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A STUDY OF TAB'S TECHNICAL REFERENCE FACILITIES
AND INFORMATION DISSEMINATION FUNCTIONS

SER/MP
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SUMMARY OF FINDINGS AND RECOMMENDATIONS

Summary of Findings

For this report "reference facility" indicates a collection of material maintained by a technical office for the use of or loan to persons working in that technical field. "Information dissemination" refers to the development and distribution of bibliographic and substantive material to all user groups as well as to the process of responding to technical inquiries.

Reference Facilities

1. For the most part TAB's reference facilities provide valuable reference services to personnel with their particular office. Use of these facilities by A.I.D. personnel outside these technical offices is not extensive and, in some cases, non-existent.
2. To create wider use of such facilities, as well as to allow user groups to find one central index to Agency holdings in such technical areas, there should be a central listing of these materials, including location, within the A.I.D. Reference Center.
3. Nevertheless, after such a listing is prepared, the maintenance of these reference facilities should not require much investment of man-hours and can probably be performed by clerical personnel in addition to their other duties.

Information Dissemination

1. Many of the information dissemination functions which are currently performed in-house could be increasingly transferred to governmental organizations currently under Resources Support Services Agreements with TAB as well as non-governmental organizations currently under contract to A.I.D.
2. TAB can more effectively and efficiently fulfill its informational responsibilities to user groups through the creation of additional linkages with other governmental, public and private centers of technical competence.
3. User groups can ensure more timely response to inquiries through direct transmission of informational requests to organizations under RSSA or contract arrangements with TAB.

Summary of Recommendations

Reference Facilities

It is recommended:

1. That TAB reference facilities remain decentralized;
2. That TAB catalogue its reference holdings in conjunction with a uniform system agreed upon by TAB information resource units in conjunction with the ARC.
3. That TAB strengthen its linkages with other A.I.D. reference facilities and non-A.I.D. organizations, particularly the State Department Library, to create new sources for receipt of reference material and to expand use of existing inter-library loan arrangements.

Information Dissemination

It is recommended:

1. That TAB make more use of informational services presently provided under contract and where possible, revise these arrangements to include direct answering service for technical information requests.
2. That TAB review and evaluate potential contractors to identify new organizations to be employed in the dissemination of information to user groups. These new informational contracts should include a provision for direct response to informational requests.
3. To initiate and monitor the actions described above, TAB should establish a position for an Information Liaison Officer who would ultimately coordinate the programs of organizations providing informational services to A.I.D. and arrange for A.I.D.'s provision of necessary services to these organizations.

A Study of TAB's Technical Reference Facilities and Information Dissemination Functions

Introduction

Since its establishment in June, 1969, the Bureau for Technical Assistance (TAB) has included, within its overall organizational structure, five technical reference and information dissemination facilities (agriculture, nutrition, health, education and development administration). Each of these in-house facilities is concerned with providing to TAB and overseas personnel scientific and technical source material relevant to the conduct of A.I.D.'s technical assistance program.

Purpose

At the request of the Technical Assistance Bureau the Office of Management Planning undertook a study of TAB's technical reference facilities and information dissemination functions to determine the feasibility of improvements in the efficiency and/or effectiveness of those functions.

Specifically, the study attempted to identify for consideration by AA/TA and TAB office directors possible ways in which TAB might meet its internal needs for an efficient and responsive technical reference capability as well as its expanded responsibility under the Administrator's Reform Program of January 24, 1972 which charged TAB with the "major task of providing professional leadership in research, program development, and technical assistance policy for Agency-wide application."

It was determined that in order to provide a sharper focus to the objectives of the study certain questions needed to be addressed. The questions as presented in the initial scope of work have been slightly revised as it was determined during the course of the study that they were essentially repetitive, but the substance of the issues raised remains unchanged.

1. What are the responsibilities of the TAB reference/dissemination facilities to various "user groups"? Four such groups can be readily identified: TAB, other AID/W offices, A.I.D. direct-hire staff overseas, and contractor or PASA staff overseas. (This study does not address the transfer of technical information to the LDCs.)

2. Would a centralized TAB reference and dissemination facility serve the informational needs of Bureau personnel and other user groups more efficiently and economically than the present decentralized system?

3. How can TAB expand its use of other resources (e.g., the A.I.D. Reference Center, other A.I.D. reference facilities, the State Department Library, PASA and contract arrangements) to improve the efficiency and effectiveness of its technical reference and dissemination functions?

Previous Studies

Recognizing that these questions could be best addressed in the historical context of previous studies in the area of information transfer, the study team first examined the most recent and relevant studies in this area, attempting to determine the degree of implementation of earlier recommendations and their applicability to TAB's present reference facility and information dissemination functions. Three studies are particularly valuable in their applicability to TAB's present informational functions: the Information Documentation Resources Study, the Hinman Report and the NAS Study.

The Information Documentation Resources Study, conducted by personnel of the National Archives and Records Service (NARS) of the General Services Administration under the sponsorship of A.I.D.'s Reports and Documents Task Force was published in February, 1971. The NARS study team examined the contents and operations of the information resource units of A.I.D., including those of TAB, and identified alternative methods of information organization, storage, and retrieval.

Essentially the study team recommended that the Agency's information resource units remain decentralized; that the A.I.D. Reference Center assume catalogue coordination responsibility for the material contained within the individual information resource units; and that the recording and dissemination of source, content and other descriptors of A.I.D. document holdings be automated, insuring catalogue uniformity in each unit and automatic production of periodic accession and shelf lists.

The ultimate decision of the Reports and Documents Task Force was to modify the study recommendations in light of the Agency's manpower and budgetary limitations. The Task Force felt strongly that although information resource units would remain decentralized, the ARC did not have the resources for collection and storage of other than AID-generated material and should no longer have responsibility for such material. In order to ensure implementation of this decision it was also recommended that an Agency directive be issued requiring current accession of AID-generated material to the ARC. The Task Force also proposed the initiation of a computerized catalogue of ARC acquisitions and holdings, to be published quarterly, supplemented by more frequent announcement flyers.

Most of the Task Force's modified recommendations have been adopted and implemented. The ARC now receives only AID-generated material, but no comprehensive directive has yet been issued ensuring current accession of AID-generated material to the ARC. Additionally, the ARC is now issuing a quarterly "A.I.D. Memory Documents Catalogue," compiled by the ARC in conjunction with the Department of Commerce's National Technical Information Service.

The "A.I.D. Memory Documents Catalogue" initially involved the listing of current ARC holdings. Upon completion of the initial listing the catalogue will assume its major role of announcing new acquisitions.

The Hinman Report

In July, 1971 the Agency was preparing for the proposed reorganization of A.I.D. into four discrete organizations. The TA Bureau engaged the consultant services of Carrol S. Hinman to undertake a study of Agency information needs during and after the reorganization. The Hinman report, "Management Information Requirements for Future U. S. Technical Assistance," supported in substance the recommendations of the NARS study, especially those recommendations regarding the establishment of a central index to material contained within the various A.I.D. information resource units and a directive ensuring current accession of AID-generated material to the ARC. The Hinman report also emphasized the possibilities of creating a special in-house unit that would meet technical information needs in non-emphasis areas, and also using, to a greater extent, organizations outside A.I.D. for information storage, retrieval and dissemination.

The Hinman recommendations regarding the role of A.I.D., or its successor agencies, in technical information transfer have been partially implemented. While no central index to the holdings of decentralized information resource units has yet been established, the change in ARC policy, recommended by the Reports and Documents Task Force and supported by the Hinman study, has been effected. Agency policy, under the Administrator's Reform, is now moving toward the increased use of outside organizations for many needed services, including informational services.

The NAS Study

In February, 1971, A.I.D. requested that the National Academy of Sciences undertake a study of the transfer of technical information, particularly to the developing countries. In April, 1972, the National Academy of Sciences released a report which recommended, in part, that A.I.D. place higher priority on the transfer of technical information and more specifically, that A.I.D. establish an in-house organizational entity to implement scientific and technical assistance information activity. The Agency has not to date established a single organizational entity to deal exclusively with such activities.

A comparison of these three studies points out the importance of effective information systems for the promotion of technical and scientific growth. The studies recognized the need for A.I.D. in its role as the primary U.S. development assistance agency to undertake new initiatives in the identification and utilization of sources of scientific and technical information relevant to the achievement of U.S. assistance objectives.

Methodology of the Study

In consideration of the previous studies and their recommendations the study team, through an examination of TAB reference facilities and interviews with persons working in the area of informational transfer, gathered data on several aspects of reference facility and information dissemination operations. They include:

- the quantity and type of materials contained within each technical office reference facility;
- the use made of each reference facility by user groups;
- the practical constraints on utilization of reference facility material by certain groups;
- the information dissemination practices of TAB regarding various user groups;
- the quantity and quality of information presently disseminated.

For an in-depth analysis of individual TAB information resource units see Part II of this study report. Attachments B through D provide a comparison of the units with respect to these and other considerations.

In the process of gathering this data the study team determined that, although both reference facility and information dissemination functions are essentially involved in the transfer of scientific and technical information, the means of transfer and the audience serviced are essentially different. Therefore, while this report covers both functions, reference facility and information dissemination functions are, for the most part, discussed separately. "Reference facility" as used in this report, indicates a collection of material maintained by a technical office for the use of or loan to persons working in that technical field. "Information dissemination" refers to the process of responding to technical inquiries through the provision of informational materials to requestors. Additionally, information dissemination includes the development and initial distribution of bibliographic and substantive material to all user groups.

Approximately 30 persons in the TA Bureau were interviewed, during the course of this study (see Attachment A). Interviews, however, were not limited to TA personnel but also included discussions with persons in SER/DM (including the ARC), PHA/POP, the International Police Academy under OPS, the State Department Library, the Society for International Development, the World Bank, the U.S. Department of Agriculture and the National Technical Information Service, an agency under the Department of Commerce. Interviews with non-TAB personnel were especially valuable in the investigation of alternative means for the maintenance of informational linkages with outside organizations.

Assumptions of the Study

The findings and recommendations of this study are based on several assumptions which establish some of the parameters of TAB's means to achieve its reference and information dissemination objectives. Specifically it has been assumed that:

1. The currently approved organizational arrangements between bureaus and offices in Washington will largely remain in effect.
2. The Agency will continue to move its program in the direction of the concepts set forth in the Administrator's Reform Memorandum of January 24, 1972.
3. A.I.D.'s new role and style of operation will be characterized by concentration on a few key problem areas, the solution to which the U.S. can bring special competence and sufficient mass of talent and resources.
4. The number of direct-hire personnel in Washington and overseas will continue to reduce. This will involve:
 - a. The increased use of intermediaries for technical assistance and project implementation;
 - b. The increased use of "technical generalists" in Washington and in the field;
 - c. A reduction in the level of "technical specialists" to carry out Agency programs.

Given the anticipated role of the A.I.D. technical generalist and the skills required of him in the seventies, it is expected that these

individuals will need current and useful scientific and technical information relevant to programs in which they are working or have a program concern. Technical specialists, primarily consultants, PASA and contract personnel will, more than likely, depend less on A.I.D. for the provision of informational services than on their own organizations or other established centers of technical capability available in their respective fields.

In order to achieve maximum efficiency in its operations TAB will now need to tap the most reliable sources of technical information available to provide A.I.D. personnel the type of technical information needed to maintain their expertise in a given field, as well as broaden their managerial, analytical and leadership skills necessary to achieve the goals of development.

General Study Findings

The following general findings address the questions identified earlier in the study report.

1. What are the responsibilities of the TAB reference/dissemination facilities to various "user groups"? Four such groups can be readily identified: TAB, other AID/W offices, AID direct-hire staff overseas, and contractor or PASA staff overseas.

It was the consensus of those interviewed in the TA Bureau that TAB's highest informational priorities should be focused on the informational needs of its own personnel, other AID/W and AID overseas personnel. Such priorities would not necessarily eliminate the provision of services to contract and PASA personnel, who would presumably have their own informational sources, but would narrow the scope of TAB's informational responsibilities to a magnitude that could be more easily dealt with.

In this connection each TAB unit is responsible for maintaining at least principal reference materials required by its own immediate staff and for establishing and maintaining liaison with other informational sources from which they may acquire the most recent and relevant materials in their particular technical field, and for establishing and maintaining liaison with other informational sources for the provision of materials necessary to the development and continuance of TAB staff competence.

Regarding other AID/W personnel, TAB's responsibilities are primarily to persons in the geographic bureau technical offices whose technical areas of concentration are the same as those of individual TAB offices. In the past, there has been relatively little informational contact between geographic bureau technical offices and TAB. For the most part, geographic bureau technical offices function autonomously in the informational area, often resulting in a duplication of the functions presently performed in TAB. Personnel in technical offices often maintain their own informal but sizeable collections of reference material. Moreover, these same personnel will often fill informational requests from the field through their own contacts in other organizations. These findings indicate the need for closer coordination of TAB and geographic bureau efforts in the informational field, including, perhaps a joint assessment of which informational sources are most valuable in each technical area.

TAB's informational responsibilities to A.I.D. direct-hire personnel overseas are extensive. While a certain amount of informational support is provided by the geographic bureaus, the bulk of the responsibility for technical information dissemination to A.I.D. overseas organizations rests with TAB. Not only must TAB provide to overseas personnel the materials necessary for program implementation, but also it must provide to specialists overseas the material necessary to keep abreast of recent developments in their technical field. In addition TAB resource units have undertaken the responsibility to provide to multi-sector officers the background and technical material necessary to establish and maintain their competence in several fields.

In support of Agency programs dealing with particular priority areas, TAB itself, either directly or through contractual arrangements, provides to overseas organizations much of the materials necessary for program implementation. The responsibility of the TA Bureau, however, is for the solution of development problems rather than for pure research as practiced by other private, public and governmental organizations. As such, TAB cannot by itself provide to technical personnel in Washington and overseas the most recent trends and developments in any technical field. TAB must, in order to obtain such information, maintain strong ties with the U.S., if not world wide, scientific community composed of governmental, public and private institutions. The present PASA and contract arrangements for informational services, while limited, have been invaluable to all concerned with information dissemination activities, primarily because participating agencies and contractors provide centers of competence in technical fields of interest to A.I.D.

2. Would a centralized TAB reference and dissemination facility serve the informational needs of Bureau personnel and other user groups more efficiently and economically than the present decentralized system?

Although a single TAB technical reference and dissemination facility would no doubt reduce overall manpower requirements, there is no convincing evidence to suggest that a centralized unit would better serve the informational needs of TAB personnel and other user groups. In fact, the evidence indicates that centralization of present reference facilities would lessen the effectiveness and efficiency of the manner in which TAB responds to the technical needs of its specialists. Specifically, proximity of material to its prime users would be sacrificed by centralization, as well as the benefit of technical specialists in close proximity to materials to provide consulting services to other user groups. In addition, the study team observed that individual reference facilities, while generally of significant value, are not large enough to require much of an expenditure of manpower in their maintenance. In fact, maintenance of reference facilities now occupies only a small fraction of unit personnel time, the bulk of which is spent in information dissemination activities.

A centralized TAB information dissemination facility would, more than likely, be an improvement on the present arrangement in terms of operational capabilities such as timely response to inquiries and closer coordination of the dissemination operations of various technical offices. Such a facility would, however, have two distinct disadvantages. For example, while in many cases TAB technical offices themselves fill informational requests, particularly for AID-generated materials, often requests for non-AID material are ultimately filled by other centers of competence. Thus, often the filling of an informational request becomes a two-step process, a time consuming "middleman" approach. Centralization of information dissemination activities would not address this problem, as the middleman step would be not only continued, but institutionalized. Additionally, establishment of a central dissemination facility would, especially over a period of time, take dissemination functions out of the hands of personnel with a knowledge of particular technical areas and place them in the hands of essentially clerical personnel with little understanding of the value or meaning of materials handled.

3. How can TAB expand its use of other resources (e.g. the A.I.D. Reference Center, other A.I.D. reference facilities, the State Department Library, PASA and contract arrangements) to improve the efficiency and/or effectiveness of its technical reference and dissemination functions?

The present task of persons involved in information dissemination is to respond to informational inquiries, either requests for publications or specific subject questions, and/or to transmit materials to AID/W and overseas personnel to keep them aware of the latest developments in their particular technical field. To serve these ends, TAB's information resource units have established linkages with other governmental and private organizations which are centers of competence in their particular technical field.

While TAB technical offices maintain excellent relationships with non-A.I.D. organizations, relatively little coordination or interchange of material is maintained among the reference facilities of TAB, other A.I.D. offices having similar capabilities, and the State Department Library.

The A.I.D. Reference Center, the only in-house organization concerned solely with information storage and retrieval, maintains a large collection of AID-generated technical and scientific material. Much of this information is obtained from other A.I.D. sources -- including TAB and USAIDs -- through personal contacts which have been developed over the years between the ARC and other A.I.D. offices. No formal coordinating mechanisms exist for the exchange or transfer of this information.

In view of the ARC's difficulties regarding space constraints, staff limitations and acquisition problems, it was felt by most TAB officials that a complete integration of individual resource units with the Center is inappropriate at this time. All agreed, however, that there is a definite need for more coordination between the ARC and TAB reference facilities regarding the acquisition and cataloging of materials.

Much of what TAB now maintains in its reference facilities is known only to those directly associated with the facility or others within the TA Bureau. Furthermore, location of specific publications or other informational material is in most cases dependent upon the memory of the employee servicing the holdings. In terms of integrating certain portions of the TAB reference operations with those of the ARC, it was found that if the ARC were able to maintain a central index of all TAB informational

material, potential user groups in AID/W would need only examine one location for the desired subject matter. This arrangement would provide user groups with a broader awareness of what information TAB maintains in certain technical and scientific areas, as well as what materials Agency personnel have already produced in these technical areas.

Additionally there are several facilities within A.I.D. containing informational material of interest to several TAB resource units and their user groups. The Office of Population, Bureau for Population and Humanitarian Assistance (PHA/POP) has an extensive collection of population material which could be of interest and importance to the user groups which are serviced by TAB's nutrition and health facilities.

In addition to the PHA/POP reference facility there are other A.I.D. reference sources. For example, the Washington Training Center facility contains country briefing notes which cover certain aspects of development sectors. The Office of Public Affairs maintains a reference facility which contains material regarding A.I.D. programs and projects which have come to public attention. While these offices do not attempt to provide a technical reference service they do contain relevant information on areas in which TAB has a program interest.

One of the largest reference facilities in the Agency is that of the International Police Academy (IPA) under OPS. In the judgment of the study team the IPA facility is one of the best organized and managed reference facilities in the Agency. While its content has little relevance to TAB, TAB could benefit by closer coordination with this unit regarding methods employed in its operation and potential coordination of A.I.D. with host country technical institutions for the exchange of periodicals and publications in a technical area.

It has been estimated that the State Department Library contains over 650,000 bound volumes and 200,000 periodicals. This figure includes approximately 22,000 volumes of A.I.D. material which were transferred to State when the A.I.D. library was centralized into the State Department Library in the early 1960's to insure maximum reference efficiency. The State Library also subscribes to over 2,000 magazines and periodicals. While the primary interests of this library are in the fields of political science and economics, the material stored covers a wide variety of topics including subject areas in which TAB has a program concern. An informal examination of the State Department Library showed that much information is available in the areas of agriculture, education and health, but less in nutrition and public administration.

In addition to the many volumes of material presently stored in State's Library, the Library also has access to additional sources of information through the Department's inter-library loan arrangement with other government agencies and institutions.

A.I.D., under a shared administrative support agreement with the Department of State, has budgeted approximately \$100,600 annually to support certain activities related to the operation and maintenance of the State Department Library. Represented in this cost is an estimated \$90,000 for salaries (State employees) and \$10,600 for the purchase of books and incidental operating expenses. While individual A.I.D. employees make use of the State Department Library, there is little indication that TAB reference facilities use the services provided by the State Department Library. Expanded use of these services would enable TAB to tap through the inter-library arrangement informational sources not necessarily under contract to A.I.D.

While it was found that other information sources within A.I.D. and State can best be employed in the strengthening of TAB's reference facilities, it was also determined that outside contract arrangements could best serve TAB's needs for the dissemination of technical and scientific information. Most of the organizations now under PASA, RSSA (formerly PASP) or contract arrangements with TAB have the capacity to perform additional services for A.I.D., services which are now being performed by A.I.D.'s scarce direct-hire manpower. Increased use of non-AID resources -- both those now under A.I.D. contract or those to be added -- for the provision of technical information to user groups could not only save direct-hire manpower, but could also increase the efficiency of technical information dissemination. For example, non-AID organizations can, under contract, increasingly assume responsibility for providing directly to A.I.D. personnel, both in Washington and overseas, informational material regarding current developments in their technical fields. Additionally these same non-AID organizations could be structured and well-publicized as a network of competence to which A.I.D. personnel could directly transmit technical inquiries. These inquiries would presumably not include A.I.D. project or program information as such requests would be best handled by the Agency itself.

In this connection, TAB's Office of Agriculture (TA/AGR) presently maintains two RSSA arrangements with the U.S. Department of Agriculture's Economic Research Service (ERS) and Extension Service. The ERS receives more than 4,000 inquiries annually from A.I.D., A.I.D. contractors and the LDCs. In addition to answering technical

inquiries the ERS prepares and disseminates periodic packets of agricultural material to A.I.D. personnel overseas, as well as bibliographies of joint A.I.D.-USDA reports.

The USDA's Extension Service functions primarily to provide practical application for on-going agricultural research and development activities and to link the Department's information network, as well as those of other federal agencies which it services, with the resources of the U.S. land-grant colleges and universities.

The Extension Service has produced, in collaboration with A.I.D., a series of handbooks for worldwide use by rural extension workers. TA/AGR selects and coordinates the issuance of these publications, but refers requests for copies to the Extension Service itself. The Extension Service handles approximately 800-900 inquiries for these and other informational materials each year, and periodically issues the "International Extension Exchange," a publication which summarizes for dissemination to interested users the new and innovative programs of the various agricultural extension services worldwide.

Discussions with USDA personnel strongly indicated that the ERS and the Extension Service felt themselves capable of performing expanded services for A.I.D. in the areas of direct information dissemination and response to technical inquiries. The study team concluded that much of TA/AGR's information dissemination activities could be increasingly transferred to USDA under extended RSSA arrangements. These arrangements would include provision for transmitting to A.I.D. personnel, both in Washington and overseas, informational material regarding current developments in their technical fields, and for response to technical inquiries transmitted directly to the USDA. (Presumably, TA/AGR would still provide its requestors information on A.I.D. agricultural projects.)

Preliminary investigations indicate that this same type of arrangement could be adapted with other outside organizations with which other TAB offices now maintain contracts or that such arrangements could be developed with organizations not now under contract to TAB.

The establishment of such a network of organizations would, of course, require careful evaluation of present arrangements and thorough planning of additional or expanded arrangements, but would ultimately result in more efficient performance of information dissemination functions.

The study team further determined that the establishment of such a network would require a central point within TAB for the coordination of informational activities performed by the various non-A.I.D. organizations. Additionally, there may be a need for A.I.D. to provide to these organizations certain support services, such as use of pouch facilities for the transmittal of information overseas. These functions might initially

be established within TA/PM, employing the services of a professional within that office having a broad overview of the Agency's technical information requirements. This person could receive part-time assistance from an information specialist currently working within a TAB information resource unit. As more of TAB's informational responsibilities are transferred to non-A.I.D. organizations the information specialist might assume the entire liaison function.

With respect to the overall utilization of direct-hire manpower for informational activities, the study team determined that currently TAB is employing approximately 3.5 man-years in such activities. In the opinion of the study team, if the recommendations of this study report were implemented, TAB's manpower investment in informational activities could be significantly reduced.

In summary, closer linkages are needed for the exchange of informational material, the cataloging of holdings mutually beneficial to reference facilities, and the servicing of technical inquiries from various A.I.D. and other user groups.

General Recommendations:

It is recommended that:

I. For the Reference Facilities

TAB continue to maintain and operate decentralized technical reference facilities.

A. Those charged with the responsibility for maintaining and operating TAB's reference facilities should, in cooperation with the ARC, participate in discussions to establish a simplified uniform cataloging system and overall guidelines for the operation of reference facilities.

B. TAB catalogue its reference holdings in coordination with a uniform system agreed upon by TAB information resource units in conjunction with the ARC. Duplicate catalogue cards, indicating location of material¹, would be submitted to the ARC, enabling the ARC to function as a central clearing-house for AID-held informational material.

C. TAB strengthen and expand its role of providing useful reference services to various user groups by:

1. Examining the possibilities of enlarging TAB's contract arrangements and expanding its relationships with other U.S. organizations and institutions to develop new sources for receiving informational material.

2. Consolidating the issuance of periodic notices to interested AID/W and USAID personnel regarding new acquisitions in each unit.

D. TAB strengthen its informational linkages with other AID or State reference facilities by:

1. Encouraging the exchange of informational material mutually beneficial to various reference sources.

2. Participation in discussions with other AID reference facilities on matters related to operational methods and techniques.

3. Making expanded use of the State Department Library's inter-library loan arrangement.

4. Promulgating discussions with personnel of the State Department Library to determine the feasibility of increased procurement of technical and scientific material under the Shared Administrative Support arrangement.

II. For Information Dissemination

TAB begin transferring more of the Bureau's dissemination functions to non-AID organizations under contract to TAB.

- A. TAB should make more use of the informational services presently provided under contract and where possible, should revise these arrangements to include direct answering service for technical information requests.
- B. Until a direct answering network is established TAB should formalize, through the standardization of dissemination procedures, the relationship between the TAB resource units, Geographic Bureaus and the A.I.D. overseas organizations regarding the transfer of material.
- C. TAB should review potential contractors to identify new organizations to be employed in the dissemination of information to user groups.
- D. These new TAB informational contracts should include an arrangement whereby these non-A.I.D. organizations would serve as a direct answering service for technical information requests presently received by TAB from A.I.D. overseas organizations, and U.S. institutions with which TAB has program arrangements.
- E. To initiate and monitor the actions described above, TAB should establish a position for an Information Liaison Officer, who would ultimately coordinate the programs of organizations providing informational services to A.I.D. and arrange for A.I.D.'s provision of necessary services to these organizations.

PART II

The following pages provide an in-depth analysis of each TAB reference facility and information dissemination operation. Specific recommendations for operational improvement accompany the analysis of each unit.

Office of Agriculture

Reference/Resource Facility

The Office of Agriculture (TA/AGR) maintains a technical reference facility for the use of agriculture specialists within that office as well as for other users within AID/W and overseas. Holdings of this reference facility, located in a central secretarial office, include 700 commercially published technical reference books, 200 - 300 centrally-funded research and technical assistance reports, and an additional 200 AID-generated publications. TA/AGR itself subscribes to approximately 10 periodicals but also receives an additional 15 - 20 periodical subscriptions through its RSSA with the U.S. Department of Agriculture (USDA).

TA/AGR maintains no formal cataloguing system in the reference library, although the adoption of such a system is under consideration. At present, texts are arranged by sub-sector (e.g., tropical soils, livestock production).

The loan policy of the reference facility requires that: borrowers sign out material and specify the return date; material be available on recall; and borrowers from outside TA/AGR be sponsored by an employee of TA/AGR. Extra copies, if available, are given to persons demonstrating an on-going need for such material.

Agriculture specialists within TA/AGR make constant use of the facility. An average of 15 persons from outside TA/AGR make use of the facility weekly. Users include agriculture specialists in the Regional Bureaus, USAIDs, PASA and contract personnel.

Information Dissemination

The TA/AGR information resource unit is responsible for information projects and for the flow of informational material to and from A.I.D. country organizations, contract and PASA personnel. Thus the unit serves as A.I.D.'s central clearing-house for exchange of agricultural information between information sources and user groups.

TA/AGR coordinates the dissemination to USAIDs, approximately bi-weekly, of 100 packets of agricultural material. These packets are compiled by the USDA Economic Research Service and transmitted overseas through A.I.D.'s pouch facilities. Each packet contains 15 - 20 publications including substantive reports, bulletins, professional newsletters and periodicals. In addition to the material provided by the USDA Economic Research Service, overseas organizations receive Food and Agriculture Organization reports as well as periodic packets of extension material prepared by the USDA's Extension Service for use by personnel in the field. TA/AGR also distributes

sample AID-generated materials by airgram to specialized mailing lists. In this manner, USAIDs are advised of the availability of these materials and are invited to comment on and/or request copies of them. Mission response to these airgrams is extensive.

TA/AGR receives approximately 135 informational requests weekly: 100 from within AID/W, 10 from USAIDs, contractors and PASA teams, 10 from individuals and organizations in the United States and 15 from individuals and organizations in the LDCs. The nature of these requests varies. While some are relatively simple requests for copies of publications, others are more time-consuming specific subject inquiries requiring research. TA/AGR disseminates approximately 5 AID-funded research and technical assistance reports weekly. Commercial texts disseminated number 5 - 10 per month, acquired through TA/AGR's Technical Literature Service.

TA/AGR has many informational contacts with other governmental and private institutions. A Resources Support Services Agreement (RSSA) with the U.S. Department of Agriculture, Economic Research Service, Foreign Development Division employs five persons and handles more than 4,000 technical inquiries annually from A.I.D., A.I.D. contractors and LDC officials. Additionally, the ERS prepares and disseminates bibliographic publications and edits and disseminates PASA team and other reports. Five man-years are funded under this RSSA.

TA/AGR also maintains an RSSA with the USDA's Extension Service an organization which links the Department's informational network, as well as those of other federal agencies which it services, with the resources of the United States land-grant colleges and universities.

The Extension Service handles approximately 800 - 900 inquiries for informational materials each year, including the Handbook series produced in collaboration with A.I.D., and periodically issues the "International Extension Exchange," which summarizes the new and innovative programs of the various agricultural extension services worldwide. Approximately 1.5 man-years are invested in this RSSA.

In addition, TA/AGR maintains an RSSA with the U.S. Department of the Interior, Bureau of Reclamation, which handles inquiries from the field in its areas of concentration and responds to requests for literature.

Findings

The technical reference facility of the Office of Agriculture provides a valuable reference tool to all interested personnel. The Technical Information Specialist in charge of the unit indicated that TA/AGR personnel make extensive use of the facility, an observation supported by the study team in their review of the facility.

TA/AGR information dissemination activity is extensive and diverse, employing many outside scientific and informational services in the acquisition, storage and retrieval of information. TA/AGR's relationships with the U.S. Department of Agriculture are especially strong. Discussions with the USDA Economic Research Service and Extension Service indicated that these services feel themselves capable of performing even more activities for TA/AGR, particularly in answering technical inquiries and locating material available on specific subject inquiries.

Discussions with USDA personnel also identified certain weaknesses in the relationship between AID and USDA. For example, while the USDA supplies AID with large quantities of material, AID often does not reciprocate. The USDA Economic Research and Extension Services are quite interested in increasing contact with personnel within TA/H and particularly TA/N.

The periodic packets, prepared by the USDA Economic Research Service and occasionally added to by TA/AGR personnel, may not necessarily be as worthwhile as they might be. Discussions with others within TA/AGR indicate that the packet's usefulness could benefit from closer screening of material and inclusion of material produced by non-governmental organizations not routinely included because of cost.

In essence, there are indications that the TA/AGR information dissemination function could be transferred increasingly to the U.S. Department of Agriculture, aided by other established technical information services. Transfer of greater responsibility to the USDA could significantly decrease the workload and cost now expended by TA/AGR for information dissemination. Funding presently allocated for informational services could be applied to RSSAs with the USDA to support expanded workload requirements.

Recommendations

Reference/Resource Facility and Dissemination Operation

1. That TA/AGR, in conjunction with appropriate USDA personnel, evaluate the packets of informational material disseminated to USAIDs, to streamline the amount of material transmitted and promote more effective "digestion" of material by mission personnel.
2. That TAB investigate the possibilities of increasingly transferring more of TA/AGRs information dissemination functions and responsibilities to non-AID organizations, particularly the USDA. The USDA's Economic Research Service and Extension Service could perform more functions than they now perform, especially if administrative support in the area of distribution and air pouch facilities could be arranged or included under an extended RSSA.

3. That TAB and USDA personnel, particularly those involved in information services, establish and maintain closer liaison than has been the case in the past. Not only TA/AGR personnel should maintain contact with USDA personnel; TA/Nutrition and TA/Health personnel should be in close contact concerning nutritional and health-related aspects of USDA operations and publications.

Office of Education and Human Resources

Reference/Resource Facility

The Office of Education and Human Resources is actively engaged with three key problem areas -- non-formal education, educational technology, and education economics. Only in the area of non-formal education is there an office information resource unit; the other two areas have no such facility. Resource material dealing with these two key problem areas is generally maintained within individual collections.

Holdings contained in the non-formal education reference facility encompass 2,359 items. Included in this figure are: approximately 350 commercial tests, 800 non-formal education reports, and 1,200 education pamphlets. In addition, the unit subscribes to 6 educational periodicals for general TA/EHR staff use.

The combined collection of the other two sectors is comprised of approximately 1,500 items which deal with various aspects of education technology and education economics. Since no one in either sector is responsible for the collection and storage of this material, no informational data is maintained regarding inquiries, amounts of material disseminated, etc.

The non-formal education reference facility maintains no formalized system for cataloguing or loaning material. The unit has, however, adopted its own internal method for carrying out such activities. Material contained in the resource unit includes information on non-formal education, higher education, teacher education, curriculum development, international education development, educational administration and educational statistics.

The non-formal education resource facility receives its material from many sources including the Department of Health, Education and Welfare (HEW), the Education Research Information Center (ERIC), UNESCO, the Ford Foundation and others. In addition, TA/EHR maintains an RSSA with the U.S. Office of Education for receipt of multiple copies of information on technical aspects of public and higher education, vocational and technical education and instructional methodology.

Education specialists within TA/EHR are the most frequent users of this reference facility. An average of four persons from outside TA/EHR make use of the facility weekly. Users include education specialists in the Regional Bureaus, USAIDs, PASA and contract personnel.

Information Dissemination

In addition to its activities related to the operation of the reference facility the unit is also responsible for the dissemination of informational

material to various user groups. The unit serves as A.I.D.'s central clearing-house for informational exchange in the field of education between information sources and user groups.

TA/EHR disseminates to the USAIDs, on a quarterly basis, packets of informational material. These packets contain education information transmitted to TA/EHR from the U.S. Office of Education, bibliographic listings of education publications and survey reports of A.I.D. education projects on a global basis. In addition, when the information is available, the packets also include material in the areas of education technology and education economics. Since quarterly packets vary in size, no attempt has been made to maintain a record of the amounts of material disseminated.

The occasional dissemination of informational material regarding education technology is supplemented by a contract arrangement TA/EHR has with the Academy for Educational Development (AED), a private non-profit organization which provides TA/EHR and the USAIDs with periodic bulletins dealing with education technology. Bulletins are transmitted directly by AED to the USAIDs. All inquiries from the Missions concerning the bulletin are referred directly to AED. The AED has also published a development handbook on education technology which has been disseminated to the USAIDs. The education economics section has no outside contract arrangements for transferring informational material to the USAIDs.

In addition to the packets transmitted to overseas personnel, TA/EHR occasionally distributes bulletins, conference reports, professional newsletters and periodicals dealing with various aspects of education.

The TA/EHR resource unit receives approximately 15 informational requests monthly from within AID/W, 3 requests monthly from the USAIDs, 20 requests monthly from individuals and organizations in the U.S. and 2 requests monthly from individuals and organizations in the LDCs. The nature of these requests varies. While some are relatively simple requests for copies of publications, survey reports and bulletins, others are more time-consuming specific subject inquiries requiring research.

Although it does not usually transfer resource material directly to the USAIDs, the Education Research Information Center (ERIC) occasionally provides TA/EHR with general educational material which, if found relevant to the informational needs of the technicians, is included in the packets sent to the Missions. ERIC has access to approximately 20 information centers that specialize in particular subject areas in the field of education.

Findings

The TA/EHR reference facility, although relatively small in size, maintains a collection of basic and current informational material to help the specialists and generalists stay abreast of developments in the field of education.

Although the informational material contained in the area of non-formal education was considered adequate, the study team felt that more emphasis should be placed on developing additional information in the areas of education technology and education economics.

All activities related to the operation and maintenance of the reference unit are the responsibilities of one professional, an education specialist. In addition to other office responsibilities such as assisting in the formulation of program policy and guidance, supervising education studies and preparing material for congressional presentations, the specialist must also maintain close liaison with the geographic bureaus in order to insure an adequate flow of information in education matters. In addition to serving as the Bureau's principal education information backstop officer, the specialist also insures that inquiries for informational material from the field and elsewhere receive prompt attention.

Although the specialist receives occasional clerical and administrative support in disseminating material, the study team felt that more active assistance should be provided by a full-time or part-time secretary/clerk -- presently assigned to EHR. In addition to a secretary/clerk's regular duties, he or she could also be assigned specific responsibilities for the maintenance and operation of the reference unit.

Although the running of the reference facility is virtually a one-man operation, the unit receives some program assistance from a senior U.S. Office of Education technician (HEW) who serves as a general liaison and resource point for coordinating A.I.D. educational activities with the Office of Education as part of his duties. The officer dispatches educational materials overseas and responds to AID-related inquiries.

The TA/EHR information dissemination activity is small and limited when compared to that of TA/AGR. Although its relationships with the U.S. Office of Education, ERIC, and the Academy for Educational Development are strong, the unit has few other informational linkages which it can use for the purpose of disseminating material and/or answering educational inquiries.

The study team felt that TA/EHR could have more impact on the educational community which it services if it were to expand its informational linkages with other sources. These same sources could also serve to reinforce the resource unit's capabilities for answering requests and responding to specific subject inquiries.

Regarding the amount of material disseminated, it was suggested in conversations with some TA/EHR technicians that perhaps, because of the size of the packets, not all educational material transferred to the Missions was being absorbed by USAID personnel. It was felt that because of other

project and program responsibilities most education specialists had little time to carefully review all the informational material included in the quarterly packets. It was indicated that the packets' usefulness could benefit from a closer screening of material and the inclusion of bibliographic listings of material contained in the reference facility.

Recommendations

A. Reference/Resource Facility

1. Allowing for space constraints, incorporate within the existing non-formal education resource unit all pertinent education technology and education economics resource material.
2. Establish a catalogue system that would identify by author, subject matter and title all material stored in TA/EHR's resource unit. This would include non-formal, education technology and education economics material.
3. Maintain a check-out system for reference loan service.
4. Maintain a log of requests received and related duties.

B. Dissemination Operation

1. Evaluate the packets of informational material disseminated to USAIDs in order to streamline the amount of material transmitted and promote more effective "digestion" of material by education advisors in the field.
2. Prepare and distribute periodic notices to education specialists in AID/W and the USAIDs regarding new acquisitions.
3. Investigate the possibilities of enlarging TA/EHR's informational contacts with the U.S. Office of Education, the Academy for Educational Development (AED) and the Education Research Information Center (ERIC) to include arrangements whereby these sources would transmit directly to the USAIDs on a periodic basis selected listings of available information dealing with non-formal education, education technology and education economics. These arrangements would also include provisions for the transfer to these sources of specific requests from the USAIDs for technical information.
4. Investigate new informational sources which TA/EHR can use to strengthen its overall capability of transferring educational material overseas and responding to inquiries from user groups.

Office of Nutrition

Reference/Resource Facility

The Office of Nutrition, under its RSSA with the U.S. Department of Health, Education and Welfare's Maternal and Child Health Service employs a staff of two professionals and one secretary to provide cooperation and technical support on aspects of maternal and child nutrition with particular emphasis on child feeding, nutrition education, and public health.

The activities carried out under this support agreement include: the evaluation and review of educational techniques and material as they apply to child nutrition and feeding programs; the use of mass media in nutrition education; the coordination of nutrition education programs administered by U.S. Voluntary Agencies; and the dissemination of education and informational material.

In keeping with the latter activity the Office of Nutrition maintains an information resource unit within its offices in the Main State building. This unit, however, is not a reference facility comparable to those of other TAB offices. Nearly all material contained within the unit is multiple copies of nutrition reports and pamphlets prepared for use in nutrition projects in the LDCs. As such, the principal informational activity of the unit is the development and distribution of nutritional materials with a worldwide or regional application. The unit itself receives few "walk-ins" for reference services; nearly all material requested is disseminated on a permanent basis.

Information Dissemination Operation

As might be expected, most requests received by TA/N for informational material are from the USAIDs. TA/N receives approximately 1,700 requests yearly from the USAIDs. In addition TA/N receives an estimated 400 requests from sources outside of A.I.D. (e.g., VOLAGs, international organizations and U.S. institutions). About 200 requests are received from AID/W technicians concerned with nutrition matters and approximately 225 requests from various LDC government institutions.

TA/N disseminates approximately 473,500 pieces of nutritional material yearly to various user groups. The bulk of this material, an estimated 472,000 pieces, is disseminated to the USAIDs. Approximately 900 pieces are routed to various sources outside of A.I.D. (e.g., VOLAGs, international organizations and U.S. institutions). Approximately 270 pieces of material are disseminated to various LDC government institutions and nearly 230 pieces of nutrition material to AID/W personnel. This material, which is usually disseminated as it becomes available or upon request, primarily consists of growth and weight charts (multiple copies), nutrition surveys, manuals, reports and newsletters.

Requests for single copies of informational material are, in most cases, handled by the TA/N resource unit. Multiple copy requests, which are usually requested by the USAIDs, are transmitted to the Distribution Branch of SER/MO for action. This branch maintains the bulk of TA/N stockpiles -- which is estimated to be 550,000 pieces of nutritional material (mostly growth and weight charts).

In order to alert the USAIDs to available material, TA/N will occasionally prepare selected listings of office holdings for transmittal to overseas personnel concerned with nutrition matters. In this manner, USAID and PASA personnel are invited to submit requests for specific items needed.

To better meet its informational needs, TA/N maintains contact with various other U.S. Government agencies, institutions and international organizations mutually concerned with nutrition problems. This resource linkage has proven to be a useful means of receiving and exchanging relevant material and ideas in the field of nutrition.

In this connection, HEW has long been a major contributor of resource material to the unit, as well as an important source to which TA/N can refer specific subject inquiries.

In addition to the HEW RSSA, TA/N maintains informational exchange arrangements with the USDA, United Nations Children's Fund (UNICEF), WHO, FAO and the League for International Food Education (LIFE).

In this regard, the League for International Food Education (LIFE) prepares a monthly newsletter for dissemination to A.I.D. Missions, voluntary agencies and various U.S. institutions concerned with nutrition matters. The newsletter usually contains information on nutrition and food problems with emphasis on particular applications of food technology. As an added service, LIFE also prepares answers to inquiries concerning specific food technology and nutrition.

Findings

The information resource unit within the Office of Nutrition appears sufficiently comprehensive to adequately backstop the informational needs of the various user groups which it services.

The unit is presently staffed by two professionals and one secretary under an RSSA with HEW. Both professionals have had many years of experience in the field of nutrition, especially those aspects that relate to maternal and child health services.

Although the HEW personnel assigned to TA/N provide an important information service to the Office of Nutrition and other user groups, it is only one aspect of the overall duties required of this staff. Primary emphasis is placed on activities related to the evaluation of nutrition education programs, assisting in the development of nutrition programs to be administered by U.S. voluntary agencies and participating in the review of child feeding programs.

Use of the resource unit, based on statistical information made available to the study team, appears extensive. Within AID/W, the TA/N staff is the primary user of the resource unit. Although other Bureau and Office specialists concerned with nutrition activities are invited and encouraged to use TA/N's information facility, its utilization by other AID/W groups is not extensive. However, as the Agency focuses more priority attention on the nutritional problems in the developing countries, it is probable that the regional specialists responsible for backstopping certain nutrition programs will increasingly find the need to use the informational services provided by TA/N.

Recommendations

Information Dissemination Operation

1. Investigate the possibility of expanding existing contracts with outside sources to include a provision whereby these sources might directly service user groups. In particular, TA/N should seek to expand its agreement with LIFE to include such services.
2. Investigate and evaluate the possibility of contracting with additional non-A.I.D. sources for informational services.

Office of Health

Reference/Resource Facility

The Office of Health (TA/H) maintains a technical reference facility in its offices in Pomponio Plaza. This facility encompasses approximately 100 commercial texts, 40 reference works, 1500 handbooks and conference reports (primarily PAHO, CENTO and WHO), and copies of the 25 periodicals, journals and newsletters to which TA/H subscribes. The reference facility has been undergoing a reorganization to eliminate unnecessary material, pull together individual desk collections and assemble all malaria eradication and cholera task force material into the unit. No establishment of a formal catalogue system, however, is anticipated. Material is now arranged by health sub-sector or by issuing institution; periodicals are arranged in blocks by accession.

TA/H employs no formalized loan policy as nearly all loans are made to health specialists within the office. "Walk-ins" to the unit are few, almost entirely TA/H personnel. The geographic bureaus, especially Africa and Latin America do, however, submit two or three requests monthly for reference material to the unit.

Information Dissemination

The Office of Health receives approximately 4-5 requests for informational material monthly from within AID/W, 6 monthly from the USAIDs, 25-30 monthly from individuals and institutions in the U.S. and 60-80 monthly from individuals and institutions in the LDCs.

TA/H disseminates on an irregular basis periodic packets of informational material to advisors in the USAIDs concerned with health problems and prepares specific subject packets on request for individual advisors in the field. In addition, TA/H disseminates approximately 20 substantive and conference reports and procures and disseminates 2-3 commercial texts monthly. Ordinarily Missions and/or individual advisors themselves subscribe to health periodicals.

TA/H maintains a RSSA with the National Library of Medicine for inter-library loans, reference services and distribution of the Index Medicus. TA/H also has a RSSA with HEW's Office of International Health for response to inquiries in the fields of sanitary engineering, nursing and health education. In addition A.I.D. supports the U.N.'s World Health Organization with a sizeable grant and receives from this organization all issued reports, as well as some information services.

Findings

Nearly all use of the reference facility is by personnel within TA/H. This situation may be attributed to many factors, including its location in Pomponio Plaza, the previously uncentralized state of the reference facility and its rather specialized contents.

Although TA/H maintains close informational contacts with the National Library of Medicine and HEW's Office of International Health, the office has few other sources for receipt of health material.

In view of the Agency's increased emphasis on such selected development problems as population and health, it would seem useful and appropriate for TA/H's reference unit to increase its informational contacts with other sources. As greater attention is placed on health programs, TA/H will require access to those sources most capable of providing informational material relevant to its program responsibilities.

In its efforts to establish new informational linkages TA/H should also investigate the possibilities of transferring more of its dissemination functions and responsibilities to non-A.I.D. organizations. Such an arrangement would increase the overall capability of the unit to supply various user groups with a selection of current material from a variety of sources.

In this connection, TA/H should also strengthen its relationships with those sources from which it is presently receiving informational material. For example, ties with National Library of Medicine might be expanded to include additional services such as response to specific subject inquiries, ready access to library loans through the Library's computerized information retrieval system, and the preparation of periodic packets for dissemination to advisors in the field.

In addition, TA/H should strive to advertise available information services and materials, perhaps through the transmittal of sample materials to interested Missions with an explanation of material availability and means of acquisition.

Recommendations

Reference Facility and Dissemination Operation

1. Establish a policy of periodic dissemination of informational packets to overseas organizations.
2. Make wider advertisement of informational materials and services available to user groups.

3. Investigate the possibility of expanding the RSSA with the National Library of Medicine and HEW's Office for International Health, particularly for response to specific subject inquiries and provision of current and useful informational materials.

4. Investigate and evaluate the possibility of contracting with additional non-A.I.D. sources for informational services.

Office of Development Administration

Reference Facility

The Office of Development Administration (TA/DA) is located in New State. Due to a shortage of space, however, its reference facility is now located in Rosslyn.

Holdings of the TA/DA reference facility include: 150-200 commercial texts in the management sciences including community development; retention copies of the 15-20 periodicals and professional newsletters to which TA/DA subscribes; 1,000-1,500 pieces of shelf material including pamphlets, journals and non-A.I.D. reports.

The TA/DA reference facility employs no formal cataloguing system, but texts and shelf material are arranged by sub-sector, and within these sub-sectors, by country or region.

TA/DA enforces a check-out system for the loan of commercial texts and monitors the loan of periodicals and shelf material. Walk-ins to the unit at one time averaged 4-10 monthly, including 1-3 U.S. and foreign students per month. For May and June 1972, the last period of full unit operation, walk-in totals were 14 and 15 respectively.

The retirement in June, 1972 of the Foreign Information Specialist who maintained the reference facility has significantly reduced the operations of the unit. At present the retired employee works part-time (1-2 days weekly) in the reference facility. Use of the unit has decreased since her retirement, primarily because there is no one to act in her capacity during her absence. Of her 1-2 days weekly in the reference facility, the Foreign Information Specialist spends approximately 10% of her time in actual reference facility maintenance.

Information Dissemination

Informational requests and dissemination activity have declined considerably for several reasons. There are at present few public administration advisors overseas, and development administration activities have lessened worldwide as other sectors have assumed higher priority. Additionally, the retirement of the Foreign Information Specialist has lessened the operational capacity of the unit. For example, for May and June 1972, the Foreign Information Specialist responded to 51 requests for 608 publications. Of the 51 requests, 20 were A.I.D. requests, both from overseas and AIL/W. Information requests now average only 1-2 monthly from within AID/W, 4 monthly from the USAIDs, 1-4 monthly from U.S. individuals, primarily students, and 3-4 monthly from LDC individuals and institutions.

The TA/DA unit disseminates monthly Office of Management and Budget (OMB) management services reports, under cover of a transmittal newsletter. Within this transmittal newsletter TA/DA supplies abstracts of new public administration material available. Missions are invited to submit requests for desired material to TA/DA. Only occasionally will the unit procure commercial texts on request; ordinarily, requestors are advised to resubmit their request through the A.I.D. book agent, BFL Communications, Inc.

TA/DA does not maintain RSSA or PASA arrangements with other government agencies but does maintain liaison with OMB for the procurement of management services reports and with the American Management Association for the procurement of management information.

The Foreign Information Specialist who maintains the TA/DA reference facility also performs the information dissemination function. Of the 1-2 days weekly that she works in the unit, 90% of her time is spent in information dissemination activities.

Findings

The physical location of the TA/DA reference/information dissemination facility seriously undercuts its potential effectiveness. While the Office of Development Administration is located in New State, the unit itself is housed in Rosslyn, and receives little use by personnel within the office.

In addition, the retirement of the Foreign Information Specialist who maintained the reference facility and performed the information dissemination function has seriously restricted the capability of the unit to perform those functions which had been performed before June, 1972. Although the retired Foreign Information Specialist performs these functions now on a part-time basis, the unit is closed when she is not there. Thus requests for informational material have lessened considerably, due to the knowledge in AID/W and overseas that the unit no longer operates on a full-time basis.

Some of the material in the DA reference facility, according to TA/DA personnel, is outdated. Most of this material deals with community development information, an area which has received less Agency attention in recent years. The TA/DA unit has, since the initiation of this study, transferred its sizeable collection of technical reports to the A.I.D. Reference Center.

The limited operations of the TA/DA unit essentially leave Agency personnel without an effective resource unit in the area of public administration. TA/DA personnel indicate that they receive relatively little material from outside sources which is beneficial to their work or their effort to keep current with recent thinking in the field of

public administration. Most expressed the desire to form resource linkages with an information exchange system working in the field of public administration.

Recommendations

A. Reference/Resource Facility

That the unit be divided among TA/DA personnel and the maintenance duties be taken over by the person assigned responsibility for a particular section and/or the secretary.

B. Dissemination Operation

1. That as an interim step the retired Foreign Information Specialist train one of the clerical personnel within TA/DA to perform information dissemination activities, familiarizing that individual with the informational sources available and the avenues for researching responses to specific subject inquiries.

2. That TA/DA actively investigate and evaluate the possibility of establishing RSSA's or other arrangements for the direct provision of informational material to user groups. Initial contact might be made with the National Technical Information Service (NTIS), the American Management Association, and possibly OMB.

Other TAB Offices

In addition to the information resource units previously described certain other TAB offices are involved, to a much lesser extent, in information dissemination. The Office of Research and Institutional Grants (TA/RIG) makes available informational material produced through A.I.D.'s institutional grants and contracts. The Office of Program and Methodology (TA/PM) is responsible for issuance of diverse publications including the Technical Assistance Guidance Series (TAGS) and the new TAB Directory of Services. The informational functions of these offices, however, differ significantly from those of TAB's technical offices, and thus were not within the scope of this study.

The Office of Science and Technology (TA/OST) does, however, perform some of the same type of informational activities as other technical offices, but on a much smaller scale. The office maintains no central reference facility, but relies on individual collections for necessary reference material.

TA/OST occasionally becomes involved in the transfer of selected office program material to USAIDs and other AID/W offices. The transfer of this material is designed as an informational supplement to AID's priority programs in fields such as Agriculture, Population and Health, and Education. In addition, TA/OST, in cooperation with NTIS, has begun a quarterly publication series to increase the ready availability of U.S. technical publications of special interest in developing countries to LDC governments and institutions.

TA/OST maintains informational linkages with several other U.S. Government organizations. The office's ties with the NTIS are particularly strong. Additionally, TA/OST receives information from the National Bureau of Standards and the U.S. Geological Survey.

STUDY INTERVIEWS

I. Technical Assistance Bureau:

Office of Agriculture (TA/AGR)

Mr. Madison Broadnax, Deputy Director, Operations & Liaison
Mr. John Cordaro, Program and Administrative Services
Ms. Ruth Lancetti, Technical Information Officer
Mr. Michael Galli, AGR Officer

Office of Development Administration (TA/DA)

Mr. Jack Koteen, Director
Mr. Gerald Horne, Deputy Director
Mr. Kenneth Kornher, DA Officer
Ms. Dimetra Crassas, Technical Information Specialist

Office of Education and Human Resources (TA/EHR)

Mr. Robert Schmeding, Deputy Director
Mr. Myron Vent, Education Division Chief
Mr. David Sprague, Education Resource Specialist

Office of Health (TA/H)

Mr. Amos Worthington, Health Program Coordinator
Mr. Don Hooker, Cholera Task Force
Ms. Margaret Pope, Clerk

Office of Nutrition (TA/N)

Ms. Amy Pound, Program Analyst
Ms. A. Sismanidis, Nutrition Specialist
Ms. D. Moore, Nutrition Specialist
Mr. William Parra, Medical Nutrition Specialist

Office of Science & Technology (TA/OST)

Mr. John Fry, Tech. Adaptation
Ms. Ava Hurley, Operations Assistant

Office of Program and Methodology (TA/PM)

Mr. Allan Matthews, Special Assistant
Mr. James Green, Technical Assistant
Mr. Sherwin Landfield, Foreign Affairs Officer
Mr. Abraham Hirsch, Administrative Officer

Office of Institutional Grants (TA/RIG)

Mr. Delbert Myren, Chief, Planning, Analysis and Utilization
Mr. Michael Rohla, RIG Officer

Others in TAB

Mr. Raymond Kitchell, AA/TA
Mr. Joe McCardell, TA/MGT
Mr. Richard Deyo, TA/MGT

II. Miscellaneous Interviews -- with AID individuals outside of TAB:

Ms. Ann Peters, PHA/POP Tech. Information Officer
Ms. Olga Wohgemuth, OPS/Tech. Information Officer
Mr. Joseph Jenkins, OPS Training Division
Ms. Edna Falbo, ARC Information Officer
Mr. Linwood Rhodes, DM/ISD
Mr. Irwin J. Lachman, SER/MP

III. Individuals outside AID

Mr. A. Rice, Society for International Development
Mr. H. Dyer, World Bank
Mr. Conrad Eaton, Department of State Library
Ms. Faye Powell, USDA/ERS
Mr. Jim Sayre, USDA/ERS
Ms. Helen Strow, USDA/Extension Service
NTIS Representative

Attachment B

The following pages provide a comparison of TAB's information resource units and dissemination activities.

Comparison of TAB Information Resource Units

Size of Reference Facility

TA/EHR maintains the largest amount of material, but holdings are decentralized among its three key problem areas. The non-formal education section is by far the largest of the three. The number of holdings of TA/H and TA/DA is roughly equivalent, although the TA/H unit maintains more professional journals and reference texts, while TA/DA maintains a greater amount of commercial texts and pamphlets. TA/AGR's reference facility is small by comparison, but composed almost totally of commercial and reference texts. Although TA/N personnel feel that theirs is an equivalent reference facility, it is a different type of facility, containing multiple copies of material for dissemination rather than reference.

Use of Reference Facility

The TA/AGR facility receives most frequent use, primarily by personnel within the office. The TA/EHR unit receives a moderate amount of use, again primarily from personnel within the office. Use of the TA/H unit is scattered, almost exclusively by personnel within the office. TA/DA unit use was at one time more sizeable, but has now been reduced to a trickle, primarily USAID personnel on home leave and United States and foreign students. Statistics on use of the TA/N unit must be compared to information dissemination statistics of other TAB information resource units.

Information Dissemination Activities

TA/AGR by far handles the most informational requests, primarily from AID/W and USAIDs, either through direct response or transmittal to other organizations through the Technical Inquiry Service. TA/N receives and fills many requests for informational material, including large orders for such popular items as height and weight charts. The bulk of TA/N requests for material are from USAIDs and other overseas organizations such as VOLAGs and international institutions. TA/EHR receives less requests than TA/AGR and TA/N, but nevertheless disseminates material to all user groups, although primarily to AID/W and to U.S. individuals and institutions. TA/H receives significantly fewer requests, and transmits less material to requestors. TA/DA at one time received many requests and transmitted much material to advisors overseas and LDC individuals and institutions. The now limited operations of the unit have slowed information dissemination to a trickle of requests, primarily from individuals and institutions in the LDCs.

Manpower/Staffing

The TA/AGR reference facility and information function is performed in-house by one professional and one secretary. This staff is supplemented, however, by personnel attached to the two RSSAs with USDA -- 2 professionals and one clerical with the Extension Service who provide 1.5 man-years of work for A.I.D., and 2 professionals, 1 semi-professional and 2 clericals with the Economic Research Service who provide A.I.D. 5 man-years of services. Total manpower expenditure for informational service is 8.5 man-years of effort.

TA/N manpower expenditures for informational services are totally RSSA-related. HEW's Maternal and Child Health Service provides 4 man-years of services to A.I.D., but this time is not spent totally in the dissemination of information. Approximately 1.5 man-years is devoted to information dissemination. In addition, a small fraction of one man-year is expended for information dissemination through a professional previously attached to the CDC's Office of Medical Nutrition.

TA/H expends one man-year in-house for information dissemination, and receives approximately 2 more man-years through a RSSA with the National Library of Medicine for informational-type activities. Moreover, the office receives a small part of the 15 man-years involved in the RSSA with the Office of International Health for informational services.

TA/EHR has no full-time personnel involved in information dissemination, either A.I.D. or RSSA. A rough estimate of the amount of time spent in information dissemination and maintenance would indicate no more than 0.3 man-years expended.

TA/DA's information resource personnel includes one part-time person involved in information dissemination, at an average of .2 man-years. No RSSA personnel are involved in DA information dissemination.

The following Attachments C and D provide a graphic comparison of certain aspects of TAB's five major information resource units. Attachment C presents a comparison of reference facility functions. Attachment D presents a comparison of information dissemination operations.

REFERENCE FACILITY FUNCTIONS
COMPARISON

REFERENCE FACILITY	TA/AGR	TA/EHR	TA/N	TA/H	TA/DA
<u>Holdings</u> # of Commercial Texts # of Reports # of Periodical Subscriptions Other	700 200-300 Research and Technical Assistance 10 for TA/AGR 15 thru USDA PASP 200 AID-generated publications	The non-formal education unit is comprised of: 350 800 6 1,200 For discussion of other collections within TA/EHR, see "Other Comments" below.	All TA/N holdings are for dissemination. The unit maintains no reference facility comparable to other TAB units. (See Information Dissemination comparison.)	100 1500 substantive and conference (primarily PAHO, CENTO and WHO) 25 40 reference works, primarily medical texts	150 - 200 15-20 1,500 pieces of shelf material including pamphlets, journals and non-AID reports
<u>Location</u>	Central secretarial office	Individual private offices	Separate office within TA/N	Central secretarial office	Separate office in Rosslyn; isolated from TA/DA offices in New State
<u>Organization</u> Cataloguing	No formal system; holdings arranged by subsector. Periodicals seldom retained.	Holdings arranged by subsector and/or issuing institution	Not applicable.	Materials arranged by subsector and/or issuing institution; periodicals in blocks by accession	Materials arranged by subsector, country and/or region
Loan Policy	Borrowers must sign out material and anticipate return date. All material must be available on recall.	No formal loan policy	Not applicable.	No formal loan policy.	Check-out system enforced for the loan of commercial texts; loan of periodicals and shelf material monitored.

Reference Facility (cont'd)	TA/AGR	TA/EHR	TA/N	TA/H	TA/DA
Use of the Facility	Constant use by TA/AGR personnel; 15 per week from outside TA/AGR.	TA/EHR personnel make wide use of the non-formal education facility. Use of this facility by non-EHR personnel averages 4 weekly. Use of other sub-sector units is minimal.	Little use is made of the unit as a reference facility.	Nearly all use is made by TA/H personnel; 2-3 requests monthly from geographic bureaus.	In last period of full unit operation, walk-ins averaged 4-10 monthly. Use has since decreased significantly.
Reference Facility supervised by:	Technical Information Specialist; TA/AGR specialists available for consultation.	Education Specialist who performs most maintenance duties and is available for consultation.	(See Information Dissemination comparison.)	Semi-professional clerk; TA/H specialists available for consultation.	Part-time Foreign Information Specialist. No other consultation available in proximity to the unit.
Man-hours Expended in Reference Facility Maintenance	1 hour per week; Information Specialist indicates that the unit required 90 man-hours to assemble and would require 60 to catalog.	4 hours per week	Minimal	25 hours per week	10% of hours worked
Other Comments		Reference facilities are maintained for the sub-sectors of educational technology and education economics on a much smaller, less formalized scale. The combined holdings of these two collections encompass approximately 1,500 items. No statistical data is maintained regarding use of these collections.			

COMPARISON OF TAB'S INFORMATION DISSEMINATION FUNCTIONS

Information Dissemination	TA/AGR	TA/EHR	TA/N	TA/H	TA/DA
<u># Information Requests from:</u>		*TA/EHR's non-formal education unit performs nearly all information dissemination.			Since 6/72:
AID/W	400 monthly	15 monthly	16 monthly	5 monthly	2 monthly
AID Overseas Organizations	40 monthly	3 monthly	140 monthly	6 monthly	4 monthly
U.S. Organizations and Multilateral Institutions	40 monthly	20 monthly	33 monthly	30 monthly	4 monthly
LDC Organizations	60 monthly	2 monthly	17 monthly	80 monthly	4 monthly
<u>Volume of materials Disseminated:</u>			Approximately 470,000 pieces yearly disseminated primarily to USAIDs; primarily growth and weight charts, surveys, manuals, reports and newsletters.		Since 6/72:
# of Packets	100 bi-weekly	4 mailings yearly		as requested	Monthly mailings of OMB newsletter
# of Reports	20 AID-funded monthly	3 monthly		20 monthly	minimal
# of Commercial Texts	5-10 monthly	1 monthly		3 monthly	minimal
# of Periodicals		4 monthly			4 monthly
*Remainder are in response to specific subject inquiries.					

Information Dissemination (cont'd)	TA/AGR	TA/EHR	TA/N	TA/H	TA/DA
<u># of Outside Information Sources:</u> FSSA Other	USDA/ERS, USDA/Extension Service, Dept. of Interior/Bureau for Reclamation FAO	HEW's Office of Education AED, ERIC	HEW's Maternal and Child Health Service USDA, UNICEF, WHO, FAO	National Library of Medicine, HEW's Office of International Health WHO, PAHO, CENCO	OMB, AMA
<u>Information Dissemination Performed by:</u>	Technical Information Specialist	Education Specialist	Personnel under AID's PASP with HEW	Semi-professional Clerk	Part-time Technical Information Specialist
<u>Man-hours Expended</u> In-house FSSA	39 hours weekly Approximately 5 man-years	20% of total work time	None 1.5 man-years	15 hours weekly	90% of total work time