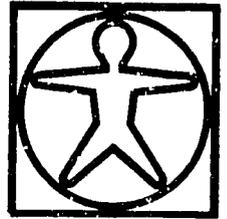
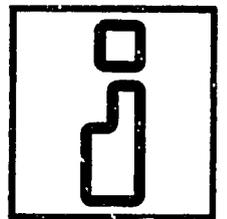


RESEARCH AND REFERENCE SERVICES



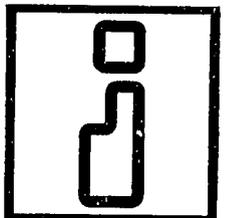
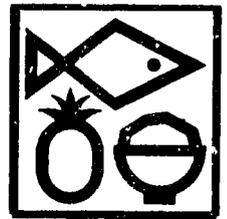
SPECIAL REPORT



SUBMITTED TO THE

DEVELOPMENT INFORMATION DIVISION

CENTER FOR DEVELOPMENT INFORMATION & EVALUATION



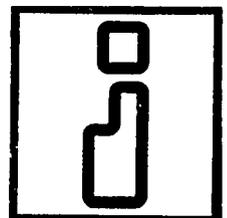
AGENCY FOR INTERNATIONAL DEVELOPMENT

by



AED

Academy for
Educational
Development



Academy for
Educational
Development

AED
International Division

February 26, 1986

Maury Brown
Chief, Development Information
FPC/CDIE
Room 209, SA-18
Agency for International Development
Washington, DC 20523

Dear Maury:

I am pleased to transmit to you Sarah Kadec's final report on AID's research, reference, and library services. Ms. Kadec's exhaustive analysis finds R&RS a valuable service to the AID user clientele with a solid foundation and much potential for development. Her report sets the stage for the next five years of operation under the AED contract. In her analysis she has identified issues which she believes hamper the efficiency and effectiveness of the service, while recommending options and solutions intended to expand the user base within AID and produce a more cost-effective information service. Her vision for R&RS is the development of a changing, dynamic information service to the Agency, which balances request-specific responses with outreach products, targeted for different types of AID users, and the promotion of information as a tool for development.

I look forward to meeting with you to review the findings of the report along with Catherine Balsis, whose responsibility it will be as project director to improve the services and ensure the success of the project.

Cordially,



Judy Grace
Director
Development Information Services

**OPERATIONAL REVIEW OF THE RESEARCH
AND REFERENCE SERVICE**

FINAL REPORT

Submitted to the
ACADEMY FOR EDUCATIONAL DEVELOPMENT

by Sarah T. Kadec

February 1986

TABLE OF CONTENTS

Introduction	i
Executive Summary	iii
I. Goals and Objectives	1
II. Organization	3
III. Operations, Functions, Activities	11
IV. Research & Reference Service Relationships	13
V. An Outreach Program for R&RS	19
VI. Products & Services	23
VII. Operating Policies Framework	28
VIII. Quality Control Framework	29
IX. User Charges	32
X. Statistics	33
XI. Training Requirements	34
XII. Accomplishments to Date	35
XIII. Long-Range Planning	38
IX. On-Going Evaluation of R&RS Contract	40
X. A Development Information Network Concept	41
Appendix I - Outline of Policy Statements and Operations Handbook	
Appendix II - Recommendations	
Appendix III - Implementation Chart	

INTRODUCTION

On October 1, 1985, the Academy for Educational Development (AED) began providing the Agency for International Development's (AID's) Research and Reference Services (R&RS) under contract to the Center for Development Information and Evaluation's (CDIE) Development Information Division (DI) for a period of five years. AED proposed to maintain the operations and services of the R&RS while reviewing these to increase efficiencies, and provide a higher level of service to the user clientele. A Senior Technical Advisor has served as a consultant to the project, has conducted the review and has made recommendations which would improve the operations and services of the R&RS. Some of the recommendations which could have immediate benefit have already been implemented (i.e., the acquisition of new technology and revised procedures for handling requests). These are discussed further in paragraph 12 of this report.

The technical consultant was requested to:

- collect data on the R&RS and its use,
- observe and document operations and procedures; and determine the application of staff resources
- identify users and methods applied to use of products and services,
- review library collection and sources used for research,
- review systems being used and determine their effectiveness,
- collect data necessary to support operational and programmatic policies of the AID/CDIE/DI/R&RS.

As the work flow analysis was carried out, jobs were to be defined; the definition was to be used to define job descriptions and as input to performance standards and evaluations. An analysis of products and services was to be provided; quality control was to be evaluated and recommendations made for assuring high quality.

The CDIE/DI/R&RS is located in SA-18, at 1600 Kent Street, in Arlington, Virginia. The DI also staffs, jointly with other CDIE personnel, Room 3669 in the State Department Building at 21st and C Streets, N. W. At the present time, AED staff are not responsible for services provided at the State location.

The R&RS is currently staffed with 17 employees provided by AED. These staff personnel consist of two (2) in project management, two (2) in administrative support, seven (7) in the Research Unit and six (6) in the Library and Reference Unit. The staff responds to inquiries from the USAID Missions, AID Washington, AID Contractors, Host Governments, other Development organizations and the general public (as time permits).

The Research Unit provides literature searches, syntheses and information packages which respond to inquiries from user clientele. The Library Unit maintains the library collection and assists on-site users in use of the library collection, provides literature searches, interlibrary loan and circulation services, and information packages in response to user requests.

AED works closely with other DI contractors and DI direct hires to successfully carry out the mission and functions of the DI/R&RS. It reports on a regular basis to the DI Director, both in oral briefings, meetings and in writing.

This report summarizes the review and offers recommendations for improvements in the operations and services as well as additional ways in which the R&RS may serve its clientele more effectively and at the same time promote the mission of the CDIE/DI.

Each section of the report carries a discussion of the findings in the review, followed by the recommendations. Recommendations are repeated in some sections where the topics overlap and it is important to show them more than once for emphasis. For those recommendations which require additional resources, this is noted in parentheses and smaller type, immediately following the recommendation. Appendix II is a summary of the recommendations and Appendix III contains an implementation chart for the recommendations.

EXECUTIVE SUMMARY

The Agency for International Development (AID)'s Center for Development Information and Evaluation (CDIE)'s Development Information Division (DI) operates the Research and Reference Service (R&RS) under contract to the Academy for Educational Development (AED). For several years, the R&RS has provided specific information, bibliographies, literature searches, reports and other printed matter, and syntheses in response to requests from AID Missions, AID Washington, Host Governments, AID Contractors, other development organizations, academia, industry and the general public.

The R&RS is a valuable service to the AID user clientele. The current situation provides the basis for a strong, viable information service for AID. This report attempts to identify problem areas which must be overcome to be cost-effective and responsive to user needs. It sets the stage for the next five years of operation of the AED contract and for a changing, dynamic information service to the Agency. A successful R&RS will permit the Agency to realize savings from the reduction of duplication in both collections and services and provide a level of service which will meet user information needs for the foreseeable future.

The R&RS is a well respected information service for those who know of it and use it. It is staffed with competent reference librarians and researchers who have expertise in information transfer as well as interest, and often, education and experience, in development. The staff consists of two (2) in project management, two (2) in administrative support, seven (7) in the research unit, and six (6) in the Library. The two units operate independently of each other in providing service, often duplicating efforts and not sharing responsibilities for the total information support.

Emphasis of the R&RS has been on providing AID's experience to its user clientele in support of project planning, development and management. Lack of a more complete set of goals and objectives for the Service and a broader range of support services are contributing to the establishment of numerous other libraries and information programs throughout the Agency. Relationships have not been developed to permit these and other development information sources to be applied to a total development information program for the Agency.

A functional analysis of the R&RS identified a number of problems which were leading to inefficiencies and lower productivity of staff in carrying out responsibilities under the Service's mission:

- 1) functions were being duplicated throughout the Service (with everyone doing the same thing).
- 2) reference librarians and researchers were carrying out activities more appropriately assigned to administrative support staff.
- 3) in an effort to assure quality control, reports were being requested from DIHF, checked for accuracy, completeness and readability, and then incorporated in response packages.
- 4) diversity and maintenance of terminals, microcomputers and printers reduced efficiency in searching.
- 5) request and other forms were consuming an amount of time disproportionate to their value.
- 6) too much time was spent in tracking the status of requests.

7) researchers didn't use the library enough and the library's collection was inadequate to support researchers' needs.

8) statistics are inaccurate and inadequate to permit evaluation of R&RS information activities.

9) user charges have not been applied in R&RS services to offset even partial costs of providing the service.

10) in-service and data base training are provided to new staff; searchers receive up-date training on current and new data bases as necessary.

Additional staff and data processing equipment, streamlined procedures, defined job descriptions and better definition of contractor responsibilities have improved productivity levels and overall efficiency of the staff and contract operation.

As AID becomes more decentralized, outreach takes on a different character, as do the services to be provided to AID staff. An outreach position was proposed by AED for the R&RS, but hiring has been delayed while the program was better defined. Outreach efforts to date have been limited to briefings, travel to missions, some use of the room in New State, and user feedback forms aimed at collecting data on R&RS responses. Proactive information services are limited to wider distribution of reactive information packages. No attention is being paid to network development and local service outlets for R&RS.

An outline for an operating policy statement was developed for incorporation into the proposed procedures manual. Following the library inventory, efforts were initiated to develop a collection development policy which will enable the library to more adequately serve the needs of AID users.

Planning has been sacrificed in an effort to meet service demands. Yet proper planning is necessary to success of any information service, and a long range planning effort has recently been undertaken at the project management level.

The following recommendations are made to improve efficiencies and cost effectiveness of the R&RS while providing improved services to an every increasing, widely dispersed user community.

1) establish well defined goals and objectives of the service.

2) establish relationships and procedures which will facilitate handling of requests, simplify operations, increase the development information base, increase sharing of responsibilities for products and services, and assure compliance with Federal regulations governing use of on-site contractors.

3) establish the R&RS outreach position necessary to carry out the program defined below. Assign responsibility for proactive products and services and Bureau liaison relationships to the outreach program and adjust organizational structure accordingly.

4) establish an outreach program which effectively promotes R&RS and at the same time provides feedback on user needs and satisfaction. The program should consist of: Bureau liaisons, targeted proactive products and services, briefings, technical assistance, exchange agreements, informal or formal network relationships, and promotional brochures and activities.

5) develop operating policies for all areas of R&RS operations as part of the proposed operations manual and to assure maximum performance of the contract early in the five year period.

6) establish user charges for literature searches, photocopies and other selected products and services to recover costs of providing them.

7) specifically define statistics necessary for management report, operational monitoring and program evaluation.

8) proceed with acquisition of the local area network (LAN) and high speed printer to support efficient computer access to development information.

9) develop long range (5 year) plan for programs and operations of R&RS; establish schedule for evaluation R&RS services against stated goals and objectives and elements within the long range plan.

10) develop a network of AID libraries and information centers, with later extension of appropriate formal and informal links to other development information activities, for collection and dissemination of development information.

I. GOALS AND OBJECTIVES

Goals and objectives are essential to the successful planning, organization and operation of an information service. Though goals and objectives of the R&RS are implicit in many of its bulletins and functional statements, and in those of CDIE/DI, no formal statement exists.

Goals and objectives set the stage for policy development, overall evaluation of the service, and for the products and services which will be provided. The lack of specifically stated goals and objectives may be partially responsible for the fact that well defined operational policies do not exist.

The *mission* of the Academy in carrying out its contract is to provide CDIE/DI and the Agency with the best possible research and reference service, and to promote the service to AID users.

The *mission* of the R&RS can be interpreted as follows:

to serve as a major source of development information, products and services primarily for AID Washington Offices and Missions, for AID contractors, for AID Host Governments, for other development organizations and, as time permits, for public and private organizations and individuals. The R&RS identifies, organizes and disseminates development information, including project development information, country and program information, socio-economic information, and evaluatory information on these activities. R&RS provides development information resources through products and services, including bibliographies, syntheses, loans, photocopies, computerized data base access, and personal reference, referral and research services. It works closely with other offices in the Agency and cooperates with other groups in both the public and private sectors, to ensure that the results of research and other types of development information are readily available, and rapidly disseminated, to the ultimate user. R&RS uses appropriate modern technology in support of information handling activities.

A set of proposed goals and objectives for the R&RS are provided below.

Recommendations

1. It is recommended that the draft R&RS *mission* above be adopted, or revised, and issued as the Service's formal mission statement.
2. A formal statement of *goals and objectives* (the ones outlined below or others as defined by DI or the R&RS staff) should be adopted and made a part of the R&RS policy statements and operations handbook.

PROPOSED STATEMENT OF GOALS AND OBJECTIVES FOR R&RS

Goals

a total information service to the development community at large, with priorities established for certain segments of that community.

assurance that no one in AID performs his or her task without adequate information support, except by choice.

an integrated information support service; an effective information service window for AID development information.

an effective representation of AID/CDIE/DI to its users/clientele.

the most effective and successful contracted operation within AID; thus promoting the Academy as an outstanding member of AID's information team.

Objectives

To effectively present development information to USAID's missions, to AID/Washington, to AID Contractors, to host country organizations, and to other individuals and organizations interested in or in need of development information.

To present complete and appropriate information on a timely basis.

To assure that no one in AID performs his or her task without adequate information support, except by choice, through effective promotion of R&RS services and high quality information service.

To provide a fully integrated information support service to the user. (The concept of a one stop information shopping center, promoted by all members of the staff, with an organizational structure in which functions are mutually supportive of each other and high quality is always available).

To make users and the development community aware of the information available to them and how to effectively make use of it and the services provided by DI's R&RS.

To promote the DI as an essential element in AID's program and structure; by establishing appropriate relationships with direct hires and other contractors, and using these relationships to promote successful development projects and programs.

To promote AID as the best source of development information through the establishment of a development knowledge base and the provision of high quality services from this base.

To proactively provide development information to AID/CDIE/DI's targeted audiences through specialized, current information products.

To promote the Academy through the provision of effective, high quality information products and services, and through an effective, visible, proactive team effort.

II. ORGANIZATION

The R&RS organization in place when AED assumed responsibility for its operation in October 1985 consisted of two units - the Research Unit and the Library and Reference Unit. To avoid major disruptions to service and to stabilize the contracting operation, it was decided to maintain the existing structure for the initial period of the contract, while strengthening the administration and management staff.

An organization chart reflecting the initial structure of the R&RS is reflected in Figure 1. In reviewing the organizational structure of R&RS, a set of responsibilities for the AED/R&RS Project Director and Deputy Director were defined. Draft job descriptions and performance criteria for each of the staff were developed.

As the R&RS information products and services evolve, *changes in the present organizational structure will be necessary* to successfully carry out the Services's mandate to provide timely and accurate information to AID staff and other CDIE/DI users.

IIa. R&RS's OPERATING ENVIRONMENT

The R&RS operates within the Center for Development Information and Evaluation's Development Information Division. It is responsible for carrying out the mission and responsibilities of the contract, and at the same time meeting the requirements placed on it by the AID, CDIE, the DI, other CDIE organizational units, other AID organizations, and the users of the R&RS. In addition, it must operate within the framework of current policies and programs of the Agency and the government at large. The current management structure for the R&RS contract appears in Figure 2.

AED is operating the R&RS at a time when information resources management (IRM) is considered an important governmental (as well as private) information program. IRM is the management of information as a resource, just as budget and personnel are resources for an organization. Organizations are recognizing that information, properly handled and made available, can replace the need for expenditures in many other areas and at the same time meet program objectives. IRM in many organizations is viewed primarily from the standpoint of automated information handling equipment and procedures. However, IRM is *intended* to focus on the information itself, as spelled out in the recent Office of Management and Budget (OMB) Circular A-130. The R&RS is a function within AID which must be primarily concerned with the information itself, if it is to successfully meet the information requirements of its users. Thus it must work closely with the Agency's Office of Information Resources Management in identifying and using Agency information resources.

Political, administrative, economic and social considerations affect the way in which information programs carry out their responsibilities. Budget reduction efforts in the Federal government are likely to impact heavily on individual Agency programs. It is essential that the R&RS be viewed as a tool for furthering the mission of AID at little, if any, additional costs. The value of the information service the R&RS provides must be documented, must remain of high quality, and must be essential to the carrying out of AID's mission. It will be measured against other programs in its effectiveness, its quality, its timeliness, and its ability to offset other costs associated with development activities within the developing countries.

AED operates the R&RS in a time of change and conflicting priorities, both for the Government generally and the Agency specifically. Directions are often not well defined, management structure and the role of direct hires seem vague, and resources may be limited. Constraints

RESEARCH & REFERENCE SERVICE ORGANIZATION

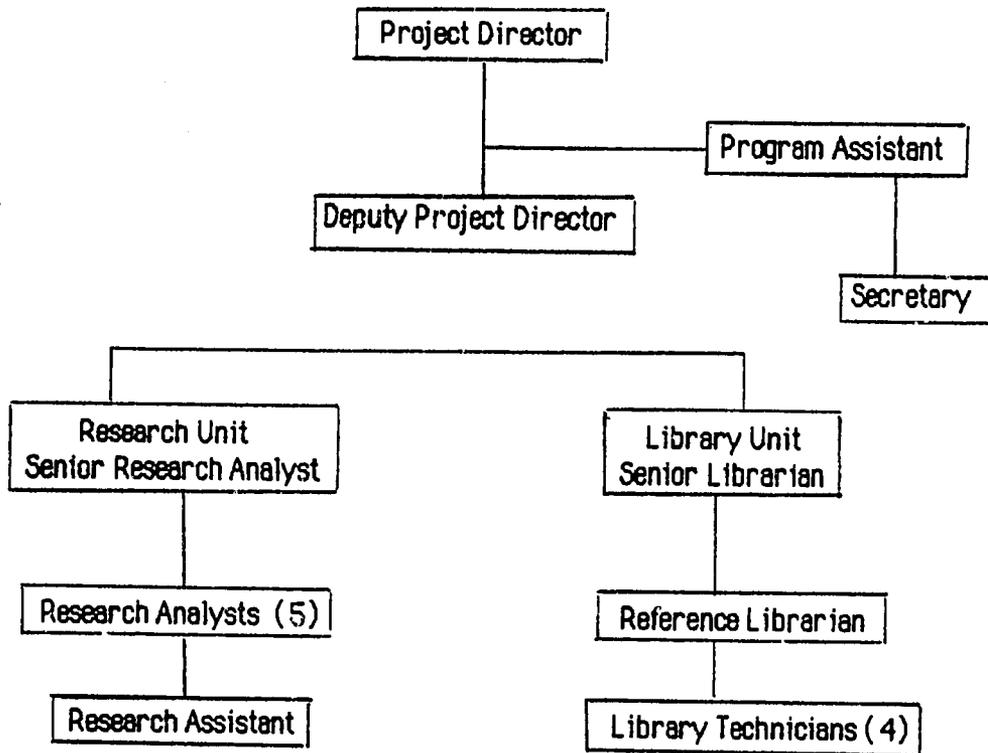


Figure 1

DI/AED R&RS MANAGEMENT STRUCTURE

Development Information Division

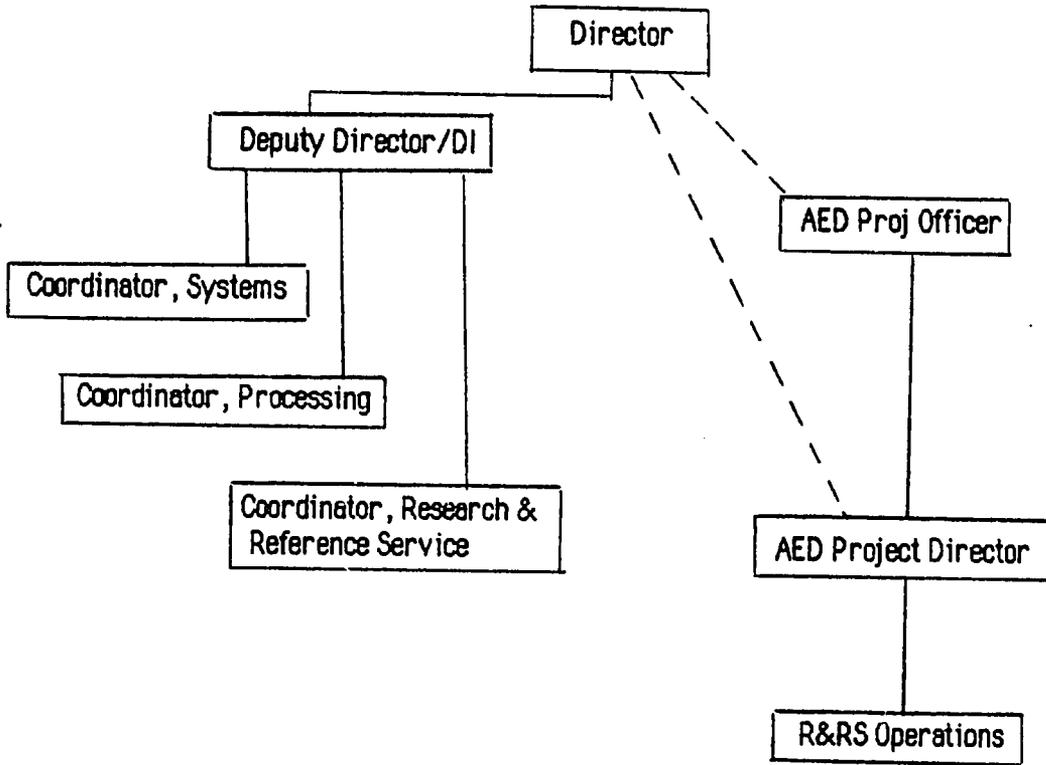


Figure 2

Direct supervision _____

Contractual liaison - - - - -

may limit its ability to perform an overall information service with total responsibility for quality of its products and services. Still, it can successfully promote, and provide, an acceptable, proactive, and satisfactory responsive information service for its users.

AED/R&RS plays a critical role in providing research and reference services to the AID user clientele. Its value-added services such as selection of pertinent information, review of information for accuracy and objectivity, and analysis and synthesis represent critical support to the AID mission. It operates in an interactive, very fluid environment, and must adjust to fluctuations in requirements, needs and overall administration and governmental goals.

Limitations exist for it in the policy arena, in representational functions, and in decision making relative to budgeting, staffing, and the like. It has the freedom to use resources available to it to promote the use of information, to establish a team of research and reference personnel that can effectively translate these resources to the user, to chart the best course for providing services and developing products, to effectively manage its operations and benefit from the ability to define its missions and goals. It must capitalize on having two support bases - one the AED and the other the AID/ CDIE/DI.

Recommendations

AED must maintain its identity as a contractor while providing a service for the CDIE/DI, and the R&RS must establish the boundaries within which it must operate and provide services.

11b. REFERENCE LIBRARY UNIT

The mission of the AID Library is to serve the informational needs of AID personnel in the Missions and AID Washington, and the contractors and grantees working under the auspices of AID. It functions as a central reference collection point for program and technical documentation generated by AID and its predecessor agencies, and development information and materials generated by other development organizations and commercial publishers. It provides reference, referral, loan and interlibrary loan, bibliographic, and literature search services to AID's user clientele.

The AID Library has recently completed its first inventory in several years and is now in a position to judge both the value of its present holdings and the gaps which have developed in a period of time when space considerations and an objective of limiting the subject scope and type of materials collected was in place. The current space is inadequate for a library attempting to serve the entire Agency. Its collection is necessarily limited by space considerations. AID documents and other collections are maintained on microfiche, and this trend will need to continue.

OCLC is used for interlibrary loan; cataloging is carried out by DIHF using a modified Dewey classification system, not with use of OCLC. At the time of the review, microfiche were being loaned as any other non-reference items in the collection, making it difficult for users who need access to a complete collection. The decision was made to cease loaning of microfiche. Equipment to duplicate microfiche will be procured, or users will be required to purchase copies from the DIHF.

Use of the library is not what would be expected of an Agency library. Very little effort is expended in promoting the library and its services.

Restrictions on the collection and services, as well as the limited space for use of the library have led to the development of other libraries throughout AID to serve the information needs of staffs in the Offices, Bureaus and Departments. In addition, the current emphasis on AID's

experience has fostered this development. To successfully carry out the Agency's mandate, any and all development information must be available to support of the Agency's projects and programs. Other offices within AID will find ways to acquire, and have available, this information, even at the cost of developing their own libraries and information centers. This leads to costly duplication of collections and services, but is essential when the AID Library is not able to meet the Agency's needs. Though this situation is beyond AED's control, the staff must be aware of it, and to the extent possible, use other libraries and information activities within AID as resources of additional development related information.

Recommendations

1. It is recommended that the library be defined more precisely in terms of its support for R&RS functions, its service to AID/Washington and other AID staff and contractors, its service to non-AID users, and its relationship to other AID libraries. The library cannot be limited to AID information if it is to truly serve the needs of the Agency staff. It should also serve as a major resource for the R&RS research staff in responding to inquiries, and for those CDIE/PPE staff who are evaluating AID programs and projects and preparing reference guides. This definition of the library should be reflected in a formal mission statement, such as the one included earlier in this section of the report.
2. The library staff must stay on top of current development information, and target background information on specific sensitive areas to AID top management, through appropriate channels.
3. A major effort should be made by R&RS staff to encourage broader use of the library, through initiation of an SDI program, specialized bibliographies and information kits. The library should undertake a major promotional program of exhibits, open houses, special collections and services to make more AID staff aware of the library. (Resources will be required.)
4. The library must undertake the development of an informal network of AID libraries, including the establishment of a union catalog of holdings of AID libraries. (Union catalog will require resources.)
5. A long range plan should be developed to formalize a library network for AID, to reduce duplication of effort and to provide an improved, total library service to the Agency. The AID library should serve as a central node in the network, with the other libraries serving as satellite libraries. Collections and services should be specialized to the departments they serve, but available to all AID staff.
6. Available technologies should be used to reduce space demands on the library so that a more up-to-date, broadly based development collection can be acquired to support information needs of the Agency. All AID generated and sponsored information should continue to be collected to ensure a comprehensive AID collection within the Agency. Further use of microform and exploration of optical laser/compact disk technology is recommended. The library layout should be adjusted to provide more user space. Additional space can be obtained through removal of walls, use of compact shelving and balcony type additions. The library space consultant should be asked to provide a revised floor plan with associated costs. Present shelving must be reinforced and anchored before a serious accident occurs. (Resources will be required.)
7. Gaps in the AID publications and reports collection should be filled; other gaps in subject areas directly supporting AID's projects and programs should be identified and filled. (Limited resources required to replace microfiche.)
8. Efforts should be undertaken immediately to convert the remainder of the card catalog to machine readable format. An on-line catalog will permit the Library to remove the card catalog, thus gaining space, saving the staff time necessary to maintain the catalog, and allowing it to be

made available to users at any location. The collections located in the Research Unit should also be incorporated into the on-line catalog with a code designating restrictions on use of the material, for instance, that from the World Bank. (Resources will be required.)

9. User charges should be established for photocopying, some data base searching and possibly for interlibrary loan.

10. The Bureau Liaisons should serve as an advisory library committee, to assist in promoting the library and to advise on collections and services.

11. The library should evolve into a dynamic development information center, continuing to provide existing library services but undertaking additional, proactive support functions. It must become a major resource for development information for the Agency and its user clientele. (Resources will be required.)

12. Requests received in the library for AID documents should be immediately transferred to the DIHF for response. The library should respond to those requests which only the library can more adequately handle. Others should be referred to the Research Unit and to the DIHF.

13. The library should develop and maintain a directory of frequently used resources of development information. Data on these resources must be incorporated into the R&RS directory.

14. Use of OCLC and its cost should be reviewed in light of its limitation to ILL. Cost per item borrowed should be the determining factor in its use. At the same time, consideration should be given to using it for cataloging as well as ILL. (Resources may be required.)

11c. RESEARCH UNIT

The mission of the Research Unit is to respond to substantive requests for information from Missions, AID Washington, AID contractors, Host Governments, and other development organizations and from the private sector - industry, academia and individuals - as time permits. It will acquire, utilize, adapt, and transfer:

experiential/evaluative information on past development projects, undertaken by AID or other development assistance organizations,

research, technologies and processes, both state-of-the-art and traditional, that are appropriate to AID's development projects, and

contextual information and data, which identifies the environmental, economic, socio-cultural and political characteristics and constraints within the development locus (host organization or country; development region; cooperative network, etc.).

The Research Unit serves as a central point of information on development related topics through the provision of literature searches, bibliographies, experiential summaries, evaluations of development activities, syntheses of information from various sources on the topic, referrals, statistical data and expertise obtained from individuals and organizations in the field. It maintains a directory of sources of development information. It proactively provides syntheses and specialized information products where these are deemed of value to a larger audience than the original requester.

The Research Unit staff receives requests from users, interprets the requests, collects the information necessary to respond to the request, and adds value to this information through analysis and the preparation of syntheses when these will enhance the user's ability to make use of the information.

Communications among the researchers are essential to avoid duplication, to share resources and knowledge of related issues and topics. Daily five minute meetings have been instituted to permit each researcher to share the topics on which he or she is working and to gain input from other researchers.

Due to the nature of the information being provided, researchers must exercise a high level of quality control over every aspect of their research. All potentially relevant sources must be used, care must be exercised to completely and accurately cover a topic, information must be objectively presented, and references maintained for later validation. Statistical data should always be provided with reference to their source, and extreme care exercised in selecting statistics to be provided.

Recommendations

1. The research staff should use the library more in carrying out research in response to a request. Suggestions for up-dating of the collection will assist the library staff and provide a better base for research activities. The research staff should work more closely with the library staff in responding to requests, sharing in responsibilities for literature searching, and the identification of trends and "hot" issues.
2. The research staff must develop, and maintain, a directory of resources which can be used in support of research and outreach efforts. This directory should be set up for use by all staff members, and each should feel a responsibility for adding to it. There is no room for competition when it deprives users of information which could have been gotten through sharing. An informal checklist of types of sources to be used in responding to requests should be developed, especially for use by new researchers.
3. The research staff must develop a network of its most used sources, including particularly those other AID information activities which will strengthen the information available in specific subject areas. Networks are commonly thought of as two way channels of communication; the research unit will not often be in a position to serve as a resource for other information activities, but to the extent that it can, this service should be given a high level of priority. Cooperation with the library is essential to supporting this type of request.
4. The research unit presently responds to Mission requests, to those from AID/Washington and AID Contractors, to those from host governments, and to those from other overseas development organizations. The research unit should work closely with DI direct hires on implementing many of the recommendations from the ODIS project.
5. The research unit should consider quality control one of its most important responsibilities during the research and response process, and should rely heavily on the R&RS Director and Deputy Director for review of responses to requests.
6. The research staff should undertake a major role in developing new products and services, based on trends and specific areas of concern identified in requests and reviews of AID program and project plans. Recommendations for such products and services should be made to the Director and Deputy Director before one is undertaken - to assure no duplication and for appropriate AID reviews. Information products should satisfy users' needs for general background information on development, current state-of-the-art information, and information on specific issues of immediate concern, received before a request is made. (Resources will be required.)
7. Requests should be analyzed for trends in information-seeking behavior as well as content required. This data is useful in estimating workload, defining products and services, advanced planning for information sources to be identified and developed, and defining staff expertise.

8. A simplified request tracking system must be instituted for use by research staff in coordinating requests, locating the status of a request, and assuring timely responses. This does not replace the present request control system, though the tracking system should, over time, link to the control system for those statistics essential for management reporting.

9. The research staff should work more closely with PPE in the production of their reference guides and in preparation for evaluation studies; PPE must reciprocate by inputting PPE collected information into the research base.

10. The research unit should develop and maintain a data base of all syntheses provided in response to requests for information. The data base would be used in response to later inquiries for the same information, for analysis of requests and for development of information products. (Resources will be required.)

IId. ROOM IN STATE DEPARTMENT BUILDING

CDIE maintains a small suite of offices in the New State Building (NS) for purposes of liaison with AID staff in offices located there. For several years, DI has staffed one of the rooms as an extension of its services to AID Washington staff. There is a small collection of materials, reference books and AID documents, a collection of AID reports on microfiche and a terminal for searching DIS.

The room in State has been a problem area for DI since it began staffing it. Staff assigned there have been unsuccessful in building it into a viable information resource despite special events, notices, etc. Staff has changed several times and the need for the room is seriously questioned. The Suite is shared by CDIE liaison staff, giving neither staff responsibility for its effectiveness, and confusing the users as to the real purpose of the room.

The room in New State offers DI an excellent opportunity for service to AID staff, and high visibility for DI's program. Staff located in New State can facilitate communications between and among CDIE and AID Washington staff as well as AID top management. The staff not only provides information, but collects information on AID programs, actions and issues to transmit to CDIE for use in planning and operations by both DI and PPE.

Recommendations

1. Transform the New State Room into a dynamic "information exchange", providing NS- AID staff with active information support, built not on collection, but information source knowledge and access capabilities. This use of the room will provide excellent feedback on AID programs and executive level information needs to CDIE/DI staff, it will give high visibility to CDIE/DI programs, and provide a framework for outreach activities within the scope of a broader information program. This exchange will increase the effectiveness of DI and other CDIE staff in providing information and responding to requests. It will increase awareness of DI's programs and its need for resources to carry out its mission. AID's top executives make decisions on allocation of resources necessary to provide them the information they need. They need to be more aware of the value of CDIE/DI's information resource to AID, to the Missions, and to themselves, and of the importance of continuing support for it. (May require limited resources.)

2. If the proposal above is accepted, a specific set of goals and objectives should be spelled out. The State Room should be viewed as an arm of the outreach program, directed to top management and AID bureau and office staffs. It should be used to facilitate the Bureau Liaison concept, and to support many of the services directed to AID Washington. It should serve as an area for promotional activities such as exhibits and author sessions, just as the library in SA-18 should.

III. OPERATIONS, FUNCTIONS, ACTIVITIES

During the initial months of the AED contract, the R&RS staff were asked to monitor their activities for a period of two weeks and to indicate not only what they did during this time, but how much time was spent on each of the activities. In addition, activities in both the Research Unit and Library were observed to permit a functional analysis of the R&RS.

A briefing was held with the R&RS staff to review results of the analysis. Despite the fact that the R&RS appeared to be providing an adequate level of service to its users, it was often carrying out its activities in a fragmented, non-productive manner. Often staff were duplicating efforts of others, and appeared to be more concerned with meeting personal goals than those of the organization. Generally, the staff was only working at a 60% level of productivity. Much of this could be attributed to the change-over in contract management, concern over the way things have always been done, and a sense of lack of direction, goals and objectives for the service.

The subsequent increase in staff, better defined responsibilities, more formalized procedures, reduced record keeping, and improved communications appear to have improved productivity levels and created an environment where staff time is better utilized and back logs are better controlled. All incoming requests are now assigned to research and reference staff by the Deputy Director of the project. The recent additions of new ADP equipment has enhanced the staff's ability to carry out research and the anticipated acquisition of a high speed printer with queing capabilities will further reduce required turn-around on products and services.

Recommendations

1. The activities of the R&RS should be more integrated, with the library and research service sharing responsibilities for responding to requests. Sharing of information on requests being handled, information being provided in response, and information on trends and "hot" issues identified in the process of responding to requests will enhance the request process and the responses provided.
2. Review work flow and functions being performed on a regular basis to determine steps which can be taken to simplify procedures and facilitate handling of requests. This includes receipt, logging in, and tracking of requests.
3. Staff must be made aware of their individual responsibilities within the framework of the total service being provided. Job descriptions should be clear and precise, and specific to the responsibilities of the position. Staff should be evaluated on the way in which they meet these responsibilities, provide services, and assure quality control over products and services.
4. Acquisition of the local area network (LAN) and high speed printer are essential to continued improvement in the staff's ability to respond in a timely manner to requests; and permit more time for proactive information dissemination. (Resources will be required.)
5. R&RS must develop an operations manual which will incorporate both operating policies and procedures. The manual may be used both as an in-service training manual, as well as an ever evolving definition of the activities being performed under the contract. A proposed outline for an operating policy is included in section VII of this report.
6. Following on the centralized assigning of requests received by R&RS, a centralized receipt desk for all requests should be established. This may take the form of a box, appropriately placed, or the delivery of mail, notes on telephone calls, and cables to a single desk. Telephone requests must be noted even if they are directed to, and handled by, a single research or reference staffer.

7. Establish a data base to include full text of all syntheses. This will be used to respond to similar inquiries, to analyze requests and particular viewpoints in the request and the response. Up-dating these syntheses on a regular basis could produce summary materials of more general interest to a wider user base. (Resources will be required.)
8. Efforts to develop an interim, more simplified request tracking system must continue and be implemented. Over time, the request data base should be specifically defined – as a statistical control or a tracking system, and revised accordingly. In the interim, a tracking system gives the research and reference staffs a tool for monitoring requests and their response to them. It provides them a tool to locate requests in process, to respond to status inquiries. It also provides the tools necessary for statistical analysis of requests, the time it takes to respond to them, and an analysis of the user base and the information required.
9. "Lessons learned" extend to information in support of research and reference activities; in other words, that which is gleaned from requests, research and current awareness of development issues. These form the basis for generalized products, state-of-the-art summaries and wider distribution of a literature search or synthesis.
10. R&RS should maintain a consolidated directory or inventory of sources of development information. It must more clearly identify its sources of information (resources available for use in support of inquiries and product/service development).
11. R&RS must review CDSS's, ABS's, and other planning and budgeting documents to define common project and program areas. This process should alert R&RS staff to potential requests, and to the need for special information products targeted to specific missions/project staff in advance of the need. It provides the staff with guidance on information to be collected and sources to be identified for later use in responding to inquiries. Staff could be assigned to specific countries for these reviews, or interns used for the reviews.
12. Staff meetings, as a means of communication on the project, must be continued on a regular basis. Meetings are time consuming, unless they are structured to specific purposes and times. Individual units should continue shorter, very targeted meetings to share topics being re-searched. Other more general meetings to address overall concerns of the unit will also need to be held at less frequent intervals. Individual staff members must be encouraged to share information on subjects being examined and on users and requesters.
13. A user fee should be developed for certain of the R&RS services to offset the cost to AID of providing services to specific classes of users. Establishment of user fees are the responsibility of CDIE/DI, but the AED and R&RS staff have a responsibility to define a framework for these charges and to make recommendations to the CDIE/DI.
14. Microfiche should never be circulated outside the library or research collection. A fiche duplicator, earlier approved, should be acquired and used to make fiche available, either in response to an on-site user circulation request or an interlibrary loan request.
15. Statistics should only be kept when they are required for a specific purpose. They should accurately reflect activities which are being monitored and should not be an interference in accomplishing the primary task of providing information. Those statistics required from a management perspective must be identified, as well as those which assist in planning, defining resource requirements, and evaluation of the R&RS. Simplified procedures for record keeping of these statistics and their analysis must be devised.

IV. RESEARCH AND REFERENCE SERVICE (R&RS) RELATIONSHIPS

For any information service to succeed, it must operate within a very complex set of relationships. These relationships should strengthen the ability of an information unit to meet an organization's goals and objectives and to satisfy user needs. An interconnected set of communications, sharing arrangements, responsibilities, and often common goals, fosters the development of a larger base of knowledge, and of other resources necessary to the provision of an effective information service.

The Research and Reference Unit (R&RS) provides information through its own resources and those it can call on through primarily informal arrangements; those which exist and those which need to be put into place between and among:

- 1) units within the R&RS
- 2) R&RS and DI's management, Direct Hires
- 3) R&RS and DI Contractors
- 4) R&RS and CDIE management and other Divisions, and Contractors
- 5) R&RS and other Bureaus and Offices of AID
- 6) R&RS and AID's Missions and Host Governments
- 7) R&RS and other international organizations and partners in development

Each of these will be discussed below, along with recommendations for strengthening the relationships which presently exist.

Between the R&RS Units

Relationships between the R&RS units are being strengthened through the current bi-weekly staff meetings; within the Research Unit by the daily summary of what each staffer is researching.

At present the Research Unit operates relatively independently of the Reference/Library Unit. Requests are handled separately and no effort is made to coordinate the topics or geographical areas from which the request emanates. This often results in duplicate handling of requests, inconsistent responses to similar requests, and reduced ability to benefit from trends. Activities are being duplicated between the two divisions; with little effort to identify areas in which the two units can mutually support each other in the overall goal of providing information to AID and the development community.

Recommendations

1. Consideration should be given to having Reference/Library participation in initial searching in response to requests. This would speed up the Research effort and permit greater cross sharing of information about the user community and the types of requests which are being received.
2. The Library should be brought into the Research Unit's five minute meeting at least once a week. Each of the units should look at requests for trends and general themes which could alert both DI staff and that of CDIE and other AID information staffs to a potential "hot" issue, and to areas in which proactive products and services could be developed.
3. The Research Unit should assist the Library in exhibits and other events designed to promote the total services of the R&RS.

4. Communications between the Research Unit and the Library must be strengthened through exchange of experience, referrals, and the exchange of products, memos to staff and lists of new materials and sources of information.
5. Responsibilities under the AED/R&RS contract must be approached as a team effort, with each of the units equally responsible for successful performance under the contract.

Between R&RS and DI's Management and Direct Hires

Contractor/government relationships are often complicated by the laws and regulations governing the use of contractors, particularly when the contractors are co-located with Federal personnel. Both the DI staff and AED staff must be constantly aware of their responsibilities to protect this relationship. Regular staff meetings facilitate the relationships between DI management and the AED contract management. Direction regarding contract activities is given to the Project Director, who carries them out through direct supervision of the AED staff. Because the AED contractor is responsible for carrying out DI's direct service to its clientele, the relationships must be strong and they must foster an understanding of AID and its mission, goals, and programs. They must provide channels of communication which up-date the AED staff on new initiatives and issues, and which provide feedback to DI management on user satisfaction, trends and issues apparent from the request, and additional services - or changes in services - which are needed by the users. Reporting mechanisms must be in place to assure that the data is available for measurement of the contractor's performance and for justification of resources necessary to carry out the information services required.

DI is organized to provide coordinators for the various functions performed within DI. These coordinators monitor progress, coordinate problems across government/contractor lines and with other CDIE and AID offices and contractors. The coordinators do not serve as the Agency's contract managers, thus there is often some confusion as to the line of communication for various issues or reports. There is a coordinator for the R&RS and a coordinator for Systems and computer related problems who also provides support for statistical reporting on use of the information services.

Recommendations

1. Lines of communication between the R&RS contract management and DI management and coordinators must be simple and open. Problems should be brought to management's attention on both the Agency and contractor sides, and these then shared with the other in a timely and cooperative fashion.
2. DI and R&RS must comply with Federal regulations relating to personal services contracts. DI should must provide guidance, not supervision, of the R&RS contractor staff.
3. Regular semi-monthly meetings should be held between the AED project director and the R&RS coordinator. At least one of these meetings during each month should include the coordinator for systems, and as necessary other direct hires whose responsibilities touch on the AED project.
4. Policy and program initiatives of DI, transferred to the AED contractor, should involve both DI management and the R&RS coordinator in their implementation, to facilitate assignment of resources and assure their success.

Between R&RS and DI's Other Contractors

DI's contract with DIHF covers systems analysis and design, computer operations, acquisitions, cataloging and processing of materials, data base maintenance, and distribution of AID documents. In essence, DIHF provides the data base from which R&RS provides services, thus the two functions are intertwined at various stages and in some instances appear to overlap. Functions which are normally found in a single information activity are split between the two contractors (for example, DIHF acquires all cost items, R&RS Library acquires all non-AID, non-cost items).

The R&RS identifies information needed to satisfy requests, DIHF procures it and processes it; the R&RS stores copies for reference, the DIHF stores copies for dissemination; the DIHF builds and maintains an AID documentation data base, the R&RS uses the data base for searching and responding to requests; the DIHF acquires AID documents and the R&RS staff synthesizes the information in them; DIHF acquires equipment which R&RS uses to search the literature; DIHF provides training to R&RS staff on the development information (DIS) data base. Relationships between the two contractors are often informal and handled on an ad hoc basis. There is not a complete understanding of the functions of one by the other, and no appreciation of the problems faced by each in carrying out their specific responsibilities. The quality control of hard copy and microfiche copies of AID reports provided to R&RS by DIHF for further transmittal to the requester was often poor. The DIS data base causes problems for R&RS searchers. On the other-hand, R&RS staff often request the acquisition of obscure, hard to get items which tie up DIHF staff for an inappropriately long time. Both contractors support an important information function. Team work and sharing is essential.

Additional problems exist in the coordination of requests relating to agriculture which are handled by USDA/TIS and, in some instances, by R&RS at the same time. The present request database often keeps either group from knowing of the existence of these duplicate requests.

Recommendations

1. Every effort must be made to facilitate communications between the DIHF & R&RS staffs, and those between R&RS and USDA/TIS. Regular briefings must be held for the staffs to assure that they are up-to-date on activities in which the other is involved. TIS should be tied into the request tracking system to avoid duplication.
2. There should be a half day workshop every six months to be attended by the staffs of each of the three contractors sharing any one of the functions as outlined above. Problems must be addressed openly and frankly, and resolutions sought to the problems in a cooperative and understanding manner.
3. A listing of specific contacts and responsibilities for various areas of the operations must be developed by R&RS and DIHF, and shared among all DI and contract staffs. This will enable resolution of the day to day problems as they develop. The six month workshops should be limited to discussion of broader issues and more recurring, long-standing problems. Understanding of the responsibilities of each, and the limitations imposed on them by the contracts, resources, location, operating modes, and service pressures will permit addressing of problems and open communications over the long term.
4. Sharing among the staffs of R&RS and DIHF of internal memoranda, weekly or monthly activity reports, bulletins and newsletters will serve to build a sense of team work.

Between R&RS and CDIE and its other Divisions

Involvement of R&RS in the overall CDIE mission and goals is essential to the success of DI and service to its clientele. DI and PPE each have roles in carrying out the CDIE goals and objectives; coordinating responsibilities between the two will strengthen CDIE's ability to meet them. PPE requires information to carry out its evaluations; data that is gathered in the evaluation process is needed by R&RS to further respond to users' requests. The Project Reference Guides require substantial amounts of information on a specific subject; information which could be, and often is, provided by R&RS. Data collected in the preparation of project reference guides are equally valuable to R&RS. Both DI and PPE have contractors supporting a large part of their responsibilities. Sharing of information between the two Divisions takes place on an ad hoc basis at best; communications must be strengthened. The CDIE "Items of Interest Weekly" is an attempt to share information among its staffs. Generally speaking the R&RS has a very specifically defined audience for its services; the products of PPE go to a much broader audience. The Divisions can support each other by sharing of information on each of the audiences and their needs, through briefings as well as distribution of copies of weekly and other activity reports, and copies of products. However, one Division should not demand services of the other when this will interfere with handling of requests, or preparation of guides and other products.

Recommendations

1. The R&RS should be tied into the early stages of an evaluation project, to provide information resources necessary to planning and carrying out the evaluation and to gain information in support of research and reference activities. Documentation of a project often provides the springboard from which its success can be judged.
2. The R&RS should work with PPE on literature searching and analysis which go into the project reference guides. In most instances, the production of these guides should be a shared project, with PPE providing the evaluatory information and R&RS identifying sources of information relative to the subject area being explored. (Costs of on-line services may increase.)
3. The R&RS should be responsible for feeding trends and "hot" issues to PPE to help in identifying cross-cutting issues which could be addressed in the project reference guides; PPE should provide similar information to R&RS to support trend analysis.
4. A list of contacts in each of the Divisions for specific types of issues should be shared, and to the extent possible, joint quarterly review meetings should be held.
5. Syntheses and bibliographies prepared by R&RS should be circulated to PPE staff; evaluation reports, work summaries, and reference guides prepared by PPE staff should be circulated to R&RS staff, on a routine basis.
6. R&RS should contribute to the CDIE "Items of Interest Weekly" on a regular basis and monthly reports should be exchanged between DI and PPE to facilitate the exchange of information.

Between R&RS and other Bureaus and Offices in AID

There are numerous information activities in AID other than those in CDIE. Many of them have responsibilities similar to the R&RS and provide services to the same clientele as R&RS. There is presently no network of these activities, many are discovered quite by accident, and yet they offer a valuable source of information to be tapped in responding to inquiries received from the

Missions and other users. There is presently no mechanism through which Bureaus and Offices can alert R&RS to existing or potential programs and information needs. There is no single one-stop shop for information services in AID and this is complicated further by the lack of knowledge by the various information units of the others. Sources of information are not being shared and in many instances are duplicative of others in AID. Often a request is not referred to an appropriate unit for response or additional information, thus leaving the user with what may be an incomplete answer to a request.

Recommendations

1. Bureau and Office Liaisons should be established as contacts for R&RS. These Liaisons will provide feedback to R&RS on services provided to Bureau Staff; they will alert R&RS to new programs and initiatives and to potential requirements for information; they will "sell" R&RS services to Bureau and Office staffs, since they will now have a stake in the success of R&RS; they will provide channels of communication to the Bureaus and Offices and serve as a point of contact for problems and for information needed from that Bureau or Office to respond to a request.
2. Bi-monthly meetings with project management and the sharing of published information should be sufficient to maintain open communications.
3. A listing of the Liaisons should be made available to the R&RS staff, and the Liaisons should be given a specific contact person within R&RS for general concerns.
4. R&RS should be sensitive to requests which should be made known to the Liaison because they represent a developing concern or trend which should be addressed by the Bureau or Office. This sharing of information will strengthen DI's reputation among the Bureaus and Offices, provide visibility, and credibility to the R&RS and its products. It will increase Bureau and Office support for DI in budget and other resource considerations.

Between R&RS and AID's Missions and Host Governments

Priority handling of requests by R&RS has been assigned to those from the AID Missions, with a high priority also to be given to those requests from host governments. Requests presently reach R&RS directly by telephone, cable or letter and indirectly through these same mechanisms addressed to CDIE or other AID Offices and referred to R&RS for handling. In many instances, the Researcher or Librarian finds it necessary to call the requester for clarification; in other instances the request is clear and needs no elaboration, or the researcher's knowledge of the Mission and its programs is sufficient to permit a satisfactory response to the request. Technical assistance efforts and visits to the Missions has raised the level of understanding of the services R&RS can, and does, provide and has given the Mission staff confidence in the R&RS's ability to provide needed information. A satisfied customer is still the best salesman for a program, and feedback from users indicate a level of satisfaction which would tend to reinforce the belief that the invisible college concept still works and that users in the Missions and host countries are being referred to R&RS by Mission staff who have used the service. Efforts to establish development information centers in Regions and Missions have not been totally successful. Therefore many Regions and Missions do not have staff who are responsible for maintaining an information service locally and providing service to the Mission staff and host country users. Participation in a development information network would permit users to be served from a centralized data base, but, due to proximity, in a more relevant and timely manner.

Recommendations

1. Continue to provide high quality service to the Missions and host countries on request.

2. Design additional products and services which can be provided on a proactive basis, cutting the lead time for the users who may need the information. These products and services should result from an analysis of Mission planning and budgeting documents, from an analysis of requests for cross-cutting and/or continuing needs, and a knowledge of overall AID requirements and programs. (Resources are required for design and production of products.)

3. Consideration should be given to contracting to libraries or information centers, local and regional, if available, in host countries to not only provide information to the Missions but to users in the host countries as well. Collections of microfiche of AID reports and copies of the data bases, or appropriate portions, would be provided to the center for use in servicing requests. The center would be responsible for reporting its activities to DI on a regular basis. The center would also be used to provide training for the Mission staffs and host country users. Believing that information is a tool for development removes such a program from concern over what would happen if the AID program was dropped or the Mission closed. In many instances, R&RS would contact the center to provide portions of the information requested by someone in the Mission, while other information not available through the center was being assembled and provided from R&RS. DI would need to assume responsibility for identifying the potential library or information center in each region or country and negotiating the arrangements with it. It would also have to be prepared to train the staff of the host country information center in the use of AID's data bases, and the provision of development information services. (Major resources will be required for a total network; during the next five years only a limited network will be possible.)

Between R&RS and Other Development Organizations

AID shares development responsibilities with other organizations – governmental, international, and private. Experiences and research from these other organizations are valuable to AID in carrying out its responsibilities, just as it is valuable for these other organizations to learn from AID's research and its experiences. Duplication of effort only wastes resources which can be applied to other pressing development problems. R&RS is in a unique position to identify and make use of information from other organizations in responding to requests from its users, thus enhancing its available knowledge base. The World Bank's information is especially valuable to AID's programs. Present efforts to establish a formal exchange agreement for tapes and documents must be aggressively pursued. AID also shares information with these organizations in response to requests, even though these may be a lower priority than assigned to AID Missions and other users.

Recommendations

1. R&RS should maintain a directory of sources of development information outside of AID.

2. To the extent possible DI should make arrangements for the exchange of information from those organizations which would appear to be most profitable for the Agency in providing relevant information. The exchange would of contractual necessity need to be carried out by the DIHF, and incoming information processed by it before being maintained in the Library or the reference collection in the Research Unit. This information must be organized and properly indexed to provide specific access. At the same time, it is important to avoid acquiring information which will not likely be needed. (DI establishes exchange arrangements.)

3. Relationships with other organizations need to be in place to permit quick access to information on an as needed basis. (DI establishes basic arrangements.)

V. AN OUTREACH PROGRAM FOR RESEARCH AND REFERENCE SERVICE

The term outreach has come into widespread use with information activities over the past few years in an attempt to increase usage by making more people aware of the services available. It is a term which means different things to different people and thus becomes an elusive program to implement. It includes public relations, advertising and promotion of products and services, efforts to identify potential users, marketing/selling, program or product development in a proactive mode. Many of these seem interrelated and close to the same thing, but the very fine differences determine a staff's approach to outreach.

In addition to the "awareness" goal, outreach programs have been used to draw support for an information activity in times of budget cutbacks. Some have been successful, particularly when they have been directed to staffs at high levels in the organization - those who are likely to be involved in the budget review process. Using outreach as a tool for support can also be viewed as a program which will result in the need for more funds to provide the services required by the increased user base, thus caution must be exercised.

Outreach has still another, and probably more significant problem. In today's information society, activities are becoming more decentralized or distributed, just as is true with many organizations the information units are designed to serve. Any outreach program must be planned with this in mind. It may no longer be necessary for the information unit to provide all the information required, but to notify the user of nearby sources of the information, or sources which can be used from his or her office, terminal or computer. It may require the information unit to disperse information to other sites for use by the requester, or, in the case of Missions, to designate a center in locations near a cluster of users. Funding such programs will continue to be a serious problem, and information providers must develop ingenious methods to bring about such dispersion at no or minimal additional costs.

An aspect of outreach which is often neglected is that which flows from the individuals or organizations who are holders of development information which may be of value to AID staff. This type of outreach program encourages sharing and information networking to open new channels of information directly to AID users, or to AID users through the R&RS. It will often provide the R&RS current knowledge on planned projects and programs for which information support will ultimately be required.

The Research and Reference Service suffers most from its "responsive" position with users. Just having an outreach staffer will not solve the problem. R&RS must become a proactive information activity - one which provides a great deal of information before it is asked to do so. Outreach can only be totally accomplished by interaction with potential users. Present users can also promote a service and are valuable tools in an outreach program. Success stories are as important to information programs as to any other. Potential users must realize the importance of information to the task at hand and this aspect must be promoted - formally and informally - if full benefit to the AID and its mission are realized.

Outreach programs not only result in better informed individuals and organizations carrying out development projects and programs, but they enhance the prospect of information serving as a tool for development.

Measuring Success:

An outreach program will only be effective if the service being promoted is responsive to a need and is of high quality. A satisfied user is still not only the best customer, but the best sales person for the program.

The obvious measure for the success of an outreach program is an increase in the number of users. In addition, it can be judged by the increased knowledge of users, reflected in the way they request information to achieve best results. It can also be judged by the number of times information on the service is passed on to others, either by users or those exposed to any of the mechanisms used in the outreach program. It cannot be judged solely by user feedback obtained by forms requesting such feedback. Feedback should also be obtained through follow-up telephone calls by a staffer other than the author of a response. R&RS, seen as the service most often turned to for information by AID staff, will assure that the outreach program has worked and that users are satisfied with the service they are receiving. This is the ultimate measure of its success.

Recommendations

1. The R&RS must define its outreach program before it embarks on such a program. It must establish the goals and objectives of the program, define the audience to which the program is to be directed, and define the mechanisms to be used in carrying out the program, as well as the measures to be applied in determining its success. A carefully designed outreach program can provide an improved image of the CDIE/DI/R&RS. The following goals and objectives are recommended for R&RS's outreach program.

Goals:

An AID user base fully knowledgeable of R&RS's products and services, and their benefits to AID development activities worldwide

A development information network permitting a two-way flow of information among a worldwide community of users

A community of fully informed development individuals and organizations

Objectives:

To promote the value of information to the AID development community

To assure that no one in AID, through lack of knowledge of R&RS and its products and services, performs his or her task without adequate information support

To make users and the development community aware of the information available to them and how to effectively make use of it, and the services provided by R&RS

To promote R&RS through effective, high quality information products and services

To increase the available sources of information through established links with individuals and organizations holding development information

2. The R&RS outreach program should segment and target its audience. It is recommended that the outreach program be directed to the following audiences (in priority order):

USAID Mission Staff. Efforts should be intensified to make certain that USAID Mission staff have the information they require to carry out their responsibilities. They should be aware not only of information support they can receive from the R&RS; but also of information resources close at hand. R&RS should develop means for bringing information closer to the Mission staffs.

AID's Top Executives. R&RS has not looked to this group as potential clientele, yet they are extremely important in obtaining budgetary and other support for its programs. Approaches to this level must be brief, and information timely and concise. Needed information on "hot"/ sensitive issues, with "viewpoints", provided through executive support staff or even top executive's secretaries are often the most effective means for selling a service. Involving the Administrator or other top officials in introducing speakers, videotapes or "authors" involves them in the R&RS program, and brings credit to CDIE/DI and all its activities.

AID Washington Staff. Even though this segment of R&RS clientele has, in the past, been ranked lower than host governments and possibly, AID contractors, outreach activities directed to them will often have multiplying effects. AID Washington staff in Regional and Sector offices will be in contact with Mission Staff, top executives of the Agency, and their own co-workers. They often serve in the "gatekeeper" or "invisible college" role with other AID staff and therefore a clientele which should be cultivated. They also provide the R&RS staff more insight into needs of users and areas of Agency concern.

AID Contractors. AID depends on contractors to carry out most of its development projects. Thus they represent an important clientele for the outreach program. As in the case of AID Washington staff, outreach activities directed to contractors will not only strengthen the ability of a project or program to succeed, but will often have multiplying effects. Contractors can be used to transfer information and information products to their co-workers and host government citizens, increasing the likelihood that the information will serve as a tool for development. They will also "spread the news" to AID staff with whom they work.

Host Governments. Host governments are not a target of the outreach program designed to promote R&RS products and services. They are important sources of information on a country for AID Mission staffs. Thus outreach efforts with this group should be directed to obtaining information and identifying sources of information in the country for use of AID staff.

Other Development Organizations. Outreach directed to this clientele group is directed at identifying sources of information in support of the clientele groups identified above. R&RS will need to provide some products and services to this group to assure a flow of information in return, but outreach efforts should not be directed to promoting use of R&RS by this group.

4. R&RS must be capable of handling more users before it attempts a major outreach program. Taking a proactive approach to information services will provide a great deal of information in advance of requests. Products such as the ones described in section VI will provide more information to a greater audience, without individual request handling and will, in themselves, serve as outreach tools. An effective outreach program will also assure that users know better how to request information to achieve the best results.

The R&RS should consider the following outreach mechanisms and tools in support of its outreach program:

1) a user oriented brochure on R&RS services and how to use them. This will supplement the CDIE brochure dated September 1985. The new brochure should be included in DIHF and R&RS mailings and distributed to all AID staff members.

2) obtain additional space for the library. Consider use of either space in the lower lobby or an off-site storage area for little used materials. This additional space will increase additional space for users to use the library and for the collection, as well as provide for exhibits and other tools for outreach.

3) informal visits to staff offices in Washington to discuss information needs. It is important to identify key individuals in each of the offices, those who seem to be in leadership roles and who are influential with others on the staff. In the case of top executives, a key staffer or the Executive's secretary are more available, and since they exert influence by virtue of their position, are good first contacts.

4) the Liaison program recommended earlier is an excellent mechanism for outreach. The Liaison will represent R&RS to the staffs in the Regional or Sector offices and promote the use of its services when needs arise.

5) users should be requested to share their experience in using the R&RS with their co-workers. This is one of the most effective mechanisms for reaching potential users, especially if the first user plays a gatekeeper role in his or her organization.

6) the products identified in section VI all serve as outreach tools. Especially useful in the outreach program are information briefings and exhibits which permit the potential user a greater sense of participation.

7) an analysis of requests received by R&RS provides an insight into users' needs as well as problems in the way information is being requested. This knowledge can be used in the design of user guides, information training programs and briefings to users.

8) contacts with other organizations who request information from R&RS permits the staff to request information in return, to increase the resources available to AID staff, and to establish exchange agreements when these are desirable.

VI. PRODUCTS AND SERVICES

The R&RS currently provides a basic responsive service, adding value to the information it provides through analysis and synthesis of related information. It provides a limited proactive service through the provision of reactive responses to other users who are likely to have similar interests. A proactive program for development of products and services will not only meet the express needs of users for general background information on development areas, but will provide information in advance of requests, often replacing, or assisting the user in better defining, the request. Proactive information products and services involve the R&RS in the information process at an earlier stage and often give the appearance of having the information staff serving as members of the project team.

A listing of possible products is provided below along with their potential audiences and possible joint sponsors. The following product developments are recommended for consideration:

1. SDI Service

Mission staff have indicated their interest in remaining current in their professional interests, the Agency's programs, and development in general. Profiles for Mission and Washington staffs - either as unit or individual profiles - should be developed over the next two months and routinely run against data bases once a month.

2. Newsletter

Again AID Mission staff would be kept abreast of current development information, specific news items on "hot" topics and new products through a timely newsletter (cable or memo format) on a regular weekly basis, at least initially.

3. Published Bibliographies

Bibliographies should be prepared on topics of on-going or developing concern, or on a specific country's political/social environments. Topics may be generated from such documents as "Blueprint for Development", analysis of ABS's and CDSS's, and trend analyses of requests. Those which generate heavy response/interest should be up-dated annually. For developing and new concerns, up-dating may be required on a semi-annual basis. All published bibliographies should be considered as AID-generated reports and processed into the DIS.

4. Fact Sheets

Fact Sheets can be issued on a project, a specific subject or a country. These are brief, factual, up-to-date summaries which can be covered in one printed page, and issued on a regularly scheduled or ad hoc basis.

5. Information Alerts

The information alert is always on a "hot" issue. It summarizes/highlights the issue and often cites sources of additional information. Timeliness is the essential element.

6. Information Kits

These kits are similar to the packages now prepared in response to requests. They represent a collection of up-to-date information on an issue, often representing two sides of the issue. Lists of additional sources of background information are usually included. They must be timely to be of value, especially to top executives of the Agency.

7. Formal Analyses or State-of-the Art Reports

R&RS should participate in, and jointly sponsor and prepare the Project Reference Guides issued by PPE. Further it should work with the Regional and Sector Offices, particularly Science and Technology, to generate state-of-the-art reports and special analyses. These will again serve to keep AID Mission staff up-to-date.

8. Information Briefings

R&RS should sponsor briefings on "hot" issues, long-standing concerns and on specific issues as requested. These may be jointly sponsored by AID Regional and Sectoral Offices or other development organizations. As new books in development are issued, authors should be invited to speak on the book and research which has gone into it. An open-house type activity, "Meet the Author" sessions, would permit AID staff to informally meet and discuss a book in development issue, and would present the R&RS as a far reaching information service, with a wide variety of mechanisms for providing information.

9. Exhibits

R&RS should design and present exhibits on current development topics of interest. These should be displayed in both the Library and New State Room and in some instances, made available to AID Missions and host countries. Consideration should be given to also making them available to colleges and universities who have development programs. They could be made available, for a fee, to businesses or other development organizations. The Public Affairs Office might be asked to jointly sponsor the exhibits as well as the information briefings.

10. Development Chronologies

Chronologies of development activities in a country or region, or by sector, could be long term products, to be up-dated no more frequently than yearly, and in many instances, even less frequently.

11. Video Tapes

Jointly with the Office of Public Affairs, R&RS could produce video tapes on the services provided and how to use them, for use in AID-Washington as well as the Missions and Host Countries. This serves also as a tool for the outreach program and should be accompanied by a "User's Guide to Development Information" in two separate parts: 1) How to use R&RS and 2) How to use other Development Information Sources. Video tapes could also be prepared on specific AID projects where lessons learned are transferable to other offices. Tapes on AID projects should be made available to business/industry, other development organizations, universities and the general public on a fee basis only.

12. Project Summaries

The project summaries are similar to abstracts of a project, and represent all output from a project. In each instance, R&RS should prepare these on projects related to a topic of current interest and issue them as topical packages to those Missions with on-going or planned projects in the subject area, or in response to a request. These might be prepared in collaboration with the implementing project contractor.

13. Library Acquisitions Lists

These lists include new reference tools, current new titles in development, serials, newsletters, commercial and free publications, or selections from them. Initially they should be addressed to user groups, and Liaisons, and later to those individuals who request them or who appear to be keys to the information transfer process in any location.

14. AID Information Resources Directories

These directories identify those sources of information used by R&RS staff in responding to inquiries as well as others identified as being of potential value to users or R&RS staff. On-line, interactive access to these sources increase their value to users with microcomputers.

15. Technical Assistance

Technical assistance includes assistance in the development of information centers, procedures and techniques for the acquisition, processing and use of information, and the development of sources of information. It can also include instruction in the value and use of information, and sources of information, including R&RS. It enhances DI's objective of promoting information as a tool for development.

Recommendations

It is recommended that each of the above products be considered as possible output from the R&RS. AED should continue to provide technical assistance as requested by DI and its user clientele. All products can serve as tools for the outreach program, as well as tools to support the users' need for information. The majority of the products require small investments in time and money, and can be very effective even as informal products. SDI profiles on a unit basis are less expensive than individual ones, and often more effective. State-of-the-Art reports, technical assistance, extensive exhibits and the video tapes are the more costly items. Less extensive information exhibits, using posters and information products, can also be effective in transferring information at much less cost. (User fees should be applied to the generation of products where this is legally possible; in other cases, cost should be kept at a minimum through use of university talent and other volunteer or low-cost support for creation of the product.)

PRODUCT RECOMMENDATIONS

Product	Audience	Possible Joint Sponsors
1. SDI Service	AID Missions AID Washington AID Top Executives	
2. Newsletter	AID Missions Host Countries AID Top Executives	Office of Public Affairs
3. Bibliographies	AID Missions Host Countries AID Washington AID Contractors Other Development Organizations Universities General Public	
4. Fact Sheets	AID Mission AID Washington AID Top Executives Host Countries AID Contractors	Other AID-supported information services
5. Information Alerts	AID Top Executives AID Missions AID Washington	
6. Information Kits	AID Top Executives AID Missions AID Washington	Specific Regional or Sector Offices PPE
7. State-of-the-Art Analyses	AID Missions AID Contractors Host Countries AID Washington	S & T and Other Sector Offices PPE
8. Information Briefings	AID Washington AID Top Executives Other Development Organizations	Specific Regions and Sector Offices Office of Public Affairs
9. Exhibits	AID Washington AID Missions Host Governments Universities Business/Industry Other Development Organizations	Office of Public Affairs

10. Development Chronologies	AID Top Executives AID Washington AID Missions Other Development Organizations Universities General Public	PPE
11. Video Tapes	<div style="display: flex; align-items: center;"> <div style="margin-right: 10px;"> <i>Use of R&RS Service</i> </div> <div style="font-size: 2em; margin-right: 10px;">{</div> <div style="margin-right: 10px;"> AID Missions AID Washington Host Countries AID Contractors </div> </div> <div style="display: flex; align-items: center;"> <div style="margin-right: 10px;"> <i>AID Projects</i> </div> <div style="font-size: 2em; margin-right: 10px;">{</div> <div style="margin-right: 10px;"> Other Development Organizations Universities Business/Industry General Public </div> </div>	Region and Sector Offices Office of Public Affairs PPE
12. Project Summaries	AID Missions AID Washington Host Countries AID Contractors Other Development Organizations	PPE Implementing AID contractors
13. Library Acquisition Lists	AID Missions Host Countries AID Washington AID Contractors Other Development Organizations	Other AID Libraries & Information Centers (members of AID's library network, at a later date)
14. AID Information Resources Directory	AID Top Management AID Washington AID Missions AID Contractors	Office of Information PPE
15. Technical Assistance	AID Missions Host Countries Other Development Organizations	

VII. OPERATING POLICIES FRAMEWORK

There is a general lack of policy governing the R&RS, both from the global view of development information and from an operational viewpoint. This lack of a formal statement of policy contributes to a sense of a lack of direction, and to ill defined goals and objectives.

Informal policies are established through memoranda from the Director, DI, the AED Project Director, and the Program Assistant. These must be collected and issued as a formal statement to all R&RS staff, as soon as possible. No policy statement is fixed, without ability to change, and future memoranda can be incorporated into the policy as necessary. Fragmented issuance of decisions related to operations are often ignored, and may be conflicting.

An outline for an operating policy statement is included in attachment 1 - Outline of Policy Statements and Operations Handbook. It should begin with a paragraph similar to the one below, and follow a format of short, simple statements of policy for the various areas being covered. Examples are shown following the opening paragraph.

The Academy for Educational Development (AED) is a contractor to the Center for Development Information and Evaluation (CDIE) Development Information Division (DI), for its Research and Reference Service. As such it is responsible for the Research Unit and AID Library Operations which provide development-related information to AID Missions, AID Washington, AID contractors, Host Governments, other development organizations, academic and research institutions and the general public, in that order.

SAMPLE STATEMENTS

General

It is the policy of AED to accurately and adequately represent the CDIE/DI in its contacts with other AID employees or external individuals and organizations.

It is the policy of AED to follow AID directives and guidelines in carrying out its responsibilities for the operation of the R&RS.

It is the policy of AED to operate its on-site contracts within Federal law and regulations.

It is the policy of AED to support DI in carrying out its mission of information support to the clientele identified above, in a timely and responsive manner providing objective development information to the requesters.

AED staff will conduct themselves in a courteous and helpful manner to all requesters.

Recommendation

A formal statement of operating policies should be prepared and included in the operations handbook which is required of the AED during this contract period. It should be submitted to the R&RS staff for review before final release, to identify any areas in which it might conflict with already existing procedures and guidelines. It must be reviewed and approved by the Director, DI and the R&RS Coordinator.

VIII. QUALITY CONTROL FRAMEWORK

The R&RS identifies and locates relevant information to respond to requests for information; organizes it for presentation to the user, assesses and evaluates the information as relevant to the request, synthesizes information to make it more useful, and selects and targets information for specific users or groups of users. These services add value to the information being provided. In addition, the R&RS provides information to users and potential users through specialized products and services, targeted to special audiences which may have need of it, before it is requested.

The purpose of a quality control program is to ensure that the credibility of CDIE/DI is maintained, that the R&RS presents a service which is objective and appropriate to the need, that products and services are useful to the user clientele, and that products and services are known to be of high quality.

The information provided in response to a request represents the AID, CDIE, D/I and the R&RS to a requester. Often this representation extends to the Nation, particularly when the requester is located in other countries. The individual staff members must be aware of sensitivities - political, economic or social - in their responses; they must be objective, and the information must be complete and accurate.

The R&RS staff must be concerned that quality control is exercised in the various stages of the preparation and approval chain. Quality control should not be confused with overall productivity of the unit. Productivity relates to the volume of activity as well as quality. Quality has very little relationship to volume, but relates to the creation of an acceptable, satisfactory response to an inquiry or to acceptable, widely used products produced and disseminated on a proactive basis. The product or service provided must meet high standards; ones that the R&RS staff would want, and expect, if they were the recipients of the product or service.

Much has been written about the difficulty of productivity measurements, and the elusiveness of user feedback in quality control, in information activities. The value of information received can only be determined by the requester and the use he or she is able to make of it. However, the provider has a responsibility to determine the appropriateness of information to the request, from the vast array of information available.

Information products and services produced by R&RS must be of high quality to assure that the users are satisfied and that they will continue to use it for their information needs. Concern for quality includes careful selection of that information which is relevant to a request; assuring that only pertinent information is provided, and providing up-to-date and accurate information in all products created. R&RS must use reliable, valid sources for the information they provide, often referencing the source to lend credibility. They must use a wide range of sources for the information they provide to guard against bias, and inaccuracies, and to provide varying viewpoints.

Concern for quality also includes the way in which the information is packaged - the format, error-free typing, logical presentation, and clarity of presentation. Packaging may enhance or detract from the information provided, and this is an area in which R&RS must concentrate its efforts.

Responsibility for quality control begins with the assignment of the request, and then rests heavily with the researcher, and his or her supervisor. R&RS staff are responsible for the information they provide. They must assure a strict measure of quality control and it is their responsibility to see that reviews/approvals are obtained when necessary and/or desirable.

The Director and Deputy Director have the ultimate responsibility for quality control within R&RS. They also serve as valuable resources to the staff in support of quality control concerns. The researcher/reference staff must recognize the value of this support in planning research and reference activities, and as check points for quality control, especially when sensitivities are apparent or suspected. In addition to the obvious places where the Director and Deputy Director should be brought into the process, it is strongly recommended that they spot check responses on a regular basis.

Quality control procedures and approvals differ somewhat between responses to requests and those products and services provided before requests are received. The individual staff member is often totally responsible for quality control checks in the earlier instance; in the latter the approval chain reaches to the Director, R&RS, and often to the Director, DI, as a matter of course. The approval process for new products and services is more formal and critical to the success of the product or service.

Questions such as the following can assist staff in quality control:

- Did we meet the time frame?
- Are we comprehensive?
- Have all potential resources been used?
- Is the information complete?
- Is all the relevant information included?
- Is the information included really relevant?
- Is the information specific to the request?
- Is the information current, timely?
- Is the issue sensitive?
- Is the sensitive nature of the request covered in the response?
- Are personal opinions apparent?
- Is the information likely to be of value to users other than the requester?
- What is the cost of providing the information?
- Is it worth the cost?
- Who is accountable?

Recommendations

1. The R&RS staff should be more aware of their responsibilities in providing information in response to user requests. A formal review process must be established for all new products and services, requiring check-offs at various stages of the review process.
2. As a practical guide to quality control within R&RS, a suggested checklist is provided in Figure 3. This, or a substitute, should be used by reviewers at several stages before a product or service leaves the R&RS. The effectiveness of the "value-added functions" which R&RS performs will be judged primarily by the user, but also needs to be considered by the supervisory AED staff.
3. The revised users' feedback form should be an indication of acceptance of the product, but cannot be relied on as a sole barometer. Users who are satisfied will be repeat users of the service. An analysis of requests should be undertaken to determine repeat users.

QUALITY CONTROL CHECKLIST

	<u>Responsibilities</u>
Research and reference appropriately assigned	DD, SR & SL
Question correctly interpreted and/or verified	R & R
Use to which information to be put is clearly understood	R & R
Date information required can be met or requester notified of delay	R & R
All appropriate sources used	R & R, SR & SL
All aspects of question covered	R & R, SR & SL
Subject adequately covered	R & R, SR & SL, DD
Sensitivities of requester/country considered	R & R, SR & SL, DD & D
Subject covered objectively	R & R, SR & SL, DD & D
Synthesis coverage complete	R & SR
Synthesis factual/referenced sources	R & SR
Synthesis succinct	R & SR
Synthesis clearly written	R & SR
Synthesis error free	R & SR
Appropriate background included	R & R, SR & SL, DD
High quality copies of background materials	R & R
Information package comprehensive	R & R, SR & SL, DD
Information package appropriately assembled and presented	R & R
Presentation typing is accurate	R & R
Response time meets request	R & R, SR & SL, DD & D
Response time adequate to task completion	SR & SL
Statistical analyses	R & R, SR & SL, DD
New products and services – test evaluations	R & R, SR & SL, DD & D

Research/Reference review and release
 Senior Research Analyst/Senior Librarian review and approval
 Deputy Director review and approval
 Director review and approval

Figure 3

IX. USER CHARGES

The Office of Management and Budget has issued a number of circulars, bulletins and guidelines which stress the importance of user charges for information products and services. To date CDIE/DI has not established a policy regarding user charges for R&RS services nor instituted a fee structure. Attention to this mechanism for recovering costs for services rendered will continue at the Federal level, and pressure is likely to be put to bear on Agencies to follow the guidelines already in existence.

Recommendations

Encourage CDIE/DI to establish a user fee structure which would incorporate such products and services as photocopies, duplicate microfiche, literature searches, and information packages. A charge for interlibrary loan should also be considered for those libraries who are currently charging a fee to AID. User fees should be charged to all non-AID private sector users, AID contractors, and other development organizations. Consideration should be given to charging AID users and host governments for specific products and services, such as literature searches, for which costs are presently being absorbed by CDIE/DI. To the extent possible, fees should be used to offset the cost of providing the service, and the reproduction and dissemination of information products.

X. STATISTICS

Statistics gathered on the activities of the R&RS and use of its services were reviewed from the standpoint of value to the operation and the time taken to collect them. Many of these collected statistics little, if any, relevancy to the R&RS operation. Some may be of importance to CDIE/DI management and therefore must be identified, collected and maintained.

Statistics should only be collected when they serve a specific purpose, and random sampling is often as useful, and as valid, as continuous monitoring, record keeping and reporting. In the case of R&RS, random sampling should include:

- number of requests received, to assist in planning workload,
- number of requests processed, to assure that performance standards are met and that backlogs do not develop,
- organizations represented by the requester, to determine major users of services as well as repeat requesters,
- number of repeating users, to pinpoint satisfied customers,
- time required to process request, to assure timeliness of responses,
- average number of requests per researcher/reference staffer per month, to ascertain performance levels and that standards are being met,
- on-site library users, to assure that staff is available to assist and that space is available for use of library,
- interlibrary loan, to assist in planning workload,
- additions to collection, to assure that space is available for storage and that current information is being acquired,
- number of literature searches conducted, to ascertain value of internal and external data bases, and to establish a base for user charges,
- number of bibliographies issued and distributed, to judge the value of this type of product and number of users interested in general background information,
- number of products completed, to assist in planning workload and to monitor need for these products,
- number of copies of products distributed, to determine user base for general background information and to assist in planning workload.

Obviously, a number of other purposes for such statistics can be identified, and additional statistics may be needed to satisfy operational and reporting requirements of the R&RS.

The King Report provided a comprehensive look at statistics for DI and the R&RS as of that time. Statistics since that time reflect growth in the number of requests, but an analysis of the statistics now being collected and which could be put to use for planning future directions for the service is not possible. The statistics currently being collected are duplicative, difficult to validate and of little use in planning or overall evaluation of the service - two functions for which reliable statistics are essential.

Recommendations

1. A review of statistics now collected should be conducted to determine if they are valid and if they meet a stated need. A determination should be made of those statistics which are necessary to successfully monitor R&RS's activities and those which will support long and short term planning and evaluation of the R&RS and its products and services. (Use DI/R&RS task team.)
2. To the extent possible, statistics should flow from the request tracking system and from user response to products and services.

XI. TRAINING REQUIREMENTS

In order to provide a satisfactory and effective information service, the staff must be adequately trained, and up-dated, in the techniques of information handling, and in the methods for using modern information technology and accessing data bases in any media and format.

Training in information activities takes two forms: in-service training, and specialized seminars, conferences, workshops and courses of a professional and technical nature. In-service training is essential and is successful when it is a planned program, with adequate tools and time, provided. New AED staff personnel should be briefed on AED, its contract with AID, AID's programs, AID requirements for contractors, and AID directives, regulations, and operating guidelines which govern the R&RS operations. In-service training also includes a briefing on the R&RS operating environment, its functions and how these interrelate, and specifics of the employee's tasks and those with which he or she must interact. This in-service training program is designed to take place during the first two to three weeks of an employee's time in the position.

All employees must meet certain criteria for positions in the R&RS, usually including educational background as well as experience and expertise in information handling and/or development-related activities. For those individuals hired to carry out research or provide reference services, training in the use of appropriate data bases is essential, and is provided early in the staff's employment. The training required consists both of training in the use of specific data bases, and in use of the equipment and technology supporting the data base access.

Continuing education is important in all professional careers, but especially so in information-related ones. Methodologies, professional and operational theories, management and other skills, all change over time and with growth such as has been apparent in information areas, professional and other skills quickly become out-dated. Staff need to be provided professional enhancement opportunities through attendance at professional meetings or formal courses designed to increase skills, but not necessarily lead to further degree programs.

Recommendations

1. AED should develop an R&RS in-service training program for new AED staff. The program should be based on the operations manual and should include orientation sessions on AID and its programs.
2. A training plan should be developed for the next five years to assure that all staff are adequately trained and prepared to carry out the R&RS responsibilities during the contract period. The training plan must include data base training, training in the use of new technology - both hardware and software - and specialized training in development-related issues. The latter are particularly important for those staff members who will be involved in technical assistance programs in Missions and Host Countries, and for those involved in the design of specialized development information products and services.
3. A continuing education program should be developed with each of the AED staff. It should focus primarily on professional meetings (shared among the staff), conferences, and programs which are designed to keep professional skills up-to-date. These are also important to facilitate the maintenance of a state-of-the-art information service for the CDIE/DI. Some of the AED staff may feel the need to sharpen management, supervisory or specific professional skills at various times, and when this is clearly in the interest of AED and DI, seminars and formal courses are recommended. (AED should not be responsible for general educational programs, nor those which staff might wish to pursue for reasons of personal growth.)

XII. ACCOMPLISHMENTS TO DATE

In the course of the operational review, a number of areas were identified in which changes, implemented quickly, could improve the operations immediately. These were approved by the Director, DI, and implemented during the first four months of the contract.

Following the functional analysis, the decision was made to cease the loaning of microfiche. This will facilitate the development, and accessibility, of a complete file of AID microfiche for review by the user in the library. Duplicates will be sent to keep, either from the DIHF, at a cost to the requester, or from the library when the requester is a Library who also provides information to the AID Library on request.

An inventory of the Library collection was conducted for the first time in many years. It permitted the weeding of duplicates in the collection, reconciling of the catalog and materials on the shelf, and identification of missing or lost items. Records need to be cleaned-up following the inventory, and decisions on replacements and new additions to the collection need to be made.

A collection development policy has been undertaken, partially as a result of the inventory. The model for this policy is the National Library of Medicine's recently issued selection and collection guidelines. A first draft for AID's policy has been completed and will be circulated for review to DI and R&RS staff.

Draft job descriptions and performance evaluations were prepared as a result of the functional analysis and interviews with each of the staff. R&RS senior staff have reviewed them and made changes which will be reflected in the final drafts and in discussions with each of the staff members.

The Research Unit staff began regular meetings to share information on requests being worked on by any of the research analysts. These have been extremely helpful in facilitating communications among the researchers and in identifying duplicate requests as well as valuable sources to be used in conducting the research necessary to respond to requests. The Library staff has just initiated similar meetings.

Following the functional analysis, a recommendation was made for the development of a simplified request tracking system for use within the R&RS. The present system is complex and cumbersome and provides little help to the researcher in checking the status of requests, identifying duplication, and monitoring the time and steps being taken in response, and is not being completed in a consistent manner by the staff. A simplified request tracking system has been developed and is being tested by the Deputy Director in assigning requests to the Research and Library units.

Due to the importance and impact of the sections of the review concerned with data processing support and forms analysis, these are handled separately in section XIIIa.

Recommendations

1. Efforts should be made to replace the AID report collection microfiche which were lost when loaning was a service of the Library. The Library must have a complete collection of AID reports for users who visit the Library. A specific policy should be incorporated into the operations manual covering this area, and the decision to provide duplicates of the microfiche reports to non-AID users at cost, and to AID users and networking libraries free of charge. (Resources to acquire microfiche.)

2. Steps must be taken to complete activities following the Library inventory. Decisions on additional space for the library and a change in library layout need to be taken immediately. The library shelving must be braced to prevent a serious accident. (Will require resources for new equipment and space.)

3. The remainder of the card catalog should be automated to provide a complete on-line catalog to the Library's collection and to permit the removal of the catalog cabinets, thus providing a small additional area for use of the library. Copies of the on-line catalog will serve as valuable exchange items for participants in the network, and as tools for Missions and Host Country organizations in identifying sources of information. (May require resources in DIHF contract.)

4. The collection development policy, now in draft form, should be completed as quickly as possible to provide guidance on the missing or lost items from the library collections, and for future decisions on additions to the collection.

5. Job descriptions describe the parameters around positions within R&RS. With time these will change and the job descriptions will need to change accordingly. Evaluations should be scheduled on a regular basis, and at that time job descriptions should be reviewed and changed as necessary.

6. Despite the tendency for meetings to proliferate and take too much time from the day-to-day operations in information programs, the brief meetings in which information concerning requests is being shared are essential. These should be kept brief and single purposed. Operational issues should be handled in other unit meetings or in the more general R&RS staff meetings.

7. Efforts should continue on the development of a satisfactory request tracking system. The use of an experimental simplified system, over time, will help to identify the real needs for a tracking system as opposed to a control system. No one should feel left out of the definition process, and all involved should work together to define the best possible system - one that will require a minimum of time for the researcher in adding data on a request.

XIIa. AUTOMATION IN THE R&RS

In October 1985, the technology available to the R&RS for searches and other activities in support of inquiries was not compatible, was subject to frequent breakdowns, and required that the research staff learn numerous systems for access to relevant data bases, or sit and wait their turn for a terminal or microcomputer with which they were familiar. There were 10 terminals, work stations and micros in the Research Unit, with a wide variety of printers. The Library had two terminals and one Wang without a printer. No information service could effectively provide services with such an array of technology.

The DI requires data processing equipment in support of the DIHF, the R&RS, and is reviewing the possibility of supplying equipment to the Missions to support local development information centers. The Development Information System (DIS), developed and maintained by the DIHF, presently runs on MINISIS, a popular software package within the development community. It is being converted for use on a micro for wider distribution, downloading of portions of the file and local processing of information. The R&RS uses this system to respond to inquiries, and in addition, uses external data bases to supplement the AID information available through DIS.

In the second quarter, FY 86, IBM personal computers were acquired and plans developed for a local area network (LAN) connecting them to a high speed printer. Though asbestos problems in the building have delayed the installation of the network, it *should not* be replaced by individual, slower printers. These microcomputers will permit the R&RS to share results of searches, maintain selected data bases for later use in responding to similar questions, and reduce the training required for staff.

The Request Tracking System, essentially a statistical gathering system, requires the research and reference staffs to complete a complex form for each request handled. In many instances, the information requested is of little use to the staff and short cuts are taken to avoid the time required to complete the forms.

Recommendations

1. Follow through with installation of a LAN and acquisition of a high speed printer with queuing capabilities. (Resources will be required.)
2. Develop a long range data processing plan which will cover the five years of the current AED contract.
3. Develop a plan for maximizing use of ADP equipment by addition of specialized bibliographic files, systems to support tracking and statistical record keeping, and administrative and management support.
4. Develop a simplified request tracking system which will permit the R&RS to know what requests have been received, from where, who is responding to it, when it was received. This should be treated as an interim system, while plans for a revamping of the current request tracking system are being formulated. Each research and reference staff person should have direct access to the system to respond to inquiries on the status of requests. Use this simplified tracking system to specifically monitor CDIE controlled requests and correspondence.

XIIb. FORMS ANALYSIS

Twenty-eight forms in use by the R&RS were reviewed in relation to their purpose, the time it takes to complete them, and the value of them to the information program. Revisions were recommended to simplify the forms, reduce the time required to complete them, and give more meaning to the data being collected. In general, there are too many forms presently in use, and the value of many of them is questionable. Several forms could be eliminated; other forms could collect the necessary information in several instances. It must be kept in mind that data collection is a time consuming activity, and though often valuable, it requires time which could be more profitably spent in other activities such as responding to more inquiries. Form letters are often valuable time savers, but their use should be limited to routine handling of inquiries.

Recommendations

1. Approve recommended revisions to current forms and put them into use by the R&RS staff.
2. AED Project Director, and as necessary, by the Director, DI must approve all proposed new forms.
3. Review forms periodically to assure that new ones are not coming into use unless absolutely necessary.
4. Review the form letters recently devised by the Research Assistant for use by the R&RS staff, and put them into effect where their use will benefit staff and users.

XIII. Long-Range Planning

The planning process for the R&RS is ill-defined, if non-existent. CDIE/DI has not provided a basis for the joint planning which is necessary to the success of an information service. A dynamic, far reaching process is needed, one which takes into account the long range goals of the Agency and CDIE/DI.

Reviews of the CDSS's and ABS's provide input to the planning process as well as product development. User feedback also supports the planning process.

Elements of the long-range plan should include:

- organization - structure, integration
- staffing - numbers and types
- space, equipment and other facility considerations
- budget
- clientele to be served and priorities
- programmatic plans - research, library, referral, outreach, networking, exchange
- services to be provided
- products to be delivered
- delivery mechanisms for products and services
- operational requirements planning (streamlining, change, realignment of functions)
- marketing, promotion
- relationships

Recommendations

1. Develop a five year plan jointly with CDIE/DI. Long-range planning must take place to establish the goals and objectives which will lead the AED through the five years of its present contract, and set the stage for future operation of the R&RS under contract. It is essential that these reflect a realistic view of where CDIE/DI and its R&RS will be in five years. Some possible elements of that plan are provided below. (Use DI/R&RS Task Team.)
2. To provide staff with concrete, short term and achievable goals and objectives, a two year plan should also be developed within R&RS. It should be within the framework of, and facilitate final implementation of, the five year plan. It is essential that all R&RS staff be brought into the planning process. AED is responsible, under the contract, not only for the continuation of existing services, but the improvement and expansion of these to benefit users of the services. The staff providing the services, and the experiences gained in carrying out the R&RS responsibilities, place them in a unique position to help chart the future course for the service. A one-to-one-and-a-half day workshop is often an ideal means of sharing ideas; again, it must be structured and carefully planned to achieve the desired results. (R&RS Management Team)
3. Goals and objectives should be established for R&RS which are realistic and reachable, within the framework of CDIE/DI and its goals and objectives. Where the latter are not clear or readily available, R&RS must operate under its own, to assure a satisfactory level of service to the users. Goals and objectives should, at the same time, be far-reaching, and be designed to set the stage for the next five years and beyond.
4. Long-range planning should incorporate the requirement for new products and services which will benefit a wider user audience. Suggestions for new products and services are included in section VI.

PROPOSAL FOR LONG RANGE PLANNING CONSIDERATIONS

(Expectations of Where R&RS Should Be in Five Years)

R&RS represents a stable contractor/government environment for development information activities.

R&RS is a well known service organization, famous for its responsiveness; its high quality support; its talented and helpful staff; its ability to locate resources, often obscure, in response to a requirement; and its ability to define needs and meet them.

Requests that R&RS staff be involved in AID program and project planning are commonplace; there are more specific requirements for R&RS to use initiative in locating informational solutions to problem areas to be addressed under formal AID Mission or AID Office plans.

Up-to-date tools are available for use in providing development information services, i. e., directories of sources of development information, both organizations and individual experts.

Involvement in a dynamic and changing environment, with evolving products and services.

Products and services supported by a comprehensive development knowledge base and a network of service nodes.

Growth in R&RS responsibilities, evolving into a new organizational structure. Requirement for more specialized staff and activities.

Growth in information technologies has impacted R&RS organization, operations, products and services in terms of volume, quality, speed of delivery, comprehensiveness, and point of delivery.

R&RS is part of an AID integrated network of information activities, including R&RS, other libraries and information centers, research and reference services, and other information activities such as document handling units.

XIV. ON-GOING EVALUATION OF R&RS CONTRACT

All information programs, if they are to satisfactorily meet their mandate and continue to satisfy their user clientele, must change with changing requirements of the organization they serve. Only through periodic evaluation of the organization, its operations, and its products and services can this be accomplished. This is as true of the R&RS as any other information program.

Most contracts require periodic evaluation of the performance of the contractor by the Government sponsor. In the case of AED's contract for operation of the R&RS, it is important that these two evaluations be conducted on a regularly scheduled basis, that they be conducted in a well defined time frame, that they be carefully coordinated, and that the results be jointly understood. Responsibilities for success and failure should be shared, as well as the commitment to change in the future direction of the contract, or the specific services and products to be provided.

Areas to be included in an on-going evaluation of the R&RS are:

- staff performance, standards met
- goals, objectives and plans met
- operating within budget
- efficiency of operations
- administrative support
- levels of information service provided
- responsiveness to requests, timeliness
- user satisfaction
- quality of products and services
- program management
- program promotion
- working relationships in place

Periodic reviews of the contract must take into account performance against past plans, user feedback, and changes in both CDIE/DI's and the Agency's program and priorities. These reviews provide assurances that longer range goals and objectives are met, and that program performance is progressing in the right direction.

The AED project management provides on-site, on-going evaluation of contract performance and makes adjustments as necessary to meet service demands. This includes monitoring of requests, request back logs, staff performance, quality of products and services, promotional activities and day-to-day operations of the R&RS.

Recommendations

1. Develop a specific schedule for review of program activities. (DI/R&RS jointly)
2. Establish a task team to carry out the reviews within a one- to two-week time frame. Correlate these with the five year plan, as well as AED management's on-going evaluations. The task team should consist of a representative of CDIE/DI, AED Management, DI Direct Hires, R&RS Library staff, R&RS Research staff, AID Washington users, AID Mission users, and Bureau Liaisons.

XY. A DEVELOPMENT INFORMATION NETWORK CONCEPT

AID's Center for Development Information and Evaluation (CDIE) is charged with the responsibility for making AID's experiences known through dissemination of its own project information and evaluations, and through the operation of response and processing and distribution services for AID/ Washington, USAID/ Missions and others who wish to avail themselves of these services.

At present the services, and the functions and procedures supporting them, are fragmented and for the most part not responsive to a single mission, set of goals and objectives, or framework for satisfying customer demands. A network of development information could evolve as organizations were willing to participate. In the final analysis a formal structure would need to be in place, and policies and guidelines, procedures, and services and products standardized. It would require that user needs be met through the coordination of functions and organizational units designed to meet these needs.

A development information network is not only a possibility, but a much needed tool for promoting AID's goals and objectives and its basic mission, especially as the Agency's programs and responsibilities are further decentralized. Such a network would combine responses to AID's local needs for information with the concept of information as a tool for development. The costs of such a network are likely to be no more than that envisioned for a number of planned and proposed programs within AID, and the chances of success are much higher.

To support the network, a development knowledge base will need to be in place - one which takes into account the requirement for AID's lessons learned as well as those learned from other development experiences and a wide range of more general development information.

Network Description

The proposed network would consist of the following elements:

AID/CDIE/DI - The Development Information Division would serve as the central node in the network, with responsibility for the network design, implementation and management. It would work closely with other donor organizations to bring about their participation in the network, both from a provider and user viewpoint. Its research and reference library units would serve as "one stop shopping" for most information needs of the Agency staff.

AID/Other Libraries and Information Service Centers - The resources of these information units would be coordinated by CDIE/DI to assure the user has access to a complete development knowledge base and the services necessary to make the information usable.

USAID/Missions - The USAID/Missions desiring to maintain either libraries or information centers connected to the network would serve to provide mission and host country access to the development information directly affecting their mission and its country or regional responsibilities.

Host Countries - Where USAID/Missions do not have, nor are willing to establish, libraries or information centers, AID could designate a library or information center within the host country to serve as a back up to AID/DI and as a first stop for development information within that country. AID would provide support, as well as a major part of the collection for this host country node.

Regional Node - AID would contract with, or designate a library or information center within an institution in each of its regions to serve as the back-up or support node for the network in that area.

A user unable to obtain the information he or she needed from the AID/Mission could be referred to, or go directly to, the designated library or information center in the host country for the desired information. If the host country information node did not contain the information, the user would be referred to, or could go direct to a regionally designated information facility. In many instances, this would mean that the required information would be available to the user in a more timely fashion than is presently possible. It would also give the user and the provider of the information more chances for exchange concerning the information requirement, thus making the response more appropriate or applicable to the need. Should all the above sources fail, a cable to the AID/DI would provide the information requested.

At the same time, each of the designated information facilities within the network would be responsible for providing input to the network, i.e., development information from the mission, the country or region, thus assisting in the building of a more complete and comprehensive base of development information for the use of all participants in the network. All information to be included would be forwarded to network central for processing in a compatible format.

In such a network, all participants would have equal access to the computerized data bases used or produced by the others (with appropriate restriction, if necessary), to the communications channels available to any of the participants, and to a sharing of resources for the support of the network. Since the network represents a partnership, each participant is responsible for carrying out its responsibilities to the other partners in the network - in generating, processing, receiving and making available the development information necessary to support the needs of all users of the network.

Such a network will involve an initial investment on the part of AID, but this investment will decrease during future years, as each of the nodes in the network receive income for their products and services, and become more self-sustaining. The initial investment from AID is compensated for by the extended base of development information which will now be available to it.

Recommendations

1. The CDIE/DI/R&RS should begin development of a network similar to the one proposed above.
2. Over time, R&RS should formalize an internal AID network of development information services, and assure their participation in response to user requirements. This internal AID network would link to, and participate in, the larger network defined above.
3. Exchange arrangements should be established with frequently used sources of information to facilitate the transfer of information, enhance host government libraries and information centers, as well as strengthen AID's library collections and support R&RS activities.

APPENDIX I

OUTLINE OF POLICY STATEMENTS

AND

OPERATIONS HANDBOOK

OUTLINE OF POLICY STATEMENTS AND OPERATIONS HANDBOOK

1. General Framework
 - a. R&RS in AID - operating environment
 - b. DI *goals and objectives*- R&RS responsibilities
2. Selection and Acquisition of Materials/Collection Development
 - a. responsibilities
 - b. approvals
 - c. procedures
 - d. tools for selection
 - e. selecting new data bases
 - f. exchange agreements
3. Catalog Maintenance
 - a. shelf list annotations
 - b. shelf list card filing
 - c. user catalog up-dates
 - d. problem resolution
 - e. references to sources external to collection
4. Collection Maintenance
 - a. collection review
 - (1) up-to-dateness
 - (2) shelf reading
 - (3) physical condition
 - b. shelving and re-shelving
5. Microform Collection
 - a. holdings
 - (1) what to hold
 - (2) filing
 - (3) withdrawals
 - b. use
 - (1) duplication
 - (2) re-filing
6. Users
 - a. who
 - (1) AID Mission, Washington and Contractors
 - (2) other development organizations
 - (3) public
 - (4) R&RS as user
 - (5) CDIE as user
 - b. what use is made
 - c. how is it used
7. Reference & Referral
 - a. library staff
 - (1) who does
 - (2) what kind
 - b. research staff
 - (1) who does
 - (2) what kind

8. Research
 - a. who does
 - b. for whom
 - c. priorities
 - d. request handling
 - e. time frame
 - f. presentation of results
 - g. quality control

9. Literature Searching
 - a. who does
 - b. for whom
 - c. request handling
 - d. from what information base
 - e. presentation of results
 - f. accessing new data bases

10. Products
 - a. kind
 - b. for whom
 - c. approvals
 - d. quality control

11. Circulation
 - a. of what
 - b. to whom
 - c. copy or loan
 - d. for how long; recalls
 - e. interlibrary loans

12. Outreach
 - a. to whom
 - b. with what
 - c. how

13. Training
 - a. user
 - b. staff

14. Technical Assistance
 - a. request handling
 - b. approvals
 - c. reporting back

15. Statistics
 - a. which ones
 - b. how often
 - c. to whom

16. Administrative
 - a. hours
 - b. time keeping
 - c. leave

- d. facilities
 - (1) space
 - (2) maintenance
- e. equipment
 - (1) acquisition
 - (2) maintenance
- f. mail
 - (1) incoming
 - (2) outgoing
 - (3) logs
- g. supplies
- h. petty cash
- i. photocopying
- j. forms
 - (1) internal
 - (2) external
- k. communications
 - (1) cables
 - (2) telephones
 - (3) newsletters
 - (4) meetings
 - (5) form letters
 - (6) bulletins
 - (7) brochures
- l. records management
- m. reporting
 - (1) contractual obligations
 - (2) management data
 - (3) statistical

APPENDIX II

RECOMMENDATIONS

GOALS AND OBJECTIVES

1. It is recommended that the draft R&RS *mission* in section I of the report be adopted, or revised, and issued as the Service's formal mission statement.
2. A formal statement of *goals and objectives* (the ones outlined below or others as defined by DI or the R&RS staff) should be adopted and made a part of the R&RS policy statements and operations handbook.

ORGANIZATION

AED must maintain its identity as a contractor while providing a service for the CDIE/DI, and the R&RS must establish the boundaries within which it must operate and provide services.

REFERENCE LIBRARY UNIT

1. It is recommended that the library be defined more precisely in terms of its support for R&RS functions, its service to AID/Washington and other AID staff and contractors, its service to non-AID users, and its relationship to other AID libraries. The library cannot be limited to AID information if it is to truly serve the needs of the Agency staff. It should also serve as a major resource for the R&RS research staff in responding to inquiries, and for those CDIE/PPE staff who are evaluating AID programs and projects and preparing reference guides. This definition of the library should be reflected in a formal mission statement, such as the one included earlier in this section of the report.
2. The library staff must stay on top of current development information, and target background information on specific sensitive areas to AID top management, through appropriate AED and DI channels.
3. A major effort should be made by R&RS staff to encourage broader use of the library, through initiation of an SDI program, specialized bibliographies and information kits. The library should undertake a major promotional program of exhibits, open houses, special collections and services to make more AID staff aware of the library. (Resources will be required.)
4. The library must undertake the development of an informal network of AID libraries, including the establishment of a union catalog of holdings of AID libraries. (Union catalog will require resources.)
5. A long range plan should be developed to formalize a library network for AID, to reduce duplication of effort and to provide an improved, total library service to the Agency. The AID library should serve as a central node in the network, with the other libraries serving as satellite libraries. Collections and services should be specialized to the departments they serve, but available to all AID staff.
6. Available technologies should be used to reduce space demands on the library so that a more up-to-date, broadly based development collection can be acquired to support information needs of the Agency. All AID generated and sponsored information should continue to be collected to ensure a comprehensive AID collection within the Agency. Further use of microform and exploration of optical laser/compact disk technology is recommended. The library layout should be adjusted to provide more user space. Additional space can be obtained through removal of walls, use of compact shelving and balcony type additions. The library space consultant should be asked to provide a revised floor plan with associated costs. Present shelving must be reinforced and anchored before a serious accident occurs. (Resources will be required.)

7. Gaps in the AID publications collection should be filled; other gaps in subject areas directly supporting AID's projects and programs should be identified and filled. (Limited resources required to replace microfiche.)
8. Efforts should be undertaken immediately to convert the remainder of the card catalog to machine readable format. An on-line catalog will permit the Library to remove the card catalog, thus gaining space, saving the staff time necessary to maintain the catalog, and allowing it to be made available to users at any location. The collections located in the Research Unit should also be incorporated into the on-line catalog with a code designating restrictions on use of the material, for instance, that from the World Bank. (Resources will be required.)
9. User charges should be established for photocopying, some data base searching and possibly for interlibrary loan.
10. The Bureau Liaisons should serve as an advisory library committee, to assist in promoting the library and to advise on collections and services.
11. The library should evolve into a dynamic development information center, continuing to provide existing library services but undertaking additional, proactive support functions. It must become a major resource for development information for the Agency and its user clientele. (Resources will be required.)
12. Requests received in the library for AID documents should be immediately transferred to the DIHF for response. The library should respond to those requests which only the library can more adequately handle. Others should be referred to the Research Unit and to the DIHF.
13. The library should develop and maintain a directory of frequently used resources of development information. Data on these resources must be incorporated into the R&RS directory.
14. Use of OCLC and its cost should be reviewed in light of its limitation to ILL. Cost per item borrowed should be the determining factor in its use. At the same time, consideration should be given to using it for cataloging as well as ILL. (Resources may be required.)

RESEARCH UNIT

1. The research staff should use the library more in carrying out research in response to a request. Suggestions for up-dating of the collection will assist the library staff and provide a better base for research activities. The research staff should work more closely with the library staff in responding to requests, sharing in responsibilities for literature searching, and the identification of trends and "hot" issues.
2. The research staff must develop, and maintain, a directory of resources which can be used in support of research and outreach efforts. This directory should be set up for use by all staff members, and each should feel a responsibility for adding to it. There is no room for competition when it deprives users of information which could have been gotten through sharing. An informal checklist of types of sources to be used in responding to requests should be developed, especially for use by new researchers.
3. The research staff must develop a network of its most used sources, including particularly those other AID information activities which will strengthen the information available in specific subject areas. Networks are commonly thought of as two way channels of communication; the research unit will not often be in a position to serve as a resource for other information activities, but to the extent that it can, this service should be given a high level of priority. Cooperation with the library is essential to supporting this type of request.

4. The research unit presently responds to Mission requests, to those from AID/Washington and AID Contractors, to those from host governments, and to those from other overseas development organizations. The research unit should work closely with DI direct hires on implementing many of the recommendations from the ODIS project.

5. The research unit should consider quality control one of its most important responsibilities during the research and response process, and should rely heavily on the R&RS Director and Deputy Director for review of responses to requests.

6. The research staff should undertake a major role in developing new products and services, based on trends and specific areas of concern identified in requests and reviews of AID program and project plans. Recommendations for such products and services should be made to the Director and Deputy Director before one is undertaken - to assure no duplication and for appropriate AID reviews. Information products should satisfy users' needs for general background information on development, current state-of-the-art information, and information on specific issues of immediate concern, received before a request is made. (Resources will be required.)

7. Requests should be analyzed for trends in information-seeking behavior as well as content required. This data is useful in estimating workload, defining products and services, advanced planning for information sources to be identified and developed, and defining staff expertise.

8. A simplified request tracking system must be instituted for use by research staff in coordinating requests, locating the status of a request, and assuring timely responses. This does not replace the present request control system, though the tracking system should, over time, link to the control system for those statistics essential for management reporting.

9. The research staff should work more closely with PPE in the production of their reference guides and in preparation for evaluation studies; PPE must reciprocate by inputting PPE collected information into the research base.

10. The research unit should develop and maintain a data base of all syntheses provided in response to requests for information. The data base would be used in response to later inquiries for the same information, for analysis of requests and for development of information products. (Resources will be required.)

ROOM IN STATE DEPARTMENT BUILDING

1. Clearly define the purpose, and set a specific set of goals and objectives, for the New State Room before committing further staffing resources to it.

2. Transform the New State Room into a dynamic "information exchange", providing NS- AID staff with active information support, built not on collection, but information source knowledge and access capabilities. This use of the room will provide excellent feedback on AID programs and executive level information needs to CDIE/DI staff, it will give high visibility to CDIE/DI programs, and provide a framework for outreach activities within the scope of a broader information program. This exchange will increase the effectiveness of DI and other CDIE staff in providing information and responding to requests. It will increase awareness of DI's programs and its need for resources to carry out its mission. AID's top executives make decisions on allocation of resources necessary to provide them the information they need. They need to be more aware of the value of CDIE/DI's information resource to AID, to the Missions, and to themselves, and of the importance of continuing support for it. (May require limited resources.)

3. The State Room should be viewed as an arm of the outreach program, directed to top management and AID bureau and office staffs. It should be used to facilitate the Bureau Liaison concept, and to support many of the services directed to AID Washington. It should serve as an area for promotional activities such as exhibits and author sessions, just as the library in SA-18 should.

OPERATIONS, FUNCTIONS, ACTIVITIES

1. The activities of the R&RS should be more integrated, with the library and research service sharing responsibilities for responding to requests. Sharing of information on requests being handled, information being provided in response, and information on trends and "hot" issues identified in the process of responding to requests will enhance the request process and the responses provided.
2. Review work flow and functions being performed on a regular basis to determine steps which can be taken to simplify procedures and facilitate handling of requests. This includes receipt, logging in, and tracking of requests.
3. Staff must be made aware of their individual responsibilities within the framework of the total service being provided. Job descriptions should be clear and precise, and specific to the responsibilities of the position. Staff should be evaluated on the way in which they meet these responsibilities, provide services, and assure quality control over products and services.
4. Acquisition of the local area network (LAN) and high speed printer are essential to continued improvement in the staff's ability to respond in a timely manner to requests; and permit more time for proactive information dissemination. (Resources will be required.)
5. R&RS must develop an operations manual which will incorporate both operating policies and procedures. The manual may be used both as an in-service training manual, as well as an ever evolving definition of the activities being performed under the contract. A proposed outline for an operating policy is included in section VII of this report.
6. Following on the centralized assigning of requests received by R&RS, a centralized receipt desk for all requests should be established. This may take the form of a box, appropriately placed, or the delivery of mail, notes on telephone calls, and cables to a single desk. Telephone requests must be noted even if they are directed to, and handled by, a single research or reference staffer.
7. Establish a data base to include full text of all syntheses. This will be used to respond to similar inquiries, to analyze requests and particular viewpoints in the request and the response. Up-dating these syntheses on a regular basis could produce summary materials of more general interest to a wider user base. (Resources will be required.)
8. Efforts to develop an interim, more simplified request tracking system must continue and be implemented. Over time, the request data base should be specifically defined - as a statistical control or a tracking system, and revised accordingly. In the interim, a tracking system gives the research and reference staffs a tool for monitoring requests and their response to them. It provides them a tool to locate requests in process, to respond to status inquiries. It also provides the tools necessary for statistical analysis of requests, the time it takes to respond to them, and an analysis of the user base and the information required.
9. "Lessons learned" extend to information in support of research and reference activities; in other words, that which is gleaned from requests, research and current awareness of development issues. These form the basis for generalized products, state-of-the-art summaries and wider distribution of a literature search or synthesis.

10. R&RS should maintain a consolidated directory or inventory of sources of development information. It must more clearly identify its sources of information (resources available for use in support of inquiries and product/service development).

11. R&RS must review CDSS's, ABS's, and other planning and budgeting documents to define common project and program areas. This process should alert R&RS staff to potential requests, and to the need for special information products targeted to specific missions/project staff in advance of the need. It provides the staff with guidance on information to be collected and sources to be identified for later use in responding to inquiries. Staff could be assigned to specific countries for these reviews, or interns used for the reviews.

12. Staff meetings, as a means of communication on the project, must be continued on a regular basis. Meetings are time consuming, unless they are structured to specific purposes and times. Individual units should continue shorter, very targeted meetings to share topics being re-searched. Other more general meetings to address overall concerns of the unit will also need to be held at less frequent intervals. Individual staff members must be encouraged to share information on subjects being examined and on users and requesters.

13. A user fee should be developed for certain of the R&RS services to offset the cost to AID of providing services to specific classes of users. Establishment of user fees are the responsibility of CDIE/DI, but the AED and R&RS staff have a responsibility to define a framework for these charges and to make recommendations to the CDIE/DI.

14. Microfiche should never be circulated outside the library or research collection. A fiche duplicator, earlier approved, should be acquired and used to make fiche available, either in response to an on-site user circulation request or an inter-library loan request.

15. Statistics should only be kept when they are required for a specific purpose. They should accurately reflect activities which are being monitored and should not be an interference in accomplishing the primary task of providing information. Those statistics required from a management perspective must be identified, as well as those which assist in planning, defining resource requirements, and evaluation of the R&RS. Simplified procedures for record keeping of these statistics and their analysis must be devised.

RESEARCH AND REFERENCE SERVICE (R&RS) RELATIONSHIPS

Between R&RS Units

1. Consideration should be given to having Reference/Library participation in initial searching in response to requests. This would speed up the Research effort and permit greater cross sharing of information about the user community and the types of requests which are being received.

2. The Library should be brought into the Research Unit's five minute meeting at least once a week. Each of the units should look at requests for trends and general themes which could alert both DI staff and that of CDIE and other AID information staffs to a potential "hot" issue, and to areas in which proactive products and services could be developed.

3. The Research Unit should assist the Library in exhibits and other events designed to promote the total services of the R&RS.

4. Communications between the Research Unit and the Library must be strengthened through exchange of experience, referrals, and the exchange of products, memos to staff and lists of new materials and sources of information.

5. Responsibilities under the AED/R&RS contract must be approached as a team effort, with each of the units equally responsible for successful performance under the contract.

Between R&RS and DI's Management and Direct Hires

1. Lines of communication between the R&RS contract management and DI management and coordinators must be simple and open. Problems should be brought to management's attention on both the Agency and contractor sides, and these then shared with the other in a timely and cooperative fashion.

2. DI and R&RS must comply with Federal regulations relating to personal services contracts. DI should must provide guidance, not supervision, of the R&RS contractor staff.

3. Regular semi-monthly meetings should be held between the AED project director and the R&RS coordinator. At least one of these meetings during each month should include the coordinator for systems, and as necessary other direct hires whose responsibilities touch on the AED project.

4. Policy and program initiatives of DI, transferred to the AED contractor, should involve both DI management and the R&RS coordinator in their implementation, to facilitate assignment of resources and assure their success.

Between R&RS and DI's Other Contractors

1. Every effort must be made to facilitate communications between the DIHF & R&RS staffs, and those between R&RS and USDA/TIS. Regular briefings must be held for the staffs to assure that they are up-to-date on activities in which the other is involved. TIS should be tied into the request tracking system to avoid duplication.

2. There should be a half day workshop every six months to be attended by the staffs of each of the three contractors sharing any one of the functions as outlined above. Problems must be addressed openly and frankly, and resolutions sought to the problems in a cooperative and understanding manner.

3. A listing of specific contacts and responsibilities for various areas of the operations must be developed by R&RS and DIHF, and shared among all DI and contract staffs. This will enable resolution of the day to day problems as they develop. The six month workshops should be limited to discussion of broader issues and more recurring, long-standing problems. Understanding of the responsibilities of each, and the limitations imposed on them by the contracts, resources, location, operating modes, and service pressures will permit addressing of problems and open communications over the long term.

4. Sharing among the staffs of R&RS and DIHF of internal memoranda, weekly or monthly activity reports, bulletins and newsletters will serve to build a sense of team work.

Between R&RS and CDIE and its other Divisions

1. The R&RS should be tied into the early stages of an evaluation project, to provide information resources necessary to planning and carrying out the evaluation and to gain information in support of research and reference activities. Documentation of a project often provides the springboard from which its success can be judged.

2. The R&RS should work with PPE on literature searching and analysis which go into the project reference guides. In most instances, the production of these guides should be a shared

project, with PPE providing the evaluatory information and R&RS identifying sources of information relative to the subject area being explored. (Costs of on-line services may increase.)

3. The R&RS should be responsible for feeding trends and "hot" issues to PPE to help in identifying cross-cutting issues which could be addressed in the project reference guides; PPE should provide similar information to R&RS to support trend analysis.
4. A list of contacts in each of the Divisions for specific types of issues should be shared, and to the extent possible, joint quarterly review meetings should be held.
5. Syntheses and bibliographies prepared by R&RS should be circulated to PPE staff; evaluation reports, work summaries, and reference guides prepared by PPE staff should be circulated to R&RS staff, on a routine basis.
6. R&RS should contribute to the CDIE "Items of Interest Weekly" on a regular basis and monthly reports should be exchanged between DI and PPE to facilitate the exchange of information.

Between R&RS and other Bureaus and Offices in AID

1. Bureau and Office Liaisons should be established as contacts for R&RS. These Liaisons will provide feedback to R&RS on services provided to Bureau Staff; they will alert R&RS to new programs and initiatives and to potential requirements for information; they will "sell" R&RS services to Bureau and Office staffs, since they will now have a stake in the success of R&RS; they will provide channels of communication to the Bureaus and Offices and serve as a point of contact for problems and for information needed from that Bureau or Office to respond to a request.
2. Bi-monthly meetings with project management and the sharing of published information should be sufficient to maintain open communications.
3. A listing of the Liaisons should be made available to the R&RS staff, and the Liaisons should be given a specific contact person within R&RS for general concerns.
4. R&RS should be sensitive to requests which should be made known to the Liaison because they represent a developing concern or trend which should be addressed by the Bureau or Office. This sharing of information will strengthen DI's reputation among the Bureaus and Offices, provide visibility, and credibility to the R&RS and its products. It will increase Bureau and Office support for DI in budget and other resource considerations.

Between R&RS and AID's Missions and Host Governments

1. Continue to provide high quality service to the Missions and host countries on request.
2. Design additional products and services which can be provided on a proactive basis, cutting the lead time for the users who may need the information. These products and services should result from an analysis of Mission planning and budgeting documents, from an analysis of requests for cross-cutting and/or continuing needs, and a knowledge of overall AID requirements and programs. (Resources are required for design and production of products.)
3. Consideration should be given to contracting to libraries or information centers, local and regional, if available, in host countries to not only provide information to the Missions but to users in the host countries as well. Collections of microfiche of AID reports and copies of the data bases, or appropriate portions, would be provided to the center for use in servicing

requests. The center would be responsible for reporting its activities to DI on a regular basis. The center would also be used to provide training for the Mission staffs and host country users. Believing that information is a tool for development removes such a program from concern over what would happen if the AID program was dropped or the Mission closed. In many instances, R&RS would contact the center to provide portions of the information requested by someone in the Mission, while other information not available through the center was being assembled and provided from R&RS. DI would need to assume responsibility for identifying the potential library or information center in each region or country and negotiating the arrangements with it. It would also have to be prepared to train the staff of the host country information center in the use of AID's data bases, and the provision of development information services. (Major resources will be required for a total network; during the next five years only a limited network will be possible.)

Between R&RS and Other Development Organizations

1. R&RS should maintain a directory of sources of development information outside of AID.
2. To the extent possible DI should make arrangements for the exchange of information from those organizations which would appear to be most profitable for the Agency in providing relevant information. The exchange would of contractual necessity need to be carried out by the DIHF, and incoming information processed by it before being maintained in the Library or the reference collection in the Research Unit. This information must be organized and properly indexed to provide specific access. At the same time, it is important to avoid acquiring information which will not likely be needed. (DI establishes exchange arrangements.)
3. Relationships with other organizations need to be in place to permit quick access to information on an as needed basis. (DI establishes basic arrangements.)

AN OUTREACH PROGRAM FOR RESEARCH AND REFERENCE SERVICE

1. The R&RS must define its outreach program before it embarks on such a program. It must establish the goals and objectives of the program, define the audience to which the program is to be directed, and define the mechanisms to be used in carrying out the program, as well as the measures to be applied in determining its success. A carefully designed outreach program can provide an improved image of the CDIE/DI/R&RS.
2. The goals and objectives outlined in section V are recommended for R&RS's outreach program. These, or others, must be in place before the outreach program is begun.

PRODUCTS AND SERVICES

It is recommended that each of the products identified in Section VI of the report be considered as possible output from the R&RS. All products can serve as tools for the outreach program, as well as tools to support the users' need for information. The majority of the products require small investments in time and money, and can be very effective even as informal products. State-of-the-Art reports, extensive exhibits and the video tapes are the more costly items. Less extensive information exhibits, using posters and information products, can also be effective in transferring information at much less cost. (User fees should be applied to the generation of products where this is legally possible; in other cases, cost should be kept at a minimum through use of university talent and other volunteer or low-cost support for creation of the product.)

OPERATING POLICIES FRAMEWORK

A formal statement of operating policies should be prepared and included in the operations handbook which is required of the AED during this contract period. It should be submitted to the

R&RS staff for review before final release, to identify any areas in which it might conflict with already existing procedures and guidelines. It must be reviewed and approved by the Director, DI and the R&RS Coordinator.

QUALITY CONTROL FRAMEWORK

1. The R&RS staff should be more aware of their responsibilities in providing information in response to user requests. A formal review process must be established for all new products and services, requiring check-offs at various stages of the review process.
2. As a practical guide to quality control within R&RS, a suggested checklist is provided in Figure 3. This, or a substitute, should be used by reviewers at several stages before a product or service leaves the R&RS. The effectiveness of the "value-added functions" which R&RS performs will be judged primarily by the user, but also needs to be considered by the supervisory AED staff.
3. The revised users' feedback form should be an indication of acceptance of the product, but cannot be relied on as a sole barometer. Users who are satisfied will be repeat users of the service. An analysis of requests should be undertaken to determine repeat users. should be based on the operations manual and should include orientation sessions on AID and its programs.

USER CHARGES

1. Establish a user fee structure for photocopies, duplicate microfiche, literature searches, and information packages. A charge for interlibrary loan should also be considered for those libraries who are currently charging a fee to AID.
2. User fees should be charged to all non-AID private sector users, AID contractors, and other development organizations. Consideration should be given to charging AID users and host governments for specific products and services, such as literature searches, for which costs are presently being absorbed by CDIE/DI.
3. Fees should be used to offset the cost of providing the service, and development and production of information products.

STATISTICS

1. A review of statistics now collected should be conducted to determine if they are valid and if they meet a stated need. A determination should be made of those statistics which are necessary to successfully monitor R&RS's activities and those which will support long and short term planning and evaluation of the R&RS and its products and services. (Use DI/R&RS task team.)
2. To the extent possible, statistics should flow from the request tracking system and from user response to products and services.

TRAINING REQUIREMENTS

1. AED should develop an R&RS in-service training program for new AED staff.
2. A training plan should be developed for the next five years to assure that all staff are adequately trained and prepared to carry out the R&RS responsibilities during the contract period. The training plan must include data base training, training in the use of new technology - both hardware and software - and specialized training in development-related issues. The latter are

particularly important for those staff members who will be involved in technical assistance programs in Missions and Host Countries, and for those involved in the design of specialized development information products and services.

3. A continuing education program should be developed with each of the AED staff. It should focus primarily on professional meetings (shared among the staff), conferences, and programs which are designed to keep professional skills up-to-date. These are also important to facilitate the maintenance of a state-of-the-art information service for the CDIE/DI. Some of the AED staff may feel the need to sharpen management, supervisory or specific professional skills at various times, and when this is clearly in the interest of AED and DI, seminars and formal courses are recommended. (AED should not be responsible for general educational programs, nor those which staff might wish to pursue for reasons of personal growth.)

ACCOMPLISHMENTS TO DATE

1. Efforts should be made to replace the AID report collection microfiche which were lost when loaning was a service of the Library. The Library must have a complete collection of AID reports for users who visit the Library. A specific policy should be incorporated into the operations manual covering this area, and the decision to provide duplicates of the microfiche reports to non-AID users at cost, and to AID users and networking libraries free of charge. (Resources to acquire microfiche.)

2. Steps must be taken to complete activities following the Library inventory. Decisions on additional space for the library and a change in library layout need to be taken immediately. The library shelving must be braced to prevent a serious accident. (Will require resources for new equipment and space.)

3. The remainder of the card catalog should be automated to provide a complete on-line catalog to the Library's collection and to permit the removal of the catalog cabinets, thus providing a small additional area for use of the library. Copies of the on-line catalog will serve as valuable exchange items for participants in the network, and as tools for Missions and Host Country organizations in identifying sources of information. (Will require resources in DIHF contract.)

4. The collection development policy, now in draft form, should be completed as quickly as possible to provide guidance on the missing or lost items from the library collections, and for future decisions on additions to the collection.

5. Job descriptions describe the parameters around positions within R&RS. With time these will change and the job descriptions will need to change accordingly. Evaluations should be scheduled on a regular basis, and at that time job descriptions should be reviewed and changed as necessary.

6. Despite the tendency for meetings to proliferate and take too much time from the day-to-day operations in information programs, the brief meetings in which information concerning requests is being shared are essential. These should be kept brief and single purposed. Operational issues should be handled in other unit meetings or in the more general R&RS staff meetings.

7. Efforts should continue on the development of a satisfactory request tracking system. The use of an experimental simplified system, over time, will help to identify the real needs for a tracking system as opposed to a control system. No one should feel left out of the definition process, and all involved should work together to define the best possible system - one that will require a minimum of time for the researcher in adding data on a request.

AUTOMATION IN R&RS

1. Follow through with installation of a LAN and acquisition of a high speed printer with queuing capabilities. (Resources will be required.)
2. Develop a long range data processing plan which will cover the five years of the current AED contract.
3. Develop a plan for maximizing use of ADP equipment by addition of specialized bibliographic files, systems to support tracking and statistical record keeping, and administrative and management support.
4. Develop a simplified request tracking system which will permit the R&RS to know what requests have been received, from where, who is responding to it, when it was received. This should be treated as an interim system, while plans for a revamping of the current request tracking system are being formulated. Each research and reference staff person should have direct access to the system to respond to inquiries on the status of requests. Use this simplified tracking system to specifically monitor CDIE controlled requests and correspondence.

FORMS ANALYSIS

1. Approve recommended revisions to current forms and put them into use by the R&RS staff.
2. AED Project Director, and as necessary, by the Director, DI must approve all proposed new forms.
3. Review forms periodically to assure that new ones are not coming into use unless absolutely necessary.
4. Review the form letters recently devised by the Research Assistant for use by the R&RS staff, and put them into effect where their use will benefit staff and users.

LONG-RANGE PLANNING

1. Develop a five year plan jointly with CDIE/DI. Long-range planning must take place to establish the goals and objectives which will lead the AED through the five years of its present contract, and set the stage for future operation of the R&RS under contract. It is essential that these reflect a realistic view of where CDIE/DI and its R&RS will be in five years. Some possible elements of that plan are provided below. (Use DI/R&RS Task Team.)
2. To provide staff with concrete, short term and achievable goals and objectives, a two year plan should also be developed within R&RS. It should be within the framework of, and facilitate final implementation of, the five year plan. It is essential that all R&RS staff be brought into the planning process. AED is responsible, under the contract, not only for the continuation of existing services, but the improvement and expansion of these to benefit users of the services. The staff providing the services, and the experiences gained in carrying out the R&RS responsibilities, place them in a unique position to help chart the future course for the service. A one-to-one-and-a-half day workshop is often an ideal means of sharing ideas; again, it must be structured and carefully planned to achieve the desired results. (R&RS Management Team)
3. Goals and objectives should be established for R&RS which are realistic and reachable, within the framework of CDIE/DI and its goals and objectives. Where the latter are not clear or readily available, R&RS must operate under its own, to assure a satisfactory level of service to the users. Goals and objectives should, at the same time, be far-reaching, and be designed to set the stage for the next five years and beyond.

4. Long-range planning should incorporate the requirement for new products and services which will benefit a wider user audience. Suggestions for new products and services are included in section VI.

ON-GOING EVALUATION OF R&RS CONTRACT

1. Develop a specific schedule for review of program activities. (DI/R&RS jointly)
2. Establish a task team to carry out the reviews within a one- to two-week time frame. Correlate these with the five year plan, as well as AED management's on-going evaluations. The task team should consist of a representative of CDIE/DI, AED Management, DI Direct Hires, R&RS Library staff, R&RS Research staff, AID Washington users, AID Mission users, and Bureau Liaisons.

A DEVELOPMENT INFORMATION NETWORK CONCEPT

1. The CDIE/DI/R&RS should begin development of a network similar to the one proposed above.
2. Over time, R&RS should formalize an internal AID network of development information services, and assure their participation in response to user requirements. This internal AID network would link to, and participate in, the larger network defined above.
3. Exchange arrangements should be established with frequently used sources of information to facilitate the transfer of information, enhance host government libraries and information centers, as well as strengthen AID's library collections and support R&RS activities.

APPENDIX III

IMPLEMENTATION CHART

IMPLEMENTATION CHART

_____ On-going or major effort
 - - - - - Planning or low level effort

19

Recommendation

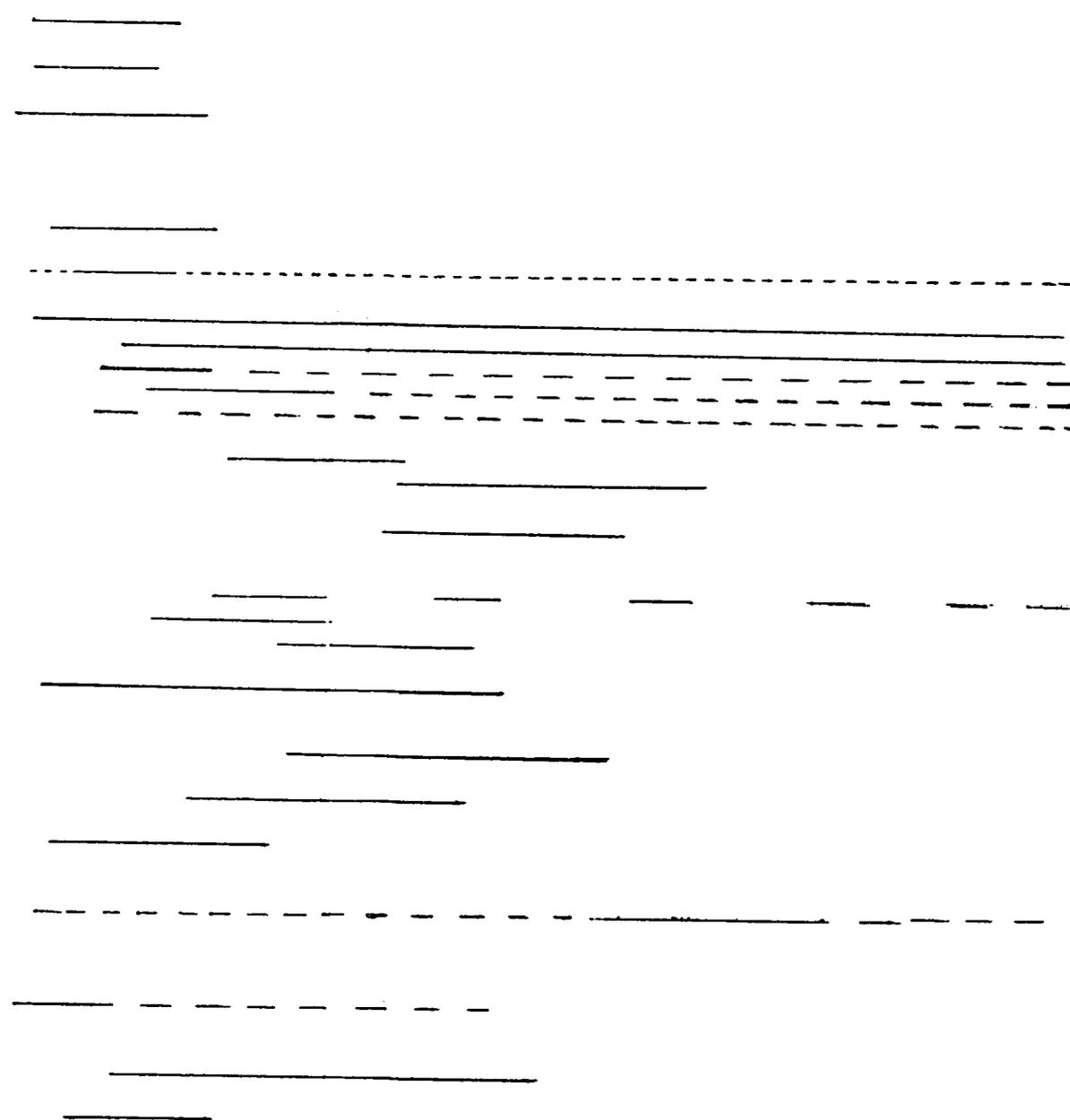
Feb 86 Apr 86 Jul 86 Oct 86 Jan 87 Jun 87 Dec 87 Jun 88 Dec 88 Jun 89 Dec 89 Apr 90 Jul 90 Sep 90

Goals & Objectives

1. Adopt R&RS mission statement
2. Adopt R&RS goals and objectives
3. Resolve contractor role

Library

1. Define Library role
2. Current awareness for staff
3. Promote use
 - SDI program
 - special bibliographies
 - information kits
 - exhibits
4. Informal network of AID Libraries
union catalog
5. Long-range plan for formal network
of AID Libraries
6. Use technology to maximize space
 - Revamp library lay-out
 - Acquire additional space
7. Fill gaps in AID publications & other
collections.
8. Convert remainder of card catalog
9. Establish user charges
10. Establish library committee of
Bureau Liaisons
11. Change "Library" to "information
center"; develop library into
major reference resource
12. Transfer requests for AID documents
to DIHF
13. Develop resource directory
14. Review use of OCLC



26

Research Unit

Feb 86 Apr 86 Jul 86 Oct 86 Jan 87 Jun 87 Dec 87 Jun 88 Dec 88 Jun 89 Dec 89 Apr 90 Jul 90 Sep 90

- 1. Use Library more
- 2. Develop directory of resources
Develop checklist of types of sources
- 3. Network of resources
- 4. Assist in supporting ODIS project
- 5. Apply quality control to research process and responses
- 6. Develop new products and services based on requests analysis
- 7. Collect data from requests & analyze
- 8. Test tracking system
Develop links to control system
- 9. Joint program with PPE
- 10. Establish synthesis data base

State Room

- 1. Establish goals & objectives for State Room
- 2. Make State Room an "Information exchange"
- 3. Support outreach program

Operations, Functions, Activities

- 1. Integrate library & research services
- 2. Regular review of procedures & request handling
- 3. Formalize staff responsibilities & evaluation criteria
- 4. Acquire LAN & high speed printer
- 5. Develop operations handbook
- 6. Establish receipt desk
- 7. Establish synthesis data base
- 8. Develop interim tracking system
- 9. Use request data to define products

62

Feb 86 Apr 86 Jul 86 Oct 86 Jan 87 Jun 87 Dec 87 Jun 88 Dec 88 Jun 89 Dec 89 Apr 90 Jul 90 Sep 90

10. Maintain consolidated directory of resources

11. Review CDSS; ABS

12. Define purpose for meetings

13. Establish user fees

14. Acquire fiche duplicator

15. Establish purpose for statistics

Relationships

R&RS Units:

1. Have library do all initial searching

2. Involve library in research meetings

3. Researchers assist library in promotion

R&RS & DI:

1. Strengthen communications

2. Avoid legal problems

3. Hold semi-monthly meetings

4. Coordinate implementation of policy & program initiatives

R&RS & DI Contractors:

1. Facilitate communications

2. Joint six months workshop

3. Issue list of contacts & responsibilities for R&RS & DIHF

4. Share internal reports

R&RS & CDIE:

1. Assist planning of evaluations

2. Joint product development

3. Share cross-cutting issues

4. Share contact lists
Joint quarterly review meetings

139

Feb 86 Apr 86 Jul 86 Oct 86 Jan 87 Jun 87 Dec 87 Jun 88 Dec 88 Jun 89 Dec 89 Apr 90 Jul 90 Sep 90

5. Share information products

6. Contribute to CDIE "Items of Interest Weekly"

R&RS & AID Offices:

1. Establish Bureau/Office Liaisons

2. BI-monthly meetings with project management
Share published information

3. Share contact lists

4. Exchange information on requests from Bureaus and Missions

R&RS & AID's Missions & Host Governments:

1. Provide high quality response to requests

2. Provide products & services prior to need

3. Consider contracting to host country library or information center for Mission support

R&RS & Other Development Organizations:

1. Maintain directory of development information sources outside AID

2. Negotiate exchange agreements

3. Maintain communications links with other development organizations

Outreach

1. Define outreach before implementing it

2. Adopt goals & objectives for outreach program

3. Define audiences for outreach

4. Adopt tools/mechanisms for outreach

Products and Services

Define new products & services; consider those included in report and others suggested by staff, Liaisons and users

Feb 86 Apr 86 Jul 86 Oct 86 Jan 87 Jun 87 Dec 87 Jun 88 Dec 88 Jun 89 Dec 89 Apr 90 Jul 90 Sep 90

9

Operating Policies

Develop statements of operational policies for inclusion in operations handbook

Quality Control

1. Establish formal review process for new products and services
2. Use checklist as reminder of quality control responsibilities
3. Analyze requests for repeat users

User Charges

1. Establish user fees - Non-AID
2. Establish user fees - AID
3. Use fees to offset costs

Statistics

1. Review statistics collected
Determine purpose of statistics
Determine necessary statistics
2. Have statistics flow from request tracking to control system

Training

1. Develop in-service training program
Incorporate in operations handbook
2. Develop 5-year training plan
3. Develop continuing education program

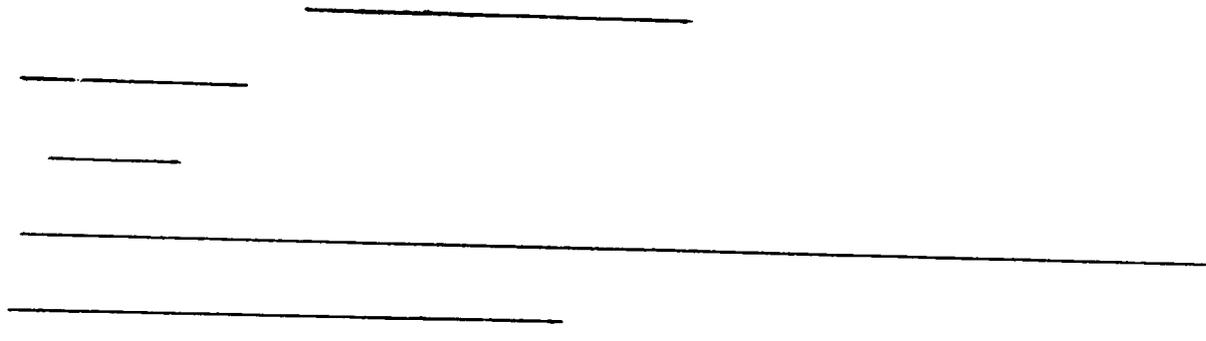
Accomplishments to date

1. Replace lost AID-document fiche

(10)

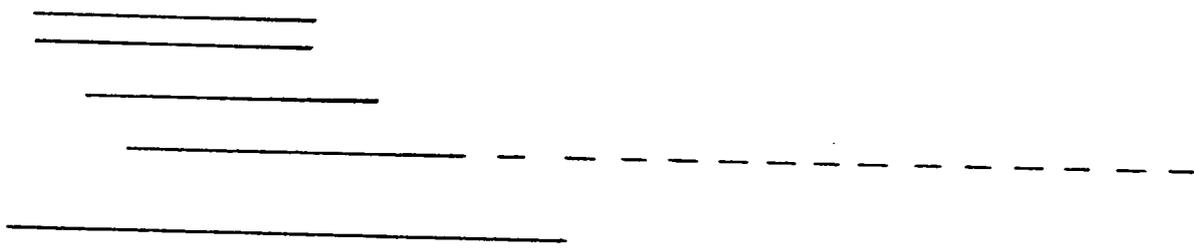
Feb 86 Apr 86 Jul 86 Oct 86 Jan 87 Jun 87 Dec 87 Jun 88 Dec 88 Jun 89 Dec 89 Apr 90 Jul 90 Sep 90

- 2. Complete library inventory
Brace library shelving
- 3. Automate remaining portion of
library card catalog
- 4. Complete collection development
policy
- 5. Schedule performance evalua-
tions & job description reviews
- 6. Continue meetings to share infor-
mation on requests
- 7. Continue development of request
tracking system



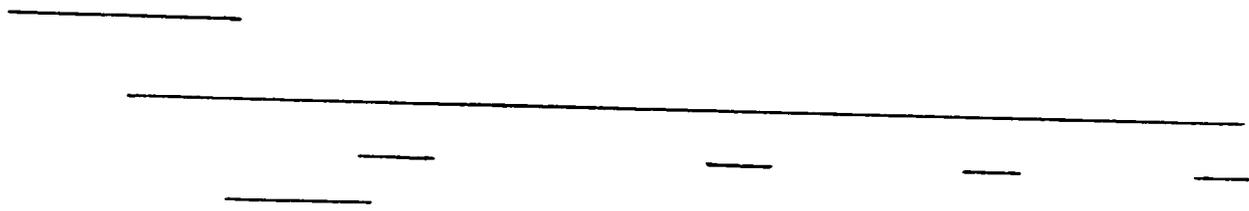
Automation in R&RS:

- 1. Install LAN
Acquire high speed printer
- 2. Develop 5-year ADP plan
- 3. Maximize use of equipment by
adding applications
- 4. Continue development of request
tracking system



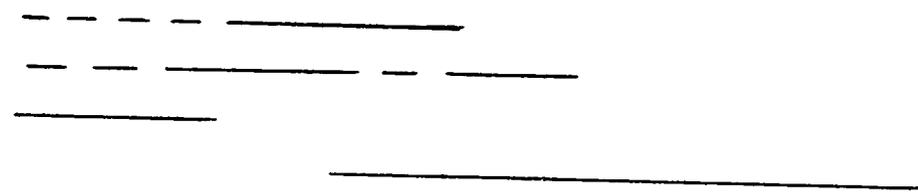
Forms Analysis:

- 1. Approve revised forms & begin
use
- 2. Require DI approval of new forms
- 3. Review forms periodically
- 4. Review form letters



Long-Range Planning

- 1. Develop 5-year plan with DI
- 2. Develop 2-year plan in R&RS
- 3. Adopt goals and objectives
- 4. Incorporate new products and
services in plans



On-Going Evaluation of Contract

Feb 86 Apr 86 Jul 86 Oct 86 Jan 87 Jun 87 Dec 87 Jun 88 Dec 88 Jun 89 Dec 89 Apr 90 Jul 90 Sep 90

1. Develop specific schedule for review

2. Establish task team to do evaluation

Network Concept

1. Begin development of AID network

2. Formalize AID network

3. Extend AID network to Missions & Host Governments

4. Establish exchange agreements

16