Who* our audience is, *What* they need to know, and *How* they can best receive and use the information.

Improved MIS

During the past year, R&RS has continued to refine its use of an internal management information system, the LEXS (learning from experience) database. Despite continued technical problems caused, in part, by the fact that the LEXS is on the LAN, staff now track more than 90 percent of all activities on a weekly basis. As the project becomes more sophisticated in its ability to elicit useful information from the data in the LEXS, it will become not only a resource to which researchers will turn for recent historical data, but a method by which we can begin to identify trends in areas of Agency interest and information needs. The project can now also more readily identify which portion of our potential customers we serve regularly, and which we assist rarely. By using this and similar information drawn from the LEXS, we plan to target the marketing of our services more precisely.

Ensure Customer Satisfaction

R&RS recently developed a customer survey form which is distributed to requesters along with analytical memoranda and other documentation. Feedback from the forms will teach us more about our clients. As the body of completed and returned forms increases, the project plans to use the information gathered to determine Agency information needs, general knowledge and utilization of other information resources,

level of satisfaction with service provided by R&RS, and sectors in which an increase in needed information is forecast. Supervisors and managers plan to use these feedback forms to ensure a continued high quality of response, both in time and content.

R&RS Collaboration with Global Bureau

We will need to continue to think and act strategically to enhance our collaboration with the various Global Bureau centers. Maintaining and expanding our linkages with USAID technical experts will enable both CDIE and Global to more effectively support USAID field work.

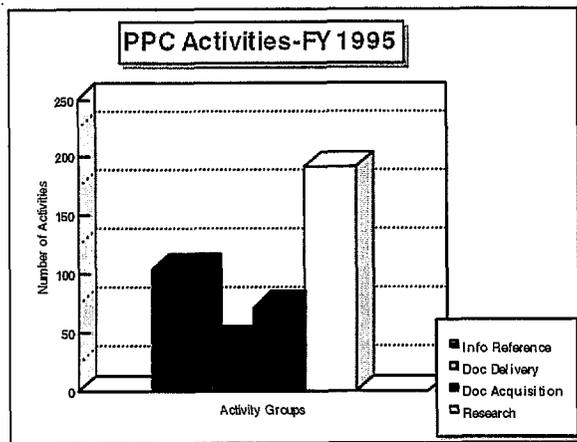
R&RS Collaboration with CDIE Evaluation Unit

We hope to further expand the research support provided to CDIE colleagues, placing particular emphasis on providing assistance to 1) POA evaluation teams, and 2) PME indicators work. For example, R&RS hopes to be engaged in research and planning from the start of the process. In this way, we will better serve CDIE needs in terms of background information and a fuller understanding of "what has already been done," saving both time and effort for USAID direct hire staff.

PPC/CDIE/& DI Support

"...thanks so much for the work you did. I immediately sent it over to USDA to be included in preparing a presentation to the President's Management Council. Your work was very timely and I expect that it will be useful to the group working on the presentation."

PPC Support



PPC Deputy Assistant Administrator Toni Christiansen-Wagoner requested that the senior research analyst on the core research Democracy Team join the USAID team responsible for coordinating the Agency's response to the Presidential Review Directive No.50 on Humanitarian Assistance. As part of her responsibilities, the analyst responded to research requests from the USAID team, summarized USAID activities related to complex emergencies, conflict resolution, early warning systems, and preventive actions in an extensive table, wrote a short paper on preventive diplomacy for the Administrator, and edited drafts of the USAID section of PRD-50.

An analyst in PPC/DP had an urgent request for information about the effects of sanctions on humanitarian assistance efforts. An R&RS senior research analyst responded by searching various commercial databases, pulling together information from key GAO and other reports, and writing a 10-page report detailing the differences between sanctions, and their effects on humanitarian assistance.

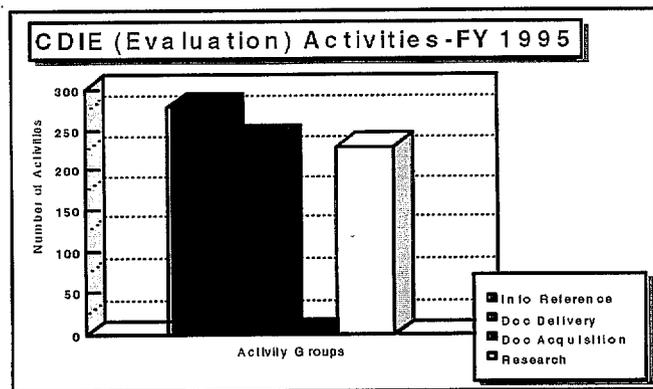
PPC requested R&RS assistance in the examination of USAID evaluations processes, procedures, and findings in order to prepare a background document for Carol Lancaster on the direction USAID should take to enhance gender inclusion. The R&RS contribution became one part of a larger study focused on WID. Several researchers reviewed available documentation to determine what information relating to gender has been captured in both the old and new evaluation systems. The study was initiated after ACFVA asked the Administrator for information on how and to what extent USAID has addressed matters of gender worldwide.

Two PPC Deputy Assistant Administrators needed information on the extent to which USAID was coordinating with the United Nations on democracy activities as well as coordinating with the UN and the World Bank on all development activities, especially those with a focus on humanitarian assistance. Initially two staff members pulled together information from a variety of CDIE/DI sources into a set of tables detailing project-level coordination activities. PPC then requested similar information on multi-donor coordination at the regional level. A large number of analysts coordinated their efforts, creating additional tables for LAC, ANE, AFR, and ENI. At the conclusion of this activity, the information was sent to the Administrator.

Performance Measurement

R&RS staff have substantially increased their role in collecting information and providing analysis for the 1995 USAID Annual Report on Program Performance prepared by CDIE. R&RS staff are assigned to all six of the sectoral writing teams, including the "managing for results" team.

R&RS has received praise for its responsiveness to CDIE/PME's need for assistance in conducting ongoing work related to three of CDIE's Performance Indicators Workshops. Research staff have contributed by developing tailored workshop handouts (annotated bibliographies, articles), summaries of workshop results, and assistance in developing indicator databases.

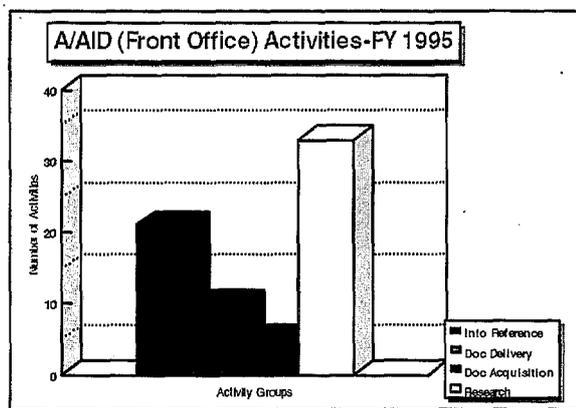


Front Office (A/A.I.D.)

"Thank you for all the quick help yesterday in gathering information about AID's impact in a few graduating countries for the Administrator's debate this morning."

"I belatedly wanted to thank you and your staff for producing the one page briefing materials for the briefing book project for Carol Lancaster in early May. I know people worked hard to get these materials put together quickly. It was produced in a timely and professional manner which allowed me to get it before Carol and Brian before he had to testify in three hearings the following week...Thanks to CDIE, the format works well in condensing diverse information into consumable and presentable information for senior people. And, thanks again to CDIE, the content is well done. These pages will be used as models for others in AID to use in doing their own additional studies."

"The Administrator sent me an email, a few weeks ago, indicating that your work on developing a tool kit for prevention is the best thing going in the USG. He requested that additional work be done on developing tool kits to address environmental and population issues. Then, we will plan a conference around these and other sustainable development issues covered in the ethnic conflict resolution tool kit paper."



To help prepare for Congressional hearings, R&RS assembled a Briefing Book for the Administrator containing one-page summaries of 15 selected USAID programs in the areas of economic growth, democracy, environment, health, and humanitarian response. The information for each program area was organized under the headings: purpose and description, relevance to U.S. interests, successes and results, and lessons learned.

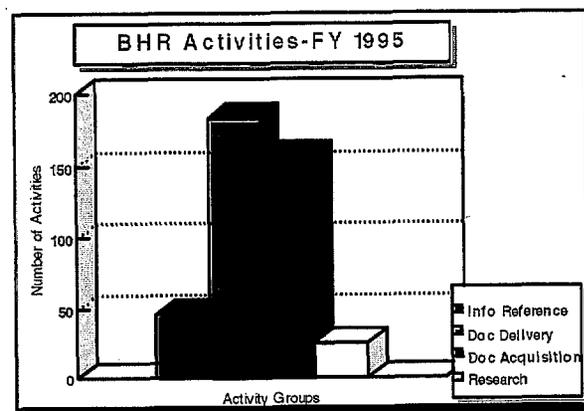
R&RS assisted in preparing two Consolidated Rwanda Reports (CRR) that were used by Atwood and other USAID policy-makers for bi-weekly meetings with the National Security Council. These reports were also used by the larger Rwanda Working Group when responding to the emergency in Rwanda. Three media summaries on Rwanda were also prepared as a part of the CRR.

The Chief of Staff's office asked for assistance in preparing a speech on crisis prevention for delivery by the Administrator. Working with Jennifer Douglas, AA, a senior research analyst helped select relevant findings from her R&RS issue brief on ethnic conflict resolution and an earlier paper on preventive diplomacy. The analyst then edited and made comments on a draft report, which LPA used as the basis for the speech. The Administrator presented the speech to the OECD, and again at a meeting of the European Commission.

Staff briefed Carol Lancaster and her office on R&RS services. When she expressed interest in R&RS issue briefs, we challenged her to give us a topic important to PPC about which we would produce a tailored issue brief within a short time frame. Subsequently PPC requested an issue brief on USAID's work with the disabled, and asked that it be produced immediately. We began work on the topic within two days of the request, and will soon have a draft to PPC. During the year, a total of 12 issue briefs and a historical bibliography were formatted, edited, and published by the communications team.

BHR (FHA)

"As I had mentioned, your materials will be used to assist our DAA and acting director in the creation of a position paper on 'strengthening USAID/NGO participation.' Your material provided useful examples of existing models for USAID/NGO and PVO cooperation."



BHR/PVC: Volunteer-based programs. BHR/PVC requested information on USAID reviews of volunteer-based programs, particularly the FTF and IESC programs, to help identify the most recent and relevant evaluation documents. Two research analysts made telephone calls to the NGOs identified by the requester, conducted a DIS search to provide an annotated bibliography documenting USAID evaluations on the topic, and provided the information in an e-mail response.

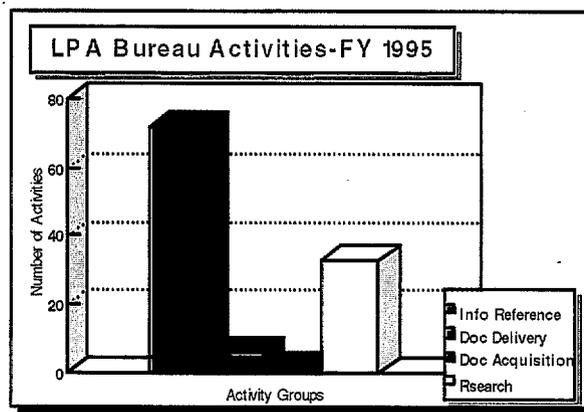
BHR/OTI: Foreign aid evaluation/review. OTI requested information on large bi-lateral aid donors' efforts at foreign aid review, reorganization, and justification. A researcher worked with the requester to further clarify the specific areas of foreign assistance they were interested in (the level of detail, types of donors, whether they were working under specific deadlines). The analyst then contacted the evaluation or documentation units of all the DAC organization members (as the requester was interested solely in bilateral donors). The analyst organized the material obtained and prepared additional supporting documentation. A memo summarizing the information was sent to all involved in the request, along with copies of selected documents.

BHR/PPE: Strengthening USAID/NGO participation. BHR/PPE requested background literature on strengthening USAID/NGO participation. An R&RS analyst provided the most recent CDIE study on this topic, "Strengthening the Public-Private Partnership: An Assessment of USAID's

Management of PVO and NGO Activities" as well as specific USAID evaluations on the topic. This material was provided to the requester within 24 hours in order to meet a critical deadline (the requester was preparing a speech to be given by the Bureau's AA).

Legislative & Public Affairs (LPA)

"Your summary of the Woods Report was right on the mark --- it was exactly what was needed. It has been used several times before Congress to answer questions... and will be distributed to the Agency's senior staff."



LPA has turned to R&RS several times this year to assist in its highly publicized "Lessons Without Borders" conferences held at numerous sites around the United States. R&RS research analysts have prepared case studies of USAID success stories in microenterprise development, for example, which were used as handouts to conference participants.

In preparation for Congressional hearings, LPA needed a detailed summary of the 1989 Woods report, *Development and the National Interest: U.S. Economic Assistance into the 21st Century*. Four researchers condensed the Woods report into a brief, succinct document, which was subsequently sent to others within USAID.

LPA wanted a copy of John F. Kennedy's 1961 speech calling for the consolidation of all U.S. foreign assistance efforts into one cohesive unit. A DIC reference librarian contacted numerous individuals, obtained the exact date of the message to Congress, and located a copy in the *Department of State Bulletin* of April, 1961. He also sent copies of two executive orders which established and later modified USAID.

To prepare the Administrator for a panel discussion on American Resources and the Global Challenge, sponsored by Freedom House, LPA requested examples of USAID success stories in the NIS. R&RS provided detailed examples both from Agency sources and from a draft memo prepared by the Tides Foundation.

To respond to a Congressional request relating to conditions of women in Haiti, LPA asked a Bureau Liaison for assistance. The researcher located relevant material through searches of DIALOG and

other databases, through contacts at the International Center for Research on Women, from the Haitian submission to the Inter-American Commission on Women, and from other sources.

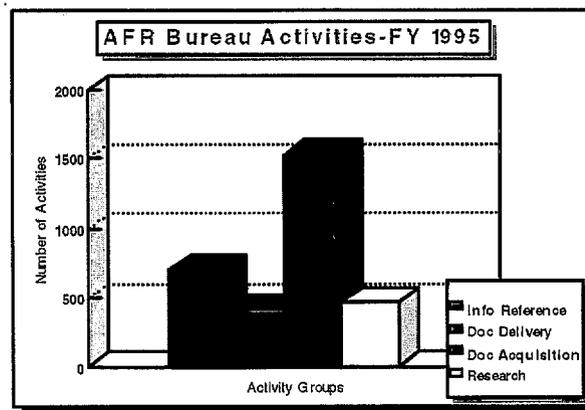
Africa Bureau

"You are worth your weight in GOLD! Thank you!"

"Let me thank you once again for the exceptionally useful, lightning-speed turnaround assistance you rendered in connection with our efforts to tackle the corruption issues at the airport in Lagos."

"The Ministry was very pleased to receive the information. I think the material will help them understand just how involved it is to organize this type of intervention....We now consider you one of our partners."

"As a result of the information you provided, we firmly decided to zero in on setting up one (instead of four) endowments this year. We are moving forward with more confidence and now have a much higher probability for success. Thanks to you and CDIE for the excellent support."



Research requests from the Africa Bureau are handled by the Africa Bureau liaison or ABIC staff as well as by sectoral experts from the core research team when appropriate. Many of the research requests had a democracy and governance focus, but other requests covered the entire range of USAID interests.

To assist in the design of an investment project, a requester from USAID/REDSO wanted on a rush basis information on the investment of money in pension funds, specifically the principles of portfolio management, emerging markets, and pension reform. The researcher reviewed PAIS, IntlEc, the World Bank, and USAID databases for appropriate citations, selected several recent International Monetary Fund documents, and obtained articles from *Banker*, *Finance & Development*, *Euromoney*, *The Economist*, *Far Eastern Economic Review* and *International Financial Law*. She also sent relevant material selected from searches of numerous DIALOG databases via e-mail.

ABIC assisted with the location of statistics, illustrations, and other information at the request of AFR/DP for a public/congressional slide show on the importance of U.S. assistance to Africa. The variety of information gathered included statistics for secondary education in Africa; a map of Africa prior to colonization, the ethnic composition of West Africa, a breakdown of daily food consumption

with percentages for the main sources of caloric intake, U.S strategic interests in Africa including significant natural resources and military access rights; a comparison of African governments with multi-party legislatures in 1984 and 1994, and the factoid that the DFA is one/sixth of the amount Americans spent on potato chips in 1994.

To assist the Senegal mission celebrate 30 years in country, a researcher located brochures from other missions to be used as models, contacted former directors of that mission for anecdotal stories, and searched USAID's Development Information System for project histories.

At the request of the Mozambique mission, a researcher from ABIC undertook a two week TDY gathering information for a case study examining the lessons learned during the transition from conflict to peace in that country. Her examination not only benefited that mission, but the resulting paper will have implications for many other countries.

R&RS was asked to research Africa Mission efforts in the area of demobilization and reintegration of soldiers to determine lessons learned, the process of USAID's involvement, and how existing Africa Bureau programs can be adapted to incorporate the needs of demobilizing and demobilized soldiers.

Asia/Near East Bureau

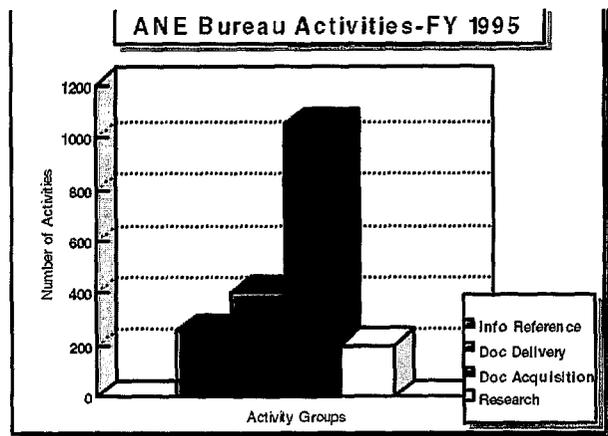
"Thank you very much for the most recent shipment of articles. These have turned out to be very helpful and we are utilizing them in finalizing the program documents and getting implementation started. Many thanks for your prompt response."

"While many tools for re-engineering are still in the development stage, CDIE's DI resources are a ready-to-use tool. DI has done a great job in working with our mission to inventory and archive thousands of important studies, reports and analytic documents. The recovery and search tools are fast, effective and user-friendly - I hope you are all regular users of the CD DIS CD ROMS - and the DI staff is tremendously helpful if you need to go beyond automated search tools to find materials."

"Material has arrived...and it has been immediately used with a very large Indian investor...your timing is uncanny...thank you!"

"Just a quick note to say the Mission appreciated your note on the Vietnam trip. Good stuff-- it was circulated to all our office heads."

"I was very pleased with the help received. Given the technical resource limitations, there would have been no other available means through which the Mission could have provided such a timely input to a key policy dialogue issue. The information supplied reinforced USAID's image as a reliable development partner with the Government of Sri Lanka."



USAID/COLOMBO: Experience with rice/wheat flour blends. The Government of Sri Lanka was faced with an increased demand for wheat flour at a time when the warehouses were filled with low grade rice, and they wondered if they could solve the problem by mandating rice/wheat flour blends. After ascertaining relevant food/cooking habits of the population, the researcher sent a bibliography covering rice flour/wheat flour blends, current research, and the technologies needed. This was followed by information drawn from telephone interviews with IRRI, the Association of Cereal Chemists, experts at North Dakota State and Kansas State, Riviana, Riceland, Arrowhead Mills, etc. The resulting package provided a way for the mission to "offer constructive solutions to several key problems troubling Sri Lanka's top economic decision makers."

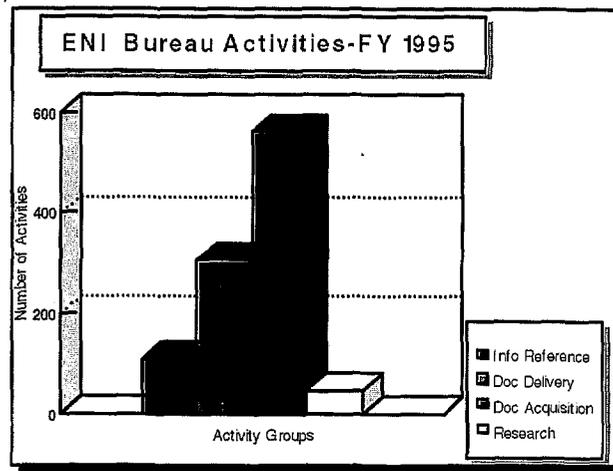
USAID/New Delhi: Information on Total Quality Environmental Management (TQEM). The requester was interested in information on the definition and implementation of Total Quality Environmental Management, especially lessons learned in its application to developing countries. After searching PAIS, World Bank, IntlEc, and USAID's Development Information System (DIS), the researcher located useful information through the Internet, including material found through a search of the Environmental Protection Agency's library on-line. In the journal *Total Quality Environmental Management* he found additional targeted citations.

U.S.-AEP: Marketing and processing of non-timber forest products. In order to develop a monitoring and evaluation system for a project in Asia, the requester wanted a comprehensive bibliography on marketing and the processing of non-timber forest products, the use of ecotourism to conserve biodiversity in both forest and marine environments, and Internet resources which deal with the topic. R&RS compiled relevant information taken from Enviroline, Dissertation Abstracts, Environmental Bibliography, Geobase, World Bank, and DIS databases, and produced a list of Internet sites that deal with the general topic of biodiversity.

USAID/West Bank: Industrial zones in developing countries. The mission is concerned with job creation, and asked for information on the use of various types of industrial zones as a mechanism to provide factories with tax breaks and other incentives so as to increase employment. R&RS sent the requester a memorandum and specific documents which addressed the question.

ENI Bureau

"I had an unusual and seemingly difficult request today... was able to reply with a complete and accurate answer in a matter of minutes. The services of CDIE continue to be a high quality resource for AID staff and enable us to accomplish our jobs with enhanced efficiency. Thank you."



PCS/PS: USAID experience with revolving credit funds. To assist the International Migration Organization in project design, the requester asked for information on USAID experience with revolving credit funds. R&RS supplied a targeted bibliography based on material located in USAID's Development Information System, as well as an analytical memorandum. The researcher also contacted the Global Bureau to identify Agency experts on the subject.

USAID/Budapest: Social safety nets. The Budapest Mission asked for background information to assist them in preparing a scope of work for research into social safety nets and social needs in Hungary.

R&RS prepared a paper summarizing Hungary's current situation with regard to economic restructuring and social safety nets, including sample research questions for each social sector as well as a sample CDIE research scope of work with questions specific to Hungarian social safety net issues. Annexes provided a list of Hungarian NGOs and a bibliography on current Hungarian health issues.

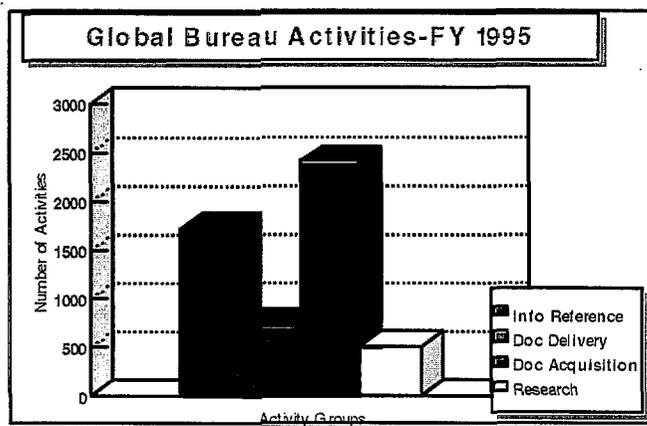
ED/AG: Status of land reform and decollectivization. As a prelude to a possible project design, the requester asked for background information on the status of land reform and decollectivization in the NIS countries. The researcher provided a targeted bibliography with abstracts covering Central and Eastern Europe, Ukraine, Kazakhstan, Latvia, and Armenia, using the World Bank database. A second bibliography covered Russia, Ukraine, Estonia, Georgia, Kazakhstan, and the Baltic countries, and was drawn from Academic Index, CAB Abstracts, and the PTS Newsletter databases.

Global Bureau

"I was so pleased to receive your explanation of the list vs. personal business (in support of the G/HPN list serve). The confusion has sometimes held me back from participating in discussion. The information you provided is of wider significance."

"A gracious thank you for your contributions to this crash piece we had to do for our Administrator's interview with 'Business Week' this p.m. The material was well received and appreciated."

"Just a short note to say 'Thanks...' for the quick and excellent support that you provided to USAID/Chile regarding access to MEDLINE....It is great to know...that you are a key member of our 'PHN Technical Team', ready to respond to field requests."



A member of the R&RS Population, Health, and Nutrition (PHN) sector team, in conjunction with the Global PHN Center, manages a listserv called *repro-hlth-1*. The list functions as a forum for discussion about and dissemination of information relating to reproductive health issues. Topics covered have included the impact of family planning on child survival, prioritizing effective interventions for reproductive health programs, and determining the number of "active users" of family planning services in a country. To facilitate access to relevant information, a research analyst places targeted bibliographies and strategy documents on the listserv's archive. G/ENV has expressed an interest in having members of the R&RS environment and natural resources sector team manage a similar listserv for their staff.

Re-engineering at USAID offers new challenges and new opportunities for R&RS. At a time when the Agency's systems are being radically redesigned, both mission and USAID/W staff seek new ways of approaching and defining problems and possible solutions. Foreign Service National (FSN) employees are being challenged to take on new and higher levels of responsibility as they work in teams with American staff, customers, stakeholders, and development partners. A member of the R&RS staff provided technical assistance in a week-long training session in El Salvador organized by the Human Capacity Development Office of the Global Bureau. The training was aimed primarily at strengthening and empowering FSN personnel by making them aware of the extent to which information and analysis were available to them through R&RS.

The Human Capacity Development Office has requested assistance in establishing and managing a database which would acquire and input detailed educational data with the capacity to correlate a wide range of variables drawn from in-country and multilateral donor sources. It would be

similar to that developed for Sub-Saharan Africa by the Africa Bureau. R&RS has been actively involved in the planning stages of this endeavor.

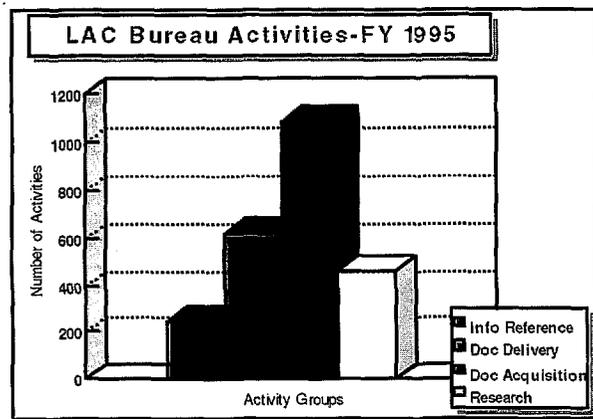
Latin America/Caribbean Bureau

"During the work of designing the possible new project, I determined that 'export promotion' for microentrepreneurs was not the most prudent focus for assistance. The information from CDIE was especially helpful in determining that the results to date under this type of project are pretty costly and reach small numbers of producers. We have refocused the project....."

"She delivered the documentation rapidly and got us much information which we hadn't realized that we would need. Her research has strengthened and focused our new project, with the effect of materially improving the chance that the US funds will have a high impact on the Salvadoran rural poor...Here in the trenches, it's nice to know that good support...is available to us from R&RS. She made a difference in the quality of the Project Paper and through it, in the country program."

"...you gave me exactly what the Ambassador needed within a 24-hour turn around. I truly appreciate the help."

"This information will be of help to some Peace Corps initiatives here in Chile and also will be a tool for our grantees working with the microenterprise to initiate new activities as communal banks."



As examples of the wide-ranging use to which R&RS research is put, in preparation for the First Lady's visit to Latin America, a group of four researchers prepared a chronology of USAID assistance in the health, education, and microenterprise development sectors in Paraguay, Chile, Brazil, and Nicaragua with a specific focus on impacts on women and children. LAC direct-hire staff used this information to draft speeches as well as to prepare the USAID briefing book for the First Lady.

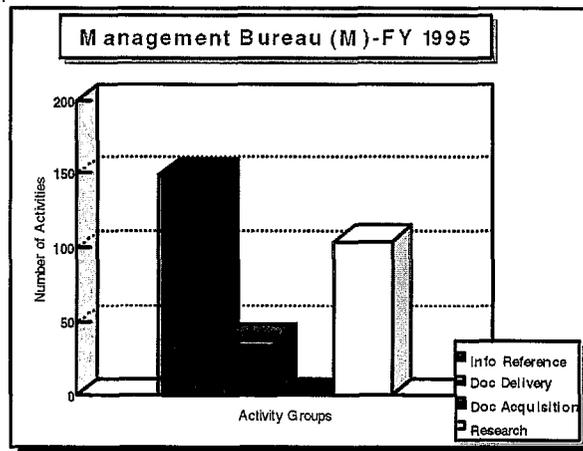
The R&RS LAC Bureau Liaison worked closely with the Bureau's Economic Growth team to mount a seminar series on Information Technology, Trade, and Development. Participants in the seminar include USAID and other U.S. Government agency staff as well as members of the private sector. Ongoing support provided by the liaison includes the preparation of extensive annotated bibliographies for each of the topics covered in the series, preparation of the proceedings of each seminar session for distribution on the *E-trade* listserv, and publicizing the series through an informative article prepared for the Agency's in-house newsletter, *Frontlines*. R&RS expects that as more

Agency staff become familiar with the uses to which electronic media can be put for development ends, project staff will continue to be at the forefront in the design and management of such systems.

At the request of the Barbados Mission, an R&RS staffer provided technical assistance in the areas of information access and usage, the importance of mission assistance in the maintenance of a complete database of USAID-funded development experience, and instruction in ways to use listservs and the many resources on the Internet to meet the needs of the mission and development partners. The Jamaica Mission has requested similar and expanded technical assistance, evidence that more and more missions recognize that in a re-engineered Agency successful results framework and results package formulation requires that all team members have the widest possible access to information and analysis.

Management Bureau

"Response for this research effort was overwhelmingly quick and substantial. I hope you can keep this service up. Many thanks."



The Re-engineering Task Force customer service officer requested information regarding customer service issues associated with technology transfer. He was particularly interested in examples of feedback mechanisms linking end users to the design of new technologies. Several researchers worked together, pulling relevant material from USAID's Development Information System, POPLINE, Health Planning & Administration, TropAg, Rural Development, and World Bank databases. They also drew on the expertise of experts in the field, supplying the requester the information he needed.

A member of the Mickey Leland Initiative: Empowering Africans in the Information Age, requested background information on cost benefit analysis of e-mail and distance learning, with the information to be used as input for project paper design. The researcher prepared abstracted bibliographies using IntIEc, World Bank, USAID, and ERIC databases. In addition to pertinent documents selected from the bibliographies and from R&RS resources, the researcher provided name and contact information for experts in the field.

A consultant, working to draft an Agency-wide results framework for the environment sector, needed to know what criteria USAID and other development assistance organizations use to graduate developing countries to the advanced level. The researcher provided background information on USAID's previous efforts at developing consistent ADC criteria and strategies, including *Consolidate or Close A.I.D. Overseas Missions*, a summary of ADC criteria, strategies and experiences, and the *A.I.D. Evaluation Highlights No. 3: An Assessment of A.I.D.'s In-Country Presence*.

Specialized Research Services

Economic Growth

"Thanks again for your excellent compilation of material relating to different views regarding stock exchanges in developing countries. Such material will greatly aid EG/EIR/E's work on stock exchanges and poverty."

"I don't know how you do it, but I do know that I don't know what I'd do without you."

Global Bureau Liaison

The G/EG Liaison, in collaboration with the Rosslyn sector research teams, developed a two-volume training manual which was used during the four-day G/EG private sector and agriculture workshop. The manual covered privatization, financial sector reform, trade development, and legal reform. Conference organizers gave high praise for this product.

The R&RS Liaison to the Global Bureau's Economic Growth Center was an active participant in the Small Business Initiative (one of the three components of USAID's New Partnership Initiative, NPI), producing the lessons learned section on microenterprise development for the written documentation of the NPI.

Democracy Center

The Center for Democracy and Governance in the Global Bureau bought into the R&RS contract in 1994. In August 1995, a second analyst was added. The two work in the Center's information unit, where they undertake a variety of activities. Their tasks include conducting research on lessons learned and best practices, assisting in the preparation of Center publications, building resource files on democracy subsectors and implementing organizations, and preparing inventories of field- and Washington-managed projects. R&RS staff prepare *Democracy Report*, an e-mail publication which summarizes the weekly Tuesday Group meetings, a forum for discussion of democracy issues by USAID staff. The report also announces documents that are available, a service which the 350 plus field staff that are on the list greatly appreciate because it makes them feel more connected to Washington and the services that the Center can provide.

Two Democracy Center liaisons have recently coordinated an analysis of Agency documents as part of a detailed comparison of the National Endowment for Democracy (NED) and USAID democracy/governance activities in preparation for an inter-agency meeting attended by the Administrator. The analysts' ability to merge knowledge of USAID and NED democracy programming with the knowledge of USAID resources such as the Development Information System (DIS) and Magellan enabled them to develop the appropriate approach, do the research, and analyze the results for the Center staff within a tight time frame.

Participatory Development Initiative

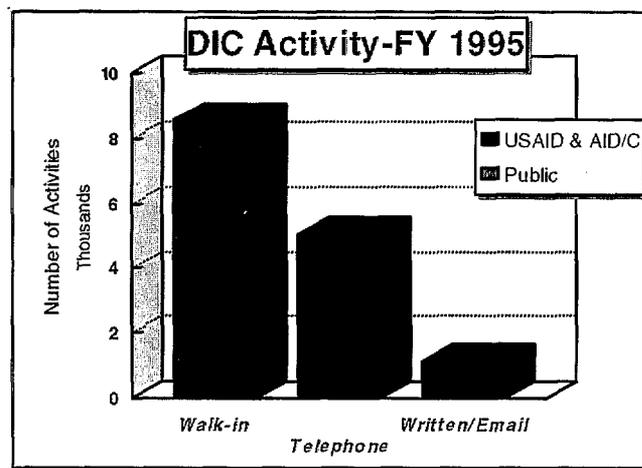
With the Latin America and the Caribbean Bureau as the focus, R&RS staff from both the LAC Bureau and Rosslyn joined PPC in piloting a listserv on best practices in participation. After the listserv had been set up by IRM, the team explained the concept to staff in Washington and the field, enrolled members, monitored communications, prepared targeted bibliographies and case studies, and mastered the inevitable problems.

Building on the lessons learned from that experience, a new position was created; an R&RS Participation Development Initiative analyst now devotes her time to the creation, refinement, and management of an electronic forum focused on creating an enabling environment for the exchange of information on best practices in participation from a USAID development perspective. As manager of the GP-NET, the analyst facilitates contributions to the listserv, writes participatory practice case studies drawn from USAID experience, encourages an interactive, tightly-focused level of discourse, and creates archive files for quick retrieval of data. Through this medium, the Cross Cutting Initiatives office of PPC encourages learning from shared experience. Although in place only since August, GP-NET has 300 members to date, about half of whom are USAID staff, and the other half representatives of other donor organizations, other U.S. Government agencies, NGOs/PVOs, and university students/professors.

DEVELOPMENT RESOURCE CENTERS

Development Information Center (DIC)

The major accomplishment of the year for the DIC staff was the successful conversion of the integrated library system (ILS) from The Assistant to the DataTrek Professional Series software, including the DataTrek software upgrade from 2.0 to 2.1. The conversion and the upgrade were both completed by June. The new ILS was placed on the CDIE LAN, and training for R&RS staff and DI Management was offered. A users guide to the new system was prepared. The old system, The Assistant, was removed from the LAN. The months December through June included the testing of data, experimenting with formats, trouble shooting problems, and setting up the various modules (circulation, serials, acquisitions, cataloging, and the online public access catalog).



In August, the DIC staff worked with the staff of the Africa Bureau Information Center (ABIC) to incorporate the holdings of the ABIC collection into the DIC's integrated library system. By the end of the fiscal year, more than 300 of ABIC's holdings were incorporated into the DIC's integrated library system, thereby making them more accessible to USAID staff and contractors, as well as to the general public through interlibrary loan.

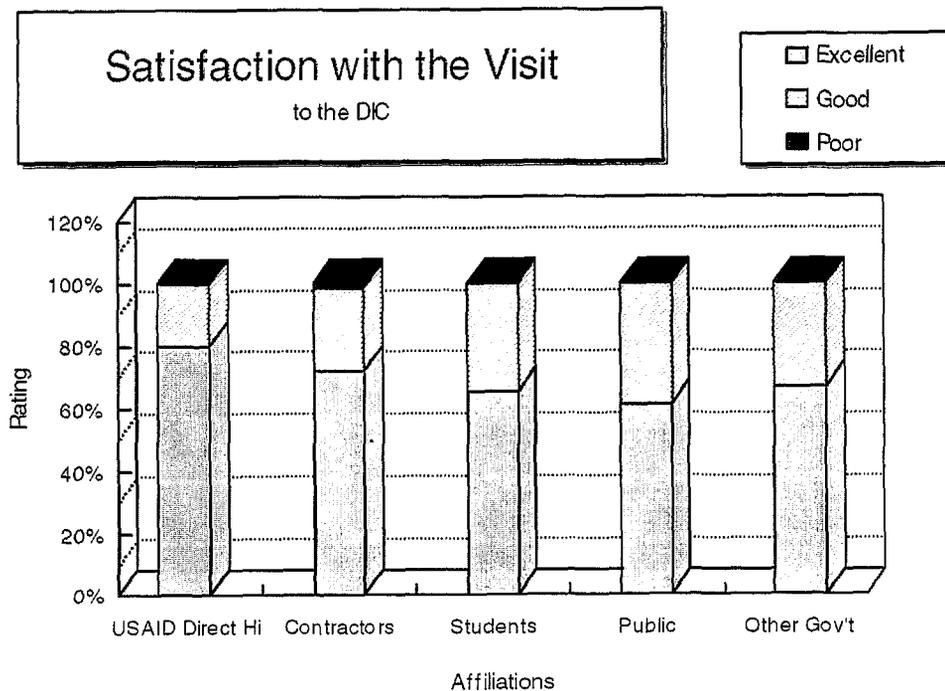
Another priority of the year for the DIC was outreach to the wider development information community. The DIC staff sponsored a breakfast on April 13 in honor of International Special Librarians Day. The DIC staff invited colleagues from other USAID-sponsored libraries and information centers and from other libraries in the Washington, D.C., area. Approximately 100 individuals attended the event. In attendance were librarians and information professionals from the following USAID Offices or USAID-sponsored projects: the Learning Resource Center of the Training Division, BASICS, GreenCOM, the Environmental Health Project, and AIDSCOM. Librarians from other institutions included those from the U.S. Peace Corps, the World Resources Institute, the U.S. Environmental Protection Agency, the Freedom Forum, the Overseas Development Council, and the International Center for Research on Women.

The DIC staff initiated an outreach program to those Washington, D.C., area universities which offer courses in the field of international development. The goal of this program was to educate professors and students in how to best use the resources available in the DIC. Students from local universities who used the DIC during the spring and summer semesters of 1995 were surveyed, and a list was compiled of local professors who refer their students to the DIC. The DIC staff then communicated with these professors to set up a series of orientations for students and faculty members. These orientations will occur during FY1996.

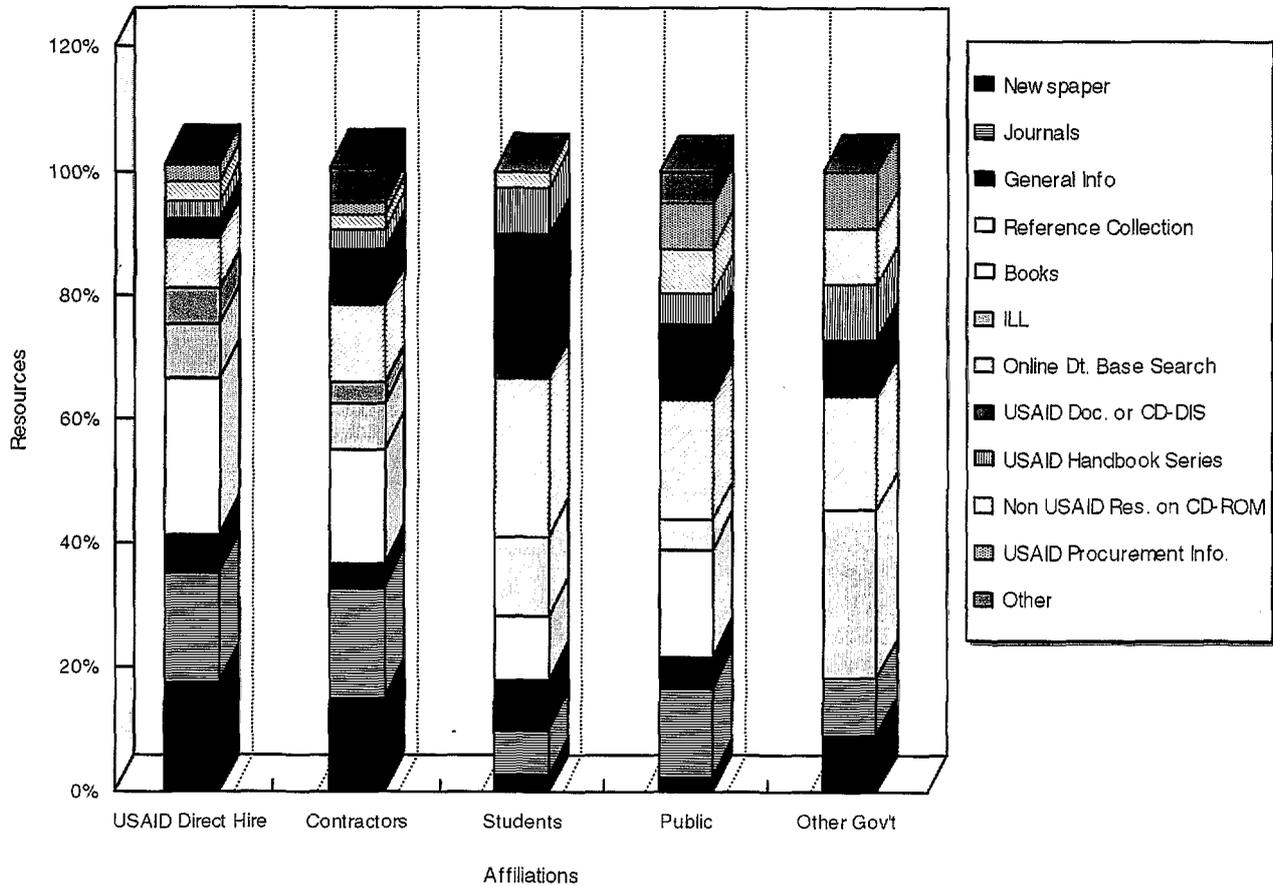
The need to network with information professionals beyond the Beltway is always important for the DIC staff. To this end, the DIC librarians attended three national conferences during the year. These included the 5th Conference of Librarians in International Development held in Kansas City, the Special Libraries Association (SLA) conference held in Montreal, and the American Library Association (ALA) conference held in Chicago.

Other highlights of the year included:

- The number of completed interlibrary loan (ILL) transactions performed by the DIC staff was very high. More than 2800 materials were borrowed through ILL for USAID staff and contractors. This figure is more than double the number of ILL transactions performed during the previous year. The DIC staff used a variety of document delivery mechanisms to procure these materials, including the placement of orders through OCLC, UnCover, ERIC, the Canadian Institute for Science and Technology Information (CISTI), the British Library, and InfoSouth. Approximately five percent of all ILL requests were treated as rush requests, requiring a turn-around time of less than 48 hours.
- The DIC staff worked with the R&RS Training, Monitoring, and Evaluation Research Associate to develop and implement a user survey. The survey instrument was tested in April and distributed to walk-in patrons of the DIC during a four week period in May and June. The results of the survey were compiled and presented to DI Management.

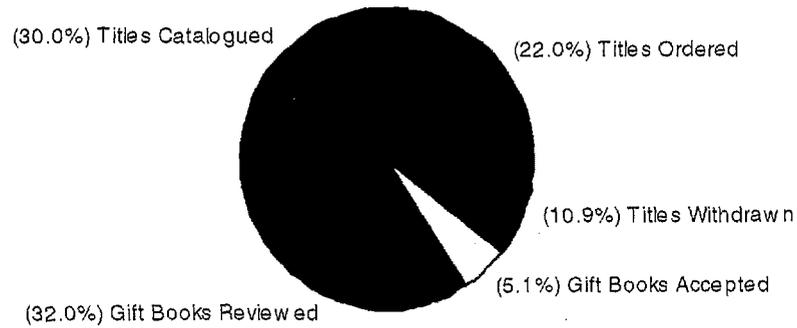


Patron Use of DIC Resources



- The DIC staff produced the 1995 publication *Historical Bibliography of the United States Agency for International Development*.
- A copyright policy was developed for the DIC. The DIC's Interlibrary Loan Assistant attended a one day workshop in April titled "Copyright Policy in a Changing Environment," which was held in Harrisburg, PA. The workshop was designed to broaden perspective and awareness of the issues, old and new, that should be considered in developing a copyright policy. The DIC staff also served as consultants to other R&RS project staff concerning copyright issues.
- The DIC staff undertook a recataloging project late in the year. The goal of this project was to recatalog the portion of the DIC's circulating collection that was formerly cataloged using the Dewey Decimal System. These materials were selectively reclassified using the Library of Congress System, so as to be consistent with the rest of the collection. Any items classed using Dewey that were determined to be outdated or of little value to the Agency were weeded from the collection. This project will be completed early in Fiscal Year 1996.

Cataloging & Acquisition Services



- The DIC staff produced an issue of *New This Month* every month. The DIC staff prepared annotations for approximately 15 items every issue. Each issue was made available electronically to Agency staff through the Magellan system. Paper copies were distributed to selected USAID mission staff.

SPECIALIZED INFORMATION CENTERS

Regional Information Clearinghouse (RIC)



RIC Annual Report

This was the third and final year of operation under the R&RS project for the Regional Information Clearinghouse (RIC) in USAID/Guatemala-Central American Programs (USAID/G-CAP). During this year RIC staff were able to distribute a number of deliverables and complete several technical assistance efforts.

Lessons Learned

- R&RS operation of the RIC from October 1992 through July 1995 demonstrated the value of onsite information provision in a USAID field Mission. The RIC was able to fulfill its original goals of collecting, analyzing, and disseminating regional information to a wide audience in order to raise awareness of and support for Central American regionalization and a regional USAID effort. Additionally, the RIC was able to meet at least partially the Mission's large demand for information and communication technical assistance within USAID projects and among USAID supported institutions. Important lessons learned through the RIC include:
- There is a need for improved inter-Mission communications in USAID regions, especially in regions where Missions share similar strategic objectives and programs.
- There is increasing demand in the developing world for donors to assist indigenous organizations in improving information access and communications capabilities.
- There are untold numbers of information sources in host countries and regions. Access to these information sources could greatly benefit USAID project planning, implementation and evaluation efforts. Such access is difficult, if not impossible, unless information professionals can be onsite to establish links and constantly monitor sources.
- USAID is perceived as a leader in efforts geared toward reengineering and improved institutional information access and communications. Host country and regional public and private institutions could benefit from the sharing of USAID experience along these lines.

The RIC was originally established in order to assist USAID/G-CAP to collect, analyze, and disseminate information about the Central American region to USAID missions in Central America, USAID/Washington, Central American regional institutions and public and private organizations, and Central American decision makers. Original deliverables included a periodic *Regional Information Bulletin* in newsletter format, an *Annual State of the Region Report* and tailored information packets prepared in response to requests for regional information. Budget cuts forced USAID/G-CAP and the RIC to cancel the *Annual State of the Region Report*, and instead focus on the production of an occasional *Special Report* on important regional issues. Ad hoc information responses were designated as those requests taking less than one hour of staff time to complete, as opposed to the tailored information packets which typically required substantially more research. Finally, increased demand from USAID missions and their partners led to the RIC becoming increasingly involved in providing information and communications technical assistance in support of USAID strategic objectives in Central America.

Deliverables

Following is a summary of RIC deliverables and services during its final year of operation under R&RS:

Regional Information Bulletins (published simultaneously in English and Spanish)

Vol. 2, No. 3, December 1994, 12 pp. Articles focusing on USAID/G-CAP's regional program and Central American integration efforts, including an interview with USAID/G-CAP Mission Director, William Stacy Rhodes.

Vol. 3, No. 1, February 1995, 8 pp. Articles focusing on municipal development and decentralization in Central America, including a lead article on RIC technical assistance to promote community participation in Matagalpa, Nicaragua through improved community communication.

Vol. 3, No. 2, July 1995, 8 pp. Articles focusing on Central American economic integration, including a lead article on El Salvador's recently announced economic development plan.

Vol. 3, No. 3, July 1995, 8 pp. Articles on decentralization and the environment.

Special Reports

Decentralization in Central America: a policy overview. November 1994: 28 pp. (English and Spanish versions).

Documentos relacionados con la Alianza para el Desarrollo Sostenible [Documents related to the Alliance for Sustainable Development]. April 1995: 33 pp. (Spanish only)

Directorio de organizaciones regionales centroamericanas [Directory of Central American regional organizations]. July 1995: 45 pp. (Spanish only). Includes FoxPro for Windows database version on diskette.

Promoting community participation in municipal services: the potable water project in Matagalpa, Nicaragua. July 1995: 10 pp. + annexes. (English and Spanish versions).

Seguridad alimentaria nutricional en Centroamérica: el quehacer del Instituto de Nutrición de Centroamérica y Panamá [Nutrition and food security in Central America: the role of the Institute for Nutrition for Central America and Panama]. July 1995: 28 pp. (Spanish only). Published in conjunction with the Institute for Nutrition for Central America and Panama.

Tailored Information Packets

October 1994 - July 1995 32 packets

Samples include a packet on the role of public hearings in democratic societies; an annotated inventory of current USAID democratic initiatives projects in the Central American region; and historical overviews of Central American trade with the Western hemisphere.

Ad Hoc Information Responses

October 1994 - July 1995 45 requests filled

Including requests for Central American trade data, environmental indicators, press coverage of events, Central American peace initiatives, and many others.

Brochures/Fliers/Posters

Regional Housing and Urban Development Office (RHUDO) Local Government Outreach Strategy (LOGROS) project brochure and flier for the Community Participation Campaign in Matagalpa, Nicaragua, a RIC special technical assistance project funded by RHUDO. Four fliers and two posters were produced.

Produced: Brochure on USAID democratic initiatives information sources for regional DI officers meeting in Central America.

Produced: Brochure to extend invitation to informational meeting on solid waste disposal in David, Panama, funded by RHUDO.

Document Preparation (design, formatting and presentation aids)

Jager, Harry. *Implicaciones de la nueva ley municipal de impuestos de Guatemala* [Implications of the new Guatemalan municipal tax law]. RHUDO/CA: December 1994.

Siervo, Dino. *USAID's Central American housing program: an historical overview*. RHUDO: January 1995.

Jager, Harry. *La reforma municipal en la corriente legislativa de los Congresos Nacionales de los países de Centroamérica: sugerencias de política*. [Municipal legislative reform in Central American National Congresses: policy suggestions]. RHUDO/CA: May, July 1995.

Databases/Knowledge Base Systems

RHUDO/CA LOGROS Project Knowledge Base System. Six integrated databases and user interface for strategic management of RHUDO/CA program and projects. Developed in Microsoft FoxPro for Windows.

Directorio de organizaciones regionales centroamericanas [Directory of Central American regional organizations]. Electronic directory of 41 Central American regional organizations, complete with contact information, mission statements, current work plans, and more. Included ability for on site maintenance and database updating. FoxPro for Windows database.



Africa Bureau Information Center (ABIC)

During the past year ABIC has undergone significant staff changes, yet it continued to develop new products, seek out new clients, and pursue new areas of activities.

Publications

SPA Update. This year ABIC began publishing a new newsletter called *SPA Update*, which is a biannual newsletter for AFR/DP highlighting the activities of the Special Program of Assistance for Africa—a donor coordination group focusing on structural adjustment in Africa. USAID chairs the SPA working group on economic reform in the context of political liberalization. The newsletter is intended primarily to keep USAID/Washington and missions informed on SPA activities.

Newsletters. ABIC continued to publish its other newsletters: *African Voices*, *SD Developments*, and *SD Abstracts*, and was able to publish four issues of each newsletter during the fiscal year.

ASA Compendium. Another new product published was a compendium of papers presented by USAID Africa Bureau staff at the Annual African Studies Association (ASA) meeting held in Toronto, intended for both internal and external dissemination. Last year was the first time the Africa Bureau was so strongly represented at the ASA and the compendium was created to foster broader awareness of Africa Bureau sponsored research in Africa.

SD Technical Papers. This year ABIC assisted the Africa Bureau's Office of Sustainable Development with the publication of five reports for its technical paper series in the areas of health and education. ABIC also assisted with the development and publication of a set of editorial guidelines for SD publications.

Reference Activities

Reference collection. ABIC reference collection was catalogued this year and integrated into the Development Information Center's integrated library system. This was done to encourage wider use of ABIC's democracy collection by USAID staff as well as the public.

Article Alert. ABIC continued to produce on a regular basis the bi-monthly "Article Alert," a compilation of the tables of contents of periodicals available in ABIC's collection, the DIC, and the Department of State library. This year ABIC greatly expanded the number of recipients of this product, especially among missions in Africa, and it now goes to approximately 66 USAID staff. As a result, the number of articles requested in response has significantly increased.

Outreach

ABIC's newest outreach tool is its bimonthly "What's New at ABIC" e-mail to all Africa Bureau staff in Washington, which features recent items added to ABIC's collection and requests filled by ABIC staff. The response to this outreach has been good and even resulted in a request from the Africa Bureau's assistant administrator for several items listed in the message.

All of ABIC's newsletters are now posted on USAID's gopher and World Wide Web sites, and feedback from users indicates that a fair number of readers regularly obtain the newsletter electronically.

PPC Donor Coordination

"...raved about the work you have been doing with the EPN--says that you are the reason she is able to be effective in her job....Many thanks for a job well done."

"I am already getting very positive feedback from technical officers charged with preparing MDB responses. Smiles and a lot of sighs of relief that they can now expect to give informed, reasoned commentary ahead of time and interface more knowledgeably with MDB and HC counterparts. This service is really appreciated by the Embassy staff, too."

R&RS received a new buy-in from the PPC Office of Development Partners (formerly known as the Office of Donor Coordination). This office coordinates USAID's activities with multilateral development banks (MDBs). An information associate position was filled by R&RS in early July.

The information associate was instrumental in setting up the Office's Early Project Notification (EPN) system, a method for tracking planned World Bank and Inter-American Development Bank (IDB) projects, as well as USAID comments concerning these projects. In addition, assistance was provided to the Office of Development Partners staff in drafting a world-wide cable announcing the new EPN system. The EPNs were first sent out to USAID mission staff in mid-September. This initial effort eliminated an eight month backlog of project descriptions that had not been disseminated throughout the Agency for comments. One of the roles of the R&RS Information Associate is to coordinate responses to EPNs that are received from USAID missions. The Information Associate reviews mission comments and files messages in the EPN database, which he maintains. Each message must be filed according to four distinct categories: a) development sector, b) regional bureau, c) MDB involved, and d) the mission's view of the project.

The R&RS Information Associate is also routinely involved with the receipt and dissemination of documents from the World Bank, the IDB, and the Asian Development Bank. The Office of Development Partners serves as the main point of contact for the Agency for the receipt of these materials. The Information Associate makes the initial determination as to who within USAID needs to receive which documents. Some of these documents are simply forwarded to the Development Information Services Clearinghouse for distribution. Others are loan documents which need to be forwarded to MDB contacts and/or desk officers within the Agency. When this latter is the case, the R&RS Information Associate prepares a brief memo requesting desk comments on the proposed loans.

The Information Associate in the Office of Development Partners has responded to requests from USAID staff for information concerning multilateral development bank activities. He has worked very closely with other members of the R&RS staff, providing a vital link to the identification and retrieval of such esoteric information.

Finally, the R&RS Information Associate was instrumental in posting weekly notices concerning World Bank seminars onto the Agency's electronic bulletin board system (EBBS).

PROJECT SERVICES

Communications and Outreach

Outreach Publications

An R&RS logo was developed by the communications team and designed by Judy Zatsick, AED art director. The logo led to production of the R&RS letterhead, and a two-color three-fold brochure was designed, edited, and produced by the communications team. In addition to the brochure, one-page colored project descriptions were designed and produced, one each for ABIC, the DIC, CTIS, ETNA, and R&RS as a whole. And one-page sector descriptions of the work done by sector teams were compiled, formatted, and produced on letterhead.

Each sector team and bureau liaison conducts numerous briefings for USAID staff throughout the year to increase awareness of the range of R&RS services. Researchers use targeted e-mail communication to reach USAID field staff. To illustrate, the environment team analysts sent an e-mail describing their research services and products to mission personnel working in the environment (every several months a new region was targeted). The teams can thus better manage the work flow created by incoming requests which result from marketing. The environment team also held separate briefings for PPC/ENV and G/ENV which very quickly increased the number of research requests received from those offices.

Project Publications

The monthly newsletter *Requests & Responses* was put back on track in the course of the year. This meant faithful and timely production on a monthly basis. In August 1995, the publication was redesigned and the presentation streamlined somewhat, with a broadened focus on available research resources. Monthly and weekly reports were likewise redesigned and put back on timely production and dissemination schedules. In addition, a training manual written by Jim Esselman and Ken Rogers for the new MIS Learning from Experience program (LEXS), was edited and produced, and then improved later on in the year and redesigned.

Two design and editing projects were taken on by the communications team in fiscal year 1995. These were the writing, editing, and layout of a Center for Democracy and Governance (D/G) quarterly newsletter, *Democracy Dialogue*; and the design for future publications to be produced under the Participatory Development Initiative.

Magellan/USAID Gopher

The communications team prepared all project publications produced since October 1994 for the USAID gopher and Magellan sites, as well as for the AED gopher. These included 12 issue briefs, one historical bibliography of USAID, the R&RS publications list, and the sector one-page descriptions. For the gopher sites, the documents were stripped down, with all graphs, graphics and footnotes eliminated; for Magellan, all documents appear as summary only, with information included on ordering full text versions.

Systems Group

Procedures

The systems group developed and set in place procedures for the procurement of computer and systems related equipment that would be used by both AED and LTS (the systems support subcontractor).

Systems Procurement

The group identified project wide hardware needs, established priorities for hardware purchases, and implemented the hardware upgrade plan. Thus far our hardware purchases are as follows:

Six Pentiums to replace old, obsolete equipment for the Core project

HP LaserJet IV printer for CTIS/ETNA

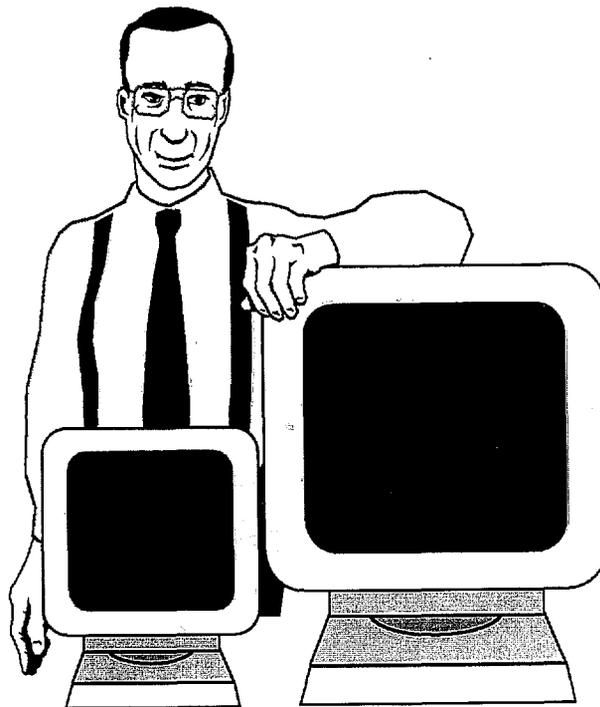
HP Deskjet 600 printer/switchbox for the DIC

Three new CDROM Towers for DIC

HPIVSI printer

FAX machine

Color Projection Panel to be used for staff presentations



DataTrek Configuration

The systems group worked extensively with the DataTrek's technical staff and the DIC staff to convert the DIC to The Assistant, DataTrek's integrated library system.

LEXS enhancements/Modification

The team worked extensively with the LEXS, making modifications, creating new reports, and adding special features including maintenance screens. In addition, the following LEXS activities were completed:
Purchase of all software needed for LEXS programming

LEXS: Set up a standalone LEXS database that will allow users not yet on the LAN to make entries which can later be transferred to LEXS.

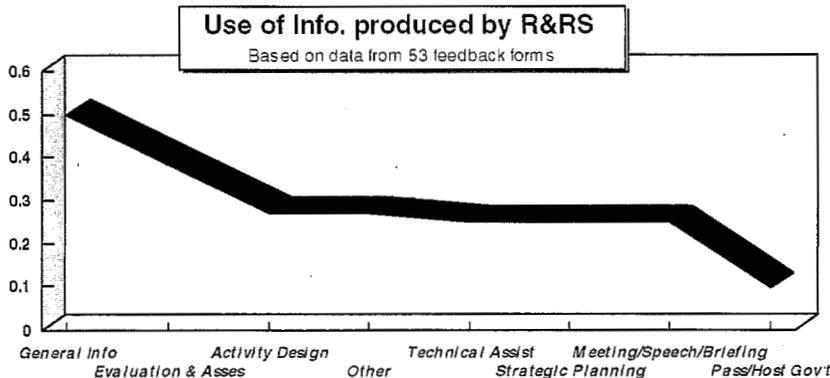
MONITORING, EVALUATION & TRAINING

Monitoring & Evaluation



Evaluation Model

The R&RS evaluation system allows the project to continually evaluate itself and to receive feedback from the field in terms of service, effectiveness, and customer needs. The project can thus quickly readjust to better fulfill client expectations. Measuring results and performance is also a major component of the R&RS project and the evaluation system. This system not only helps in providing information regarding quality and effectiveness of various services and products, but also the impact, using quick appraisal techniques, models, and computer software prescribed by the Agency for such purposes. We are very concerned about how our services help to make a difference in Washington, and around the world.



Development Information Center (DIC) Survey

R&RS conducted a user survey of walk-in patrons at the USAID Development Information Center (DIC) from May 22 through June 16, 1995. This survey was based on an R&RS evaluation model previously developed to evaluate the various products and services provided by the project. The survey instrument was designed to gather data on the quality and effectiveness of the DIC resources and services, on the

anticipated future use of the DIC, and on anticipated future technological trends of interest to current DIC patrons. In the coming year, data will be gathered to measure impact, and evaluated through random telephone interviews of DIC patrons.

The results of the DIC survey have validated quantitatively some of the presumed impressions of the DIC products and services, such as who uses the DIC and how these patrons feel about the resources available in the DIC. At the same time, the survey has generated some unexpected data, such as which DIC resources are being used the most by which groups of patrons. For example, survey results show that the DIC reference collection is used far more heavily than was previously thought.

The respondents' affiliation was the single most determinate factor of the variations in responses to different questions in the survey. Of all the patrons that completed the survey, USAID contractors used DIC the most, then students and the general public, followed by direct hire staff of the Agency.

Research Evaluation Mechanism

We have used a feedback form as the main instrument for measuring the quality, effectiveness, and impact of R&RS products and services. Significant effort went into the development of this form which is now in the first phases of implementation. The few initial difficulties are being worked out through consultation, presentations, and appropriate changes in methodology. Preliminary results from the feedback process have been encouraging and provided very insightful information on the magnitude of the project's impact on advancing the Agency's goals and mission. At the same time, the feedback has helped determine the Agency's research and information needs across the various bureaus.

Currently, feedback forms are being included with all responses to research requests. In the coming year, random interviews will be conducted for selected clients to evaluate the impact of our various products and services on the development work of USAID. The selection will be made using LEXS records and the evaluation database created from completed feedback forms, and then the individual will be contacted to complete the interview instrument.

R&RS Publications Evaluation

Research & Reference Services Project also produces a number of publications which are also in the process of being evaluated, such as *Requests & Responses*, *New this Month*, Issue Briefs etc. We are currently administering the *Requests & Responses* Survey, the results of which will identify its relative value and impact as a communications and current awareness tool. The survey will also be used to redesign the *Requests & Responses* format, content, and methodology for communicating timely development experience results and resources as the Agency re-engineers itself.

New this Month, a publication of the USAID/ Development Information Center, available electronically on Magellan, is also in the process of being evaluated. This publication alerts patrons to the resources recently acquired by the library, and indicates how to order them. The challenge being faced in this case is to develop a methodology which allows evaluation of the resources currently available in electronic form. As our products become increasingly available on electronic media, we are forced to consider how to identify users and assess impact.

Methodology to evaluate R&RS issue briefs is also in the development phase, and will be implemented in the coming year. Issue briefs are produced by the project in priority development areas.

Monitoring Project MIS (LEXS-Learning from Experience)

Monitoring of the R&RS MIS and generating analysis is of crucial importance to the evaluation process. LEXS is a principal tool for capturing and analyzing output and effectiveness data, trends in topics, products and clientele, as well as staff efficiency and work quality. The results of the first six months of testing the guidelines and procedures for the data that was entered into LEXS indicated some difficulty in technical and data input areas. This led to the establishment of the LEXS Management Team (LMT),

LEXS training sessions, and production of a new LEXS manual. In addition, a stand-alone LEXS was set up for new staff members, and a database was developed to track and fix the procedural, technical, and training issues associated with LEXS in a timely fashion. The LMT database will also provide the historical trend data needed to evaluate LEXS from a long term perspective. These efforts have brought LEXS problems under control and increased user confidence with the system.

As a result of attaining new levels of comfort with LEXS, several kinds of analysis will be performed in the coming year. These include, but are not limited to:

- Determining product service demand
- Designing and redesigning training sessions and materials
- Guiding supervisors and managers in planning decisions

Training

Our training needs can be divided into “New Employee Training” and “On-going Training”. For a new staff member to quickly become an integral part of the team, it is essential to have an effective orientation program. The new employee training plan attempts to equip the incoming employee with the standard skills that are needed to operate successfully on the project. Associated with the orientation program is the *Training/Project Manual*, which is sufficiently comprehensive to enable new staff to understand the project and its environment quickly. This manual also serves as a reference guide and a marketing tool for the project. Both the manual and the orientation plan are updated on an on-going basis, based on feedback from new employees and project staff.

In the area of on-going training, the following sessions were organized to improve technical skills:

- PRISM Database
- Dialog Refreshers (organized periodically)
- LEXS (Project MIS), Filtering & Searching Skills
- Internet Skills
- Writing Skills

Training was arranged in the following areas to enhance analytical skills:

- Interview Skills
- Advanced Research Skills
- Time Management Skills
- PRISM Hotline

Opportunities are provided to staff to enhance their knowledge about new USAID program strategies, and the lessons learned by other donor organizations and partners. Monthly and weekly announcements are made to keep the staff updated on the seminars and brown bags to be held within the Agency, at the World Bank, the Academy, and other prominent academic and research institutions and organizations in the Washington, D.C., area.

Another avenue through which the project encourages knowledge enhancement is through the Technical Advancement Track (TAT). TAT is a professional development program that gives the staff the opportunity

to pursue a substantive project in a technical or program area related to the individual's work at R&RS. This year, as a result of this program, *Ethnic Conflict and USAID* will be published, a paper which will also constitute a chapter of a book to be published by Cornell University.

In the coming year, an internal R&RS survey is being planned to assess staff training needs, as well as to assess the effectiveness of current training programs. More attention will be directed towards encouraging staff to make use of TAT, the professional development program. A more efficient way of producing the training manual is planned.

APPENDIX A

Research & Reference Services 1995 Publications List

Democracy and Governance Sector

Legislative Strengthening: A synthesis of USAID Experience, Ryan McCannell, May 1995 (PN-ABW-455).

The Relationship between Democracy and Sustainability: A Disengaged Process, Heather McHugh, May 1995 (PN-ABW-062).

Efforts in Ethnic Conflict Resolution: Preliminary Lessons Learned, Heather McHugh, March 1995 (PN-ABU-375).

Economic Growth

Employment Generation in Developing Countries: A Synthesis of Findings from Selected USAID Projects, Jeff Bland, October 1995, (PN-ABX-010).

Telecommunications in Sustainable Development: A USAID Backgrounder, John Coakley, Kathleen Horkan, and Jeff Bland, April 1995, (pn-abu-376).

Economic Growth, Sustainability, and Sustainable Development, Dana Wichterman, March 1995, (PN-ABU-374).

Environment & Natural Resources

Sustainability in Agriculture and Natural Resource Management, Diane Russell and Roberto Martin, May 1995, (PN-ABU-366).

Habitat Saved and Jobs Created: USAID, the United States, and the Global Environment, Nicholas Wedeman, August 1995, (PN-ABW-680).

Population, Health, & Nutrition

Developing Country HIV/AIDS Prevention Programs: An Analytical Bibliography of Published Evaluation Literature, Lane Vanderslice, September 1995, (PN-ABW-683).

General

Historical Bibliography of the United States Agency for International Development (USAID), John Butsch and Mary Nelson, April 1995, (PN-ABU-368).

Examples of Successful Models of Development: Country Overviews, Cecilia Otero (coordinator), Michael Cacich, Dana Ireland, Ryan McCannell, and Laura Williams; April 1995, (PN-ABU-918).

Theory and Practice in Sustainability and Sustainable Development, Diane Russell, May 1995, (PN-ABU-367).

APPENDIX B

Core Research Sectors

Democracy and Governance Sector

R&RS is a research and reference services project designed to support USAID's development assistance programs. Located within the Agency's Center for Development Information and Evaluation (CDIE), R&RS provides relevant and timely information, analysis, and research to USAID staff, especially those overseas.

The Democracy and Governance Team, which specializes in substantive democracy and governance issues, can be reached via fax at (703) 875-5269, USAID E-mail, Internet, or telephone:

<i>Name</i>	<i>Phone</i>	<i>Internet Address</i>
Heather McHugh, Sr. Research Analyst	(703) 875-4974	hmchugh@usaid.gov
Ryan McCannell, Research Assistant	(703) 875-4991	rymccannell@usaid.gov

Sample Research Topics

- donor coordination
- conflict resolution
- police training
- civic education
- elections
- post-war reconstruction
- transitions to democracy
- decentralization
- human rights monitors
- constitutional reforms
- D/G performance indicators
- civil society
- municipal development
- country background papers
- model scopes of work

Research Examples

- analyzing information on public hearings, and describing its connection to democracy programming, for a municipal development project in Central America
- identifying lessons learned in legislative strengthening from USAID project information for a project design team in a Middle East Mission
- comparing the ways in which countries vet supreme court justices and oust corrupt and inept appointed judges, for a number of missions in LAC
- locating information on media advocacy activities similar to the Filipino "Barefoot Media" initiative, for a mission in Asia

Research Publications

USAID and Democratic Development: A Synthesis of Literature and Experience, Michele Wozniak Schimpp, May 1992 (PN-ABG-803).

USAID and Elections Support: A Synthesis of Case Study Materials, Michele Wozniak Schimpp and Lisa Peterson, May 1993 (PN-ABP-957).

"Civil Society Bibliography: with Annotations," Heather S. McHugh, January 1994 (PN-ABU-255).

Efforts in Ethnic Conflict Resolution: Preliminary Lessons Learned, Heather S. McHugh, December 1994 (PN-ABU-375).

Lessons Learned in the Implementation of Demobilization and Reintegration Programs, Kimberly Mahling Clark, October 1994.

Legislative Strengthening: A Synthesis of USAID Experience, Ryan S. McCannell, May 1995 (PN-ABW-455).

USAID and Alternative Dispute Resolution: A Response to the CDIE Rule of Law Evaluation, Heather S. McHugh, *forthcoming*.

The Relationship between Sustainability and Democracy: A Disengaged Process, Heather S. McHugh, May 1995 (PN-ABW-062).

(Other related democracy and governance information services are provided through PPC/CDIE: for democracy and governance information related to Africa, contact the Africa Bureau Information Center (ABIC), phone (703) 312-7191 or via e-mail to Patricia Mantey; for democracy and governance information related to Global Bureau issues, contact Kim Mahling Clark, phone (202) 663-2453.)

Economic Growth Sector

R&RS is a research and reference services project designed to support USAID's development assistance programs. Located within the Agency's Center for Development Information and Evaluation (CDIE), R&RS provides relevant and timely information, analysis, and research to USAID staff, especially those overseas.

The Economic Growth Team can be reached via fax at (703) 875-5269, USAID E-mail, Internet, or telephone:

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Laura Williams, Research Assistant	(703)875-4894	lwilliams@usaid.gov

Sample Research Topics

- microenterprise development
- economic policy reform
- management reform
- export promotion
- non-traditional agricultural exports
- trade
- financial sector reform
- capital markets development
- employment generation
- economic growth indicators
- NGO/PVO strengthening
- endowments
- privatization
- food security
- agricultural topics
- institutional strengthening

Research Examples

- creating a directory of USAID agribusiness and private sector projects relating to legal, regulatory, and judicial reform
- preparing an information packet on the political, economic, and social status of women in Russia

- summarizing USAID and World Bank documents on export promotion for microenterprises and highlighting key lessons learned.

Research Publications

"Bibliography on Economic Growth Indicators," Kathleen Horkan, July 1995.

"Bibliography on Food Security Indicators & Issues," Laura Williams, March 1995.

"Bibliography on USAID Privatization Programs of State-Owned Enterprises in the Philippines, Egypt, and Jordan," Dana Ireland, January 1995.

Economic Growth, Sustainability, and Sustainable Development, Dana Wichterman, March 1995 (PN-ABU-374).

Employment Generation in Sustainable Development: The USAID Approach, Jeff Bland, September 1995.

Examples of Successful Models of Development: Country Overviews, Cecilia Otero, ed., May 1995 (PN-ABU-918).

"Information Packet on Agricultural Reform in the NIS," Jeff Bland, November 1994.

"Information Packet on Endowments," Kathleen Horkan, March 1995.

Intellectual Property Rights and Economic Development: An Issue Brief, Dana Wichterman, July 1991 (PN-ABG-801).

"Lessons Learned in Microenterprise Development," Dana Ireland, forthcoming.

The North American Free Trade Agreement (NAFTA): Its Implications for the United States and Central America, Kathleen Horkan, January 1994 (PN-ABQ-743).

Privatization Issues for USAID Decision Makers, Janice K. Stallard, 1994 (PN-ABT-093).

Telecommunications in Sustainable Development: A USAID Background, John Coakley, Kathleen Horkan, and Jeff Bland, April 1995 (PN-ABU-376).

Environment and Natural Resources Sector

R&RS is a research and reference services project designed to support USAID's development assistance programs. Located within the Agency's Center for Development Information and Evaluation (CDIE), R&RS provides relevant and timely information, analysis, and research to USAID staff, especially those overseas.

The Environment and Natural Resources Team, which specializes in the environment, natural resource management, and energy, can be reached via fax at (703) 875-5269, USAID E-mail, Internet, or telephone:

<i>Name</i>	<i>Phone</i>	<i>Internet Address</i>
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Molly Davis, Research Associate	(703) 875-4915	modavis@usaid.gov
Laura Williams, Research Assistant	(703) 875-4894	lwilliams@usaid.gov

Sample Research Topics

- recycling programs
- urban disasters
- NRM sample surveys
- environmental education
- environmental indicators
- microenterprise & NRM
- peace parks
- indoor air pollution
- tradable emissions permits
- land use legislation
- seed germination
- aquaculture
- natural gas pricing
- GIS
- electric vehicles

Research Examples

- examining information on the linkage between environmental degradation and disasters in urban regions
- developing an information packet on the economic, financial, and market dimensions of electric vehicles
- providing to a USAID mission models for the separation of functions and responsibilities in the environmental sector between national, state, and local levels
- synthesizing lessons learned on the implementation of Geographic Information Systems (GIS) and providing a bibliography of current readings on GIS
- identifying background information on community recycling programs in Latin America that encourage citizen participation
- locating information on the use of photovoltaics and wind for water pumping and irrigation systems

Research Publications

"Ecotourism: An R&RS Backgrounder," Molly Davis, May 1995.

"Ecotourism: An Annotated Bibliography," Molly Davis, April 1995.

USAID, the U.S., and the Global Environment: Habitat Saved and Jobs Created, Nicholas Wedeman, August 1995 (PN-ABW-680).

"Geographic Information Systems (GIS): An R&RS Backgrounder," Nicholas Wedeman, January 1995.

"A Summary of Principal Lessons Learned from A.I.D. Experience in Environment and Natural Resources," Roberto Martin and Diane Russell, June 1993.

Sustainability in Agriculture and Natural Resource Management, Diane Russell and Roberto Martin, May 1995 (PN-ABU-366).

Population, Health and Nutrition (PHN) Sector

R&RS is a research and reference services project designed to support USAID's development assistance programs. Located within the Agency's Center for Development Information and Evaluation (CDIE), R&RS provides relevant and timely information, analysis, and research to USAID staff, especially those overseas.

The Population, Health and Nutrition Team can be reached via fax at (703) 875-5269, USAID E-mail, Internet, or telephone:

<i>Name</i>	<i>Phone</i>	<i>Internet Address</i>
Lane Vanderslice, PhD, Research Analyst	(703) 875-4828	lvanderslice@usaid.gov
Jim Esselman, Research Analyst	(703) 875-4967	jesselman@usaid.gov

Sample Research Topics

- decentralization of health care systems
- pharmaceutical cost recovery
- evaluations of HIV/AIDS prevention
- male involvement in family planning
- community participation
- child and forced prostitution
- causes of maternal mortality
- needle exchange programs
- nutrition program evaluations
- contracting out of health services
- NGO roles in reproductive health delivery
- geographic information systems and programs health
- Knowledge, Attitudes and Practices (KAP) surveys
- privatization of health care systems
- food safety
- integration of family planning & maternal /child health activities

Information Resources

- USAID - project design documents, evaluations, special studies, and reports
- other donors and organizations - access to project information and selected documents from the World Bank, the UN, Canada's International Development Research Centre (IDRC), the World Health Organization (WHO), other donor agencies, and NGOs or PVOs specializing in PHN issues
- scientific literature - access to hundreds of databases and reference sources through the DIALOG network and the Medlars system of the National Library of Medicine (including Medline, Popline, Aidsline, and Health Planning & Administration databases). These databases allow us to draw from the worldwide literature on almost any health, population, or nutrition issue.

Research Publications

"Annotated Bibliography on Integration of Family Planning and Maternal/Child Health Activities," Jim Esselman, June 1994.

"Child Survival Interventions and Their Cost-Effectiveness." Core Resources Package, Jim Esselman, 1993.

Developing Country HIV/AIDS Prevention Programs: An Analytical Bibliography of Published Evaluation Literature, Lane Vanderslice, 1995.

"Literature Review on Sustainability of Health Activities," Jim Esselman, November 1993.

"Street Children: Extent and Nature of the Problem, USAID's Program, and Lessons Learned," Lane Vanderslice.

"Bibliography and Report on International Financing for Street Children Activities," Jim Esselman, 1994.

Sustainability, Sustainable Development and the Health Sector, Jim Esselman. October 1994 (PN-ABT-155).

"The Nutritional Impact of PL 480 Title II, and Other Lessons Learned," Lane Vanderslice and Jim Esselman, 1994.

Humanitarian Assistance Sector

R&RS is a research and reference services project designed to support USAID's development assistance programs. Located within the Agency's Center for Development Information and Evaluation (CDIE), R&RS provides relevant and timely information and research to USAID staff, especially those overseas.

The Humanitarian Assistance Team, which specializes in complex, natural, and environmental disasters, as well as food security, can be reached via USAID E-mail, Internet, or telephone.

<i>Name</i>	<i>Phone</i>	<i>Internet Address</i>
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Lane Vanderslice, Research Analyst	(703) 875-4828	lvanderslice@usaid.gov

Sample Research Topics

- urban disasters
- preventive development
- food security
- root causes of conflict
- sanctions
- post-war reconstruction
- relief to development links
- monetization
- early warning systems
- human rights monitoring
- HA performance indicators
- demining and demobilization
- hazardous materials control
- environmental effects of refugees
- drought alleviation

Research Examples

- analyzing conflict resolution efforts, including education programs, for post-war efforts in a number of countries, for a mission in Africa
- evaluating the impact of maternal-child health (MCH) programs for a mission in LAC
- identifying lessons learned in police training in post-war situations from USAID project information for a policy paper requested by the Administrator
- comparing ways in which countries reintegrate women and child fighters, for a number of African missions
- collecting information on the concept of food as a human right, for BHR
- creating a chronology of events in Rwanda from the 1500s to January 1995, for a number of requesters including BHR, PPC, and other donors.

Research Publications

Efforts in Ethnic Conflict Resolution: Preliminary Lessons Learned, Heather S. McHugh, December 1994 (PN-ABU-375).

Lessons Learned in the Implementation of Demobilization and Reintegration Programs, Kimberly Mahling Clark, October 1994.

The Nutritional Impact of PL 480 Title II, and Other Lessons Learned, Lane Vanderslice, with Jim Esselman, June 1994.

Brief on Preventive Diplomacy, Heather S. McHugh, February 1995.

Human Capacity Development Sector

R&RS is a research and reference services project designed to support USAID's development assistance programs. Located within the Agency's Center for Development Information and Evaluation (CDIE), R&RS provides relevant and timely information, analysis, and research to USAID staff, especially those overseas. The Human Capacity Development Team can be reached via fax at (703) 875-5269, USAID E-mail, Internet, or telephone:

<i>Name</i>	<i>Phone</i>	<i>Internet</i>
Cecilia Otero, Supervisory Research Analyst	(703) 875-4995	cotero@usaid.gov
Michael Cacich, Research Analyst	(703) 875-4861	mcacich@usaid.gov

Sample Research Topics

- Training Designs for Impact
- Community-School Relations
- School-to-Work Transition
- Early Childhood Education
- Democracy and Education
- Teacher Training
- Educational Technologies
- Girls' Education
- Decentralization
- Policy Reform
- Literacy
- School Construction
- Language of Instruction
- Multi-grade Schools
- Grade Repetition

Research Examples

- identifying and synthesizing key developing country literature and experience highlighting the benefits of early childhood education
- locating and gathering information on distance learning and identifying lessons learned from USAID project database on the use of various educational technologies
- locating and gathering information on domestic and international models and programs addressing school-to-work transition issues
- identifying materials and lessons learned on conducting training needs assessments, designing and managing training programs, and developing strategies for maximizing training impact

Research Publications

"Information Packet on Designing Training for Impact," Michael Cacich, 1995.

"Information Packet on Community-School Relations, Michael Cacich, 1995.

"Information Packet on Early Childhood Education," Michael Cacich, 1995.

"Information Packet on School-to-Work Transition," Michael Cacich, 1995.

"Information Packet Distance Learning/Educational Technologies," Cecilia Otero, *forthcoming*.

"Information Packet on Democracy and Education," Michael Cacich, 1995.

APPENDIX C

Statistical Annex

FY 1995-Combined DIC & Research

Product/Client	Info/Reference	Doc. Delivery	Doc. Acquisition	Research	Other	Total
AA/LO	21	10	5	33	0	69
ASST	704	419	1,531	463	0	3,117
AWI	257	404	1,050	202	0	1,913
WPI	47	183	156	26	0	412
ENI	109	308	562	47	0	1,026
G	1,733	716	2,405	502	1	5,357
GO	0	0	0	5	0	5
LAC	244	614	1,085	457	0	2,400
LPA	72	6	1	33	0	112
M	149	36	0	103	0	288
PPG	104	42	71	191	2	410
COBI	279	239	1	229	0	748
DI	21,543	908	2,428	1,326	0	26,205
PHALC	8,046	591	1	205	0	8,843
OTHER	239	46	228	25	0	538
Total	33,547	4,522	9,524	3,847	3	51,443

FY 1995/Development Information center (DIC)

No. of Patrons	USAID & AIDC	Public	Total
Walk-in	6,239	2,317	8,556
Telephone	1,319	3,718	5,037
Written/Email	667	472	1,139
Internet	--	16	16
Total Patrons	8,225	6,523	14,748

Ready References	USAID & A.I.D./C	Public	Total
Directions	123	804	927
Referral	244	769	1,013
DIS Searches	600	1,935	2,535
DIC Materials	1,251	1,490	2,741
Bib Instructions	1,020	2,310	3,330

Materials Preparation	USAID & A.I.D./C	Public	Total
DIS Printout	95	279	374
REFPAC	197	100	297
Form Letter/Package	--	146	146
Total	3,530	7,833	11,363

Circulation Services	USAID & A.I.D./C	Public	Total
DIC Books Checked out	1,171	--	1,171
DIC Books lent < 6 hrs	594	24	618
Total	1,765	24	1,789

Document Delivery Services	USAID & A.I.D./C	Public	Total
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<i>Requests & Responses</i>	389	--	389
<i>World Bank</i>	366	--	366
<i>Interlibrary Loan</i>	2,834	533	3,367

Total	3,589	533	4,122
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<i>Cataloging & Acquisition</i>	<i>Total</i>
--	---------------------

<i>Titles Ordered</i>	881
<i>Titles Catalogued</i>	1,199
<i>Gift Books Reviewed</i>	1,281
<i>Gift Books Accepted</i>	205
<i>Titles Withdrawn</i>	434

<i>Total Cataloging & Acquisitions</i>	4,000
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<i>General DIC Maintenance Tasks</i>	<i>Total</i>
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<i>Materials Shelved</i>	9,017
<i>Microfiche filed</i>	4,469
<i>Serials checked-in</i>	3,967
<i>Materials processed</i>	796

<i>Total Cataloging & Acquisitions</i>	18,249
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APPENDIX D

Graph Notes

- All **Activity** graphs are based on statistics from the R&RS Quarterly Reports. These represent 90 percent of all activities.
- **Time** associated with activities has been estimated to be as follows:

Information Reference	15 minutes (avg) per activity
Document Delivery	30 minutes (avg) per activity
Document Acquisition	10 minutes (avg) per activity
Research	12 hours (avg) per activity
- The following are excluded from all activity and associated time statistics: all administrative, management, system support, and communication activities.