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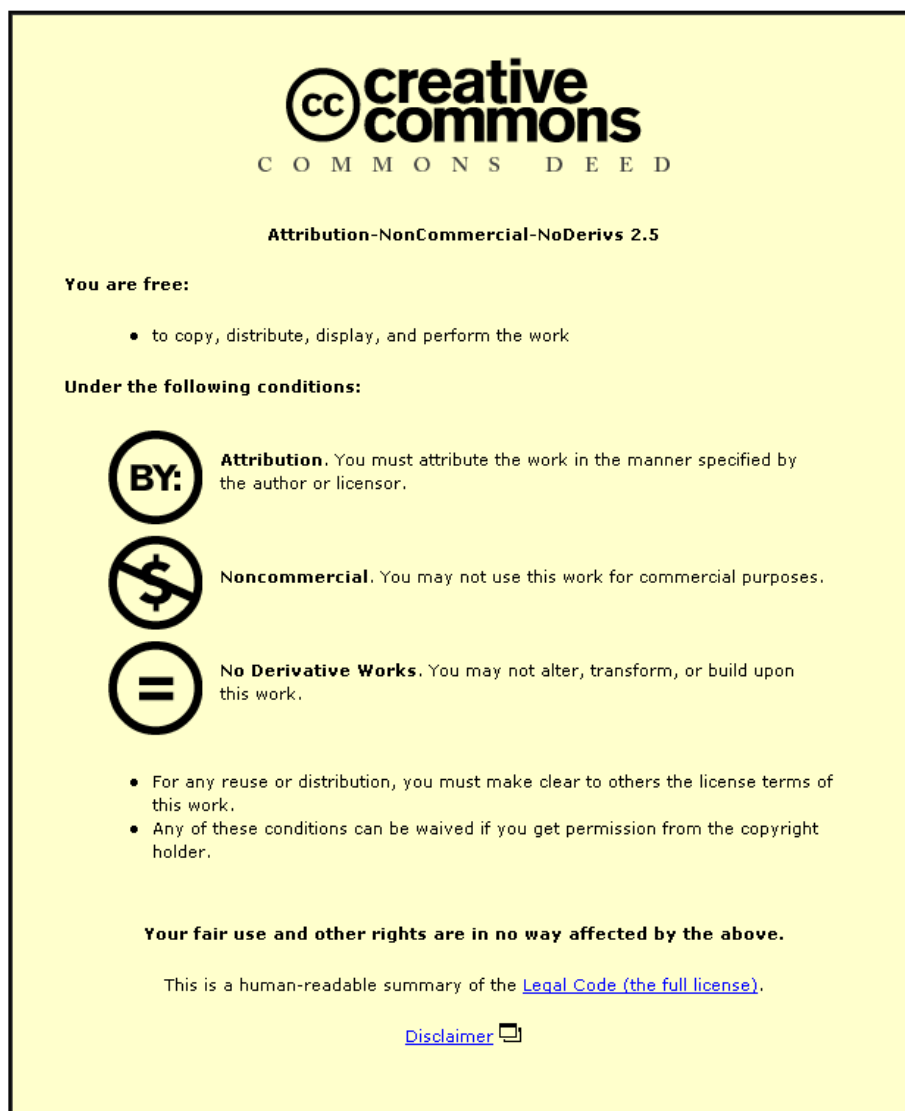
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**THE ROLE OF A DOCUMENTATION CENTRE
IN DEVELOPMENT PLANNING**

**A CASE STUDY OF THE DEVELOPMENT
DOCUMENTATION CENTRE IN SIERRA LEONE**

By

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A MPhil thesis submitted in partial
fulfillment of the requirements for the
award of Master of Philosophy of the
Loughborough University of Technology

July 1989

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THE ROLE OF A DOCUMENTATION CENTRE IN DEVELOPMENT PLANNING
A CASE STUDY OF THE DEVELOPMENT DOCUMENTATION CENTRE IN SIERRA LEONE
Dobrica Savic

Development, considered as socio-economic growth and prosperity, represents today the paramount goal of all nations. Many countries regard national development plans as the main tool for programming and accelerating development planning. Information plays an important role in this. Development planning needs a specialized information and documentation service which, if adequately organized, could facilitate and improve the quality of development planning.

The main goals of this research were to gain a comprehensive understanding of development planning information needs, to investigate the role of a documentation centre specialized in development planning, and to find the way for improving the necessary information and documentation base for more efficient development planning. The study was based on the Development Documentation Centre in Sierra Leone. The main characteristics of development planning process in this West African Country and its corresponding information needs were examined and elaborated. An emphasis was put on the role of Development Documentation Centre in meeting the specific information and documentation needs of development planners in the Ministry of National Development and Economic Planning in Sierra Leone.

This is a case study based on the experience of one country. However, similarity of living and working conditions with other developing countries allows that conclusions drawn here could have some wider implications.

Keywords:

Documentation centre; Development planning; Information needs; Sierra Leone

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INTRODUCTION

From the earliest days of their independence, developing countries have focused their attention and resources on development. Development, broadly considered as socioeconomic growth and prosperity, represents today the paramount goal of all nations striving towards better working and living conditions. Minds of many policy-makers, planners, community and development workers are concentrated on the different aspects of development and ways of its fostering. As in any other social activity, development goals could only be achieved through the organized and well-planned efforts of the whole community. This makes national development planning not only a necessity, but also a precondition for any substantial economic growth and social prosperity. Many countries consider national development plans as the main tool for programming and accelerating development.

During more than thirty years of development planning experience in many countries, many pages have been written about its various aspects and components. Plan preparation, its implementation, monitoring and evaluation, financial, infrastructural and manpower requirements, its applicability, relevance and feasibility are just some of the topics which are well-elaborated by many specialists. However, there is always a need for something new to be examined and to have its findings added to the existing corpus of knowledge and experience on development matters.

Both developed and developing countries recognize the importance of information in "achieving the supreme goals of equity and justice and involving mass participation and an interrelated system of societal change" (UNRISD, 1980, p. 54). However, there are big differences in how and to what extent information is being used as a potential powerful resource of progress in developed and developing countries. While developed countries are already working on integrated, high capacity information systems which could serve all parts of the society, developing countries with their limited financial resources are struggling to establish, maintain and benefit from small information and documentation units. They are still working on partial information systems which are most of the time not even compatible with each other. They often lack clear vision of

nationally integrated information system. Their development, in particular that of government information and documentation services, units and systems in most of the Sub-Saharan countries, has a long history, but today, in general, they lack good organization and management, regular financial support and much needed high efficiency. It is quite common to see that today some of the information and documentation units established in developing countries with a goal to serve very specific information needs have lost their orientation along the path of development and become more or less general libraries. Some of them after years of stagnation have totally disintegrated, thereby creating an even greater gap in information use between developed and developing countries.

While information has always been considered of great importance in development planning, the policy-makers, government planners and research workers have mainly been concerned with the statistical information. It is common to hear that in order to work out a development plan one needs a comprehensive political programme and reliable statistics. This attitude is easily traced in the practice of many developing countries which are having statistical and planning departments under the same government body or ministry. A good example is the Ministry of National Development and Economic Planning in Sierra Leone which has both, the Central Planning Unit and the Central Statistics Office, under its auspices.

Development planning is a very complex process with much wider scope of information needs than just statistics. Development planning, its information needs and suitable information and documentation facilities deserve much greater attention of librarians, documentalists and information scientists than they usually receive. The main goals of this research were the following:

- 1) to gain a comprehensive understanding of development planning information needs
- 2) to investigate the role of a documentation centre specialized in development planning
- 3) to find the ways for improving the necessary information and documentation base for more efficient development planning.

A starting point or the hypothesis of this research work might be defined in the following manner:

Development planners have a need for a specialized information and documentation service which, if adequately organized, could facilitate and improve the quality of development planning.

The study was based on the Development Documentation Centre in Sierra Leone. The main characteristics of development planning process in Sierra Leone and its corresponding information needs were carefully examined and elaborated. An emphasis was put on the role of the Development Documentation Centre in meeting the specific information and documentation needs of development planners in the Ministry of National Development and Economic Planning in Sierra Leone.

Collected data and experience enabled some general conclusions which have wider applications. In other words, using induction method and a particular case study, as a starting point, some general regularities were outlined. This is a case study based on the experience of one country. However, similarity of living and working conditions with other developing countries, in particular West African countries, allows that conclusions drawn here could have some wider implications. It could be argued that in some of the West African countries information and documentation services are at the higher level of development. This might be true. Still, hardly anybody will disagree that the general development level of these services in this part of tropical Africa is far from the level of some other developing countries and especially from that in developed countries. Therefore, this study and the experience of Sierra Leone, one of the least developed countries in the world, could be a good example in determining the characteristics of the development planning process from the information and documentation aspect. In particular, it gave good ground for studying development planning information needs and the role of the documentation centre in meeting these specific needs.

1. SCOPE AND PURPOSE OF STUDY

This research work is mainly concentrated on the Sierra Leone's development planning experience and practice and its corresponding information needs. However, there are at least two elements that make this study of wider interest.

Firstly, Sierra Leone is one of ten least developed countries in the world with an urgent need for rapid development of all sectors. Development planning is considered to be one of the crucial means for guiding national efforts and achieving that goal. High importance is given to information as one of the possible ways of improving and fostering development planning. This indicates that there is an urgent need for regular supply of development planning information. Development planners clearly express their requirements for information and documentation services which enables proper studying and elaboration, not only of information needs, but also of a role that a specialized documentation centre should play.

Secondly, three years of living in Sierra Leone and working on the establishment of the Development Documentation Centre in the Ministry of National Development and Economic Planning was a great opportunity for an on-the-spot study of development planning information needs and the role of a documentation centre. It has often been shown in social sciences that living in the environment which is being studied is a better way of obtaining an adequate understanding of the subject and arriving at reliable conclusions.

Development planning officers in the Ministry of National Development and Economic Planning were the target information user group on which the research was concentrated. Seventeen officers of the Central Planning Unit are directly responsible for development planning in Sierra Leone, which includes preparation of the National Development Plan, Annual Plans, Development Estimates, Public Investment Programs and so on. Examining their information needs, information seeking behavior and demands were the main goals of the questionnaire survey which was the base for further interviews carried out together with some other data gathering research techniques.

The study of the role of a documentation centre in meeting development planning information needs was based on the experience of the Development Documentation Centre which was established in the Ministry of National Development and Economic Planning under a UNDP/UNESCO project.* It should be noted that the importance of a documentation centre in meeting development planning information needs was recognized by the Government of Sierra Leone in the early seventies when the first attempt in setting up such a documentation centre was made. The second attempt, the UNDP/UNESCO project, which aimed at reviving information and documentation activities, in particular collecting, processing, and dissemination of information in the Ministry of National Development and Economic Planning, forms the operational framework for this research work.

The timing of this study was determined by the project framework, it did not strictly coincide with the regular project activities. The timing was set as follows:

- Initial unstructured observation
(May - December 1985)
- Preparation of the research proposal
(January - April 1986)
- Data gathering
(May 1986 - May 1987)
- Analyzing of the data and preparation of the
research report (June 1987 - May 1988).

Having in mind the general subject area, which could be placed in the field of library and information science (more precisely the area of information user studies, i.e. user needs), the following research objectives were set:

- a) to define development planning information

The essence of this objective was to define the characteristics, types, scope, and sources of information needed for

1. This UNDP/UNESCO project was entitled "Establishment of the Development Documentation Centre", SIL/82/023. The first two-year phase of this project started in May 1985. In 1987 UNDP provided funds for an additional two years.

efficient development planning in Sierra Leone. Chapter 4 is devoted to the elaboration of development planning information. Once reached, this objective allows proper understanding of the characteristics of development planning information and provides a check-list for locating this kind of information. This objective has some theoretical implications, but one must be aware of the dangers of making any generalization based on only one case; the findings should be regarded primarily as relevant to development planning in Sierra Leone.

b) to examine development planning information needs

Chapters 5 of this study mainly concentrates on this objective. The objective is achieved through examination of development planners as information users, generalization of the purposes for which information is being used and also through understanding of the development planners information-seeking behaviour.

c) to determine the role of the Development Documentation Centre in meeting development planning information needs

The role of a documentation centre, generally speaking, is already well elaborated and defined in the library science. However, some characteristics and functional deferences are apparent when a documentation centre is to meet the needs of a specific user group. These characteristics and differences of a development planning documentation centre are the focus of this objective. While this objective could have some theoretical significance, more importantly, it has a very practical application. Its findings were evaluated and implemented in the practice of the Development Documentation Centre, which means that the research findings have influenced the work of the Centre. At the same time, the Centre's practice has influenced the research findings and helped in the changes and corrections which had to be made.

Finally, the importance of this research work lies in evaluating the practical achievements and determining the limits of the Centre's impact on its information environment, i.e. on its immediate users in the Ministry of National Development and Economic

Planning and on the other government departments and structures, as well as on its users in general.

Precisely defined objectives were of great help for operating in such a complex area as development planning and its corresponding information needs. There was always a danger of focusing attention on some minor, but perhaps more visible effects, instead of on the real problem. This was the first area where the following of set objectives was helpful.

The second area where the objectives set at the beginning should be particularly useful is the final assessment of the achieved results. Once the research work is completed, the findings have to be compared with the objectives set. This is an appropriate way to evaluate any research work, and in particular a research work in a complex area such as development planning and its information needs.

11. BRIEF GEOGRAPHY AND HISTORY OF SIERRA LEONE

There are many differences that distinguish a case study research method from other research methods, among which an important one is the approach to the subject which is being studied. With a case study the approach always has to be much wider, requiring different types of background information and information on different aspects of the environment that surrounds the studied phenomena. In other words, only through a proper understanding of the limits and characteristics of the whole mosaic can the role and functioning of its specific parts be understood.

In what way does this effect the study of development planning information needs and the role of a documentation center? The effect occurs in at least two different ways. Firstly, the development planning process is taking place in a specific socioeconomic reality and therefore it is determined by many different factors, of which the most important are the historical, geographical and socio-economic milieu which will enable us to gain proper understanding of the development planning itself. Secondly, information needs of any kind and information seeking patterns are determined by social and cultural background and level of development in general; in particular, by developments in specific areas, such as mass media, communications, publishing, library services and so on. In this sense, a direct relationship might be established between general socio-economic and cultural development, awareness of information needs and existing ways of meeting these needs.

a) Geographical Features

Sierra Leone is a tropical country on the West Coast of Africa with an area of 71,740 square kilometers.² It is comparable in latitude with Panama and Sri Lanka (between latitudes 7 and 10 degrees North), and is farther West than any European country, except

2. It is approximately 27,925 square miles; little smaller than Scotland.

Iceland (between longitudes 10 and 13 degrees West). It shares a common border with the Republic of Guinea and Liberia. "The country has three different types of terrain: a flat belt of lowland up to 112 kms. wide stretches along the coast, behind it is the central forest drained by eight principal rivers where much of the land is cleared for agriculture, rising to mountainous plateau near the eastern frontier" (PPASL, 1984, p. 1).

The climate of Sierra Leone is hot and humid with an average temperature of 27 degrees C. It is characterized by a dry season, from November to April, and a rainy season which lasts from May to October. Freetown, the capital, receives the greatest amount of rainfall.

The population of Sierra Leone was 3.6 million in the last census conducted in 1985. Almost 70% of the population is rural. Freetown, has an estimated population of over 400,000 in its metropolitan area. There are 18 major ethnic groups; of these, the Temne and Mende are the largest. Other ethnic groups include the Creoles (freed slave settlers in Freetown), Loko, Sherbro, Susu, Fulani and Kono. There is also a foreign population of Europeans, Lebanese and Indians.

The country is divided into four administrative sectors: the Western Area and three provinces, Southern, Eastern, and Northern which are, in turn sub-divided into twelve districts.

b) History of Sierra Leone

Sierra Leone was formerly a British Colony and protectorate. The first general elections were held in 1952 when Dr. Milton Margai, leader of the Sierra Leone People's Party (SLPP), was appointed the Prime Minister. Sierra Leone achieved independence, as a constitutional monarchy within the Commonwealth, on April 27th, 1961. The SLPP retained power at elections in May 1962 and Dr. Milton Margai remained in power until his death in 1964 when he was succeeded by his half-brother Sir Albert Margai. Dissatisfaction with his administration grew steadily until the 1967 elections. In the 1967 election the All People's Congress (APC), won a majority but before Siaka Stevens, the leader of the APC and later president of Sierra Leone, could assume the position of Prime Minister, the army

units under Brigadier David Lansana declared martial law and ordered the house arrest of Mr. Stevens and the Governor-General. Three days later, a group of army officers arrested Lansana and took control, calling their administration the National Reformation Council, under the leadership of Lt.Col. Juxon-Smith. The period of the National Reformation Council control "was marked by suspension of the offices of Prime Minister and Governor-General and the House of Representatives. Political parties were dissolved and the press restricted. Commissions of Inquiry were set up and a stringent austerity programme introduced" (CUSO, 1976, p. 3).

Another army revolt in 1968 led to restoration of the civilian government and Dr. Siaka Stevens resumed the office of the Prime Minister to which he was elected in 1967. In March 1971, an abortive attack was made on the Prime Minister's house and office. Thanks to arrangements with the neighboring state of Guinea and a Defense Pact which formally united their armed forces, Dr. Stevens retained his leadership.

On April 19, 1971 a Republican Constitution was introduced and Dr. Siaka Stevens became Executive President. Uncontested in the elections held in October 1972, reduced the strength of the SLPP to a low level. In the elections held in April 1973, the APC won complete control of the legislature making Sierra Leone a one party state. In 1978 a bill was passed by parliament establishing a new constitution outlawing all other political parties. All the SLPP members of parliament "crossed over" to the APC within the time limit afforded them, and in June 1978 Dr. Siaka Stevens was sworn in for a seven year term as Sierra Leone's first President of the one-party State. In 1985 Dr. Siaka Stevens stepped down and Major General Dr. Joseph Saidu Momoh took over the presidency peacefully.

111. SOCIO-ECONOMIC DEVELOPMENT OF SIERRA LEONE

Like many other developing countries, Sierra Leone's economy is based on agriculture. Almost 80% of the population is engaged in subsistence farming, but only 10% of the cultivable area is actually cultivated each year, mainly for food crops under the bush-fallow system. Rice used to be exported, but now Sierra Leone does not grow enough for domestic consumption, so 15-20% of the annual consumption has to be imported or supplemented by food aid. Marine and inland fisheries are an important resource and the principal source of protein for the population. Agricultural exports include palm kernels, ginger, cassava, kola nuts, coffee, cocoa and piassava.

Although the majority of the population is engaged in agriculture, most of the country's export revenue is earned from mining. Sierra Leone has a variety of mineral resources, of which alluvial diamonds, gold, bauxite and rutile are being exploited at present. Unfortunately, "diamond production has been declining for more than a decade and iron ore production has ceased in 1976 after about 40 years of working. It was resumed in 1982 to cease again in early 1985" (SL Government, 1985, p. 1). There is a large but unexploited hydroelectric potential.

An area near Freetown has been reserved for industrial development, but the growth of secondary industries has been small. They consist mainly of handicrafts and medium-to-small factories, most of which produce import-substituting goods for the local market. However, even for this type of commodities level of components which has to be imported is still too high.

In 1981 the United Nations General Assembly classified Sierra Leone as a least developed country (LDC). This gave Sierra Leone a better status in obtaining aid and technical assistance from United Nations, but, at the same time, it showed to the world how critical the situation in Sierra Leone was. One of the indicators of the worsening working and living conditions is the rate of infant mortality which is estimated to be between 150 and 180 per thousand newly born infants. A life expectancy of 44.3 years for males and 47.5 years for females in 1980 puts Sierra Leone clearly among the

poorest of the least developed countries.

"The people affected most by sickness and premature death are children under five years old. Although there are inadequate and unreliable data, it is estimated that of every thousand children born 225 died before the age of one year and 352 before the age of five years. The situation is worst in rural areas"(SL Government, 1984, p. 2).

Regarding the health conditions in Sierra Leone it should be noted that "in 1981 there were 48 hospitals, 52 health centres, 55 dispensaries and 135 maternal and child health centres, both government and non-government" (PPASL, 1984, p. 12). There are also a few mobile health teams which visit some villages at regular intervals. The services are still very unevenly distributed and not universally accessible. For example, out of 148 chiefdoms there are fourteen without any health facility.

The situation concerning mass media and communication facilities in Sierra Leone is not very encouraging. While there are a few locally published newspapers, they all suffer serious financial problems which influence their quality. Available printing facilities, including the Government Printing Department, are equipped with very old machines. If something of better quality is needed to be printed it has to be sent abroad. There are several bookshops in Freetown with a very limited selection of books and very high prices. The Sierra Leone Broadcasting Station (SLBS) is having problems with its equipment, especially transmitters, due to financial problems and poor maintenance. However, the biggest problem is a lack of an independent power supply which, because of frequent power cuts, makes broadcasting very irregular.

In order to understand the importance of a library system in Sierra Leone and the role of the Development Documentation Centre in particular, it is worthwhile to give some background information on education as such. It has been pointed out that "the library service in any developing country has to be seen first in the context of education" (Havard-Williams, 1984, p. 4).

The adult literacy rate in Sierra Leone is estimated at 12% of the population. There are 1,952 primary schools,³ 213 secondary

schools, 18 technical and vocational secondary schools, 717 feeder schools⁴, 6 teacher training colleges and one university. However, this is insufficient to meet the country's educational needs. The total number of students in primary schools is 389,937, in secondary schools there are 97,995 students and in technical and vocational secondary schools another 3,015. Most schools are in very poor condition and overcrowded. There is a lack of qualified teachers, text and exercise books and other teaching materials and equipments. According to the Education Census 1987 there were 11,820 full-time teachers in the primary schools and 5,307 teachers in the secondary schools.

Finally, something about the existing libraries in Sierra Leone. As is known, libraries are part of the country's overall development. The harder the problems of development, the greater the problems for libraries. Being one of the least developed countries, the development of libraries is still not a priority in Sierra Leone.

There are a number of libraries in Sierra Leone, mainly concentrated in the Freetown area, of which the most important are the Sierra Leone Library Board (public library), the Fourah Bay College Library (academic library), the Bank of Sierra Leone Library, the Law Library and the Medical Library (specialized libraries).

"The role of libraries and information centres and archives needs to be emphasized as organs and services which make a vital contribution to the educational, cultural, economic and industrial life of the country" (Havard-Williams, 1984, p 54). Still this role is not adequately appreciated in Sierra Leone, as can easily be noticed from the condition of the library buildings and their collections which are extremely poor. For example, the Reference Department of the Sierra Leone Library Board is fraught with problems. "The acute foreign exchange situation made it impossible for the Library to -----"

3. Data taken from the Peter Tucker's Report on the Education Census. We Yone Newspaper, March 19 1988, p. 3

4. "Feeder shools are schools which are not recognised by Government and in most cases were opened without authority from the Ministry of Education", Ibid. p. 3

order a single book from abroad... the journals section is the hardest hit. Over the years there has been a drastic reduction in the Library's journal holdings. For example in 1980 the Library was subscribing to 95 journals. This figure has dropped considerably in 1985 to only 12 journals being subscribed to by the Library - a drop of about 87% in the Library's journal holdings"(SL Library Board, 1985, p. 7). The situation is similar to other libraries. Most of the new acquisitions are donations made by some aid or charitable organization.

All this makes the role of the Development Documentation Centre a very important one, not only in meeting the specific needs of the development planners, but also in revitalizing the image and role of special libraries and establishing a government information and documentation network. Also, its role in maintaining information-seeking behavior and developing the user's awareness of the value of the information should not be under-estimated. It could be concluded that the existing working and living conditions in Sierra Leone are of crucial significance in understanding the place and role of the Development Documentation Centre.

CHAPTER 1

METHODOLOGY

1.1 BASIC CONCEPTS

The basic concepts used in this research work which need to be elaborated in order to avoid possible ambiguity, can be derived almost directly from its title. Bearing this in mind, together with the fact that the language, terms and concepts behind them, needs to be clearly defined in order to be properly understood, it was found appropriate to shed some light on and give operational definitions of the following concepts:

- development planning
- information and documentation
- documentation centre

A. Development Planning

Development planning is directly associated with the decolonization and attempts of former colonies to improve the state of their economy, as well as the working and living conditions they inherited from the colonial times. Planning is "a manifestation of the ever-growing tendency consciously to organize human activity" (Tinbergen, J., 1968, p. 103). Soon after gaining independence, preparation of development plans became a common practice in almost all the third world countries. Development planning is immanent to developing countries but some form of economic planning exists in every country of the world. Still, the organization, implementation and impact of planning differs from one country to another and depends on their socio-economic, political and technological conditions. In East European countries, planning is detailed and rigid, highly centralized and under the strict control of the governments. The central planning commissions which are most of the time the main government organ responsible for planning, determine

what will be produced, in what quantities and what the price will be. They also control wages, investments, exports, imports and other main activities in the country's economy.

In Western countries, the governments' control over economic planning varies. Usually, governments have control over a few publicly owned sectors, and regulate the economy through taxes, money supply, bank interest rates and government expenditures. Generally speaking Western countries rely on market mechanisms leaving the initiative to individual producers and consumers.

Planning in developing countries is of rather different nature. "Development planning, the main focus of planning activities in the developing countries, involves the very rudimentary stage of coordination and management. Much of these efforts are concentrated in laying the foundation for achieving the general goal of increasing per capita incomes. These efforts include establishing a set of social and economic statistics and providing the appropriate economic infrastructure, road networks, power facilities, educational institutions, etc., towards the desired goal of industrialization" (Greenwald, D., 1982, p. 311).

In other words, if we define economic planning as "a process of preparing a set of decisions in the future directed at achieving goals by optimal means" (Droad, Y. 1963, p. 50), development planning could be regarded as advanced decision-making by the government on future actions aimed at achieving goals of social and economic progress.

The main tool for achieving these goals are the national development plans which are aimed at promoting social and economic development in three ways:

- "1) by increasing the overall rate of investment;
- 2) by carrying out special types of investment designed to break bottlenecks in production in important sectors of the economy, and
- 3) trying to improve the coordination between different parts of the economy" (Encyclopedia Britannica, 1985, p. 17-928).

In fact, the crucial point in development planning is the provision and mobilization of sufficient funds for the development of

their infrastructure and some main sectors in the country's economy, such as industry and agriculture. As was pointed out by Michael Roamer and Joseph J. Stern, "the need to mobilize scarce resources has led to the almost universal resort to economic planning to guide development" (1981, p. 7). Most of the time, especially when developing countries had just started to introduce development planning, plans were just the lists of various projects submitted by different government departments and financed by different foreign donors. Since such projects were prepared by separate government departments, there was no coordination, no cost-benefit analysis, and what is the most important, no priorities were set up. In some cases, the plans were just uncoordinated lists of different goals often chosen on political grounds without a realistic assessment of the available resources.

Some improvements came with the introduction of the public investment programmes. The main characteristic of these programmes is that they take into account the financial resources available and the time factor. In other words, the planned activities are not determined by one's wishes, but by "the total amount and the time pattern of the financial resources that the government expects to receive during the plan period from domestic sources and from external loans and aid" (Encyclopedia Britannica, 1985, p. 17-929).

Another characteristic of this approach was the need to establish the most productive system of public sector projects, giving priority to the projects with quicker results and more profitable outputs. Introduction of public investment programmes, or so called "comprehensive planning", came as a result of the deteriorating economic situation in many developing countries, Sierra Leone being one of them, and from a distrust of the automatic working of the free market and its ability to foster economic development. As is often stressed, development goals are poorly served by the market.

Finally, a distinction should be made between economic growth and development, since these two concepts are often confused with each other. This study makes the distinction in such a way that economic growth is considered to be only one of the several development goals, not development itself. Therefore, development can be regarded as a complex process with a number of different goals, among which the most important are economic growth, education, employment, public health, income redistribution, and self-

sufficiency.

A practical implication of this difference is that an important element for developing countries in their desire to overcome poverty is not only the increase of gross national product (GNP), but also, among others, the development of human resources, improvement of infrastructure, technological development and full employment.

B. Information and Documentation

The second concept that needs to be elaborated and given an operational definition is the concept of information and documentation. This is a widely used term in all spheres of human activities: development planning is just one of them. It is interesting to notice that even some of the definitions of economic planning put the main emphasis on information. Such is the definition of economic planning given in the "Encyclopedia of Economics" (Greenwald, 1982).

Information is a wide-ranging concept which can be studied from various aspects according to particular needs. These different approaches are not necessarily contradictory, because most of the time they concentrate on different aspects of information. It may be useful to consult and adopt more than one definition in order to construct an applicable operational definition.

One of the most often cited definitions of information is Shannon's definition from his Mathematical Theory and Communication: "Information is a selection from a set of available messages, a selection which reduces uncertainty. Information is that which relieves uncertainty" (Cited by Saracevic, T. and Wood, J.B., 1981, p. 92).

A new impetus to the study of information came with computer technology. Humans were concerned, and still are, with the wide possibilities of computer application in all fields. This new approach emphasized a slightly different aspect of information "as the meaning that a human assigns to data by means of the known conditions used in their representation" (Ibid, p. 11). The

Dictionary of Data Processing offers another definition of information as "the human meaning given to data as a result of their analysis according to known conventions" (Maynard, J., 1981, p. 92).

The most useful definition of information directly applicable to this study, and accepted here as a working definition, is the one given in Harrod's Librarians' Glossary and Reference Book. According to that glossary, information is considered to be "an assemblage of data in a comprehensible form recorded on paper or some other medium, and capable of communication" (Prytherch, R., 1984).

Another concept directly connected with information and often simultaneously used is documentation and documents. There is less ambiguity with this concept than with information, and most of the time the only difference between various definitions is in their coverage of different media. Nowadays, it is accepted that a document can be almost any type or form of carrier, such as paper, magnetic tape, disk or diskette, film and so on.

Harrod's Librarians' Glossary and Reference Book gives a long and comprehensive definition of a document. A document is regarded as "material of any kind, regardless of its physical form and characteristics, on which information has been recorded". The UNESCO Guide on the Organization and the Operation of Documentation and Information Centres regards documents as "all published or non-published materials, either in printed or other forms, that may provide information" (UNESCO, 1981, p. 53).

Another suitable definition of documents for the use in this research work was found to be a definition given in The Dictionary of Computers, Data Processing and Telecommunication, which regards a document as "a data medium and the data recorded on it, that generally has permanence and that can be read by man or machine; a unified collection of information pertaining to a specific subject or related subjects" (Rosenberg, J.M. 1984, p. 156).

C. Documentation Centre

'Documentation centre' is the final concept which needs to be mentioned in the discussion on the basic concepts used in this study. Two definitions were taken into consideration when the concept of a documentation centre was examined. The first one defines a documentation centre as "a place where publications are received, processed, preserved, summarized, abstracted and indexed; where bulletins relating to such material are prepared for distribution to those interested; where research is undertaken, bibliographies prepared, and copies or translations made" (Prytherch, R., 1984). The second one is more user oriented and therefore more relevant to this research. According to that definition, a documentation centre is "an autonomous institution actively promoting information services, trying to anticipate needs of various groups of its clients by preparing materials and generating fresh information when the need arises. It analyzes the content of documents and produces indexes, catalogues, bibliographies, and abstracting services" (UNESCO, 1981., p. 53).

1.2. RESEARCH METHODS

The most critical decision that has to be made in any research, is probably that concerning the methodology to be used. It is easy to ruin a solid research idea and even a good design by applying an inappropriate methodological approach to the subject which is being studied. This was the main reason for devoting special attention to the question of the most suitable methodology.

Research in social sciences, of which librarianship is just a part, demands not only a fundamental decision to be made on the quantitative or qualitative strategy, but it also requires careful consideration and elaboration of the most appropriate research techniques. The main method applied in the process of data gathering in this research work was determined by its subject, objectives and scope. "There is a tendency to believe that quantitative social research techniques, because they are more 'objective' and more mathematical are, somehow more scientific" (Stone, S. and Harris, C. 1984, p. 6). This is true for many research workers who still prefer quantitative methods and seek objective explanation by statistical measurements, mathematical equations and strictly controlled experimental environment.

There are a variety of ways for studying user needs, information seeking behaviour, personal attitudes towards existing libraries or documentation centres and for studying the role of these information and documentation units in meeting the specific needs of its clientele. In the case of development planning information needs in Sierra Leone, and the role of the Development Documentation Centre, the main method of gathering data was a survey. The survey method and its various techniques allowed a comprehensive gathering of data on the specific subject. The greatest use was made of a questionnaire technique, which was followed by a number of interviews and supported by a content analysis of relevant documents.

A. Questionnaire

A questionnaire technique was used for primary data collection on development planning information needs, information-seeking behaviour and views on the Development Documentation Centre. The questionnaire was addressed to the seventeen planning officers in the Central Planning Unit of the Ministry of National Development and Economic Planning, and was carried out in April 1986. It actually included all development planners present in the country on April 1. The draft was discussed with the Director of the Central Planning Unit in order to prevent possible misunderstandings on the nature of the questions and to eliminate the questions which were not acceptable from the Ministry's point of view.

The questions covered the following main areas:

- development planners' education background
- office responsibilities
- awareness of the information and documentation usefulness
- personal motivation
- development planners as information users and producers
- purpose of the information use
- types and sources of information needed and used
- ways development planners obtain their information
- libraries and documentation centres they use
- views on the Development Documentation Centre.

The questionnaire included 36 different questions arranged in a logical sequence for answering. This was necessary in order to make a questionnaire more 'user friendly' bearing aside purely analytical purpose and order in which the answers were used later. Most of the questions were of a structured type (closed-ended questions), thus preventing ambiguity and leaving those responding without any doubt about the kind of information required. At the same time, care was taken not to force development planners to give a certain reply and to permit the use of their own expressions through a number of semi-structured (open-ended) questions. A space was provided at the end of the questionnaire for the development planners to make comments on any aspect of information needs or information and documentation services. Most of them have used this for

expressing and extending their views mainly on the Development Documentation Centre. This came to be a very important source of information for organization of the Centre's information and documentation collection and services.

Taking into consideration the fact that "however well organized a questionnaire is, it will not be free from problems" (Heather, P. and Stone, S., 1984, p. 40), it should be mentioned that the main problem in this survey was the number of answers that respondents omitted. Some of the development planners skipped questions either because they did not understand them, or because they did not see their purpose. Due to the limited number of development planners and to the importance of having all the questionnaires completed, it was necessary to organize follow-up discussions and to obtain answers to all the questions.

B. Interview

An interview technique was used as a subsidiary way of collecting data on development planners' information needs and the role of the Development Documentation Centre. The first interviews conducted were, in fact a continuation of the questionnaire survey aimed at obtaining information and answers to the questions to which an answer had been omitted. The use of both questionnaire and interview techniques was necessary for ensuring reactions from all the planning officers, as each of them is playing a different and a very important role in the specific subject area that he or she covers. In that sense, these first interviews were closed or structured interviews, but, soon after, a more open approach was taken, posing questions not determined in advance. These "non-structured" or "non-directive" interviews were conducted during numerous verbal interactions with development planners and other users who came to the Development Documentation Centre in order to find some piece of information. In some way this looked like an ordinary conversation, but, in fact, these were interviews aimed at obtaining information of relevance to the research from the Development Documentation Centre users. This technique was of the greatest use for gathering information on information-seeking patterns, users' attitudes and opinions on the specific service or

information source.

One of the main problems encountered while using the interview technique was the problem of imposing personal views and influencing the replies which were given. All possible efforts were made to maintain the interviewer's role and to remember "that a main aim of a research interview is to obtain information from the respondents, not to offer one's own views or describe one's own behaviour" (Stone, S. 1984, p. 30).

C. Content Analysis

The third quantitative research technique used for gathering information in this study was content analysis. It was found that this technique of investigating content features of documents could be very useful, in particular for obtaining relevant information on the second part of this research which was devoted to determining factors in development planning in Sierra Leone, its history, institutional framework and the role of the Central Planning Unit. The importance of the use of this technique lies in the fact that "content analysis is aimed at exactness and the elimination of bias in the investigative process; its methods are employed to decrease the degree of subjectivity inherent in procedures designed to analyze or evaluate the contents of materials" (Busha, C.H. and Harter, S.P., 1980, p. 172).

The first step after the formulation of the research problem was the collecting of relevant documents to be analyzed. A list of 49 development planning and related documents was compiled,¹ consisting exclusively of original government documents. Each of these documents was carefully analyzed bearing in mind the following categories:

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1. See Appendix 2: A Bibliography on Sierra Leone's Development Plans and Related Documents (1946-1986)

- Sierra Leone geographical and historical features
- economic conditions
- social and cultural achievements
- first development plans (1946-1960)
- development planning in the early years of independence (1961-1969)
- establishment of the development planning infrastructure (1970-1978)
- new planning concept (1979-1984)
- economic recovery (from 1984)
- the National Planning Council
- Inter-Ministerial Committee of Permanent Secretaries, Subcommittees and Working Groups
- Advisory Planning Body
- the Central Planning Unit.

A comparison of the data and their interpretation, as well as the findings are presented in Chapters 5.

As in any other research, there was a need for consulting some other documents and literature in general. Besides the set of literature on development planning, the other literature utilized in the course of this research could be grouped in three categories. There was a need for consulting the methodological literature, literature on user studies and literature on documentation centres. This last group required, in particular, documents on overall organizational aspects of documentation centres and their roles in meeting the specific information needs of their users. Of a special interest was literature on documentation centres in developing countries.

D. Observation

Besides this range of quantitative techniques, another technique, namely observation, was widely used through out the research work. It gave this study another more qualitative dimension. In fact, living in Sierra Leone and working directly in the Ministry of National Development and Economic Planning on the establishment of the Development Documentation Centre was a great opportunity to gain better understanding of development planners' information needs and

behaviour from the "actors' perspective".

The starting point for partial adoption of a qualitative approach was the belief that, if people in the Ministry, in particular development planners, are to use and benefit from the research and from the establishment of the Development Documentation Centre, then the Centre should be organized according to their needs and the ways they perceive things. Participative research appeared to be a logical technique which contributed to a proper understanding of development planners' "information world", and permitted better results from this research and successful subsequent implementation of the project itself. The research started with a participant-observation phase aimed at understanding development planners in the particular context of their working environment, a systematic gathering of data, and continued with building up a mutual trust, search for applicable solutions, establishment of a locally implementable framework for an information and documentation unit within the Ministry and the drawing up of a plan of action that was to be carried forward.

"In participatory research compared to other types of research the researcher is more dependent on those from whom data come, has less unilateral control over the research process, and has more pressure to work from other people's definition of the situation" (Reason, P. and Rowan, J., 1981, p. 261).

A participative researcher most of the time has to play a double role of developing a new framework and solving local problems. As an expert in charge of the project on establishing the Development Documentation Centre, I was expected to develop a new organizational framework for the centre and, at the same time, to solve local problems whilst meeting the development planner's information and documentation needs. The participatory approach made the process of information gathering much easier and permitted a systematizing of the distinct, personal views of development planners in something that could be called "locally applicable institutional development". As B.L. Hall points out in his article on participatory research "the (participatory) research process should be based on a system of discussions, investigation and analysis in which the researched are as much a part of the process as the researcher. Theories are neither developed beforehand to be tested nor drawn by the researcher from his or her involvement with reality. Reality is described by the

process through which a community develops its own theories and solutions about itself" (Hall, B.L., 1975, p. 29).

E. Limitations

Any serious attempt to define the most suitable methodology for obtaining reliable data on the subject which is being studied, needs to shed some light on the limitations of the chosen methodology. The limitations and hidden traps particularly in participatory observation are numerous, but the ones that deserve most attention are the following:

- time factor
- financial resources
- coverage.

The participatory approach requires much more time for proper implementation than any of the quantitative methods. For most research work this is a limiting factor because results are expected to come fast and there is not enough time to spend on the total adaptation of the researcher to the local living and working conditions. The gathering of the views of each participant and long discussions on the subject are time and energy consuming processes which could hardly be hurried and influenced from outside. Consequently, it demands a longer time of involvement, which many researchers cannot afford. Working on the UNDP/UNESCO almost four year development project "Establishment of the Development Documentation Centre" provided a unique opportunity which allowed enough time to conduct research of this nature. Collecting data was carried out through the project, avoiding unnecessary procedural delays.

Very closely related to the time factor and of major importance for any research are financial resources. In this case, there was no need for special expenditure because my living expenses during stay in Freetown were met by the project, which made this participative research feasible. Finance was therefore not a limiting factor.

The weakest point of participatory research is its coverage, which is most often limited to small groups. This research on development planning information needs and the role of the Development Documentation Centre concentrated on seventeen development planners, employees of the Central Planning Unit in the Ministry of National Development and Economic Planning.

It is a small number of people covered by this research, but at the same time it is important that every person, every development planner was directly covered. In other words, the research represents the complete coverage of people concerned. Besides the complete coverage, another benefit of such number of development planners is that it was possible to go deep in all aspects of development planners' work.

Very closely related to this is the problem of ensuring the active involvement of all participants. This depended largely on the amount of time they were able to devote to that activity, but it was also determined by their personal motivation. Some planners were enthusiastic about the whole project while the other ones were too busy with their office work. However, after some initial set-backs and change of tactics, it was possible to obtain proper co-operation of all concerned. At the end, most of them were very helpful and ready to give their contribution to the establishment of the Development Documentation Centre.

1.3 DATA ANALYSIS

The final thing that needs to be mentioned in discussing the methodological issues is the question of data analysis. The data gathered through the questionnaire, observation and other research techniques need to be carefully analyzed and interpreted. In order to provide a successful analysis, efforts were made during the period of data gathering to collect as much data as possible on the development planners' information needs and the role of the Development Documentation Centre. Since both quantitative and qualitative techniques had been used for data collecting, different approaches to their analysis had to be taken. Attention was paid to the fact that the "analysis of quantitative data follows the data collection stage of the project. The analysis is predetermined by the research design. The questions are set from the beginning. The whole process of qualitative research is different and hence the analysis plays a different part. It is meshed with data collection" (Stone, S. and Harris, C., 1984a, p. 25). In other words, the analysis of data collected with the help of qualitative methods has a direct influence on the decisions taken during the research itself and can therefore determine its future direction and development. During the data analysis some simple devices were used such as tables, graphs, percentages and ratios. Besides this, tally sheets were used in order to permit simultaneous data collecting and analysis in the course of observations. Since there was only a relatively small number of questionnaires, this permitted manual manipulation of data, so that there was no need for the use of a computer.

CHAPTER 2

DEVELOPMENT PLANNING IN SIERRA LEONE

2.1 HISTORY OF DEVELOPMENT PLANNING

The development planning process, like any other socio-economic process, has its own pattern of development. This pattern is influenced by many different factors among which the most important are economic, political, sociological and cultural factors. Each of these factors in a given historical period can play a more or less important role. Therefore, it is of vital importance to examine carefully all such factors when studying the historical development of national planning.

This study is only concerned with the information aspect of Sierra Leone's development planning, and, therefore, only related elements of national importance are taken into consideration. The "information aspect" includes establishment of the necessary services within the information infrastructure, in particular establishment of documentation units, which were specifically built to strengthen and facilitate the national development planning. This aspect also includes awareness of the value of information as a tool for improving development planning.

The history of national development planning in Sierra Leone can be divided into the following periods:

- First development plans, 1946 to 1960
- Early years of independence, 1961 to 1969
- Establishment of the development planning infrastructure, 1970 to 1978
- Introduction of new development concept, 1979 to 1984
- Economic recovery, from 1985.

A. First Development Plans, 1946 to 1960

The need for development planning in Sierra Leone had been appreciated as early as 1946. The "Ten-Year Plan for the Development of Sierra Leone, 1946-1955" was drawn up in that year. This was the first attempt at development planning in the history of Sierra Leone with the main goal to guide and foster development in the immediate post-war period. Plan optimism common for many development and recovery plans at that time was soon after supplemented and partially replaced by the more realistic and moderate Child's Plan.

The "Plan of Economic Development for Sierra Leone, 1949-1953", better known as Child's Plan, was formulated in 1949 by the then Chief Commissioner for Sierra Leone. Unfortunately, little effort was made during this period to establish a system for collecting the information needed for development planning or for monitoring purposes.

B. Early Years of Independence, 1961 to 1969

On Sierra Leone gaining Independence in April 1961, a "Ten-Year Plan of Economic and Social Development for Sierra Leone, 1962/3 - 1971/2" was drawn up by Dr. David Carney, the Chief Commissioner. The Plan was very ambitious, proposing a development expenditure of some 250 million leones (125 million pounds) during the first five years. It envisaged a number of specific projects, the conduct of basic surveys and research and the execution of institutional reforms. The Plan, however, encountered difficulties in its early stage and could not be effectively implemented, although some essential goals were achieved. "A Progress Report on Economic and Social Development" prepared by Sir Albert Margai, Sierra Leone Prime Minister, gives a comprehensive review of progress in development since Independence, the results achieved and the principal problems encountered. With regard to development planning the major goals achieved were the organization of the Central Statistics Office in 1961 and the adoption of the Statistics Act which came into operation on January 1, 1963. A nucleus of staff was recruited, a new building constructed and data processing equipment installed. This was

organized with help from the US Bureau of the Census. The same year a full Population Census was taken for the first time.¹ Offset printing equipment was installed and a Quarterly Statistical Bulletin initiated. In order to improve the information base for development planning as well as for the day-to-day activities of the Government, a certain number of surveys were undertaken. The wage and hour survey by the Labour Division, the aerial survey of Sierra Leone by the Surveys and Lands Division of the Ministry of Lands,² and the survey of railway transportation. Together with this, plans were completed for the first nation-wide Agricultural Statistical Survey and progress was made on the mapping of Sierra Leone at a scale of 1:50,000. At the same time an achievement of great importance for development planning was made with the establishment of the Research Department of the Bank of Sierra Leone whose main aim was to collect and analyze data on money and banking.

The preparation of the above mentioned Progress Report served at the same time as a useful preliminary exercise to the drafting of a "Five Year Plan of Economic and Social Development" which covered the period from 1 July, 1966 to 30 June, 1971. This Plan, due to turbulent times which were to come, never passed the draft stage.

The absence of a consistent development strategy and overall planning for several years was one of the reasons for the under-utilization of the country's development potentials. Consequently, the pace and pattern of development suffered. This was clearly stated in the Budget Speech delivered by dr. M.S. Forna, Minister of Finance on 8 July 1968 in the Sierra Leone House of Representatives: "For several years now the development budget has been virtually a collection of expenditure items thrown together in a piecemeal fashion... Taken together, however, they do not indicate any orderly pattern of development... Development means much more than a random collection of projects. It involves at the very least projects of defined priority which are carefully prepared and which

1. The total population at that time was 2,180,354 (SL Government, 1965, p. 3)

2. This survey commenced in 1948 and was completed in 1964 with the United Kingdom contributing 85% of the cost

permit a coordinated exploitation of our economic and human resources" (Forna, 1968, p. 10).

C. Establishment of the Development Planning Infrastructure 1970 to 1978

The years from 1970 to 1980 represent the most important period in the history of development planning in Sierra Leone. During this period development planning procedure was established and appropriate information infrastructure set-up.

In 1970 the Central Planning Unit (CPU) was established within the Ministry of Development and Economic Planning to function as the central planning agency for the country. It was within the Unit's terms of reference to make sectorial and macro-economic studies preparatory to the formulation of a comprehensive medium term plan, and to assist the Ministry of Development in the preparation of development projects and in instituting appropriate procedures for their appraisal and evaluation. Planning and Project Formulation Units have been created within two ministries and the idea was to have them established in all the important sectorial ministries.

In 1979 UNDP provided some technical assistance to the CPU in the form of a team of international experts under the project "Assistance in Development Planning"³. In the course of this project "The Elements for the Formulation of the National Development Plan 1974/75-1978/79" and the Plan, itself, were prepared. To make the preparation of the National Development Plan possible, some further actions on the improvement of the planning infrastructure had to be undertaken.

In order to provide overall direction on the goals, objectives, priorities and strategies of the national development plans, as well as to formulate policies and programmes for an effective plan implementation, the National Planning Council was set

3. The first planning project SIL/70/510 "Assistance in Development Planning" actually started in December 1970 and ended on 30 June 1975 after being extended for the two year period, July 1973 - June 1975

up. The fact that the Council was headed by the President of Sierra Leone emphasizes the importance of the Council, together with the importance given to the development plan preparation. The Council was assisted by an Inter-Ministerial Committee of Permanent Secretaries, headed by the Permanent Secretary, Ministry of Development. It was proposed to set up Sub-Committees and Inter-Ministerial or Technical Working Groups whenever considered necessary by the Government, with the aim of associating non-official interests, such as business, industry and labour, as well as scientists and social workers, with the planning process. An Advisory Planning Body was also established.

Besides the main objective of preparing the National Development Plan, the project was successful in preparing a number of technical papers, in establishing basic planning machinery, in training local personnel, in introducing new development budgeting procedures, and in advising the Government in various economic and development issues.

One of the project features was the awareness of the necessity of having a library (information and documentation unit) which would collect and process documents of importance for the Central Planning Unit and for the whole Ministry.

The project manager wrote in the Proposal for the Organization and Procedure of Preparing the Development Plan for Sierra Leone that "a reference library specialized in planning and development literature is of vital importance for the efficient work of the Central Planning Unit. It is therefore proposed to earmark US\$ 8,000 in 1973 and 1974 for the purchase of about 1,300 books under the equipment component of the Budget" (Mesaric, 1972, p. 7).

At an early stage of this project, a specialized library was set up. It soon became operative and provided information and documentation services to the staff of the CPU. In August 1973 a librarian (CUSO Volunteer) was recruited to carry on information and documentation activities within the CPU and the newly established library. During the three years of his stay in the Library, the activities were very much improved and a considerable amount of books and documents was collected, processed and put at the disposal of its users. Very soon after the departure of the librarian, due to financial difficulties and unavailability of adequate accommodation, the library activities were interrupted and important documents were

not collected, processed and stored. A great part of the collection was lost, including all the books and documents that were on loan.

The major result of this UNDP technical assistance was the National Development Plan, 1974/75-1978/79, which was adapted by the Parliament on August 15, 1974. As the President, Siaka Stevens, said in his message to the nation on the occasion of the launching of the Plan, "it was the blue-print of the development effort" prepared to be made during the following five years in order to build a stronger nation and a more prosperous society.

The basic goal of the Plan was to achieve a rapid economic growth with social justice. The rate of economic growth was set at 6.2% during the following five years, and top priority was given to the development of the agricultural sector. Self-sufficiency in rice was predicted in the course of the Plan, but was never actually achieved. Even now in the Programme for Rehabilitation and Economic Recovery, 1985/86-1987/88, this represents the Government's main preoccupation in the agricultural sector.

Furthermore, the Plan predicted faster industrial expansion, as well as an improvement of transport, communication, energy and water supply. It was believed that, during the Plan period, the Bumbuna hydroelectric project would be completed. Thus, taking the benefit of electricity to a large number of people in Sierra Leone. This goal was also never reached, and regular power supply still represents a serious obstacle for the development of Sierra Leone.

High priority was given in the Plan to an adequate supply of the information necessary to follow up and assess the progress of Plan implementation. Statistical information was the main concern, therefore, the emphasis were laid on the services supplying statistical information.

"The statistical services assumes a new role in a planned economy. Checking on achievements in order to ensure overall movement in the planned direction will require a much better and more up-to-date statistical service. The goal will be to prepare a regular monthly statistical bulletin covering all essential aspects of development" (SL Government, 1974, p. xi).

In 1975 a new two year project SIL/75/011 "Assistance in Development Planning and Plan Implementation" was initiated. The UNDP provided US\$ 681,641 and the Government contributed 197,000 leones. While the first project emphasized development planning and the preparation of the National Development Plan, the second project was mainly concerned with operational planning, plan implementation activities and strengthening of the capacity of the national planning machinery. The main activity was the preparation of the annual plans and development expenditure budgets. Other activities included "establishing a system of regular follow-up and evaluation of plan implementation (quarterly, semiannual and annual progress reports); regional planning (preparation of district development surveys); quantitative and qualitative strengthening of the planning machinery; formal and on-the-job training of the planning officers, advisory assistance to the Ministry of Development and Economic Planning (and to some extent to other Ministries) in matters related to current economic policies and implementation of planned programmes and projects, and systematic evaluation of investment projects" (UNDP, 1977, p. 4).

It is worth noticing that the appreciation of the role of information in development planning did not end with the statistical information. Particular emphasis was laid on the project progress reports which were regarded as "important means of allocating resources to various projects during a given financial year, determining the size and content of the annual development plans for the ensuing year, and of watching and assessing the pace of implementation of the Plan as a whole" (SL Government, 1974, p. xi). It was assumed that the CPU would prepare regular quarterly, semiannual and annual surveys on the implementation of the plan and recommended measures for dealing with problems on the basis of the available statistical data and progress reports.

Besides these two main sources of information, the National Development Plan also mentions the importance of other sources, such as the National Accounts, financial information gathered from the Bank of Sierra Leone and from the commercial banks, and information on customs, taxes and excise.

D. Introduction of a New Development Planning Concept 1979-1984

The fragile economic situation in the world, and difficulties with realization of the Development Plan 1974/75-1978/79, were the main reasons the Government's White Paper on Development Strategy for Sierra Leone adopted a concept of a "rolling plan" for the medium-term 1981-1986. As it was put in the National Development Plan, 1981/82-1985/86, "the uncertainties in the world for many commodities and the deficiencies in Sierra Leone's data base make it imperative to deviate from the past practice of preparing rigid medium term plan" (SL Government, 1981, p. iv). Because of the introduction of this new concept, the development planning process became very intensive, and the demand for efficient information and documentation services grew more and more. The initial detailed elaboration of sectorial programmes covered three year period; at the end of each year the performance of each sector was supposed to be reviewed and the Plan elaborated again for the next three years. This intensified development planning and a great need for easy accessible information and documentation stock could be regarded as the main reason for the Government, namely the Ministry of Development and Economic Planning, asking UNDP to finance the establishment of the Development Documentation Centre.

E. Economic Recovery from 1985

The process of economic decline in Sierra Leone was accompanied by increasing imbalances in domestic and external payments, severe shortages of foreign exchange and consumer goods, high inflation and deterioration of the essential public services. In 1984 the Government of Sierra Leone made its first attempt to reverse this process by preparing the Economic Stabilization Programme in consultation with the International Monetary Fund (IMF). This was, in fact, part of an agreement to grant a stand-by credit. Unfortunately, the Government could not meet all the performance criteria indicated in that programme.

In September 1985, the Government of Sierra Leone prepared a new three year Programme for Rehabilitation and Economic Recovery which, at the same time, served as the agenda paper for the Donor's Round Table Conference on Sierra Leone. The Programme covered both major reforms in economic policies and management and a three year Public Investment Programme. The entire programme was seen as the first stage of a longer term effort, aimed at setting the economy firmly on the path of steady economic growth, with progressive increases in incomes and welfare of the people.

The Programme for Rehabilitation and Economic Recovery gave high importance to the reorganization of the existing systems for collecting and processing information in different areas. Some of the systems are National Accounts,⁴ statistics, aid coordination and monitoring and so on. Even the condensed version of the Programme devotes some space to, and supports the idea of, organizing a documentation centre in order to serve the information needs of development planners. The Programme states that "UNDP is to assist Ministry of Development and Economic Planning in reviving its library and establishing a documentation centre" (SL Government, 1985, p. 83).

4. National Accounts have not been published after 1980/81, and estimates of GDP, for example, prepared by different agencies vary

2.2 INSTITUTIONAL FRAMEWORK FOR DEVELOPMENT PLANNING

The previous chapter on the history of development planning showed us that the first attempt to establish an institutional framework for development planning was made in 1960. That year, for the first time, a Minister of State for Development was appointed. Besides the Central Statistics Office, a Development Office was also created in 1961. It was placed under the Prime Minister. Together with the Development Office, several development coordinating committees were set up. These included a National Economic and Social Development Council headed by the Prime Minister, an Inter-Ministerial Development Finance Committee, an Economic Policy Coordinating Committee and Regional Committees in each Province and the Western Area. The Development Office was replaced by a separate Ministry of Development and Economic Planning in 1968.⁵

An Economic Advisory Committee, chaired by the Financial Secretary, was established in September 1971 to review the country's economic, financial and budgetary policy and to serve as a sub-committee of the National Economic and Social Development Council. A Cabinet Committee on Economic Affairs headed by the Minister of Finance was also created. It should be noted that all the bodies listed above represented a comprehensive institutional framework for development, but, except for the Central Statistics Office and the Ministry of Development and Economic Planning, have not been able to operate on a continuing basis.

The present organization for development planning was initiated in 1970 when the Central Planning Unit (CPU) was established within the Ministry of Development and Economic Planning to function as the Central Planning agency for the country. At the same time, bearing in mind the fact that "national development planning, in order to be successful, has to be organized as a multi-participant process with which all ministries, departments and other organs of the Government as well as other concerned economic and social elements in the country, are actively associate, it was -----

5. In 1986 the Ministry was renamed the Ministry of National Development and Economic Planning

decided to establish an appropriate planning machinery at central, sectorial, regional and local levels" (SL Government, 1974, p. 111).

The idea was to establish planning units in all the ministries and provinces. Today provincial planning units exist in each of the provincial headquarters at Bo, Kenema and Makeni. One official, a regional development planner, is assigned to each Unit.

In October 1972 the Government Notice Number 1076 was published, setting up the principal features of the organization for planning. The main bodies created were the following:

- a) The National Planning Council (NPC)
- b) Inter-Ministerial Committee of Permanent Secretaries
- c) Sub-Committees and Inter Ministerial or Technical Working Groups
- d) Advisory Planning Body.

- a) The National Planning Council (NPC)

The Council was intended to provide overall direction on the goals, objectives, priorities and strategies of the National Development Plans, and was headed by the President of Sierra Leone. The Council's terms of reference were the following:

"(i) to indicate the basic goals and objectives of planning;

(ii) to decide for each plan, the macroeconomic variables, such as the rate of economic growth and the magnitudes of investment, domestic savings and foreign aid, as well as the resources allocations among programmes and projects and the physical accomplishment targets;

(iii) to provide all other guidelines on economic and social policies and on programmes and projects, which are needed by the planners for plan formulation;

(iv) to approve the plans before they are presented to the Parliament and the public;

(v) to decide on monetary, fiscal, foreign trade and other economic policies needed for mobilization of resources for effective

implementation of the plans or for direction of the economy in keeping with plan objectives;

(vi) to review progress of the plans from time to time and decide on changes in them, based on the reviews or changes in the domestic or international situation" (SL Gazette No. 71, 1972, p. 111).

b) Inter-Ministerial Committee of Permanent Secretaries

The Committee's function was to assist and advise NPC on all matters related to formulation and implementation of the National Development Plans. The principal functions of the Committee were the following:

"(i) to examine with a view to advising the National Planning Council, all papers relating to formulation and implementation of the national development plan;

(ii) to decide on proposals relating to less important policies, programmes and projects, in case of which reference to the National Planning Council is not necessary, but interministerial action is involved;

(iii) to serve as the principal executive organ for interministerial coordination in formulation and implementation of development programmes" (SL Gazette, No. 71, 1972, p. 111).

c) Sub-Committees and Inter-Ministerial or Technical Working Groups

The Sub-Committees and Inter-Ministerial or Technical Working Groups were to be set up whenever considered necessary by the Government.

d) Advisory Planning Body

The Advisory Planning Body was proposed in order to associate non-official interest, such as business, industry and

labour, as well as distinguished scholars, scientists and social workers.

Today, besides the Central Planning Unit these are still the main institutions for development planning purposes. All of them have their specific information needs, based on the role they play in development planning. Therefore, they can be regarded as users with specific information needs. A documentation centre created to meet the needs of development planning has to take into account all the users with specific demands, but, at the same time, there is one important thing to be considered. That is the fact that the National Planning Council, the Inter-Ministerial Committee and the Sub-Committees are, in essence ad-hoc bodies working for short periods during the year, or meeting sometimes every second or even fourth year. The only Government body responsible for development planning that works constantly throughout the year is the Central Planning Unit. Therefore it is obvious that this Unit represents the most important user group.

All organizations providing the institutional framework for development planning mentioned above are important for understanding the process of planning, its complexity and corresponding information needs. Yet it is crucial to understand the functions and terms of reference of the Central Planning Unit. Only by understanding the functions, printed and other outputs, procedure and responsibilities of everyday's work and corresponding information needs of the CPU can we come to conclusions on the role that a documentation centre should have in meeting the information needs of development planners.

2.3 THE CENTRAL PLANNING UNIT

According to the main concept of organization of the national development planning in Sierra Leone, the principal functions of the Central Planning Unit are the following:

"(a) Assistance to the regional planning units in formulation of development plans for provinces and districts; coordination of the local plans with the National Development Plan;

(b) Formulation of Annual Plans and the Annual Development Budgets;

(c) Appraisal of progress, including detailed evaluation of major development programmes and projects;

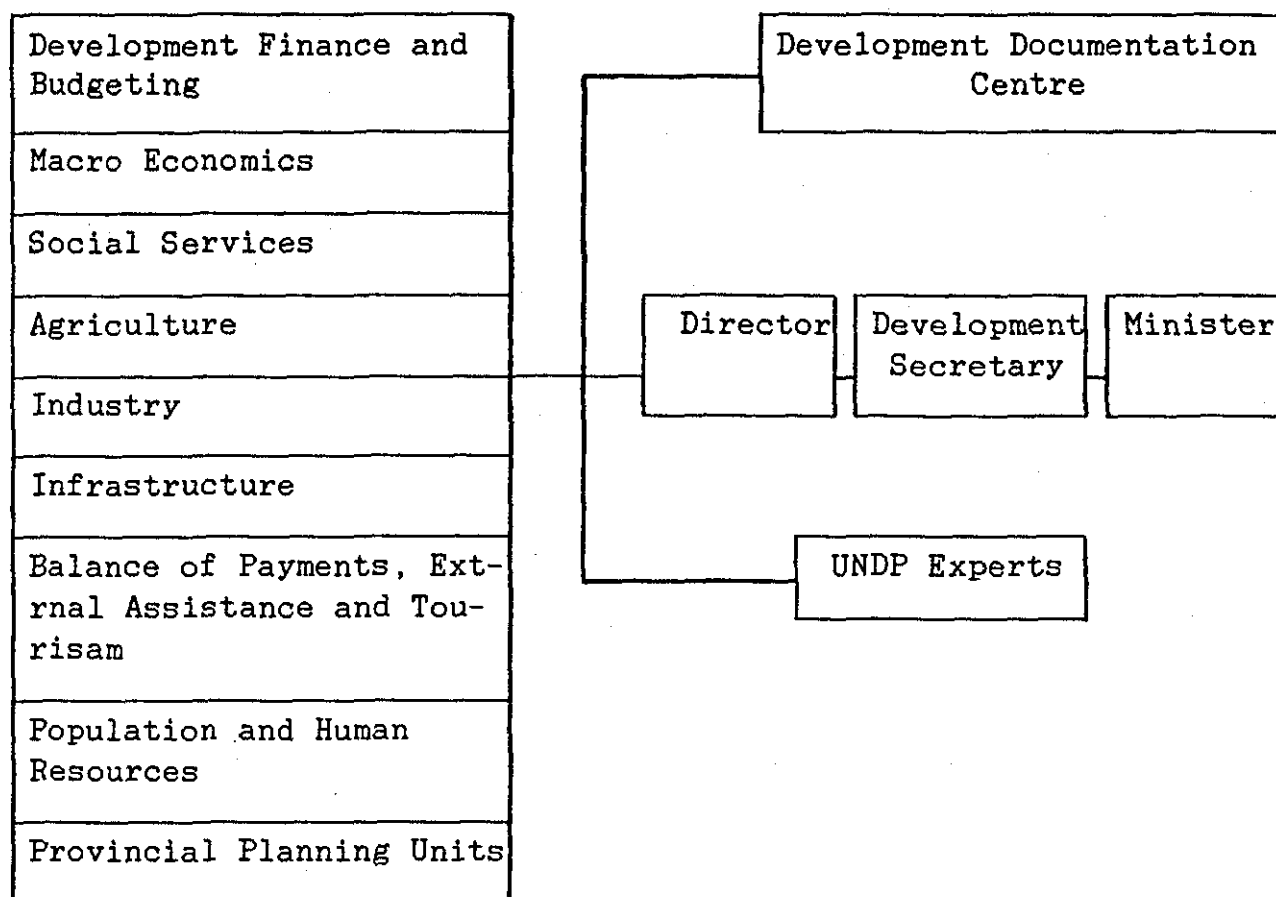
(d) Periodic adjustments in various sectorial development programmes, projects and policies and in the National Development Plan itself in the light of appraisal of progress and changes in domestic or international conditions. While most of the adjustments will be made through the Annual Plans, others, occasioned by sudden changes in domestic or international conditions, will be made as and when required. The CPU will also advise Government on changes in developmental and related economic policies necessitated by these adjustments; and

(e) Long-term studies with a view to formulating long-term perspectives of development for the economy and for important sectors" (SL Government, 1974, p. 111).

The CPU consists of the nine sectors responsible for functional and sectorial planning headed by a Director.

The organization chart is as follows:

Figure 1: Organization Chart of the Central Planning Unit, Ministry of National Development and Economic Planning



A. Development Finance and Budgeting Sector

The Development Finance and Budgeting Sector is responsible for the preparation of Development Estimates and the Allotment Warrants for vote controllers. Besides this, the sector processes applications for supporting self-help projects, decides on the priorities and, therefore, enables the Ministry to allocate development grants.

The preparation of the Development Estimates, considered as the most important task, starts with the formulation of detailed guidelines for the preparation of projects by various ministries and departments. The main purpose of the guidelines is to "emphasize the need for all ministries to relate projects to the sectorial development objectives and to indicate priorities within the projects submitted by them according to the criteria indicated in the guidelines" (Tuboku-Metzger, 1986, p. 3).

All the projects proposed by the ministries are carefully analyzed and evaluated, then afterwards discussed in a series of meetings with representatives of the ministries.

B. Macroeconomic Sector

The Macroeconomic Sector, as the name suggests, should be responsible for preparing the macroeconomic framework of the development plan, but following advice from the World Bank this activity was discontinued. According to the Bank's view, the compilation of national accounts was a duplication of a function of the Central Statistics Office and, therefore, appropriate funds were not made available for acquiring the logistics for information and data collection.

The main function of this sector is to run the National Project Assessment System (NAPAS). The NAPAS came into operation in October 1983, following the development budget speech delivered by the then Minister of Development. In the speech, he indicated that many projects, especially those entirely financed and executed by internal resources, were carried out without sufficient technical and economical appraisals and were inadequately monitored. Therefore, the main purpose of the NAPAS was to monitor and evaluate projects in order to ensure the efficient and economic use of resources. According to this speech "all expenditure relating to the Development Estimates will have to receive the concurrence of the Ministry of Development and Economic Planning through the process of requiring 'indicative' information to the Central Planning Unit for review. The intention is to ensure the continuous flow of development funds to projects based on their implementation capability and performance" (Jusu-Sheriff, S., 1983, p. 6).

C. Social Sector

There are two main functions of the Social Sector. The first one is collaboration with UNICEF in the development of services for children in Sierra Leone, and the second is coordination of the Environmental Health Education Programme. The Social Sector collaborates with UNICEF in planning, coordination, monitoring and evaluation of development activities related to women and children. In order to carry out these activities the sector collects information and statistical data relevant to identification and planning of programmes for women and children. The Social Sector also coordinates the Environmental Health Education Programme. The aim of this programme is to reduce water related diseases by sensitizing the rural communities through special health education programmes. The sector started this activity in 1982.

D. Agricultural Sector

The planning infrastructure for agricultural sector is most certainly one of the best organized, mainly because of the work carried out by the Project Evaluation, Monitoring and Services Unit (PEMSU). The main purpose of the agricultural sector of the Central Planning Unit is to incorporate inputs obtained from the PEMSU into the National Development Plan. Besides this, an important function of the sector is monitoring the Integrated Agricultural Development Projects (IADP), which are of special importance for the development of Sierra Leone.

E. Industrial Sector

The Industrial Sector of the CPU is responsible for the coordination of development planning activities in mining, trade and industry. At the same time, the Industrial Sector is the focal point for the Interim Committee on Science and Technology for Development.

From the point of view of the information supply and its use, the activities of the Industrial Sector in the field of science

and technology are of a special interest. In order to ensure the effective use of science and technology in the growth and development of Sierra Leone, an Interim Committee on Science and Technology for Development was established by the Government in 1978. In 1981 the Interim Committee submitted, and the Government accepted, a recommendation for the establishment of a Science and Technology Council. The preparatory activities for setting-up the Council were undertaken with financial assistance received from the United Nations Fund for Science and Technology for Development (UNFSTD).

It is important for the Development Documentation Centre to understand the information needs of the Council. They correspond to its activities and responsibilities which generally can be defined as:

- transfer of technology in particular, food processing, metal work and engineering
- training of national officials in charge of technology transfer, its application and development
- popularization of science and technology as possible tools for faster development.

F. Infrastructural Sector

The infrastructural Sector of the Central Planning Unit is presently unfilled, which is a big handicap because "the physical infrastructure projects contribute the greater proportion (56%) of the cost of the Public Investment Programme (PIP)" (Tuboku-Metzger, 1986, p. 2). This sector, according to the National Development Plan 1981/82-1985/86 should mainly cover:

- power in particular renewable sources of energy, solar energy, the use of firewood and charcoal, and the use of lignite for generating thermal power, i.e. production of electricity
- transport in particular feeder roads in rural areas, construction of new highways, maintenance and rehabilitation of important roads and bridges, passenger services
- communication mainly maintenance of aviation facilities, upgrading of telephone and telecommunication network, improvement of the postal services, etc.

G. Balance of Payments, External Assistance and Tourism Sector

This sector should cover three rather wide subsectors, but it is mainly concerned with external bilateral assistance. The sector covers economic cooperation between Sierra Leone and West Germany, and the official in the sector acts as a counterpart to experts coming to Sierra Leone from time to time to evaluate projects funded by West Germany. Besides this, the officer in the sector is the secretary to the PL 480 Committee, which looks after the execution of the American special commodity aid established by the PL 480 Agreement. In cooperation with other officials from the Central Planning Unit, this sector carries out the appraisal and evaluation of local projects funded with money obtained through this agreement.

H. Population and Human Resources Sector

The population and Human Resources Sector is one of the most active sectors of the Central Planning Unit. It was established in October 1978 with assistance from the United Nations Fund for Population Activities (UNFPA) and the International Labour Organization (ILO).

The main responsibilities of the sector are:

- "1. To integrate population variables and employment issues into planning in Sierra Leone
2. To coordinate population programmes and establish a system of continued exchange of information among institutions participating in population programmes and to promote the collection of basic population data and research studies of population/development inter-relationships and an analytical framework for integrating population into planning in Sierra Leone
3. To act as the Secretariat of the National Population Commission which was established in November 1982 by Government Gazette Notice Number 792, and to assist the Commission in formulating a population policy for Sierra Leone" (John, 1986, p. 1).

The National Population Commission publish a population newsletter "POPLEONE". It is now in its fifth issue and third volume.

Besides this, the Commission organized different population related seminars and research works. Publishing, in particular, and organization of seminars and research work is of importance for the Development Documentation Centre which should be prepared to meet specific requests for information.

I. Provincial Planning Units

Provincial Planning Units are established in each of the provincial headquarters (Bo, Kenema and Makeni). One development planner is assigned to each of the units and he works in close cooperation with the local officers of various sectorial ministries (Agriculture, Health, Education, Social Welfare, Works).

In accordance with the idea that "the focal point of development planning and plan implementation will shift still more towards the rural areas" (SL Government, 1981, p. 4), the importance of the provincial planning units has increased. Their role, to assist in planning, monitoring and coordinating of development activities at the provincial level, could be further elaborated as:

"(i) to improve procedures and techniques for rural development planning;

(ii) to advise the Ministry on matters relating to rural development programmes and policies;

(iii) to advise and assist in the formulation and evaluation of rural development projects;

(iv) to coordinate the implementation of rural development projects" (Tuboku-Metzger, 1986, p. 13).

CHAPTER 3

THE DEVELOPMENT DOCUMENTATION CENTRE

3.1 ESTABLISHMENT OF THE DEVELOPMENT DOCUMENTATION CENTRE

A lack of appropriate information and documentation services in the Ministry of National Development and Economic Planning encouraged the Government of Sierra Leone to reorganize the existing collection and gradually develop needed services. In 1984, following a government request, UNESCO provided a staff mission to prepare the project document. It was signed later that year. UNDP agreed to finance the project activities and therefore, by the beginning of 1985, the project, Establishment of the Development Documentation Centre, was ready for implementation.

Some of the project activities, like the purchase of project equipment, were carried out immediately, but the actual project realization started when the UN Volunteer attached to the project arrived to Freetown in May 1985. One of the first work-tasks for him was to prepare a Workplan for the project implementation. This was soon completed and the Workplan was approved by the Government, UNDP and UNESCO.¹ It covered the period from May 1985 to May 1987. The main, or development objective as put in the project document, was to "contribute to the socioeconomic development and regional cooperation by means of facilitating access to, exchange and use of information resources and experiences available within the country and the region, in particular in the Member States of the Mano River Organization, according to the needs of national planning, the planning and implementation of development projects, technological development and education. The project was specifically aimed at the establishment and strengthening of the Development Documentation Centre as the core of a future Government Information and Documentation Network" (UNDP/UNESCO, 1984, p. 1).

1. See Appendix 5: Workplan - Establishment of the Development Documentation Centre, UNDP/UNESCO project SIL/82/023

The immediate objectives of the project were:

- "- to provide access to information on development in Sierra Leone to those involved in national planning and the preparation/implementation of development projects, in particular, government officials and international experts and consultants,
- to channel information and experience on development projects of interest to Sierra Leone from other countries and facilitate the exchange of information with other developing countries,
- to establish basic library and documentation services at the Ministry of Development and Economic Planning,
- to upgrade the use of information provided by international, in particular UN information systems and services,
- to sensitize users making them aware of the value of information as a tool towards increasing the efficiency of planning, implementing, evaluating development projects" (UNDP/UNESCO, 1984, jp. 2).

The project financial construction was, more or less, typical of many UNDP financed projects, in particular the ones implemented in Sub-Saharan Africa. In fact, the project was completely financed by UNDP, with some minor government contribution in staff and premises for the Centre's accommodation. The project was carried out by UNESCO which was the executing agency. Most of the US\$ 160,000 provided by UNDP was spent on equipment and fellowships for the counterpart-librarian and the library assistant. A Documentalist/Librarian, the UN Volunteer in charge of the project, was the only internationally recruited member of the staff.

3.2 ORGANIZATION AND ACTIVITIES

From the organizational point of view the Development Documentation Centre is a part of the Central Planning Unit and it is under the direct supervision of the Director of the CPU. This organizational set-up allows the DDC to follow the daily development planning activities of the CPU and to gain a proper understanding of its corresponding information needs. Physical nearness can be regarded as an advantage of a such location, even being aware of all

the problems of communication and transportation that exist in Freetown, but what is more important is the actual participation and involvement in solving the daily problems of obtaining a prompt information and making available the needed documents. Being a part of the Central Planning Unit, the DDC is at the same time a part of the Ministry of National Development and Economic Planning, and therefore is allowed to access, to collect and store all the documents that come to the Ministry. This is of great importance because otherwise it would be difficult, if not impossible, to collect all the necessary documents.

During the first two years of the project implementation, various activities were carried out according to the Workplan. It must be noted that the Workplan was followed as much as the circumstances allowed it, but some minor adjustments were necessary. The main project activities in setting up of the Centre were:

- Preparatory Activities
- Collecting of Documents
- Processing of Documents
- Storage of Documents
- Information and Documentation Services
- Training Activities

A. Preparatory Activities

a) Preparation of the Workplan

A detailed Workplan for the project implementation was prepared by the UN Volunteer according to the Project Document and in consultation with the director of the Central Planning Unit. The Workplan scheduled the project implementation activities in the pre-phase and six consecutive phases. The activities within the phases were aggregated in the work-tasks whose realization indicated, at the same time, attainment of some of the project objectives. Each of the three-months-long phases was concluded with a progress report enabling monitoring of the project by the UNDP and UNESCO, as well as by the Government.

b) Setting up of the Centre

One of the first work-tasks was physically to set up the Development Documentation Centre, i.e. to arrange the reading room² and two additional offices that were put at the disposal of the Centre. The shelves were put together and arranged in such a way as to allow maximum use of the available space and the day-light. At the same time, steps were taken to secure the functioning of, and an easy access to, catalogues, to the periodicals display shelf and to the reference books shelf. The users' comfort was also taken into consideration while arranging tables and chairs in the reading room.

One of the activities carried out during the setting-up period was the preparation and display of "Development Documentation Centre - UNDP/UNESCO Project" and working-hours signs on the entrance door, "Reference Books" and "New Periodicals" signs on the corresponding shelves, a "Documentalist/Librarian" sign on the reference desk and also some direction signs along the corridors and at the main entrance to the building. Besides this, a big Bulletin Board (8x4 feet) was made of wood and fixed on the wall in the Centre in order to provide adequate place for displaying some notices, posters and other suitable information materials. Two additional notice boards were also placed outside the Centre. In order to provide space for the five catalogues that exist in the Development Documentation Centre two big catalogue card cabinets were made of wood, each containing 24 drawers.

c) Installation of the Equipment

During the preparatory activities all the equipment that had arrived was assembled, installed and tested. It included a photocopy machine, a stencil duplicator, two Olympia typewriters. Later on, a microfiche printer/reader was installed and put into operation. It was necessary to make a suitable stand for the microfiche printer/reader to allow it to be used. A telex machine was purchased, but a lack of a telex line delayed the beginning of its effective use. Once in operation it became a useful means of communication.

2. See Appendix 6: The DDC Layout

B. Collecting of Documents

Specific attention was given to the document collecting activities as soon as the Centre was established and was ready for receiving and processing them. This was a long lasting job which had to be regularly performed. At this initial stage it included mainly the following activities:

- Establishment of the Accession Register and Kardex Card System
- Collecting of Documents Available in the Ministry
- Registration
- Ordering of Books and Subscription to Journals.

a) Establishment of the Accession Register and Kardex Card System

Considering that every documentation centre needs to have all items registered, the DDC Accession Register was established. The lack of an off-shelf standardized Accession Register forced the DDC staff to prepare its own register. A plain notebook was adopted, adequately stamped, and the required columns were established. Columns were assigned to the following information: Accession Number, Title, Author, Name of Publisher, Imprint, Way of Acquisition, Call Number, Remarks and Signature.

Besides the main Accession Register an additional registration system for periodicals, a Kardex Card System, was prepared and initiated. A special catalogue card - Periodicals Registration Card³- was created including the following columns: Title, Abbreviated Title, Call Number, ISSN, Publisher, Frequency, Year, Month and Source. A table boxholder was made for an easy storing and manipulating with the cards. This system enabled an easy checking out of the status and total number of the periodicals at any time. The Kardex Card System was for the use and convenience of the DDC staff.

3. See Appendix 7: DDC Periodicals Registration Card

b) Collecting of Documents from the Ministry

Collecting documents from the Ministry was an ongoing process, rather than just one-off job. The existing DDC collection was enriched by gathering all available documents which the Ministry's staff were ready to donate to the Centre. All the documents were properly processed and placed on the shelves for future use. Good storing facilities, an easy retrieval and the accessibility of documents encouraged some of the staff members to donate even more books, documents and periodicals to the Centre.

c) Registration

The establishment of the Registration Procedure, the Accession Register and the DDC rubber stamps made the beginning of document processing in the Centre possible. All available documents, around 2,500 different items, were properly registered, assigned a call number and placed on the shelves according to the accession order. Seventy different titles of the periodicals covering the fields of interest to development planners were registered and the cards are being regularly updated.

d) Subscription to Periodicals and Purchasing of Books

A short survey of the existing periodicals and other development information sources carried out in the Ministry, the Sierra Leone Library Board, the Fourah Bay College Library and some other libraries, resulted in a list of one hundred journals of interest to the DDC for subscription. The project document was used as a guideline, and after the final approval by the UNESCO Library, Archive and Documentation Division, actual subscription was made to 75 different journals. During the period January - December 1986, only 60 journals arrived at very irregular intervals and with many issues missing, mainly due to problems with the Sierra Leone post office system.

Besides journals, the Development Documentation Centre has also purchased several books. Initially, three orders have been placed. The first one was the most important and included reference books (e.g. Encyclopedia Britanica, Encyclopedia of Economics, a

number of dictionaries, etc.). Efforts were made to find out the needs of the CPU staff for any special book titles and to place an order for the most needed ones.

C. Processing of Documents

The processing of documents* is carried out in the Development Documentation Centre according to the Manual which was prepared for the DDC staff in order to ensure consistency in their work. It included preparation of the bibliographic description, indexing, cataloguing, catalogue maintenance and some other aspects which had to be predefined.

a) Cataloguing

The cataloguing process by which a bibliographic description of a document is prepared and typed on the catalogue cards, and the arrangement of catalogue cards in the catalogue cabinets was a complex and time consuming task which was carried out from the beginning of the project. It was influenced by the number of documents that had to be registered, by the number of available DDC staff members and by the urgency to finish the other project activities.

Catalogue cards were prepared according to the existing international standards for bibliographic description. Two main standards were used:

- ISBD(M) - for monographs
- ISBD(S) - for serial publications

All the rules for the presentation of bibliographic data and punctuation were observed and most of the bibliographic data fields were adapted. In accordance with the ISBD, the following fields were covered:

4. See Appendix 8: Flow Diagram of Document Processing

- for monographs

Title and Author, Edition, Publishers Name, Location and Imprint, Collation, Collection, Notes and ISBN

- for serials

Title and Author, Edition, Number, Publishers Name and Location, Collation, Collection, Notes and ISSN.

Besides this, each catalogue card contained relevant keywords selected from the text of the document, if not suitable from the title. This was important for compiling a Subject Catalogue later on.

There are five different catalogues in the Development Documentation Centre:

- Author catalogue
- Title catalogue
- Classified catalogue
- Subject catalogue
- Periodicals catalogue

- Author Catalogue

Cards in this catalogue are arranged alphabetically according to the author's name. In case there are more than three authors (joint-authors), only the first three authors listed on the title page are used for cataloguing purposes. The catalogue itself is arranged alphabetically letter-by-letter.

- Title Catalogue

This catalogue presents the document collection arranged in alphabetical order of titles. It is used for a quick location of the document when the title is known.

- Classified Catalogue

This catalogue is arranged according to the Dewey Decimal Classification Scheme. The classification number is always written at

the top left corner of each card in the catalogue. This type of catalogue permits retrieval by category of subject and gives the subject scope covered by the Development Documentation Centre. It also shows the subject fields which are not so well covered with documents in the Centre.

- Subject Catalogue

The cards in this catalogue are arranged according to subject headings, i.e. keywords derived from the document itself. The catalogue is arranged in alphabetical order. This catalogue is the one which is used the most frequently since users find it quite convenient to look for a document using plain language terms. This in particular, makes it necessary that this catalogue should be given some extra consideration. Terms in the catalogue are in fact just headings which need to be put in some more logical order. The first step in further development of this catalogue will be the creation of a list of terms already used, which can be compiled with the help of existing bibliographical data bases. The second step should be the development of a controlled dictionary which could finally lead to some more appropriate thesaurus on development planning.

One part of the Development Documentation Centre's stock, documents on Sierra Leone, was given special consideration. Due to the limited shelving space available in the Centre, all documents were put together according to the acquisition order. At the same time a part of the Subject Catalogue that deals specifically with Sierra Leone was deep indexed and corresponding subject headings were established. Besides this, a comprehensive list of Sierra Leone development planning documents and reports⁵ was compiled for reference purposes. In April 1988 a comprehensive list of all documents on Sierra Leone available in the DDC was prepared and published.⁶ It covered a total of 539 documents. This was one of the first computerized bibliographies prepared in Sierra Leone.

5. See Appendix 2: A Bibliography on Sierra Leone's Development Plans and Related Government Documents (1946-1986)

6. See Appendix 10: A Bibliography of Publications on Sierra Leone

- Periodicals Catalogue

This catalogue is arranged according to the title of the periodicals available in the Development Documentation Centre and is aimed at supplying information to users of periodicals (and issues) that constitute a periodicals part of the Centre's collection. Besides the call number which enables the DDC staff to locate a particular issue of any periodical, each catalogue card contains an appropriate bibliographic description according to the ISBD(S) rules. There are two different types of call numbers established for periodicals. A regular type for currently subscribed journals, and a second type marked with "X" for back copies of the journals for which the subscription has been discontinued.

b) Classification

The classification of the documents in the Development Documentation Centre is based on the Dewey Decimal Classification, Nineteenth Edition. Corresponding full classification numbers are written on the catalogue cards which are placed in the Classification Catalogue. This was a time consuming job gradually carried out from the beginning of the project, but it significantly contributed to the improvement of the Centre's retrieval means. Along with this, a handy Index Card System of the classification numbers already assigned to specific subjects was created, in order to make further classification more consistent, faster and easier.

D. Storage of Documents

a) Monographs and Periodicals

The storage and shelving of documents is determined by the available space and therefore it was necessary to have this carefully planned from the very beginning. The shelving of the monographs is organized according to the accession order and call numbers. The first two main shelves in the Development Documentation Centre are reserved for the monographs. This provides an easy access to any document which might be needed. The access to these shelves is allowed only to the DDC staff. Therefore the information users are

allowed only to browse through any of the existing catalogues in order to choose the documents which will be brought by the staff.

Periodicals are put together in sets on the shelf reserved for periodicals, placed at the back of the two main monograph's shelves. The periodicals in the "X" part of the collection, the ones to which subscription is discontinued, are shelved side-by-side, i.e. no shelving space is left between different titles. At the same time the periodicals currently subscribed to are placed in stocks on the opposite side of the shelf, i.e. in such a way that new issues under the same title can easily be correctly placed. This also facilitates the use of these periodicals if there is a request for its use by any of the DDC users.

b) Reference Books and New Periodicals

One book shelf in the Development Documentation Centre is reserved for reference books and documents. This reference section consists of encyclopedias, dictionaries, bibliographies and other reference materials. The shelf itself is marked with the "REFERENCE BOOKS" sign and the access to it is easy and open to all DDC information users. The Documentalist/Librarian offers all the necessary help in order to facilitate the use of all documents available in the collection.

The current issues of periodicals are displayed on the New Periodicals Shelf and they are being gradually replaced as and when new issues arrive. The access to this shelf is allowed to all DDC information users and the main aim of this display is to attract people's attention with new periodicals issues, and therefore to encourage their interest for new journals and also for other documents and services offered by the Centre.

E. Information and Documentation Services

a) Reference Services

The main purpose of the reference services offered by the DDC staff is to help users to define their queries correctly and to trace a needed source of information. The search for available information sources is usually based on existing catalogues and reference books. The total number of 409 registered visitors to the Development Documentation Centre from November 1985 to January 1987 represents only an indicative figure rather than the exact one, because there have been many other visits not registered, when people came mainly to get acquainted with the Centre's activities.

It is certain sign that interest in using available documentation from the Centre exists. Figure 2 shows the frequency of users coming to make use of the collection. The number of users per month varies from a low of 13 in November 1985, just after the official opening of the Centre, to a high of 53 users in October 1986. This made an average of 2-3 visits each working day during that month and a total average of 27 visits a month. This number of users cannot be regarded as a high one, but, since changing users' information-seeking behaviour is a very long process, it could be regarded as a satisfactory one.

Figure 2: Review of the Number of Information Users Visiting the Development Documentation Centre

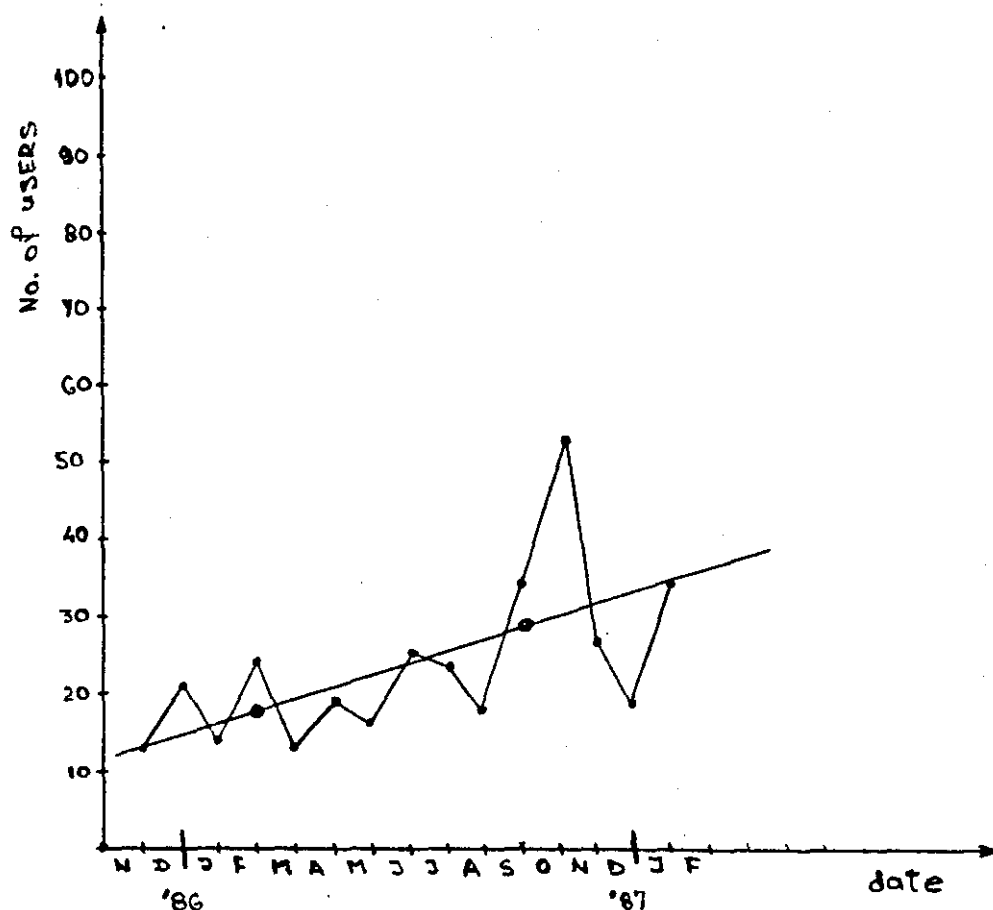


Figure _ : Number of the DDC users

<u>1985</u>	Mar. 13	Sep. 34
Nov. 13	Apr. 19	Oct. 53
Dec. 21	May 16	Nov. 27
<u>1986</u>	Jun. 25	Dec. 19
Jan. 14	Jul. 23	<u>1987</u>
Feb. 24	Aug. 18	Jan. 34

Looking at Figure 2 it is possible to come to another very important conclusion, concerning the statistical trend.⁷ It is obvious that the collected data displayed a general upward trend with the passage of time. In other words, the number of DDC users is constantly increasing, proving that the Centre is needed and its documentation and information services are being appreciated by its users.

b) Publishing Activities

During the project implementation, the dissemination of information was considered by the DDC staff as one of its most important activities. Due to the living and working conditions, the printed word was regarded as the most suitable way of information dissemination. Therefore, some of the project time and resources were spent on the publishing activities.

The first publication prepared by the DDC was "A Bibliography of the Publications on Sierra Leone, Number 1". The Bibliography was published in April 1986 and it covered a part of the DDC collection, i.e. documents regarding Sierra Leone. One hundred and eighty nine entries were included in the Bibliography ranging from project reports and different articles to development estimates and plan documents. It was distributed to one hundred addresses and was used as a reference tool which facilitated the retrieval and use of documents available in the DDC. In April 1988 Bibliography of Publications on Sierra Leone, Number 2, was published and it covered 539 documents.

Besides this, a "Current Contents Bulletin" Number 1 was published in June and the following issue Number 2 in September 1986. They were prepared and distributed also to one hundred users. Contents pages from 20 and 45 journals to which the DDC subscribed to were reproduced in issue No. 1 and No. 2, respectively. A Subject Index was prepared and placed at the end of each issue of the Bulletin, aiming at facilitating a search for a needed article on specific subject.

7. The trend line was calculated using the method of semi-averages

c) Promotion Activities

The promotion of the DDC was another part of the project implementation activities aimed at attracting people's attention to the DDC existence and the possibilities of using its collection. As part of the promotion activities, two flyers were published, an Exhibition was organized and a Bulletin board initiated.

The first flyer of a rather general nature was prepared for the exhibition in October 1985. It was published in 250 copies which were distributed mainly among the visitors. The second flyer was published in June 1986 in order to inform potential users about the new journals available in the DDC. The pamphlet was designed in such a way that it could be used as a table calendar. This particular design served the purpose of reminding potential users of the existence of the DDC throughout the year.

On October 24, 1985 an Exhibition devoted to the United Nations Fortieth Anniversary was held in the Development Documentation Centre. Pictures, posters and some of the equipment and tools used or produced in Sierra Leone by different projects were displayed. During the Ceremonial opening of the Exhibition, which also marked the official opening of the Centre, speeches were made by the Acting Minister of Development and Economic Planning and the UNDP Resident Representative. In connection with the opening, a film about the creation of the United Nations was shown. Some two hundred people visited the exhibition and the exhibition itself had a good press coverage in Freetown newspapers and on the radio (SLBS).

To promote some of the activities, a Bulletin Board was made available from the very beginning. Besides the main Bulletin board placed in the Centre itself, two of the display panels used during the exhibition, were placed outside in the corridor. It was used for displaying posters, advertisements and announcements in order to attract the visitors and passers-by attention and to direct them to the Development Documentation Centre.

d) Photocopying Services

Photocopying, as part of the Development Documentation Centre services, was, and still is, very intensive and often required

by the officers of the Central Planning Unit. Altogether more than 75,000 copies were made in two years. This service is of great assistance to the Ministry because most of the time the one available in the Centre is the only operating photocopier in the Ministry. Still, photocopying represents a big work-load for the DDC staff.

F. Training Activities

a) In-Service Training

As a part of the Development Documentation Centre training programme, in-service training was organized for the staff in order to assist the regular day-to-day information and documentation activities of the Centre. Two main components were taken into consideration during in-service training. The first one was previous experience and educational background, while the other one was actual responsibility and job requirements of each staff member.

Besides the overall information aspect, the training in particular included:

- typing and multiplication of the catalogue cards and operation of the photocopier, for the secretary
- document registration, processing and shelving, for the library assistant, and
- classification of documents according to the Dewey Decimal Classification, maintenance of catalogues and reference services, for the documentalists/librarians.

In order to facilitate in-service training and secure uniformity in the later activities of the Development Documentation Centre, a Manual on Documentation Processing and Services was prepared by the UN Volunteer. The Manual covered acquisition, registration, cataloguing, catalogue maintenance, shelving and user services.

b) User Education

One of the project activities was focused on user education. According to the Workplan, seminars had to be organized with emphasis on different information and documentation topics. In particular, the use of the DDC services had to be taken into account. After a few unsuccessful attempts to organize a seminar for the CPU staff, a decision was made in consultation with the Director of the CPU, to find an alternative way of training information users. It was decided that the more suitable way would be to train each of the users individually by devoting more time to them when they came to the Centre to seek for some information of document. So all the CPU staff and other users were briefed about the way the DDC functions and about the availability of its services, when they paid their first visit to the Centre.

c) Library Diploma Course at the Fourah Bay College

Another project activity was the popularization of the information and documentation services as such, combined with assistance to Fourah Bay College in upgrading the quality of their Library Diploma Course. This assistance provided the course students with an opportunity for visiting the DDC, and lectures were given on the role of a documentation centre in providing government officials with information and documentation services and on the practical organization and day-to-day running of the DDC. The lectures also included some basics on special libraries.

An agreement was reached with the Course Director for accepting two students for practical work in the Centre during their summer holidays. Such summer practice had already been organized for one student of library sciences during the summer 1985, and two students in 1986 and 1987.

CHAPTER 4

DEVELOPMENT PLANNING INFORMATION

4.1 SCOPE OF INFORMATION

There is a saying that "an information service can only be useful as the information it collects" (ITC, 1975, p. 7). It is hard to measure strictly how useful information and documentation centres are: at the same time, it is difficult, but not impossible, to measure the usefulness of their collections. The way to provide a better assessment of the collection's usefulness is by strictly determining its information scope or coverage. There are at least two reasons why it is necessary to decide on the scope of the information and documentation needed for development planning purposes.

Firstly, a documentation centre could collect more information than is needed. There is a tendency, especially in some centres in developing countries, to keep all information and documentation that they can get hold of. It is because the new acquisitions are not so numerous and also because there is no selection policy or guidelines to distinguish what is necessary and useful for future use. Information and documentation on development planning is a small fraction of the total information and documentation quantity that is available, so if a selection policy does not exist, a documentation centre that specialized in development planning would soon become a general library. Besides this, "collecting more information than can be processed properly is counter-productive; inevitable limitations of processing capacity make it all the more important to establish guidelines as to what kinds of information should and should not be collected, which will ensure that the information that is collected is of maximum value" (ITC, 1975, p. 7). A huge mass of information and documentation is also dangerous since the possibility exists that some very valuable piece of information will be lost or overlooked.

Secondly, an adequate definition of development planning information decreases the possibility that some important information

will not be sufficiently present, or not present at all, in the collection. Sometimes, even with properly defined coverage, it is not possible to obtain all the necessary information due to the lack of adequate financial resources or simply because of the unavailability of a wanted document, but at least the staff of a documentation centre should be aware of the missing documentation.

The scope of the information and documentation needed for development planning in Sierra Leone can be examined from three different aspects:

- Subject coverage
- Geographical coverage
- Institutional coverage

A. Subject Coverage

The subject coverage of the Development Documentation Centre corresponds to the fields which are considered to be the priorities of the Sierra Leone National Development Plan and to the terms of reference of the Central Planning Unit. In most cases, development planning covers wide areas, so it is necessary to be as precise as possible in order not to miss some important subject areas. In the case of Sierra Leone, the development priorities and the subsequent information and documentation priorities are:

- Development economics and planning
- Agriculture in particular rice production, including marketing, milling and storage, onion, palm-oil, seed multiplication, land and water development, oxen cultivation, integrated agricultural projects
- Fisheries in land and sea fisheries, shrimp production
- Energy and power Water supply for urban and rural areas, micro and large hydroelectric power stations, renewable energy resources, in particular solar energy

- Health primary health care, hospital care, immunization, leprosy control, malaria control, cholera control, health education

- Education primary and secondary education, teacher training, curriculum development, book development and distribution.

These are the subject fields that deserve special attention in the course of building a collection. Subject coverage is at the same time a determining factor for meeting the needs and requests of development planners and for designing information and documentation services.

B. Geographical Coverage

The geographical coverage of information and documentation needed by those involved in development planning in Sierra Leone includes, in addition to information and documentation related to the country itself, documents from a number of other, mainly developing countries. Too wide a geographical coverage brings the same danger as too wide a subject coverage. In other words, with too wide a geographical coverage the collection could become too big and not operationally efficient. Another problem is the means of communication between developing countries especially in Africa. Postal service, telex and telephone lines are not only unreliable, but so expensive that many of the information and documentation centres cannot afford to use them. All this brings us to the conclusion that we should be very modest in listing the countries whose documentation should be included in the DDC collection. This demands some kind of a priority list of the countries whose documentation is accessible and of importance for development planners in Sierra Leone. According to the priorities, documentation from following countries should be present in the Centre's collection:

- Neighbouring countries
Liberia and Republic of Guinea

- West African countries

Besides the neighbouring countries, they are Ghana, Ivory Coast, Guinea Bissao, Senegal, Nigeria, Togo and Benin

- Other developing countries

They include all African countries south of Sahara and the least developed countries in the world (LDC's).

The experience of some developed countries could also be of some significance, but not of so direct use. It is rather an indicator of the potential development direction. This should be primarily documentation from developed English speaking countries.

C. Institutional Coverage

Another way of looking at information and documentation requirements in elaborating the scope of a documentation centre is to consider the institutional coverage. This is an important way because it helps in searching for documentation in the process of building the collection. Generally speaking there are two main types of institutions:

- Institutions in the country (internal or local institutions)
- Institutions abroad (external or international institutions)

Both types of institution are important, and their use is just a question of availability of appropriate financial resources, available communication means and readiness of the staff at the documentation centre to reach and cover it.

a) Institutions in the country

At the national level, a documentation centre that specializes in development planning should try to cover information and documentation from the main agency responsible for planning (e.g. Ministry of Development, Central Planning Commission, etc.) In the case of Sierra Leone, from the Ministry of National Development and Economic Planning. Furthermore, it should cover documentation from other government agencies, non-governmental organizations, academic institutions, and in particular, any institute for development or

development planning related matters, if one exists.

b) Institutions abroad

At the international level, development planning oriented documentation centre should establish targets at different levels, looking especially at institutions in which the country has full membership and active participation. For example:

- Sub-regional international organizations

In the case of Sierra Leone, this means documentation from the Mano River Union whose members are Sierra Leone, Liberia and Republic of Guinea

- Regional international organizations

Economic Organization of West African States (ECOWAS), is an example of importance to Sierra Leone

- International organizations covering one specific continent. Organization of African Unity (OAU), or UN Economic Commission for Africa (UNECA)

- Global international organizations

This class of international organizations includes, in particular, the United Nations and all of its affiliated organizations, such as UNDP, FAO, WHO, UNICEF, the World Bank and IMF, etc.

At the international level, besides international organizations, there is a number of foreign national organizations, especially of some great aid donor countries, which should also be included in the information and documentation of interest to the development planning documentation centre. In the case of Sierra Leone, these are, for example, the Overseas Development Agency (ODA), United Kingdom, USAID, Canadian and West German aid organizations, DANIDA from Denmark, and then the group of volunteer organizations like CUSO, Peace Corps, UN Volunteers and some other ones.

4.2 TYPES OF INFORMATION

There are different criteria for distinguishing between various types of information. The most often used are the nature of the information, mode of production and physical characteristics of its material carrier. Persons in charge of any documentation unit or documentation centre, either librarian, documentalst or information specialist "must be perfectly familiar with their distinctive features and be capable of identifying the category to which any document belongs so that he can process and utilize it properly" (Guinchat, C., 1983, p. 19).

According to the nature of the information a fundamental distinction can be made between textual and non-textual information. Most of the information needed for development planning purposes is in textual form, i.e. "in the form of a written monographs, periodicals, project documents and reports, technical documents, statistical publications, indexes and so on. Non-textual information is of a secondary importance to development planners in Sierra Leone. The most often used are maps, plans and posters.

The second distinction is between conventional and non-conventional information. It is based on the physical characteristics of its material carrier. Most of the information collected in Sierra Leone and many other developing countries is still of a conventional type, because of its paper form. The non-conventional information is a very important medium for specialized libraries, but for Sierra Leone it is something that has yet to be introduced and developed. Magnetic tapes, disks, microfiches, microfilms and other non-conventional carriers are still not available in Sierra Leone, but they represent potential information resource of a great value for its development.

The distinction between published and unpublished information is based on the criterion of the mode of production and it represents the most important distinction for development planning documentation centre. In fact, the main part of the collection of any development planning documentation centre is that part which contains unpublished documents. At the same time, this is the most valuable part because documents collected there can rarely be found anywhere else, except in a development documentation centre.

Unpublished information makes up the core of the Development Documentation Centre's special collection and it consists of:

- Development planning documentation
- Development project documentation
- Development research documentation.

A. Development Planning Documentation

The main characteristic of development planning documentation is that it is generally produced by various government departments, such as State House, Ministry of Development, Ministry of Finance, Ministry of Agriculture, Education, Population Commission and so on. From the viewpoint of its contents this type of documentation, besides the plans themselves, usually requires socioeconomic and political guidelines for the preparation or implementation of development plans. Elements of contemporary development policy and parts of future strategy are most often found in presidential addresses, speeches of the leading party figures or ministers of various ministries. Another characteristic of this documentation type is that most of the documents are classified, i.e. they are stamped as confidential, restricted, for official use only, internal or sometimes even secrets. For example, almost all documents prepared for parliamentary discussions are confidential. Such is the case with development estimates, which are classified while they are in the form of a proposal, but as soon as they are approved by the parliament, they become public information.

Another aspect of development planning documentation is that it covers not only the preparatory stage of national development plans, but also their implementation and evaluation. In practice, it means that a huge amount of different material has to be covered, adequately processed and made available through a documentation centre.

B. Development Project Documentation

There are projects in different subject areas such as industry, agriculture, education, health, public administration. There are small scale projects and there are some large scale projects. Some projects are financed by bilateral donors, others by multilateral donors, and there are also self-financed projects. All these elements have to be taken into consideration while designing an appropriate system, but special attention has to be paid to project reports which are numerous. Documentation of a specific project can be fully utilized only if there is a complete set of all the documents prepared in the course of the project implementation. Coverage should include a project document and its revisions, if any, workplan, all progress reports, technical reports, tripartite review reports, evaluation reports and finally a terminal report should be also included in the set. Such a set comprises a project file which should be maintained and kept for each project which is being executed in the country.

C. Development Research Documentation

This is a third type of unpublished document of interest to development planners and to documentation centres specializing in this area. The main producers of this documentation are university departments and research units. Research projects carried out by various development institutes differ not only in subject, but also in general approach and the extent to which they can be directly implemented. Research may be basic, which has no immediate impact, or it may be applied with a direct impact on economic and social life. This area of documentation should cover dissertations, theses, research findings and reports, seminar and workshop papers, proceedings and so on.

Compared to unpublished information, the other type - published information and documents - is not the major part of the development planning documentation centre, but, still, this type of information should be made available for the use of development planners. This part of collection should consist of:

- periodicals
- monographs

a) Periodicals

There is a number of periodicals in the field of development planning and in the field of development, in general, so it is important to be very careful with selection. What is important for developing countries is to have coordinated acquisition. This means that the Development Documentation Centre in Sierra Leone should coordinate its acquisition activities with other libraries and centres in the country in order to avoid duplication. This coordination, at the same time contributes to the improvement of the information base available in the country and saves unnecessary expenditure.

a) Monographs

With regard to monographs "it is often maintained that special libraries' stocks consist almost entirely of periodicals and reports, but the importance of books and pamphlets should not be underestimated, since they can provide convenient packages of information and consolidations of matter previously published separately" (Anthony, L.J., 1982, p. 81). Besides some general textbooks on development planning, the Development Documentation Centre should concentrate its efforts on building up its reference section, which should include some encyclopedias, dictionaries, directories and bibliographies on related subjects.

4.3 INFORMATION SOURCES

There is a wide range of information sources available in the field of economics, especially on development and development planning, that could be of help to government planners in the course of preparation, elaboration and evaluation of the national development plans. In this work, we concentrated on the printed sources; and therefore other information sources will not be elaborated here, but this does not mean that they are less important. Modern computer facilities and large data and information bases are of great potential value for development planners, but Sierra Leone is still one of the less fortunate countries in the world which has not yet benefited from the computer revolution, so it has to concentrate mainly on classical information sources. There are some signs of a gradual introduction of computer technology, as in the Central Statistics Office and in some banks (e.g. Sierra Leone Commercial Bank), but generally it is still a long way to a wider application of computers and other modern information technology in the daily life and economy of Sierra Leone.

Development planning information sources can be analyzed from various aspects and different categories can be established. Each may be used for a specific purpose in the documentation centre (for example, document processing or management of resources). One of the criteria for making a distinction between different categories of development planning information sources could be the origin of a document. According to this criterion there are two categories of information source:

- National information sources
- Foreign information sources.

A. National Information Sources

National information sources are more important for development planning than the foreign ones because they deal with the concrete situation and conditions in the country and they can be used directly, without much repackaging. Information obtained from a document which has been prepared in the country may be regarded as more reliable first hand information. In most cases, information is

based on local experience and even when it mentions some other country it does so in a comparative manner which is another way of realizing and assessing local conditions.

From the point of view whether some document is generally available or not, national information sources could be grouped in two main groups:

- a) Unpublished documents
- b) Published documents.

a) Unpublished Documents

The largest part of the collection of a documentation centre specialized in development planning should be documentation of the unpublished nature. These documents are increasing in size and importance, but they are hard to obtain. Most of the time they are produced in few copies by duplication, photocopying or stenciling, and they are not available for purchase through the regular channels. Sometimes it is even hard to know if some document exists.

It is hard to define the exact information sources of this kind, but as noticed in the previous chapter it mainly consists of three types of documentation:

- development planning documentation
- development project documentation
- development research documentation

- Development Planning Documentation

The main sources of this documentation type in Sierra Leone are national development plans, reports on the realization of the development plans, presidential addresses, budget speeches, policy statements, in particular development strategy statements, speeches of the Minister of Development and also of other ministers. Together with this, of special importance are press releases issued by the newly established Sierra Leone News Agency (SLENA). Development planning documentation also includes bilateral and multilateral international agreements on technical assistance and aid, together with programmes for their implementation, e.g. UNDP Country

Programme, UNICEF Plan of Operations for the Development Services for Children in Sierra Leone and so on. Most of these materials are available in the Ministry of National Development and Economic Planning.

- Development Project Documentation

The development project documentation consists of different project documents, project progress and terminal reports, feasibility studies, mission reports, project findings, recommendations and proposals, and other technical reports related to development projects. Project documentation on the projects financed by the UNDP could be found in the UNDP Library, which occupies a part of the ground floor in the UN House in Freetown. Some documents could be found also in the FAO and WHO libraries which are much smaller in the scope and size than the UNDP Library, but they are important places for tracing some specific document which could be of some interest for the Development Documentation Centre and its users.

- Development Research Documentation

A third source of unpublished materials, besides development planning and project documentation, is research papers and reports related to development matters, which can be found in some of the Sierra Leone University departments and research units. The focal points for obtaining this kind of information source, as it is almost impossible to identify direct sources, are mainly Fourah Bay College, Institute of Public Administration and Management (IPAM), Institute of Education, Njala University College and Rokupr Rice Research Station.

b) Published Documents

Published documents are also a valuable source of development planning information, but unfortunately publishing activity in Sierra Leone is very small. There are several weekly newspapers and a few periodicals which are published more or less regularly. The following ones could be considered of some importance for the Development Documentation Centre:

- Newspapers

The newspapers published in Sierra Leone are: We Yone, The New Citizen, The Globe, New Shaft, The National, For Di People, Weekend Spark, The Chronicle

- Serial publications

Main serial publications are: Economic Review, Economic Trends, Annual Reports and Statement of Accounts, Balance of Payments Bulletin all published by the Bank of Sierra Leone; Quarterly Trade Statistics and Economics Trends, Special Bulletin of Consumer Price Indices, Annual Statistical Digest published by the Central Statistics Office; The Sierra Leone Gazette; Annual Reports and Accounts of the National Development Bank; POPLEONE published by the National Population Commission; National Accounts published by the Ministry of Finance; Agricultural Statistics Bulletin published by the PEMSU, Ministry of Agriculture; WHO News Bulletin; UNDP Newsletter and the Diplomatic Newsletter - Ministry of Foreign Affairs.

Serial publications are always regarded as a good source of different information. These mentioned here are mainly dealing with statistical information, but content analysis of these documents reveals that good number of other information is also available from the same sources.

Appendix 1 presents a summary of fifteen serials published in Sierra Leone showing:

- Name of the publication
- Publisher
- Periodicity
- Nature of information

Data on publishers is included in this summary not only to make a complete bibliographic description, but also to indicate the organizations and places from which a particular document can be obtained. Experience in acquiring these publications shows that most of the time there is no regular way of subscribing to them. Having a name placed on the mailing list does not secure regular delivery of published issues, so the best way is to establish a direct contact with a person who is in charge of the publication. Periodicity data can be used only as a remainder and indicator as to when to expect

that some issue would be published, not when it will be published. This is due to problems most of the printers are facing in Sierra Leone today.

Data on the nature of information presented in the Appendix 1 serves a doublefold purpose: it is a guide for finding some specific information required by some development planner, and also it can be used as a tool for preparing a distribution list of national serial publications.

B. Foreign Information Sources

Foreign information sources are also being exploited for various development planning purposes, but compared to national information sources their importance is of a different kind. First of all, foreign information sources, as previously mentioned, do not have an immediate, direct utilization value, but they are rather used as indicators of potential development directions; more often they bring to attention someone's experience in development matters. Secondly, these information sources are mostly used to fill a gap in some specific area which is of importance to development planners - in solving some concrete problem, or to provide them with some needed background information. There is another very important practical difference which should be taken into consideration during the process of acquisition. In the case of locally produced documents, the problem lies with finding and tracing the document, not with obtaining it. Once located it can be made available free of charge to the Ministry of Development and Economic Planning, and therefore to the Development Documentation Centre. No financial cost, or at least not a substantial cost is involved in acquiring these documents. Foreign information sources, such as, periodicals and books, are easy to trace because they are well presented in many catalogues which are being sent to the Centre as advertising material, or which are made available through some of the foreign libraries, information or cultural centres in Freetown (e.g. The British Council Library, US Information Centre, etc.). The problem starts when one wants to obtain these sources, not to trace them. In this case, acquisition requires foreign currency which is scarce in many developing countries and especially in Sierra Leone. It is very hard to find any foreign currency for purchasing periodicals or books which are badly

needed by existing government information and documentation centers. How serious the situation is can be realized from the fact that in 1986 not a single foreign periodical was subscribed to by any of the government centres, excluding the Development Documentation Centre to which the funds were made available through the project. The only periodicals that could be found were those donated by some foreign organization, or which were made available free of charge.

The question of foreign subscriptions is a very sensitive one, deserving plenty of planning and the co-ordinated efforts of all the subjects involved, from the Ministry of Finance, Ministry of Development, and Sierra Library Board to all academic and specialized libraries. This question will be raised again and elaborated further at the end of this study.

According to the standard division of document types we should define information sources from the following three categories:

- un-published documents
- periodicals
- monographs.

a) Unpublished Documents

A difference between unpublished literature search in developed and developing countries lies in the fact that the search in developed countries is made much easier because there are some good guides of "grey literature" which could be used.

The largest and the most important collection of unpublished documents can be found within the United Nations system. The UN agencies and specialized organizations involved in development economics affairs are:

- United Nations Development Programme (UNDP)
- UN Conference on Trade and Development (UNCTAD)
- The World Bank
- International Monetary Fund (IMF)
- Food and Agricultural Organizations (FAO)
- International Labour Office (ILO)

- UN Industrial Development Organizations (UNIDO)
- UN Educational, Scientific and Cultural Organizations (UNESCO)
- UN Children's Fund (UNICEF).

The UN documents could be the most easily traced in the United Nations Documents Index (1950-1973) which was later replaced by UNDEX: The United Nations Document Index Series C (1974-1979). From 1980 UNDEX was succeeded by UNDOC: Current Index: United Nations Document Index, which is a monthly publication providing systematic approach to all types of UN documents.

The United Nations Conference on Trade and Development (UNCTAD) has published in 1981 a very interesting and valuable reference book intitled: Register of Research on Trade and Development Issues.

The most interesting part of the UN collection is the part which consists of reports, findings and recommendations of different projects which have been carried out in developing countries. They could be utilized by development planners for two purposes. Firstly, to acquire necessary knowledge and understanding of various ways development goals can be achieved and have been achieved in other countries. The project reports are also excellent sources of experience gained in similar working and living conditions which can be adapted to other environments and needs. Many of the obstacles facing a project implementation could be, in such a way, overcome with less effort.

Secondly, project documentation made available through United Nations is also a valuable source of information on ways how the project should be organized and how the project document should be prepared. Therefore, project documents from other countries could become samples for development planners in preparing proposals for adequate projects which can lead the country to established development goals.

The last purpose that this kind of documentation could serve is in the process of evaluation of individual projects or in the evaluation of the national development plan's achievements. It is always very useful to have work compared to the similar work of others because otherwise we might become either too enthusiastic or

too critical of our own work.

b) Periodicals

Foreign periodicals are an important part of the literature of development economics and this type of the literature is of vital importance to development planners in any country. "Periodical literature is probably more important in economics than in the other social sciences and in this, as in other aspects of the subject, economics seems to be more allied to the 'harder' natural or physical sciences than the 'softer' social sciences such as sociology. In certain sub-disciplines of economics, especially those in which there is considerable research activity, or where events move rapidly the importance of periodicals is undoubtedly greater" (Fletcher, J., p. 56).

The major periodicals on development economics and some other periodicals which are of special interest to any development planning documentation centre in Africa, and therefore of interest to the Development Documentation Centre in Sierra Leone, are given in the Appendix 9.

d) Monographs

Foreign monographs as a potential source of development planning information vary enormously in depth and scope of information, but, more importantly the literature is large. Economic planning requires not only contemporary information, but also, to some extent, background information on various matters that development planners may come across in the process of preparing national development plans. Needed information is rarely of a general nature; more often it concerns some specific economic concept which can be found in a specialized encyclopedia of economics. Development planners might also look for a clarification of some unfamiliar term for which purpose a dictionary of economic terminology would be useful. Sometimes a need can arise for a deeper understanding or use of a specific method. For that purpose, economic textbooks can be looked at. Quite often development planners need specific data on, for example, the world market price of some crop or the yearly production, for which purpose it is necessary to have some good

source of statistics.

Requests for information sources which have just been mentioned are part of the daily work of a librarian or documentalist employed in any of the development centres, so some order of categories should be established. The most important literature of this type can be classified in the following categories:

- statistics
 - encyclopedias
 - dictionaries
 - bibliographies
 - directories
 - textbooks
-
- Statistical Sources

The statistical sources are quite often used by development planners, most of the time to support some stand or view. Without entering into discussion that anything could be proved with statistics, "what is demonstrated daily by lobbyists, politicians, and journalists who often seem able to support entirely contradictory cases from identical sets of data" (Fletcher, J., 1984, p. 157), we should concentrate on the fact that different statistics sources are often requested by the officials involved in the preparation of a national development plan. Therefore, it is important for development planning documentation centres to devote some attention, funds and space to building up of this part of its collection.

The most comprehensive and reliable statistical information of global nature can be obtained from the international organizations, in particular the United Nations. Before deciding on sources which should be purchased, or acquired by some other way, and made available through a documentation centre, it may be useful to consult the United Nations Directory of International Statistics and chose the most appropriate ones. The main UN statistics sources are the following:

- Energy Statistics Yearbook
(Formerly: World Energy Supplies, 1952-1978; Yearbook of World Energy Statistics, 1979-1981)

- Energy Balances and Electricity Profiles, published since 1983
- Industrial Statistics Yearbook
Formerly: Yearbook of National Account Statistics, 1957 - 1981
- National Accounting Practices in Seventy Countries
A Supplement to National Accounts Statistics
- Statistical Yearbook, published since 1949
- Supplement to the Statistical Yearbook and Monthly Bulletin of Statistics
- World Statistics in Brief, issued annually since 1976
- Yearbook of International Trade Statistics, issued since 1950

There are also two publications issued irregularly since 1962 by the UN Economic Commission for Africa (ECA), located in Nairobi, Kenya. They are:

- Foreign Trade Statistics for Africa
Series A: Direction of Trade
Series B: Trade by Commodity
- Encyclopedias

Encyclopedias of interest to development documentation centre and its reference section are mainly of two different types:

- General encyclopedias
- Economic encyclopedias

There is a variety of general encyclopedias, e.g. Britanica, Americana, Larousse, etc. It is sufficient for a development documentation centre to have just one of them. Most probably this type of encyclopedia will be consulted, as the experience of the DDC shows, by the students or research workers coming to the centre to do some research on development and development planning matters.

More important are specialized encyclopedias in the field of economics. There are not too many of them, but one of them which can be a very useful reference material is, Encyclopaedia of

Economics, edited by D. Greenwald, McGraw-Hill Book Company.

Dictionaries

Dictionaries are another very often a well used economic reference information source. According to Michael Shafe¹ the major encyclopaedic dictionary of economics is Palgrave's Dictionary of Political Economy, edited by Gale Research in 1976.

One of the most interesting dictionaries, published by the same company, is a Dictionary of Development Economics: English-French-german, compiled and arranged by T. Scharf and M. Balin.

United Nations have published a third revised edition of Lexique General (ST/DCS/1/Rev.2 - Paper). This is a dictionary of special terms in English and French with supplements for Spanish - French and Russian - French. It includes 25,000 terms currently used in the fields of administration, budgeting, planning, personnel management and other international relations. Another publication of this kind which was prepared by the United Nations is Terminology Bulletin No. 311: Acronyms and Abbreviations Covering the UN System and other International Organizations, and No. 315: Science and Technology for Development.

The World Bank has published in 1984 its own trilingual glossary Borrowing and Lending Terminology: English-French-Spanish.

Bibliographies

Bibliographies have always been a valuable source of information for any library. They are being used for the purpose of acquiring new books or periodicals, but also as a reference tool in the search for a document published on a specific subject. One of the

1. Michael Shape, Reference and Bibliographic Tools Information Sources in Economics, J. Fletcher, Editor. Second edition, London: Butterworths, 1984

most useful bibliographies in the field of economics is the International Bibliography of Economics, published by UNESCO and Tavistock Publications.

United Nations have also published a number of interesting bibliographies. The most useful ones for a development planning documentation centre are:

- Catalogue of United Nations Publications, issued annually
- Catalogue of Periodicals, Annuals and Special Series
- United Nations Library Catalogue
- Index to Resolutions and Other Decisions on the UN Conference on Trade and Development Board
- The New International Order: A Selective Bibliography (UNCTAD)
- Bibliography of Transnational Corporations (UNCTC)
- Bibliography of Documents Relating to the Transfer of Technology (UNIDO)
- Selected Annotated Bibliography of Social Aspects of Development Planning (ECAFE, 1971).

Another useful guide to selected articles on socioeconomic development is the Africa Index, published by the Economic Commission for Africa. There are also a number of catalogues of published books in print prepared either by different publishers or covering the whole national publishing activity.

Directories

Directories are today widespread reference tools covering all kind of subjects ranging from trade, industry, various products and companies, to education, money granting organizations, and so on. Various UN agencies are very active in publishing different directories and a short review of the most important ones could be useful for deciding on the acquisitions for a development documentation centre. Review prepared here lists only directories which are related to development and development planning matters. Entries are arranged according to the corresponding publishing agencies:

Advisory Committee for the Coordination of Information Systems (ACCIS)

- Directory of United Nations Information Systems
- Directory of United Nations Data Bases and Information Systems
- Directory of Libraries and Documentation Centres in the UN System

United Nations Institute for Disarmament Research (UNIDIR)

- Disarmament: A Short Guide to UN and Other Sources of Information

United Nations Department of Public Information (DPI)

- International Register of Potentially Toxic Chemicals (RPTC), Legal File, Vol. I and II

United Nations Development Programme (UNDP)

- Compendium of Approved Projects
- Directory of Services for Technical Cooperation among Developing Countries

United Nations Centre on Transnational Corporations (UNCTC)

- Directory of Data Bases Related to Companies
- List of Company Directories and Summary of their Contents
- A Series of Directories on Transnational Corporations in Various Industries

United Nations Industrial Development Organizations (UNIDO) issues irregularly since 1976 a series of directories on various branches of industry entitled UNIDO Guides to Information Sources. This publication is compiled to promote the use of industrial information in developing countries by guiding the organizations involved in the improvement of local information facilities. UNIDO has also published:

- Directory of Industrial and Technological Research Institutes
- Guide to Training Opportunities for Industrial Development
- Directory of External Sources of Financing Available for Industrial Projects in Developing Countries

United Nations Economic Commission for Africa (ECA)

- Directory of African Experts

This directory contains personal data on experts from many African countries who are specialists in a wide variety of fields.

Textbooks

Textbooks, as one of the foreign sources of development and development planning information, are the most numerous. Any attempt to make a comprehensive list of important textbooks, because of its wideness and extensiveness would come across the problem of defining its framework. Even an indicative list would come out of the limits of this work, but still some guidelines regarding this source of information should be established. It would be certainly of significance to a development planning documentation centre to define specific aspects which should be covered by the textbooks in its collection.

Experience of the Development Documentation Centre and an analyses of relevant development planning literature shows that the following main areas should be covered:

- development planning theory and practice
- development policy
- development strategy
- sectorial planning
- macroeconomic planning
- project analyses.

CHAPTER 5

DEVELOPMENT PLANNING INFORMATION NEEDS

The main aim of this part is to examine and determine the characteristics of development planning information needs. As already mentioned, the logic of the structure and procedure of this research work was designed as a three element, or three target system, where the problem is being solved step-by-step, or element-by-element. The previous chapter was devoted to the first element of the structure, the corpus of development planning information which was defined through its scope, types and sources. The second step towards the final goal is elaboration of development planning information needs, the purpose of the information use and information seeking behavior. Therefore, these two chapters, Chapter 4 and 5, will enable us to gain a better understanding of existing development planning information, on one hand, and the corresponding needs on the other. This will lead us to the next chapter which will examine ways of meeting specific needs for development planning information through a documentation centre.

Besides its contents, this part differs from the other parts in its methodological approach. The observational method which has been used throughout this research was supported here by a survey conducted through a questionnaire¹ with a view to understanding the following three issues:

- users needs
- the purpose for which information is being used
- the pattern of users information seeking behavior.

Chapter 5 may therefore be regarded as a user study. As Sue Stone and Colin Harris insist in their work, with regard to user studies, "not only does the purpose need to be made clear, it also needs to be spelt out in enough detail to proceed in a practical way.

1. See Appendix 3: Information User Needs Survey Questionnaire

In other words, it is not enough to have a general statement (on the purpose of the survey)" (Stone, S. and Harris, C., 1984, p. 5). Having this in mind it was necessary to define the purpose, scope and timing of this incorporated user study.

The purpose of this user study was to examine the information needs which development planners in the Ministry of National Development and Economic Planning have during the process of preparation of the Sierra Leone National Development Plan and other development planning documents. Its purpose was also to understand the information seeking behaviour of the development planners, and to assess what part of information needs is met by the resources provided by the Development Documentation Centre.

The scope or the target group covered by the questionnaire included all 17 development planners employed by the Central Planning Unit of the Ministry of National Development and Economic Planning, present in the country on April 1, 1986.

5.1 DEVELOPMENT PLANNERS AS INFORMATION USERS

Development planners are the focal point of a development documentation centre. All of the document acquisition, processing, shelving and dissemination of information done in the documentation centre is for the purpose of making information available to those who need it - in this case, to development planners. This was the reason for devoting some space to the background, professional orientation, motivation and other individual characteristics of development planners.

First of all, it should be noted that the number of development planners in the Ministry of National Development and Economic Planning is relatively small. There are altogether seventeen employees of the Ministry, all concentrated in the Central Planning Unit, who are directly responsible for the execution of different planning activities. They are assigned to the various organizational units, called sectors, in the following manner:

Table 1: Organizational Scheme of the Central Planning Unit

s e c t o r	No. of officers
Director	1
Deputy Director	vacant
Development Finance and Budgeting	3
Macro-economics	1
Social Services	4
Agriculture	1
Industry	1
Infrastructure	vacant
Balance of Payments, External Assistance and Tourism	1
Population and Human Resources	2
Provincial Planning Units	3
TOTAL	17

All development planners are organizationally attached to the Central Planning Unit. Fourteen of them are located on the sixth floor of the Youyi Building (Ministerial Building) in Freetown, and three development planners are located in the regional offices in Bo, Makeni and Kenema, capitals of the three provinces. This is an important fact which has to be taken into consideration for the operation of the Centre. Regional offices and the information and documentation needs of the officers assigned to those ministerial branches have to be treated the same as other users within the Ministry. The fact that they are far away does not decrease their importance as potential information users, and the DDC has to make some extra efforts to make its services available to them. Actually, when designing an operation scheme - for example selective dissemination of information (SDI) - not only location and means of communication should be considered, but also each individual user, in this case, with his particular characteristics. As noticed by Dagobert Soergel, while "system design requires a general picture of needs, system operation requires specifics about the need of individual users. A sample survey is sufficient to obtain the general

picture, but each potential user must be studied to determine specific needs" (Soergel, D., 1985, p. 93).

From the hierarchical point of view, the director is the supervisor of the work which is being carried out by the Central Planning Unit. His main assistant is a Principal Planning Officer, who, because the post of deputy director is vacant, shares some of the director's supervisory responsibilities. There are seven senior development planning officers who are mainly in charge of different sectors and eight development planning officers.² This element of seniority can be of importance not only for the approach which has to be taken towards each of them, but also for the scope of documentation which should be covered by the Development Documentation Centre in the process of information repackaging, and the level of documentation processing.

The educational level of development planners in the Ministry could be high. All seventeen planners are university graduates and fourteen of them have also finished postgraduate studies. Most of them have obtained their education in recognized and well-known educational institutions abroad. All this indicates that the documents available in the Centre have to be very specialized and of a high academic level, especially the reference part of the collection. There is another important conclusion regarding a documentation stock that can be drawn from this. The obvious academic interest of some of the development planners (e.g. writing of articles, preparation of papers for seminars, lectures and so on) demand supply of current information from the leading journals in this area. Therefore, special attention should be paid to the specific areas of interest to development planners when preparing a periodicals subscription list in order to keep them abreast of the times.

Social and economical progress demands general and specialized knowledge, information and technical know-how, skilled and motivated workers, but in many developing countries it is often missing. Without doubting the importance of, moral and other factors

2. Besides them, there are 55 clerical workers in the Central Planning Unit, such as secretaries, stenographers, clerks, drivers, messengers, cleaners, and security guards

that can influence and increase motivation, most of the time work motivation depends on financial and other related benefits that stem from work. Since the average monthly salary of any government employee of the rank of a development planner does not exceed sixty US dollars, motivation for diligent work can not be high. Still, out of seventeen answers there was only one negative answer to the question: Do you find yourself motivated to introduce new ideas and concepts in your work?

Another interesting question was intended to find out if development planners thought that greater use of documents and information can help in improving their work efficiency and productivity. All the answers were positive. This may be a good indicator that some developments can be achieved through user training and that this attitude needs to be further nourished.

This survey, as any other questionnaire survey, may raise some doubts about the accuracy of responses or at least about their interpretation. For example, if we compare answers to the previously mentioned question where all the planners confirmed that they found information and documentation useful, with the fact that six development planners have stated in the questionnaire that they did not use any library or documentation centre in connection with their work during the last year (1985), we face the problem either of accuracy of response, or accuracy of interpretation. There are several possible explanations for this contradiction:

- there is no library or documentation centre relevant to development planning and development planners information needs
- there are some libraries and documentation centres but development planners are not aware of their existence
- available document collections are of no interest to development planners
- there is no need, motivation or transport to go to visit existing centres and use their services.

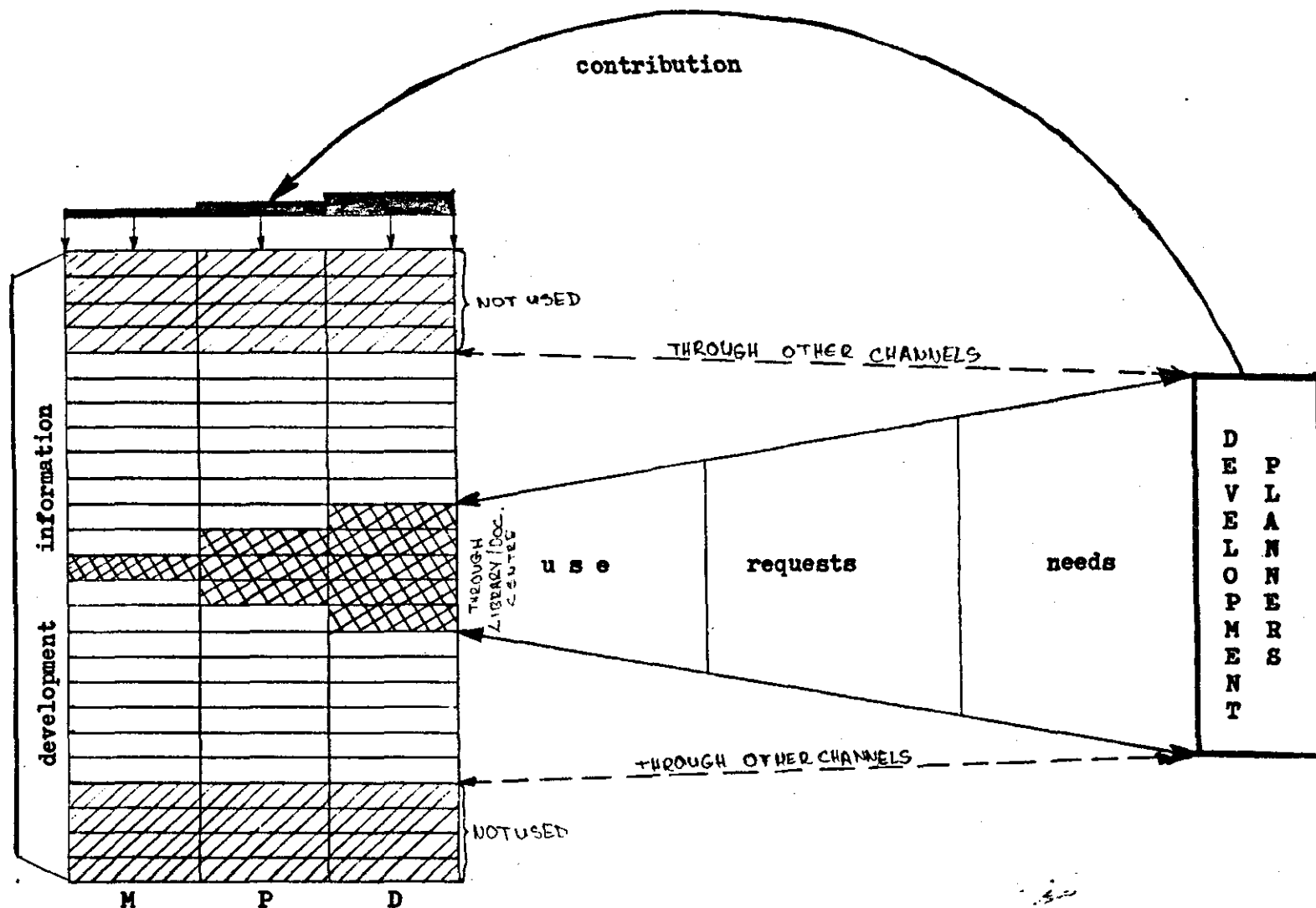
In my opinion, in the case of Sierra Leone and this particular survey the explanation is rather complex. First of all, there are not many documentation centres which have collections of interest to development planners (problem of information infrastructure). Secondly, development planners may not be aware of the contents of a particular centre's stock (problem of information

networking). Thirdly, the habit of using information and documentation, and knowledge of the various library services which are available in the country is still not highly developed (problem of information user training). Last, but not the least, is the problem of local communication and transportation.

From this perspective some conclusions can be drawn in regard to what actions should be taken by the Development Documentation Centre in thinking of development planners as information users. One thing is clear. All the planners need special training in ways of making maximum use of available documentation, information and library services. For example, according to responses gathered through the questionnaire, none of the development planners has ever taken part in any kind of information and documentation user training. The Development Documentation Centre has also to provide them with all necessary information on what is available in other centres or libraries in Sierra Leone (referral services). It has to initiate information flow, document delivery and better cooperation between existing centres. In other words, the Development Documentation Centre has to become the focal point for all the information requests that development planners might have, and it has to be able to meet all their general and specific needs for whatever kind of information or documentation service.

Development planners have been treated so far only as information users - consumers of different information sources and services - but there is another aspect of their work. Besides being users, they are at the same time information producers (see Figure 3). The nature of their work demands consumption of a huge amount of information of various types, but they produce also a number of different and valuable documents such as general and annual development plans, progress reports, development estimates, analytical papers, evaluation and feasibility studies, etc.

Figure 3: Development Planners as Information Users and Producers



M - monographs
P - periodicals
D - unpublished documents

There are a few other characteristic elements this graphic presentation brings to our attention. First of all, development planners, as probably any other group of information users, benefit only from a very little portion of the totally available information on development matters. There are at least two reasons for this. It is obvious that all information needs with actually use just a few information sources. There is a substantial decline from needs to wants, from wants to requests and finally from the requests to the actual use of information. As was pointed out by Dagobert Soergel "not all needs are translated into wants; the user may not be aware that available information or entities could help to solve the problem at hand or may, perhaps subconsciously, perceive the cost of obtaining such information or entities as so high as to suppress even the thought of getting the information or entities. Conversely, not all wants correspond to real needs. Articulation of wants into demands is subject to the same barriers as described for needs into wants. Demand results in use only if, in the user's judgment, benefits from using the information exceed the costs. The user makes this cost-benefit analysis on the basis of his perception of present information sources" (Soergel, D., 1985, p. 99).

Another reason for development planners using just a portion of available unpublished documents and an even smaller proportion of periodicals and monographs, lies in the fact that once created much information lies dormant. Even when particular information exists it makes no impact if it is not being used, and to be used it has to be either sought by the user, or made known to him through some information and documentation service or system. At this point we come to the "reason d'être" of any information and documentation centre. That is, to make users aware of available information, to promote its use and to provide needed and requested information or information sources.

It should be also noticed from the previous figure that development planners besides being information users, are at the same time active contributors to the corpus of information on development matters. Their contribution is mainly in the form of unpublished documents; and to a lesser extent they also contribute by writing articles for periodicals. Sometimes they even prepare full text monographs.

This double nature of development planners as information users and producers is an important feature which should be taken into consideration by the Centre. It is not only because the Centre should have all the documents produced and make them known and available to other users, but it is also because it is the responsibility of the DDC to give planners full assistance during the literature search and make all necessary acquisitions either through borrowing, purchasing, photocopying or by any other available means. Knowing the types and number of documents that are being produced, a documentation centre can make all the necessary arrangements and acquisitions to meet the forthcoming needs.

One of the survey's intention was to find out if the development planners produce any documents in the course of their work, what types of document and how many documents they produce annually. Three questions were incorporated in the questionnaire with this respect and the following responses were obtained:

Do you produce any documents in the course of your work?

YES 16

No 1

Types of documents you produce?

- analysis of statistical data
- development estimates
- development plans
- papers for conferences/seminars/workshops
- papers on population related matters
- papers on regional development planning
- papers on women in development
- papers on science and technology activities in Sierra Leone
- plan operation for UNICEF and other UN agencies
- project evaluation reports
- project monitoring reports
- project proposals and profiles
- public investment programme
- reports on development expenditure (National Project Assessment System)
- reports on development plan implementation
- technical papers on budgeting and financial policy

In the third question, development planners were asked to specify the number of documents they have produced during the previous year. According to the survey, the total number of documents produced by development planners in 1985 was fifty, but closer analysis showed that a correct number is around thirty. This difference is because some documents were prepared by more than one person, so at the end the total number had to be reduced. This number of thirty documents can not be regarded as a high one, but it is not the number that is important, it is the fact that all documents are of crucial significance to total development efforts being made in the country. It is their contents that determine their value and a need for them to be stored, properly processed and made available for further use not only by development planners themselves, but by all concerned such as, other government officials, development workers, researchers, students and so on.

The users of a development documentation centre could be classified under two broad categories:

- the main target user group

It consists of development planners and other government officials who are responsible for preparation and implementation of different parts of the national development plan

- potential users

This group consists of development workers attached or in charge of various development projects, international experts and consultants on mission in Sierra Leone, university professors and lecturers, research workers and students.

This knowledge of categories of different user groups is of a particular importance for the efficient organization and operation of a documentation centre. Dissemination of an information service requires an acquaintance with different user groups, potential ones inclusive, in order to find the best way of making an impact on their work and changing their information seeking behaviour. One approach might be feasible for students, but a different one must be designed for foreign experts or development workers.

For management purposes, it is also important to know the number of users either as a total number or an estimated number of potential users within each group. The number of users can determine many organizational factors, for example, number of staff, space

allocated to the reading area, number of copies of particular documents and so on.

According to analyses carried out in the light of experience gained in the last two years of working in the Development Documentation Centre, the number of its users can be estimated as follows:

=====	
- development planners and other staff of the Ministry of National Development and Economic Planning.....	30 users
- staff of other ministries ³ involved in the preparation and implementation of the National Development Plan.....	80 users
- development project personnel.....	60 users
- international experts and consultants, representatives and staff members of various UN and other donor agencies.....	100 users
- research workers, in particular the professional staff of the Institute of Public Administration, Institute of Education, Institute of African Studies (FBC), research workers from the Bank of Sierra Leone, National Development Bank, etc.....	40 users
- students studying economics and other development related matters.....	120 users
- others.....	50 users

TOTAL:	540 users
=====	

It brings us to a total number of approximately 540 potential users, and it is the DDC's responsibility to reach all these users, to make them aware of its existence and to offer them its information and documentation services.

3. For the list of the Sierra Leone Ministries see Appendix 4

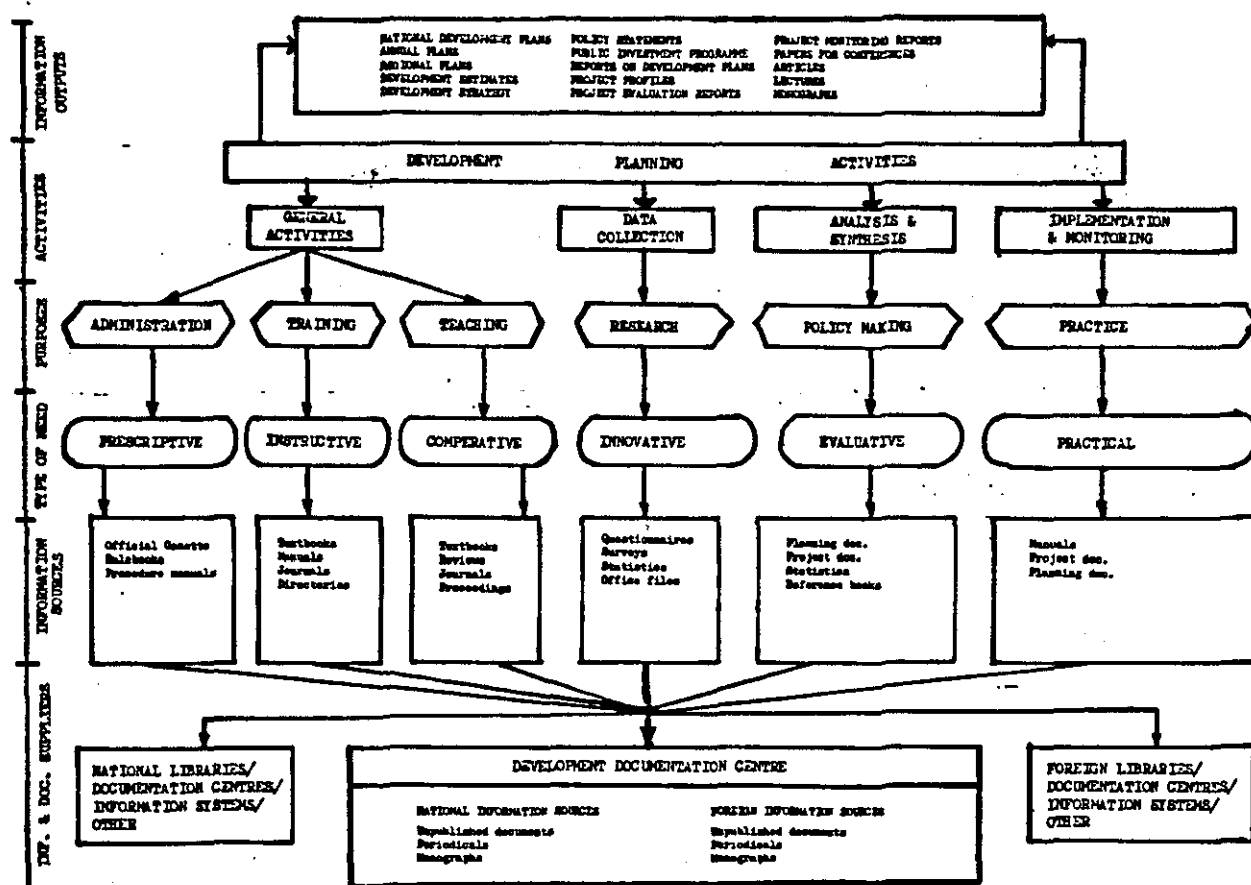
5.2 PURPOSE OF THE INFORMATION USE

The previous chapter was aimed at identifying and understanding development planners as a main user group of a development documentation centre. As has been frequently noted, "the key to understanding the information transfer system lies in the identification of population segments" (Ford, G., 1979, p. 38). This could be an important element in identification of development planning information needs, but a key factor is the purpose of the information use, i.e. the purpose for which information is sought.

The purpose of information use corresponds to the different activities that a development planner must perform; at the same time, it determines the type of information need. A theoretical model of development planning activities and information needs, Figure 4, throws some light on the relationship between planning activities, purposes for which information is sought, types of need, required information sources and various information and documentation suppliers, of which the most important one should be a Development Documentation Centre.

The model was based on the idea presented in the "User Studies: An Introductory Guide and Select Bibliography", edited by Geoffrey Ford (1979, p. 38), which has been adopted to this specific use and further developed. The main development intention was to create, besides three basic levels (purpose, needs and sources), another three levels (activities, information outputs and information and documentation suppliers), and to establish connecting links. Therefore, a more complex structure of six interdependent levels was designed and placed in one functional scheme which could be used for the analysis of any of the existing levels.

Figure 4: Model of Development Planning Activities and Information Needs



The model of development planning activities and information needs provides a solid base for determining the activities of the planning process which should be supported by specific services of a documentation centre. Therefore, it also provides a base for proper understanding of the link between organized information, documentation service and improved development planning. Once proved that a direct link between an information and documentation service and improved development planning exists, and knowing that economic and social progress depends very much on good development planning, it could lead us to the conclusion that the Development Documentation Centre is a potential tool for improving and fostering national development. This, at the same, time can be a way to prove the correctness of the statement that "information is considered by the Government of Sierra Leone as a basic tool necessary to increase the efficiency of the elaboration and implementation of its development plans and projects" (UNDP/UNESCO, 1984, p. 2). It can also provide some solid ground for concluding that the government's financial and other efforts made with an aim to establish the Development Documentation Centre are justified and beneficial.

The activities of the Ministry of National Development and Economic Planning are carried out by its three divisions:

- Central Planning Unit (CPU)
- Central Statistics Office (CSO)
- Administration, Coordination of Technical Aid and External Economic Relations Unit.

For the purpose of this study, the activities of the Central Planning Unit and corresponding information and documentation needs of its seventeen development planners are of the main concern here. According to the main concept of organization of the national development planning in Sierra Leone, the principal activities of the CPU could be summarized as follows:

- to prepare the National Development Plan (five year plan)
- to prepare regional plans and to coordinate local plans with the National Development Plan
- to monitor and evaluate development programmes and projects
- to prepare the Annual Plans and Annual Development

Estimates

- to formulate the Public Investment Programme
- to carry out a periodic adjustment in various sectorial development programmes, projects and policies in the National Development Plan itself
- to organize studies, and analysis of different development activities
- to participate in various conferences, seminars, workshops, training courses and so on.

Another way of aggregating the activities of the Ministry is going through responsibilities of the Minister of Development. According to the Sierra Leone Gazette his responsibilities are the following:

- "a) Development estimates
- b) Co-ordination between ministries on economic matters
- c) Development policy
- d) Statistics
- e) Census
- f) Economic intelligence and planning
- g) Investigation of external sources of funds for development
- h) Applications for external technical assistance
- i) Aid and technical assistance in co-operation with the National Aid-Co-ordination Committee
- j) Provision of advice to ministries on specific development projects
- k) Economic affairs" (Sierra Leone Gazette, 1986, p. 3).

These two reviews of the Ministry's activities, taken together, could be regarded as a comprehensive list of activities. Unfortunately formulated in such a way they are too general to be of direct use for making decisions on the specific information and documentation services which should go in support. The services have to be designed so that they could assist each existing development planning activity and therefore, contribute to higher quality and improvement of the development planning outputs.

However, if we are to define the information and documentation services and reveal the role of a documentation centre, we need a different approach. This should be the approach which would allow us to make a systematic and comprehensive list of development planning activities. It has to take into consideration the complexity, goals and characteristics of their information needs.

Having in mind the development planning activities and corresponding information needs, the aspect of information and documentation supply can be classified in the following way:

- General activities
- Data collecting activities
- Analytical and synthetic activities
- Implementation and monitoring activities.

a) General Activities

General activities include administration, training and continuing education of development planners. Included also are "enlightening activities", which cover teaching and lecturing.

Administrative activities are mainly concerned with personnel matters, establishment, finance, records management, printing, maintenance and similar activities. It is important to note that through these activities the Ministry has to secure implementation of all the laws and regulations that effect its work. Therefore, they need good support of legal documentation such as an Official Gazette, rule books, procedure manuals and so on. These types of information needs could be labeled as a need for prescriptive information.

Training of development planners is another distinct group of general activities. They directly affect the quality of development planners' performance. It includes training and continuing education of development planners, keeping up-to-date with new technologies and operational techniques, and developments in economic theory. Knowledge required by planners for keeping them abreast of the times is of three dimensions:

- knowledge of economic theory
- knowledge of economic planning know-how
- familiarity with other matters relevant to development planning.

This is a useful guideline for determining the subject coverage of the Centre's documentation stock. Obviously this is a need for instructive information, which could be found in a number of sources such as textbooks, manuals, journals, directories, (e.g. Directory of Training Opportunities - UNIDO), reviews, encyclopedias, etc.

Teaching or lecturing is an activity that development planners sometime perform in order to highlight some parts of the National Development Plan or another matter of special concern. This important activity is quite often neglected. Lectures to various groups of students, talks with business and community representatives, attendance at different seminars and workshops with presentations, is just one of the Ministry's public relations (PR) activities. It deserves full attention and serious preparation by development planners, and therefore should be well supported by adequate information and documentation services. The type of information needs which correspond to teaching and lecturing can be regarded as a need for comparative information.

b) Data Collecting Activities

The most important data that development planners need is statistical data. It should be made available mainly through the Central Statistics Office (CSO). Unfortunately, the CSO is not in a position to collect and process all the necessary data due to problems with manpower and financial resources. This forces development planners to use any other available and reliable source of information. Often they have to conduct their own surveys. This tedious work of collecting and compiling statistical information depends very much on the availability of organized office files, standard surveys and questionnaires, statistical digests and yearbooks, reference and other sources. In other words, they have a need for something which can be called innovative information.

c) Analytical and Synthetic Activities

Activities of this kind include information processing and decision making. This includes preparation of development plans and projects. The core activities are macro-economic planning (monetary, fiscal, price and income policy, foreign trade and balance of payments policy); sectorial planning (economic and social); development budget planning and planning of development projects. Policy making requires an evaluative type of information which is most often available from planning and project documentation, reference books and other similar information sources.

d) Implementation and Monitoring Activities

Besides implementation and monitoring, this group of activities includes evaluation of development plans and projects. Coordination of foreign multilateral and bilateral economic and technical assistance, which is monitored by the Ministry of National Development and Economic Planning, belongs also to this type of activity. These activities are performed in cooperation with the National Aid-Coordination Committee. It is directly connected with the daily work of development planners and creates a need for practical information (directly applicable information). Information of this type is available from project and planning documentation, and from different technical manuals.

There are at least two ways of examining required information sources. The first one is through the analysis of objective information needs that exist according to the responsibilities of the development planners. We can call this a method of "objective" document analysis. It was applied for the chapter dealing with information sources. For this chapter a different approach was applied. It was important to find out what development planners considered to be the most significant information sources for their work. This "subjective" attitude towards needed information sources was revealed through the questionnaire. Five questions were designed with this specific purpose. Obtained responses were the following:

Do you participate in preparation of the National Development Plan?

YES 15

NO 2

Two negative answers to this question were a big surprise, so a follow up interview was carried out for clarification. These two development planners were newcomers to the Ministry and did not have a chance to participate in the preparation of the long term National Development Plan, 1981/81-1985/86, so they were of the opinion that their answer to this question should be NO.

The same question asked development planners to also specify the way they participated in the preparation of the National Development Plan. Responses were the following:

- writing a chapter on housing and urban development
- contributing to a chapter on social services
- preparing sectorial chapters on mining and manufacturing
- preparing a chapter on infrastructure
- collecting and analyzing data on tourism
- coordinating PL 480 programme (US aid)
- compiling regional data and information
- writing a chapter on regional development planning
- financial surveys and projection of resources for plan implementation
- providing data on expenditure
- papers on agriculture and budgetary system
- assistance in writing chapters on health and education
- preparation of a chapter on population and human resources
- writing a section on finance
- preparation of the Public Investment Programme
- writing project profiles
- preparation of a macro-economic framework
- preparation of the final draft
- supervision and coordination of all the activities on plan preparation.

The next question was - Please specify the sources of information you use for your participation in the preparation of the National Development Plan?The following answers were collected:

- survey findings
- various questionnaires
- mission reports
- planning documentation from the Central Planning Unit
- project documentation
- office files
- reports of the Bank of Sierra Leone
- reports of the Ministry of Finance
- reports of the Ministry of Agriculture and Natural Resources
- National Accounts Statistics
- Census data
- UN statistical and demographic publications
- sectorial annual reports
- statistical information from the Central Statistics Office
- budget speeches
- Presidential addresses
- general government policy statements
- proceedings of conferences and seminars
- journals
- personal contacts
- regional survey data
- interviews.

A question was put to development planners to rate the given types of information according to the extent they use them in their work. The answers are analyzed and its summary is presented in Table 2, which shows that the most often used type is statistical information, followed by descriptive information. It is also interesting to notice that methodological and theoretical information is used only to some extent. This table suggests that in fact, the Development Documentation Centre's collection should consist mainly of statistical information, with methodological and theoretical information present at a much lower level. Such an approach should not be fully accepted and supported by the Development Documentation Centre.

Table 2: Use of Different Types of Information

=====		A	B	C
TYPE OF INFORMATION				
=====				
DESCRIPTIVE	count	5	7	2
	row %	36	50	14

STATISTICAL	count	7	4	3
	row %	50	29	21

METHODOLOGICAL	count	2	9	3
	row %	14	65	21

THEORETICAL	count	3	8	3
	row %	21	58	21

A - Used a lot

B - Used to some extent

C - Not used

Development planners were also asked to state the frequency of their use of various information sources. They were given a possibility to rate them as 'regularly used', 'sometimes used' and 'not used at all'. Table 3 gives the review of received responses. It is useful to point out that the five most frequently used information sources, put in order according to development planners are:

- 1) Project documentation
- 2) Statistics
- 3) Office files
- 4) Internally produced documents
- 5) Own generated data.

Information sources that development planners consult from time to time are:

- 1) Reference books
- 2) Official Gazettes
- 3) Newspapers

- 4) Journals
- 5) Proceedings.

Information sources with the lowest probability of being used by development planners, according to the responses are:

- 1) Patents
- 2) Audio-visual material
- 3) Personal contacts
- 4) Maps.

It is interesting to note, especially from a psychological and sociological point of view, that in the country with very rare information sources and poorly developed official channels of information flow, personal contacts, as a source of information were placed very low. In my opinion it is mainly because of selfish personal interest to keep a monopoly over whatever information is possessed, and to share it only in the cases where there will be benefits for doing so. Obviously there is still plenty to be done by the librarians, documentalists and information workers to achieve a wider sharing of information. One of the ways to achieve this is by strengthening the regular information flow through established information and documentation systems and networks.

Table 3: Frequency of Use of Different Information Sources

=====		=====		
INFORMATION SOURCE		A	B	C
=====		=====		
BOOKS	count	7	6	/
	row %	54	46	/
-----		-----		
REFERENCE BOOKS	count	2	10	1
	row %	15	77	8
-----		-----		
JOURNALS	count	5	6	2
	row %	39	46	15
-----		-----		
NEWSPAPERS	count	2	7	4
	row %	15	54	31
-----		-----		

PROCEEDINGS	count	4	6	3
	row	30	47	23

PATENTS	count	/	2	11
	row %	/	15	85

OFFICIAL GAZETTES	count	2	7	4
	row %	15	54	31

STATISTICS	count	8	2	3
	row %	62	15	23

UN PUBLICATIONS	count	6	5	2
	row %	46	39	15

PROJECT DOCUMENTATION	count	10	3	/
	row %	77	23	/

AUDIO-VISUAL MATERIAL	count	/	4	9
	row %	/	31	69

MAPS	count	3	6	4
	row %	23	46	31

OFFICE FILES	count	8	1	4
	row %	62	7	31

OWN GENERATED DATA	count	7	3	3
	row %	54	23	23

INTERNALLY PRODUCED DOCUMENTS	count	7	5	1
	row %	54	38	8

PERSONAL CONTACTS	count	3	4	6
	row %	23	30	47
=====				

A - Regularly

B - Sometimes

C - Not at all

In order to become more familiar with some of the difficulties that development planners encounter in obtaining relevant documentation and information, and in order to use this as a guideline for the acquisition policy of the Development Documentation Centre, a special question was included in the questionnaire. The question put to development planners was to specify information and documents needed for their participation in the preparation of the National Development Plan, but this is difficult to obtain. Responses suggested that the most critical documents to find are the following:

- National statistics
- National accounts
- Project documentation
- Financial data from the Ministry of Finance
- Bank of Sierra Leone documentation
- Official Gazettes
- Planning documentation of other developing countries
- Current world economic and population trends
- Survey reports.

It is obvious that some extra efforts should be made by the Development Documentation Centre in order to make these documents and information available to development planners as soon as possible and help with their regular activities. It is the Centre's responsibility to acquire all necessary documents needed by development planners for their work.

Finally, it could be concluded that development planning is information intensive work. This is true for the initial stage of information collecting, for information processing and compilation of development plan and reports. It is also true for the final phase, when the outputs of development planning are being disseminated and activities monitored.

Information is needed in development planning for various reasons. However important these reasons are, the DDC should concentrate its services on the main and the most important reason that distinguishes the use of information and documentation in development planning process from its use in other activities. As it was put in the Report of the Ad-hoc Panel of Specialists on Information Systems for Science and Technology for Development, "the information flow should constitute an essential element in the

development planning process and should be used in rationalizing the use of resources" (UN, 1985, p. 8). The rational use of resources coupled with the practical achievements of the development objectives are the main reasons for information being needed in development planning. However abstract the reason of 'rationality' might seem, it has direct implications in the everyday work of any development planner.

Having in mind development planning activities, it could be concluded that information and documentation are needed for the following reasons:

- to enable development planners to get the right picture of past developments, present socioeconomic realities and trends, which could be significant for future development and actions

Information required here is, information on available natural resources, industrial and agricultural production, population, foreign trade, balance of payments, foreign aid and so on, i.e. mainly statistical information.

- to ensure the use of advanced technologies, achievements, and experience from internal and external sources

Development planners need organized collection of development planning documents and reports from other countries, especially from countries with similar social and economical conditions. They also need easy access to project documents, reports, findings and recommendations prepared by either bilateral or multilateral technical cooperation projects. Under this group is the literature on selection, adoption, transfer and introduction of appropriate new technologies.

- to help development planners in monitoring implementation of development plans and projects

A regular flow of current information is needed to secure implementation of plans and projects in an appropriate manner. It should also provide a base for proper decision making on actions that have to be undertaken if there is a need for corrections after the appraisals of development plans and projects.

- to enable development planners to keep pace with the development in theory of economic planning and related implementation techniques

Development planning is undergoing some changes designed to improve the effectiveness of the techniques used by planners. Improved techniques are expected to provide more reliable regional and national plans and foster development efforts. Besides the professional development in the field of planning, it is also necessary to bring the achievements from the other fields to the attention of planners. To keep them constantly abreast of the times. Specifically this should encompass the achievements which can be of some use in development planning. For example, achievements in computer and telecommunication technology; new drugs; agricultural techniques, improved seeds, new fertilizers; solar technology and so on.

5.3 INFORMATION-SEEKING BEHAVIOUR

This chapter deals with information-seeking behaviour of development planners, and is closely related to the previous chapter on information needs. Despite the fact that they differ in structure, "the two concepts 'information needs' and 'information-seeking behaviour' have often been confused in research and writing" (UNESCO, 1976, p. 35). Information needs should give the answer to the question of the kind of information that development planners need for their work. Information-seeking behaviour should clarify how the users go about seeking and obtaining needed information and documentation.

This was a starting point of the survey which was carried out among the development planners of the Ministry of National development and Economic Planning. Besides the other aspects, the questionnaire included a number of questions on development planners information-seeking behaviour. Three sets of questions were designed and incorporated in the questionnaire. Each aimed at obtaining answers to one of the following questions:

- a) How do development planners obtain their information and documentation?
- b) Which libraries or documentation centres do they use?
- c) What is the opinion of development planners on the Development Documentation Centre?

a) How do Development Planners Obtain Their Information and Documentation

A large part of information and documentation needed for development planning purposes is produced, disseminated, sought and used independently of libraries and documentation centres.⁴ Just a part of it is processed and made available by different information and documentation services. It is important to know these other channels to "gauge their reliability and perceive their advantages so that the planning and operation of an information unit's services can benefit from their experience and work in close cooperation with them" (Guinchat, C. and Menou, M., 1983, p. 291).

Proper understanding of the channels for obtaining information and documentation and a possibility of extending existing DDC user services, were the reason the questionnaire included nine questions on this aspect. The first question in this set, asked development planners to specify the ways in which they normally obtain documentation and information needed for their work. The responses were the following:

r e s p o n s e	count	%
Ask a colleague or friend	10	19
Ask some of your staff to find	8	15
Look through office files	12	22
Search your personal collection	12	22

4. See Figure 3:

Use the Development Documentation Centre	5	9
Consult library/documentation centre out of the Ministry	6	11
Other (to conduct survey)	1	2
=====		
		(100%)

The responses suggest that the development planner's most popular way of obtaining information and documentation is by looking through office files and searching their personal collection. These two ways deserve some further analysis which can lead us to some conclusions for the work and organization of the Development Documentation Centre.

The office files collection is probably the most important tool for regular day-to-day work of any administration. Particularly, for the government administration, which has greater responsibilities for proper handling of correspondence and other materials. Unfortunately, it must be noted, the system of records keeping and management in the Ministry of National Development and Economic Planning is poorly maintained. What at one time might have been an efficient filing system, today is only partially implemented. Such a system, therefore, creates plenty of practical problems for registration, circulation, storage and especially for retrieval of documents. Presently, there are six different types of files kept by the Ministry's Registry Office:

- Secret files
- Confidential files
- Open files
- Development Files
- Confidential personal files
- Open personal files.

Each of the six file types has its own classification scheme. Broad classification categories, sometimes overlapping, make registration and retrieval very difficult. Most of the files are literally piles of letters, memos, minutes, and other documents. Which are in such bad shape they hardly allow any prompt and

practical use. There are no retention schedules or established procedures for the destruction or disposal of files. Some of the files, with documents dating back to 1960's, should have been either sent to the National Archive, deposit room, or discarded. The main problems that the Ministry's Registry Office face are:

- lack of qualified and motivated personnel
- proper supervision and management
- financial difficulties
- lack of updated guidelines (methodology) for record keeping.

It becomes obvious that the use of office files, as an important way of seeking information, needs to be improved. Only improved services of the Registry can secure smoother flow of information and meet the expectations of development planners. This leads to the question of what role the Development Documentation Centre should play in improving the services of the Registry office?

First of all, in order to reorganize the filing system and to revive its activities, the DDC can offer the professional knowledge and experience of its librarian/documentalist. The DDC staff, in co-operation with the workers from the Registry, can prepare the guidelines for records keeping. They could also help with the supervision of the work which is carried out by the Registry Office.⁵ Last, but not least, is the possibility that the DDC can secure in this way a regular flow of fresh documents to its stock. This can be done by converting and directing the contents of the so called "third file cover" to the Centre. A reference note 'available in the Development Documentation Centre' should be written on the file. This can be an excellent link between stocks of the Registry Office and the DDC. Such a note on the file cover can draw attention of development planners to specific documents available in the Centre. It increases awareness of existing documents, and improves the use of the DDC's stock.

5. Some of these activities have been already initiated by the project. Its funds were made available for purchasing of necessary stationary and equipment, and construction of shelves. Preparation of a proposal for the reorganization of the filing system was also made by the project personnel

The second conclusion that could be drawn from the responses of development planners to the question of the ways they obtain documents and information for their work, regards the use of personal collections. According to their responses, this seems to be the second most important information source. Undoubtedly, this is an important source of information. This gives rise to some speculations about the quality and quantity of information and documentation kept in personal collections. It is hard to make comments on their quality, but, at least, quantity was tackled by another question put to them. The question was whether they had some self-developed tracking or indexing system (personal records) for documents or information relevant to their work. Sixteen out of seventeen development planners gave a negative answer. Only one stated that he used to keep a personal track of interesting documents, but had to discontinue it due to lack of time.

The next question from the first set of questions put to development planners, was concerned with finding out the ways they keep up to date in their particular field. Four different possibilities were included, and the fifth one - OTHER - gave a chance for some extension of the list. This possibility was not used. The responses were the following:

response	count	%
Reading books and journals	13	36
Talking to specialists	8	22
Attending training courses	9	25
Going to professional meetings and conferences	6	17
		(100%)

It seems that the most popular way of keeping up to date among development planners, is by reading books and journals. This is followed by attendance to training courses. Reading books and journals, as the most common way of updating professional knowledge of development planners, is an indicator that the Development Documentation Centre's services are needed, and that they will be utilized if adequately organized. Appreciation of books and journals by its potential users, as a source of information for keeping up to date, can be used by the Centre to give rise to their interest in the services it offers. It can also be used to foster user's awareness of the importance of the use of information in daily work, development of personal skills, and so on. Plenty of organized efforts have to be made by the DDC in order to increase users' confidence in the importance of the documentation centre's stock and services.

The possibility of keeping up to date in various ways was further cross-checked through some additional questions, each related to a specific way of acquiring needed information. Two of them were questions aimed at shedding some light on the development planners' reading habits. Nine out of seventeen development planners have stated that they do not read any journals regularly in connection with their work. One planner commented that he does not read any journals regularly, simply because they are not available. This asks for a careful re-consideration of the ways the DDC disseminates information about its journals. Journals are available. For example, there are more than fifty journals specializing in development economics available just in the Centre. It should be also noted that the only national serial publications directly mentioned by the CPU staff, were publications of the Bank of Sierra Leone.

Development planners were asked to state which newspapers they read regularly. It was surprising to find out that almost one fourth of the respondents did not read any newspapers regularly. This also includes locally published newspapers. One of the respondents stated that "newspapers like the London Financial Times, The Times (London), The New York Times, would be very useful if obtained regularly". Some further investigation should be carried out before deciding to include any of the newspapers on the acquisition list. Experience with subscriptions to local newspapers, according to the number of users coming to consult them, does not seem to be in favour of newspaper subscriptions. Existing difficulties with the post office and regular delivery of mail hardly favours subscription to

foreign newspapers.

A question was put to development planners on the number of books they personally own in connection with their work. Responses were the following:

Number of books	count	%
1 - 9	2	11
10 - 24	9	53
25 - 49	3	18
over 50	3	18
(100%)		

Most of the development planners have a number of books somewhere in the range of 10 and 24. This can be assessed as a modest number of personally owned books, and it clearly indicates that there is a need for a larger collection to be made available to them. Books are not, of course, a priority of the DDC acquisition policy. However, in the community lacking even general information sources on development and economic planning matters, it would be important to include a number of needed books in the stock. In particular, having in mind the purchasing power of development planners, and today's prices of professional books. According to the questionnaire, purchasing is the most popular way of obtaining books (74%), followed by gifts (17%). One of the interesting ways to obtain books, as pointed out in two questionnaires, is through training courses and seminars (9%). In fact, after attending a seminar, or any other training, development planners should deposit a copy (even a photocopy) of the documentation they brought back with them. In that way, other development planners can benefit from that seminar and can use available documentation.

Training courses, professional meetings and attendance to various conferences have always been an important way of obtaining needed information. This is particularly true for developing countries. Courses and meetings represent not only "a good information source", but also a panel for exchange of ideas that are

especially significant for development planners. Planners need a constant flow of different ideas and opinions which can be used for various purposes. One of them being the use of these panels as a kind of a warning system for new demands and developments which have to be taken into consideration. Financial limits which are imminent to present socio-economic conditions in Sierra Leone, make attendance to these conferences and training courses very difficult. Still not so rare as one can assume. Five of the seventeen development planners had an opportunity in 1985 to attend a number of training courses, most of them held abroad. The training courses they attended were the following:

- Advanced project management course (W. Germany)
- Macro-planning (W. Berlin)
- ILO Course (Geneva)
- INCEMPM (USA), etc.

There were also two locally organized courses:

- Regional Development Planning
- Negotiating Technology Agreements.

The important element here for the Development Documentation Centre is the possibility for the CPU staff to travel abroad and attend some interesting courses. The Centre should, therefore, make sure to provide a current flow of information on available courses of interest to development planners. This can be either in the form of directories or some specialized periodical in this area, such as, "Conferences and Exhibitions". The DDC should also make some extra efforts to provide sources of information on various possibilities for obtaining financial assistance for attending these courses.

A similar conclusion could be drawn from the responses to a question on professional meetings and conferences which development planners attended in 1985. The only difference is that the number of participants was higher (12 out of seventeen), and that most of the conferences were held in Sierra Leone. This last difference is the one that is of significance to the DDC. It takes more effort to keep track of these local meetings and obtain the proceedings in whatever form available, but it is an important work-task which should be

carried out. It should be pointed out that there is a relatively high number of locally organized professional meetings, conferences, workshops and similar gatherings. Still, an organized way of collecting papers and proceedings from these meetings does not exist. This could be one of the roles of the DDC since the National Documentation Centre, as such does not exist, and this activity is not covered by the Sierra Leone Library Board.

b) Which Libraries or Documentation Centres Development
Planners use

The next step in examining development planners information-seeking behaviour was to find out which libraries and documentation centres they usually use for obtaining needed information. Three questions were included in the questionnaire with this intention. It was also felt that it could be of some interest to find out for what purposes they used the libraries and documentation centres. That was the reason to include this question in the questionnaire.

The first question was of a general nature. Its intention was to determine how many development planners have used any library or documentation centre in connection with their work in 1985. The responses revealed that four development planners did not use any library or documentation centre in the course of their work. This is almost a quarter of all the workers in the CPU which did not feel a need for consulting any library or documentation centre in order to meet some of their information and documentation requirements. Without entering into a discussion on the reasons for such inferior information behaviour, it should be noted that these responses were obtained at the beginning of 1986 when the project of establishing the Development Documentation Centre had just started to make an impact. At that time, eleven development planners had stated that they used the DDC occasionally. Two of them have already started to use it regularly, and four of them did not use it at all. During 1986 and 1987 the DDC had extended its services and impact, so that almost all the CPU staff members became regular visitors and users of the DDC. Besides some other impacts, this could be regarded as a very important one, since the most critical element of any information and documentation system is changing users information-seeking behaviour and habits. It is a time and labour consuming job which needs special

consideration from all the DDC workers, and plenty of effort in the long-term.

According to the answers, development planners have made use of only three libraries or documentation centres. Namely Sierra Leone Library Board, Sierra Leone Labour Congress Documentation Centre and the DDC. Some more important information and documentation units which keep stock of documents closely related to development matters, such as the Library of the Bank of Sierra Leone and the UNDP Library have not been used by development planners. This indicates that either they did not need to use them, or they were not well informed about the contents of their collections. and about available information and documentation services. According to some other questions and responses, it seems that they needed them but they were not aware of their documentation stock and potential value. It is the responsibility of the DDC to increase their awareness of the possibilities to use some other available information stocks and to offer some referral services to the Ministry's employees. Sharing and pooling information resources together in one organized and functional information system, should be one of the guidelines for planning and managing the Sierra Leone National Information and Documentation System.

The final question in this set was aimed at finding out the reasons development planners had for going to, and using libraries and documentation centres. Eight possibilities, plus the possibility to extend the list, were offered. According to the answers collected, libraries and documentation centres were mainly used by the development planners for the following purposes:

=====		
r e s p o n s e	count	%
=====		
Consultation of books	5	16

Consultation of journals	7	23

Consultation of reference materials	4	13

Consultation of project documents and reports	3	10

Consultation of internal documents	3	10

Requesting information search	2	6
Photocopying facilities	6	19
Doing your own study or writing	1	3

The answers to this question were, more or less, as expected. This was either because of former questions or because of experience gained through two years of project implementation and observation of development planners information-seeking behaviour. Still, there are two points which deserve to be mentioned. The first one is the ranking of photocopying services offered by libraries and documentation centres. This service was second in rank just after the consultation of journals, and this could be viewed from two different aspects. On the one hand, it is positive that information and documentation units are offering such services and that it is being appreciated by their users. It is not the cheapest, but for sure one of the more important ways of disseminating information and making better use of it. On the other hand, this process can grow into an unacceptable extreme. According to the experience of the DDC and some other libraries and documentation centres that have operational photocopy machines, (e.g. Medical Library, National Agricultural Documentation Centre), machines are being used to a large extent for making copies of documents other than library materials. Document, such as correspondence, memos, minutes and so on. This is really not a function of an information and documentation unit. It is possible to have a reprographic section organizationally linked with a library or documentation centre, but making copies for library use and making copies of correspondence and other materials for daily work should be functionally separated.

The second conclusion which could be drawn from the responses to this question concerns very low use of the possibilities for requesting an information search to be carried out by the information and documentation unit on behalf of the user. This is an important service which is part of the regular work of some libraries and documentation centres (the DDC is one of them). Still, it is not exploited enough. There were a few requests by the development planners for a complete information search and documentation supply. This is an area which has to be improved by the DDC staff, in

particular, through specialized user training and education. Preparation of the subject bibliographies by the DDC, for example, which are needed to support some specific work-task that a development planner has to perform, can save him time and effort which he could use for other purposes. In this way the DDC can help to provide more comprehensive information which will contribute to the quality of the planner's work. Saved time and effort allow them to put more emphasis on other work-tasks, and therefore indirectly, improve the quality of the development planning process as such.

c) What is the Opinion of Development Planners on the DDC

Four out of the seventeen development planners did not use the DDC facilities before the survey. The main reason being that there was no time for the DDC to make a substantial impact on the development planners' information-seeking behaviour. Having this in mind, it might have been better if the set of questions on the opinion of development planners on the DDC was left for some other time. Yet, the questionnaire included four questions aimed at finding out the development planners attitude towards the DDC.

The first question put to development planners was:
How adequate is the bookstock of the DDC in terms of your work?

The following answers were given:

r e s p o n s e	count	%
Sufficient for ALL requirements	/	/
Sufficient for MOST of the requirements	1	7
Sufficient for SOME of the requirements	5	43
Sufficient for FEW of the requirements	7	50
Sufficient for NONE of the requirements	/	/
(100%)		

It is obvious that by the time the survey was carried out the DDC documentation stock was sufficient for just a part of the development planners daily information and documentation needs. It should not be forgotten that it was the beginning of the establishment of the DDC. It was realistic to expect that it would reach a higher level of sufficiency with the improvement of its services and documentation collection. It can be assumed that with a greater number of documents on development planning and development projects, books and journals on economics and planning, and other improvements, the DDC will reach its goal of being able to satisfy most of the development planners information and documentation requirements.

The next question asked development planners if there were any ways in which documentation stock and information services of the DDC could be improved to meet their specific needs. Sixteen development planners were of the opinion that there were some ways for this improvement and, what is more important, they suggested a number of actions which could improve the DDC documentation stock and services. The most important suggestions were:

- to get more books and periodicals dealing with economics and statistics
- to make available information on science and technology activities in other developing countries
- to supply regional development planning offices with more information on its activities and new acquisitions
- to have personal interviews with officials more often
- to conduct surveys on types of information and documentation development planners needs
- to obtain more documents from other ministries and government departments
- to stock more publications on monitoring and evaluation of development projects
- to prepare a more comprehensive bibliography of subject matter areas
- to request authors to furnish DDC with their publications.

All these suggestions are valuable and each of them deserves special consideration by the DDC staff. They should become a part of the DDC's general policy and should also become a part of its

daily information and documentation activities. It is the responsibility of the director of the Central Planning Unit, who is at the same time the supervisor of the DDC, to see that the general policy and guidelines for organization and operation of the DDC are properly implemented.

Dissemination of information, from a library or documentation centre's point of view, has at least two functions:

- to provide development planners with needed information and documentation from its stock (to actually enable its use)
- to make development planners aware of the DDC's existence and availability of its services (to promote its services and activities).

This second aspect should be observed as a part of the overall information 'marketing activities'. Present conditions in Sierra Leone do not give enough ground for consolidated information and compact marketing. Socio-economic development and the standard of living, bias the extent to which full information marketing strategy can be applied. Only a part of it, namely promotion activities can be applied. There are many ways in which libraries and documentation centres could promote their own services. Among them, the most popular is the publishing of various information leaflets, flyers and bulletins, use of notice boards, organization of exhibitions, and personal contacts. From the very beginning the DDC has used some of these techniques in order to increase the users awareness of its existence and promote its services. However, promotion should be regarded as a continuing activity - a part of the DDC daily work. This assumption was confirmed when nine of the seventeen development planners stated that they do not find themselves well informed about existing services offered by the DDC. Organization of short seminars and user training sessions could be useful to achieve this end, but it is still the responsibility of the DDC staff to find out proper ways of organizing them.

The final question about the development planners attitude towards the DDC, was almost a routine one but the responses came as a surprise. Development planners were asked whether they find the DDC staff helpful or not. Two of the CPU workers gave negative answers. They thought that the DDC staff was not helpful. It was interesting

to go a little further and to find reasons for such an opinion. Both of them were regional development planners who requested to take some documents with them, but were refused. This happened because of the DDC policy not to lend out any documents. The policy states that documents can only be used in the Centre. However, the problem remains, and a proper way of making documents available to regional offices muss be found.

CHAPTER 6

THE ROLE OF THE DEVELOPMENT DOCUMENTATION CENTRE IN MEETING DEVELOPMENT PLANNING INFORMATION NEEDS

This chapter is aimed at providing an answer to the question: what is the role of the Development Documentation Centre in meeting the information needs of development planners in Sierra Leone. There are various ways of approaching this question. Consequently, there are various roles that can be suggested as the possible answers. The approach taken here was determined by two major facts. Firstly, the information and documentation environment in Sierra Leone is still in an early stage. The necessary information infrastructure and services are gradually developed. Secondly, the Development Documentation Centre, as a newly established centre, has just started to make an impact on its users and information and documentation environment. As a development project, the Centre and its role, has to be based on feasible activities producing immediate effects. Both facts impose limitations on the scope and quality of the role that the DDC can play in the process of meeting the needs of development planners in the Ministry of National Development and Economic Planning. If these limitations are properly taken into consideration, their effects can be effectively scaled down.

The role that the Centre could and should play, in the work of development planners, should be regarded as a complex one. It should consist of three interrelated targets which are realized through different corresponding activities. The targets, and therefore, the roles of the DDC are:

- to provide information and documentation needed for development planning,
- to enable effective use of available information and documentation,
- to upgrade the level of awareness of the value that information and documentation has for the work of the development planners.

The first role, provision of information and documentation for development planning, is realized through three classical activities of a documentation centre. That is, selection, acquisition and storage of information and documentation. Part 6.1 elaborates on some of the features of these activities and the way they are carried out by the Development Documentation Centre.

Part 6.2 concentrates on the effective use of information and documentation in the process of development planning. It examines, in particular, the level of processing and its requirements, ways of information dissemination and the most suitable user services for the Ministry of National Development and Economic Planning.

The last part of this chapter is devoted to the ways the DDC can upgrade the level of the development planners awareness of the information and documentation value. Special consideration is given to two specific ways: user education and information promotion activities.

6.1 PROVISION OF INFORMATION AND DOCUMENTATION

The main role of any documentation centre is to provide information and documentation required by its clientele. This fundamental role, if properly carried out has to be based on a good collection of documents. Without a solid document collection it is almost impossible to realize any of its other functions.

A documentation centre acquires documents through a process of carefully planned, interrelated and consequent activities of selection, acquisition and storage. The same activities need to be planned in advance and integrated in the work schedule of the DDC staff. This in fact, imposes two requirements which have to be taken into consideration. The first one is on the management side. It is the responsibility of the management to properly plan and organize these activities. The second one is on the executive side, which has to implement and fulfill all the tasks adequately and promptly.

From the management point of view, there are three elements which have to be considered when deciding on the ways of acquiring

necessary information and documentation for the process of development planning. They are:

- DDC staff
- financial resources
- available space

a) DDC Staff

Perhaps, the most critical element of any organizational structure is its personnel. However brilliantly a system was designed and established, it would fail to perform well if proper care was not taken of its staffing. This is especially true for developing countries where there is a permanent lack of well trained, experienced and motivated professionals. Sierra Leone and its professionals in the field of library and information science are no exception. Specific demands imposed on its staff by the very nature of a specialized library or a documentation centre make the situation for its managers even harder. The DDC requires at least one trained librarian/documentalist capable of carrying out all the tasks pertinent to a specialized library. Therefore, he/she has to be able to perform in the wide range of activities starting from acquisition, document processing, dissemination, user education and so on. In other words, the person in charge has to be a capable, fully trained librarian or expert in documentation.

Selection is the first step in the provision of information and documentation necessary for development planners. It requires knowledge and experience of the DDC staff in the area of economics and development planning. To find a librarian in Sierra Leone with a background in economics is almost impossible. A solution is to train a general librarian in this particular area. Gaining experience in any area is not just a question of a number of years spent working in it. It is a question of personal work attitude. With the help of some mathematical terminology, it can be said that somebody's personal experience is directly proportional to time, usually number of years, spent on working in a specific area and the intensity of a person's working engagement.

$$E = I * t$$

(E - experience I - intensity of work t - time)

It is obvious that the only variable we can control here is the intensity of the librarian's work. Therefore, it is important to secure all necessary prerequisites for her/his full engagement, such as personal motivation, optimal working conditions and discipline. With good motivation, in particular with higher salaries, and with some discipline, enough time could be created to carry out daily tasks. Some of that time can even be spent on self-education. This type of education is probably the most suitable way for the librarian to cope with increasing demands for deeper knowledge of the subject(s) the library specializes in. This is also a way to upgrade the understanding of user needs, and achieve better results in meeting those needs. Development planning, and development in general, is a dynamic process which requires a very active and energetic librarian if the rising needs for information and documentation are going to be properly met. To live up to these expectations librarians have to devote special attention to their own self-development.

b) Financial Resources

Financial resources is another element in the provision of information and documentation that has to be taken care of by the managers of the DDC. Resources are scarce in all developing countries particularly in Sierra Leone which is one of the ten least developed countries. The fact that the DDC is placed in the Ministry of National Development and Economic Planning does not make this situation any easier. Very little money can be spent on purchasing necessary books and periodicals. A way out of this problem still must be found. A good circumstance is that salaries for the DDC staff are quite secure, even it is true that they are at a very low level. Besides this, the basic stationary could be obtained through the regular Ministry's supply. This means that a minimum of its activities would be secured for the future.

The purchasing of basic books and documents for the establishment of the Centre was covered by the project. A problem remains for the DDC to provide a continues flow of publications, in particular current periodicals. The Ministry is one of the most important Government ministries and this fact could be exploited for obtaining some periodicals free of charge. There are a number of publications, especially journals, which, if the publishers are

properly approached, can be obtained free of charge. It is the responsibility of the DDC staff to find these organizations (e.g. The World Bank, FAO, UNESCO, Commonwealth Secretariat, etc.), and to find the most appropriate ways to include the DDC on their mailing lists. This is the a which has to be carefully planned, executed with proper care and monitored throughout the year, because all the other roles that the DDC can play depend on the availability of documents in its stock.

The financial situation in Sierra Leone, and in the Ministry of National Development and Economic Planning, dictates that a greater part of the DDC collection is acquired through donations and exchange. However severe the situation with available financial resources, some efforts should be made to rationalize its use to the maximum possible extent. Shared acquisition as "a method of purchasing documents whereby a number of information units form an acquisition network and share out the purchasing of certain documents" (Guinchat, C. and Menou, M., 1983. p. 57), has to be seriously taken into consideration.

There are various ways of shared acquisition which could be utilized in order to foster a documentation stock of the DDC and to improve information and documentation base for development planners. Having in mind the DDC information and documentation environment, and the characteristics of the organizational infrastructure to which the DDC belongs, its role in providing information could be strengthened by establishing shared acquisition in the following manner: Within the framework of the Government Information and Documentation Centres Network, in which the DDC should play a major role as a central coordinating node, a principal of a systematic acquisition division should be adopted. This means that each documentation centre or library in various government departments and agencies should acquire only certain documents pertinent to its nature and field of specialization. This type of shared acquisition provides a maximum number of documents to be purchased, no unnecessary extra copies of the same items, and that documents will be processed and stored in the centre where it is most likely that maximum use them it will be made. This system also requires that a way for disseminating information on available items and efficient channels for interlibrary loans is established.

c) Available Space

The final problem that management faces is the problem of available space for document collection. The DDC is placed in one large room which, as presently arranged, can accommodate approximately 15 thousand documents. With some small additional rearrangements the collection could be extended for another few thousand documents, which is enough for the next 4-5 years. This depends on the future acquisition rate, but still gives the management enough space for another few years and allows them to concentrate on some other more urgent problems. Still, this question of space has to be taken into consideration. Some selectivity has to be exercised towards new arrivals and also towards the existing collection system which should be checked from time to time. Documents of minor importance, which are not being used, have to be disposed of in order to provide space for the new arrivals.

Closely related to the space problem is the question of the form in which documents should be obtained. Serious consideration should be given to the use of microfiches. The available microfiche printer/reader enables the use of this popular form, and does not include any extra cost for its operation. Documents, especially periodicals, available in the microfiche form are much cheaper for purchasing than ones in paper form. This also means that scarce financial resources could be more economically utilized. Special attention should be devoted to the possibility of purchasing back copies of some important documents on the microfiche. For example, FAO/AGRIS document collection, Appropriate Technology Library and so on. Besides this, there are two additional features which make the microfiche form very attractive for the DDC. The size of microfiche does not require any additional space for its collection, and therefore allows expansion of the DDC collection without a need for expanding existing space. Another feature of a microfiche collection is its durability. Air humidity and moisture, very dangerous for paper documents, is high in Sierra Leone. It can also damage the microfiches, but their life-span in tropical countries is 2-3 times longer than the life-span of paper documents. This is an important feature which gives an advantage to a microfiche collection.

All what is said so far about the provision of needed information and documentation concerns mainly the management of the

DDC. This is a very important aspect but some attention should be devoted to the executive side of the document supply.

The staff of the Development Documentation Centre has three practical problems to solve in the process of document procurement. They are:

- What to collect
- Where to find information and documentation necessary for development planning
- How to obtain information and documentation that is needed.

The answer to the first question is elaborated in Chapter 5 of this study. It is the responsibility of the librarian in charge of the Centre to follow the guidelines on the scope and type of information which is considered to be relevant to development planning. This way, the acquisition process can become almost a routine. Eventual change in personnel can temporarily disrupt smoothness of the acquisition but with help of these guidelines it can always be straightened up. There is something that should be kept in mind by whoever is taking care of the acquisitions. The most economical size of the collection has to be maintained and it is quite difficult to define the limits of this "most economic size". It is very much up to the librarian and his personal experience to draw up the limits of the collection. A useful hint which could be used in daily practice is to collect only the information and documentation which is most likely to be used. The other information material should be avoided. In other words, it is not the responsibility of the DDC to collect everything and to develop excessive stock, but, to concentrate on the quality and usefulness of its collection.

Another useful element in deciding what to collect, and at the same time an important role of the DDC, is to initiate a regular way of recording and analyzing development planners demands for different information and documentation. Experience gained in such a way could be later used as a criterium for selection of documents which are most likely to be used. It is also possible to anticipate the needs, but it is more appropriate to learn the real needs through expressed demands of development planners, for specific information and documentation. In regard to anticipation of the needs, the DDC has to know what new documents, books and journals development

planners would like to see on the DDC shelves. However, this is not a one way process. It is not only the development planners' task to tell the DDC staff what would they like to see in the Centre, and to make use of it. The role of the DDC is to supply development planners, at the initial stage of their decision making, with appropriate catalogues and bibliographies of books in print or new titles in general which could be obtained through different channels. The easiest, but not the best, way is to have publisher's catalogues circulated among the Ministry's staff. A much better way is to prepare a special bibliography, i.e. List of Suggestions, of items which might be of interest to development planners and to ask them to decide what to order or obtain through available channels.

The second question - where to find information and documentation necessary for development planners, is also already taken care of. Reference sources, some mentioned here, are indispensable in the process of selection and acquisition of required information and documentation. They should become a regular channel for gaining knowledge of published documents, or documents in print, enabling timely preparation of required funds by the DDC. This is just one of the channels which, having in mind the financial situation, might not be used so often and therefore attention should be devoted to other channels and other sources. Firstly, the DDC has to secure the regular flow of documents from the Ministry itself to its own stock. The best way for doing this is through establishing a link with the Registry Office and providing adequate registration processing procedure which will enable initial circulation of documents among the Ministry staff and its final storage in the DDC. With the proper functioning of this channel the estimate is that approximately 65-70% of the DDC current document supply can be secured without involving any extra charge.

Secondly, the role of the DDC is to provide documents from other locally available suppliers. This requires a knowledge of the collection contents of other documentation centres and libraries in Sierra Leone. It also requires actual provision of documents which are found to be useful for the work of the development planners. The DDC has to collect all the bibliographies or new acquisition lists from other local centres. It can also initiate creation of a union catalogue, since one does not exist, and increase the awareness of the development planners on the items available somewhere else. Such a catalogue would be of mutual importance to all documentation

centres and libraries that can pull their resources and efforts together in order to prepare this important reference tool.

How to obtain needed information and documentation is the third question that is interesting from, both, the managers' and the executives' perspective. While the managers of the DDC have to decide on the ways of acquiring documents, paying for them or obtaining them free of charge, the DDC executive staff has to carry out the decision in the best possible way. Therefore, in the final instance acquisition depends very much on the documentation professionals, on their skills and willingness to do their best and obtain for their collection whatever is possible.

6.2 DISSEMINATION OF INFORMATION

The second role of the Development Documentation Centre in meeting information needs of development planners is dissemination of information. It is regarded as an action aimed at providing users with information they need and it usually comes at the end of document processing. There are many ways dissemination can be organized and carried out. This variety lies, not only in the level of information processing that a documentation centre or an information unit offers to its users, but also in the numerous forms which might be used in order to make dissemination of information more attractive and efficient.

There are three main levels at which information could be disseminated:

- dissemination of primary information
- dissemination of secondary information
- dissemination of tertiary information.

a) Dissemination of Primary Information

The dissemination of primary information is the most important activity for a specialized documentation centre, such as

the DDC. This type of dissemination provides the users with the opportunity to directly consult a particular document. Thanks to this service development planners are in a position to quickly retrieve and use different project documents, reports, development plans, and other government papers which are stored in the Centre.

Two main ways of disseminating primary information are organized and carried out by the DDC. Development planners, and other users, are given a chance either to consult documents in the Centre or to obtain a photocopy of a needed document. On-site consultation is organized through so called "controlled access". The user retrieves a particular document using one of four catalogues available in the Centre, fills in a request form with a document call number and hands it in to one of the staff members present. A librarian, or a library assistant, retrieves the document from the shelf. The document is lent to the user for consultation in the Centre and must be returned the same day.

The following short description of activities which are followed in order to retrieve and consult a document, provides us at the same time, with a list of the DDC functions. It is a review of the role of the DDC and its responsibilities in meeting the information needs of its users.

The starting point, and the main responsibility, that the Centre has to perform is to process all the documents in its stock. This means that a system of document processing has to be set-up efficiently and reliably. It has to allow smooth access to, and use of available documentation. It is not enough just to design a good system, because even a good system with solid methodology would not bring expected results if not executed properly. Therefore, the second element necessary for a professionally organized and maintained documentation centre is to have good everyday performance from its staff. In order to secure this element many efforts have to be made by the librarian in charge of the Centre. Some help is also expected from the officers who are responsible for the overall Ministry's performance. This is mainly a responsibility of the Development Secretary, who is in charge of administrative matters, and the Director of the Central Planning Unit, who is, at the same time, the Centre's supervisor. Good performance by the DDC staff requires some additional training, either in-service, or of some other kind. It also requires attendance to some seminars,

professional meetings and conferences. This can serve as an impulse for keeping up with modern methodology and new information technology.

The second element in the description of the procedure for on-site documentation consultation, highlights the role of the DDC in providing its users with functional catalogues. This is important since the users are not allowed direct access to document stock. Users can retrieve documents only through catalogues. The minimum the DDC has to do is to obey international standards for bibliography description; such as ISBD(m) - for monographs, and ISBD(s) - for serials. Use should also be made of Anglo-American Cataloguing Rules. Since DDC is a specialized documentation centre, consideration should be given to the development of the Subject catalogue. The Subject catalogue in the DDC is made of random subject headings. Its long term goal and responsibility is to gradually develop and start to use a controlled dictionary which could lead later to a thesaurus on development planning.

The next element in the link between the user and the document is the librarian, or a library assistant, who is directly attending the users. It is the role of the DDC to develop and maintain all necessary personal characteristics of its staff which are crucial to a professional library attendant. Professional behaviour demands tolerance since "an information specialist work nearly always for other people and he must realize that this can occasionally be frustrating. His most important asset is the desire to be useful" (C. Guinchat & M. Menou, 1983, p. 329). Other personal characteristics which the DDC should develop in their staff are curiosity, solid judgment, adaptability, flexibility, perseverance and modesty. Users satisfaction depends on the documents they can find in the Centre, but at the same time it is highly dependable on the way they are treated when they are in the Centre. The role of the DDC staff is to do whatever possible to satisfy users information needs and at the same time to please them and make their visit as enjoyable as possible.

Another way of disseminating primary information, besides on-site consultation, is photocopying. This is a convenient way of disseminating primary documents, in particular, for specialized libraries and documentation centres. Allowing users to borrow documents from the Centre is a risky process since most of the

documents are kept only in a single copy, and most of the time they can be found only in the DDC. Supported by bad experience from a previous documentation centre, when most of the documents lent were never returned, the DDC adopted a policy that no documents should be taken off the premises. It is of great importance to preserve all available items which are collected. Still, sometimes it is necessary to be flexible and allow the use of documents by development planners in their offices. Sometimes documents have to be taken out of the building for a meeting and presented there. Proper records of documents borrowed from the Centre should be kept and regularly updated. In this sense, photocopying can be handy, since primary documents are disseminated without diminishing the Centre's collection. The DDC is properly equipped for this job. One NASHUA photocopier is in full working order, and a new one is being installed. They can meet the present number of requests for photocopying. However, there are some problems regarding photocopying and there is a role for the Centre in solving them. Firstly, provision of photocopies is quite a costly process involving the cost not only of paper but of toner and developer which have to be imported. Besides this, cost includes also regular maintenance which is expensive, in particular, when some spare parts are required. Therefore, the DDC has to secure sufficient financial resources to cover these expenses and enable its users to make necessary photocopies.

The second problem is a number of requested photocopies of a particular document which the DDC should accept to make. It is difficult to make strict rule about this. This should be left with the librarian-in-charge to make such decisions on an individual basis. Generally speaking 10-to-15 page long documents should be accepted for photocopying.

Another point worth mentioning, is the establishment of a special reproduction unit which could take care, not only of making photocopies for the centre, but also for the rest of the Ministry. Such a unit would be useful for the Ministry of National Development and Economic Planning since all the reprographic machines and available financial resources can be centralized. Such a centralization can increase the efficiency and the life-span of available equipment benefiting the whole Ministry. The DDC can play an important role in organizing this unit. This role of the DDC will be mentioned later in the final chapter as one of the

recommendations.

b) Dissemination of Secondary Information

The dissemination of secondary information, i.e. dissemination of references to primary documents, in whatever form, is another way of making users aware of existing documents in the collection. There are many ways that the secondary information can be disseminated. They vary from one centre, or library, to the other. It is usually left up to the librarian's imagination which form is to be used. Some of the forms of disseminating secondary information are: referral services, selective dissemination of information (SDI), abstracts bulletins, bulletins of tables of contents, lists of acquisitions, specialized bibliographies, indexes, and so on.

The role of the DDC is to bring information to its users. Especially to development planners. The Centre has also to make them aware of the existing collection, and to increase their curiosity and interest to come and use available documentation as a part of their everyday work. To fulfill these roles, the DDC has at its disposal experience of many centres all around the world, aggregated in the different forms of dissemination of secondary information that they use. It is up to the Centre to experiment and decide on which form to use in its own work.

The number of forms to choose from is high. Still, there are some limiting factors which have to be taken into consideration. These limiting factors are available personnel, financial and technical resources, and means of communication. The limiting factors all have an influence on the decision of which form of dissemination to use.

The personnel which are to take care of the secondary information dissemination is, in the case of the DDC, critical. One qualified librarian and one library assistant are the only professionals. It is not likely that there will be much time left for compilation of bulletins. Still, since this is an important task, some way of disseminating this kind of information has to be established. A lack of staff dictates that the devised form is simple, without requiring too much time for its compilation. These two factors, simplicity and quickness, are just starting

requirements. Available financial resources, equipment and means of communications, impose their own limitations on the kind of secondary information dissemination that can be used by the DDC. Technical equipment, at the DDC's disposal for this purpose, consists of one IBM/PC-XT computer, two photocopiers, a stencil duplicator, typewriters and staplers. Text could be nicely created with a help of a word-processor 'Wordstar 2000 Plus'. This software package offers possibilities to check spelling, use predefined forms, create multicolumn text, make use of additional graphic software and read external files. All this, and many other features guarantee that the final output can have a professional look and can attract the user's attention. It is interesting to notice that not all the time information bulletins published by libraries are not given the graphic and technical look they deserve. People who produce them often think that requests for information and information use are only in the sphere of man's rational behaviour. However, importance of esthetic values and attractiveness should not be underestimated. This is the reason all information and documentation units should try to keep up a high quality of their products. In the long run it could be beneficial. Printing can be done either by photocopying, or by stenciling. This limits the number of copies which could be produced but keeping in mind the number of potential users, these techniques can produce a satisfactory number of copies.

The final determining factor is the available means of communication. It can be said that available telephone service is not reliable in Sierra Leone at all. Use of telephone for disseminating secondary information is almost out of the question. The post office system is a little more reliable, but still can produce some delays and confusion. The most suitable and feasible way of distributing any printed material is by messenger. Their services are not expensive, they are available in all the ministries, and they are the quickest and most reliable way for distributing information.

Finally, we come to the point when a few words should be said about the most suitable forms for the DDC to disseminate its secondary information. Bearing in mind all that has been said so far, in particular about existing limitations, the following forms should be considered by the Centre:

- Acquisition List
- Special Bibliography

- Current Contents Bulletin.

An acquisition list is one of the forms for the distribution of secondary information suitable to be used by the Development Documentation Centre. It shows to the users exactly which documents have been acquired during a specific period. It is necessary to prepare acquisition lists at regular intervals. A number of annual acquisitions, somewhere between four and five hundred, suggests that the most suitable frequency for publishing lists of acquisitions is four times a year. An appropriate subject index should accompany each issue so that at the end of every year it would not be difficult to prepare cumulative indexes. Besides the purpose of dissemination, lists can be used also as an excellent retrieval tool, since a small number of documents per issue allows documents to be deep indexed.

A special bibliography is another form which is suitable for the DDC and which would certainly be appreciated by its users. It should be prepared at least once a year and should cover mainly documents on Sierra Leone. This can be a regular special bibliography, but at the same time the DDC should make some attempts to prepare and publish additional bibliographies according to the expressed needs. For example, as part of the preparation for some larger conference or a meeting, the DDC can prepare a special bibliography of available documents on a particular subject. Based on the experience of the previous years it could be roughly estimated that additional two or three special bibliographies could be prepared per year. This is an important element to know and to take into consideration when preparing annual an work plan and budget for the Centre.

A Current Contents Bulletin is another form for disseminating secondary information which was already used by the DDC . At the very beginning, the DDC users were a little confused with such a publication. It was something almost totally new to them. Soon after the first issue was published they started to appreciate the way information was presented. It was interesting to notice, and it is something the DDC should try to further encourage, that the people who found it most useful were the outside users. Once again, it proved that the demand for foreign periodicals exists and that one of the DDC' roles should be to enable people access to, and use of,

whatever is available from foreign information sources.

Finally, it should be noted that one of the roles of the DDC should be to maintain contact with other centres and libraries. In spite of communication difficulties, this referral service can be easily maintained since there are only a few centres outside Freetown. All the referral work can be concentrated on the centres and libraries in Freetown. Having this in mind, it would be useful to compile a directory of Sierra Leone libraries and documentation centres. This directory should also provide some information on the subject areas they cover, number and types of books and documents they have in their collection. It would be of a particular interest for that directory, and for its users, to contain information on publications and lending possibilities. This can be used as a starting point for information and documentation networking.

6.3 INCREASE OF INFORMATION AND DOCUMENTATION APPRECIATION

Along with the other two roles, which the DDC is expected to play in meeting the information and documentation needs of development planners, increase of information value appreciation represents "a raison d'être" for the existence of the Centre. Users are considered to be the main target of all three roles. In other words, users are the focus of the DDC functions. As part of the first role the Centre collects documents which are going to be put at the user's disposal. Information dissemination gives users the opportunity to learn about the contents of the collection and make actual use of a particular document. Efforts made to increase appreciation of the information and documentation value are also concentrated on the users. Its aim is to change some of their beliefs, such as, how useful information and documentation is for their work. It must be kept in mind that not adequate importance is given in developing countries to information and documentation value. Therefore, it is a long term objective to increase the present level of users information appreciation.

All three roles are user oriented, but there is a small difference. At first sight, it could seem that the information and documentation appreciation role is less concerned with the users than

the other two. This comes from the fact that the activities through which this role is being fulfilled are such, it might seem, that information units try to promote themselves. It might appear that they try to verify their own existence and importance. In other words, it might seem that, while executing this role, the Development Documentation Centre is more concerned about itself than about the users. How is such impression possible? Two main activities through which the increase of information and documentation appreciation is carried out are user education and information promotion. If we bring to our premises for training somebody by order, as possible in the ministries where attendance to some lecture or course might be ordered by the administrative head (e.g. Permanent secretary), and thus made compulsory, it can make a negative effect. If a need to know more about an existing information centre and its services does not come from the users themselves, then, any training can be viewed from a negative aspect. It is of crucial importance to bring somebody to the Centre willingly. Only then we can expect to increase the present level of information appreciation. Any other attempt can be regarded as a premature imposition of something that is still not part of the real life and needs.

It was necessary to mention this element of willingness at the very beginning, since the DDC already ran into some difficulties with organizing training for its users. A few unsuccessful attempts were made to organize such training for the development planners in the Central Planning Unit. Help was sought from the director of the CPU but the results were not impressive. Three main lessons were learned from this experience:

- a) Necessity to obtain participants willingness
- b) Proper timing
- c) Adequate form.

a) Participants Willingness

This is an important element which is difficult to secure. Proper timing and adequate form are much easier achieved than readiness of the users to make some efforts such as, to spend some time, to listen and learn about different possibilities which exist for making use of existing document collection. Sierra Leone is one of the unfortunate countries to have a low standard of living and

hard working conditions. These combined make an environment for information work very complex and difficult. Development planners' work is demanding and quite dynamic. It leaves almost no time for other activities, such as information user training. Immediate results of this type of training are not so obvious, and it is a serious draw back. Still, training is useful and willingness is necessary, so some solution has to be found.

Experience of the Development Documentation Centre tells us that this is a hard task but a possible one. To achieve it the following guidelines should be used:

- Proposed training must be short

This is an important guideline which should be obeyed in order to avoid potential argument that people are busy, and that they can not find time to participate.

- Training should be spread

This guideline is connected with the previous one. Since training should be short, it is necessary to have more than one session. For example, two or three times per week. It is not only the shortness which dictates that training should be spread out. It is also dictated by the fact that a single training session creates a negative feeling that: "We have participated ones, we learned everything and it is over now. The next time it is for somebody else to go". Information user training and education is a long process which should be regarded as part of continuous self-development. There is always something new to learn especially in the field of information use. Application of modern technology and methodology is just one of the areas of possible interest.

- Participation of some higher officers

Personal example is always a way which can make miracles. Having somebody's superior attending the training course can encourage lower officers not only to come, but also to take active participation.

- Active participation

As part of the preparation of the strategy for the training courses, efforts should be made by the organizer to design a course in such a way that each attendant can take an active participation. One of the ways to realize this goal is to give a

short assignment to every participant which can be later discussed jointly during the training. However, another more appropriate way is to ask each participant to come up with his/her special request which can then be discussed in the group. This change of roles is important from the psychological point of view since it is usually more pleasant to ask, then to be asked.

- Openness to suggestions

Another useful guideline for winning a participant's co-operation is to use some of the techniques from the qualitative social research methodology. Openness to suggestions is one of the common techniques. Suggestions on how to organize, or how to improve information user training, from the people who are going to attend it should always be welcome. This includes suggestions, not only during the preparation period, but also during the training itself. It is obvious that the contents of the suggestions are going to be different, depending on the time when the users are approached and asked for suggestions. Whatever the suggestions are, they should be given maximum consideration and should be incorporated in the course if possible. Another element of importance to this guideline, regards the way suggestions should be sought. The organizer should take an active approach and ask participants for their suggestions, rather than passively wait for attendants to show initiative.

b) Proper timing

Proper timing is another element which needs to be taken into consideration when information user training is being prepared. As the role of the Development Documentation Centre is to achieve a higher level of information and documentation appreciation by development planners any course should be organized at an appropriate time. It should be organized in such a way that all participants who are willing to attend, can actually come. When considering time for some particular training course, three time factor components should be observed. The first one is the period during the year. The second one is the particular day during the week, and finally it is the hours during the day.

All three of the time components are important, but the one which should probably be given the highest consideration is the most appropriate time of the year to organize an information users

training course. A helpful tool for deciding on this is the Annual Workplan of the Ministry, and in particular, the Workplan of the Central Planning Unit. As is the case with any other government department, the CPU has its own "peaks" when it is almost impossible to find a single free moment to use for anything else but for the regular work-tasks. This is the period during May-July when the Development Estimates are being prepared, and when full co-operation is given to the Ministry of Finance for preparing the Annual Budget. Every member of the Ministry staff is occupied during this period so any attempt for organizing some training should be avoided. A similar period is around Christmas time when most of the work for the previous year is being finalized and annual work reports are being prepared.

Two other elements to be considered are periods of annual leaves and official government and religious holidays. No training can be organized during any of these holidays, and it is advisable to avoid organizing anything before or immediately after the holidays. It is very unlikely that many participants will be present at work a week before and a week after. If the goal is to have as many attendants as possible, it is advisable to plan the course for some other more "peaceful" time.

Similar to this, is the day of the week which is the most suitable for organizing such a training. Two days should be almost automatically ruled out. They are Mondays and Fridays. Mondays are usually the days when people are getting organized for the week which follows, preparing week work schedules, preparing letters, memos and other necessary documents for the work ahead. Fridays should be ruled out because of religious reasons. Sierra Leone has a great number of Muslims who usually go to pray on Fridays so some other day, probably during the mid-week, should be chosen for the training.

Finally, comes the question of the timing during the day. This might seem a minor problem but it is still necessary to note that early morning hours and late afternoons are not the best time to ask people to come and take part in a training course. Transport to and from work due to a poor public transport system, is very difficult. People are usually late in the morning and leave earlier in the afternoon so that they can avoid the rush hour traffic jam and catch a bus or a taxi.

c) Adequate form

The third element which needs to be considered when preparing a training course for the DDC information users is its form. User education and training can take different forms, depending on its objectives, local conditions and applicability of each form for a specific user group. The most common ones are courses, seminars, lectures, audio-visual presentation, workshops, open house, discussion clubs, dissemination of printed training materials, and so on. The form which could be suggested for the DDC is a workshop. In practice, this means that the Centre should prepare some training material in advance and hand it over to the participants well before the workshop begins. Also the Centre should prepare some display boards to facilitate comprehension of the topic which is under discussion. Graphic presentations are always effective and useful. A short lecture, which might be necessary, should be delivered in such a way so that it initiates and encourages a follow-up discussion. It should concentrate mainly on the practical side, rather than on the theoretical aspects which should be avoided as much as possible. Some of the topics covered could be, for example, available local and foreign information sources, the ways to use them; retrieval techniques; the use of computer and available data bases; microfiche collection, etc.

The DDC should try not to go into excessive training converting users into information specialists. "The aim should be to describe and explain the processing techniques, and operations of information units in order to improve their grasp of how the products and services can be exploited and, in some cases, of how they themselves can contribute" (C. Guinchat, 1983, p. 295/296).

The next activity in the process of increasing the appreciation of information and documentation is the promotion of the Development Documentation Centre itself. There are many differences between training and promotion. From the methodological point of view the most important difference lies in the target group. Training is mainly aimed at users, while promotion is more concerned about non-users - people who are still not aware of the centre's existence. Promotion should be organized in such a way to bring the Centre, and its information and documentation services, to the attention of potential users. Various techniques might be used. The most suitable for the local conditions are posters, exhibitions, advertisements in

newspapers, leaflets and personal contacts. Whatever technique is applied, the DDC staff should bear in mind the characteristics of the target group and the Centre's objectives. Promotion activities should be carefully planned and equally distributed among the Centre's employees since this kind of activity requires sustained efforts and financial resources.

CHAPTER 7

CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

Information and documentation has always been considered to be of great importance in development planning. This study showed that development planning can be regarded with full justification as an information intensive work process. People involved in the complex process of development planning have a wide scope of information needs. They need services of a documentation centre specialized in development planning. Such a centre, if adequately organized, can facilitate and improve the quality of development planning. This study intended to show that a comprehensive understanding of development planning, and its corresponding information and documentation needs, is necessary for the establishment of a development planning documentation centre and its successful operation.

This was a case study based on the experience of one country - Sierra Leone, and one centre - the Development Documentation Centre in the Ministry of National Development and Economic Planning. However, similarity of living and working conditions in Sierra Leone with other developing countries, in particular West African Countries, allows us to draw conclusions which have wider implications. Sierra Leone is unfortunately one of the least developed countries in the world. Still, it was found to be a good example in determining the characteristics of a development planning process from an information point of view and in clarifying the role of a documentation centre in meeting specific needs of development planners.

The subject of this study was set up as a three element system: development planning information, information users and a documentation centre specialized in development planning documentation.

Development planning information was defined through its characteristics, types, scope and sources. Users were examined from the aspect of their information needs and information-seeking behaviour. The third element, documentation centre, was, studied from the point of its role in meeting development planning information needs.

Subject coverage of a development planning documentation centre depends very much on the level of development of the particular country and on the priorities determined by the development plan. Generally speaking the subject coverage includes development economics and planning, agriculture, small and medium scale industry, education and health.

Geographical coverage, besides the information and documentation from the country itself, includes items from the countries which have similar living and working conditions. It should also cover documentation from the neighboring countries and from the countries with whom close and friendly economic and political links exist. At the same time, documentation from more developed countries should not be overlooked since its experience could be of some importance. Considerable financial resources and efforts might be saved if available experience from other countries is used.

Institutional coverage is another useful tool in search of documentation in the process of building the collection. Full attention should be given to the institutions in the country and outside the country. Of special interest are sub-regional, regional, global and other international organizations.

Types of development planning information can be determined according to three main criteria: its nature, mode of production and material carrier. Division of textual and non-textual information, together with the division of conventional and non-conventional types of information, is generally applicable to more or less all documentation centres. Criterion of published and unpublished information is of major importance to a development planning documentation centre. According to the findings of this research, unpublished information makes the core of the document collection of this type of a documentation centre. The Centre's collection should consist mainly of development planning documentation, development project documentation and development research documentation.

Regarding information sources it can be concluded that there is a wide range of information sources available in the field of development and development planning. Foreign information sources are easily available but national sources are more important for development, since they deal with the concrete situation and conditions in the country. This applies in particular for unpublished government documents.

Development planners are the focal point of a development planning documentation centre. All of the document acquisition, processing, storage and dissemination is done in order to make necessary information and documentation available to those in need of it, in particular to development planners. Because of this, librarians and documentalists should make all necessary efforts to get to know their users better. Only through a thorough understanding can they create and maintain an appropriate documentation centre and succeed in meeting the specific needs of its users.

Study of the use of development planning information allows us to conclude that information is a valuable asset which if used, contributes to the quality of national plans. The plans become more realistic and reliable. Besides this, proper and intensive extracting, repackaging and use of information saves much needed financial resources for other purposes where it is necessary to have substantial capital.

From the aspect of the use of development planning information, it can be concluded that information is needed for general activities, data collecting activities, analytical and synthetic activities, and for project implementation and monitoring activities. The administrative activities which are part of the general activities need support of legal documents, procedure manuals and such. Training of development planners demands instructive information available from textbooks, manuals, journals and so on. Teaching and lecturing, another activity from the group of general activities, needs information of a more general nature. Most of the time, this type of information is easier to find. Data collecting and analytical activities, as part of the development planning process, also have their corresponding information needs.

From the point of view of variety of development planning activities, information and documentation is needed for the following

reasons:

- to enable development planners to get the right picture of past development, present socioeconomic reality and trends significant for future development and actions
- to ensure the use of advanced technologies, results and experiences from internal and external sources
- to help development planners in monitoring implementation of development plans and projects
- to enable development planners to keep pace with the development of economic planning and implementation techniques.

This research showed that the information and documentation environment in Sierra Leone is still in its initial stage of the gradual building of a necessary infrastructure. The Development Documentation Centre is a newly established centre which has just started to make an impact on its users, and on the information and documentation surrounding in general. Therefore, the role that the DDC can have in meeting the information needs of development planners in the Ministry of National Development and Economic Planning is limited in its scope and quality. Still, the experience of the DDC could be utilized for drawing some general conclusions regarding the Centre's role in meeting the development planning information needs.

Provision of information and documentation for development planning is the first role of the DDC realized through proper selection, acquisition and storage. The second role of a development planning documentation centre is to enable effective use of available information and documentation. This role is performed through adequate document processing, information dissemination and establishment of user services. The last role is the upgrading of the level of awareness of the value that information and documentation have for the work of the development planners. The most suitable ways for carrying out this role are user education and promotion of information services.

Recommendations

This research was an excellent opportunity for gaining deeper understanding of the development planning process and the role of a development planning documentation centre in meeting the corresponding information and documentation needs. The most helpful for making conclusions, and coming up with recommendations was, in fact, the opportunity of living in Sierra Leone and working for three years on the establishment of the Development Documentation Centre. Without that, this research work would have lacked the grasp of reality, in particular, of the living and working conditions in Sierra Leone which could hardly be understood if not experienced. At the same time, this could also be a problem when making some recommendations for distinguishing recommendations which came from the research itself, from the ones which were the results of the experience gained outside the research. However, having in mind the importance of the recommendations for further strengthening of the Development Documentation Centre and the possibility of having them practically applied during the next project phase, I decided to list all the significant ones.

There are many aspects of further development of the DDC which might be covered by recommendations. Not all of them have the same value and importance, but if taken together as a set of designed and planned actions, they can contribute to the quality of its information and documentation services. The recommendations made here cover the following aspects:

- overall organization of the DDC
- personnel
- document collection
- retrieval tools
- automation
- networking
- user training
- regional offices.

Overall organization is a sensitive aspect since it touches the set-up of the Ministry of National Development and Economic Planning. Still, the previous experience shows that some improvements

are necessary and possible in this area. The Development Documentation Centre is organizationally part of the Central Planning Unit. The Registry office and other technical services are part of the Administration, Coordination of Technical Aid and External Economic Relations Unit. Being aware of some of the problems the Ministry is experiencing with the Registry office, filing and photocopying, it can be useful to organize a new unit, which might be for example called Information and Documentation Unit. This new unit should cover the Development Documentation Centre, Registry office, Archives section, Computer section and Reprographic section. As it can be seen from this recommendation this new unit should cover five sections of which only two exist at the moment. The rest of them have to be created.

The Archives section is necessary since the existing documentation in the Registry covers not only current files, but also the files which are no longer needed. Those files should be separated from the current and semi-current files and placed in a depository room. The present arrangements and problems emanant to the Registry office do not allow proper storage and handling of archives files. Most of them are being pushed around from one place to another, and slowly destroyed. The Archive section should take care of those files. It should store them in some adequate place, prepare inventory lists and retrieval tools. This section should operate under the close surveillance and guidance of the National Archive which will, at some later stage, take over the archives material which is of permanent value. It should be noted that for this purpose no additional financial resources are necessary. One of the existing vacant rooms can be used for this purpose and one of the clerks from the Registry office can be permanently assigned to this section. Further training for the officer in charge could be easily obtained through some of the development projects which are taking place in the Ministry.

A Computer section is another section which should be established within the Information and Documentation Unit. It is really not necessary nowadays to spend too much space elaborating the need and usefulness of organizing such a section. The Ministry of Development desperately needs computers. There are many areas in which they could be used to improve the development planning process. Budgeting, population trends, project monitoring, creation of development data bases, word processing, desk publishing, are just

some of the possible areas of computer applications. Reasons for organizing one section responsible for operating computers are numerous. Available computer expertise (which is missing at the moment) has to be centralized so that optimal use can be made of it. In fact, if the Ministry is going to employ somebody who has computer training or degree in information science, and definitely this has to be done, all the computers located now in different sections should be centralized. Besides the computer expertise, the other reasons for establishing a Computer section are its maintenance, proper handling, sharing of available equipment, training, user education and provision of adequate uninterruptable power supply (UPS) to run the computers. It is also worth noticing that money is not the obstacle for creating this new section. There are already four computers available in the Ministry (two IBM PC-XTs, Wang and Tandy computer), and three more IBM micro computers have been ordered. There are also two printers available (EPSON printers, one NLQ and the other LQ). Some other equipment is also available in the Ministry such as transformers, uninterruptable power supplies, inverters, deep-cell batteries and so on. Software available in the Ministry consists of Wordstar 2000 Plus, Word Perfect, Lotus 1-2-3, Dbase3, CDS/ISIS, SPSS, and so on. With simple concentration of the hardware and software the basic requirements for the Computer section could be met. The main problem is, the personnel who will take care of the section and operate the computers. Two or three typists/secretaries are already familiar with this type of technology. With some further in-service training they can be converted into computer operators. Still, the Ministry needs to provide funding for one or two computer specialist (programmers or system analysts) who will be able to manage the section. Some external assistance could also be obtained from the UNDP for example, such as a few fellowships, consultants, experts or UN Volunteers. This assistance could also include some equipment which might be necessary to improve and develop existing hardware or, if necessary, some additional software.

The Reprographic Section should be the third newly established section within the Information and Documentation Unit. This is one of the technical support services which is very much needed in the Ministry. There is a permanent problem with photocopying and stencil duplicating. Six photocopiers are available, but because of improper handling and operation, and lack of maintenance, most of the time, only one or two photocopiers are working. Since there is a considerable demand for photocopying,

concentration of existing photocopy machines could result in more regular maintenance and operation which will improve the work-life of those machines and, at the same time, solve the problem of photocopying in the Ministry.

Establishment of these three sections and creation of the Information and Documentation Unit is not strictly concerned with the Development Documentation Centre. However, since this study is concentrated also on the development planning information needs this could be one of the ways to improve the whole information and documentation set-up and to strengthen necessary information infrastructure within the Ministry. As a repercussion it would be reasonable to expect some improvements in the work of the development planners.

The next recommendation regards personnel. This is the recommendation which is most unlikely to be fulfilled, since it concerns not only employees of the Development Documentation Centre, but civil servants in general. People's motivation to work, their initiative and innovations is very low. Most of the time they do only those things which are of extreme importance, and the rest they leave either untouched or unfinished. It is not easy to work in such surrounding and to have some task or project completed, especially if the time is limited. Many arguments can be found to criticize such behaviour, but knowledge of just one simple fact could help us to understand it better. Government employees are very poorly paid. The Librarian in charge of the Development Documentation Centre is receiving only 650 leones per month, what is equivalent to fifteen English pounds. It must be stressed that this is according to the official exchange rate. The unofficial, or so called "black market rate", is applied the monthly payment of a qualified librarian holding a M.Sc. degree from an English University would be around 8 pounds. At the same time it should be kept in mind that the unofficial rate is used to calculate the prices of all consumer goods making them literally unapproachable for the great majority of civil servants. Such salaries make living conditions extremely difficult and this has a direct impact on the working conditions and their motivation. Before salaries are considerably raised, and this means not a 20 or 50% increase but rather 5 to 10 times higher salaries, nothing could be substantially changed. It should be one of the government priorities to raise civil servants salaries to a reasonable level in order to solve the problem of their inefficiency

and corruption which is a big burden in national development efforts.

Another recommendation regards document collection. Different aspects can be considered for eventual recommendation, but I want to point out one aspect of document collection which, in my opinion, is important in the long run. One of the problems which is common to developing countries when they make their first attempts to build up information and documentation infrastructure, is a tendency to overemphasize the importance of foreign information sources. Libraries are trying to buy as many foreign books as possible. Documentation centres are doing the same thing with foreign periodicals and documentation. The value of national information sources and documents produced in the country is underestimated and not adequately appreciated. A specialized documentation centre in a developing country such as Sierra Leone, should have in its stock foreign periodicals and documents, but more important is to make an effort to collect documents which are locally produced. National collection has to be comprehensive and to contain at least most of the documents which are produced in the country. It is a part of the national heritage, and adequate attention has to be devoted to it.

Improvement of retrieval tools was already mentioned. However, as a recommendation it should be pointed out here that the subject catalogue needs further improvements. This should be in the direction of adapting or creating a development planning thesaurus which could bring some order to the subject catalogue. Presently, the subject catalogue headings are entered as they appear without much control. The subject catalogue was found to be a useful retrieval guide used by the majority of the DDC users but it needs some qualitative improvements. Existing headings in the subject catalogue, and in particular terms used in the process of creation of the bibliographical data base, which can be easily listed from the computer, can be further developed into a controlled dictionary list. This list might serve as a base for creation, or adoption, whichever is more feasible, of an already available thesaurus. Construction of such a thesaurus for development planning can be even one of the projects which the Development Documentation Centre could initiate and carry out in cooperation with, for example, PADIS (Pan African Documentation and Information System) in Addis Ababa, or some other documentation centre.

Automation is surely one of the fields where much remains to be done. The organizational aspect of automation has already been elaborated on in the recommendations. The recommendation which I would like to make now concerns the automation of the Development Documentation Centre directly. The first step in automating the DDC is already done. A bibliographical data base is set up and the first few hundred documents have been entered. The rest of the documents remain to be entered. However, the DDC should not stop with the data base which is already created. An attempt should be made to automate the whole document processing chain, starting with ordering, registration, cataloguing, indexing, document circulation control, retrieval and so on. Only a fully automated process can bring all the benefits that the use of modern information technology offers. That is the way to have the DDC and its users fully satisfied.

My final recommendation touches on three related elements. They are networking, user training and supply of information to the regional offices. Establishment of the Government Information and Documentation Centres Network should be a long term objective. Only two or three ministries have well organized documentation centres at present. The other ones have to start from the beginning, which for some of them might take considerable time. To those centres which will be established, the Development Documentation Centre can give some assistance and guidelines. Closer ties with the existing centres should be established involving information and documentation exchange and pooling of resources. This networking could start with simple cooperation but it should be the responsibility of the DDC to initiate creation of the general data base. It could start as a small pilot project with the use of only one computer, but what would count is the fact that automation started. People need to become familiar with modern information technology and the DDC could offer them its experience, methodology, software, and for the beginning even the use of its own hardware.

Another aspect of networking, which can be seriously considered by all centres and libraries involved, is user education. Since nobody is devoting enough attention to this problem, it would be suitable to jointly organize a seminar, workshop, or just a lecture on user training and education. This can be an excellent example of pooling resources together and covering wider range of information users.

As part of networking, but slightly different from the one mentioned above, is the necessity to supply needed information to the regional offices of the Ministry of National Development and Economic Planning. It is the DDC's responsibility to find adequate ways and means for providing information, in particular requested information and documentation, to the regional development planners. One of the possible ways is to provide them with full bibliographies of documents available in the DDC. The bibliographies can be used as a reference source for ordering particular document from the Centre. The Centre should provide requested documents in photocopy form, since it can not afford to lose any of the documents from its stock. Another way would be to supply them with the extra copies of documents which are available in more than one copy. This type of document supply and creation of a small handy documentation centre in the regional offices, can lead at a later stage, to the development of a full scale branch documentation centre.

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APPENDICES

SIERRA LEONE SERIAL PUBLICATIONS

NAME OF PUBLICATION	PUBLISHER	PERIODICITY	NATURE OF INFORMATION
ECONOMIC REVIEW	Bank of Sierra Leone	Q	Assets and liabilities of the Bank; Money supply; Commercial banks; Central govern- ment finances
ECONOMIC TRENDS	Bank of Sierra Leone	M	Money supply and bank- ing; Central govern- ment finances; Sierra Leone Produce Market- ing Board sales and purchases; Mining; Industrial production; Employment; Prices
ANNUAL REPORT AND STATEMENT OF ACCOUNTS	Bank of Sierra Leone	A	Money supply and bank- ing; Public finance and debt; Balance of payments; External as- sets; International trade; Agriculture; Mining; Employment
THE SIERRA LEONE QUARTERLY TRADE STATISTICS AND ECONOMIC TRENDS	CSO	Q	Exports and imports; Shipping; Air traffic; Revenue; Excise
THE SIERRA LEONE GAZETTE	Government Printing Dept.	I	Bills, Public notices; Trade marks
ANNUAL REPORT AND ACCOUNTS	National Deve- lopment Bank	A	Loans sactioned by the Bank
POPLEONE	National Popu- lation Commission	I	Population; Women

SPECIAL BULLETIN ON CONSUMER PRICE INDICES	CSO	I	Consumer price indices
ANNUAL STATISTICAL DIGEST	CSO	I	Health; Education; Em- ployment; Agriculture; External trade; Indu- stry; Population
NATIONAL ACCOUNTS	Ministry of Finance	A	National accounts
AGRICULTURAL STA- TISTICAL BULLETIN	PEMSU Ministry of Agriculture	I	Agricultural trade; Livestock; Forestry; Fisheries; Prices
WHO NEWS	WHO Office Freetown	I	WHO activities in Sierra Leone
UNDP NEWSLETTER	UNDP Office Freetown	I	UNDP activities in Sierra Leone
THE DIPLOMATIC NEWSLETTER	Ministry of Foreign Affairs	I	International activi- ties and agreements
THE BALANCE OF PAYMENTS BULLETIN	Bank of Sierra Leone	A	Balance of payments

A - Annually
 M - Monthly
 Q - Quarterly
 I - Irregularly

A BIBLIOGRAPHY ON SIERRA LEONE'S DEVELOPMENT PLANS
AND RELATED GOVERNMENT DOCUMENTS
(1946 - 1986)

A. PLANNING DOCUMENTS:

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Vol. 1: Overall Development, 86 p.
Vol. 2: Development of Economic Sectors, 90 p.
Vol. 3: Development of Social Sectors, 54 p.
6. National Development Plan, 1974/75-1978/79. Ministry of Development and Economic Planning. Freetown, August 1974. 285 p.
7. Annual Plan, 1974/75. Ministry of Development and Economic Planning. Freetown, August 1974. Various pagination.
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1. Historical order

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10. Annual Plan, 1977/78. Ministry of Development and Economic Planning. Freetown, August 1978. 124 p.
11. Annual Plan, 1978/79. Ministry of Development and Economic Planning. Freetown, August 1978.
12. Public Investment Programme, 1978/79. Ministry of Development and Economic Planning. Freetown, December 1978. Various pagination.
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14. Annual Public Investment Programme, 1981/82-1985/86. In Outline. Draft. Ministry of Development and Economic Planning. Freetown, December 1981. 155 p.
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B. REPORTS ON DEVELOPMENT PLANS

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2. The First Year: A Progress Report on the Ten-Year Plan. Freetown, 1963. 13 p.
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11. Annual Progress Report on the Implementation of the Annual Plan 1975/76. Ministry of Development and Economic Planning. Freetown, March 1977. 74 p.

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11. National Paper for the United Nations Conference on Science and Technology for Development 1979. Ministry of Development and Economic Planning and National Committee for the UNCTAD. Freetown, 1979. Various pagination.
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MINISTRY OF FINANCE, DEVELOPMENT AND ECONOMIC PLANNING

INFORMATION USER NEEDS SURVEY

QUESTIONNAIRE

This survey is being carried out in order to define variety of development information user needs. Results obtained through this survey will enable better planning and organisation of information and documentation services in the Development Documentation Centre (DDC). Therefore, we will be very grateful if you could complete this questionnaire. Please put a TICK (✓) in the correct box. Leave other boxes BLANK.

1. Please state the sector to which you are attached:

2. Your occupation: _____

3. Have you completed:

University (or equivalent) ☐

Postgraduate studies ☐

Doctorate studies ☐

4. What is your field of professional interest? Please specify as much as possible.

5. What is your present post? _____

6. Are you a supervisor?

YES ☐

NO ☐

7. Do you produce any documents in the course of your work?

YES ☐

NO ☐ If NO, go to 10

8. Please specify the types of documents you produce:

9. Please write the number of documents you have produced during the last year:

Number of documents: _____

10. Do you participate in preparation of the National Development Plan?

YES ☐

NO ☐ If NO, go to 13

If YES, in what way?

11. Please specify the sources of information you use for your participation in the preparation of the National Development Plan:

12. What specific information or documents needed for your participation in the preparation of the National Development Plan do you find difficult to obtain?

13. How do you normally obtain documents or information connected with your work?

Ask a colleague or friend	☐
Ask some of your staff to find	☐
Look through office files	☐
Search your personal collection	☐
Use the Development Documentation Centre	☐
Consult library/documentation centres out of the Ministry	☐
Other (specify) _____	☐

14. Did you use any library/documentation centre in connection with your work during the last year? YES NO If NO, go to 23

15. Did you use library/documentation centre for:

Consultation of books	☐
Consultation of journals	☐
Consultation of reference materials	☐
Consultation of project documents and reports	☐
Consultation of internal documents	☐
Requesting information search	☐
Photocopying facilities	☐
Doing your own study or writing	☐
Other (specify) _____	☐

16. Which library/documentation centres did you use in connection with your work during the last year? Please list them in order of frequency of use.

17. Do you use the Development Documentation Centre:

Regularly ☐ Sometimes ☐ Not at all ☐

18. Please rate the following types of information according to the extent of your use of them in your work:

	used a lot	used to some extent	not used
Descriptive	☐	☐	☐
Statistical	☐	☐	☐
Methodological	☐	☐	☐
Theoretical	☐	☐	☐

19. What sources of information do you use in your work?

	regularly/sometimes/not at all		
Books	☐	☐	☐
Reference books (encyclopedias, directories etc.)	☐	☐	☐
Journals	☐	☐	☐
Newspapers	☐	☐	☐
Proceedings of conferences	☐	☐	☐
Patents	☐	☐	☐
Official gazettes	☐	☐	☐
Statistics	☐	☐	☐
UN publications	☐	☐	☐
Project documents and reports	☐	☐	☐
Films and other audio-visual material	☐	☐	☐
Maps	☐	☐	☐
Office files	☐	☐	☐
Own generated data	☐	☐	☐
Internally produced documents	☐	☐	☐
Personal contacts	☐	☐	☐
Other (specify) _____	☐	☐	☐

20. Do you use any abstracts or current contents bulletins in connection with your work? YES ☐ NO ☐

If YES, please list them:

21. Please rate the following sources according to their usefulness to your work. If any are not available, but would be useful, please indicate in the column headed "not available".

	very useful	useful	not useful	not available
Books -----	☐	☐	☐	☐
Reference books -----	☐	☐	☐	☐
Journals -----	☐	☐	☐	☐
Newspapers -----	☐	☐	☐	☐
Proceedings of conferences -----	☐	☐	☐	☐
Patents -----	☐	☐	☐	☐
Official gazettes -----	☐	☐	☐	☐
Statistics -----	☐	☐	☐	☐
UN publications -----	☐	☐	☐	☐
Project documents and reports -----	☐	☐	☐	☐
Films and other audio-visual material -----	☐	☐	☐	☐
Maps -----	☐	☐	☐	☐
Office files -----	☐	☐	☐	☐
Own generated data -----	☐	☐	☐	☐
Internally produced documents -----	☐	☐	☐	☐
Personal contacts -----	☐	☐	☐	☐
Other (specify) -----	☐	☐	☐	☐

22. How adequate is the bookstock of the DDC in terms of your work?

Sufficient for ALL your requirements ☐
Sufficient for MOST of your requirements ☐
Sufficient for SOME of your requirements ☐
Sufficient for FEW of your requirements ☐
Sufficient for NONE of your requirements ☐

23. Do you find yourself well informed about existing documentation and information services at the DDC? YES ☐ NO ☐

24. Have you taken part in any kind of information or documentation user training?

YES ☐ NO ☐

25. Are there any ways in which documentation stock and information services at the DDC could be improved to fill your specific needs?

YES ☐ NO ☐

If YES, in what ways?

26. Do you find the DDC staff:

Helpful ☐ Not helpful ☐

27. Do you keep a personal record or indexing system for documents or information relevant to your work? YES ☐ NO ☐

28. Do you think that greater use of documents and information can help in improving your work efficiency and productivity? YES ☐ NO ☐

29. Do you find yourself motivated to introduce new ideas and concepts in your work? YES ☐ NO ☐

30. How do you keep up to date in your particular field?

Reading books and journals
Talking to specialists
Attending training courses
Going to professional meetings and conferences
Other (specify) _____

31. Did you attend any professional meetings or conferences during the last year?

YES ☐

NO ☐

If YES, which ones?

(in Sierra Leone) _____

(abroad) _____

32. Did you attend any training courses during the last year?

YES ☐

NO ☐

If YES, which ones?

(in Sierra Leone) _____

(abroad) _____

33. Do you read any journals or periodicals regularly in connection with your work?

YES ☐

NO ☐

If YES, which ones?

(national) _____

(foreign) _____

34. Do you read any newspapers regularly?

YES ☐

NO ☐

If YES, which ones?

(national) _____

(foreign) _____

35. How many books do you personally own in connection with your work?

NONE

1 - 9

10 - 24

25 - 49

over 50

36. How do you usually obtain your books?

Purchasing

Gifts

Other(specify) _____

Please add any comments you wish to make about any aspect of information needs or information and documentation services.

THANK YOU VERY MUCH FOR YOUR COOPERATION

LIST OF SIERRA LEONE MINISTRIES

1. Ministry of Lands, Housing and Country Planning
2. Ministry of Finance
3. Ministry of Development and Economic Planning
4. Ministry of Foreign Affairs
5. Ministry of Agriculture, Natural Resources and Forestry
6. Ministry of Trade and Industry
7. Ministry of Education
8. Ministry of Transport and Communication
9. Ministry of Mines and Labour
10. Ministry of Health
11. Ministry of Works
12. Ministry of Energy and Power
13. Ministry of Information, Broadcasting, Tourism and Cultural Affairs
14. Ministry of Social Welfare and Rural Development
15. Ministry of Internal Affairs
16. Ministry of Defense

WORKPLAN
ESTABLISHMENT OF THE DEVELOPMENT DOCUMENTATION CENTRE
UNDP/UNESCO PROJECT SIL/82/023

PRE-PHASE, May - July, 1985

1. Adaptation, accommodation of UNV and completion of the administrative matters
 2. Acquittance with situation and conditions of project implementation
 3. Preparation of the Project Workplan
 4. Setting up the book-shelves
 5. Equipment installation and testing
 6. Purchasing of necessary stationary
 7. Establishment of the Accession Register
 8. Preparation of the DDC rubber stamps and signs
 9. Microfilm/microfiche reader/printer order
- Status Report

PHASE ONE, August - October 1985

1. Registration of all available items in the DDC
 2. Collection of documents from the Ministry
 3. Cataloguing
 4. Establishment of the Kardex Card System for periodicals
 5. Establishment of the reference section and initiation of reference services
 6. Launching of basic library services and establishment of corresponding registration procedure
 7. Preparation of the Library Processing Manual
 8. Bulletin board initiation
 9. Preparation of the DDC pamphlet
 10. Seminar for information users in the Ministry
- UNV Report; Progress Report

PHASE TWO, November 1985 - January 1986

1. Preparation of the questionnaire for information needs inquiry
 2. Information needs inquiry in the Ministry
 3. Study of the information needs of the users in the Ministry
 4. Study of the development information sources in the Country
 5. Establishment of cooperation with some world information systems and data bases
 6. Identification of basic books and periodicals for purchasing
 7. Stock-taking
 8. Publishing of the DDC Bibliography '85
 9. Seminar on the DDC Bibliography use
- Progress Report

PHASE THREE, February - April 1986

1. Publishing of the DDC Bibliography of new items No. 1
 2. Publishing of the DDC Current Contents Bulletin No. 1
 3. Seminar on the DDC Current Contents Bulletin use
 4. Information needs inquiry in the other ministries
 5. Study of the information needs in the other ministries
- Progress Report

PHASE FOUR, May - July 1986

1. Publishing of the DDC Bibliography of new items No. 2
 2. Publishing of the DDC Abstract Bulletin
 3. Seminar on the DDC Abstract Bulletin use
 4. Information needs inquiry in the research and development institutions and colleges
 5. Study of the information needs of the research and development institutions and colleges
- UNV Report; Progress Report

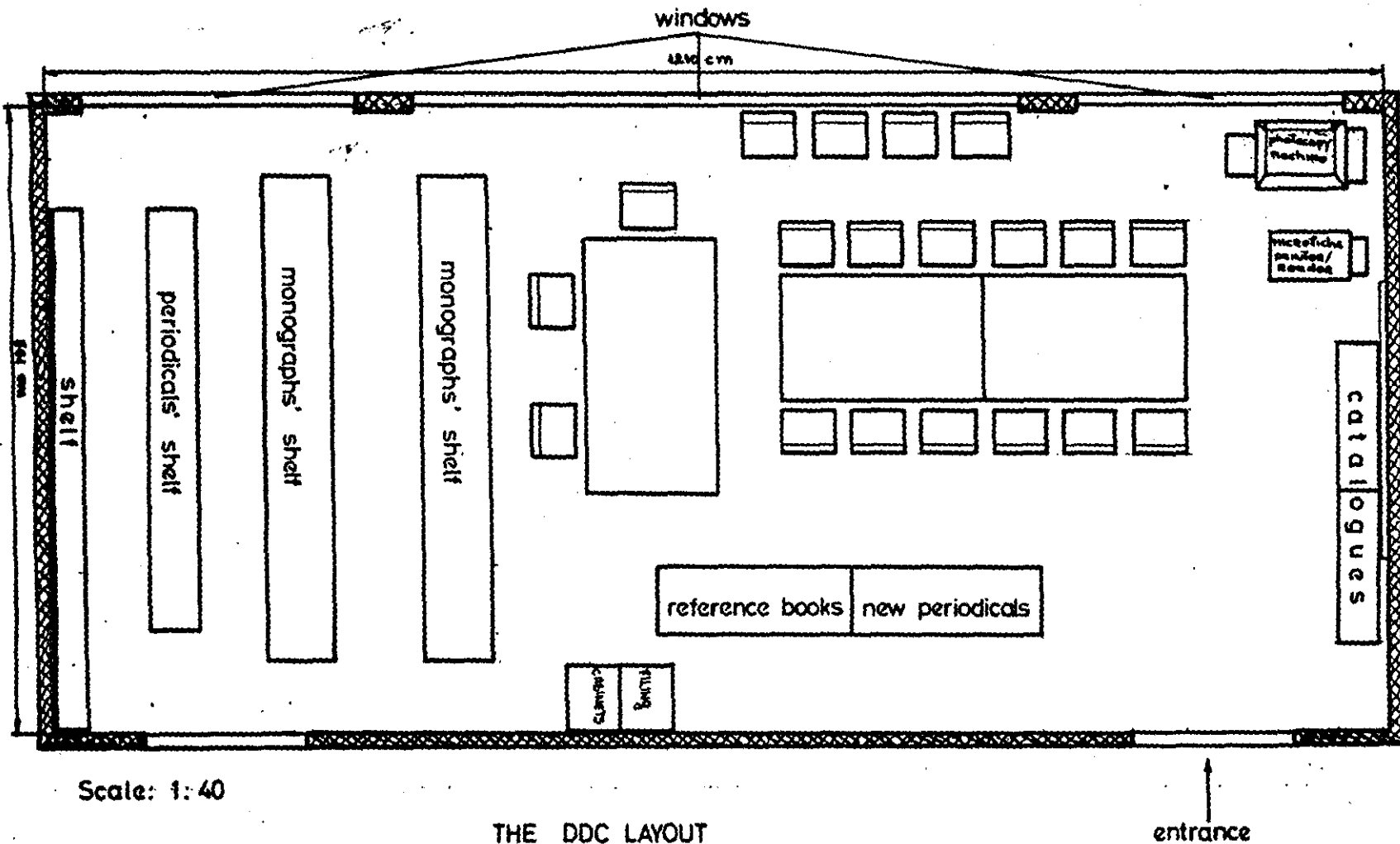
HASE FIVE, August - October 1986

1. Publishing of the DDC Bibliography of new items No. 3
2. Publishing of the DDC Current Contents Bulletin No. 2
3. Preparation of the DDC services pamphlet

Progress Report

PHASE SIX, November 1986 - February 1987

1. Publishing of the DDC Bibliography of new items No. 4
2. Workshop: Establishment of the Development Documentation Centre
- Some Experiences
3. Stock-taking
4. Preparation of the Project Terminal Report and UNV report
5. Presentation of the Project Terminal Report
UNV Report; Terminal Report



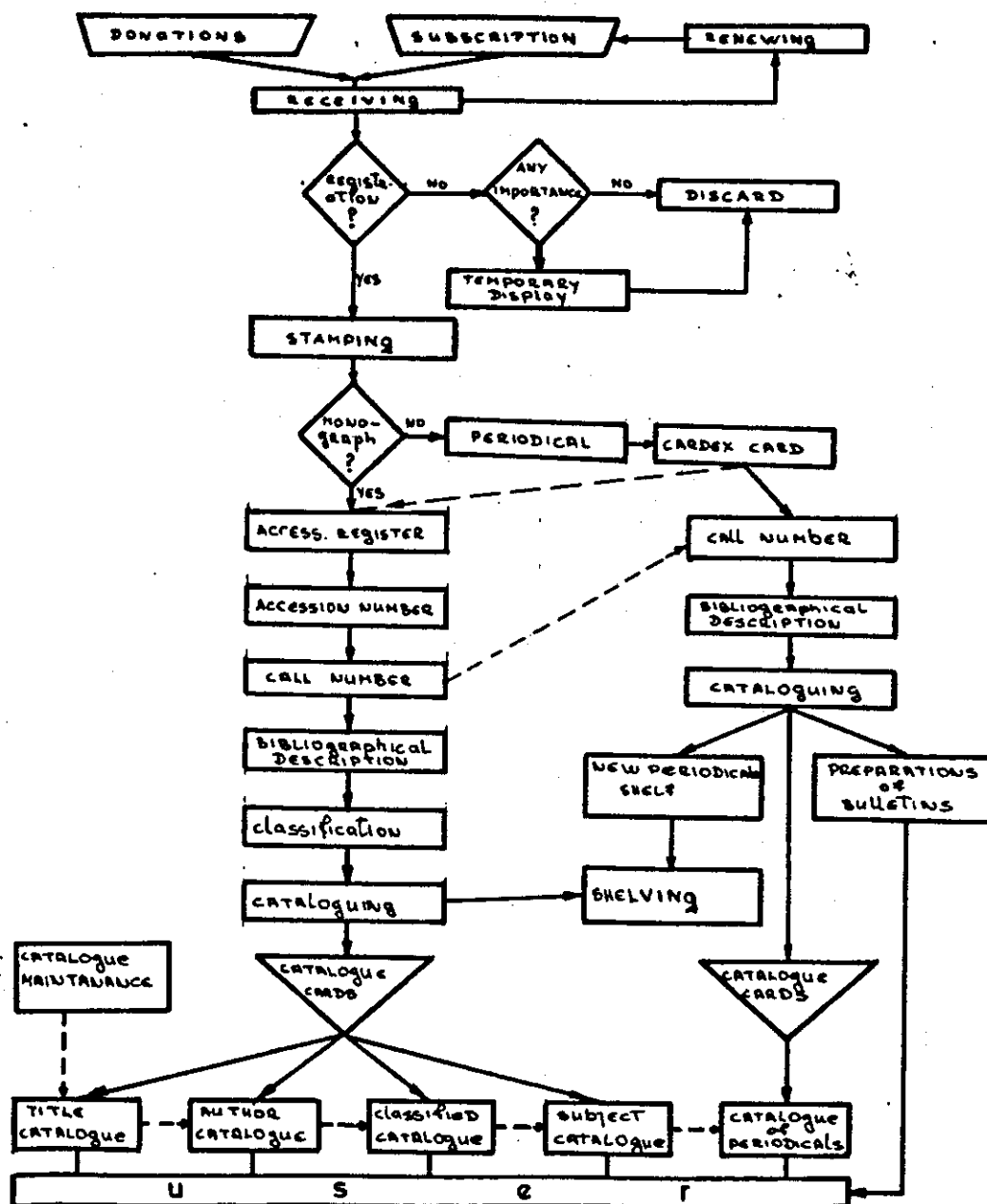
THE DDC LAYOUT

PERIODICALS REGISTRATION CARD

D.D.C.

title													call no.
abb. title													issn
publisher													
													frequency
year	m o n t h												source
	1	2	3	4	5	6	7	8	9	10	11	12	

Flow Diagram of Document Processing



PERIODICALS OF INTEREST TO THE DEVELOPMENT DOCUMENTATION CENTRE

1. AFRICAN AFFAIRS
(The Journal of the Royal African Society)
The Royal African Society, London
ISSN 0001-9909
2. AFRICAN CONCORD
Concord Press of Nigeria Ltd.
London
ISSN 0268-0432
3. AFRICAN NOW
Inter Africa Press Incorporated
Banjul, Gambia
ISSN 0261-5908
4. AGRICULTURAL ADMINISTRATION
Elsevier Applied Science Publishers Ltd.
England
ISSN 0309-586X
5. APPLIED ECONOMICS
Chapman and Hall Limited
London
ISSN 0003-6846
6. APPROPRIATE TECHNOLOGY
IT Publication Limited
London
ISSN 0305-0920
7. THE BRITISH LIBRARY JOURNAL
The British Library
West Yorkshire
ISSN 0305-5167
8. BULLETIN OF THE SCHOOL OF ORIENTAL AND AFRICAN STUDIES
School of Oriental and African Studies

University of London
ISSN 0041-977X

9. CABRIDGE JOURNAL OF ECONOMICS
Academic Press Inc. (London) Ltd.
Kent
ISSN 0309-166X
10. THE COURIER
UNESCO
Paris
ISSN 0041-5278
11. DEVELOPMENT FORUM
UN Division for Economic and Social Information
New York
ISSN 0251-6632
12. DEVELOPMENT POLICY REVIEW
Sage Publication Limited
London
ISSN 0950-6764
13. ECONOMIC AFFAIRS
MEL Publication Ltd.
London
ISSN 0265-0665
14. ECONOMIC DEVELOPMENT AND CULTURAL CHANGE
University of Chicago Press, Journal Division
Chicago
ISSN 0013-0079
15. THE ECONOMIC JOURNAL
Cambridge University Press
Cambridge
ISSN 0013-0133
16. FOOD OUTLOOK
Food and Agriculture Organization of the United Nations
Rome

17. FOOD POLICY
Butterworth Scientific Limited
Guildford
ISSN 0306-9192
18. IMF SURVEY
IMF Publication Unit
USA
ISSN 0047-083X
19. INFORMATION MEDIA AND TECHNOLOGY
National Centre for Information Media and Technology
Hatfield
ISSN 0266-6960
20. INTERNATIONAL STATISTICAL REVIEW
International Statistical Institute
Netherlands
ISSN 0306-7734
21. THE JOURNAL OF DEVELOPMENT STUDIES
Frank Cass and Co. Ltd.
London
ISSN 0022-0388
22. JOURNAL OF GENERAL MANAGEMENT
Henley - The Management College in Conjunction with Basil Blackwell
England
ISSN 0306-3070
23. JOURNAL OF TRANSPORT ECONOMICS AND POLICY
London School of Economics and the University of Bath
Bath
ISSN 022-5258
24. NEW AFRICAN
IC Publications Ltd.
London
ISSN 0142-9435
25. POLICY AND POLITICS
Policy and Politics

Bristol
ISSN 0305-5736

26. POPULATION STUDIES: A JOURNAL OF DEMOGRAPHY
The Population Investigation Committee
London
ISSN 0032-4728
27. PUBLIC ADMINISTRATION
Basil Blackwell
England
ISSN 0033-3298
28. PUBLIC ENTERPRISE
International Centre for Public Enterprises in Developing
Countries
Yugoslavia
ISSN 0351-3564
29. RESOURCES POLICY
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