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# Research and Reference Services

## Annual Report for Fiscal Year 1992

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Research and Reference Services

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**CENTER FOR DEVELOPMENT INFORMATION AND EVALUATION**

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# Project Director's Highlights

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In 1992, the Research and Reference Services (R&RS) staff levels doubled to 50 due to an unprecedented demand for specialized services, as well as standard information services. In order to support this growth, R&RS underwent a major reorganization in early 1992, securing necessary support services, and strengthening lines of management and supervision.

An operations unit was added to oversee administrative, computer systems, and financial aspects of the project. Supervisory positions were created for both the research and the bureau services. A greater emphasis was placed on communications and promotion, and on human resources development for the project. A new position was created to handle project planning, evaluation, and technical assistance. R&RS currently has staff in eleven different locations with as many different buy-ins, fees, and other funding sources, making financial management and communications increasingly challenging.

During the reorganization, R&RS recognized the need for strategic planning to provide guidance to this fast-changing project. In May, R&RS began a formal strategic planning process, in which the staff studied R&RS's internal operations, external environment, and the information needs and habits of its A.I.D. clientele. This exercise has proven to be extremely valuable, because it helped us define who we are, and what and where we want to be in the future, and helped us form initial plans for how to get there.

The strategic planning process involved all project staff, and was an excellent way to create mutual understanding of the direction and purpose of the R&RS. After data was gathered from within and outside the project, an R&RS mission statement was developed, followed by mission statement development for each of the project's units.

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Research and Reference Services launched two new program areas in 1992--the Center for Trade and Investment Services (CTIS) in the Private Enterprise Bureau, and the Regional Information Clearinghouse (RIC) of the Regional Office for Central America and Panama (ROCAP) in Guatemala City. Both these programs represent very new types of ventures for R&RS. CTIS provides information on possible business opportunities in developing countries for members of the U.S. business community, a new service population for R&RS. The RIC is R&RS's first in-country information service, and will be an information hub that will facilitate information resource sharing for the Central American region.

Research and Reference Services expects to be responsive to possible changes in the coming year with the establishment of a new administration. We believe our reorganization and strategic plan will give R&RS both the direction and the flexibility to meet whatever challenges lie ahead.



Linda Leonard, Project Director

# Mission Statement

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**R**esearch and Reference Services (R&RS) provides access to and analysis of international economic and social development experience for use in bringing about positive change in the developing world. R&RS staff are experienced international development and information professionals who help individuals and organizations actively involved in development policy and practice.

R&RS works in partnership with its clients, meeting their needs to keep abreast of the activities of international development organizations; to connect with experts; to know about alternatives, models, and emerging issues; and, to know whether the facts substantiate a hypothesis.

R&RS selects, analyzes, synthesizes, and disseminates development knowledge, using advanced technologies and wide reaching personal information networks.

R&RS manages a unique collection of resources on development experience and advises others on efficient management and effective use of information in development.

R&RS is committed to excellence in service, innovation in approach, and integrity in action.

R&RS has been a project of the Academy for Educational Development since 1985.

# Research and Special Projects

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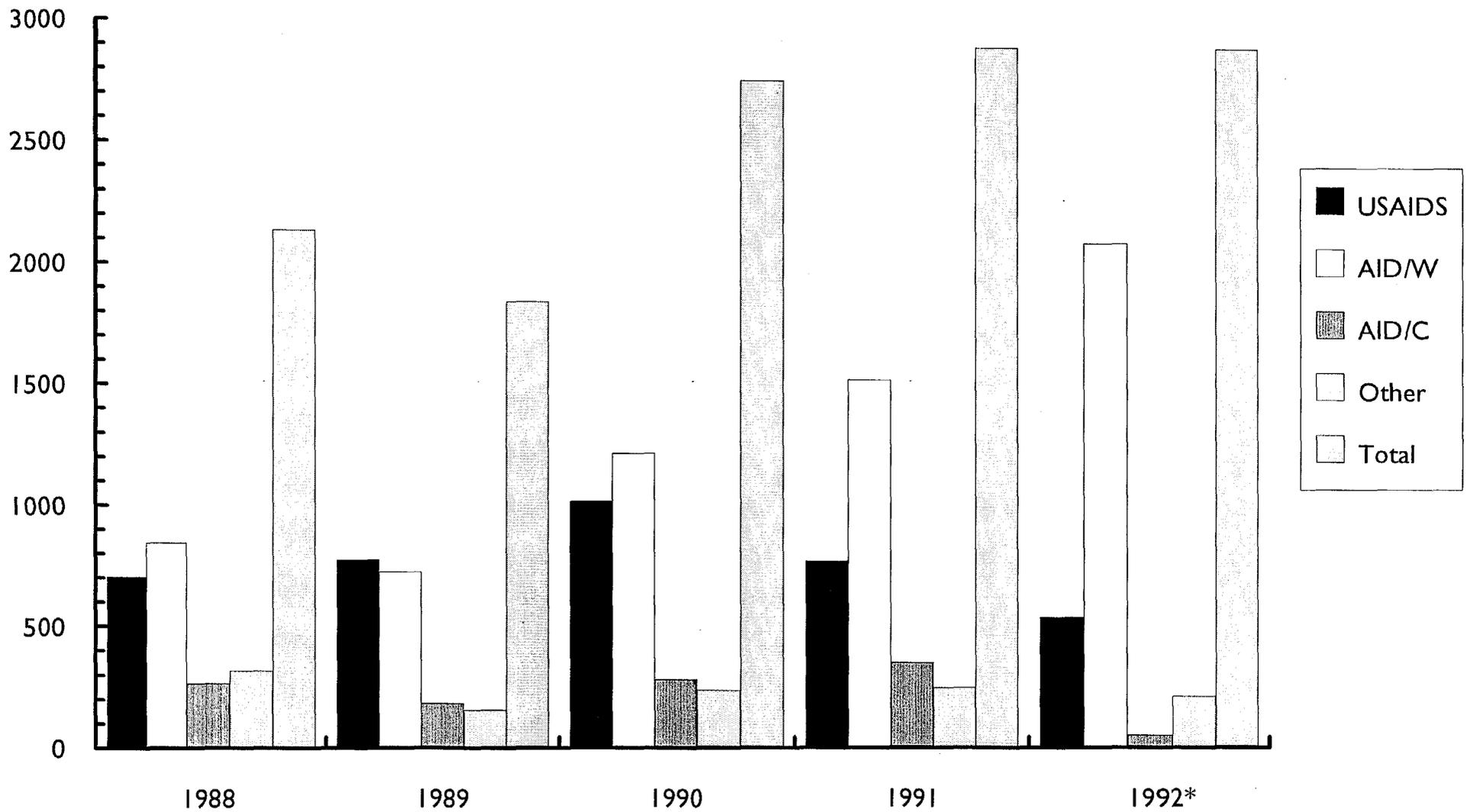
## Rosslyn Research

**H**ighlights of the Rosslyn Research unit's accomplishments over the last year fall into four categories that derive from four types of A.I.D. requirements:

- Linkage, communication, and service within the Policy Directorate (including CDIE);
- Support for Mission and AID/W project designs;
- Voids in information and research in the new areas of A.I.D. programming (e.g., the Newly Independent States, AIDS, democratization); and,
- Expansion of relationships with organizations and individuals outside A.I.D.

Rosslyn Research has met these needs in a more interactive, and in many cases, more proactive manner than in the past. A description of these four requirements and the resulting response of the unit are featured briefly in the following sections.

# R&RS Requests By Client, Fiscal Years 1988-92



\* Figures drawn from REQ and MIS databases. Because systems differ and were being used somewhat inconsistently, there may be discrepancies when comparing 1992 data with previous years. All MIS statistics exclude administrative and project management events.

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## Policy Directorate

**S**everal trends within A.I.D. made clear the need for an expanded role for DI and R&RS in the work of the Policy Directorate. First, the Directorate was created from what was before the Program and Policy Coordination Bureau, redefining roles, capabilities, resources, and divisions of labor. After the reorganization, other office's within the Policy Directorate looked to R&RS for support in performing selected responsibilities. Second, Administrator Roskens' Evaluation Initiative brought attention and added responsibility to CDIE. To meet the Directorate's need for strong linkages between offices, R&RS became increasingly involved in communicating information events and providing more in-depth research services to the Policy Directorate as a whole, and CDIE/E in particular. Highlights of these efforts include:

- In support of CDIE/E's evaluation of capital projects experience, a research analyst participated in the Egypt evaluation team.
- POL/IDP required in-depth R&RS research on two occasions to prepare speeches and papers on A.I.D. policy for upcoming international conferences.
- As part of the CDIE/E/SDS PRISM effort, the Rosslyn Research supervisor went to Nicaragua on TDY to assist the Mission in developing a monitoring and evaluation plan on democracy activities.

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- On a continuing basis, several members of Rosslyn Research supported POL/SP staff in developing a set of Opportunities Papers.
  - To facilitate the exchange of information within the Directorate, the Rosslyn Research supervisor organized four Development Dialogues on the topic of democracy and governance from regional perspectives.
  - At the request of POL/SP, the entire Research staff (including bureau liaisons) produced a 200-page summary of A.I.D. projects related to the environment and sustainable development to demonstrate how the Agency is implementing the principles outlined in the U.N. Conference on the Environment and Development's (UNCED) Agenda 21.

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## Project/Program Design

**A** key function of the R&RS Rosslyn Research unit is to bring the lessons of the past to bear upon new project and program designs. Over the past several years, the A.I.D. Missions' need for our support was evidenced by a great deal of feedback and letters of thanks recognizing our unique ability to support the design process. In the last year, Rosslyn Research has devoted particular attention to providing missions with more rigorous, continuous, and regular research and information to meet needs at the various stages of project/program strategy, identification, and design. Some of the highlights of this support include:

- For USAID/San Salvador, a research analyst conducted a literature review of A.I.D. and other donor experiences with municipal development and decentralization in Latin America. The memorandum was used in the development of a country strategy for municipal development.
- At the request of USAID/Rabat, a research analyst brought together A.I.D. experience and policy guidance on tourism development to enable the Mission to perform an informed review of an International Executive Services Corps proposed project.
- To encourage use of R&RS services by project and program designers, a research analyst developed presentations and devoted one week to briefing USAID/Cairo staff on types of research support for project/program design.

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## New Areas of A.I.D. Programming

**W**hen A.I.D. moves into new program areas, voids in information, research, and expertise are common--requiring special attention by Rosslyn Research. During the past year, new program areas included: the Newly Independent States (NIS), acquired immunodeficiency syndrome (AIDS), and democratization. To meet A.I.D. staff information needs in these fields, Rosslyn Research staff carried out the following:

- A research analyst compiled extensive files on data needed by members of the NIS Task Force and provided relevant information on a continuous basis to interested staff. This effort eventually led to a DI proposal to the NIS Task Force to set up a specialized information center. At present, this proposal is pending approval.
- As A.I.D. staff and individuals within the donor community struggled to grasp the severity of the AIDS crisis, a research analyst completed an issue brief entitled *The Demographic Impact of AIDS in Africa*. The brief was widely circulated in the field and filled an important gap in the literature.
- On the topic of democracy and governance, the Rosslyn Research supervisor synthesized the experiences of other donors, A.I.D. field personnel, and key findings from academic literature in *A.I.D. and Democratic Development: A Synthesis of Literature and Experience*. This brief targeted democracy project designers and evaluators, faced with the task of implementing a new and particularly complex policy initiative.

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## Relationships with Others in the Development Community

**A**s A.I.D. staff express increased levels of interest in the development experiences of other organizations, the Rosslyn Research unit has attempted to expand, systematize, and institutionalize linkages with outside groups such as other donor organizations, research institutions, and private voluntary organizations. Over the past year, several advances have been made to further develop relationships with outside groups, including the following:

- A research assistant initiated and contributed to formalizing DI's cooperative agreement with the Land Tenure Center at the University of Wisconsin.
- To improve scholarly access to development information resources, a research analyst organized a workshop for the Latin American Studies Association Conference held in Los Angeles and attended by more than 4,000 Latin-Americanists. The panel involved representatives of Canada's International Development Research Centre (IDRC), the Interamerican Development Bank (IDB), and the U.N. Economic Commission on Latin America and the Caribbean (ECLAC).
- At the request of the Government of Papua New Guinea through the Asia Bureau, and in collaboration with the World Wildlife Fund, a research analyst provided technical assistance in assessing the biodiversity information needs for the Government. The *Issues and Options* paper he produced was used in starting up a conservation resource center.

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## Bureau Research

**D**espite several staff changes with attendant time spent in training, the Bureau staff continued to make progress in integrating information use and dissemination into Bureau activities. The intimate involvement of Bureau staff in day-to-day operations played an integral part in a number of efforts, including the following:

- The PRE Bureau analyst was instrumental in developing the role of information in the Bureau. Her involvement in Bureau meetings and her networking with a number of organizations such as the Office of the U.S. Trade Representative, along with her research support to Bureau endeavors formed the basis of the PRE buy-in for the Center for Trade and Investment Services.
- The R&RS Bureau Research supervisor was the only contractor asked by the LAC/AA to sit on the LAC WID Working Group, which was tasked to set the LAC WID agenda, plan and execute an LAC senior seminar on WID issues, and hire a WID resource person.
- The Near East Bureau analyst completed extensive research on the West Bank and Gaza Strip, which drew praise from the Bureau.
- The R&RS Bureau Research supervisor conducted extensive orientation to R&RS services for the Mission staff at USAID/Harare. In addition, she provided an introduction to CD-DIS and helped the Mission identify its needs regarding selection of a Mission librarian.

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# Special Projects

## The Africa Bureau Information Center (ABIC)

**T**he Africa Bureau Information Center completed the first year of its contract to provide information services to Africa Bureau staff in Washington and Missions in Africa as well as to disseminate information to interested African organizations and institutions. The services that the Center offers include:

- Providing development information to Bureau and Mission staff, particularly on democracy and governance issues in Africa.
- Developing a specialized library collection of Africa-related books and periodicals, with an emphasis on democracy and governance.
- Publishing two new newsletters for the Africa Bureau.

### **ABIC Information Services**

ABIC provided A.I.D. Missions throughout Africa with information on lessons learned for designing and implementing projects and programs, and assisting governments in reforming judiciaries, improving legislatures, rewriting constitutions, and reforming domestic laws to enable market forces to work.

- ABIC completed an analysis of lessons learned by A.I.D. regarding technical support for elections in Africa.

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- As the intensity and incidence of armed conflicts in Africa have been diminished or peacefully resolved, the ABIC's staff is beginning to examine lessons learned about military demobilization activities and programs worldwide for use by Missions in Africa.
  - ABIC's staff have been tracking and compiling information on current political, social, and economic issues in Africa to enable the Bureau to respond to new opportunities in support of the democratization process.
  - ABIC is also developing in-depth country profiles for the Africa Bureau that analyze the political climate in the countries where A.I.D. provides support.
  - ABIC sends out regular information packages to A.I.D. Missions and libraries in Africa containing recent articles and reports as well as any new A.I.D. policy or guidance on democratization.

### **The Information Center**

The Africa Bureau Information Center is open to visitors in Washington, but regularly receives information requests from A.I.D. Missions and organizations throughout Africa.

- Resources available in the Africa Bureau Information Center include a wide range of online databases, books, newsletters, magazines, and journals that cover current issues in development and democratization in Africa.
- ABIC has a database to track key organizations, institutions, and individuals working in the democracy and governance field.
- ABIC has a bibliographic database listing the articles, books, and periodicals available in the Information Center.

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## **Publications**

In addition to answering requests for information on democracy and governance and other issues, ABIC assists the Africa Bureau in disseminating information by producing newsletters and helping to develop technical publications.

- ABIC wrote and produced the first issue of a newsletter called *African Voices*, focusing on democratization processes and trends toward improved governance, for the Africa Bureau's Office of Operation and New Initiatives, Democracy and Governance Division.
- ABIC published the first issue of technical bulletins for ARTS, the Africa Bureau's Office of Analysis, Research, and Technical Support, called *ARTS Abstracts*, containing abstracts of technical reports on the African Development Support Project, as well as other projects sponsored by ARTS.
- ABIC has also been assisting ARTS with developing a new technical publications series and helped them to produce the first report in this series, *An Overview of A.I.D. Basic Education Programs in Sub-Saharan Africa*.

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## The Center for Trade and Investment Services

**T**he Agency has increasingly emphasized private sector development, particularly the critical role that trade and investment can play in promoting developing country economic growth. To this end, the Administrator directed the PRE Bureau to establish a "Center for Trade and Investment Services" (CTIS) as the centerpiece of A.I.D.'s Business and Development Partnership Initiative.

Recognizing R&RS's strong track record in providing timely and relevant information on private sector issues to the Agency, the PRE Bureau selected AED to implement the contract support for the CTIS project. Using the "buy-in" mechanism offered in the R&RS contract, the PRE Bureau secured AED contract services in early July 1992. Within three weeks, the entire staff was on board and actively addressing the needs of the Center.

The Center was established at a critical time in A.I.D.'s history.

- Congress is demanding that A.I.D. be more accessible to the U.S. private sector, and that the foreign aid program demonstrate a commercial benefit to American firms via Buy-America and other legislation.
- Support for foreign assistance by the American public has waned.
- U.S. firms are increasingly interested in international trade and investment opportunities the world over.
- Developing countries are opening up their economies to foreign trade and investment in a dramatic way.

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These combined trends speak loudly to the fact that A.I.D. needed a friendly and responsive central point of contact for U.S. businesses interested in trade and investment opportunities in the developing world. CTIS meets the need for A.I.D. to be more accessible to the U.S. private sector -- calls to the Center have risen dramatically, and we anticipate this will only continue. By providing a quality information and referral service, we believe we can make A.I.D. more user friendly, while contributing to mutually beneficial economic development both here and in the developing world.

Since July 1992, CDIE/DI has played a significant role in assisting the Bureau for Private Enterprise in setting up A.I.D.'s new Center for Trade and Investment Services (CTIS). CDIE/DI's support for CTIS includes:

- Responding to more than 1,000 trade and investment information inquiries from the U.S. private sector.
- Producing and disseminating CTIS substantive and promotional literature;
- Identifying and acquiring information resources for CTIS, including trade and investment databases, CD-ROMs, reference and technical books, subscriptions to journals, and other relevant information;

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- Assisting in CTIS liaison with and data collection from AID/W, Missions, and other governmental and nongovernmental trade and investment organizations.
  - Designing the CTIS Management Information System in order to accurately track the activities and accomplishments of the Center.

By providing a quality information and referral service, CDIE/DI and PRE believe CTIS can meet the need for A.I.D. to be more accessible to the U.S. private sector. Increasing trade and investment between the U.S. private sector and the private sectors of A.I.D.-assisted countries will contribute to mutually beneficial economic development in both the developing world and the United States.

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## Women in Development

**R**&RS completed its fifth year of service to the R&D Bureau's Office of Women in Development in FY92. In FY92, the R&RS WID coordinator took on a much more integral role in the operations of the WID Office. Activities of the WID coordinator included the following:

- Took on the responsibility for producing the WID *Report to Congress* for FY91-92.
- Played a major role in organizing a full-day seminar commemorating International Women's Day in March, including developing talking points for speakers.
- Published two articles on WID issues for the A.I.D. publication *Front Lines*, one on women as agents of change and the other on women's roles in development.
- Initiated and supervised the complete redesign of the WID newsletter.
- Increased the WID mailing list by 50 percent through a concerted marketing effort.
- Conducted extensive research on various issues, compiling collections of materials on such topics as women and AIDS, women's human rights, and women in Eastern Europe and the NIS for use by the WID Office and others throughout the Agency.
- Represented the WID Office at an international conference on women's human rights at the North-South Institute in Toronto. One of the main themes of the conference was the link between women's human rights and development.
- Continued to build up the collection of women in development materials in the A.I.D. Development Information Center.

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## Capital Projects

**R**&RS special services to the Capital Projects Office of the PRE Bureau began in FY92. The Capital Projects Office is A.I.D.'s central source of engineering expertise and guidance and provides support for project identification, implementation, and review. The role of the R&RS analyst is to develop linkages with other A.I.D. offices and Bureaus that have capital projects concerns and with other donors and agencies that can provide experiential information. Activities of the Capital Projects analyst included the following:

- Located and analyzed all legislation related to A.I.D. and capital projects. The information was used by the General Counsel and Legislative Affairs offices.
- Identified the infrastructure and capital projects needs of countries in order to develop scopes of work for IQCs.
- Provided direct support for A.I.D. staff abroad, identifying current infrastructure and capital projects situations in country and identifying appropriate key contacts.
- Provided all critical needs information on Russia for the opening of the new Mission there.
- Provided information on the energy supply needs of Bulgaria in the face of an impending shut-down of a nuclear power plant. The A.I.D. representative in Bulgaria was given information on what is being done with nuclear power plants of the same model--that of Chernobyl.
- Provided information support for the regional infrastructure review for the Southern Africa Transportation and Communication Conference (SATCC), specifically in water, surface transportation, and telecommunications.
- Represented the Capital Projects Office at AFCOM '93, a conference of the ministers of telecommunications from the Africa region.

# Project Services

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**P**roject Services was one of the areas most affected by the R&RS reorganization. The rationale behind the formation of Project Services was to pull together into one unit the resources that serve our own project staff. The Development Information Center, Communications and Promotions, and Human Resources Development (Training) now make up Project Services.

## **A.I.D. Development Information Center**

**F**Y92 was a year of growth for the Development Information Center (DIC). The reorganization of the R&RS contract resulted in several changes in the DIC, including expanding reference services provided to visitors of the DIC; streamlining procedures for the processing of DIC materials; changing the style, content, and distribution of several DIC publications; and establishing a document delivery unit under the auspices of the DIC.

There were several key personnel changes in the DIC, some of which were associated with the reorganization of the R&RS contract. A few new positions were created in the DIC. Most position descriptions were rewritten. By the end of FY92, the DIC was fully staffed and operating very smoothly.

### **Reference Services**

Reference services to visitors of the DIC were expanded during FY92. Trained reference staff were available to assist patrons in accessing desired information. A DIC receptionist position was created to assist the reference staff in greeting and directing patrons.

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Equipment changes in the patron area of the DIC allowed visitors to easily locate materials using CD-ROM technology and the DIC's integrated library system (ILS). The old MenuDIS terminals were replaced with new CD-ROM players. New CDs available to the general public included the A.I.D. Development Information System (CD-DIS) and the National Trade Data Bank. A new printer was installed so that patrons could print records from the CD-ROMS and the ILS.

Updating materials in the reference collection of the DIC was a priority for the DIC staff. Collection development activities were also focused on strengthening the circulating collection of the DIC so that available materials better reflected the major activities of the Agency, particularly in the areas of trade, privatization, and the Newly Independent States.

### **Technical Services**

Policies and procedures related to the technical processing side of the DIC operations were streamlined during FY92 by creating a technical processing supervisor position. This individual was charged with seeing that all DIC technical services operations ran smoothly and efficiently.

The DIC staff assumed responsibility for acquiring commercial publications not only for the DIC, but also for the R&D Women in Development Office, the Africa Bureau Information Center, and the Center for Trade and Investment Services program.

The conversion of the DIC collection from the Dewey Decimal System to the Library of Congress system of cataloging continued throughout the year. It is estimated that as of the end of FY92, approximately half of the DIC collection has been cataloged using the Library of Congress system.

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The barcoding of all materials in the DIC collection was completed late in the year. Thus, all materials in the DIC have been added to the ILS and are ready to be circulated.

### **A.I.D. Document Acquisitions**

The acquisition of materials for the Development Information System (DIS) continued to be the responsibility of the DIC staff. A worldwide A.I.D. cable was drafted by DIC staff that stated the need for all A.I.D. personnel to contribute materials to the DIS, as well as providing guidance and support to make submitting documents as easy as possible. The response to the worldwide cable was very positive.

### **Publications**

The style, content, and distribution of the publications *New This Month*, *Current Contents Bulletin*, and the *Topical Updates* were evaluated. As a result of this evaluation, several changes in these publications were implemented. The topics covered by the *Topical Updates* were changed to better reflect the priorities of the Agency. The *Current Contents Bulletin* was expanded from one single publication to five separate bulletins, each focusing on a specific area of interest. *New This Month* continues to inform A.I.D. personnel of resources available in the DIC through detailed abstracts of new materials. The distribution policy for each of these publications was changed so as to more effectively target the desired audience within A.I.D.

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### **Document Delivery**

Document delivery services within the R&RS contract were evaluated and reorganized during FY92. A dissemination unit was created under the auspices of the DIC to handle requests from A.I.D. personnel for individual documents and articles. This unit effectively responds to interlibrary loan requests, identifies and retrieves desired materials located throughout the DC area, and provides A.I.D. personnel with materials advertised in a variety of R&RS publications, including *Requests and Responses*.

**A.I.D. Development Information Center  
Reference & Circulation Services Summary**

**Patrons (# people)**

	AID & AID/C	PUBLIC	TOTAL
Walk-in	1940	1249	3189
Telephone	861	1999	2860
Written	n/a	551	551
<b>TOTAL PATRONS</b>	<b>2801</b>	<b>3799</b>	<b>6600</b>

**Reference Services Provided (# events)**

	AID & AID/C	PUBLIC	TOTAL
<b>READY REFERENCE</b>			
Directions	236	706	942
Referral	318	859	1177
DIS searches	284	613	897
DIC materials	674	937	1611
<b>MATERIALS PREP</b>			
DIS printout (mailed/FAXed)	131	180	311
REFPAC	89	14	103
Form letter/package	n/a	526	526
<b>BIBLIOGRAPHIC INSTRUCTION</b>			
System/technical (Menuis, CD-ROM, ILS, fiche reader)	143	501	644
DIC resources	40	57	97
<b>TOTAL REFERENCE</b>	<b>1915</b>	<b>4393</b>	<b>6308</b>

**Circulation Services Provided (# titles)**

	AID & AID/C	PUBLIC	TOTAL
DIC books checked out	1763	4	1767
DIC books lent < 6 hours	318	289	607
<b>TOTAL CIRC</b>	<b>2081</b>	<b>293</b>	<b>2374</b>

\*\*\* FY 1992 \*\*\*

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# Communications

One of communication's goals for FY92 was to redelegate the responsibility for publication content back to the originating unit, leaving communications to focus primarily on design, layout, and production. As a result, many of the publications formerly produced by communications now reside with the A.I.D. Development Information Center.

The departure of staff by July created an opportunity to rethink the role of communications and promotions in relation to the future needs of R&RS. Strategic planning has assisted in identifying and confirming the need for increased expertise in desktop publishing, publications design, marketing, and promotions.

With these requirements in mind, Project Services spent the last quarter of FY92 recruiting candidates with appropriate qualifications for communications assistant and communications coordinator. Project Services also is considering the merits of using short-term consultants rather than a full-time coordinator to help develop a project-wide communications plan and provide graphic design service.

Communications continued to meet its *Requests and Responses* publication schedule.

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## Human Resources Development

**F**Y92 saw a tremendous influx of new, highly qualified staff. As a result, recruitment and training issues came to the fore in a way R&RS previously had not experienced.

It became clear that R&RS's traditional approaches to quickly bringing new staff up to peak performance need to be incorporated into a more comprehensive plan that includes other avenues for professional development that will benefit the individual, and, by extension the project and A.I.D clients. To that end, Project Services drafted a human resources development (HRD) plan that considers R&RS needs in training/orientation, professional development, recruitment, and incentives. This HRD plan will be tested against the results of strategic planning and will be implemented in FY93.

Project Services continued to offer new staff orientation and Friday morning training for all staff members.

# Planning, Evaluation, & Technical Assistance

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## R&RS Strategic Plan

**S**ubsequent to the project reorganization, R&RS undertook a strategic planning process as a tool for managing its future in view of the project's explosive growth and the increasing uncertainties of A.I.D.'s role in implementing U.S. foreign assistance.

Through the American Society for Information Science, the unit's senior advisor identified a Chicago-based consultant able to provide guidance at critical points of the process, which is being managed as a whole by the senior advisor. Unit supervisors and project management constitute the Strategic Planning Team.

Three major stages had been completed by the end of the fiscal year. The final plan ought to be complete by the end of the calendar year.

- An internal review of project strengths, weaknesses, opportunities, and threats established that R&RS's chief strength is the diverse capabilities and committed attitude of its staff.
- An external survey of A.I.D. users and a random sample of A.I.D. professional staff established that R&RS's chief problem is successfully communicating a three-dimensional image of its information services to its service population in spite of geographic distance, contractual status, and organizational position within CDIE.
- Each project unit constructed its own mission statement in a series of exercises facilitated by the senior advisor, after the Strategic Planning team created a mission statement for the project. This exercise made clear how important it is for R&RS to define unmistakably the value it adds to the development process.

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## Technical Assistance

**U**SAID/Nicaragua requested assistance in launching a Mission Information Center. During a one-week TDY in Managua, the senior advisor drafted the tools to support this effort: a Mission Order, a job description, an equipment list with a sketch plan for the designated space, and a program plan. By the end of the year, despite problems with the foreign assistance program there, an information manager had been hired and was preparing for training.

ROCAP requested assistance in conceptualizing an information management activity it felt necessary for better support of its program. During a one-week TDY in Guatemala City, the senior advisor facilitated several meetings with ROCAP direct-hire and contract staff to work through their ideas about what they needed, drafted an amendment to the ROCAP Regional Development Support project paper that was to fund the activity, and drafted a budget. The outcome was the Central America Regional Information Clearinghouse, which ROCAP requested that the Research and Reference Services implement, fielding a resident staff and launching a program to support information exchange in the region.

The senior advisor also masterminded training programs for two visiting USAID information center managers, each of whom spent approximately a week in CDIE.

# Future Plans

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**S**trategic planning has helped R&RS identify key issues that the project must address. From these issues, R&RS developed five strategic goals that we can act on over the next 12 to 18 months to meet these issues. They are:

- Goal 1: R&RS will implement a human resources development plan that ensures the staff's ability to provide excellence in service and remain a dynamic force in A.I.D.
- Goal 2: R&RS will ensure its continued ability to anticipate and respond to A.I.D.'s complex environment with timeliness and innovation.
- Goal 3: R&RS will project a bold, active, and compelling information service image to A.I.D.
- Goal 4: R&RS will create and maintain a request management system that supports the project's need for tracking, quality assurance, and accurate statistical reporting.
- Goal 5: R&RS will strengthen its relationships with other bilateral and multilateral donors, development research institutions, and organizations to improve A.I.D.'s access to information on development activity worldwide.

Staff members will be assigned to take action on each of these goals.

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In 1993, the Development Information Center expects to continue conversion of the collection from the Dewey Decimal System to the Library of Congress cataloging system. Weeding of the collection will also take place. The DIC also periodically evaluate its current awareness publications to ensure they are meeting current information needs.

In addition, in the upcoming year the Rosslyn Research unit has several unit-level objectives. They are:

- To improve the quality of support provided to the Policy Directorate and become more proactive--anticipating "requests" by becoming participating members of task forces and working groups relevant to analysts' sectoral responsibilities.
- To improve its ability to anticipate the needs of project and program designers, build more enduring relationships with these individuals, and increase our ability to provide USAIDs with not only research and information, but also technical assistance if required.
- To contribute to the new Administration's development of policy initiatives in additional program areas by bringing relevant lessons of the past to bear upon analogous efforts for the future.

Each succeeding year of the Research and Reference Services project has brought new challenges. We expect 1993 to be no different. We believe R&RS is equipped to meet whatever challenges await us.

# R&RS Impact

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*Thank you very much for your thorough and comprehensive response to my request for information on donor experience with private production of instructional materials.... Your response was extremely useful, and co-incidentally arrived as we are designing the Privatization of Education Support Services Project. This is the first time that I have used CDIE services in connection with project design. You may be assured that I will use them more frequently. Good work!*

- AID/Washington

*I am truly wonderstruck over the responsiveness and excellence of your research into property management automated management systems and international financial risk management. The materials you've unearthed are of considerable value to our efforts in providing technical assistance.... All I can do is applaud your work and give you my earnest thanks. I certainly look forward to availing myself in the future of your excellent services.*

- USAID/Jamaica

*In case you are thinking that all the materials you have been sending have been going into a void -- I have just been back to Mozambique to work on their demobilization program and want to thank you for everything you have sent. The materials have been incredibly useful, for background, lessons learned, in trying to understand the parameters around which USAID can assist etc. They have been used extensively by the Mission as aids to their thinking and design.*

- REDSO/Nairobi