IDRC - Lib. 53238

October 29, 1986

The African Development Bank (ADB) Library

Report of a mission by

Sharon E. Henry*
Associate Director
Library and Bibliographic Services
Information Sciences Division
International Development Research Centre (IDRC)
Ottawa, Canada

---

* The views expressed in this report are those of the author. They do not necessarily reflect the views of the International Development Research Centre or the African Development Bank.

ARCHIV
HENRY S
NO. 5

TABLE OF CONTENTS

		PAGE
ACKNOWLEDGEMENTS		i
EXECUTIVE SUMMARY		ii-vi
1.	INTRODUCTION	1
1.1	Background	1
1.2	Terms of Reference	2
1.3	Scope	2
2.	BACKGROUND - AFRICAN DEVELOPMENT BANK	3
2.1	Objectives	3
2.2	Programme	5
2.3	Future Directions	6
3.	AFRICAN DEVELOPMENT BANK - LIBRARY	10
3.1	Objectives	10
3.2	Background	10
3.3	Programme	13
4.	INFORMATION NEEDS OF THE AFRICAN DEVELOPMENT BANK	14
4.1	General	14
4.2	Information about Member Countries	14
4.3	General Reference Information	16
4.4	Information about Current Affairs	17
4.5	Subject-specific Information	17
4.6	Information on Internal Documentation	18
4.7	Legal Information	19
4.8	Information on Training	19
5.	ROLE OF THE AFRICAN DEVELOPMENT BANK LIBRARY	20
5.1	Five Year Plan	20
5.2	Objectives	23
5.3	Definition of Users	24

PAGE

6. SCOPE OF THE COLLECTION 25

7. ORGANIZATION OF MATERIAL 29

8. SERVICES AND PRODUCTS 32

8.1 User Awareness 32
8.2 Reference Inquiries 33
8.3 Current Awareness 33
8.4 Inter-library Loans 34
8.5 Advice and Training 35

9. EXTERNAL CONTACTS

10. RESOURCES REQUIRED

10.1 Financial 36
10.2 Staff 38
10.3 Physical Facilities 39

11. EVALUATION AND MONITORING 40

12. CONCLUSION 40

Appendix A: African Development Bank : Organization Chart

Appendix B: Input Received

Appendix C: Five-Year Plan

Appendix D: Bibliography

ACKNOWLEDGEMENTS

In a report of this nature, there are many people who contribute to its content. The author would like to acknowledge, in particular, the input received from the former Canadian Executive Director of the African Development Bank, Mr. Georges Proulx; the Chief of the Communications Division, African Development Bank, Mr. Tucker Lwanga; and the Librarian, Mr. Alain N'Diaye. The author greatly appreciated the opportunity to discuss and receive input from the senior levels of the Bank particularly Mr. M.L. Yuma, Mr. D. Bihute and Dr. Moussa.

As well, the author wishes to thank Martha B. Stone, Director of the Information Sciences Division of the International Development Research Centre (IDRC) for her input and critical comments which were invaluable. Pauline Oswitch, also of the Information Sciences Division, deserves particular mention among my colleagues for her input on the regional information systems that could be available to the Bank's Library.

A list of the people from whom the author received input is included as Appendix B. The author is very grateful for the assistance she received from everyone she consulted. The enthusiasm and dedication of the highly competent staff at the Bank made the mission a stimulating experience.

EXECUTIVE SUMMARY

The African Development Bank (ADB) under the direction of its new President, Mr. Babacar N'Diaye is entering a new era of dramatic policy change and unprecedented growth with new objectives and priorities being established. This will create new demands for the services of the Bank's Library. To assist the Bank in identifying ways in which the ADB Library could be enchanced, the International Development Research Centre (IDRC) funded a study mission at the request of Mr. Georges Proulx, the former Canadian Executive Director of the Bank.

The mission was undertaken between 19-30 May 1986 by Mrs. Sharon E. Henry, Associate Director, Library and Bibliographic Services, IDRC and the final report submitted to the Bank in November 1986.

The terms of reference of the study were:

In interaction with the management and staff of the African Development Bank and its Library to:

1) examine the ways in which the Library's objectives and programme interface with those of the African Development Bank, emphasizing the role of the Library in the implementation of the ADB programme;

2) assist in the identification of the Library's users and their needs and identify the ways in which the Library programme can meet these needs;

3) identify the resources required (human, physical and monetary) to implement the Library's programme; and

4) examine the external contacts and resources the Library needs to access for implementation of its programme and the modalities of doing this.

In order to meet the requirements of the terms of reference, the consultant was briefed on the role and programme of the African Development Bank and its Library, held discussions with appropriate staff within the Bank, interviewed a broad cross-section of present and potential users of the Library within the Bank and reviewed the external contacts and resources the Library needs to access. Due to the lack of time, it was not possible to examine the local external resources within Abidjan that might be of interest to the Bank's Library.

The willingness and co-operation of all of the Bank staff contributed immeasurably to the completion of this study. The staff and files of the programme sectors of the Information Sciences Division were very helpful in determining what information resources and networks would be available in Africa.

The African Development Bank Group which began operation in 1966, consists of the African Development Bank (ADB), the African Development Fund (ADF) and the Nigeria Trust Fund (NTF). The Group is based in Abidjan, Côte d'Ivoire. It has regional offices in Yaounde, Harare and Nairobi and an office in London, England. The members of the Bank include fifty African states (regional members) and twenty-five non-regional countries. The purpose of the Bank is "to contribute to the economic development and social progress of its regional members - individually and jointly."[1]

In 1985, total loans approved by the Bank Group amounted to $1,154.06 million up from $879.26 million in 1984. Commitments by the ADB amounted to $709.31 million; those of the ADF totalled $439.26 million while the NTF committed $5.49 million. Of these loans, agriculture received 36.7 per cent, transport 26.7 per cent, public utilities 19.2 per cent, education and health 11.8 per cent and industry 5.7 per cent.[2]

The Bank Library which is part of the Communications Division of the Administrative Services Department was established in 1970. Staff in the Library consists of one professional and six clerks. The Library's collection contains approximately 10,000 books and documents and about 277 serial titles primarily in economics, finance, agriculture and industry which are the main fields of interest of the Bank.

The information needs of the ADB staff are changing dramatically and will continue to do so as the Bank implements its new programme of "policy dialogue" and the capital increases take place. To meet the challenges these changes present, the Bank staff require information about member countries, general reference information, information about current affairs, subject-specific information, information on internal documentation, legal information, and information on training.

---

[1] African Development Bank. Agreement Establishing the African Development Bank (Abidjan, African Development Bank, 1981), p. 2.

[2] African Development Bank and African Development Fund. Annual Report 1985 (Abidjan, African Development Bank and African Development Fund, 1986), p. 43.

In view of the information needs of the African Development Bank, both in the present and future, the role and programme of its Library needs to be re-defined and developed in a different order of magnitude. The launching of the next five-year plan for the Bank, 1987-91, presents an excellent opportunity for this development.

Using a combination of Technical Advisors, some outside financial assistance and above all, a serious commitment on the part of the Bank to allocate sufficient funds and professional staff to the Library, within the five-year period, the Library can develop into a centre of excellence in the field of African information, particularly in economics and finance, assume a significant role in Pan-African information work, but most importantly, provide the staff of the Bank with the strong information support they need to meet the challenges of the Bank's new programme directions.

During the first year of its plan, the Library should recruit additional professional staff and Technical Advisors, recruit a project leader for the five-year plan, and seek to establish itself as an important service unit of the Bank. Work should be completed on establishing the Library's objectives and goals as well as its role in the Bank's programme by the end of the first year. Well-defined policies for collection development, users' services, and technical services should be developed. The collection-building mechanisms, both internal and external linkages, should be examined, evaluated and clearly elaborated. In summary, Year 1 will be a time to define the Library's role within the Bank, and develop policies and standards.

In Year 2 of the plan, the Library should consolidate the collections scattered throughout the Bank and move into larger premises. During Year 2, a systems study should be undertaken, indicating choice of system and assessment of impact on users' services, technical services and collection development. Major development of the collection should be in progress by this time.

In Year 3-4, the Library should implement its plan for automation. During Year 5, the Library should consolidate and evaluate its activities, begin developing services outside the Bank and initiate training courses and act as a resource for the libraries of African central banks. The Library should evaluate its progress during the period of the plan and assess its future directions, clearly linking its subsequent five-year plan to the programme and objectives of the Bank.

In re-defining its objectives as a result of the Bank's new direction, the Library should seek to raise its internal profile. In recognition of its new increased role, it is recommended that the Library become a separate Division within a central department such as Administrative Services. The objectives of the Library should illustrate its active role in the Bank and its responsiveness to users' needs. The emphasis should be on the range of users' services that the Library can provide and not merely its role as a depositor and circulator of books and serials. The Library should develop a "proactive" not a "reactive" role for itself within the Bank. Serious consideration should be given to the Library's role vis-à-vis other African and international organizations and the contribution the Library can make.

To meet the needs of the Bank staff and to become a centre of excellence on African information, particularly in economics and finance, the scope of the collection needs to be re-defined and a massive collection-building effort undertaken. It is recommended that the Library absorb the present Statistics Collection because centralizing all of the statistical information on member countries will lead to a stronger collection for the Bank as a whole.

The information contained in the Legal Collection and the Training Centre's collection is of interest primarily to members of those units and therefore, they can remain as separate collections.

With respect to the collection of Bank Library itself, the most important decision the Library needs to make is to determine whether it will be a retrospective research collection or a current one.

It is in the area of services and products that the Library will be able to launch a major new programme. The Library should position itself as the major source of information within the Bank. Its services should include a major programme of user awareness, reference inquiries, current awareness, inter-library loans, and provision of advice and training.

The Library needs to maintain external contacts to implement its programme and to play an active role in the African information scene as well as the international information scene.

In reviewing the resources required, the Bank should consider what is necessary to set up any new division and develop and implement a new programme. To compare the resources of the existing Library's programme with that which is required for the new Library division is inappropriate. The Bank would need to commit these resources from its budget on an on-going basis. Heavy reliance on outside aid on a long term basis to fund the Library Division would lead to failure of its programme. External resources may be available initially but the Bank must make a commitment to on-going funding.

Furthermore, when a major increase in professional staff takes place in the Bank or a new programme direction is taken, the impact of these changes in the Library must be assessed and the resources of the Library increased accordingly. During the five-year plan, the Library will need to triple the amounts of funds for books and serials, include funds for access to on-line commercial systems and funds for automation, and increase funds for photocopying and travel.

To staff the Library Division initially, it is recommended four new professional staff and one new non-professional staff be recruited. The emphasis should be on staff who can build a dynamic users' services programme and who have training in modern techniques of information management and marketing of information services.

In terms of physical resources, the Library should be prepared to move into physical premises at least double its present size, preferably in the same building. If the Library decides to maintain a research collection, then these premises must be larger over the five-year period. New premises would provide the badly needed space for users of the Library as well as accommodate the increase in size of the collection.

During the five-year plan, it is recommended that the Library implement a formal plan of performance measurement to evaluate its progress and to assist it in developing future plans.

1. INTRODUCTION

1.1 Background

After consultation with Mr. Babacar N'Diaye, the President of the African Development Bank (ADB), the Bank's former Canadian Executive Director, Mr. Georges Proulx, approached the International Development Research Centre (IDRC) in December 1985 for assistance in identifying ways in which the ADB Library could be enhanced. This would permit the Library to be more effective in providing services to the professional staff of the Bank and to participate in the regional information systems in Africa. The Information Sciences (IS) Division of IDRC identified Mrs. Sharon E. Henry, Associate Director, Library and Bibliographic Services within the IS Division as a resource person able to undertake an advisory mission to the Bank. The mission took place between 19-30 May 1986. The report was submitted to the Bank's President and to the new Canadian Executive Director for the Bank, Mr. Terry Glavin in November 1986.

1.2 Terms of Reference

The following were the terms of reference for the mission:

In interaction with the management and staff of the African Development Bank and its Library to:

1) examine the ways in which the Library's objectives and programme interface with those of the African Development Bank, emphasizing the role of the Library in the implementation of the ADB programme;

2) assist in the identification of the Library's users and their needs and identify the ways in which the Library programme can meet these needs;

3) identify the resources required (human, physical and monetary) to implement the Library's programme; and

4) examine the external contacts and resources the Library needs to access for implementation of its programme and the modalities of doing this.

1.3 Scope

In order to meet the requirements of the terms of reference, the consultant was briefed on the role and programme of the African Development Bank and its Library, held discussions with appropriate staff within the Bank, interviewed a broad cross-section of present and potential users of the Library within the Bank and reviewed the external contacts and resources the Library needs to access. Due to the lack of time, it was not possible to examine the local external resources within Abidjan that might be of interest to the Bank's Library.

The willingness and co-operation of all of the Bank staff contributed immeasurably to the completion of this study. The staff and files of the programme sectors of the Information Sciences Division were very helpful in determining what information resources and networks would be available in Africa.

2. BACKGROUND - AFRICAN DEVELOPMENT BANK

2.1 Objectives

The African Development Bank Group, which began operation in 1966, consists of the African Development Bank (ADB), the African Development Fund (ADF) and the Nigeria Trust Fund (NTF). The Group is based in Abidjan, Côte d'Ivoire. It has regional offices in Yaounde, Harare and Nairobi and an office in London, England. The members of the Bank include fifty African states (regional members) and twenty-five non-regional countries. The purpose of the Bank is "to contribute to the economic development and social progress of its regional members - individually and jointly."[1] Furthermore, as cited in its original agreement, to implement its purpose, the Bank has the following functions:

---

[1] African Development Bank. Agreement Establishing the African Development Bank (Abidjan, African Development Bank, 1981), p. 2.

"a) To use the resources at its disposal for the financing of investment projects and programmes relating to the economic and social development of its regional members, giving special priority to:

i] projects or programmes which by their nature or scope concern several members; and

ii] projects or programmes designed to make the economies of its members increasingly complementary and to bring about an orderly expansion of their foreign trade;

b) To undertake, or participate in, the selection, study and preparation of projects, enterprises and activities contributing to such development;

c) To mobilize and increase in Africa, and outside Africa, resources for the financing of such investment projects and programmes;

d) Generally, to promote investment in Africa of public and private capital in projects or programmes designed to contribute to the economic development or social progress of its regional members;

e) To provide such technical assistance as may be needed in Africa for the study, preparation, financing and execution of development projects or programmes; and

f) To undertake such other activities and provide such other services as may advance its purpose.

In carrying out its functions, the Bank shall seek to co-operate with national, regional and sub-regional development institutions in Africa. To the same end, it should co-operate with other international organizations pursuing a similar purpose and with other institutions concerned with the development of Africa."[2]

---

2 African Development Bank. Agreement....., p. 2.

The purpose of the African Development Fund (ADF) is to "assist the Bank in making an increasingly effective contribution to the economic and social development of the Bank's members and to the promotion of co-operation (including regional and sub-regional co-operation) and increased international trade, particularly among such members. It shall provide finance on concessional terms for purposes which are of primary importance for and serve such development."[3]

The Nigeria Trust Fund (NTF) was established by the government of Nigeria in February 1976 to "assist the development effort of the poorer ADB members.[4]

2.2 Programme

The African Development Bank is recognized as the most important multi-lateral finance institution on the African continent after the World Bank.[5]

---

[3] African Development Fund. Agreement Establishing the African Development Fund (Abidjan, African Development Fund, 1981), p. 5.

[4] African Development Bank. African Development Bank, African Development Fund in Brief (Abidjan, African Development Bank, 1983), p. [4].

[5] Brauer, Dieter. "African Development Bank Charts New Course," in Development and Cooperation (D+C) (No. 3, 1986), p. 29.

In 1985, total loans approved by the Bank Group amounted to $1,154.06 million up from $879.26 million in 1984. Commitments by the ADB amounted to $709.31 million; those of the ADF totalled $439.26 million while the NTF committed $5.49 million. Of these loans, agriculture received 36.7 per cent, transport 26.7 per cent, public utilities 19.2 per cent, education and health 11.8 per cent and industry 5.7 per cent.[6]

2.3 Future Directions

In 1985, Mr. Babacar N'Diaye was elected the new President of the African Development Bank. Since his election, Mr. N'Diaye has been the driving force behind the Bank's new programme in response to the emerging economic priorities of Africa. "African countries have, for several years and for a variety of reasons, been following macro-economic policies which have in many instances turned out to be inappropriate for promoting development".[7]

---

6 African Development Bank and African Development Fund. Annual Report 1985 (Abidjan, African Development Bank and African Development Fund, 1986), p. 43.

7 African Development Bank. Proposal to Enhance ADB's Capacity for Policy Analysis and Dialogue Supporting Paper no. 2 to the Fourth General Capital Increase, ADB/IC-IV/86/04 (Abidjan, African Development Bank, 1986), p. 1.

To respond to this search for better policies and strategies, the African Development Bank plans to strengthen its own work in the area of policy analysis and dialogue.

"The concern of the Summit [21st Summit of African Heads of State and Government held in Addis Ababa in July 1985] on measures that could be adopted for a more effective response to the current crisis, the growing consensus by the donor community for assisting African countries not simply with resources but with the formulation of more appropriate domestic policies to accompany them, the interest of the ADB Board of Directors in the subject, and the recent change in management at the Bank together create a unique opportunity for the institution to play a more supportive role in policy dialogue [that is]... by intensive discussion of issues of policy with a view to articulating measures aimed at bringing about improvements."[8]

The instruments for "policy dialogue" include loans for projects, loans to financial intermediaries (lines of credit), technical assistance loans, sector investment and maintenance loans, sector adjustment loans and structural adjustment loans

8 African Development Bank. Proposal to Enhance..., p. 1-2.

which focus on comprehensive policy changes and institutional reform relating to new investments or maintenance. Also included are post-evaluation reports, analytical material including staff papers and reports and high-level policy seminars.[9]

To maximize the use of "policy dialogue", the Bank would need to make use of existing publications and analytical material in the Bank and elsewhere and "carry out independent analytical work in areas of its own particular interest."[10] The goal would be for the Bank to be able to speak with increasing authority on Africa and African issues. The Bank could work with the Economic Commission for Africa (ECA) to devote more resources to an "annual economic report on Africa..... [which would give] an authoritative review of major economic developments in the year past with an analysis of short-to medium-term prospects."[11] The Bank is exploring the possibility of establishing a "professional journal where its staff could address development issues of concern to Africa."[12]

---

9 African Development Bank. Proposal to Enhance..., pp. 2-5.

10 African Development Bank. Proposal to Enhance..., p. 6.

11 African Development Bank. Proposal to Enhance..., p. 6.

12 African Development Bank. Proposal to Enhance..., p. 6.

Furthermore, "staff papers and economic memoranda of the type prepared by other development institutions... could give the staff a better opportunity for in-depth analysis of issues that the limited scope which articles in the professional journal would offer."[13] The Bank's Annual Report which contains a review of the economic situation could "benefit from a more professional analysis of the interesting issues it usually addressed in it."[14]

In addition to implementing "policy dialogue", the Bank is currently negotiating a major increase in its capital which could result in the Bank's staff doubling in a very short time.

In summary, as the Bank launches its next five year plan for the period 1987-1991, it is entering an exciting era of dramatic policy change and challenges. It is in an unprecedented growth situation with new objectives and new priorities. This is, therefore, an appropriate time to examine how the Bank's Library functions and take up the opportunity to demonstrate how it can respond to the new directions of the Bank.

---

13 African Development Bank. Proposal to Enhance..., p. 6.

14 African Development Bank. Proposal to Enhance..., p. 6.

3. AFRICAN DEVELOPMENT BANK - LIBRARY

3.1 Objectives

According to the draft Guide to the Library, the objectives of the African Development Bank Library are as follows:

> "d'essayer de rendre service et de servir les membres du personnel dans leur recherches, d'améliorer les ressources par des efforts tendant à acquérir les documents importants de recherche des pays membres, de refaire le cataloguage et la codification des documents pour une informatisation future."[15]

3.2 Background

The Library was established in 1970, originally as part of the Research Department, then moved to the Secretary General's Department. In 1981, the Library became part of the Communications Division under the Administrative Services Department. Staff in the Library consists of one professional and six clerks.

---

15 Banque africaine de développement. Direction des sciences administratifs. Division de la communications. Guide de la bibliothèque/Guide to the Library. (Draft) (Abidjan, Banque africaine de développement, 1985), p. 1.

The Library's collection consists of approximately 10,000 books and documents and about 277 serial titles, primarily in economics, finance, agriculture and industry which are the main fields of interest of the Bank. A catalogue of author, title and subject cards provides access to the collection although users are free to browse among the shelves. Cataloguing is done according to the rules of the Association française de normalization. The Library uses the 1979 edition of the Organisation for Economic Co-operation and Development (OECD) Macrothesaurus for subject headings and classification. Books are arranged on the shelves by the OECD classification although ten percent of the book collection is still classified according to an in-house scheme which was abandoned four years ago. The reference collection, statistical documents, government documents, country material, newspapers and serials are arranged in separate sequences within the Library.

Collection development is done by the Librarian and the staff of the ADB. About fifty percent of the books are selected on the recommendations of the ADB staff. Whenever possible, the

Library uses the services of a central agent ("jobber") for its acquisitions; for example, newspapers are purchased through an agent in Abidjan; all serials, through Europériodiques in France, British books through Kosmos Book Distributors. The budget for acquisitions has been as follows:

	Budgetary Units of Account (BUA)[16]	
	BUDGET	ACTUAL
1983		107,000 (BUA)
1984	81,000 (BUA)	98,000 (BUA)
1985	100,000 (BUA)	72,000 (BUA)
1986	175,000 (BUA)	

The significant increase in the acquisitions projected budget for 1986 was due to the Library's planned objective of starting a working collection of materials in each of the Regional Offices.

16 A Unit of Account (BUA) was equivalent to 1.09848 USD at 31 December 1985 and 0.980210 USD at 31 December 1984. African Development Bank and African Development Fund. Annual Report, 1985.... p. 172. At 31 December 1983, a BUA was 1.04695 USD. African Development Bank and African Development Fund. Annual Report, 1984. (Abidjan, African Development Bank and African Development Fund, 1985), p. 158.

3.3 Programme

On demand, the Library offers loan service, including regular circulation of serials in multiple copies, photocopying services and limited reference services. On a irregular basis, the Library produces a list of serials and a list of new acquisitions. For the period 1984-86, the Library has approval to undertake collection development missions throughout Africa to establish in member countries, "active and reliable sources for the acquisition of official documents, research papers, reports, newspapers, etc., identified as essential information resources for the work of the Bank."[17]

The Library has also planned a review of its entire collection to remove out-of-date and irrelevant materials. In addition, the Library has planned "to establish information linkages with the Pan African Documentation Information System (PADIS) and other similar centres"[18]

---

17 Lwanga, Tucker K. Missions for the Establishment of Active Sources for the Acquisition of Information from the Member Countries of the Bank - Internal Memo of 20 June 1984 to A. Sangowawa, Director, Administrative Services (Abidjan, African Development Bank, 1984), p. 1.

18 Lwanga, Tucker K. Missions....., p. 2.

4. INFORMATION NEEDS OF THE AFRICAN DEVELOPMENT BANK

4.1 General

The organization chart which was in effect during the mission is attached as Appendix A. Using interviews with staff at various levels of the Bank and a review of the Bank's programme, it was possible to determine that the Bank's needs for information are changing dramatically and will continue to do so as the "policy dialogue" programme is implemented and the capital increases take place.

4.2 Information about Member Countries

The African Development Bank should be the most important and reliable source of information in the world about regional member countries. For Bank staff to function effectively and efficiently, the type of information required on each country should include basic statistics about the country; national development plans; sectoral development plans; budget and national accounts; reviews of the country's economy as a whole as well as sectoral (e.g. agriculture, industry, etc.) reviews; information from the country's Central Bank and

Development Banks including annual reports, statistical bulletins, economic bulletins, information and reports of the major research institutes and universities in the country; national newspapers or significant local ones; official government gazettes, statutory instruments, major telephone directories, directories of top government and civil service personnel, and general information of interest to people travelling to that country.[19] Information about non-regional member countries should be substantial as well although, it is not required in as much detail.

This type of information is required by all units within the Bank ranging from the President's Office, to Operations, Finance, Planning and External Relations, Administration and the Secretary-General's Office. It is essential to have this information for preparation of briefing notes and other documentation prior to country missions by Bank staff, to evaluate proposals from member countries, to administer, monitor and evaluate loans, and to engage in "policy dialogue" with members. This information is required regularly, promptly and must be kept current at all times. It must be easily accessible, preferably in arrangement by country.

---

19 Lwanga, Tucker K. Missions ....., p. 2.

4.3 General Reference Information

The African Development Bank staff require a basic general reference collection consisting of the most up-to-date dictionaries, encyclopedias, directories, atlases, maps, yearbooks, bibliographies and general reference books. In addition, they require the major indexes and abstracts to periodical literature of a general nature.

Development of a basic general reference collection will improve the accuracy and quality of the type of service the Bank Library can provide to the Bank staff. The Library will be able to respond quickly to general questions about an acronym, a place, an organization, a conference, a theory or an idea, books or serials in print, bibliographical information and general financial information. Such questions occur most frequently when Bank staff are writing speeches, preparing policy/position papers, evaluating proposals, corresponding with member countries, administering, monitoring and evaluating loans, and engaging in "policy dialogue" with members.

4.4 Information about Current Affairs

To keep up-to-date on what is happening politically and economically in Africa and the rest of the world, the staff of the Bank need a collection of the most recent scholarly books and serials on general world affairs, African affairs, and economic and financial topics. This is essential for "policy dialogue" and for producing in-depth reviews, analyses, and policy papers. It would also be helpful for staff reviewing proposals from member countries and administering, monitoring and evaluating loans to be up-to-date on what is happening elsewhere in Africa and the world. The staff of the Bank must be kept aware of current events and trends if the Bank wishes to be on the leading edge of policy development and to provide advice to Africa and about Africa to other organizations.

4.5 Subject-specific Information

To evaluate project proposals, to provide input to "policy dialogue", to evaluate completed projects, to prepare position/policy papers and provide analysis of current or future trends, and to prepare "state of the art" reviews, the Bank staff need to know what is available on particular topics. This type of information is crucial to Bank staff in the President's Office, Operations, Planning and External

Relations as well as Finance and Administration where it is significant to the design and evaluation of personnel policies, medical services, computer services, etc. Bank staff need a core collection of the basic theoretical works on the variety of the topics with which the Bank deals as well as a means of learning what has been or is being written on a particular topic. This can be accomplished eventually by obtaining access to computerized data base services throughout the world. In the interim, however, it can be done by subscriptions to the major subject-related indexes and abstracts to determine what is available. Subsequently, the collection of the Bank's Library needs to be developed to support the need for current subject specific information that users have identified as relevant from the major indexes and abstracts.

4.6 Information on Internal Documentation

Within the Bank, there is a wealth of information contained in internal reports, project documentation and consultants' reports. To prevent duplication of efforts and to assist in project evaluation, the staff of the Bank need to have ready access, both physical and bibliographical, to this type of information. Control of and access to internal documentation was the subject of a consultant's study in 1982 and the recommendations are being re-examined and updated in a study funded by USAID this year.[20]

---

20 Stark, Marie C. Survey of Records, Archives and Libraries of the African Development Bank Group (Washington, Marie C. Stark, 1982).

4.7 Legal Information

The staff of the Office of the Secretary General and Legal Counsel require access to a basic legal collection consisting of legal dictionaries, directories, basic theoretical works on international law, as well as the legal aspects of finance and economics, basic legal journals and treaties and the constitution of each member country. This material must be kept current. Legal information is required on a regular basis, only by the staff in the Office of the Secretary and Legal Counsel.

4.8 Information on Training

The staff of the Training Centre have some information needs that are different from other units of the Bank. Much of the material they require is pedagogical in nature consisting of course notes and course reference material from their courses and those of other institutions, grey literature on training, slides and other audio-visual material. This material is not required on a regular basis by other members of the Bank staff.

5. ROLE OF THE AFRICAN DEVELOPMENT BANK LIBRARY

5.1 Five Year Plan

In view of the information needs of the African Development Bank, both in the present and future, the role and programme of its Library should be re-defined and developed in a different order of magnitude. The launching of the next five year plan for the Bank, 1987-91, presents an excellent opportunity for this development. The change in direction of the Bank, the introduction of "policy dialogue" and the increase in the Bank's capital will have a major impact on the demand for information services. If the Library is unable to meet these demands effectively and efficiently, Bank staff will waste time trying to locate the information; will do without information which can result in inferior and possibly erroneous papers being produced, and create duplication of effort because of lack of knowledge of previous/current research that has been done in the Bank and elsewhere. Delays/errors in decision-making because of lack of information will occur, and resources will be wasted as individuals and organizational units acquire duplicate material.[21]

---

[21] Ahrensfeld, Janet L., Christianson, Elin B., and King, David E. Special Libraries; A Guide for Management. (New York, Special Libraries Association, 1981), p. 5-6 for a discussion of what happens when staff are unable to find the information required. Donald W. King and Jose-Marie Griffiths have done further research on this topic and succeeded in putting a dollar figure on the cost to an organization of not having an effective library.

Using a combination of Technical Advisors, some outside financial assistance, and most importantly, a serious commitment on the part of the Bank to allocate sufficient funds and professional staff to the Library, within the five-year period, the Library can develop into a centre of excellence in the field of African information particularly in the area of economics and finance, assume a significant role in Pan-African information work, and above all, provide the staff of the Bank with the strong information support they need to meet the challenges of the Bank's new programme directions.

The Library can evolve towards an information centre within the Bank's corporate structure. This center can be defined as

> "a very real partner with management [using]... non-traditional means of information resources management combined with a future-oriented perspective to assist both the management and the employee to accomplish short range objectives and establish/clarify long range goals. In this environment, the information center plays a critical role by providing information services to both the employees and management, developing innovative information handling plans to assist the organization accomplish goals, and participating with management to analyse the future and suggest strategies to respond to a changing environment."[22]

---

22 Pilkington, Alastair. "Information in Industry - Management's Indispensable Resource". ASLIB Proceedings (Volume 32, January 1980), p.10-17.

Details of the five-year plan for the Library are attached as Appendix D. During the first year of the plan, the Library should recruit additional professional staff and Technical Advisors, recruit a project leader for the five-year plan, and seek to establish itself as an important service unit of the Bank. Work should be completed on establishing the Library's objectives and goals as well as its role in the Bank's programme by the end of the first year. Well-defined policies for collection development, users' services, and technical services should be developed. The collection-building mechanisms, both internal and external linkages, should be examined, evaluated and clearly elaborated. In summary, Year 1 will be a time to define the Library's role within the Bank, and develop policies and standards.

In Year 2 of the plan, the Library should consolidate the collections scattered throughout the Bank and move into larger premises. During Year 2, a systems study should be undertaken, indicating choice of system and assessment of impact on users' services, technical services and collection development. Major development of the collection should be in progress by this time.

In Year 3-4, the Library should implement its plan for automation. During Year 5, the Library should consolidate and

evaluate its activities, begin to develop services outside the Bank, initiate training courses and act as a resource for the libraries of African central banks. The Library should evaluate its progress during the period of the plan and assess its future directions, clearly linking its subsequent five-year plan to the programme and objectives of the Bank.

5.2 Objectives

In re-defining its objectives as a result of the Bank's new direction, the Library should seek to raise its internal profile.

The Library should develop a "proactive" not a "reactive" role for itself. "A reactive" library serves "mainly in response to demands placed upon it with limited communication to management" while a "proactive" library initiates "innovative information services through marketing, promotion, needs assessment, and individualized services, with on-going participative communication to management."[23]

In recognition of its new increased role, it is recommended that the Library become a separate Division within a central department such as Administrative Services. The objectives

---

23 King, William R. and Cleland, David I. Stategic Planning and Policy. New York, Van Nostrand, 1978), p.302-313.

of the Library should illustrate its active role in the Bank and its responsiveness to users' needs. The emphasis should be on the range of users' services that the Library can provide and not merely its role as a depositor and circulator of books and serials. Serious consideration should be given to the Library's role vis-à-vis other African and international organizations and the contribution the Library can make.

5.3 Definition of Users

In the first year of its five-year plan, the Library must clearly define the users to whom it will direct its services. At present, it is the staff of the Planning and Research Division, Economic Analysis Division and Statistics Division who are the most frequent users of the Library. In the future, however, the demand for information services will also include staff of Operations such as the engineers, agronomists, economics, industrial engineers and health and education specialists who require background information, "state of the art" reviews and other material to develop their policy papers. In Administration, there will be demands from the professionals such as those in Computer Services, Organization and Methods as well as Personnel and Training,

and Health Services to keep up-to-date in their fields and introduce new automation procedures and management techniques to assist the Bank in the most effective way of handling its rapid growth. Even the staff in Finance can benefit from the services of a Library responsive to their needs. Therefore, the Library should re-focus its services to include all Bank staff and be situated administratively where it can respond most effectively to their needs.

Once the Library has implemented a programme which adequately meets these needs, it can determine to what degree it can act as a centre of excellence on African material and provide services to recipients of Bank loans, organizations and institutions in member countries and to external users, including individuals as well as international organizations.

6. SCOPE OF THE COLLECTION

To meet the needs of the Bank staff and to become a centre of excellence on African information particularly in the area of economics and finance, the scope of the collection needs to be re-defined and a massive collection-building effort undertaken. It is recommended that the Library absorb the present Statistics Collection because centralizing all of the statistical information on member countries will lead to a stronger collection for the Bank as a whole. In addition, the statistical information can be merged easily with the other documentation the Library has

and will have on member countries and their institutions and organizations presenting a single source of information for Bank staff. Furthermore, statistical information and country information are such major requirements for all Bank staff that they should not be in a location within one unit separate from the Library.

The information contained in the Legal Collection and the Training Centre's collection is of interest primarily to members of those units. The Bank Library must ensure, however, that these two collections have a clearly-defined collection development policy and that the Bank Library has a central record of what is in each collection. The Library should be prepared to provide advice and training as applicable to ensure the effective building and maintenance of these collections.

With respect to the collection of Bank Library itself, the most important decision the Library needs to make is to determine whether it will be a retrospective research collection or a current one.

The Library needs to build and maintain a strong current collection of basic reference sources to meet the Bank's needs. Since it is imperative that the collection be maintained, the long-term funding commitment for this must come from the Bank.

The scope of the serials collection needs to be broadened to include journals relating to specific disciplines, key development journals and major economic journals. Some of the interim funding for this could come from a re-orientation of the Library's present collection of journals which includes many multiple copies which are routed to Bank staff. By changing this to single copies of most of the journals to which it subscribes, supported by circulation of Table of Contents pages with free photocopying of the requested articles, the Library could expand the scope of its serials collection. In the long-term, however, the Bank must be prepared to increase dramatically the serials budget. One of the goals of the Library should be to make Bank staff aware that any new programme initiative or change or significant professional staff increase, has implications for the Library's collection, staff and budget.

Initially, because of the magnitude of the task, collection development should be done by a single professional staff member of the Library who would work closely with the staff of the Bank and repond to their suggestions for additions to the collection. Once the collection has been thoroughly weeded, a policy developed and a major collection-building effort launched, collection development can be done by the Users' Services staff of the Library who have the best idea of what are the requirements for information.

At present, the input to the selection process from the Bank staff is sporadic because their methods of keeping up-to-date are at best haphazard. When access to external bibliographic data bases becomes available, then some of this can be done with Selective Dissemination of Information (SDI) profiles of individual user's interests. In the meantime, however, the Library needs on-going subscriptions to the major indexes and abstracts of current literature. The Joint Bank-Fund Library in Washington produces an index to current periodical literature of interest to World Bank and International Monetary Fund staff;[24] this should be scanned regularly.

The idea of establishing focal points in each member country for the purpose of selection of materials and to obtain complete statistical coverage of each, is a good one. If successful, other libraries throughout Africa and the rest of the world would be interested in using the ADB Library as a resource since acquisition of African country-specific material is a major problem. It is essential that the Bank's Library has an excellent collection in this area to meet the needs of the Bank's staff and development of this area of the collection should be a major priority.

Within its collection development policy, the Library should also address the problem of how it can iqteract with other African organizations, in particular, how it can co-operate in the area of

---

24 Joint Bank-Fund Library. List of Recent Periodical Articles. Washington, D.C., Joint Bank-Fund Library. 1947-. Monthly.

collection development with the Economic Commission for Africa (ECA) Library and with the Pan-African Development Information System (PADIS) to ensure that there is no unnecessary duplication of effort and that there are no significant gaps in the collections. As a bare minimum, work should be undertaken immediately to ensure that the Bank's Library has the key works identified in the Basic Collection for Central Bank Libraries.[25] Furthermore, the Library should review its publications from UN agencies, the World Bank and other international organizations. In some cases, exchanges of publications could be established to offset some of the costs.

In attempting to determine the resources required to develop effectively the collection of the ADB Library, one must keep in mind that the ADB is truly a bilingual organization. This means that the Library's collection must contain major material in both languages and, in many instances, collect the same material in both languages.

7. ORGANIZATION OF MATERIAL

A collection must be organized properly so that access by a variety of points can be obtained easily. In a time of re-definition of policies and development of new roles and mandates, it is appropriate for the Bank Library to re-assess the choices it has made in the area of organization of material.

---

25 Keech, Marie. A Basic Collection for Central Bank Libraries (Washington: Joint Bank-Fund Library, 1984).

The use of the Macrothesaurus as a classification device with non-unique call numbers for books does not lend itself to organizing a large collection efficiently. Furthermore, it is not a classification scheme with which users are familiar. Given the planned significant growth of the collection, it is essential that the Library re-examine its choice of classification scheme with a view to choosing one that is better for large collections, provides unique numbers for books, is easy for users, and is in use by similar libraries. This narrows the choice to the Universal Decimal Classification (UDC) system or the Library of Congress (LC) classification scheme. The Library should choose one and reclassify its collection after it has been weeded.

The choice of the Macrothesaurus for subject analysis is a logical one given the subject matter of the collection. However, it too should be reviewed to ensure that it is being properly implemented and is the best possible choice. If one were to choose the Library of Congress classification scheme, then it would be better to use LC subject headings as well. However, it is recognized that the unilingual aspect of LC is a deterent. Development of a specialized in-house thesaurus or indexing tool should be discouraged as being unnecessary for the subjects covered, time-consuming, labour-intensive and not conducive to co-operation with other organizations.

The choice of cataloguing standards is very difficult in the African environment given the Arabic, English, French and African mixture of norms. The Library should review carefully its choice of rules, keeping in mind what other similar Pan African organizations are doing.

In each of these areas of decision-making, the Library should be considering the implications for automation since it is in the organization of material that automation can be of greatest use. However, before the Library can automate, it must have its standards already chosen and in place and developed an atmosphere of close attention to detail to ensure an accurate product. Since automation is at least two years away, the Library should look at what can be streamlined in its manual operations and review existing procedures to ensure that the present products are accurate. For example, it would be worthwhile to invest in rods for the existing catalogue, to re-file in as few alphabetical sequences as possible and to institute a system of checking everyone's filing in the catalogue to ensure accuracy of the manual prior to automating.

The implementation of the standards for the organization of material should be done by a trained professional librarian/documentalist with trained assistants who have a background in economics, finance or other subjects of the Bank's interest.

8. SERVICES AND PRODUCTS

It is in the area of services and products that the Library will be able to launch a major new programme. The Library should position itself as the major source of information within the Bank.

8.1 User awareness

A massive programme of user awareness of the Library should be initiated. An essential component of the Library's users' services programme will be the dissemination of that programme's contents to the Bank staff. This can be done with a brochure, flyers about particular topics or segments of the collection, attendance at staff meetings of other units of the Bank, regular orientation of new staff members and one-on-one sessions to discuss users' needs. A library use survey can be an effective device to monitor the Library's progress. Once the Bank staff is aware that the Library is seriously committed to service and has the resources to meet these commitments, the use of the Library as a significant information resource will increase.

8.2 Reference Inquiries

One of the most important services of the Library is the handling of reference inquiries. These can range from substantial literature searches, to finding addresses, quotations, definitions or statistics. This is the key to the Library's success - it must be able to offer fast and accurate information. As the Bank becomes more involved in "policy dialogue", the Library's ability to handle reference inquiries will become crucial and will be the major factor in determining the quality of the "dialogue" and the substance of in-depth analyses and position papers.

Initially, one professional librarian/documentalist could handle the reference requests but as the volume of questions increases, the staff for this service should increase also to two or more professional staff.

8.3 Current Awareness

The Bank staff want to know on a regular basis, what has been received in the Library in their areas of interest. Therefore, a regularly-produced accessions bulletin is a requirement. In addition, the users want to know what is available in their disciplines by keeping up-to-date on current periodical literature. Subscriptions to indexes and abstracts as well as Current Contents which could be

circulated are a must. As access to external computerized data bases become available, the selective dissemination of information (SDI) function can be done automatically with some human interface.

8.4 Inter-Library Loans

To supplement its collection, the Library may need to rely on inter-library loans done on a local and an international basis. It may be appropriate for the Bank Library to take the initiative and formalize the establishment of a local network of libraries which will lend material to one another.

8.5 Advice and Training

Within the Bank, there is a need for the Library to assume a leadership and coordination role in the management of information within the Bank. It needs to work very closely with the Records Management unit to ensure that there is no duplication of effort between the two units.

9. EXTERNAL CONTACTS

The Library needs to maintain external contacts to implement its programme and to play an active role in the international information scene with particular emphasis on African systems.

Within Abidjan, the Library should work closely with the other key libraries in the area to ensure the sharing of resources as appropriate. In addition, the Library should be playing an active role in any Pan-African information networks. For example, the Library should be maintaining close contact with PADIS. In addition, it would be useful for the Library to have links with RESADOC (Researu Sahelien d'Information et de Documentation Scientifique et Technique) at the Institut du Sahel (INSAH) in Bamako, Mali. Furthermore, the Library should consider having links with CODESRIA (Council for the Development of Economic and Social Research in Africa) in Dakar.

On the international scene, the Library may wish to establish contacts with RIALIDE (Red de Informacion de Las Instituciones Financieras de Desarrollo de America Latina) which is a regional cooperative documentary information network established to manage documentary information on investment and financial matters in support of social and economic development in Latin America.

The Library should have close professional ties with the Joint Bank-Fund Library with perhaps an exchange of staff being mutually beneficial.

The Bank Library should eventually play a leading role in the development and improvement of the Central Bank libraries in member countries. The Bank should be able to provide advice and training to these libraries.

In summary, the ADB Library should be an active participant in any Pan-African information activity and be aware of any international information systems in its areas of interest.

10. RESOURCES REQUIRED

10.1 Financial

In reviewing the resources required, the Bank should consider what is necessary to set up any new division and develop and implement a new programme. The Bank would need to commit these resources from its budget on an on-going basis. To compare the resources of the existing Library's programme with that which is required for the new Library division is inappropriate. Heavy reliance on outside aid for a long term basis to fund the Library Division would lead to failure of its programme. External resources may be available initially but the Bank must make a strong commitment to on-going funding.

Furthermore, when a major increase in professional staff takes place in the Bank or a new programme direction is taken, the impact of these changes on the Library must be assessed and the resources of the Library increased accordingly. During the period of the five-year plan, the existing books and serials budget should be tripled even if a significant number of duplicate copies of serials subscriptions are cancelled. It would also be appropriate to include funds for on-line searches on external commercial systems towards the middle and end of the project (e.g. $25,000 initially up to $75,000 towards the end of the period).

Depending on how the Bank wishes to fund its automation programme within the Bank, it may be appropriate to include funds for a computer or computer-access (e.g. internally or via a service bureau).

If the Bank Library begins to circulate Table of Contents pages from new serial issues and new books of interest to its users, its charges for photocopying would be substantially increased.

As the Library staff establish focal points with African countries, travel funds should be increased to permit visits every two years. Depending on the long-term philosophy of the Bank regarding its regional offices, it may be appropriate for the Library to provide them with services in addition to a basic reference collection.

10.2 Staff

To staff the Library Division, the following are recommended during Year 1:

1	Director (Professional Librarian or Information Technology Specialist with training/experience in modern techniques of information management and marketing of information services)
1	Users' Services Librarian (Professional Librarian with experience in developing dynamic users' services programmes)
1	Cataloguing Services Librarian (Professional Librarian)
1	Collection Development Librarian (Professional Librarian)
1	Systems Librarian
3	Acquisitions staff
2	Cataloguing staff
2	Users' Services staff

One of the professionals could be the project leader.

The existing staff consists of 1 professional and 6 non-professional. The estimates represent an increase of 4 new professional positions and 1 new non-professional position.

Towards the middle of the third year, one more Users' Services Librarian is recommended and possibly more assistance in cataloguing.

10.3 Physical Resources

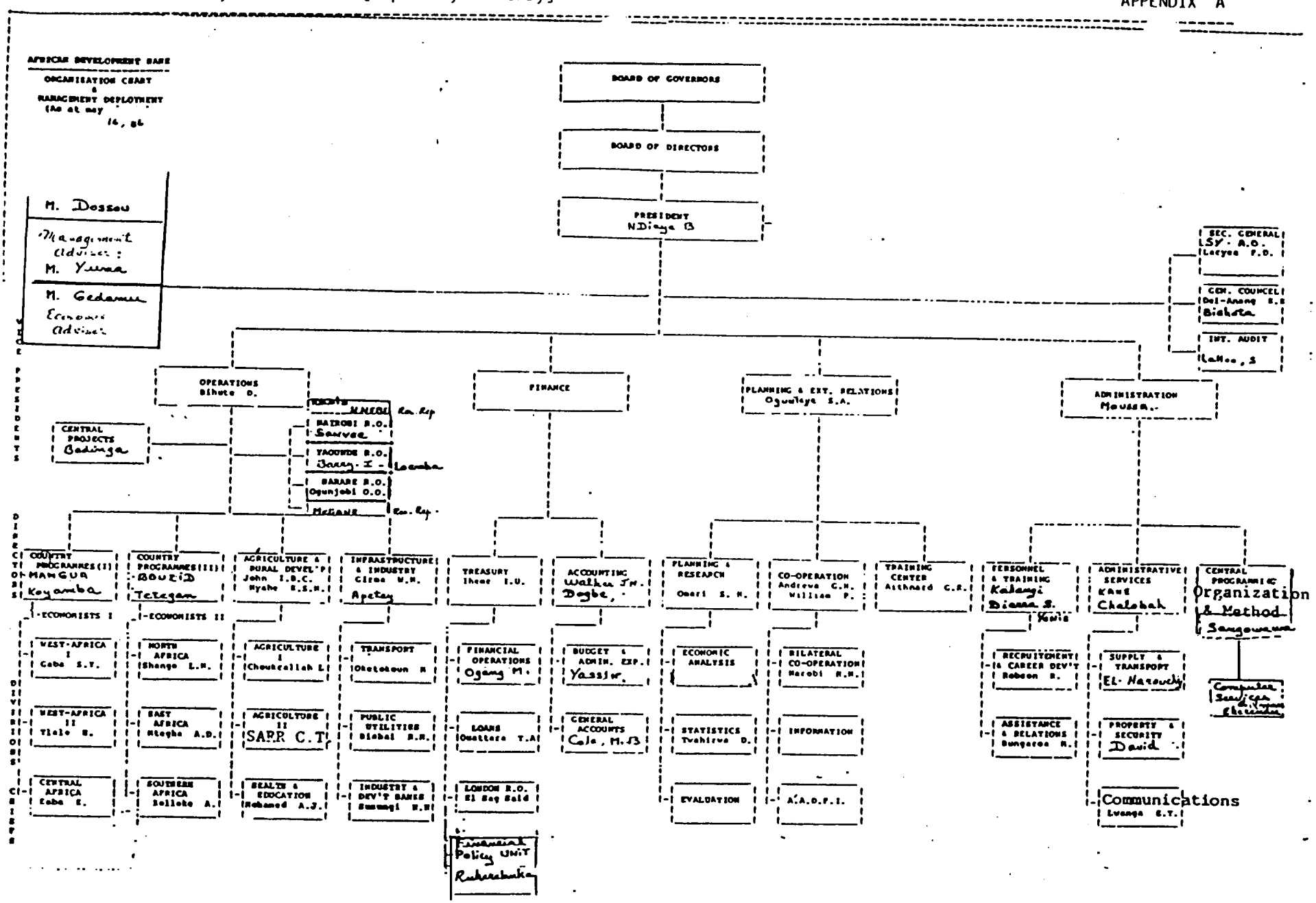
In terms of physical resources, the Library should be prepared to move into physical premises at least double its present size, preferably in the same building as soon as possible. When the Library absorbs the Statistics Collection and begins its collection development programme, present facilities will not be adequate. If the Library decides to maintain a research collection, then these premises must be even larger over the five-year period. The importance of having the Library in a central easily accessible location cannot be over-emphasized. Space must be provided for users to consult reference books. Individual study carrels should be provided for users who wish to do research in the Library. The Users' Services area must be clearly identified and adequate space provided so that users will be comfortable asking questions. Additional space for reading journals and newspapers is required.

11. EVALUATION AND MONITORING

During the five-year plan, it is recommended that the Library implement a formal plan of performance measurement to evaluate its progress and to assist it in developing future plans.

2. CONCLUSION

The African Development Bank's requirements for information are changing dramatically as the Bank embarks on new programme directions. To meet these demands for increased information services, the Bank's Library must also develop a new programme, positioning itself within the Bank as the key information centre and supplier of information services. This can be accomplished by a combination of Technical Advisors, some outside financial assistance, and above all, a commitment from the Bank to allocate sufficient funds and professional staff to the Library. Over a five-year period, the Library can develop into a centre of excellence on African information particularly in area of economics and finance and be a strong member of the research environment and information chain needed by the Bank's staff to execute their new mandate.


AFRICAN DEVELOPMENT BANK
ORGANISATION CHART & MANAGEMENT DEPLOYMENT (As at may 16, 86
BOARD OF GOVERNORS
BOARD OF DIRECTORS
PRESIDENT NDiaye B
M. Dossou
Management Adviser: M. Yuma
M. Gedamu Economic Adviser
SEC. GENERAL SY. A.O. Laryea F.D.
GEN. COUNCEL Dei-Anang E.E. Bishota
INT. AUDIT Lalloo, S
OPERATIONS Bihute D.
FINANCE
PLANNING & EXT. RELATIONS Oguntoye S.A.
ADMINISTRATION Moussa.
CENTRAL PROJECTS Badinga
NAIROBI R.O. Sawvee
YAOUNDE R.O. Barry. I - Loamba
HARARE R.O. Ogunjobi O.O.
Res. Rep.
COUNTRY PROGRAMMES (I) MANGUA Koyamba
COUNTRY PROGRAMMES (II) BOUZID Tetegan
AGRICULTURE & RURAL DEVEL'P John I.B.C. Nyahe E.S.M.
INFRASTRUCTURE & INDUSTRY Girma W.M. Apetey
TREASURY Ihemr I.U.
ACCOUNTING Walker JN. Dogbe,
PLANNING & RESEARCH Omari S. N.
CO-OPERATION Andrews G.N. William P.
TRAINING CENTER Aithnard G.R.
PERSONNEL & TRAINING Kabangi Diarra S. Yonis
ADMINISTRATIVE SERVICES KANE Chalobah
CENTRAL PROGRAMMING Organization & Method Sangowawa
ECONOMISTS I
ECONOMISTS II
WEST-AFRICA I Gaba S.Y.
WEST-AFRICA II Tlale H.
CENTRAL AFRICA Kaba K.
NORTH AFRICA Shango L.M.
EAST AFRICA Mtegha A.D.
SOUTHERN AFRICA Bolloke A.
AGRICULTURE I Choukrallah L
AGRICULTURE II SARR C.T
HEALTH & EDUCATION Mohamed A.J.
TRANSPORT Oketokoun M
PUBLIC UTILITIES Bishai R.M.
INDUSTRY & DEV'T BANKS Susungi N.N
FINANCIAL OPERATIONS Ogang M.
LOANS Ouattara Y.A
LONDON R.O. El Sag Said
Financial Policy UNIT Ruhrebuka
BUDGET & ADMIN. EXP. Yassin.
GENERAL ACCOUNTS Cole, M.B
ECONOMIC ANALYSIS
STATISTICS Twahirwa D.
EVALUATION
BILATERAL CO-OPERATION Narobi N.N.
INFORMATION
A.A.D.F.I.
RECRUITEMENT & CAREER DEV'T Robson R.
ASSISTANCE & RELATIONS Bungaroa M.
SUPPLY & TRANSPORT El-Harouchy
PROPERTY & SECURITY David
Communications Luanga E.T.
Computer Services
DIRECTORS
DIVISIONS
CHIEFS

APPENDIX B

I N P U T R E C E I V E D

The author is very pleased to acknowledge the input received from the following people:

ASSOCIATION DES INSTITUTIONS AFRICAINES DE FINANCEMENT DU DÉVELOPPEMENT (AIAFD)

APITHY, Sedozan J.C.

AFRICAN DEVELOPMENT BANK:

Administrative Services Departmeent

SANGOWAWA, A.
TOTO, Mme.

Agriculture and Rural Development Division

ENGLISH, Phillip
NOUDEDJI, Hounchede

Assistance and Relations Division

BUNGAROO, M.

Communications Division

LWANGA, Tucker
BADO, V.
BAKAYOKO, S.
DEMBELE, M.
ELEGRE, P.
N'DIAYE, Alain A.

Computer Services Division

NORRIS, Drury

Country Programmes (I) Department

GHARBI, M.J.

Evaluation Division

BARRY, A.I.
RWELAMIRA, Peter G.
VALAYDON, V.

APPENDIX B

AFRICAN DEVELOPMENT BANK: [continued]

Executive Directors

BOTCHWAY, S.K. (Ghana)
NDAHIMANA, E. (Rwanda)
PROULX, Georges (Canada)
SHERK, D.R. (U.S.A.)

Health and Education Division

MIARO, Be-Rammaj
MOHAMMED, A.J.

Infrastructure and Industry Division

GIRMA, W.M.

Organization and Methods Department

EKERENDU, Edet, A.

Personnel and Training Division

MASSON, Michel

Planning and Research Department

BAROAN, L.D.
MWEBESA, P.G.
RWEGASIRA, Delphin
SHAAELDEN, E.
TWAGILIMANA, J.T.

Secretary General and Legal Counsel

ALEMAYENHOU, Mr.
BAKOUKA, Simon
DENNIS, Rose Marie
MENSAH, Mr.
YUMA, M.L.

Statistics Division

MEKASHA, A.
PORTELLA, A.
TWAHIRWA, D.

APPENDIX B

AFRICAN DEVELOPMENT BANK: [continued]

Training Center

ADEKAMBI, Jerome
AITHNARD, G.R.
ZONGO, Valentin

Transport Divison

HOYAH, Ralph K.

Vice-Presidents

BIHUTE, D.
MOUSSA, Dr.

INTERNATIONAL DEVELOPMENT RESEARCH CENTRE (IDRC)

Information Sciences Division

ARCHER, Ronald
OSWITCH, Pauline
STONE, Martha

USAID - Dakar

NOWLAND, Nancy

FIVE-YEAR PLAN FOR THE LIBRARY

ACTIVITY	TIME PERIOD				
	Year 1	Year 2	Year 3	Year 4	Year 5
1. **Objectives**					
1.1 Setting objectives	//////				
1.2 Definition of Library's role;	//////				
1.3 Establishing goals	//////				
2. **Staffing**					
2.1 Technical Advisors	//////				
2.2 New Professional staff	////		///		///
2.3 Support staff	//////				
3. **Definition of Users and their Needs**					
3.1 Definition	///				
3.2 User survey		//////			//////
4. **Collection Development**					
4.1 Develop policy and procedures	//////				
4.2 Review of existing collections,; weeding; updating	//////				
4.3 Merge statistics collection		//////			
4.4 Review serials	//////				
4.5 Build basic reference collection	//////	//////			
4.6 Establish focal points in Africa		//////	//////		
4.7 Review documents collection; build	//////	//////	//////		

FIVE-YEAR PLAN FOR THE LIBRARY

ACTIVITY	TIME PERIOD				
	Year 1	Year 2	Year 3	Year 4	Year 5
4. **Collection Development** contd.					
4.8 Establish exchange agreements		//////			
4.9 Establish Pan-African links for collection development	//////	//////			
4.10 Build subject-specific collections		//////	//////		
5. **Acquisitions**					
5.1 Develop policy	//////				
5.2 Review procedures	//////				
6. **Organization of Material**					
6.1 Develop cataloguing policy and procedures	//////				
6.2 Review standards used for classification; cataloguing; subject access; make changes as required	//////				
6.3 Re-catalogue as appropriate if standards used are changed		//////	//////		

FIVE-YEAR PLAN FOR THE LIBRARY

ACTIVITY	TIME PERIOD				
	Year 1	Year 2	Year 3	Year 4	Year 5
7. **Users' Services**					
7.1 Develop policy and procedures	//////				
7.2 Develop orientation program		//////	//////		
7.3 Reference inquiries services	//////				
7.4 Current awareness services		//////			
7.5 Selective Dissemination of Information profiles					//////
7.6 Inter-Library loans services		//////			
7.7 Advice and training					
7.7.1 Bank staff		//////			
7.7.2 Outside staff					//////
8. **Systems**					
8.1 Systems Study		//////	//////		
8.2 Automation plan		//////	//////		
8.3 Implementation of automation plan			//////	//////	//////
9. **External contacts**					//////

FIVE-YEAR PLAN FOR THE LIBRARY

ACTIVITY	TIME PERIOD				
	Year 1	Year 2	Year 3	Year 4	Year 5
10. **Physical facilities**					
10.1 Develop plans	////////				
10.2 Obtain new premises; move		////////			
11. **Evaluation**					
10.1 Develop performance measures			////////	////////	
10.2 Evaluate and assess progress		////////	////////	////////	////////

BIBLIOGRAPHY

1. African Development Bank. African Development Bank, African Development Fund in Brief. Abidjan: African Development Bank, 1983.

2. African Development Bank. Agreement Establishing the African Development Bank. Abidjan: African Development Bank, 1981.

3. African Development Bank. Proposal to Enhance ADB's Capacity for Policy Analysis and Dialogue. Supporting Paper no. 2 to The Fourth General Capital Increase, ADB/IC-IV/86/04. Abidjan: African Development Bank, 1986. Unpublished Policy Discussion Paper.

4. African Development Bank and African Development Fund. Annual Report 1985. Abidjan: African Development Bank and African Development Fund, 1986.

5. African Development Fund. Agreement Establishing the African Development Fund. Abidjan: African Development Fund, 1981.

6. Ahrensfeld, Janet L.; Christianson, Elin B. and King, David E. Special Libraries; a Guide for Management. New York, Special Libraries Association, 1981.

7. Banque africaine de développement. Direction des sciences administratifs. Division de la communications. Guide de la bibliothèque/ Guide to the Library. (Draft) Abidjan: Banque africaine de développement, 1985.

8. Brauer, Dieter. "African Development Bank Charts New Course," in Development and Cooperation (D+C) (No. 3, 1986) p. 29.

9. Brown, Maryann Kevin Brown. "Information for Planning," in Planning for Library Services : A guide to Utilizing Planning Methods for Library Management. Edited by Charles R. McClure. New York, Haworth Press, 1982, p. 187-215.

10. DeProspo, Ernest R. "The Evaluation Component of Planning : An Opinion Essay" in Planning for Library Services : A Guide to Utilizing Planning Methods for Library Management. Edited by Charles R. McClure. New York, Haworth Press, 1982, p. 159-172.

11. Griffiths, Jose Marie and King, Donald W. "Methods For Attributing Value to Information and Related Systems, Products and Services." 6th International Online Information Meeting, London, 7-9 December 1982, p. 1-5.

B I B L I O G R A P H Y

12. Institute for Scientific Information. Current Contents. Philadelphia: Institute for Scientific Information, 1970 - Weekly. A service which produces the contents pages of journals.

13. Joint Bank-Fund Library. List of Recent Periodical Articles. Washington, D.C., Joint Bank-Fund Library, 1947 - Monthly.

14. Keech, Marie. A Basic Collection for Central Bank Libraries. Washington, D.C., Joint Bank-Fund Library, 1984.

15. King, William R. and Cleland, David I. Strategic Planning and Policy. New York, Van Nostrand, 1978.

16. Lwanga, Tucker K. Missions for the Establishment of Active Sources for the Acquisition of Information from the Member Countries of the Bank - Internal Memo of 20 June 1984 to A. Sangowawa, Director, Administrative Services (Abidjan, African Development Bank, 1984), p. 1.

17. McClure, Charles R. and Hill, Linda L. "Special Considerations for Corporate Library Planning : Moving Toward Information Resources Management" in Planning for Library Services : A Guide to Utilizing Planning Methods for Library Management. Edited by Charles R. McClure. New York, Haworth Press, 1982, p. 113-127.

18. Neway, Julie M. Information Specialist as Team Player in the Research Process. Wesport, Conn., Greenwood Press, 1985.

19. Pilkington, Alastair. "Information in Industry - Management's Indispensable Resource." ASLIB Proceedings. Vol. 32, January 1980. p. 10-17.

20. Stark, Marie C. Survey of Records, Archives and Libraries of the African Development Bank Group. Washington: Marie C. Stark, 1982.

21. Viet, Jean. Macrothesaurus pour le traitement de l'information relatives au développement économique et social. Troisième édition. New York : United Nations, 1985. Also available in English and Spanish.

22. Viet, Jean. Macrothesaurus pour le traitement de l'information relatives au développement économique et social. Nouvelle édition française. Paris : Organisation de coopération et de développement economiques, 1979. Also available in English and Spanish.

23. Wilson, T.D. "On User Studies and Information Needs," in Journal of Documentation (vol. 37, no. 1, March 1981), p. 3-15.

INTERNATIONAL DEVELOPMENT RESEARCH CENTRE

CENTRE DE RECHERCHES POUR LE DÉVELOPPEMENT INTERNATIONAL

CANADA

November 27, 1986

File Ref: 2700-130

Mr. Babacar N'Diaye
President
African Development Bank
01 B.P. 1387
Abidjan 01
Côte d'Ivoire

Dear Mr. N'Diaye:

I am pleased to submit to you the attached report of a mission by Mrs. Sharon E. Henry on the African Development Bank (ADB) Library. We regret the unavoidable delay in submitting the report and any inconvenience it may have caused you.

Mrs. Henry's terms of reference were as follows:

In interaction with the management and staff of the African Development Bank and its Library to:

1) examine the ways in which the Library's objectives and programme interface with those of the African Development Bank, emphasizing the role of the Library in the implementation of the ADB programme;

2) assist in the identification of the Library's users and their needs and identify the ways in which the Library programme can meet these needs;

3) identify the resources required (human, physical and monetary) to implement the Library's programme; and

4) examine the external contacts and resources the Library needs to access for implementation of its programme and the modalities of doing this.

She was very favourably impressed with the professional staff of the African Development Bank and their enthusiasm, competence and ability to articulate their information needs. As the Bank launches its next five-year plan for the period 1987-1991, it is entering an exciting era of dramatic policy change and challenge, with new objectives and new priorities. Therefore, it is appropriate that the Bank's Library should also at this time re-define its role and examine how it can best meet the challenges of the next five years.

...2/

Head Office/Siège social: 60 Queen St./rue Queen, P.O. Box/C.P. 8500, Ottawa, Canada K1G 3H9
Tel./Tél.: (613) 236-6163 • Cable/Câble: RECENTRE • Telex/Télex: 053-3753

In her report, Mrs. Henry has outlined a five-year programme of expansion for the Bank's Library. Using a combination of Technical Advisors, some outside financial assistance and above all, a serious commitment on the part of the Bank to allocate sufficient funds and professional staff to the Library, within five years, we feel that the Library can develop into a centre of excellence in the field of African information, particularly in the area of economics and finance, assume a significant role in Pan-African information work, and above all, provide the staff of the Bank with the strong information support they need to meet the challenges of the Bank's new programme directions.

Exclusion of detailed budget estimates was deliberate because it will depend on the level of support that the Bank itself is prepared to provide to information services. If you feel the report is acceptable and addresses the issues you wished to see addressed, we would be pleased to assist the Bank in preparing an addendum of detailed costs.

The report is a first step in assessing what direction the Bank might take in the area of information services. We feel that the next step is for the Bank to decide to what degree it wishes to support the recommendations vis-a-vis commitment of additional Bank funds and allocation of professional staff for information services. It is difficult to compare organizations and there are no agreed upon guidelines but it might be useful to note that IDRC spends more than 1% of its budget and about 5% of its staff on library services to support its programmes and projects, and to support its leading role in the development research community in Canada and abroad. Another example is that of the Joint Bank-Fund Library which is one of several libraries at the World Bank and International Monetary Fund and has more than 25 professional staff. The number of professionals in any one library depends on the library's objectives and the role it plays in its parent organization. Mrs. Henry's recommendations are based on a medium level of services.

Once the Bank has made its decision on what level of support it wishes to give information services, then the next step would seem to be the development of an implementation plan and the appointment of a project leader from within the Bank. At that point, the Bank may wish to elicit additional sources of funding from one or several donors.

The International Development Research Centre is pleased to have had this opportunity to cooperate with the African Development Bank. I trust that the accompanying report proves useful to you in your subsequent deliberations.

Yours sincerely,

Martha B. Stone
Director
Information Sciences Divison

Encl...
MBS/SEH/bh