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SELECTIVE DISSEMINATION OF INFORMATION SERVICE

"Information for Decision Making in the Caribbean Community"

A

CONSULTANT'S REPORT

by

Dr. Allan N. Williams

Caribbean Community Secretariat

1995 January



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FINAL REPORT

INFORMATION FOR DECISION MAKING IN THE CARIBBEAN COMMUNITY
SELECTIVE DISSEMINATION OF INFORMATION SERVICE

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1.0 INTRODUCTION

The Caribbean Community Secretariat is currently executing the project "Information for Decision Making in the Caribbean Community". A major goal of the project is to increase awareness of the network of regional information sources among potential users. It is hoped that this would result in an increase in the use of these information resources. The project is pursuing this goal through promotional programmes in the media and the creation of an integrated referral system

The referral system is called the Selective Dissemination of Information (SDI) Service and it is currently aimed at users in four categories, viz.,

- a. Policy Makers (Politicians)
- b. Managers
- c. Professional Technical Persons
- d. Business Entrepreneurs

A group of 83 decision makers have been identified as the target group and information concerning their information-seeking habits has been obtained through interviews.

The experience of the project has revealed some major challenges to its continued success. These include:

- a. Maintaining the interest of all the users registered.
- b. Getting the users to articulate their information needs.
- c. Giving the providers of information more insight into the specific needs of the users.

Our objective is to assist the project to meet these challenges with specific support tools.

1.1 OBJECTIVES OF CONSULTANCY

The main objective of our exercise is to help the project provide a more structured approach to the dissemination of information. This approach involves giving users the confidence that the project will seek out data/information from a wide range of information providers in the region in response to their requests, and getting the information providers to feel more committed to the project as an enterprise.

Our task involved the following activities:

1. Review the information obtained from the completed questionnaires and analyses of the questionnaires.
2. Provide a classification of users by categories and levels of information needs to help formulate the type of response appropriate to their needs.
3. Cluster the information needs of users within major categories so that it can be used as a guide to providing information.
4. Be in communication with the relevant information managers and other providers of information to identify the broad range of information sources in the region.
5. Provide an information resources map which will assist in identifying the location of information sources in the region.
6. Develop guidelines and formats to be used by the information network to keep track of and receive feedback from beneficiaries under the project.

1.2 METHODOLOGY

We approached this task from both the position of the information user and the information provider. From the users' position, we started by regarding information as an input that can be requested to perform four functions:

1. As an input into problem solving and decision making
2. As an input into research
3. As an input into the analysis of socio-economic development
4. As an input into the further development of business/enterprise activity.

We, therefore, attempted to classify members of our users group into any one of the following four categories of information needs:

- a. Strategic Problem Solving
- b. Research and Analyses
- c. Planning Social and Economic Development
- d. Enterprise Development

From the provider's point of view we attempted to use major subject categories to cluster information needs. The major subject categories included:

- Agriculture
- Education
- Environment
- Industry
- Socio-Economic Planning
- Trade
- Tourism
- Finance,
- Energy and Environment.

This guided our search for information sources in each territory, identified by their apparent ability to respond to requests within the above categories.

To bring these two together, i.e. the users classified by needs and the providers classified by resources we first defined a system of formulating a response which can serve as a guide to information providers when responding to specific information requests. The system uses the standard matrix which combines different levels of direction and support in responding to information requests.

Finally we designed a software package containing the listing of information sources by categories throughout the region. This can be used by both users and providers to increase their access to the informal network of information resource providers.

1.3 CLASSIFICATION OF USERS

The members of our target group came from different backgrounds, occupied different administrative positions and saw themselves quite differently in relation to information needs. From their responses to questions identifying their profession or their organizational positions, we have classified our target users as follows:

- a. Political Leadership
- b. Administrative Heads
- c. Researchers
- d. Business Leadership

Political leadership comprised primarily of Ministers of Government. Administrative Heads comprised of leaders of non-commercial institutions including Government Ministries (e.g. Permanent Secretaries). Researchers were evident both from their institutions and/or the description of their roles. Business leaders in the group were identified as decision makers in commercial enterprises.

The questions on "information seeking habits" did not reveal any consistent responses within any of our categories. As such we did not find our classification according to profession and position adequate to help define information needs and possible responses. We, therefore, combined this information with information on their habits and "work related issues" (Questions 6-10) to classify our users in respect to the information needed by them to perform their tasks.

The four clusters of information needs identified earlier in our approach to information as an input, served us well in this respect. We therefore sought to conclude from the interview responses, whether the respondent expressed his information needs within any of the following definitions:

- a. Information needs relating to the development of business enterprises.
- b. Information needs identified with general Socio-Economic Development issues.
- c. Information needs in support of Research activities.
- d. Information needs that are related to specific Problem-Solving tasks.

These clusters provided us with the four classifications of the decision makers in our target user group. These classifications were as follows:

- a. Enterprise Development
- b. Planning Socio-Economic Development
- c. Research
- d. Solving strategic problems.

ANNEX 1. provides the reclassified list of target users.

1.4 IMPLICATIONS FOR INFORMATION SERVICE

The following are our profiles of these classifications and their implications for information delivery service.

Classification 1: Enterprise Development:

The individuals in this group were mainly directors and managers of enterprises whose conceived of their role and responsibility as that of improving the overall functioning of their enterprise. When we speak of enterprise development, we are inclusive of technical and production processes in addition to management and administrative functions. The respondents whom we grouped in this category, viewed themselves as fulfilling all of the roles suggested in Question 8, in their enterprise i.e. planning, management, marketing, research and production.

The most important aspect of their information needs is that they were looking for technical information and wanted to be kept updated. This is a group whose information needs, because of the technical and specific nature, may not be fulfilled from the resources of the network. Our Guide recommends that the information service seek to bridge the gap between their requests and our resources with both support and direction.

Classification 2: Socio-Economic Development Planners:

This sub-group comprised mostly persons in the public sector who made decisions that were supposed to result in some social and/or economic impact on the society. They needed information so as to prepare themselves and others for action. They conceived their roles as being in planning and management or research.

Their most important need was for information on the subjects and issues of concern, compiled by others into reports, assessments, opinions etc. They were more interested in an ability to use this information as references in support of their own positions, rather than being kept updated. Bibliographic references were a key source for satisfying their needs.

Classification 3: Researchers:

This group was much easier to determine. It comprised of decision-makers who sought information as an input into a analytical exercise which was supposed to result in a solution. Most of the participants in this group expressed their roles in the organization as being either in planning and research or management.

Interestingly, many of the classified business leaders in our target group presented their needs for information from sources outside of their own establishment as fulfilling their research activities. Their emphasis was on gaining access to technical information, scholastic journals, statistical data and literature in specific fields. Their needs spanned the resources of primary data collection institutions as well as information depositories.

Our Guide recommends that the information service recognize that in this situation, it is the analytical process and not the information itself that will produce the results for the user. As such using our information resources to accommodate an analytical process will require much more detail than responding to verbal meaning of the request.

Classification 4: Strategic Problem Solvers:

This group comprised mainly managers and directors whose information needs were defined by circumstances (nature of the problem) and time (the urgency of a solution). The information needs of members in this group are very specific to their situations and probably the most difficult to satisfy with an adequate supply. Regardless of whether they are utilizing the services of data collection institutions, data depositories or other sources the overriding factor is the very precise focus of their needs.

It is the opinion of this writer that the sub-group of information sources which we call information transporters will be able to play a critical and timely role in the service's response to requests from problem solvers.

1.5 CLUSTERING INFORMATION NEEDS WITHIN MAJOR CATEGORIES

There are eight (8) major subject categories in which the regional information network should be adequately equipped to respond. These are:

- | | |
|------------------------|-------------|
| - Agriculture | - Education |
| - Environment & Energy | - Tourism |
| - Finance | - Industry |
| - Socio-Economic Data | - Trade. |

We took the information needs as expressed in the interviews and clustered them into sub-categories of these major categories. These sub-categories are used to help us classify information sources in our database, and to guide our users in the identification of such sources.

The sub-categories are as follows:

AGRICULTURE

Agricultural Production
Agricultural Research
Agricultural Statistics
Agricultural Resources

FINANCE

Banking Statistics
Small Business Financing

EDUCATION

Education Statistics
Regional Educational Data

INDUSTRY

Commercial Enterprise Listings
Industrial Promotion

ENVIRONMENT & ENERGY

Disaster Preparedness
Natural Resources
Energy Resources

TOURISM

Tourism Statistics
Tourism Establishments
Tourism Facilities

SOCIO-ECONOMICS
General Information
Economic Statistics
Government/Official Publications
Regional Documentation

TRADE
Trade Statistics
Trade Facilitation

The above categories form the basic clusters for our approach to the information needs of the target group. Within these categories the priorities appeared to be on:

1. Trade: for Enterprise Development and Strategic Business solutions
2. Socio-Economic Information for Social and Economic Planners and for Researchers.
3. Agricultural Information for Social and Economic Planners and Strategic Business solution.

1.6 INFORMATION SOURCES

Building upon these information sub-categories we began to identify accessible information sources in the Region with a capacity to respond to each sub-category. Our databases comprise information sources within the following countries:

- Antigua
- Barbados
- British Virgin Islands
- Dominica
- Grenada
- Guyana
- Jamaica
- Monserrat
- St. Kitts/Nevis
- St. Lucia
- St. Vincent & The Grenadines
- Trinidad & Tobago

The countries were chosen because members of the target group resided in each territories.

Our information was gathered primarily from five (5) sources:

- a. Sources referenced by Fay Durant in "A Regional Information System Strategy for the Caribbean for the Year 2000" Manuscript Report 214e, IDRC.
- b. The Caribbean Basin Databook (1993)
- c. The Caribbean Business Directory (1992)

- d. Responses from major information providers whose addresses were provided by the Caricom Secretariat.
- e. Personal experiences in accessing data/information in the region.

The information sources were limited to those we believed would be easily accessible.

We have found it useful to classify our information sources into three main categories. These are Data Collectors [C], Information Providers [P] and Information Transporters [T].

DATA COLLECTORS are those institutions whose main objective, with respect to information, is the collection of primary data. Some of these institutions such as the Central Statistical Offices and the Central Banks not only collect such data but also have an in-house capability to distribute the data/information beyond their institutional boundaries. On the other hand, there are those such as the Ministries of Agriculture, of Trade and of Finance and the indigenous Agricultural and Industrial Development Banks which tend to be very limited in their distribution capability. The Selective Dissemination of Information Service may serve as a conduit between these institutions and a wider audience.

INFORMATION PROVIDERS are primarily the major depositories of data and information in the region. These include the Public Libraries, regional Bibliographic systems and international organizations (ECLAC) in the region. These institutions are the foundation information resources in the regional network. As major depositories, they tend to be presented in the public domain as general information sources. This is not necessarily an asset for marketing their services. As our Guide points out, it is the confidence in our response capability rather than the contents of any one response that will to repeated use of our services. The SDI service can serve to focus the resources of information providers in specific (and not general) terms to build that confidence among our target users.

There is an emerging group of information sources which are both collectors and transporters of secondary data/information. Unlike our Data Collectors, organizations in this group only collect the information that they need, or that helps to define their specialized focus. As a result, they are very specialized in their information resource capability and do not provide as broad a coverage as the conventional Information Providers. We have labelled this group **INFORMATION TRANSPORTERS**.

Typical among such institutions are the Chambers of Commerce, ACT Agricultural Information System, and a new group called Business Focus, which is producing a Financial/Business magazine specifically for St. Lucia.

There is a major problem in involving our information transporters into the network of information resources. How do we get them to make information available to persons outside of their defined clientele? This is likely to be done on a strict cost recovery basis. The encouraging fact is that these sources can be encouraged to broaden their target clientele once it will clearly involve a net gain to their organization. The SDI service may play a role in revealing new opportunities for realizing this potential.

Annex 2 provides a classification of the information sources as utilized in our database.

1.7 INFORMATION RESOURCE MAP

The combination of data collection institutions, information providers and information transporters results in a network of information resources that is as wide as it is varied. To be able to improve the accessibility of our target group to these resources we have written a software package called "RESMAP" - Resource Map.

ResMap is a software package that searches the databases of 12 Caricom countries to identify sources of information listed under the major categories referred to in 1.5. The program runs on any DOS-machine and directly from the disk. In addition to viewing a listing of information sources relevant to a specific country and major category, the user has the ability to manage the database by adding new sources. ResMap will accept any new category that is added and will display the same along with the previous categories in its menu on the next entry.

ResMap will provide this project with a unique opportunity to involve a broader section of the information seeking public to participate in identifying sources within the region.

The ResMap disk is enclosed and can be activated by simply at the DOS prompt typing RESMAP.

1.8 Guidelines and Formats

This Report provide a series of tools to be used by the participants of the information network in the region to improve the awareness and use of these resources.

To effectively service the information needs of the target group, our information providers, as part of the network of the Selective Delivery of Information service (SDI), would require a combination of skills and tools to help them analyze the requests, putt together an adequate response and ensure that the user comes back

to this service. To enhance these skills we are providing a "Guide to Servicing Information Needs" which is meant to support a structured approach to this service. This is provided in Annex 3.

Information providers also need to popularize their resources and the access to their resources. The ResMap software program is designed to be used as a marketing tool that would help to promote the search for information sources and hopefully reestablish linkages between providers and users.

We propose that the information providers do the following:

- a. Review and edit the data files in ResMap adding information sources that are not identified in the specific categories.
- b. Make a master copy and duplicate copies for distribution to targeted users.
- c. Request that users both use the disk to identify information resources in the region, as well as edit the data files by adding any new information sources that they have found recommendable.
- d. At the end of six (6) months, the information providers may send a new disk to the same users and ask them to copy their ResMap files onto the new disk and return.
- e. The information providers can then use the additional information from users to expand the ResMap files and compile a new Master Copy.
- f. All information providers from all countries can send copies of their master disks to the Project Coordinator who will compile an enhanced version of ResMap for further distribution.

Annex 4 provides an introductory letter and an announcement to accompany RESMAP.

ANNEX 1.

CLASSIFICATION OF USERS

"Information for Decision Making in the Caribbean Community

Interview
Form # NAME

COMPANY/OFFICE

Classification
PROFESSIONAL

Classification
INFORMATION NEEDS

ANTIGUA

24	Bruce Goodwin	Sunflower Creations	Business Leadership	Research
25	Idabelle Mathews	Ministry of Trade	Administrative Head	Socio-economic Development
26	Gwendolyn Tonge	Ministry of Education	Administrative Head	Research
27	Agnes James	Economic Dev't Industry & Tourism	Administrative Head	Socio-economic Development

BARBADOS

49	Rupert Glen Adamson	Kamer Industries Ltd	Business Leadership	Enterprise Development
50	E.R. St. John Cumberbatch	Caribbean Council of Churches	Administrative Head	Research
51	Mark Shorey	Price Waterhouse	Business Leadership	Research
65	Curtis Augustus	Caribbean Council of Labour	Administrative Head	Research
70	P.I. Gomes	CARICAD	Administrative Head	Research
77	Patterson Thompson	CAIC	Business Leadership	Research

BRITISH VIRGIN ISLANDS

6	Emerson Jones	Jones Woodwork Corp.	Business Leadership	Problem Solving
7	Roger Demming	Roger Demming & Partner Co Ltd.	Business Leadership	Research
8	Otto O'Neal	Chief Minister's Office	Administrative Head	Socio-economic Development
9	Rosetta Crundall	Medical Medical Diagnostic Laboratory Ltd	Business Leadership	Research
10	Eva Vanderpool	Jehmary's Ltd	Business Leadership	Research

DOMINICA

11	Cyril Benjamin	Benjashoe Plastics Co Ltd	Business Leadership	Problem Solving
12	H. Clarendon	DEXIA	Business Leadership	Problem Solving
13	George Bernard Shaw	Blow's Agro Products	Business Leadership	Enterprise Development
14	Jack Astaphan	J. Astaphan & Co. Ltd	Business Leadership	Research

Interview
Form # NAME

COMPANY/OFFICE

Classification
PROFESSIONAL

Classification
INFORMATION NEEDS

GRENADA

15	Ena Boney	NDF	No Category	Research
16	Valantine Antoine	Development Bank	Researcher	Research
17	Nelson Louison	Chamber of Industry & Commerce	Business Leadership	Research
18	Cheryl Kirton	Prime Minister's office	Business Leadership	Research

GUYANA

42	Federick Nunes	PAHO	Researcher	Research
52	Min. Henry Jeffrey	Ministry of Labour	Political Leadership	Socio-economic Development
53	Mark Bender	Guyana Nat'l Energy Authority	Business Leadership	Problem Solving
54	Percival Marie	CARIFORUM	Administrative Head	Socio-economic Development
55	Roland Fletcher	CARDI	Researcher	Research
56	R. Collins	CARICOM Secretariat	Administrative Head	Research
57	R.F. Luncheon	Guyana President Office	Administrative Head	Socio-economic Development
58	Milton Drepaul	Guyana President Office	Administrative Head	Socio-economic Development
59	Ivan Henry	Commonwealth Youth Programme	Administrative Head	Research
60	P.R. Carmichael	Guyana Telephone Co Ltd	Business Leadership	Problem Solving
66	Sonja Harris	CARICOM Secretariat	Researcher	Research
71	Cedric Grant	Public Affairs Consulting Enterp	Administrative Head	Research
73	Basil Joseph	Min. of Inland Revenue	Administrative Head	Problem Solving
74	Winston Harlequin	Min. of Trade	Researcher	Research
75	Phillip Chan	SIMAP Agency	Administrative Head	Research
76	Cedric Joseph	Min. of Foreign Affairs	Administrative Head	Research
87	Kamal Samaroo	Demerara Distillers Ltd	Business Leadership	Problem Solving

Interview Form # NAME	COMPANY/OFFICE	Classification PROFESSIONAL	Classification INFORMATION NEEDS
JAMAICA			
28 Jacquellne DaCosta	Office of the Prime Minister	Researcher	Research
29 Margaret Green	Manufacturing Association of Jamaica	Business Leadership	Research
30 Karl James	Jamaica Cane Products sal Ltd	Business Leadership	Problem Solving
31 Vintoria Bernard	Vintoria James Bernard Ltd	Business Leadership	Research
32 George Briggs	Min. of Public Service	Administrative Head	Socio-economic Development
33 Robert Eccleston	RSE & PCS Ltd	Business Leadership	Enterprise Development
34 MorIn Seymour	Kingston Restoration Co Ltd	Business Leadership	Enterprise Development
35 Elsa Leo-Rhynie	Center for Gender & Dev't Studies	Researcher	Research
36 Patrick Maitland	Car. Agri. Communications Service	Business Leadership	Research
37 Min. Peter Phillips	Office of the Prime Minister	Administrative Head	Socio-economic Development
38 Trevor Hamilton	Trevor Hamilton & Associates	Business Leadership	Socio-economic Development
39 Paulette Rhoden	Crimson Dawn Manufacturing	Business Leadership	Problem Solving
40 Garnet Brown	National Institute of Public Mgn't	Researcher	Research
41 Adolph Brown	Steel Craft Ltd	Business Leadership	Enterprise Development
43 Elaine Fisher	Institute of Jamaica	Business Leadership	Research
44 Lynette Givans	Institute of Computer Technology	Business Leadership	Research
45 Stanley Moore	D & M Accounting & Mgn't	Business Leadership	Research
46 Linton McIntosh	Planning Institute of Jamaica	Administrative Head	Research
47 Granville Taylor	Taylor's Wood Products Ltd	Business Leadership	Problem Solving
72 Marie Slyfield	Administrative Reform Prog.	Administrative Head	Research
78 Stanley Morris	Urban Development Corp.	Business Leadership	Problem Solving
79 Kirby Clarke	Prime Minister's Office	Administrative Head	Socio-economic Development
80 Delores Henry	PVO Ltd	Administrative Head	Research
81 Owen Jefferson	Bank of Jamaica	Administrative Head	Research
82 Franklyn McDonald	Nat'l Resource Conservation Assoc.	Administrative Head	Research
83 Dennis Morrison	Jamaica Bauxite Institute	Business Leadership	Problem Solving
84 Blossom O'Neally-Nelson	Jamaica Agri. Dev. Foundation	Administrative Head	Problem Solving
85 Ruth Potosingh	Petroleum Corp. of Jamaica	Business Leadership	Problem Solving
86 Joseph Shako	Min. of Construction	Administrative Head	Problem Solving

Interview
Form # NAME

COMPANY/OFFICE

Classification
PROFESSIONAL

Classification
INFORMATION NEEDS

ST. LUCIA

67	Anthony Severin	Ministry of Trade	Administrative Head	Research
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ST. KITTS/NEVIS

1	Melvin James	Ministry of Trade	Researcher	Research
3	Calvin Cable	Bayford Farming Co.	Business Leadership	Enterprise Development
4	Allan Perryfeather	MAC Pennies Computer Ltd.	Business Leadership	Enterprise Development
5	Willa Liburd	Planning Unit	Researcher	Socio-economic Development

ST. VINCENT & THE GRENADINES

19	Min. Burton Williams	Prime Minister's Office	Political Leadership	Socio-economic Development
20	Min. Alpian Allen	Ministry of Health	Political Leadership	Socio-economic Development
21	Egerton Rickards	Carib Kleen	Business Leadership	Research
22	Carlton Samuel	Ministry of Agriculture	Administrative Head	Socio-economic Development
23	Min. Yvonne Francis-Gibson	Ministry of Education	Political Leadership	Socio-economic Development

TRINIDAD & TOBAGO

61	Carmena Baird	Chamber of Indus. & Comm	Business Leadership	Research
62	Dave Bhajan	Metal Industries Ltd	Business Leadership	Problem Solving
63	Evan Millette	Employees Consultative Assoc.	Business Leadership	Research
64	Bertram Harnanan	T & T Bureau of Standards	Administrative Head	Research

ANNEX 2.

DATABASES OF INFORMATION SOURCES

"Information for Decision Making in the Caribbean Community

[C] Data/Information Collectors

[P] Information Providers

[T] Information Transporters

COUNTRY:

ANTIGUA

	INSTITUTION NAME	AREA IDENTIFICATION	SPECIFIC INFORMATION CONTENT
C	Ministry of Finance	SOCIO ECONOMIC	Public Sector
C	Ministry of Education	EDUCATION	Statistics
C	CARDI - Antigua Office	AGRICULTURE	Research
C	Central Statistical Office	SOCIO ECONOMIC	Economic Statistics
C	Ministry of Agriculture	AGRICULTURE	Production
C	CXC Examination Council - Barbados	EDUCATION	Regional Data
C	Central Marketing Corporation	AGRICULTURE	Statistics
C	Antigua & Barbuda Development Bank	FINANCE	Banking Statistics
C	Eastern Caribbean Central Bank - St. Kitts	FINANCE	Banking Statistics
P	Public Library	SOCIO ECONOMIC	General Information
P	INFONET - St. Lucia	SOCIO ECONOMIC	Regional Documentation
P	OECS.EAS Secretariat	SOCIO ECONOMIC	Economic Statistics
T	National Development Foundation	FINANCE	Small Business
T	Industrial Development Board	INDUSTRY	Promotion
T	Council of Eastern Caribbean Manufacturers	INDUSTRY	Enterprises
T	Antigua & Barbuda Tourist Board	TOURISM	Tourist Facilities
T	PAHO-Disaster Preparedness Programme	ENVIRONMENT	Disaster Preparation
T	Antigua & Barbuda Manufacturers Association	INDUSTRY	Enterprises
T	Antigua & Barbuda Chamber of Commerce	INDUSTRY	Enterprises

COUNTRY:

BARBADOS

	INSTITUTION NAME	AREA IDENTIFICATION	SPECIFIC INFORMATION CONTENT
C	Caribbean Development Bank	FINANCE	General Statistics
C	Caribbean Examinations Council	EDUCATION	Regional Data
C	Central Statistical Office	SOCIO ECONOMIC	Economic Statistics
C	Ministry of Finance	SOCIO ECONOMIC	Public Sector
C	Ministry of Health	HEALTH	Health Administration
C	Food & Agriculture Organization	AGRICULTURE	Trade
C	Barbados Marketing Corporation	AGRICULTURE	Statistics
C	CARDI	AGRICULTURE	Research
C	Ministry of Agriculture	AGRICULTURE	Production
C	Ministry of Education	EDUCATION	Education Statistics
P	CTCS Network	INDUSTRY	Business News
P	Inter-American Institute for Cooperation on Agriculture	AGRICULTURE	Resources
P	The Central Library	SOCIO ECONOMIC	General Information
P	UWI Library - Cave Hill	SOCIO ECONOMIC	General Information
P	Caricom Export Development Project	TRADE	Trade Facilitation
P	Caribbean Energy Information System	ENERGY	Natural Resources
P	CARICAD	SOCIO ECONOMIC	General Information
T	Caribbean Council of Labour	SOCIO ECONOMIC	Economic Statistics
T	Caribbean Tourism Organization	TOURISM	Tourism Statistics
T	The Barbados Tourist Board	TOURISM	Tourist Facilities
T	Caribbean News Agency	SOCIO ECONOMIC	Regional Documentation
T	The Caribbean Network for Education and Innovation	EDUCATION	Regional Data
T	Barbados Agricultural Development Corporation	FINANCE	General Statistics
T	The National Development Foundation	FINANCE	Small Business
T	Women In Development	SOCIO ECONOMIC	Social Issues
T	Caribbean Council of Churches	SOCIO ECONOMIC	Social Issues
T	Caribbean Association of Industry & Commerce	INDUSTRY	Enterprises

COUNTRY:

DOMINICA

	INSTITUTION NAME	AREA IDENTIFICATION	SPECIFIC INFORMATION CONTENT
C	AID BANK	FINANCE	Banking Statistics
C	CARDI	AGRICULTURE	Research
C	Caribbean Meteorological Organization	ENVIRONMENT	Natural Resources
C	Central Statistical Office	SOCIO ECONOMIC	Economic Statistics
C	Customs & Exercise Department	TRADE	Statistics
C	Dominica Port Authority	TRADE	Facilitation
C	Fisheries Development Division	AGRICULTURE	Resources
C	Ministry of Agriculture	AGRICULTURE	Production
C	Ministry of Education	EDUCATION	Statistics
C	Ministry of Finance	SOCIO ECONOMIC	Public Sector
C	Ministry of Trade Industry & Tourism	TOURISM	Tourist Establishments
P	INFONET - St. Lucia	SOCIO ECONOMIC	Regional Documentation
P	Inter-American Institute for Cooperation on Agriculture	AGRICULTURE	Resources
P	Public Library	SOCIO ECONOMIC	General Information
T	Dominica Association of Industry & Commerce	INDUSTRY	Enterprises
T	Dominica Banana Marketing Corporation	AGRICULTURE	Production
T	Dominica Conservation Association	ENVIRONMENT	Natural Resources
T	Dominica Employers Federation	INDUSTRY	Enterprises
T	Dominica Hotel & Tourism Association	TOURISM	Tourist Facilities
T	Dominica Import Export Agency	TRADE	Facilitation
T	Eastern Caribbean Organization of Development Foundations	FINANCE	Small Business
T	Eastern Caribbean States Export Development Agency	TRADE	Facilitation
T	Industrial Development Corporation	INDUSTRY	Promotion
T	National Development Foundation	FINANCE	Small Business
T	OECS Agricultural Diversification Co-ordination	AGRICULTURE	Trade

COUNTRY:

British Virgin Islands

	INSTITUTION NAME	AREA IDENTIFICATION	SPECIFIC INFORMATION CONTENT
C	Ministry of Finance	SOCIO ECONOMIC	Public Sector Finance
C	Ministry of Health & Education	EDUCATION	Statistics
T	BVI Hotel & Commerce Association	TOURISM	Facilities
T	Trade & Investment Promotion Department	INDUSTRY	Promotion

COUNTRY:

GRENADA

	INSTITUTION NAME	AREA IDENTIFICATION	SPECIFIC INFORMATION CONTENT
C	CARDI	AGRICULTURE	Research
C	Customs and Exercise Division	TRADE	Statistics
C	Ministry of Agriculture	AGRICULTURE	Statistics
C	Ministry of Agriculture	AGRICULTURE	Production
C	Ministry of Education	EDUCATION	Education Statistics
C	Ministry of Finance	SOCIO ECONOMIC	Public Sector
C	Ministry of Tourism	TOURISM	Tourist Establishments
P	Eastern Caribbean Central Bank - St. Kitts	FINANCE	Banking Statistics
P	OECS - Economic Affairs Secretariat	SOCIO ECONOMIC	Economic Statistics
P	The Public Library	SOCIO ECONOMIC	General Information
T	Agency for Rural Transformation	SOCIO ECONOMIC	Social Issues
T	Grenada Chamber of Industry & Commerce	INDUSTRY	Enterprises
T	Grenada Development Bank	FINANCE	Banking Statistics
T	Grenada Industrial Development Corporation	INDUSTRY	Promotion
T	Marketing & National Importing Board	TRADE	Facilitation
T	National Co-op Development Agency	FINANCE	Small Business
T	National Development Foundation	FINANCE	Small Business
T	The Grenada Tourist Board	TOURISM	Tourist Facilities

COUNTRY:

GUYANA

INSTITUTION NAME		AREA IDENTIFICATION	SPECIFIC INFORMATION CONTENT
C	Customs & Exercise Division	TRADE	Statistics
C	Central Bank of Guyana	FINANCE	Banking Statistics
C	Central Bank of Guyana	SOCIO ECONOMIC	Economic Statistics
C	Central Statistical Office	SOCIO ECONOMIC	Economic Statistics
C	Ministry of Finance	SOCIO ECONOMIC	Public Sector
C	Ministry of Education	EDUCATION	Education Statistics
C	New Guyana Marketing Corporation	AGRICULTURE	Statistics
C	Ministry of Trade Tourism & Industry	TRADE	Statistics
C	Guyana Rice Producers Association	AGRICULTURE	Production
C	CARDI	AGRICULTURE	Research
C	Ministry of Agriculture	AGRICULTURE	Production
P	The Central Library	SOCIO ECONOMIC	General Information
P	THE UNIVERSITY OF GUYANA -Library	SOCIO ECONOMIC	General Information
P	The Caricom Secretariat	SOCIO ECONOMIC	Regional Documentation
T	Tourism Association of Guyana	TOURISM	Tourist Establishments
T	Guyana Export Promotion	TRADE	Facilitation
T	Guyana Marketing & Industrial Development Agency	INDUSTRY	Promotion
T	Association for Non-Traditional Exporters	AGRICULTURE	Trade
T	Georgetown Chamber of Industry & Commerce	INDUSTRY	Enterprises
T	Guyana Manufacturers Association	INDUSTRY	Enterprises
T	Guyana Office for Investment	INDUSTRY	Promotions

COUNTRY:

JAMAICA

INSTITUTION NAME		AREA IDENTIFICATION	SPECIFIC INFORMATION CONTENT
C	Bank of Jamaica	FINANCE	Banking Statistics
C	CARDI	AGRICULTURE	Agricultural Research
C	Customs & Exercise Division	TRADE	Taxes
C	INSTITUTE OF SOCIAL & ECONOMIC RESEARCH	SOCIO ECONOMIC	Socio-Economic Research
C	Ministry of Agriculture	AGRICULTURE	Sectoral Data
C	Ministry of Education	EDUCATION	Education Statistics
C	Ministry of Finance	SOCIO ECONOMIC	Public Sector Finance
C	Ministry of Tourism	TOURISM	Tourism Establishments
P	CEPNEWS	ENVIRONMENT	Natural Resources
P	Caribbean Energy Information System	ENERGY	Natural Resources
P	Export-Import bank	FINANCE	Trade
P	Planning Institute of Jamaica	SOCIO ECONOMIC	Socio Economic Research
P	Scientific Research Council	SOCIO ECONOMIC	Technical Information
P	UWI LIBRARY	SOCIO ECONOMIC	General Information
T	Agricultural Commercial Bank	FINANCE	Agricultural Statistics
T	Jamaica Agricultural Development Foundation	FINANCE	Agricultural Statistics
T	Jamaica Chamber of Commerce	INDUSTRY	Commercial Enterprises
T	Jamaica Exporters Association	TRADE	Exports
T	Jamaica Manufacturers Association	INDUSTRY	Manufacturing Establishments
T	Jamaica Promotions Ltd.	TRADE	Exports
T	Jamaica Trade Board	TRADE	Imports
T	National Development Foundation	FINANCE	Small Business
T	National Development Foundation of Jamaica	FINANCE	Small Business
T	Private Sector Organization of Jamaica	INDUSTRY	Commercial Enterprises

COUNTRY:

Monsterrat

	INSTITUTION NAME	AREA IDENTIFICATION	SPECIFIC INFORMATION CONTENT
C	Customs & Exercise Division	TRADE	Taxes
C	Ministry of Agriculture	AGRICULTURE	Sectoral Data
C	Ministry of Finance	SOCIO ECONOMIC	Public Sector Finance
C	Ministry of Trade	TRADE	Exports
C	Plant Quarantine	AGRICULTURE	Plant/Animal Protection
T	Economic Development Unit	SOCIO ECONOMIC	Economic Statistics
T	Monsterrat Chamber of Commerce & Industry	INDUSTRY	Commercial Enterprises
T	National Development Foundation	FINANCE	Small Business

COUNTRY:

ST. KITTS

	INSTITUTION NAME	AREA IDENTIFICATION	SPECIFIC INFORMATION CONTENT
C	Ministry of Agriculture	AGRICULTURE	Production
C	Ministry of Education	EDUCATION	Education Statistics
C	Ministry of Finance	SOCIO ECONOMIC	Public Sector
C	Ministry of Trade Industry & Tourism	TRADE	Statistics
C	Sugar Manufacturing Corporation	AGRICULTURE	Production
P	Eastern Caribbean Central Bank	FINANCE	Banking Statistics
T	Development Bank of St Kitts & Nevis	FINANCE	Banking Statistics
T	National Development Foundation	FINANCE	Small Business
T	St Kitts & Nevis Manufacture's Association	INDUSTRY	Enterprises
T	St. Kitts & Nevis Hotel Association	TOURISM	Tourist Facilities
T	St. Kitts Chamber of Industry & Commerce	INDUSTRY	Enterprises

COUNTRY:

ST. LUCIA

	INSTITUTION NAME	AREA IDENTIFICATION	SPECIFIC INFORMATION CONTENT
C	CARDI	AGRICULTURE	Agricultural Research
C	Central Statistical Office	SOCIO ECONOMIC	Economic Statistics
C	Customs & Exercise Division	TRADE	Statistics
C	Ministry of Agriculture	AGRICULTURE	Statistics
C	Ministry of Agriculture	AGRICULTURE	Production
C	Ministry of Education & Culture	EDUCATION	Education Statistics
C	Ministry of Finance	SOCIO ECONOMIC	Public Sector
C	Ministry of Trade & Tourism	TRADE	Statistics
P	Central Library	SOCIO ECONOMIC	General Information
P	Eastern Caribbean Central Bank - St. Kitts	FINANCE	Banking Statistics
P	INFONET	SOCIO ECONOMIC	Regional News
T	Caribbean Environmental Health Institute	ENVIRONMENT	Resources
T	Caribbean Natural Resources Institute	ENVIRONMENT	Resources
T	National Development Foundation	FINANCE	Small Business
T	St. Lucia Banana Growers Association	AGRICULTURE	Production
T	St. Lucia Chamber of Commerce	INDUSTRY	Commercial Enterprises
T	St. Lucia Coconut Growers Association	AGRICULTURE	Production
T	St. Lucia Development Bank	FINANCE	Banking Statistics
T	St. Lucia Hotel & Tourist Board	TOURISM	Tourist facilities
T	St. Lucia Marketing Board	TRADE	Facilitation

COUNTRY:

ST. VINCENT & THE GRENADINES

	INSTITUTION NAME	AREA IDENTIFICATION	SPECIFIC INFORMATION CONTENT
C	Ministry of Finance	SOCIO ECONOMIC	Public Sector Finances
C	CARDI	AGRICULTURE	Agricultural Research
C	Customs & Exercise Division	TRADE	Statistics
C	Ministry of Education	EDUCATION	Educational Statistics
C	Ministry of Trade & Agriculture	AGRICULTURE	Production
P	The Public Library	SOCIO ECONOMIC	General Information
P	INFONET - St. Lucia	SOCIO ECONOMIC	Bibliographic Information
P	Eastern Caribbean Central Bank - St. Kitts	FINANCE	Banking Statistics
P	Central Statistical Office	SOCIO ECONOMIC	General Statistics
T	St. Vincent Marketing Corporation	TRADE	Facilitation
T	St. Vincent Chamber of Industry & Commerce	INDUSTRY	Commercial Enterprises
T	The Development Corporation	FINANCE	Small Business
T	National Development Foundation	FINANCE	Small Business
T	St. Vincent Banana Growers Association	AGRICULTURE	Banana Production
T	Department of Tourism	TOURISM	Tourist facilities

COUNTRY:

TRINIDAD & TOBAGO

	INSTITUTION NAME	AREA IDENTIFICATION	SPECIFIC INFORMATION CONTENT
C	CARDI	AGRICULTURE	Agricultural Research
C	Central Statistical Office	SOCIO ECONOMIC	General Statistics
C	Customs and Exercise Division	TRADE	Taxes
C	Forestry Division	AGRICULTURE	Forestry
C	Ministry of Agriculture	AGRICULTURE	Sectoral data
C	Ministry of Education	EDUCATION	Education Statistics
C	Ministry of Energy	ENERGY	Oil Industry
C	Ministry of Finance	SOCIO ECONOMIC	Public Sector Finance
C	National Agricultural Marketing & Development Corporation	AGRICULTURE	Trade Statistics
C	Plant Quarantine Division	AGRICULTURE	Plant/Animal Protection
C	The Central Bank	SOCIO ECONOMIC	Economic Statistics
P	Caribbean Agricultural Information System	AGRICULTURE	International Documentation
P	Caribbean Industrial Research Institute-CARIRI	FINANCE	Agricultural Research
P	ECLAC - Trinidad	SOCIO ECONOMIC	Socio Economic Documentatio
P	Institute for Social & Economic Research	SOCIO ECONOMIC	Socio Economic Research
P	Institute of Marine Affairs	AGRICULTURE	Marine Resources
P	International Relations Institute UWI	SOCIO ECONOMIC	Foreign Affairs
P	UWI- Library	SOCIO ECONOMIC	General Information
T	ACT-Agricultural Information System	AGRICULTURE	Agricultural Statistics
T	CAFRA	SOCIO ECONOMIC	Womens Affairs
T	Chamber of Industry & Commerce	INDUSTRY	Commercial Enterprises
T	The Agricultural Development Bank	AGRICULTURE	Agricultural Finance
T	Tourism & Industrial Development Co. of T & T Ltd.	INDUSTRY	Investment
T	Trinidad & Tobago Manufacturers Association	INDUSTRY	Manufacturing Establishment

ANNEX 3.

GUIDE TO SERVICING INFORMATION NEEDS

"Information for Decision Making in the Caribbean Community"

INTRODUCTION

The objective of an information provider is to service the information needs of its constituents in an efficient and effective manner. This requires a combination of skills dealing with analyzing the requests and putting together an adequate response. Our Guide addresses one simple question. How do we formulate an approach to using our information resources to respond to information requests?

The key concept we are suggesting as a building block is the Core/Periphery concept. Charles Handy in his new book, "The Age of Paradox" (British Title: The Empty Raincoat) Harvard Business School Press, 1994., uses a "doughnut image" to stimulate our thinking about the proper equation between commitments and flexibility. His doughnut image is a most curious one; the hole (core) is solid, and around the core is space which must be utilized in different ways.

In our situation as information providers, we can translate this image as follows. The Core is our institutional capability expressed in terms of our data and information, which are stored in and retrievable from our information system. What is the space around this core? This is the Periphery. We can consider it as our knowledge of the use/applications of the data, our familiarity with the capabilities of other information systems and our experiences with information requests in other forms. This is the periphery surrounding our use of our information sources.

How should the combination of our core and periphery resources differ when we get information requests from outside our institutions? In responding to information requests we have basically two options:

- a. Attempt to respond to the information needs solely from the resources within the core of our institutions, or
- b. Move beyond this boundary and combine some of our peripheral knowledge to compose a more adequate response.

Generally our core response is structured and our periphery response is unstructured. This Guide attempts to achieve two goals. The first is to develop a guide to determining the combination of core/peripheral responses that should adequately respond to requests from different categories of information needs. The second is to suggest a process to succeed with our users.

The overriding service objective is To Build Confidence in our Response Capability. It is this confidence, rather than the contents of our response, that will lead to repeated use of our information service. In simpler terms, it is not only what information we provide and also how we provide it that should ensure us of future opportunities to provide information services. The old adage about cricket will serve well as a reminder: "We do not play cricket to get a good batting average, but we do need a good batting average to continue to play cricket!"

CONCEPTUAL APPROACH TO INFORMATION RESPONSE

The standard approach to formulating an adequate response to information requests is one that reflects a combination of DIRECTION and SUPPORT.

Direction involves telling the enquirer:

- Where else to go
- What else to look for
- How to use what is provided

Support involves:

- Conveying the data/information needed
- Conveying interpretations and meaning of same

Being directive requires that you use more of your peripheral resources, while being supportive relies more on your core resources.

Let us look at the possible combinations of Responses

Support High

R3 HIGH SUPPORT	R2 HIGH SUPPORT /HIGH DIRECTION
R4 LOW SUPPORT /LOW DIRECTION	R1 HIGH DIRECTION

Support Low

<----Direction ---->

High

We have four options in building an adequate response.

R1 - HIGH DIRECTION

This is a response format when the structure of the information needs is not compatible with the structure of our core information resources: when we are unclear as to the what the real information needs are and when time is an essential element of an adequate response.

R1 Situation

Here is the situation. There appears to be an obvious gap between the information needs as expressed by the user, or perceived by us and the core resources within our system. Our objective will be to partially bridge the gap with the information we can provide and recognize and respond to the remainder of the gap with direction.

R1 Process:

Objective: BRIDGING

Here is what we can do:

- * Create a vision of the structure of the information required and convey that as part of the response.
- * Indicate the information sources that would be capable of responding to that structure.
- * Convey information from our core resources and indicate how the same may be restructured to partially fit the needs.
- * List the other ideas and sources that may be pursued.

R2 - HIGH DIRECTION/HIGH SUPPORT

This is a response format in which the information is clearly associated with a specific problem to be solved, or a decision to be made; in which we may be required to redefine the information need to better use the support given; in which data, information, analysis and decision-making are all occurring simultaneously.

R2 Situation

In this situation, the information need is presented as a sub-problem, the resolution of which is a pre-requisite to the larger task of decision making. The response that would be adequate would be one that not only presents the information, but tries to resolve the sub-problem.

R2 Process

Objective: RESOLUTION

Here is what we can do:

- * Clearly identify the category of information needs
- * Identify the role of the user in decision making
- * Decide the core and accompanying peripheral responses
- * Convey them as an application package
- * Monitor and/or follow up on its implementation

R3 HIGH SUPPORT

This is a response format that recognizes that the data/information is needed to initiate an analysis or a rethinking process, more importantly it recognizes that it is this process and not the information per se, that will produce the desired results.

R3 Situation

This is the classical research needs in which the information is an input into a thinking process which will help the user develop his knowledge base, analytical skills etc. Our role is to use our core resources to accommodate this process.

R3 Process

Objective: ACCOMMODATION

Here is what you can do:

- * Review the information needs as specified.
- * Provide the best available core data that fits the prescribed needs.
- * Deliver our core data response in as full detail as possible.

R4 Low Direction/Low Support

This is a response format when the information being requested indicates that the enquirer is very aware of the contents of your core data; when the requests appears to be precise and tailored to fit your core response.

R4 Situation

In this situation, the information will directly empower the user to act. It is obvious that the requesting party knows more about the problem than we do and can specify his/her needs in precise detail. We either have the information or we don't. Furthermore, we can assume that the enquirer will also be familiar with other information sources in case ours does not suffice. Our objective is simply to deliver the information and delegate the full responsibility of its use to the user.

R4 Process

Objective: DELIVER AND DELEGATE

Here is what you can do:

- * Review the request
- * Recognize the skills and motivation of the user to use the information.
- * Deliver the information package in as close a format as possible to that defined in the request.

HOW TO SUCCEED WITH USERS

Succeeding with users of a service or commodity is essentially a marketing problem. It is a problem of positioning our service and our users in compatible situations. This Guide suggests that information providers consider their dissemination services as part service and part marketing .

Our approach defines the marketing aspects of an information service cycle which moves users from heavy doses of DIRECTION to full DELEGATION of use of the information as provided. All of this is designed to develop a service that is punctuated by repeated requests. Here is the suggested positioning:

- Position 1: We are using a lot of R1 responses to give direction, explanations, advice as well as information.
- Position 2: As our users gain experience with our system we use R2 responses to help redefine their requests for quick solutions to their information needs.
- Position 3: With our users expressing more ability and motivation in information seeking habits, we offer all available information support to move them towards developing their own knowledge base.
- Position 4: Our mature users know precisely what they want. We simply deliver as requested.

ANNEX 4.

**RESMAP: Announcements
 Introductory Letter**

RESMAP

(Locating Information Resources in The Caribbean)

**A Product of the Project
"Information for Decision Making in the Caribbean Community"
Caribbean Community Secretariat**

**It isn't that you lack
information to make decisions. The
problem is where to find the analyses
and the data you need. The answer is
RESMAP**

RESMAP allows you to:

**Choose from 12 Caricom Countries
Select from 9 major subject categories
Browse through the names of institutions in the region
which are reliable sources of such information.**

**You can also be part of the process of
identifying information resources.**

**RESMAP will allow you to add your own
information sources to the databases, and will
use your categories in its menu the next time
around.**

**Improve your access with this electronic map of the
Caribbean Information Resources Network**

Dear [user name],

[Information Provider] will like to take this opportunity to introduce you to this software RESMAP, which is designed with your information seeking needs in mind.

There exist in our Caribbean region many sources for information that is helpful to decision makers. In many cases, our problem is not that we lack information, but that we lack knowledge as to where such information may reside. RESMAP is aimed at correcting this problem.

RESMAP contains data files on twelve (12) Caricom countries including [country name]. These files contain the source of information on such categories as Agriculture, Small Business Financing and Energy and the Environment. You simply choose the country, choose the sector and browse.

RESMAP has an added feature which we hope you will find interesting enough to utilize. It allows you to help us manage and improve the information by adding any new information source that you have utilized, and which you would like to recommend to other. You can recommend it right there in RESMAP by entering the data in the appropriate fields. This would include your own information data base if you desire to share it with us. Please feel encouraged to take advantage of this opportunity and joint 100 other users in improving the ability of this tool to map out the information resources in the region.

We hope to follow up your use of this package later this year, and to keep you abreast with other developments aimed at bringing you closer to the information you desire.

Thank you

Sincerely

[Information Provider]