



รายงานการเดินทางเข้าร่วมประชุม

บรรณารักษ์นานาชาติแห่งสหพันธ์ระหว่างประเทศว่าด้วยสมาคมและสถาบันห้องสมุด

(International Federation of Library Associations and Institutions-IFLA)

ณ เมืองเคปทาวน์ และ เมืองเดอร์บัน สาธารณรัฐแอฟริกาใต้

ระหว่างวันที่ ๑๓ - ๒๖ สิงหาคม ๒๕๕๐



จัดทำโดย :

นางวิจิตรา วัชรภรณ์ ผู้อำนวยการสำนักวิชาการ

นางสาวจำเรียง ประสงค์ดี บรรณารักษ์ ระดับ ๔ กลุ่มงานห้องสมุด

สำนักวิชาการ สำนักงานเลขาธิการสภาผู้แทนราษฎร





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สมบัติห้องสมุดรัฐสภา

คำนำ

สหพันธ์ระหว่างประเทศว่าด้วยสมาคมและสถาบันห้องสมุด หรือ International Federation of Library Associations and Institutions (IFLA) ก่อตั้งขึ้นเมื่อปี พ.ศ. ๒๔๗๐ (ค.ศ. ๑๙๒๗) เป็นองค์กรอิสระระหว่างประเทศที่ไม่แสวงหาผลกำไร มีสำนักงานใหญ่ตั้งอยู่ที่ กรุงเฮก ประเทศเนเธอร์แลนด์ มีวัตถุประสงค์เพื่อส่งเสริมความเข้าใจ ความร่วมมือ การแลกเปลี่ยนความรู้ และความคิดเห็น การวิจัย และการพัฒนาในสาขาวิชาบรรณารักษศาสตร์และสารนิเทศศาสตร์ ตลอดจนส่งเสริมสร้างความสัมพันธ์อันดีระหว่างประเทศและระหว่างห้องสมุด

ปัจจุบันสหพันธ์ระหว่างประเทศว่าด้วยสมาคมและสถาบันห้องสมุด มีสมาชิกจากสถาบันต่างๆ มากกว่า ๑,๗๐๐ แห่ง จากทั่วโลก และมีผู้เข้าร่วมประชุมมากกว่า ๓,๐๐๐ คน ได้จัดให้มีการประชุมทางวิชาการเป็นประจำทุกปีในช่วงสัปดาห์ที่ ๓ หรือ ๔ ของเดือนสิงหาคม คือ การประชุมใหญ่ประจำปี (IFLA General Conference and Council) และการประชุม Pre-Conference ประเทศไทยเข้าเป็นสมาชิกเมื่อปี พ.ศ. ๒๕๒๓ (ค.ศ. ๑๙๘๐) และได้เป็นเจ้าภาพ จัดการประชุมบรรณารักษ์นานาชาติแห่งสหพันธ์ระหว่างประเทศว่าด้วยสมาคมและสถาบันห้องสมุด ๑ ครั้ง เมื่อปี พ.ศ. ๒๕๔๒ (ค.ศ. ๑๙๙๙) คือ การประชุมใหญ่ประจำปี ครั้งที่ ๖๕ “IFLA General Conference and Council” ณ ศูนย์ประชุมแสดงสินค้านานาชาติ (BITEC) กรุงเทพมหานคร ระหว่างวันที่ ๒๐-๒๘ สิงหาคม ๒๕๔๒ ส่วนการประชุม Pre-Conference ครั้งที่ ๑๕ Section on Library and Research Services for Parliaments จัดขึ้น ณ โรงแรมรอยัลริเวอร์ ในวันที่ ๑๙ สิงหาคม ๒๕๔๒ โดยสำนักงานเลขาธิการสภาผู้แทนราษฎร เป็นเจ้าภาพ

สำหรับการประชุมในครั้งนี้จัดขึ้นที่ เมืองเคปทาวน์ และเมืองเดอร์บัน สาธารณรัฐแอฟริกาใต้ ระหว่างวันที่ ๑๕ - ๒๓ สิงหาคม ๒๕๕๐ ประกอบด้วย การประชุม Pre-Conference ครั้งที่ ๒๓ Section on Library and Research Services for Parliaments จัดขึ้น ณ South African Parliament, Cape Town ระหว่างวันที่ ๑๕ - ๑๗ สิงหาคม ๒๕๕๐ ภายใต้วหัวข้อ “นวัตกรรม และการสร้างสรรค์ห้องสมุดรัฐสภา และการบริการสารสนเทศทางด้านงานวิจัย – พัฒนาจากการเรียนรู้” (Innovation and Creativity in Parliamentary Libraries and Research Services – Development Through Learning) และการประชุมใหญ่ประจำปี ครั้งที่ ๗๓ จัดขึ้น ณ International Convention Centre, Durban ระหว่างวันที่ ๑๙ - ๒๓ สิงหาคม ๒๕๕๐ ภายใต้วหัวข้อ “ห้องสมุดสำหรับอนาคต : ความก้าวหน้า, การพัฒนา และ การเป็นหุ้นส่วนความร่วมมือ” (Libraries for the future : Progress, Development and Partnerships)

ผู้เข้าร่วมประชุม ได้สรุปและรวบรวมสาระสำคัญของการประชุมไว้ในเอกสารฉบับนี้ โดยมีวัตถุประสงค์ เพื่อรายงานการเดินทางและเผยแพร่สาระเกี่ยวกับการประชุมดังกล่าว อันจะเป็นประโยชน์ต่อบรรณารักษ์ห้องสมุดรัฐสภาไทย รวมทั้งผู้ที่สนใจต่อไป

นางวิจิตรา วัชรภรณ์ ผู้อำนวยการสำนักวิชาการ
นางสาวจำเรียง ประสงค์ดี บรรณารักษ์ ระดับ ๔

๒๒ ตุลาคม ๒๕๕๐

สารบัญ

คำนำ

ส่วนที่ ๑	รายงานการเดินทางเข้าร่วมประชุมบรรณารักษ์นานาชาติ แห่งสหพันธ์ระหว่างประเทศว่าด้วยสมาคมและสถาบันห้องสมุด (IFLA) ประจำปี ๒๕๕๐	๑-๘
ส่วนที่ ๒	สรุปผลการประชุม IFLA ประจำปี ๒๕๕๐ ณ เมืองเคปทาวน์ และเมืองเดอร์บัน สาธารณรัฐแอฟริกาใต้ ระหว่างวันที่ ๑๓ - ๒๖ สิงหาคม ๒๕๕๐	๙-๓๑
ส่วนที่ ๓	ประโยชน์และข้อเสนอแนะ	๓๒-๓๓
ส่วนที่ ๔	ประมวลภาพกิจกรรม	๓๔-๓๖

ภาคผนวก

เอกสารประกอบการประชุม

- Opening address to 23rd annual pre-conference of library and research services for parliaments
- Remarks at the opening of the annual 23rd annual conference of the IFLA section on libraries and research services for parliaments
- Enhanced support to Parliamentary committees : Shifting sands, changing paradigms, breaking barriers
- Information and Communication Technology Projects in South African Parliament
- Proactive information provision – Using technology to answer the needs of our clients
- From legislation to oversight : implications for the research unit of the parliament of South Africa
- Hedgehog into fox : change in a parliamentary library (The case of the European Parliament Library)
- Policy Analysis and Research Project
- Partnership in the Brazilian Chamber of the deputies
- Library Services for Members of Indian Parliament
- Research and Reference Support for Members in Indian Parliament
- The Global Centre for Information and Communication Technologies in Parliament
- Preparing library staff for Reference and information work in the hybrid library – the need for skills and continuing professional development
- The new “Guidelines for national bibliographies in the digital age”

- Effective Partnerships in Parliamentary Library and Research Services : A strategic intervention for survival in the 21st century
- Partnering at the Canadian Library of Parliament
- In search of a new model : library resource sharing in China - A comparative study
- Creating library partnerships: the United Nations' changing role in disseminating information and knowledge
- Quality measures for special libraries
- Libraries for a Global Networked World : Toward New Educational and Design Strategies
- From libraries to e-learning centres: a South African library experience
- Remarks at the Closing of the Annual 23rd Annual Conference of the IFLA Section on Libraries and Research Services for Parliament
- List of Delegates

ส่วนที่ ๑

รายงานการเดินทางเข้าร่วมประชุมบรรณารักษ์นานาชาติ
แห่งสหพันธ์ระหว่างประเทศว่าด้วยสมาคมและสถาบันห้องสมุด (IFLA)
ประจำปี ๒๕๕๐

ณ เมืองเคปทาวน์ และ เมืองเดอร์บัน สาธารณรัฐแอฟริกาใต้
ระหว่างวันที่ ๑๓ - ๒๖ สิงหาคม ๒๕๕๐

รายงานการเดินทางเข้าร่วมประชุม

บรรณารักษ์นานาชาติแห่งสหพันธ์ระหว่างประเทศว่าด้วยสมาคมและสถาบันห้องสมุด

(International Federation of Library Associations and Institutions-IFLA) ประจำปี ๒๕๕๐

ณ เมืองเคปทาวน์ (Cape town) และ เมืองเดอร์บัน (Durban) สาธารณรัฐแอฟริกาใต้ (The Republic of South Africa)

ระหว่างวันที่ ๑๓ - ๒๖ สิงหาคม พ.ศ. ๒๕๕๐

หัวข้อประชุม Pre-conference : นวัตกรรม และการสร้างสรรค์ห้องสมุดรัฐสภา และการบริการสารสนเทศ
ทางด้านงานวิจัย – พัฒนาจากการเรียนรู้

THEME : Innovation and Creativity in Parliamentary Libraries and Research Services – Development
through Learning

หัวข้อประชุมใหญ่ประจำปี : ห้องสมุดสำหรับอนาคต : ความก้าวหน้า, การพัฒนา และ การเป็นหุ้นส่วนความร่วมมือ

THEME : Libraries for the future : Progress, Development and Partnerships

วันจันทร์ที่ ๑๓ สิงหาคม พ.ศ. ๒๕๕๐

- ๒๒.๐๐ น. ผู้เดินทางเตรียมตัว ณ ท่าอากาศยานสุวรรณภูมิ
- ๐๐.๑๕ น. ออกเดินทางจากท่าอากาศยานสุวรรณภูมิ ไปยังท่าอากาศยาน นคร โจฮันเนสเบิร์ก
สาธารณรัฐแอฟริกาใต้ โดยเครื่องบินของสายการบินไทย เที่ยวบินที่ TG ๗๐๓

วันอังคารที่ ๑๔ สิงหาคม พ.ศ. ๒๕๕๐

- ๐๖.๐๕ น. เดินทางถึงท่าอากาศยาน นคร โจฮันเนสเบิร์ก สาธารณรัฐแอฟริกาใต้
- ๐๕.๐๐ น. ออกเดินทางจากท่าอากาศยาน นคร โจฮันเนสเบิร์ก ไปยังท่าอากาศยานเมืองเคปทาวน์
โดยเครื่องบินของสายการบิน South African Airways เที่ยวบินที่ SA ๓๑๗
- ๑๑.๑๐ น. เดินทางถึงท่าอากาศยานเมืองเคปทาวน์ สาธารณรัฐแอฟริกาใต้
- ๑๒.๐๐ น. ออกเดินทางไปยังโรงแรมที่พัก โดยรถแท็กซี่
โรงแรมที่พัก : Park Inn, Cape Town, South Africa.

วันพุธที่ ๑๕ สิงหาคม ๒๕๕๐ – รัฐสภา และ ห้องสมุด

Wednesday, 15 August 2007 – Parliament and Library

ประธาน (CHAIR) :

- ๐๘.๓๐ – ๐๕.๐๐ น. ลงทะเบียน และรับประทานอาหารว่าง (Registration and Tea/Coffee)

- ๐๘.๐๐ – ๐๘.๔๕ น. พิธีเปิด (Opening Ceremony)
- กล่าวเปิดโดยหัวหน้าบรรณารักษ์ นาย Albert Ntunja
Opening Remarks: Mr. Albert Ntunja – Chief Librarian
 - กล่าวต้อนรับ โดยประธานรัฐสภา Honourable Ms. Mbete
Welcome Address: Honourable Ms. Mbete – Speaker of the National Assembly
 - กล่าวเปิดอย่างเป็นทางการ โดย นาย Zingile Dingani เลขาธิการรัฐสภา
Opening Address: Mr. Zingile Dingani - Secretary to Parliament
 - กล่าวแสดงความยินดี โดย Donna Scheeder ประธานฝ่ายห้องสมุดรัฐสภา
Congratulatory Remarks: Ms. Donna Scheeder
- ๐๘.๔๕ – ๑๐.๐๐ น. แนะนำผู้เข้าร่วมประชุม (Introduction of Delegates)
- ๑๐.๐๐ – ๑๐.๓๐ น. พักรับประทานอาหารว่าง (Tea / Coffee break)
- ๑๐.๓๐ – ๑๑.๑๕ น.
- การส่งเสริมสนับสนุนการปฏิบัติงานของคณะกรรมการรัฐสภา ในการขับเคลื่อนไปข้างหน้าอย่างมั่นคง การเปลี่ยนแปลงรูปแบบ การกำจัดอุปสรรค
(Enhanced support to Parliamentary committees : Shifting sands, changing paradigms, breaking barriers)
โดย *Dr. Leon Gabriel* : Manager of Information Services Section, Parliament of South Africa
- ๑๑.๑๕ – ๑๑.๔๕ น.
- โครงการเทคโนโลยีสารสนเทศและการสื่อสารในรัฐสภาสาธารณรัฐแอฟริกาใต้
(Information and Communication Technology Projects in South African Parliament)
โดย *Mr. Ravi Poliah* : ICT Manager, Parliament of South Africa
- ๑๑.๔๕ – ๑๒.๔๕ น.
- การเตรียมสารสนเทศ - โดยใช้เทคโนโลยีเพื่อตอบสนองความต้องการของผู้ใช้บริการ (Proactive information provision – Using technology to answer the needs of our clients)
โดย *Mr. Karen Taylor* : Librarian, Parliamentary Library of South Africa
- ๑๒.๔๕ – ๑๓.๓๐ น. พักรับประทานอาหารกลางวัน (Lunch)
- ๑๓.๓๐ – ๑๔.๓๐ น.
- จากคัมภีร์กฎหมายสู่การนำไปใช้ : แนวปฏิบัติสำหรับหน่วยงานบริการวิจัยของรัฐสภาสาธารณรัฐแอฟริกาใต้ (From legislation to oversight : implications for the research unit of the parliament of South Africa)
โดย *Ms.Nadia Dollie & Ms. Mbali Ndumor* : Research Unit, Parliament of South Africa

- จากเม่นกลายเป็นสุนัขจิ้งจอก : การเปลี่ยนแปลงในห้องสมุดรัฐสภา - กรณีของห้องสมุดรัฐสภายุโรป (Hedgehog into fox : change in a parliamentary library – The case of the European Parliament Library)
โดย *Mr. Iain Watt* : Head of Unit for Library Operations, European Parliament

๑๔.๓๐ – ๑๔.๔๕ น. ผู้เข้าร่วมประชุมถ่ายภาพร่วมกัน (Photograph of Delegates)

๑๔.๔๕ – ๑๕.๐๐ น. พักรับประทานอาหารว่าง (Tea / Coffee break)

๑๕.๓๐ – ๑๖.๓๐ น. เยี่ยมชมรัฐสภา และ ห้องสมุดรัฐสภา
Guided tour of Parliament and Library

๑๘.๓๐ – ๒๑.๐๐ น. รับประทานอาหารเย็นร่วมกัน (Welcome Dinner)

วันพฤหัสบดีที่ ๑๖ สิงหาคม ๒๕๕๐ – การให้บริการ

Thursday, 16 August 2007 – Innovative Services Day

ประธาน (CHAIR) :

๐๘.๓๐ – ๐๙.๐๐ น. ผู้เข้าร่วมประชุมพร้อมกันที่รัฐสภา – รับประทานอาหารว่าง
Delegates arrive at Parliament – Tea and Coffee

๐๙.๐๐ – ๑๐.๓๐ น.

- การวิเคราะห์นโยบาย และ โครงการวิจัย (Policy Analysis and Research Project)
โดย *Dr.Ladi Hamalai* : Project Co-ordinator – Policy Analysis and Research Project, Nigerian National Assembly

๑๐.๓๐ – ๑๐.๔๕ น. พักรับประทานอาหารว่าง (Tea / Coffee break)

๑๐.๔๕ – ๑๓.๐๐ น.

- หุ่นส่วนความร่วมมือในสภาผู้แทนราษฎรบราซิล (Partnership in the Brazilian Chamber of the deputies)
โดย *Andrea Perna* : Librarian, Chamber of Deputies, Brazil

๑๓.๐๐ – ๑๓.๔๕ น. พักรับประทานอาหารกลางวัน (Lunch)

๑๔.๓๐ – ๑๕.๓๐ น.

- บริการของห้องสมุดสำหรับสมาชิกรัฐสภาอินเดีย (Library Services for Members of Indian Parliament)
โดย *Ms. Asha Wangno* : Joint Director (LARRDIS, Lok Sabha Secretariat, New Delhi (INDIA)

๑๕.๓๐ – ๑๕.๔๕ น. พักรับประทานอาหารว่าง (Tea / Coffee break)

๑๕.๔๕ – ๑๖.๓๐ น.

- การสนับสนุนการบริการข้อมูลและการอ้างอิงสำหรับสมาชิกห้องสมุดรัฐสภาอินเดีย (Research and Reference Support for Members in Indian Parliament)

โดย Ms. Kanta Pandit : Joint Director (LARRDIS, Lok Sabha Secretariat,
New Delhi (INDIA)

๑๖.๓๐ – ๑๘.๐๐ น. รับประทานอาหารเย็น และ งานเลี้ยงรับรอง
Dinner and Social Activity

วันศุกร์ที่ ๑๗ สิงหาคม ๒๕๕๐ – ความร่วมมือ และ เครือข่าย

Friday, 17 August 2007 – Co-operation and networking

ประธาน (CHAIR) :

๐๘.๓๐ – ๐๙.๐๐ น. ผู้เข้าร่วมประชุมพร้อมกันที่รัฐสภา – รับประทานอาหารว่าง
Delegates arrive: Tea / Coffee

๐๙.๐๐ – ๑๐.๐๐ น. • ศูนย์กลางของโลก สำหรับเทคโนโลยีสารสนเทศและการสื่อสารในรัฐสภา (The
Global Centre for Information and Communication Technologies in Parliament)
โดย Mr. Gherardo Casini : United Nation

๑๐.๐๐ – ๑๐.๑๕ น. พักรับประทานอาหารว่าง (Tea / Coffee break)

๑๐.๓๐ น. • ออกเดินทางไปยัง harbour เพื่อไปเยี่ยมชมพิพิธภัณฑ์ Robben Island
Buses leave to harbour for Robben Island Meseum

๑๖.๓๐ น. เดินทางกลับ โรงแรมที่พัก (Buses back to hotel)

๑๘.๐๐ – ๒๑.๓๐ น. ออกเดินทางไปยัง Moyo เพื่อรับประทานอาหารเย็น
Buses leave to Moyo for Dinner

๒๑.๓๐ น. เดินทางกลับ โรงแรมที่พัก (Buses leave back to hotel)

วันเสาร์ที่ ๑๘ สิงหาคม ๒๕๕๐

Saturday, 18 August 2007

๐๗.๔๕ น. ออกเดินทางจาก โรงแรมที่พัก ไปยังท่าอากาศยานเมืองเคปทาวน์
Bus leave to Cape Town airport.

๐๘.๕๐ น. ออกเดินทางจากท่าอากาศยานเมืองเคปทาวน์ เพื่อไปยังท่าอากาศยานเมืองเดอร์บัน
The flight to Durban in the morning.

โดยเครื่องบินของสายการบิน South African Airways เที่ยวบินที่ SA ๖๐๖

๑๐.๕๐ น. เดินทางถึงท่าอากาศยานเมืองเดอร์บัน สาธารณรัฐแอฟริกาใต้

๑๑.๓๐ น.

ออกเดินทางไปยังโรงแรมที่พัก โดยรถแท็กซี่

โรงแรมที่พัก : Garden Court South Beach, Durban, South Africa

วันอาทิตย์ที่ ๑๙ สิงหาคม ๒๕๕๐

Sunday, 19 August 2007

๑๐.๓๐ – ๑๒.๐๐ น.

พิธีเปิดการประชุม (Morning Opening)

๑๒.๐๐ – ๑๓.๐๐ น.

พักรับประทานอาหารกลางวัน (Lunch)

๑๓.๐๐ – ๑๕.๐๐ น.

- การเตรียมความพร้อมของเจ้าหน้าที่ห้องสมุดสำหรับงานบริการอ้างอิง และสารสนเทศในห้องสมุดผสม (hybrid library) – ความจำเป็นสำหรับการพัฒนาทักษะความชำนาญ และความเชี่ยวชาญในวิชาชีพให้สืบต่อไป (Preparing library staff for Reference and information work in the hybrid library – the need for skills and continuing professional development)

โดย *Gitte Larsen* : Dept. of Continuing Education and Consultancy,
Copenhagen, Denmark

๑๕.๐๐ – ๑๗.๐๐ น.

งานแสดงนิทรรศการห้องสมุด สำนักพิมพ์ จากทั่วโลก (Exhibit Party)

๑๘.๐๐ – ๒๐.๐๐ น.

งานแสดงนิทรรศการห้องสมุด สำนักพิมพ์ จากทั่วโลก และเลี้ยงรับรอง
(Exhibit & Opening Party)

วันจันทร์ที่ ๒๐ สิงหาคม ๒๕๕๐

Monday, 20 August 2007

งานแสดงนิทรรศการ

Exhibition

๘.๐๐ – ๑๐.๐๐ น.

- แนวทางใหม่สำหรับบรรณานุกรมแห่งชาติในยุคดิจิทัล (The new “Guidelines for national bibliographies in the digital age”)

โดย *Maja Zumer* : University of Ljubljana, Slovenia

๑๐.๐๐ – ๑๒.๐๐ น.

- ผลที่ได้รับจากหุ้นส่วนความร่วมมือของห้องสมุดรัฐสภาและการบริการข้อมูล : กลยุทธ์การดำรงอยู่ในศตวรรษที่ ๒๑ (Effective Partnerships in Parliamentary Library and Research Services : A strategic intervention for survival in the 21st century)

โดย *Innocent Rugambwa* : Director of Library & Research Parliament of Uganda

- ๑๒.๐๐ – ๑๓.๐๐ น. พักรับประทานอาหารกลางวัน (Lunch)
- ๑๓.๐๐ – ๑๕.๐๐ น. ● ความร่วมมือของห้องสมุดรัฐสภาแคนาดา (Partnering at the Canadian Library & Parliament)
- โดย *Mr. Hugh Finsten* : Associate Parliamentary Librarian
- ๑๕.๐๐ – ๑๗.๐๐ น. ● แบบจำลองใหม่ในการสืบค้นข้อมูล : การใช้ทรัพยากรสารสนเทศร่วมกันของห้องสมุดในประเทศจีน – การศึกษาเปรียบเทียบ (In search of a new model : library resource sharing in China - A comparative study)
- โดย *Mr. Tim Jiping Zhou and Elaine Xiaofen Dong* : University of Arkansas Libraries, Arkansas, USA
- ๑๘.๐๐ – ๒๑.๐๐ น. งานเลี้ยงอาหารเย็นที่ชายหาด (Beach Party)

วันอังคารที่ ๒๑ สิงหาคม ๒๕๕๐

Tuesday, 21 August 2007

งานแสดงนิทรรศการ International Convention Centre, Durban, The Republic of South Africa

Exhibition

การแสดงผลโปสเตอร์ต่างๆ

Posters

๑๒.๐๐ – ๑๓.๐๐ น. พักรับประทานอาหารกลางวัน (Lunch)

๑๓.๐๐ – ๑๕.๐๐ น. ● จากห้องสมุดสู่การเป็นศูนย์การเรียนรู้อิเล็กทรอนิกส์ : ประสบการณ์ของห้องสมุดสาธารณรัฐ แอฟริกาใต้ (From libraries to e-learning centres: a South African library experience)

โดย *Vivian Agyei* : Tshwane University of Technology, Pretoria, South Africa

๑๕.๐๐ – ๑๗.๐๐ น. ● การสร้างความเป็นหุ้นส่วนของห้องสมุด : การเปลี่ยนแปลงบทบาทขององค์กรสหประชาชาติในการเผยแพร่สารสนเทศและองค์ความรู้ (Creating library partnerships: the United Nations' changing role in disseminating information and knowledge)

โดย *Ms. Linda Stoddart* : Dag Hammarskjöld Library, New York, USA

๑๘.๐๐ – ๒๑.๐๐ น. งานแสดงศิลปวัฒนธรรม (Cultural Evening)

วันพุธที่ ๒๒ สิงหาคม ๒๕๕๐

Wednesday, 22 August 2007

- ๘.๐๐ – ๑๒.๐๐ น. • การประชุมเชิงปฏิบัติการของห้องสมุดรัฐสภา
Workshop Day : Section on Library and Research Services for Parliaments
- ๑๒.๐๐ – ๑๓.๐๐ น. พักรับประทานอาหารกลางวัน (Lunch)
- ๑๓.๐๐ – ๑๕.๐๐ น. • การประชุมเชิงปฏิบัติการของห้องสมุดรัฐสภา (ต่อ)
Workshop Day : Section on Library and Research Services for Parliaments
- ๑๕.๐๐ – ๑๗.๐๐ น. • ห้องสมุดสำหรับเครือข่ายโลกยุคโลกาภิวัตน์ : เกี่ยวกับการศึกษาแนวใหม่และการออกแบบเชิงกลยุทธ์ (Libraries for a Global Networked World : Toward New Educational and Design Strategies)
โดย *Robert M. Mason and Tabitha Hart* : University of Washington, Seattle, USA
- ๑๘.๐๐ – ๒๑.๐๐ น. งานเลี้ยงรับรองช่วงเย็น และเต้นรำ (Gala dinner and dance)

วันพฤหัสบดีที่ ๒๓ สิงหาคม ๒๕๕๐

Thursday, 23 August 2007

- ๑๐.๐๐ – ๑๒.๐๐ น. • การวัดคุณภาพสำหรับห้องสมุดเฉพาะ (Quality measures for special libraries)
โดย Roswitha Poll, Germany
- ๑๒.๐๐ – ๑๓.๐๐ น. พักรับประทานอาหารกลางวัน (Lunch)
- ๑๓.๐๐ – ๑๕.๐๐ น. พิธีปิดการประชุม (Closing)
- ๑๕.๐๐ – ๑๗.๐๐ น. สภา ๒ (Council II)
- ๑๘.๐๐ – ๒๐.๐๐ น. งานเลี้ยงรับรองคณะกรรมการอำนวยการ สำหรับเจ้าภาพ (GB reception for host)

วันศุกร์ที่ ๒๔ สิงหาคม ๒๕๕๐

Friday, 24 August 2007

เยี่ยมชมสถานที่ทางศิลปวัฒนธรรมประจำท้องถิ่น Shakaland Zulu experience, Durban, Republic of South Africa

วันเสาร์ที่ ๒๕ สิงหาคม ๒๕๕๐

Saturday, 25 August 2007

- ๑๐.๔๐ น. ออกเดินทางจากท่าอากาศยานเมืองเคอร์บัน โดยเครื่องบินของสายการบิน South African Airways เที่ยวบินที่ SA ๕๔๖
- ๑๑.๕๐ น. เดินทางถึงท่าอากาศยาน นคร โจฮันเนสเบิร์ก
แวะพักเพื่อรอเปลี่ยนเครื่องบินกลับสู่กรุงเทพฯ
- ๑๓.๓๕ น. ออกเดินทางจากท่าอากาศยาน นคร โจฮันเนสเบิร์ก เพื่อกลับสู่กรุงเทพฯ
โดยสายการบินไทย เที่ยวบินที่ TG ๗๐๔

วันอาทิตย์ที่ ๒๖ สิงหาคม ๒๕๕๐

Sunday, 26 August 2007

- ๐๕.๓๕ น. เดินทางถึงท่าอากาศยานสุวรรณภูมิโดยสวัสดิภาพ

ส่วนที่ ๒

สรุปผลการประชุมบรรณารักษ์นานาชาติ
แห่งสหพันธ์ระหว่างประเทศว่าด้วยสมาคมและสถาบันห้องสมุด (IFLA)
ประจำปี ๒๕๕๐

ณ เมืองเคปทาวน์ และ เมืองเดอร์บัน สาธารณรัฐแอฟริกาใต้
ระหว่างวันที่ ๑๓ - ๒๖ สิงหาคม ๒๕๕๐

สรุปผล

การประชุมบรรณารักษ์นานาชาติแห่งสหพันธ์ระหว่างประเทศว่าด้วยสมาคมและสถาบันห้องสมุด (International Federation of Library Associations and Institutions-IFLA) ประจำปี ๒๕๕๐ ณ เมืองเคปทาวน์ และ เมืองเดอร์บัน สาธารณรัฐแอฟริกาใต้ ระหว่างวันที่ ๑๓ - ๒๖ สิงหาคม ๒๕๕๐

การประชุม Pre-Conference ครั้งที่ ๒๓ Section on Library and Research Services for Parliaments ของการประชุม บรรณารักษ์นานาชาติแห่งสหพันธ์ระหว่างประเทศว่าด้วยสมาคม และสถาบันห้องสมุด (IFLA) ประจำปี ๒๕๕๐ จัดขึ้น ณ South African Parliament, Cape Town ,The Republic of South Africa ระหว่างวันที่ ๑๕ - ๑๗ สิงหาคม ๒๕๕๐ ภายใต้หัวข้อ “นวัตกรรม และการสร้างสรรค์ห้องสมุดรัฐสภา และการบริการสารสนเทศทางด้านงานวิจัย – การพัฒนาจากการเรียนรู้”) Innovation and Creativity in Parliamentary Libraries and Research Services – Development Through Learning) มีพิธีเปิดอย่างเป็นทางการ ในวันพุธที่ ๑๕ สิงหาคม ๒๕๕๐ โดย Mr. Albert Ntunja หัวหน้าบรรณารักษ์ห้องสมุดรัฐสภา สาธารณรัฐแอฟริกาใต้ และกล่าวต้อนรับโดย Honourable Ms. Mbete ประธานรัฐสภาสาธารณรัฐแอฟริกาใต้ พร้อมด้วย Mr. Zingile Dingani เลขาธิการรัฐสภา กล่าวเปิดอย่างเป็นทางการ หลังจากนั้น Ms. Donna Scheeder ประธานฝ่ายห้องสมุดรัฐสภา กล่าวแสดงความยินดี โดยในครั้งนี้มีผู้เข้าร่วมประชุม จากห้องสมุดรัฐสภาประเทศต่างๆ จำนวน ๑๕ ประเทศ รวมผู้เข้าร่วมประชุมทั้งสิ้น ๑๑๕ คน

ส่วนการประชุมใหญ่ประจำปี ครั้งที่ ๗๓ “IFLA General Conference and Council” จัดขึ้น ณ International Convention Centre, Durban ,The Republic of South Africa ระหว่างวันที่ ๑๕ – ๒๓ สิงหาคม ๒๕๕๐ ภายใต้หัวข้อ “ห้องสมุดสำหรับอนาคต : ความก้าวหน้า การพัฒนา และการเป็นหุ้นส่วนความร่วมมือ” (Libraries for the future : Progress, Development and Partnerships) มีพิธีเปิดอย่างเป็นทางการ ในวันอาทิตย์ที่ ๑๕ สิงหาคม ๒๕๕๐ โดย Mr. Alex Byrne ประธาน IFLA และ กล่าวปราศรัยโดย Mr. Albie Sachs ตุลาการศาลรัฐธรรมนูญ และในครั้งนี้มีสมาชิกจากสถาบันต่างๆ เข้าร่วมประชุมใหญ่ประจำปี มากกว่า ๑,๗๐๐ แห่ง จากทั่วโลก รวมผู้เข้าร่วมประชุมทั้งสิ้นประมาณ ๓,๐๐๐ คน

สำหรับห้องสมุดรัฐสภาไทย มีตัวแทนเดินทางไปเข้าร่วมการประชุมในครั้งนี้ จำนวน ๒ คน คือนางวิจิตรา วัชรภรณ์ ผู้อำนวยการสำนักวิชาการ และนางสาวจำเรียง ประสงค์ดี บรรณารักษ์ ระดับ ๔ กลุ่มงานห้องสมุด สำนักวิชาการ สำนักงานเลขาธิการสภาผู้แทนราษฎร ผลการประชุม สรุปเนื้อหาได้ดังนี้

๑. การส่งเสริมสนับสนุนการปฏิบัติงานของคณะกรรมการรัฐสภา ในการขับเคลื่อนไปข้างหน้าอย่างมั่นคง การเปลี่ยนแปลงรูปแบบ การกำจัดอุปสรรค (Enhanced support to Parliamentary committees : Shifting sands, changing paradigms, breaking barriers)

โดย Dr. Leon Gabriel : Manager of Information Services Section, Parliament of South Africa

ต้นฉบับไม่มีหน้านี้

๓. การเตรียมสารสนเทศ – โดยใช้เทคโนโลยีเพื่อตอบสนองความต้องการของผู้ใช้บริการ (Proactive information provision – Using technology to answer the needs of our clients)

โดย *Mr. Karen Taylor* : Librarian, Parliamentary Library of South Africa

บทบาทของบรรณารักษ์ที่สืบทอดกันมาตั้งแต่ในอดีต กำลังเปลี่ยนแปลงไปเนื่องด้วยปรากฏการณ์ของการจัดการความรู้ บรรณารักษ์จำเป็นต้องมีความตื่นตัวกับทิศทางทางการตลาด และการพัฒนาของห้องสมุดในยุคปัจจุบัน และจำเป็นต้องมีประสบการณ์ในการใช้อุปกรณ์เทคโนโลยีต่างๆ ที่เกี่ยวข้องกับห้องสมุดเป็นอย่างดีที่สุด เช่นเดียวกับกับผู้ใช้บริการห้องสมุดจำนวนมากในปัจจุบันที่ได้มีการพัฒนาความต้องการใหม่ๆ ของตนเองต่อไปอย่างไม่หยุดยั้ง ดังนั้นบรรณารักษ์จึงจำเป็นต้องตระหนักถึงการเปลี่ยนแปลงที่เกิดขึ้นนี้

ก่อนให้บริการจำเป็นต้องมีการจัดการข้อมูลดิบ (Raw Information) โดยการสังเคราะห์ข้อมูลให้เป็นผลิตภัณฑ์ใหม่ที่เพิ่มคุณค่าของสารสนเทศมากขึ้น จากการประชุมภายใต้หัวข้อ “นวัตกรรม และการสร้างสรรค์ห้องสมุดรัฐสภา และการบริการสารสนเทศทางด้านงานวิจัย – การพัฒนาจากการเรียนรู้” (Innovation and Creativity in Parliamentary Libraries and Research Services – Development through Learning) ผู้บรรยายได้บอกเล่าและแลกเปลี่ยนประสบการณ์ในการใช้เทคโนโลยีต่างๆ ในงานห้องสมุดเพื่อให้เกิดมุมมองในการให้บริการด้วยวิถีทางใหม่ๆ และสร้างสรรค์

๔. จากควมบทกฎหมายสู่การนำไปใช้ : แนวปฏิบัติสำหรับหน่วยงานบริการวิจัยของรัฐสภาสาธารณรัฐ

แอฟริกาใต้ (From legislation to oversight : implications for the research unit of the parliament of South Africa)

โดย *Ms. Nadia Dollie & Ms. Mbali Ndumor* : Research Unit, Parliament of South Africa

แผนกลยุทธ์สำหรับรัฐสภาครั้งที่ ๓ ปี ค.ศ. ๒๐๐๔-๒๐๐๘ ได้ระบุให้มีการลดภาระ ขั้นตอนการปฏิบัติงานทางด้านนิติบัญญัติของรัฐสภาสาธารณรัฐแอฟริกาใต้ที่มีมากเกินไป อีกทั้งความท้าทายของการให้บริการที่มีประสิทธิภาพ และผลกระทบมาภิบาลที่เติบโตขึ้น ด้วยเหตุนี้จึงมีความจำเป็นต้องปรับเปลี่ยน โดยเริ่มจากการให้ความสำคัญตั้งแต่การรับหลักการ การแปรญัตติ การลงมติเพื่อออกกฎหมาย เพื่อเพิ่มประสิทธิภาพและประสิทธิผลของรัฐสภาในการนำไปใช้ได้อย่างเต็มที่

รัฐสภาอยู่ในรูปแบบของกระบวนการพัฒนาเพื่อการนำไปใช้และตรวจสอบได้ ซึ่งมีการจัดเตรียมไว้สำหรับการวิเคราะห์จุดแข็ง ความสามารถในการนำไปใช้ โดยการทดสอบสภาพการณ์การนำไปใช้งานจริงของรัฐสภา รวมทั้งการจัดตั้งกระบวนการและโครงสร้างขึ้นมาใหม่ เพื่อที่จะช่วยในการพัฒนาและยกระดับความสามารถดังกล่าวให้สูงขึ้นต่อไป

ผู้บรรยายได้แสดงให้เห็นถึงแนวปฏิบัติที่ปรับเปลี่ยนไป โดยมุ่งเน้นสำหรับหน่วยงานบริการวิจัยของรัฐสภาสาธารณรัฐแอฟริกาใต้ และในขณะที่แนวปฏิบัติดังกล่าวได้กำหนดไว้หลากหลายแนวทางซึ่ง

เป็นความท้าทายสำหรับหน่วยงานบริการวิจัยในการนำไปปรับใช้ นอกจากนี้ยังมีการเสนอแนะโอกาสและแนวทางในการพัฒนานวัตกรรมใหม่ ตลอดจนการแก้ปัญหาสำหรับการสร้างสรรค์ผลงานวิจัย ซึ่งมีการสั่งการ หรือ ควบคุมโดยผู้บริหารระดับสูง เพื่อการพัฒนาและยกระดับการนำไปใช้ของรัฐบาลต่อไป

๕. จากเม่นกลายเป็นสุนัขจิ้งจอก : การเปลี่ยนแปลงในห้องสมุดรัฐสภา - กรณีของห้องสมุดรัฐสภายุโรป

(Hedgehog into fox : change in a parliamentary library – The case of the European Parliament Library)

โดย *Mr. Iain Watt* : Head of Unit for Library Operations, European Parliament

บทกวีของกรีกสมัยโบราณ ได้อุปมาถึงคุณลักษณะของสุนัขจิ้งจอกและเม่นไว้ว่า สุนัขจิ้งจอกรู้และชำนาญในหลายๆ สิ่ง แต่เม่นรู้และตระหนักหนึ่งสิ่งที่ยิ่งใหญ่ คือ เม่นจะ ได้ตอบหรือตั้งรับภัยคุกคามโดยการม้วนตัวกลมคล้ายลูกบอล เพื่อป้องกันตัวเองด้วยหนามที่อยู่บริเวณภายนอกลำตัว ซึ่งเป็นวิธีเดียวที่สามารถทำได้ แต่เป็นวิธีที่ประสบความสำเร็จสูงในการมีชีวิตอยู่รอด ในขณะที่สุนัขจิ้งจอกอีกหลายตัว ซึ่งดูเหมือนว่ามีความสามารถรอบตัว และมีความคิดสร้างสรรค์มากกว่า แต่ไม่สามารถเอาตัวรอดได้เสมอไป

ซึ่งไม่ต่างจากการเป็นผู้นำและการดำรงอยู่ของห้องสมุดรัฐสภาในปัจจุบัน จำเป็นต้องมีหลักเกณฑ์ที่เป็นแก่นสาร ถ้าห้องสมุดรัฐสภาไม่ติดตามหรือสนใจเรื่องการเปลี่ยนแปลง นั้นย่อมเป็นไปได้ว่าการเปลี่ยนแปลงกำลังเผื่อรอเราอยู่ การเปลี่ยนแปลงจะส่งผลกระทบต่อทุกสิ่ง ทำให้เกิดนวัตกรรมอย่างกว้างขวาง และการปฏิรูประยะยาว

เหตุผลสำคัญสำหรับการประสบความสำเร็จของห้องสมุดรัฐสภายุโรป คือ มีความรอบคอบ ระมัดระวังเป็นพิเศษ บุคลากรของห้องสมุดมีความเชี่ยวชาญในวิชาชีพ มีจิตใจให้บริการ และมีกำลังใจที่ดีในการปฏิบัติงาน ยิ่งไปกว่านั้นห้องสมุดมีเจ้าหน้าที่สำหรับทำหน้าที่พิเศษ โดยเฉพาะเพื่อให้บริการผู้ใช้ที่มีความต้องการสารสนเทศในเชิงลึก เช่นเดียวกับองค์กรที่เริ่มมีความมั่นคง เข้มแข็งในการที่จะเปลี่ยนแปลงไปสู่ความสำเร็จ ประเด็นต่างๆ ที่เกี่ยวกับการเปลี่ยนแปลง จากประสบการณ์ของห้องสมุดรัฐสภายุโรป

๑. การเปลี่ยนแปลงที่เกิดจากสภาพแวดล้อมภายนอก รวมทั้งพฤติกรรมและทัศนคติของผู้ใช้บริการที่เปลี่ยนไป ดังนั้นห้องสมุดจึงควรทบทวน ศึกษาเพิ่มเติมโดยห้องสมุดเอง และ / หรือ ผู้เชี่ยวชาญจากภายนอก โดยพิจารณาว่าพวกเราสามารถระบุและมีส่วนร่วมในผลการศึกษาหรือไม่? พวกเราสามารถศึกษาอย่างเชี่ยวชาญเกี่ยวกับประเด็นต่างๆ ได้อย่างทันทีทันใดหรือไม่?
๒. ห้องสมุดรัฐสภาสามารถปรับปรุงการศึกษาในเรื่องการเป็นผู้นำ (ทุกระดับ ไม่เพียงแต่การจัดการที่เป็นทางการ) และการเปลี่ยนแปลงตำแหน่งผู้นำ ในรายละเอียดที่เฉพาะได้หรือไม่?
๓. ห้องสมุดรัฐสภาขาดการเปรียบเทียบข้อมูลด้วยกฎเกณฑ์ที่เป็นมาตรฐาน การตรวจวัดสมรรถภาพที่ได้มาตรฐาน และผลที่ได้จากภายนอก

๔. โลกของสารสนเทศเปลี่ยนแปลงอย่างมาก และการทำงานของผู้เชี่ยวชาญทางด้านสารสนเทศ ในห้องสมุดรัฐสภากำลังห่างไกลจากบทบาทที่เคยมีมาในอดีต มันมากเกินไปหรือไม่ ที่จะเรียกว่า “ผู้เชี่ยวชาญสารสนเทศรุ่นใหม่” และอะไรคือสิ่งที่เกี่ยวข้องกับองค์กร และตัวบุคคล?
๕. มีการพิจารณาใคร่ครวญและวิจารณ์เกี่ยวกับการคัดเลือก และการปฏิบัติต่อทรัพยากรห้องสมุด ซึ่งห้องสมุดมีวิธีการปฏิบัติที่สืบทอดกันมานานในการลงทุน จัดสรรงบประมาณจำนวนมาก สำหรับการจัดหาทรัพยากรสารสนเทศต่างๆ มาให้บริการ การค้นคืน และจัดส่งตามเนื้อหาและชื่อเรื่องให้แก่ผู้ใช้บริการภายในรัฐสภา ปัญหาดังกล่าวที่เกิดขึ้นในปัจจุบันทางห้องสมุด จำเป็นต้องแก้ไขหรือไม่? บ่อยครั้งที่ผู้ใช้บริการสามารถค้นหาเนื้อหา และชื่อเรื่องที่ต้องการด้วยตนเองอย่างเพียงพอ โดยไม่ต้องมาใช้บริการที่ห้องสมุดรัฐสภา อะไรคือความยุ่งยากในการจัดซื้อจัดหาทรัพยากรสารสนเทศที่มีคุณภาพ และให้ตรงกับความต้องการของผู้ใช้บริการอย่างรวดเร็ว มีความรัดกุมในการจัดซื้อ และมีเนื้อหาที่เป็นประโยชน์ทางการเมืองหรือไม่? อะไรคือสิ่งที่ห้องสมุดรัฐสภาจะต้องลงทุน จัดสรรงบประมาณเป็นพิเศษ เพื่อตอบสนองความต้องการของผู้ใช้บริการเมื่อเปรียบเทียบกับการลงทุนในการจัดหาทรัพยากรห้องสมุด และบริการค้นคืนเนื้อหา / ชื่อเรื่องตามผู้ใช้บริการต้องการ?
๖. ประสบการณ์ของห้องสมุดรัฐสภายุโรป ซึ่งถือได้ว่าเป็นการเปลี่ยนแปลงเพียงเล็กน้อยจากเม่น เป็นศูนย์กลางจอกทั้งในระดับองค์กร และระดับบุคคล สามารถตั้งคำถามได้ว่า พวกเราเสี่ยงต่อการสูญเสียความสามารถและจิตวิญญาณที่เป็นส่วนสำคัญของห้องสมุด โดยปราศจากการกลายเป็นผู้เชี่ยวชาญอย่างแท้จริงในบทบาทของห้องสมุดยุคใหม่หรือไม่? ในที่สุดพวกเราจะคงความเป็นห้องสมุดได้ยาวนานหรือไม่? พวกเราจะเปลี่ยนจากเม่นที่แข็งแรงไปสู่สุนัขจอกที่อ่อนแอหรือไม่? หรือนี่คือความเสี่ยงที่พวกเราต้องยอมรับ? หรือการเปลี่ยนแปลงที่พวกเราต้องทำใช้หรือไม่?

๖. การวิเคราะห์นโยบาย และโครงการวิจัย (Policy Analysis and Research Project)

โดย *Dr.Ladi Hamalai* : Project Co-ordinator – Policy Analysis and Research Project,

Nigerian National Assembly

กลยุทธ์ที่เป็นไปได้ในการวิเคราะห์นโยบาย และโครงการวิจัย

กลยุทธ์ ๕ ประการ ที่ถูกนำมาใช้เพื่อให้บรรลุตามวัตถุประสงค์ มีดังนี้

๑. การวิเคราะห์นโยบาย และโครงการวิจัย จะสะท้อนให้เห็นนโยบายการพัฒนารัฐสภา และระบบการปกครองอย่างกว้างขวาง และในที่สุดสามารถเป็นเนื้อหาในการเสนอสถานิติบัญญัติ เพื่อออกเป็นกฎหมายได้ กลยุทธ์นี้มีผลจากการที่รัฐสภายอมรับความคิดเห็นจากทุกภาคส่วนของสังคม และทุกภาคส่วนของประเทศ

๒. การวิเคราะห์นโยบาย และโครงการวิจัย จะเป็นเกณฑ์มาตรฐานการฝึกอบรมขององค์กรและแผนงานต่างๆ สำหรับสมาชิกรัฐสภา และเจ้าหน้าที่ รวมถึงหน่วยงานอื่นๆ ที่ให้การสนับสนุน จะทำให้ผู้รับประโยชน์หลายระดับเกิดความเข้าใจในแนวคิดหลัก การฝึกปฏิบัติ นโยบาย และการวิเคราะห์นโยบาย รวมทั้งการพัฒนาการจัดการ
๓. การวิเคราะห์นโยบาย และโครงการวิจัย จะพัฒนาแผนงานต่างๆ ให้ขยายมากขึ้น ซึ่งรวมถึงการเผยแพร่งานวิจัยอย่างเป็นระบบ ความต้องการของผู้สร้างนโยบายองค์กร การจัดการประชุม เพื่อให้มองเห็นภาพ และการทดสอบความเหมาะสมของนโยบายที่เป็นทางเลือกในอนาคต
๔. การวิเคราะห์นโยบาย และโครงการวิจัย จะสร้างฐานข้อมูลที่เกี่ยวข้องกับสารสนเทศซึ่งจะปฏิรูประบบให้กลายเป็นหน่วยงานแลกเปลี่ยนสิ่งพิมพ์ทางด้านนิติบัญญัติ โดยศูนย์กลางเอกสารสิ่งพิมพ์จะถูกจัดตั้งขึ้นภายในรัฐสภาซึ่งจะเป็นแหล่งสารสนเทศสำหรับรวบรวมวิเคราะห์ และเผยแพร่สารสนเทศที่เกี่ยวข้องกับเรื่องการพัฒนา นโยบาย
๕. การวิเคราะห์นโยบาย และโครงการวิจัย จะพัฒนาเครือข่ายของการวิเคราะห์นโยบาย และนักวิจัย สถาบันวิจัย สมาชิกรัฐสภา และรัฐสภาเพื่อแลกเปลี่ยนประสบการณ์และความรู้ความสามารถกับประเทศต่างๆ รวมทั้งการฝึกปฏิบัติที่ดีที่สุด

๗. หุ้นส่วนความร่วมมือในสภาผู้แทนราษฎรบราซิล (Partnership in the Brazilian Chamber of the deputies)

โดย *Andrea Perna* : Librarian, Chamber of Deputies, Brazil

หุ้นส่วนความร่วมมือในสภาผู้แทนราษฎรบราซิล มีความเกี่ยวข้องกับแนวทางการจัดการความรู้ในสภาผู้แทนราษฎร และหน่วยงานโครงการจัดการความรู้ (เป็นหน่วยงานที่รับผิดชอบสำหรับรับเรื่องราวที่เป็นความต้องการเฉพาะด้าน และจัดทำให้เป็นโครงการ) ผู้บรรยายได้แสดงให้เห็นถึงวิธีการที่จะทำให้ทุกหน่วยงานในรัฐสภาบราซิลประสานความร่วมมือกันอย่างเหมาะสม ยิ่งไปกว่านั้นยังได้บรรยายถึงความสำเร็จของความร่วมมือกันทั้งหน่วยงานภายในและหน่วยงานภายนอกสภาผู้แทนราษฎร หุ้นส่วนความร่วมมือภายในที่มีความเกี่ยวข้องกันมากที่สุด คือ หน่วยงานที่ปฏิบัติงานด้านการจัดการสารสนเทศ โนโลยีสารสนเทศและการสื่อสารในสภา ส่วนหุ้นส่วนความร่วมมือจากภายนอก คือ รัฐสภาอื่นๆ โดยเฉพาะอย่างยิ่งที่ใช้ภาษาโปรตุเกสเป็นภาษาราชการ ไม่ว่าจะเป็นมลรัฐอื่นๆ องค์กรปกครองตนเองต่างๆ วุฒิสภา คณะกรรมาธิการ สมาคมการจัดการความรู้ของบราซิล และมหาวิทยาลัยอื่นๆ นอกจากนี้ผู้บรรยายยังได้สะท้อนให้เห็นเกี่ยวกับความเป็นจริงของการทำงานในหุ้นส่วนความร่วมมือ โดยการพิจารณาถึงปัจจัยสำคัญหลักๆ เช่น การเจรจา วัฒนธรรมองค์กร การจัดการความรู้ และการสนับสนุนจากสถาบัน

๘. บริการของห้องสมุดสำหรับสมาชิกรัฐสภาอินเดีย (Library Services for Members of Indian Parliament)

โดย *Ms. Asha Wangno* : Joint Director (LARRDIS, Lok Sabha Secretariat, New Delhi, INDIA)

ผู้บรรยายได้แสดงให้เห็นภาพรวมของห้องสมุดรัฐสภาอินเดีย และวิธีการให้บริการสารสนเทศที่เพิ่มมากขึ้นตามความต้องการของสมาชิกรัฐสภา โดยได้กล่าวถึงจำนวนสารสนเทศที่มีให้บริการอย่างมากมาย และหน้าที่หลักของห้องสมุด พร้อมทั้งยกตัวอย่างในรายละเอียดของการให้บริการที่หลากหลาย และสิ่งอำนวยความสะดวกต่างๆ ที่ห้องสมุดรัฐสภาอินเดียจัดให้บริการแก่สมาชิก มีบริการอ้างอิงและตอบคำถามเพื่อให้ผู้ใช้บริการมั่นใจในการใช้ประโยชน์จากทรัพยากรห้องสมุดอย่างดีที่สุด

การบริการและสิ่งอำนวยความสะดวกเหล่านี้ ห้องสมุดรัฐสภาได้จัดให้บริการแก่ผู้ใช้ทุกกลุ่ม ทุกประเภทด้วยเช่นกัน และได้มีสิ่งอำนวยความสะดวกทางด้านคอมพิวเตอร์ที่ได้จัดให้บริการแก่สมาชิกรัฐสภาในแต่ละสมัย โดยสมาชิกสามารถเข้าถึงแหล่งทรัพยากรสารสนเทศที่มีอยู่มากมายได้อย่างสะดวกและรวดเร็ว โดยผ่านเว็บไซต์ของห้องสมุด และเว็บไซต์อื่นๆ

๘. การสนับสนุนการบริการข้อมูลและการอ้างอิงสำหรับสมาชิกห้องสมุดรัฐสภาอินเดีย (Research and Reference Support for Members in Indian Parliament)

โดย *Ms. Kanta Pandit* : Joint Director (LARRDIS, Lok Sabha Secretariat, New Delhi, INDIA)

ผู้บรรยายได้วิเคราะห์ความต้องการสารสนเทศของสมาชิกรัฐสภาที่มีเพิ่มมากขึ้นตามลำดับ ซึ่งมีมีความสำคัญเกี่ยวกับกิจกรรมการบริหารงานของรัฐบาล และสิ่งจำเป็นที่หลีกเลี่ยงไม่ได้คือ ระบบการจัดการสารสนเทศที่มีประสิทธิภาพ เพื่อคัดเลือกและวิเคราะห์สารสนเทศตามความต้องการเฉพาะด้านของสมาชิกรัฐสภา

ผู้บรรยายได้กล่าวถึงหน้าที่ของห้องสมุดในการให้บริการข้อมูลสารสนเทศ บริการอ้างอิงและตอบคำถาม และการจัดให้บริการสารสนเทศที่สนับสนุนการปฏิบัติงานของสมาชิกรัฐสภาอินเดีย ได้มีการนำบริบทนี้เข้าเสนอในที่ประชุมเพื่อจัดเวทีแลกเปลี่ยนทางความคิดในประเด็นที่ทำให้เกิดการพัฒนา และมีการวิจารณ์ ปรามาส โดยผู้เชี่ยวชาญที่มีชื่อเสียงเฉพาะด้าน นอกจากนี้ผู้บรรยายยังได้กล่าวถึงวิธีการที่บรรณารักษ์จะปฏิบัติหน้าที่ในการสนับสนุนการให้บริการข้อมูลแก่รัฐสภาอย่างมีประสิทธิภาพได้ด้วย

๑๐. ศูนย์กลางของโลก สำหรับเทคโนโลยีสารสนเทศและการสื่อสารในรัฐสภา (The Global Centre for Information and Communication Technologies in Parliament)

โดย *Mr. Gherardo Casini* : United Nation

พันธกิจ

- เพื่อส่งเสริมสนับสนุนบทบาทของรัฐสภาในการพัฒนาสิ่งแวดล้อมที่ครอบคลุมสังคมสารสนเทศให้มีความเที่ยงธรรม

- เพื่อช่วยให้รัฐสภาควบคุมประสิทธิภาพของเทคโนโลยีสารสนเทศและการสื่อสาร ในการปรับปรุงกระบวนการและการปฏิบัติงานของรัฐสภา การมีส่วนร่วมของประชาชน และความร่วมมือระหว่างรัฐสภานานาชาติ

วัตถุประสงค์

- เพื่อยกระดับบทบาทของรัฐสภาในการส่งเสริมสนับสนุนสังคมสารสนเทศ และการใช้เทคโนโลยีสารสนเทศและการสื่อสารในกระบวนการของรัฐสภา
- เพื่อแสดงบทบาทเป็นแหล่งเผยแพร่สารสนเทศ แลกเปลี่ยนประสบการณ์และการฝึกปฏิบัติที่ดี
- เพื่อก่อให้เกิดการเจรจาตกลงร่วมมือกัน และการเป็นหุ้นส่วนความร่วมมือกัน
- เพื่อก่อให้เกิดการพัฒนาโครงการ และความช่วยเหลือทางด้านเทคนิค
- เพื่อส่งเสริมสนับสนุน เจ้าของกรรมสิทธิ์ การเชื่อมโยง และประสิทธิภาพ

The Global Centre ดำเนินการอย่างไร

- คณะทำงานประกอบด้วย ประธานสภาจากประเทศต่างๆ ที่จะให้คำแนะนำงานของ The Global Centre
- สำนักงานของ The Global Centre ตั้งอยู่ที่กรุงโรม มีหัวหน้าเป็นผู้ประสานงานระดับสูง มีหน้าที่รับผิดชอบในการดูแลวิธีการและการสร้าง โปรแกรมการทำงาน
- คณะกรรมการมาจากกลุ่มพันธมิตรระดับนานาชาติ ที่จะดำเนินกิจกรรมต่างๆ ให้ไปสู่เป้าหมายของสำนักงาน
- มีการเข้าร่วมของอาสาสมัครที่มีข้อตกลงในการให้ความร่วมมือ การช่วยเหลือและสนับสนุน

ขอบเขตของงาน

- การเผยแพร่สารสนเทศ
- การสร้างเครือข่ายและความร่วมมือ
- การให้ความช่วยเหลือทางด้านเทคนิค
- การวิเคราะห์และวิจัย

๑๑. การเตรียมความพร้อมของเจ้าหน้าที่ห้องสมุดสำหรับงานบริการอ้างอิง และสารสนเทศในห้องสมุดผสม (hybrid library) – ความจำเป็นสำหรับการพัฒนาทักษะความชำนาญ และความเชี่ยวชาญในวิชาชีพให้สืบต่อไป (Preparing library staff for Reference and information work in the hybrid library – the need for skills and continuing professional development)

โดย Gitte Larsen : Dept. of Continuing Education and Consultancy, Copenhagen, Denmark

จากการเปลี่ยนแปลงบทบาทของห้องสมุดผสม (hybrid library - ห้องสมุดที่รวมอิเล็กทรอนิกส์กับดิจิทัลเข้าด้วยกัน) และโดยเฉพาะอย่างยิ่งงานบริการอ้างอิงและสารสนเทศในบริบทใหม่ จึงทำให้เกิดคำถามที่ว่า การศึกษาและการฝึกอบรมอะไรบ้างที่จำเป็นต้องมี

เป็นที่คาดหวังว่าเจ้าหน้าที่ห้องสมุดจะเป็นผู้ให้บริการที่มีคุณภาพสูง ในการให้บริการแก่ผู้ใช้บริการห้องสมุด ในขณะที่เดียวกันก็ถูกคาดหวังว่าเป็นผู้ที่มีความรู้ทางด้านเนื้อหาสาระ และมีทักษะความชำนาญในการพัฒนาและบำรุงรักษาการให้บริการในรูปแบบอิเล็กทรอนิกส์ มีความสามารถในการให้บริการผ่านเครือข่ายอินเทอร์เน็ต และ สื่อต่างๆ โดยให้เกิดความพึงพอใจแก่ผู้ใช้บริการ

ด้วยเหตุผลดังกล่าว จึงนับได้ว่าเป็นความท้าทายแก่เจ้าหน้าที่ห้องสมุดในการให้บริการ เพื่อให้ตรงตามความต้องการของกลุ่มผู้ใช้ที่มีความแตกต่างกัน อย่างไรก็ตาม การจัดการด้านบุคลากรห้องสมุดจะช่วยให้มั่นใจได้ว่า เจ้าหน้าที่ห้องสมุดจะมีความสามารถและทักษะความชำนาญทางวิชาชีพที่เพียงพอในการให้บริการได้ตรงตามความต้องการของผู้ใช้บริการ ทั้งการให้บริการภายในห้องสมุด และผ่านเครือข่ายอินเทอร์เน็ต การจัดการดังกล่าว ได้แก่

๑. การสรรหาเจ้าหน้าที่ห้องสมุด

ความรู้และทักษะความชำนาญ	ความสามารถส่วนบุคคล	ทัศนคติ
<ul style="list-style-type: none"> - เทคโนโลยีสารสนเทศและการสื่อสาร - การค้นคืนสารสนเทศ - เศรษฐศาสตร์สารสนเทศ (สินค้าและบริการเกี่ยวกับสารสนเทศทั้งหมด หมายถึง สิ่งพิมพ์ ความบันเทิง งานวิจัย กฎหมาย การประกันภัย และการสอนในรูปแบบ) - มีความรู้เกี่ยวกับเนื้อหาที่สัมพันธ์กัน - มีวิธีการและทฤษฎีเกี่ยวกับการสอน - มีกระบวนการในการวางแผน - การตลาด - กฎหมายที่เกี่ยวข้อง / สัญญาข้อตกลงต่างๆ - วิธีทดสอบและการวัด 	<ul style="list-style-type: none"> - การติดต่อสื่อสาร - การทำสัญญา - การเตรียมการสำหรับการเปลี่ยนแปลง - การวางแผนบุคลากร - การจัดการบุคลากร - ความสามารถในการเรียนรู้ - การจัดการความเครียด - ทักษะการสอน 	<ul style="list-style-type: none"> - การแลกเปลี่ยนความรู้ - การทำงานเป็นทีม - การจัดการความขัดแย้ง - ความสนุกสนานร่าเริง

๒. การวางแผนสำหรับการเปลี่ยนแปลง

เพื่อให้การวางแผนการดำเนินการเกี่ยวกับเจ้าหน้าที่ห้องสมุดประสบผลสำเร็จ จำเป็นต้องเริ่มด้วยการวิเคราะห์ภารกิจและบทบาทของห้องสมุดในอนาคต ตามลำดับ ๔ ขั้นตอน ดังแผนภูมิต่อไปนี้

การชี้ให้เห็นทักษะความชำนาญ, การวางแผนดำเนินการ – ในโลกอุดมคติ



๓. จำนวนของปัจจัยที่กระทบจากภายนอกซึ่งมีอิทธิพลต่อห้องสมุดที่เน้นทางด้านวิชาการ

ปัจจัยที่กระทบจากภายนอก ซึ่งอาจส่งผลต่อการวางแผนทักษะใหม่ๆ สำหรับเจ้าหน้าที่ห้องสมุด

นโยบายของรัฐบาลและกลยุทธ์สำหรับดิจิทัล การศึกษา โลกาภิวัตน์
ที่เกี่ยวข้องกับเนื้อหา และการปรับหลักสูตรการเรียนการสอนใน
มหาวิทยาลัย การวิจัย ความร่วมมือระหว่างสถาบันต่างๆ เช่น
พิพิธภัณฑ์ หอจดหมายเหตุ และห้องสมุด

ความต้องการจากสถาบัน คณะ และนักวิจัย

- ประวัตินักศึกษา
- ประเภทหลักสูตร
- เนื้อหาหลักสูตร
- การพิมพ์อิเล็กทรอนิกส์
- การประเมินการวิจัย
- งบประมาณสำหรับการเข้าถึงทรัพยากรอิเล็กทรอนิกส์

การให้บริการของห้องสมุดท้องถิ่น

ประเด็นทางด้านกฎหมาย :
กฎหมายลิขสิทธิ์ การจัดการ
กฎหมายเกี่ยวกับดิจิทัล

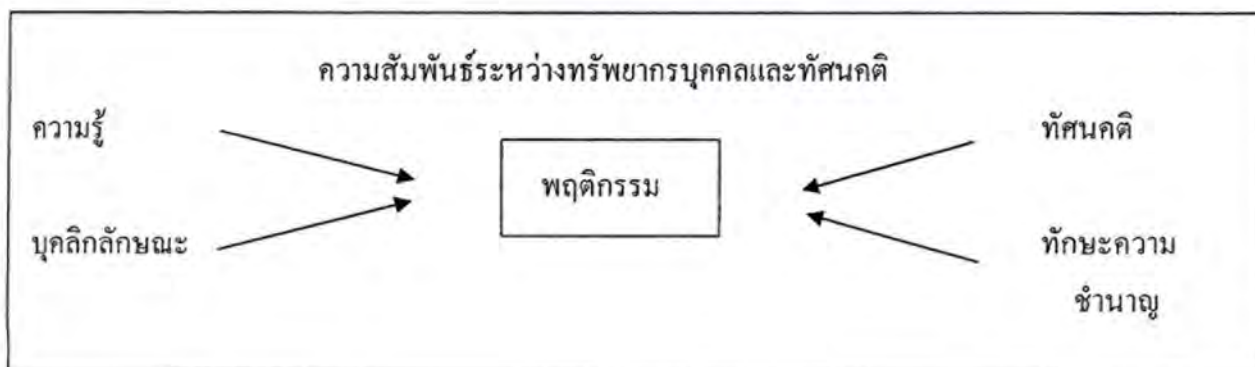
การพัฒนาเทคโนโลยี
สารสนเทศและการสื่อสาร

ความต้องการจากผู้ให้บริการ

- ความชอบ
- การคาดหวัง
- การใช้เทคโนโลยีสารสนเทศและการสื่อสาร
- การใช้ห้องสมุดและบริการของห้องสมุด

๔. ความสัมพันธ์ระหว่างความรู้ ทักษะ และทัศนคติ

รูปด้านล่างแสดงรูปแบบทั่วไป ของความสัมพันธ์ระหว่างทรัพยากรบุคคลและพฤติกรรม โดยอธิบายว่าทำไมการพัฒนาความรู้ความชำนาญยังคงต้องมีต่อไป และการอบรมมีความสำคัญต่อการพัฒนาองค์กรให้ก้าวไปข้างหน้า



๑๒. แนวทางใหม่สำหรับบรรณานุกรมแห่งชาติในยุคดิจิทัล (The new “Guidelines for national bibliographies in the digital age”)

โดย Maja Zumer : University of Ljubljana, Slovenia

ทีมงานที่ควบคุมบรรณานุกรมแห่งชาติทางอิเล็กทรอนิกส์ ได้จัดตั้งขึ้นในปี ค.ศ. ๒๐๐๔ โดยเริ่มทำหน้าที่ในการวิเคราะห์ผู้ใช้ และบริบทของการใช้บรรณานุกรมแห่งชาติในยุคดิจิทัล และบรรณานุกรมแห่งชาติซึ่งกำลังมีการเปลี่ยนแปลงอย่างน่าสนใจ รวมถึงการรวบรวมบรรณานุกรมสำหรับทรัพยากรสารสนเทศในรูปดิจิทัล และหน่วยงานที่จัดทำบรรณานุกรมแห่งชาติที่เพิ่มขึ้นเป็นจำนวนมาก ด้วยการจัดพิมพ์บรรณานุกรมแห่งชาติให้อยู่ในรูปแบบอิเล็กทรอนิกส์

การใช้บรรณานุกรมแห่งชาติ

ถึงแม้ว่าจะมีความชัดเจนและมีความเข้าใจที่ดีเกี่ยวกับการใช้บรรณานุกรมแห่งชาติในห้องสมุด แต่ในบางประเทศก็ยังคงขาดข้อมูลที่เป็นสาระสำคัญที่จะให้แก่ผู้ใช้บริการ เช่น สาธารณรัฐเช็ก นอร์เวย์ ห้องสมุดแห่งชาติของประเทศเหล่านี้ จึงได้ทำการสำรวจว่ากลุ่มผู้ใช้บรรณานุกรมแห่งชาติ คือใคร และใช้ในบริบทอะไร ซึ่งการทำการศึกษาในเรื่องนี้จำเป็นต้องศึกษาอย่างกว้างขวาง รวมถึงการศึกษากลุ่มผู้ใช้บริการในปัจจุบัน โดยกลุ่มผู้ที่ทำการศึกษาวิจัยได้มุ่งเน้นไปที่กลุ่มผู้ใช้บริการในอนาคตด้วย และกลุ่มอื่นๆ ที่มีความเป็นไปได้ ไม่เพียงแต่ได้รับผลผลิตทางการศึกษาวิจัยที่มีความถูกต้องเท่านั้น ยังรวมถึงความสำเร็จในการให้บริการตามความต้องการของผู้ใช้บริการอีกด้วย

กลุ่มผู้ใช้บรรณานุกรมในปัจจุบัน ประกอบด้วย

๑. บรรณารักษ์

- บรรณารักษ์งานวิเคราะห์หมวดหมู่ทรัพยากรสารสนเทศ โดยสามารถทำการคัดลอกบรรณานุกรมแห่งชาติโดยตรง หรือใช้เป็นแนวทางในการวิเคราะห์หมวดหมู่ทรัพยากรสารสนเทศ ในกรณีที่ค้นหารายการทางบรรณานุกรมที่คล้ายกัน เพื่อสามารถนำมาปรับให้เหมาะสม โดยสามารถดูได้ทั้งในส่วนของรายการผู้รับผิดชอบที่เป็นชื่อผู้แต่ง หน่วยงานนิติบุคคล เป็นต้น
- บรรณารักษ์งานจัดซื้อจัดหาทรัพยากรสารสนเทศ โดยใช้ในการสั่งซื้อสิ่งพิมพ์ แสดงให้เห็นสำนักพิมพ์และผู้จัดจำหน่าย สถานะของสิ่งพิมพ์
- บรรณารักษ์งานพัฒนาทรัพยากรสารสนเทศ ใช้วิเคราะห์สิ่งพิมพ์ที่ได้มาเพื่อใช้เป็นเกณฑ์ในการคัดเลือก และพัฒนาสิ่งพิมพ์ และเตรียมการสำหรับสิ่งพิมพ์ในอนาคต
- บรรณารักษ์งานบริการอ้างอิงและตอบคำถาม ใช้เป็นเครื่องมือในการตอบคำถาม ตามความต้องการของผู้ใช้บริการ
- บรรณารักษ์ที่จัดการทางด้านสิ่งพิมพ์ที่หน่วยงานต่างๆ ส่งมาให้ห้องสมุด ตามที่กฎหมายกำหนด โดยข้อมูลในบรรณานุกรมแห่งชาติสามารถใช้วิเคราะห์ และควบคุมทรัพยากรสารสนเทศที่หน่วยงานต่างๆ ส่งมาให้ห้องสมุด

๒. ผู้ใช้บริการ

๓. ผู้ที่ทำการค้าเกี่ยวกับหนังสือ

- สำนักพิมพ์ต่างๆ
- พนักงานขายหนังสือ

๔. หน่วยงาน สำนักงาน ตัวแทนต่างๆ

๕. องค์กรที่จัดการทางด้านสิทธิ

๖. อื่นๆ เช่น ผู้จัดพิมพ์ นักหนังสือพิมพ์ ผู้จัดงานแสดงและจำหน่ายหนังสือ ล่าม นักวาดรูป เป็นต้น

๑๓. ผลที่ได้รับจากหุ้นส่วนความร่วมมือของห้องสมุดรัฐสภาและการบริการข้อมูล : กลยุทธ์การดำรงอยู่ในศตวรรษที่ 21 (Effective Partnerships in Parliamentary Library and Research Services : A strategic intervention for survival in the 21st century)

โดย *Innocent Rugambwa* : Director of Library & Research Parliament of Uganda

ถ้ารัฐสภากำลังก่อตั้งห้องสมุดและการบริการข้อมูล หรือกำลังยกระดับประสิทธิภาพและขอบเขตของการบริการที่มีอยู่ จะต้องมีการเรียนรู้จากประสบการณ์ของหุ้นส่วนความร่วมมือในระดับนานาชาติหรือกับผู้ที่ทำให้การสนับสนุน ซึ่งในแต่ละชนชั้นของสังคมได้แสดงบทบาทที่เฉพาะของตนเองและมีการแบ่งปันทรัพยากรร่วมกัน นอกจากนี้ผู้บรรยาย ได้สำรวจผลที่เกิดจากการสร้างหุ้นส่วนความร่วมมือระหว่างห้องสมุดรัฐสภา กับผู้ที่ทำให้การสนับสนุนด้วยทัศนคติจากการฝึกปฏิบัติที่ดีที่สุด ซึ่งผู้บรรยายได้ยกตัวอย่างของหุ้นส่วนความร่วมมือของรัฐสภาสาธารณรัฐยูกันดา

ความจำเป็นสำหรับหุ้นส่วนความร่วมมือในห้องสมุดรัฐสภาและการให้บริการข้อมูล

- แนวคิดของหุ้นส่วนความร่วมมือ มีความหมายคือ การกำจัดอุปสรรคของการใช้ทรัพยากรสารสนเทศร่วมกันออกไป และทำให้ผู้ใช้บริการสามารถเข้าถึงทรัพยากรที่เป็นองค์ความรู้ในโลกทั้งหมดได้โดยง่าย
 - ไม่มีรัฐสภาแห่งใด สามารถดำรงอยู่ได้ด้วยทรัพยากรสารสนเทศของตนเองโดยลำพังตลอดไป
 - การถูกกระตุ้นด้วยความต้องการอย่างสูงในการปรับปรุง พื้นฟู ห้องสมุดและการบริการข้อมูล ให้มีประสิทธิภาพมากยิ่งขึ้น โดยเฉพาะอย่างยิ่งในประเทศที่กำลังพัฒนา ที่มีความต้องการใช้ทรัพยากรร่วมกัน ตลอดจนข้อมูลต่างๆ หน้าที่ ทรัพยากรบุคคล และเทคโนโลยีสารสนเทศและการสื่อสาร
- สมบัติห้องสมุดรัฐสภา**
- มีความสามารถในการผสมผสานความต้องการร่วมกัน
 - มีการทำงานร่วมกันระหว่างผู้ที่ทำให้การสนับสนุน โดยมีความต้องการใช้ทรัพยากรร่วมกัน

หุ้นส่วนความร่วมมือกับองค์กรระดับนานาชาติ และสหภาพรัฐสภา ประกอบด้วย

๑. สหพันธ์ระหว่างประเทศว่าด้วยสมาคมและสถาบันห้องสมุด (The International Federation of Library Associations and Institutions – IFLA)
๒. สมาคมสมาชิกรัฐสภายุโรปในทวีปแอฟริกา (AWEPA)
๓. ธนาคาร โลก (The World Bank)
๔. สหประชาชาติ (The United Nations)
๕. คณะกรรมการทางด้านเศรษฐศาสตร์ของสหประชาชาติในทวีปแอฟริกา (UNECA)
๖. องค์กรเครือข่ายสารสนเทศ และห้องสมุดเสมือนของชาวแอฟริกา
๗. หุ้นส่วนความร่วมมือภายในกรอบของสมาคมห้องสมุดรัฐสภาในแอฟริกาตะวันออกและทางตอนใต้
๘. สภาสามัญหรือสภาผู้แทนราษฎรอังกฤษ (The House of Commons)
๙. องค์กรที่ให้ความร่วมมือด้าน โอกาสทางการศึกษา และศิลปวัฒนธรรมจากสหราชอาณาจักร (The British Council)
๑๐. หุ้นส่วนความร่วมมือกับสถานทูต / คณะทูตต่างชาติ
๑๑. หุ้นส่วนความร่วมมือกับหน่วยงานวิชาการ

๑๒. หุ้นส่วนความร่วมมือกับองค์กรทางด้านสังคมพลเรือน (CSOs)

๑๓. ความร่วมมือซึ่งเกิดขึ้นภายในหน่วยงานของรัฐสภาสาธารณรัฐยูกันดา

๑๔. ความร่วมมือของห้องสมุดรัฐสภาแคนาดา (Partnering at the Canadian Library of Parliament)

โดย *Mr. Hugh Finsten* : Associate Parliamentary Librarian

ผู้บรรยายได้กล่าวถึงประเภทของความร่วมมือ โดยมีประเด็นคำถามต่างๆ ที่หยิบยกขึ้นมาโดยเกี่ยวข้องกับความร่วมมือของห้องสมุดรัฐสภา และได้สรุปให้เห็นถึงความร่วมมือของห้องสมุดรัฐสภาแคนาดากับองค์กรอื่นๆ ทั้งในรูปแบบที่เป็นทางการและไม่เป็นทางการ โดยได้กล่าวถึงการดำเนินการกิจที่หลากหลายของห้องสมุด และการให้ความช่วยเหลือกับหน่วยงานอื่นๆ ตลอดจนความร่วมมือกับหน่วยงานต่างๆ ทั้งหน่วยงานภายใน และหน่วยงานภายนอกรัฐสภา ซึ่งได้แสดงให้เห็นถึงความพยายามของห้องสมุดในการให้ความช่วยเหลือหน่วยงานอื่นๆ โดยผ่านระบบของห้องสมุด การให้บริการวิชาการ และ โปรแกรมที่เปิดให้สาธารณชนเข้าถึง นอกจากนี้ ยังได้เสนอแนวคิดสำหรับความร่วมมือในโอกาสอื่นๆ ไว้อีกด้วย

ความร่วมมือของห้องสมุดรัฐสภาแคนาดา

หุ้นส่วน หรือ ผู้ร่วมมือ ได้ถูกให้คำจำกัดความว่า บุคคลผู้ซึ่งมีส่วนร่วมในกิจกรรมใดกิจกรรมหนึ่ง ที่เหมือนกันกับอีกคนหนึ่ง หรือคนอื่นๆ ความร่วมมือโดยทั่วไปแล้วอาจรวมถึง การให้ความอุปถัมภ์ การร่วมมือกัน หรือกลยุทธ์พันธมิตร

ลักษณะความเป็นหุ้นส่วน ประกอบด้วย

- โปรแกรม กิจกรรม หรือการติดต่อที่เชื่อมโยงกัน
- องค์กรอิสระ ที่มากกว่า ๒ องค์กรขึ้นไป
- สัญญาข้อตกลง
- การนำข้อมูลมารวมกัน
- มีส่วนร่วมในความเสี่ยง
- มีส่วนร่วมในผลประโยชน์

ทำไมต้องมีความร่วมมือ

- เพื่อปรับปรุง ยกระดับ และขยายการให้บริการในรูปแบบที่โดดเด่น แก่ผู้ใช้บริการภายในรัฐสภา
- เพื่อลดค่าใช้จ่ายในการจัดหาการให้บริการอื่นๆ ซึ่งจะช่วยปรับปรุงอัตราส่วนระหว่างค่าใช้จ่ายและผลกำไรให้มีความสมดุลกัน
- เพื่อเพิ่มการประสานความร่วมมือกับผู้เป็นหุ้นส่วน เครือข่าย สังคมความรู้ และอื่นๆ
- เพื่อปรับปรุง ยกระดับ และขยายการให้บริการในรูปแบบที่มีความสำคัญแก่ผู้ใช้บริการทุกคน
- เพื่อปรับปรุงวิสัยทัศน์ และความน่าเชื่อถือให้แก่ผู้ใช้บริการ

- เพื่อปรับปรุงสภาพการทำงาน และพัฒนาวิชาชีพของเจ้าหน้าที่ห้องสมุด
- เพื่อเพิ่มประสิทธิภาพและความรู้ความชำนาญทางด้านเทคนิคในการให้บริการ
- เพื่อสนับสนุนบทบาทของความเป็นผู้นำในการจัดเก็บ และการค้นคืนเอกสารทางด้านนิติบัญญัติ และเป็นแหล่งสนับสนุนความรู้ทางด้านประชาธิปไตย
- เพื่อสามารถเข้าถึงสารสนเทศที่มีการวิเคราะห์แล้ว

ความร่วมมือควรคำนึงถึง

- การเพิ่มประสิทธิภาพการให้บริการแก่ลูกค้า
- การเพิ่มความน่าเชื่อถือ และวิสัยทัศน์ท่ามกลางผู้ใช้บริการ
- สามารถเข้าถึงสารสนเทศพิเศษ ที่ประหยัดค่าใช้จ่ายมากกว่า
- สนับสนุน และส่งเสริมการแสดงบทบาทความเป็นผู้นำในเครือข่ายระดับชาติและนานาชาติ

หลักการพื้นฐานในการพัฒนาความร่วมมือของห้องสมุดรัฐสภาแคนาดา ที่ควรคำนึงถึง คือ

- แยกงานที่เกี่ยวกับนิติบัญญัติออกจากฝ่ายบริหารของรัฐบาล
- ไม่มีอคติทางการเมือง ไม่ลำเอียง วางตัวเป็นกลาง
- มีความสามารถ ในการรับผิดชอบการจัดบริการสารสนเทศที่มีคุณภาพแก่สมาชิกรัฐสภา
- เป็นผู้พิทักษ์สารสนเทศที่มีลักษณะพิเศษเฉพาะทางด้านนิติบัญญัติ ในนามของสมาชิกรัฐสภา และพลเมืองชาวแคนาดา

หุ้นส่วนความร่วมมือของห้องสมุดรัฐสภาแคนาดาในปัจจุบัน คล้ายคลึงกับห้องสมุดรัฐสภาหลายๆ แห่งที่มีความหลากหลายของข้อตกลงในการพิจารณาเป็นหุ้นส่วนความร่วมมือ บางกรณีมีมติให้ใช้ข้อตกลงที่ถูกเขียนขึ้นอย่างเป็นทางการ เช่น บันทึกข้อตกลง MOU หรือสัญญาที่แสดงถึงบทบาทหน้าที่ความรับผิดชอบที่ชัดเจน ส่วนกรณีอื่นๆ อาจเป็นการตกลงทำความเข้าใจกันแบบไม่เป็นทางการ

๑๕. แบบจำลองใหม่ในการสืบค้นข้อมูล : การใช้ทรัพยากรสารสนเทศร่วมกันของห้องสมุดในประเทศจีน – การศึกษานเปรียบเทียบ (In search of a new model : library resource sharing in China - A comparative study)

โดย Mr. Tim Jiping Zhou and Elaine Xiaofen Dong : University of Arkansas Libraries, Arkansas, USA

ผู้บรรยายได้รวบรวมบทปริทัศน์และการศึกษาขอบข่ายงานการใช้ทรัพยากรร่วมกันของห้องสมุด (Library Resource Sharing-LRS) ในประเทศจีน จากการเปรียบเทียบทัศนคติ กรณีการพัฒนาในเร็วๆ นี้ ตั้งแต่ปี ค.ศ. ๑๙๕๐ ถึง ปี ค.ศ. ๒๐๐๐ โดยมีประเด็นที่สำคัญ ดังนี้

๑. การทบทวนประวัติศาสตร์ของการใช้ทรัพยากรสารสนเทศร่วมกันของห้องสมุดใน

ประเทศสหรัฐอเมริกาและประเทศจีน โดยเฉพาะในด้านการจัดพิมพ์และการจัดทำ
รายการบรรณานุกรมและสหบรรณานุกรม

๒. การทบทวนงานวิจัยของสิ่งพิมพ์ภาษาจีน การใช้ทรัพยากรสารสนเทศร่วมกันและ
การแลกเปลี่ยนทรัพยากรสารสนเทศของห้องสมุดในประเทศจีน
๓. การวิเคราะห์แบบจำลองการใช้ทรัพยากรสารสนเทศร่วมกันของห้องสมุดจำนวน ๓
แบบเพื่อจัดเตรียมความเข้าใจในโครงสร้างเนื้อหาของการเปลี่ยนแปลงแบบจำลอง
๔. การวิเคราะห์เปรียบเทียบวัตถุประสงค์ของการใช้ทรัพยากรสารสนเทศร่วมกันของ
ห้องสมุด โครงสร้าง และระบบการจัดการในประเทศสหรัฐอเมริกาและประเทศจีน

ในการศึกษานี้ได้เน้นย้ำถึงความสำคัญของโครงสร้างระบบห้องสมุดแห่งชาติในรูปดิจิทัลใน
ประเทศจีน เพื่อเตรียมสู่ยุคการแข่งขันในการใช้ทรัพยากรสารสนเทศร่วมกันและสนับสนุนประเทศที่มีการ
เจริญเติบโตทางด้านสังคมและเศรษฐกิจอย่างรวดเร็ว ซึ่งในขั้นตอนการพัฒนานี้ได้ประสบความสำเร็จใน
ห้องสมุดสถาบันการศึกษาของประเทศจีน และระบบสารสนเทศดังกล่าวได้เอื้อให้เกิดข้อตกลงสำหรับการ
จัดการระบบห้องสมุดแห่งชาติในรูปดิจิทัลด้วย โดยมีการจัดการด้านสิทธิประโยชน์ การเงิน และการ
พัฒนาเป็นอย่างดี

๑๖. จากห้องสมุดสู่การเป็นศูนย์การเรียนรู้อิเล็กทรอนิกส์ : ประสบการณ์ของห้องสมุดสาธารณรัฐแอฟริกาใต้

(From libraries to e-learning centres: a South African library experience)

โดย Vivian Agyei : Tshwane University of Technology, Pretoria, South Africa

ผู้บรรยายมีวัตถุประสงค์เพื่อแลกเปลี่ยนประสบการณ์ของมหาวิทยาลัย TUTLIS ในการให้บริการ
ส่งเสริมการเรียนการสอนอิเล็กทรอนิกส์ (e-learning) ในรูปแบบใหม่คือ ERC/I/Centre ซึ่งเป็นการรวม
หุ้นส่วนความร่วมมือในการอำนวยความสะดวกการเรียนการสอนในจุดเดียวที่เรียกว่า one-stop facility
หน่วยงานที่ร่วมก่อตั้งเป็นหุ้นส่วนความร่วมมือดังกล่าวได้แก่ Petoria Technokon สำหรับหุ้นส่วนอื่นๆ
ได้แก่ Technikon North Gauteng ซึ่งมีส่วนร่วมในการพัฒนา ERC สู่การเป็น “การขยายการเข้าถึงหนังสือ
และวารสารในรูปแบบอิเล็กทรอนิกส์”

Tshwane University of Technology (TUT) Library and Information Services (LIS) เป็นห้องสมุด
ของมหาวิทยาลัยที่ให้การศึกษาระดับสูงทางด้านเทคโนโลยีแห่งหนึ่งของประเทศสาธารณรัฐแอฟริกาใต้ที่มี
ความพร้อมในด้านระบบและเทคโนโลยีสารสนเทศ นอกจากนี้ TUTLIS ยังมีแผนกอ้างอิงทางด้านศูนย์
ทรัพยากรสารสนเทศอิเล็กทรอนิกส์ (Electronic Resource Centres / ERC) อีกด้วย ซึ่งแผนกดังกล่าวเป็นที่
รู้จักกันดีในนาม I-Centers ซึ่งศูนย์ฯ ดังกล่าวประกอบด้วยสถานที่ตั้งของศูนย์การเรียนด้านห้องสมุดรวม
ทั้งหมด ๘ แห่ง คือ ศูนย์การเรียน ๔ แห่งมี I-Centers และบางแห่งตั้งอยู่ในหอพักของนักศึกษา ห้องสมุด
อีกหลายแห่งมี Training room ซึ่งมีการติดตั้ง ERC ไว้ภายในห้องด้วย นอกจากนี้ แต่ละภาควิชาจะมีห้อง
บริการคอมพิวเตอร์สำหรับนักศึกษาของภาควิชาโดยไม่ได้เชื่อมต่อกับ ERC หรือ I-Centers

สำหรับงานในส่วนของ LIS นั้น ได้ประสานความร่วมมือกับ The Directorate of Teaching and Learning with Technology (TLT) and Information และ Information Communication and Technology (ICT) เพื่อส่งเสริมและสนับสนุนการสอนของภาควิชาและเรียนของนักศึกษา นอกจากนี้ LIS ยังมีโครงการในการเพิ่มความสำเร็จของมหาวิทยาลัยและเพิ่มอัตราความเร็วของปริมาณงานในระยะเวลาที่ดำเนินการ โครงการ สำหรับหุ้นส่วนความร่วมมืออื่นๆ ในโครงการนี้ ได้แก่ Higher Education Development and Support (HEDS) ซึ่งประกอบด้วย Curriculum development, Teaching and Learning with Technology, Cooperative Education and Student Development and Support

๑๗. การสร้างความเป็นหุ้นส่วนของห้องสมุด : การเปลี่ยนแปลงบทบาทขององค์กรสหประชาชาติ ในการเผยแพร่สารสนเทศและองค์ความรู้ (Creating library partnerships: the United Nations' changing role in disseminating information and knowledge)

โดย Ms. Linda Stoddart : Dag Hammarskjöld Library, New York, USA

ผู้บรรยายได้อธิบายเกี่ยวกับบทบาทของห้องสมุดสำนักงานใหญ่ขององค์การ สหประชาชาติในมลรัฐนิวยอร์ก ประเทศสหรัฐอเมริกา คือ ห้องสมุดที่มีชื่อว่า Dag Hammarskjöld Library and Knowledge Sharing Center (DHLINK) ซึ่งทำหน้าที่ให้บริการการเข้าถึงเอกสารและสารสนเทศขององค์การสหประชาชาติที่มีอยู่อย่างกระจัดกระจายมาจัดเรียงอย่างเป็นระบบระเบียบ ซึ่งต้องอาศัยการพัฒนาความสัมพันธ์ของห้องสมุดซึ่งเป็นคลังเอกสารมากกว่า ๔๐๐ แห่งทั่วโลก และมีกรอบวัตถุประสงค์เพื่อส่งเสริมการเข้าถึงสารสนเทศ ซึ่งผลิตโดยองค์การสหประชาชาติและมีการจัดระบบโดยองค์การสหประชาชาติกับสถาบันต่างๆ มีการเปลี่ยนแปลงเทคโนโลยีและการปรับเปลี่ยนหน่วยงานเพื่อร่วมงานกับองค์การสหประชาชาติ โดยมีแนวคิดและกำหนดเป็นสโลแกนใหม่ที่ว่า “การกระตุ้นให้มีการเปลี่ยนแปลงจากการเป็นเจ้าของสู่การเชื่อมโยงเป็นเครือข่าย” และไม่เพียงแต่ความก้าวหน้าทางด้านสารสนเทศ อิเล็กทรอนิกส์เท่านั้น แต่ยังรวมถึงการให้แนวคิดใหม่ๆ ในการส่งเสริมชุมชนให้เป็นชุมชนของการเกื้อกูล การอำนวยความสะดวกในด้านเครือข่าย และการที่จะนำพาผู้คนไปสู่จุดมุ่งหมายเดียวกันคือ การเป็นชุมชนเครือข่ายความร่วมมือด้านองค์ความรู้ การดำเนินการดังกล่าวได้เริ่มจากการปรับเปลี่ยนอาคารสถานที่และการจัดการทรัพยากรหนังสือและวารสารเพื่อช่วยให้เกิดความสะดวกในการจัดการด้านสิ่งแวดล้อมขององค์ความรู้และการแลกเปลี่ยนสารสนเทศท่ามกลางการบอกรับวารสารหลัก และเมื่อมีการเริ่มใช้เครื่องมือ Web ๒.๐ มากขึ้นเรื่อยๆ ในโลก ความสามารถในการสร้างสรรค์และการเข้าถึงสารสนเทศที่มีมากมายมหาศาลก็มีมากตามไปด้วย นอกจากนี้ การให้โอกาสแก่ห้องสมุดในการดำเนินการในการเป็นคลังเอกสารอย่างมีประสิทธิภาพยิ่งขึ้น การปรับเปลี่ยนทัศนคติของห้องสมุดสู่การคิดนอกกรอบ (thinking out of box) การสร้างบทบาทใหม่ในการให้ความร่วมมือกันของชุมชนและการเป็นหุ้นส่วนห้องสมุด ความก้าวหน้าจากการเชื่อมโยงมวลทรัพยากรสารสนเทศที่มีอยู่ และการสนับสนุนให้มีการเข้าถึงมวลทรัพยากรสารสนเทศได้

อย่างสะดวก ปัจจัยดังกล่าวได้ช่วยเอื้อประโยชน์และสนับสนุนให้กับองค์การสหประชาชาติประสบความสำเร็จในการมีบทบาทของห้องสมุดที่เผยแพร่สารสนเทศและองค์ความรู้มากยิ่งขึ้น

๑๘. ห้องสมุดสำหรับเครือข่ายโลกยุคโลกาภิวัตน์ : เกี่ยวกับการศึกษาแนวใหม่และการออกแบบ

เชิงกลยุทธ์ (Libraries for a Global Networked World : Toward New Educational and Design Strategies)

โดย Robert M. Mason and Tabitha Hart : University of Washington, Seattle, USA

การเติบโตของอินเทอร์เน็ต (Internet) และ The World Wide Web หมายถึงการที่ผู้ใช้สามารถเข้าถึงสารสนเทศและองค์ความรู้ที่มีอยู่ในโลก โดยไม่ต้องคำนึงเกี่ยวกับระยะทาง / ภูมิศาสตร์หรือเขตแดนทางการเมือง และการมีเทคโนโลยีคอมพิวเตอร์และเทคโนโลยีสารสนเทศก็ช่วยให้การถ่ายทอดความรู้เป็นไปอย่างกว้างขวางและไม่มีขีดจำกัดทางด้านระยะทางอีกต่อไป ความคิดเกี่ยวกับห้องสมุดดิจิทัลในโลกยุคโลกาภิวัตน์เป็นความคิดที่สืบเนื่องมาจากความเจริญของเทคโนโลยีดังกล่าวนั่นเอง ผู้บรรยายได้กล่าวถึงพัฒนาการของเทคโนโลยีอินเทอร์เน็ตที่สามารถส่งผลกระทบอย่างลึกซึ้งเกี่ยวกับแนวความคิดของห้องสมุดดิจิทัลในโลกยุคโลกาภิวัตน์ การพัฒนาเทคนิคใหม่ๆ ดังกล่าวจะทำให้สามารถเกิดหนทางใหม่ๆ สำหรับผู้คนที่เปี่ยมปฏิสัมพันธ์ทางชุมชน การผสมผสานเทคนิค และการเปลี่ยนแปลงทางสังคมจะช่วยให้ความคิดของห้องสมุดในเบื้องต้น ก้าวไปสู่ความเป็นจริงในการให้บริการแก่ผู้ใช้ในการเข้าถึงสารสนเทศ ในอนาคตจะมีการออกแบบห้องสมุดและมีการศึกษาด้านห้องสมุดในระดับผู้เชี่ยวชาญ ซึ่งจะมีประโยชน์ต่อความคิดของการเป็นห้องสมุดในโลกยุคโลกาภิวัตน์ เช่น การไม่จำกัดพื้นที่ โครงสร้างพื้นฐาน แม้ว่าจะมีความแตกต่างกันในด้านเชื้อชาติและสังคมก็ตาม ซึ่งอาจนำไปสู่การสร้างสังคมที่เป็น “Third Cultures” คือ สังคมที่มีความรู้จากชุมชนที่มีความแตกต่างกัน ที่สามารถแลกเปลี่ยนเรียนรู้และพัฒนาองค์ความรู้ร่วมกัน นั่นคือความคิดดังกล่าวของการเป็นห้องสมุดในโลกยุคโลกาภิวัตน์ควรคิดทบทวนใหม่เกี่ยวกับทักษะและระบบที่เราต้องการให้ปรากฏขึ้น หากผู้เชี่ยวชาญเกี่ยวกับห้องสมุดจะเป็นผู้นำในการเข้าสู่โลกของการแลกเปลี่ยนความรู้ในยุคโลกาภิวัตน์ต่อไปในอนาคต

๑๙. การวัดคุณภาพสำหรับห้องสมุดเฉพาะ (Quality measures for special libraries)

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ผู้บรรยายได้กล่าวถึง ความหมายของห้องสมุดเฉพาะว่า เป็นการยากที่เดียวที่จะเริ่มต้นคำถามที่ว่าอะไรคือความหมายของ “ห้องสมุดเฉพาะ” (special library) แม้ว่าจะมีการให้คำนิยามในระบบมาตรฐานสากล The International Standard ISO ๒๗๘๘ ไว้ว่า ห้องสมุดเฉพาะเป็นคำที่ใช้เรียกห้องสมุดใดๆที่ไม่ใช่ชื่อห้องสมุดสถาบันการศึกษา หอสมุดแห่งชาติ ห้องสมุดประชาชน หรือห้องสมุดโรงเรียน ผู้บรรยายได้อธิบายโดยสรุปเกี่ยวกับประเภทของห้องสมุดที่สามารถจัดประเภทให้อยู่ภายใต้ห้องสมุดเฉพาะซึ่งกำหนดขอบเขตโดย The IFLA Division of Special Library ไว้ว่า ห้องสมุดเฉพาะเป็นห้องสมุดที่มีความ

พิเศษ / ความเฉพาะในด้านประเภทของหน้าที่การบริการและสาขาวิชาเฉพาะ อาทิ ศิลปศาสตร์ จีววิทยา การแพทย์ ธรณีวิทยาและแผนที่ องค์กรของรัฐ วิทยาศาสตร์และเทคโนโลยี และสังคมศาสตร์ เป็นต้น นอกจากนี้ ยังมีผู้ให้ความหมายของห้องสมุดเฉพาะไว้ว่า หมายถึง ห้องสมุดที่ก่อตั้งขึ้นและมีการจัดสรรเงินทุนโดยบริษัทธุรกิจที่มีความมั่นคง เป็นสมาคม/องค์กรภาคเอกชน ภาครัฐบาล บริษัทตัวแทน องค์กรไม่หวังผลกำไร หรือกลุ่มคนที่มีความสนใจในสาขาวิชาเดียวกันรวมกลุ่มพบปะ / ประชุมหารือในด้านความต้องการสารสนเทศ ได้แก่ ลูกจ้าง พนักงาน สมาชิก หรือทีมงานที่มีการทำความตกลงร่วมกันด้วยวัตถุประสงค์และพันธกิจขององค์กร โดยมีการกำหนดขอบเขตของทรัพยากรสารสนเทศภายใต้ความสนใจที่มีขอบเขตจำกัดขององค์กรที่เป็นเจ้าภาพ อย่างไรก็ตาม The International Standard for Library Statistics ได้ให้คำจำกัดความไว้ว่าห้องสมุดเฉพาะ หมายถึง ห้องสมุดที่มีอิสระในการครอบคลุมความรู้สาขาวิชาใดวิชาหนึ่งโดยเฉพาะหรือเกี่ยวกับความสนใจเฉพาะเรื่องใดเรื่องหนึ่ง ตลอดจนห้องสมุดที่ให้บริการพื้นฐานในหมวดหมู่ที่เฉพาะสำหรับผู้ให้บริการ หรือการให้บริการเอกสารในรูปแบบข้อมูลเฉพาะ หรือห้องสมุดที่สนับสนุนโดยองค์กรโดยมีวัตถุประสงค์เพื่อให้บริการผู้ปฏิบัติงานที่เกี่ยวข้อง นอกจากนี้ The ISO ยังให้ความหมายรวมถึง

- ห้องสมุดทางการค้าหรืออุตสาหกรรม
- ห้องสมุดสื่อต่างๆ ที่ให้บริการสื่อ / สิ่งพิมพ์ขององค์กร ตลอดจนหนังสือพิมพ์ สิ่งพิมพ์จากสำนักพิมพ์ต่างๆ การแพร่ภาพ ภาพยนตร์ และทีวี
- ห้องสมุดของผู้เชี่ยวชาญและสถาบัน / สมาคม / บริษัท
- ห้องสมุดบริการสุขภาพ
- ห้องสมุดของรัฐบาล
- ห้องสมุดประจำภูมิภาค
- ห้องสมุดขององค์กรอาสาสมัคร พิพิธภัณฑ์ สถาบันศาสนา ฯลฯ

คุณภาพของห้องสมุดเฉพาะ

คุณภาพของห้องสมุดเฉพาะจะแตกต่างกันไปขึ้นอยู่กับพันธกิจของห้องสมุดแต่ละแห่ง อาทิ ห้องสมุดที่ให้บริการลูกจ้างของบริษัทหรือหน่วยงาน คุณภาพหลักที่จะต้องคำนึงถึง ได้แก่ การบริการจัดส่งสารนิเทศและบริการอ้างอิงต้องมีความรวดเร็ว มีความถูกต้องและเป็นจริง ความเป็นไปได้ในการที่ผู้ใช้บริการสามารถเข้าถึงทรัพยากรสารสนเทศและบริการของห้องสมุดทางหน้าจอคอมพิวเตอร์ (Desktop) และบริการพิเศษสำหรับผู้ให้บริการประจำ เป็นต้น นอกจากนี้ ประสิทธิภาพ-ต้นทุน และการวัดผลกระทบก็มีความสำคัญเป็นอย่างยิ่งที่ต้องนำมาพิจารณา และห้องสมุดเองก็ควรสามารถอธิบายได้ว่า งานของห้องสมุดมีส่วนในการสนับสนุนวัตถุประสงค์ขององค์กร / หน่วยงานอย่างไร และเงินที่ได้ใช้จ่ายไปนั้นท้ายที่สุดแล้วได้ส่งผลในการประหยัดต้นทุนขององค์กรอย่างไรบ้าง

สำหรับห้องสมุดเฉพาะที่มีขอบข่ายการบริการที่กว้างและกลุ่มผู้ใช้บริการก็ไม่เฉพาะเจาะจงนั้น คุณภาพของห้องสมุดเฉพาะก็ค่อนข้างจะต้องพิจารณาภายใต้ความครอบคลุมของทรัพยากรสารสนเทศ ของสาขาวิชาเฉพาะที่ห้องสมุดให้บริการ นอกจากนี้ ควรมีการเก็บรักษา หรือจัดทำในรูปแบบที่สามารถเข้าถึงได้ทางดิจิทัล การทำข้อตกลงในกิจกรรมวัฒนธรรม และความเป็นไปได้ที่จะทำให้มีความสามารถในการเข้าถึง

ข้อมูลบรรณานุกรมด้วยความเร็วและครอบคลุมเนื้อหาทั้งหมดด้วย นั่นคือ ห้องสมุดเฉพาะควรมีคุณภาพ ดังนี้

- มีการปฐมนิเทศผู้ใช้บริการและมีความเป็นมิตรต่อผู้ใช้บริการ
- การให้บริการมีความรวดเร็ว ถูกต้อง และเชื่อถือได้

ตัวชี้วัดสมรรถภาพสำหรับห้องสมุดเฉพาะ

สมรรถนะหรือตัวชี้วัดคุณภาพได้มีการพัฒนามานานแล้วและห้องสมุดเองก็ได้นำมาประยุกต์ใช้มานานนับหลายทศวรรษ และมีการตีพิมพ์ทั้งหนังสือคู่มือและมาตรฐาน ระบบมาตรฐาน The International Standard ISO ๑๖๖๒๐ เป็นมาตรฐานสำหรับวัดสมรรถนะของห้องสมุด ซึ่งฉบับปรับปรุงล่าสุดได้รวมถึงการวัดสมรรถนะของห้องสมุดแบบดั้งเดิม และห้องสมุดที่บริการในรูปแบบอิเล็กทรอนิกส์ได้ด้วย และข้อเสนอแนะของ IFLA “สำหรับ การวัดคุณภาพ” (Measuring Quality) ที่จะจัดพิมพ์ออกมาในปี ค.ศ. ๒๐๐๗ นี้ ได้ระบุวิธีการวัดสมรรถนะของห้องสมุดไว้ด้วย ซึ่งห้องสมุดเฉพาะควรนำมาพิจารณาประกอบการเลือกกลุ่มของตัวชี้วัดที่จะนำมาปรับใช้กับหน่วยงานของตนด้วย

สำหรับกลุ่มแรกที่จะนำมาพิจารณาเป็นลำดับแรกในห้องสมุดที่ให้บริการลูกจ้างของหน่วยงาน / บริษัทที่มีความมั่นคงนั้น ตัวชี้วัดที่ควรเป็นกระบอกสะท้อนถึงภารกิจหลัก ได้แก่

- การเก็บรวบรวมทรัพยากรสารสนเทศที่ตอบสนองความต้องการของผู้ใช้บริการ
- ทรัพยากรสารสนเทศและบริการที่จัดให้ต้องมีการศึกษาความต้องการของผู้ใช้บริการที่เป็นปัจจุบัน
- ความเร็ว (Speed) และความถูกต้อง (Accuracy) ของการบริการอ้างอิง
- การจัดส่งเอกสารสารสนเทศที่สำคัญให้ถึงมือผู้ใช้บริการอย่างมั่นใจ
- ศูนย์บริการลูกค้าสัมพันธ์ (ข้อมูลลูกค้า บริการข้อมูลทันสมัย บริการเลือกสรรสารสนเทศทันสมัยเฉพาะเรื่องเฉพาะราย - Selective Dissemination of Information / SDI เป็นต้น)
- มีภูมิหลังการบริการที่มีประสิทธิภาพ
- ประสิทธิภาพ-ต้นทุน ของการบริการ

การวัดสมรรถนะควรให้ครอบคลุมทั้งทรัพยากรสารสนเทศที่มีอยู่และการบริการที่จัดให้มีและควรจัดส่งในรูปแบบอิเล็กทรอนิกส์ด้วย อีกทั้งควรวัดทั้งสื่ออิเล็กทรอนิกส์และการบริการด้วยเช่นกัน ตัวอย่างกลุ่มของสมรรถนะที่ควรวัดสำหรับห้องสมุดซึ่งนำมาจากมาตรฐาน ISO และคู่มือ IFLA มีดังนี้

หัวข้อ	ตัวชี้วัดสมรรถภาพ	
ทั่วไป (General)	การได้ส่วนแบ่งทางการตลาด	ร้อยละของลูกค้าที่ใช้บริการห้องสมุด

หัวข้อ	ตัวชี้วัดสมรรถภาพ	
ห้องสมุดเป็นสถานที่สำหรับการทำงาน (Library as place for working)	จำนวนเก้าอี้ต่อสมาชิกของลูกค้าทั้งหมด	-ไม่สำคัญหากบริการหลักเป็นการจัดส่งในรูปแบบอิเล็กทรอนิกส์
	ชั่วโมงที่เปิดให้บริการเปรียบเทียบกับความต้องการของลูกค้า	ไม่สำคัญหากบริการหลักเป็นการจัดส่งในรูปแบบอิเล็กทรอนิกส์
	การเข้ามาใช้ห้องสมุดของสมาชิก	ไม่สำคัญหากบริการหลักเป็นการจัดส่งในรูปแบบอิเล็กทรอนิกส์
การจัดหาสารสนเทศ (Information provision / Collections)	จำนวนรายชื่อทรัพยากรสารสนเทศที่ต้องการและพบว่ามีอยู่ในห้องสมุด	แสดงให้เห็นถึงทรัพยากรสารสนเทศที่ตอบสนองความต้องการของผู้ใช้อย่างพอเพียง
	ร้อยละของการปฏิเสธการเข้าถึงแหล่งสารสนเทศอิเล็กทรอนิกส์	แสดงจำนวนการอนุญาต (Licenses) สำหรับผู้ใช้พอเพียงหรือไม่
	จำนวนของเนื้อหาที่ดาวน์โหลดต่อสมาชิก	แสดงให้เห็นถึงแหล่งสารสนเทศอิเล็กทรอนิกส์ตรงประเด็นกับความต้องการของผู้ใช้หรือไม่
การจัดส่งสารสนเทศ (Information delivery)	ความรวดเร็วของบริการยืมระหว่างห้องสมุดและบริการจัดส่งเอกสาร	แสดงความรวดเร็วในการจัดส่งสารสนเทศที่ไม่มีในห้องสมุด
	ระยะเวลาในการดำเนินการคืนคืนเอกสารจากชั้นปิด	แสดงถึงคำร้องขอเอกสารฉบับนั้นมีความรวดเร็วในการเข้าถึง
	อัตราความเร็วในการหาคำตอบที่ถูกต้อง	แสดงถึงความน่าเชื่อถือของบริการอ้างอิง
ภูมิหลังของกระบวนการ (Background process)	ความเร็วในการจัดหา	แสดงความรวดเร็วที่เป็นไปได้ในการจัดหาสิ่งพิมพ์ใหม่ๆ
	ความเร็วของกระบวนการจัดการสื่อ	แสดงถึงความมีประสิทธิภาพของกระบวนการงาน
ประสิทธิภาพ-ต้นทุน (Cost-efficiency)	ต้นทุนต่อการใช้ประโยชน์ (รวมถึงการยืม การใช้ภายในห้องสมุด การยืมระหว่างห้องสมุด บริการจัดส่งเอกสาร)	แสดงถึงต้นทุนทั้งหมดของห้องสมุดเปรียบเทียบกับการใช้ประโยชน์

หัวข้อ	ตัวชี้วัดสมรรถภาพ	
	ต้นทุนต่อจำนวนผู้ใช้ห้องสมุด	แสดงถึงต้นทุนทั้งหมดของห้องสมุดเปรียบเทียบกับจำนวนผู้ใช้บริการ
	ต้นทุนต่อเวลาที่บอกรับฐานข้อมูล	แสดงถึงต้นทุนของฐานข้อมูลเปรียบเทียบกับระยะเวลาที่บอกรับฐานข้อมูล
	ต้นทุนต่อการดาวน์โหลด	แสดงถึงต้นทุนของแหล่งข้อมูลอิเล็กทรอนิกส์เปรียบเทียบกับจำนวนเรื่องที่ดาวน์โหลด

การประเมินความพึงพอใจของผู้ใช้บริการ

การประเมินความต้องการของผู้ใช้บริการ ความคาดหวัง และความพึงพอใจของผู้ใช้บริการเกี่ยวกับทรัพยากรสารสนเทศที่ห้องสมุดเก็บรวบรวมและการบริการที่จัดให้มีเป็นสิ่งสำคัญยิ่งที่ควรประเมิน และในการประเมินดังกล่าวส่วนใหญ่มักจะวัดคะแนน ๕ ระดับ (๕-point-scale) สำหรับวิธีการสำรวจความพึงพอใจนั้นสามารถกระทำได้หลายรูปแบบ ซึ่งแต่ละแบบก็มีข้อดี ข้อเสีย แตกต่างกันไป ดังนี้

วิธีการ	ข้อดี	ปัญหา
แจกแบบสอบถามภายในห้องสมุด	จำนวนที่ได้รับคืนสูง	เฉพาะผู้บริการที่มีความกระตือรือร้นเท่านั้นที่มาใช้บริการห้องสมุด
ส่งแบบสอบถามให้ผู้บริการซึ่งเป็นกลุ่มตัวอย่างทางไปรษณีย์	มีผู้ที่ไม่ได้มาใช้บริการรวมอยู่ด้วย	จำนวนที่ได้รับคืนน้อย
การสำรวจ / การสัมภาษณ์ทางโทรศัพท์	จำนวนที่ได้รับคืนสูงและเป็นการติดต่อโดยตรง	ต้องให้เสร็จสมบูรณ์ภายในเวลาและมีการจูงใจในการสัมภาษณ์
การสำรวจทาง Online บนเว็บไซต์ของห้องสมุด	ไม่มีการแจกแจงความต้องการ	อาจเกิดอคติจากผู้บริการที่เข้ามาใช้เว็บไซต์บ่อยๆ

เหตุผลสำหรับการประเมินคุณภาพในห้องสมุดเฉพาะ

ห้องสมุดเฉพาะควรแสดงให้เห็นได้ว่า ห้องสมุดเฉพาะไม่เพียงแต่มีความสำคัญต่อหน่วยงาน / องค์กรและไม่เพียงแต่การทำงานอย่างมีประสิทธิภาพเท่านั้น แต่ยังคงคุ้มค่าต่อการลงทุนและส่งผลต่อผลกำไรขององค์กรด้วย และ “บทบาทใหม่ที่ควรให้คำนิยามไว้อย่างชัดเจน คือ อธิบาย / พิสูจน์ให้ได้ว่าห้องสมุดเฉพาะเป็นกำลังขับเคลื่อนที่สำคัญ และคุ้มค่ากับการลงทุนด้านการให้บริการสารสนเทศที่มีประสิทธิภาพ และต้องก้าวไปพร้อมกับองค์กรเพื่อการส่งเสริมเพิ่มพูนความรู้ การใช้ทรัพยากรร่วมกัน และเกิดประโยชน์สูงสุด และท้ายที่สุดแต่มีใช้น้อยที่สุด เพื่อยกระดับขีดความสามารถในการเรียนรู้ของบุคลากรในองค์กร” บทบาทดังกล่าวจะช่วยให้ห้องสมุดเฉพาะสามารถนำไปใช้ประโยชน์ในการจัดการองค์ความรู้ และทำให้บริการของห้องสมุดมีความสำคัญมากขึ้นอีกครั้ง

ส่วนที่ ๓

ประโยชน์และข้อเสนอแนะ

ประโยชน์ และข้อเสนอแนะ

การประชุม บรรณารักษ์นานาชาติแห่งสหพันธ์ระหว่างประเทศว่าด้วยสมาคมและสถาบันห้องสมุด (IFLA) เป็นการประชุม เพื่อ แลกเปลี่ยน ความรู้ ความคิด ประสบการณ์ในการจัดและบริหารวิชาความรู้ ข้อมูล ข่าวสาร เพื่อการพัฒนาทรัพยากรมนุษย์ และสังคมในทุกด้าน ในการจัดประชุมนี้ ประเทศสมาชิกของสหพันธ์ระหว่างประเทศว่าด้วยสมาคมและสถาบันห้องสมุด ผลัดเปลี่ยนกันเป็นเจ้าภาพ ด้วยความร่วมมือทางวิชาการจากคณะกรรมการบริหาร และคณะกรรมการเฉพาะกิจทางวิชาชีพของสหพันธ์ฯ

สำหรับการประชุมในครั้งนี้ จัดขึ้นที่ สาธารณรัฐแอฟริกาใต้ ระหว่างวันที่ ๑๓ - ๒๖ สิงหาคม ๒๕๕๐ ประกอบด้วย การประชุม Pre-Conference ครั้งที่ ๒๓ Section on Library and Research Services for Parliaments จัดขึ้น ณ South African Parliament, Cape Town, The Republic of South Africa ระหว่างวันที่ ๑๕ - ๑๗ สิงหาคม ๒๕๕๐ ภายใต้วหัวข้อ “นวัตกรรม และการสร้างสรรค์ห้องสมุดรัฐสภา และการบริการสารสนเทศทางด้านงานวิจัย - การพัฒนาจากการเรียนรู้” (Innovation and Creativity in Parliamentary Libraries and Research Services – Development Through Learning) และการประชุมใหญ่ประจำปี ครั้งที่ ๗๓ “IFLA General Conference and Council” จัดขึ้น ณ International Convention Centre, Durban, The Republic of South Africa ระหว่างวันที่ ๑๕ - ๒๓ สิงหาคม ๒๕๕๐ ภายใต้วหัวข้อ “ห้องสมุดสำหรับอนาคต : ความก้าวหน้า การพัฒนา และการเป็นหุ้นส่วนความร่วมมือ” (Libraries for the future : Progress, Development and Partnerships) มีประโยชน์ที่ได้รับจากการประชุม และข้อเสนอแนะสรุปได้ดังนี้

ประโยชน์ที่ได้รับจากการประชุม

๑. สามารถนำความรู้จากการประชุมบรรณารักษ์นานาชาติฯ มาประยุกต์ใช้เป็นแนวทางในการพัฒนาการให้บริการสารสนเทศ ที่สนับสนุนการปฏิบัติงานทางด้านนิติบัญญัติให้ได้มาตรฐานยิ่งขึ้น
๒. ความร่วมมือระหว่างห้องสมุด ทำให้เกิดการใช้ทรัพยากรร่วมกันอย่างคุ้มค่า ประหยัดงบประมาณในการจัดซื้อทรัพยากรสารสนเทศประเภทเดียวกัน ตลอดจนทำให้การปฏิบัติงานและการพัฒนาระบบเครือข่ายสารสนเทศ ได้มาตรฐานยิ่งขึ้น อันจะเป็นแนวทางในการพัฒนาความร่วมมือระหว่างห้องสมุดรัฐสภาไทยกับประเทศอื่นๆ ที่อยู่ทั้งในภูมิภาคเดียวกัน และทั่วโลกในอนาคตต่อไป
๓. ได้รับทราบถึงปัญหา ข้อเสนอแนะ ของการให้บริการสารสนเทศทางนิติบัญญัติในห้องสมุดรัฐสภาต่างๆ ทั่วโลก และการจัดการระบบงานของห้องสมุดรัฐสภา การให้บริการวิจัย ตลอดจนการศึกษาถึงความต้องการของผู้ใช้บริการ เพื่อพัฒนาการให้บริการในเชิงรุกต่อไป

ต้นฉบับไม่มีหน้านี้

ส่วนที่ ๔

ประมวลภาพกิจกรรม

การประชุมบรรณารักษ์นานาชาติแห่งสหพันธ์ระหว่างประเทศว่าด้วยสมาคมและสถาบันห้องสมุด
(International Federation of Library Associations and Institutions – IFLA) ประจำปี 2550
ณ เมืองเคปทาวน์ และ เมืองเดอร์บัน สาธารณรัฐแอฟริกาใต้
ระหว่างวันที่ 13 – 26 สิงหาคม พ.ศ. 2550



ผู้เข้าร่วมประชุม
จำนวน 119 คน จากห้องสมุด
รัฐสภาประเทศต่างๆ 39 ประเทศ

ถ่ายภาพร่วมกัน ณ บริเวณด้านหน้าอาคารรัฐสภาสาธารณรัฐแอฟริกาใต้
เมืองเคปทาวน์ สาธารณรัฐแอฟริกาใต้



ภาพบรรยากาศการต้อนรับ
ของเจ้าหน้าที่รัฐสภาสาธารณรัฐแอฟริกาใต้
ณ บริเวณด้านหน้าอาคารรัฐสภาสาธารณรัฐแอฟริกาใต้

ภาพบรรยากาศการประชุม Pre-Conference ใน section ของ Library and Research Services for Parliaments
ณ ห้องประชุม ภายในอาคารรัฐสภาสาธารณรัฐแอฟริกาใต้ เมืองเคปทาวน์ สาธารณรัฐแอฟริกาใต้





นางวิจิตรา วัชรภรณ์ ผู้อำนวยการสำนักวิชาการ
มอบของที่ระลึกแก่ Ms. Noliyanda Pike ตัวแทน
บรรณารักษ์จากห้องสมุดรัฐสภา
สาธารณรัฐแอฟริกาคี



ภาพถ่ายภายในบริเวณห้องโถง และพื้นที่ส่วนให้บริการ
ของห้องสมุดรัฐสภาสาธารณรัฐแอฟริกาคี





นางวิจิตรา วัชรภรณ์ ผู้อำนวยการสำนักวิชาการ
ขณะเยี่ยมชมรัฐสภาสาธารณรัฐแอฟริกาคี



นางวิจิตรา วัชรภรณ์ ผู้อำนวยการสำนักวิชาการ
และ นางสาวจรรย์ ประสงค์ดี บรรณารักษ์ กลุ่มงานห้องสมุด สำนักวิชาการ
ในพิธีเปิดการประชุม World Library and Information Congress 73rd IFLA General Conference and Council
ณ International Convention Centre เมืองเคอร์บัน สาธารณรัฐแอฟริกาคี



ภาคผนวก



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OPENING ADDRESS TO 23rd ANNUAL PRE- CONFERENCE OF LIBRARY AND RESEARCH SERVICES FOR PARLIAMENTS

BY ZINGILE DINGANI: SECRETARY TO PARLIAMENT



23rd Annual Pre-Conference of Library and Research Services for Parliaments

15 August 2007, Cape Town

House Chairperson: Honourable Mr. Jeff Doidge
Honourable Members of Parliament
Honourable Member of the Pan African Parliament
Chairperson of the Section on Libraries and Research Services for Parliaments
Distinguished guests
Delegates, colleagues and friends

As Secretary to Parliament of the Republic of South Africa, let me concur with the House Chairperson and welcome all of you to the 23rd Annual Pre-Conference of Library and Research Services for Parliaments. South Africa, and the Parliament of the Republic of South Africa is indeed privileged to host such a prestigious gathering.

The theme of the conference, “Innovation and Creativity in Parliamentary Libraries and Research Services- Development through learning,” is of critical importance for the 21st century where there are new developments in the world that need policy makers and overseers of policy and legislation, especially Members of Parliament, to be abreast of these new developments.

Innovation is about developing new and advancing ideas, devising new services or changing the way one provides services, with the intention of improving service delivery to one’s clients. It means that the Parliamentary Library and Research Services should be innovative and creative in finding ways to increase the range, relevance, accessibility and quality of the services they offer. At the same time, Parliament as an institution should be able to provide creative spaces and resources to explore new ideas.

Let me touch briefly on why there is a need for innovation and creativity in Parliamentary Libraries and Research Services and how this is possible. One of the driving forces for innovation and creativity in Parliamentary Libraries and Research Services is the changing demands from clients. Over the next few sessions, you’ll hear more about how the focus of our Parliament changed from creating transformatory legislation in line with the new democracy to a more active oversight role in the more recent years. With the changing of our focus, it has become imperative for the Research and Library Services to build on existing services and knowledge bases to provide information and research that will enable this People’s Parliament to undertake oversight effectively and efficiently. As our democracy evolves, so too has Parliament. It is therefore imperative that the work and information needs of Members of Parliament, is constantly reviewed.

Furthermore, changes in technology is making it easier to exchange information, helping to create improved ways to disseminate new knowledge, and also gives rise to increased access to vast information for MPs, that meet their political needs. Access to fast, relevant and critical information allows MPs to make informed decisions that will impact on legislation, policy frameworks and implementation of services to the citizens of any nation. Thus, advanced technology provides new service delivery opportunities and the possibility to maximise performance. The Parliament of the Republic of South Africa has recently launched a Management system called “Parliament Content Management System” (PCMS). PCMS will assist

our Parliament to create a working environment that is more efficient and effective for both MPs and staff. It will also facilitate information sharing among MPs and staff.

The 21st century has seen a myriad of information sources, ranging from technology to the creation of knowledge bodies that contribute to the enhancement of the work of the Library and Research Services of any Parliament. Any Parliament therefore, has to be responsive and at the forefront of new debates and discussions that will enhance their work. This conference is one of the forums that facilitate engaging and learning about best practices and coming up with innovative ways to enhance the evolving nature of Parliamentary work.

For Parliamentary Libraries and Research Services to be innovative and creative in this evolutionary process, it means they have to undertake the following:

- Proactively engaging with current affairs within the political, economic and social global landscape, thus pre-empting discussions, debates and dialogues that are critical and analytical to ensure informed decisions on topical issues.
- Ensuring that the development and training needs of staff and MPs are aligned with the knowledge needed within the political environment.
- Ensuring that the development and training needs of staff and MPs are aligned with the knowledge needed within the political environment.
- Client focused - by understanding the needs and identifying new client service needs.
- Engaging with clients in improving services and by being aware of the impact their services have on clients. To constantly monitor and evaluate the outcomes and engagements of the information supplied to clients and thereafter improve this to enhance the work of Parliaments.
- Ensuring that the relevant resources are available for the implementation of projects and constantly noting global trends and innovations.

There will be some challenges ahead, for instance:

- A need for more resources such as human capacity as well technology to be able to implement the creative ideas.
- To find innovative ways to better serve MPs who have multiple needs and those who do not have access or are unable to use electronic services.
- Learn new ways to listen to clients and communicating with them.
- Innovation and change are an important element to the political landscape and both staff and MPs should recognise and embrace the new environment of innovation and creativity, and to work together to improve services.

In conclusion, let me point out that for innovation and creativity to have positive impact in the service delivery of Parliamentary Library and Research Services, the library and research staff should have a clear understanding of the needs of their clients, a flexible approach to service delivery and a determination to provide a first class service.

I'm hoping that over the next few days, you will utilise this conference as a platform for librarians and researchers in different parliaments to share experiences of how, over the years, they have been able to improve services in their parliaments through innovation and creativity.

I also hope that you will have an opportunity to taste and enjoy the many delights of South African culture during your stay in Cape Town and Durban. Let this be the occasion for good friendship to develop and for many delightful memories to form.

Thank you

Remarks at the Opening of the Annual 23rd Annual
Conference of the IFLA Section on Libraries and
Research Services for Parliaments.

Delivered by Donna Scheeder, Chair



23rd Annual Pre-Conference of Library and Research Services for Parliaments

Cape Town, South Africa
August 15, 2007

Honorable Speaker Mbete, Mr. Secretary Dingani, Honorable members of the National Assembly and National Council of Provinces, Chief Librarian Ntunja, distinguished guests and colleagues,

I am honored to stand before you today to open a conference celebrating innovation and creativity in parliamentary libraries and research services. This is the first IFLA conference in sub-Saharan Africa and it is fitting that as a diverse international body we meet in a country with 11 official languages and a long rich history that extends back thousands of years. We have much to learn here, from our hosts and from each other. It is with gratitude and enthusiasm that I look forward to the next 3 days of events.

This has been an eventful year for the section. Our collaboration with the Global Center for Technology in Parliaments has intensified and you will hear more about our involvement in that work from Mr. Casini at this conference. We have said goodbye to a number of familiar faces this year. We were particularly saddened by the passing of Dermot Englefield, a founding father of this section and the author of the first guidelines for Parliamentary Libraries. However, as I look around I see the fruits of his work and that of others, to establish a professional network of parliamentary librarians and researchers. I am encouraged about our future as I look out and see many new as well as many familiar faces. The new faces signify for me that our governments understand the importance of what we do and realize that liberty and freedom depends on an informed legislature and citizenry. And while we are different in our appearance we are the same in our dedication to help our legislators make the world a better place through informed decision making that supports the rule of law.

The chief purpose of this gathering is sharing our knowledge and experience and we owe our thanks to Chief Librarian Ntunja and his staff for giving us this wonderful opportunity. They have planned an excellent program that features the creativity and innovation his staff apply to serving the National Assembly. They are to be congratulated on these accomplishments. We also are looking forward to the wonderful social evenings and tour and we are truly overwhelmed by the generosity of this Parliament and its Library. Please join me in thanking, the Speaker, the Secretary, and Mr. Ntunja and his staff.

I am also grateful for all of the section members who agreed to speak on Innovative Services Day and I want you to know we all look forward to learning from your insights.

Finally, I would be remiss if I did not publicly acknowledge the hard work and dedication of Margareta Brundin and Gro Sangrind who have done so much to keep us informed and particularly to Gro and Albert for their work in organizing Workshop Day this year.

Thanks to all and I hope that by the time you leave here on Saturday morning, you will have learned a lot from each other, renewed old friendships, and have begun many new ones.

**๑. การส่งเสริมสนับสนุนการปฏิบัติงานของคณะกรรมการ
รัฐสภา ในการขับเคลื่อนไปข้างหน้าอย่างมั่นคง : การ
เปลี่ยนแปลง รูปแบบ การกำจัดอุปสรรค**

(Enhanced support to Parliamentary committees :
Shifting sands, changing paradigms, breaking barriers)

โดย *Dr. Leon Gabriel* : Manager of Information Services Section,
Parliament of South Africa



July 2007

Enhanced Support to Parliamentary Committees: Shifting sands, changing paradigms, breaking barriers

Dr. Leon Gabriel

Manager: Information Services Section: Parliament of South Africa

ABSTRACT: Not unlike Parliaments throughout the world, the South African Parliament functions within the context of constant change. Like the dunes of the Namib, what might appear to be a defined and static landscape is subjected to sustained shifts, driven by the winds of national and global socio-political discourse. The South African Parliament has assumed the responsibilities attendant on its functioning within the challenges of a developmental State. A truly effective Parliament requires staff (and politicians) that are adept at identifying and adapting to the nuanced and the obvious political shifts that require changes in administrative paradigms and demands the collective use of resources. This paper explores some of the management challenges in providing research and library services within this context. The paper also examines alternative models of support to Parliamentary Committees, which would encourage cohesive and seamless administrative, technical, analytical and procedural support. The paper is intended to stimulate the sharing of experiences and perspectives through discussion.

Shifting sands

For many the notion of working in Parliament evokes visions of a mundane and predictable environment. This might apply particularly to well-established parliaments, where the standard operating procedures are fully documented and the almost dogmatic preoccupation with rules and procedure preclude innovation and risk-taking. This may have been true for many years, even centuries. But, nothing could be further from the truth, today. Modern Parliaments as we know, are dynamic, unpredictable and sometimes volatile environments. They demand staff that understand and appreciate this dynamism and who have a passion for the institution and its role in governance.

For the purposes of this talk, I will not discuss the specific changes within our Parliament, as these will be covered in other papers presented by my colleagues. I would like to look briefly at change in its more generic sense and our individual roles and responsibilities in it.

Change is the great communication tool of the cosmos. It is through changing circumstances that we learn and grow and therefore evolve on the continuum called life. Change is, however, often accompanied by obstacles, delays, difficulties and even trauma. Because of this, we more often than not go to great lengths to resist it. Is it our innate human condition that we like things to remain constant? This may be true, because what is constant and therefore predictable, offers comfort, safety and security – it's what we know – and who can argue with the importance of those basic human emotional needs? So when change raises its head, it is only natural that we are not always willing to acknowledge that the time has come to move on, to shift gear, to re-align, to innovate, to plan, to change paradigms – to create new comforts or should I say, discomforts! The perplexing paradox however is that we know that change is inevitable because it is a fundamental part of the human experience. I am sure that we are all familiar with the Greek philosopher Heraclitus' assertion that "the only thing constant is change itself". So if we know that change is part of life, how we respond to change is what is important.

Some years ago I read a car bumper sticker that said "Life's a bitch and then you die" – this fatalistic approach to life was inspired, no doubt, by a series of disillusionments. Few of us are consciously aware that we have any say at all in what happens to us, and even fewer believe that we have any control over our own destiny. But destiny does exist, and we in fact create it.

When we resist change, the life that seemed so straightforward yesterday now becomes a struggle. We experience internal conflict where the personality (ego) fights with the soul (higher self), trying to maintain the status quo. The price we often pay for not acknowledging that the external forces are calling on us to do some internal shifting; is frustration, despair, depression, lethargy and sometimes even ill health. We lose our internal balance by fearing the part of us that is determined to experience life in all its manifestations. Change therefore can seem very daunting.

In order to deal with the changes, we would need to understand what the changes are before they happen, in order for us to be able to prepare ourselves for the changes when they come. At this point, you are probably thinking that I am slightly mad – expecting that we should be able to predict the future! But, indeed, our ability to predict the future determines how prepared we would be for change. No, I am not advocating that research and library services comprise a group of psychics and clairvoyants all peering into crystal balls - In management terms, we require visionary leaders and staff who are adept at paying attention to the signals of future change.

Predicting the future

So the management challenge is that in order to provide proactive services, we need to be able to predict the future. But how good are we at predicting the future? Let's look briefly at what history has taught us – and I have borrowed some examples from the world of technology – presumably a more predictable environment than politics and social science.

Alan Kay, a fellow at Apple Computer Inc. says that the best way to predict the future is to invent it. He maintains that the whole idea of having scientists and technology is that those things that we can envision and describe can actually be built.

Another way to predict the future according to Kay, is to realise that it takes very long – 10 to 20 years – to get a technology out of the research laboratory and into everyday life. It is very difficult to get brand new ideas out in less than a decade; in the case of the transistor, it took almost 25 years. In terms of predicting the future, that makes it really nice, because it means that a lot of the future that we are going to have to contend with is sitting in someone's research laboratory right now. So, by simply going around and looking in the right places, we can gain tremendous insights into the kinds of changes that are going to happen and we can then generate ideas on how to prepare for the changes.

You might be thinking that this is obscure and obtuse for our own environment – after all, political changes do not happen in laboratories. But, they are driven largely by social circumstances, needs and pressures – so, the social environments at all levels could be regarded as the research laboratories for future political changes. As information professionals, we need to know how to gather the information from these socio-political research laboratories, but more importantly, how to interpret the information as signals of future change.

Another way to predict the future is best explained by an anecdote in John Dessauer's book called "My Years at Xerox, the Billions Nobody Wanted". Dessauer was an executive at Haloid Corporation, a tiny company in Rochester N.Y., that eventually became Xerox.

The story describes how in 1956, after some years of struggling, Dessauer was able to build the prototype of the 914 plain paper copier. Lacking the money to take the copier to market, to build factories and so on, he decided to take it just down the street to IBM. He told IBM "Take this, build factories, go out and sell it. I just want a small royalty." And IBM did what all companies do when they can't make up their minds – they went out and hired some consultants.

After an exhaustive study that took 18 months, the consultants returned with a very thick report, which conclusively proved that there was no market for the plain paper copier. They had two main reasons and a host of minor ones. Firstly, there wasn't enough copy volume – that was a big problem. Secondly, the cost of xerography was ten-times higher per copy as compared to the AB Dick mimeograph process, in use at the time. The consultants figured that no one would spend ten times as much to copy anything. So, based on the consultants report, IBM turned down the copier offer – and that was several hundreds of billions of dollars ago.

What is interesting about this story is that IBM thought that their computer group was not in the communications business, and so did their consultants. They missed the very important point that human beings cannot exist without communication – its one of our basic human traits and we are always willing to pay more for a better communications amplifier.

Many others have made this mistake. The American railroads made a study after WW1 which showed that for as far as they could see into the future, aircraft transportation would always be more expensive than railroad transportation. And you know – they're still right today; it's still more expensive. The problem is, the railroads are almost gone because nobody cares if air travel is more expensive, they're willing to pay the price. The railroad industry missed the idea that not everything is a commodity market, and that while price is important, there are also value markets where people are willing to pay extra for added value. In this example, the railroad industry did not predict that the currency of time and convenience would outweigh the currency of hard cash.

So the lesson here is that we must not let our assumptions of our clients needs restrict innovation and the development of new ideas.

But, we should not be too hard on ourselves. History has shown that even the most successful professionals and technical experts find it difficult to predict the future, and have gotten it horribly wrong sometimes. I illustrate this by way of the following interesting and somewhat amusing quotations:

"This telephone has too many shortcomings to be seriously considered as a means of communication. The device is inherently of no value to us." – An internal Western Union memo, 1876.

"I think there is a world market for maybe five computers." – IBM Chairman, Thomas Watson, 1943.

"640k ought to be enough for anybody." – Bill Gates, 1981

"Computers in the future may weigh no more than 1.5 tons." – Popular Mechanics, forecasting the relentless march of science, 1949.

"Drill for oil? You mean drill into the ground and try to find oil? You're crazy!" – Drillers who Edwin Drake tried to enlist to his project to drill for oil in 1859.

Our parliament is undergoing significant change – we have a new vision for Parliament, there is a shift away from a heavy legislative workload towards more oversight of the Executive and new approaches to work are being introduced. These changes require a refocus, reorganisation and repositioning of services.

Changing paradigms

So now that we acknowledge that change is inevitable, that we are able to use certain tools and information to predict change and that we have a significant degree of control over how we prepare ourselves for change, what next? The management challenge that I want to pose is how to translate all of the information on change into new ideas. It's the development of new ideas that would determine how well we respond to change.

To stimulate creativity and innovation would require a shift in mindset from confining our thinking to the comfort of the known to the excitement and uncertainty of the unknown. Of the various ways of coming up with new ideas, I think the weakest is 'brainstorming'. And aren't we all too familiar with 'brainstorming workshops' in Parliament. Brainstorming simply involves taking the collective of what you've got, wedging it together into something (we often call it a strategy), painting it (those glossy, colourful reports) and selling it (implementation – project management meetings and more reports). Of course you can get a product out of 'brainstorming': take all the obnoxious things in a 12-year olds room and glue them together and you get a boom box, which incidentally happens to be selling quite well. While brainstorming has its place, most things done by brainstorming are like boom boxes.

The goal-oriented approach advocated by management books is to find a need and fill it. Well, we don't get many new ideas out of that because if you ask most people what they want, they want just what they have now, just more of it, 10 percent faster, 10 percent cheaper and with 10 percent more features. This is quite a boring way of predicting the future!

But, if we look at the big hitters in the 20th century – like the Xerox machine, like the personal computer and the cellular telephone – they all did something different. They weren't mere contaminations of existing things. They weren't just finding a need and filling it – they created a need that only they could fill. In other words, their presence on the scene caused a need to be felt and, almost paradoxically, the company was there to create and fill the need. Nobody needed to copy before the Xerox machine came along; and nobody needed to be contactable 24/7 before the cellular telephone was developed. When mini and micro computers were introduced, people said "What do we need these things for? You can do everything on the mainframe." But of course the new devices were to do all the extra things that we wouldn't think of doing on the mainframe.

So, in order to come up with new ideas, we need to think out of the box – how often have we heard that? Managers have the leadership responsibility to create the environment for innovation and to motivate and support innovative thinking.

Marshall McLuhan, considered to be the first father and prophet of the electronic age tries to explain the concept of thinking out of the box with a very simple line: He says "I don't know who discovered water, but it wasn't a fish." Part of what he meant, is that if you are immersed in the context, you have an extremely difficult time being able to see what's really going on. It has been remarked that the Japanese do a better job of marketing to foreign markets than the foreign markets do to themselves, because the Japanese know these markets from an alien culture. They actually study us in ways that we don't see ourselves. So, as strange as it may sound, from a parliamentary library and research context, we need to learn to study our clients (Members of Parliament), not from their own perspective, but from a way in which they do not see themselves. We must pay attention to the signals of change in the socio-political research laboratories, create a need and provide services to fill the need.

Another reason for our lack of creativity is simply that we are afraid. Particularly in Parliament where we are steeped in tradition and convention, innovation is deemed a luxury which we cannot afford – it belongs in the private sector, where competitive markets require innovation to stay ahead of the pack. In Parliament, innovation for holders of conventional wisdom is not novelty but annihilation – we are afraid to disrupt what works well enough. We rely too much on what we think is right and proper – in actual fact it is just comfortable – but change demands that 'well enough' is no longer enough. We cannot simply use historical data and clients needs (perceived or expressed) to plan our future existence and to improve our services to Members – McLuhan's line – probably one of the favourites – is that "We are driving faster and faster into the future, trying to steer by using only the rear-view mirror" - we need to be able to look into the future.

In some sense our ability to open the future will depend not on how well we learn anymore, but on how well we are able to unlearn. Can you imagine a course at the University of Cape Town on unlearning? That would be revolutionary!

Breaking barriers

One of the biggest challenges in managing parliamentary research, library and information services in our parliament is to change our paradigm of discrete functional areas (the so-called silo mentality) to one of a seamless continuum of services based on the establishment of multifunctional teams.

The requirement for this is bigger than the sectoral needs of the individual stake holders. Put differently, the whole is bigger than the sum of its parts. I would like to briefly sketch our current model of support to parliamentary committees and then present an alternative model, which I'm sure many of our colleagues in other parliaments are familiar with.

Our Parliament has a very extensive committee system with 27 Portfolio Committees in the National Assembly and 10 Select Committees in the National Council of Provinces. There are also several joint committees, standing committees and ad hoc committees. We have clustered our committees into eight broad subject clusters and have aligned our library and research support accordingly. Basically, we have assigned one researcher per committee and one subject librarian per cluster.

Our Committee Section similarly works on a cluster system, assigning one or more Committee Secretaries per Committee and a pool of Committee Assistants to assist with administrative and logistical arrangements for committees.

Legal services for committees is provided on request from a pool of legal advisers in the Legal Advice Office.

While this arrangement makes management easier, in that discrete groups of staff all performing the same function are managed in separate units, it soon became evident that this arrangement posed serious difficulties in fostering collaboration and in coordinating support services.

In breaking these barriers we should explore the feasibility of implementing a model based on the development of multidisciplinary committee secretariats. Each committee would therefore have its own dedicated secretariat comprising research, library, secretarial, administrative and legal support.

This would sharpen the focus of the different support staff on the objectives of the committee and foster greater collaboration and coordination of work.

The sharing of knowledge and experience has a greater impact than the effect on the microenvironment – the Institute of International Education says that "Peace and prosperity in the 21st century depend on increasing the capacity of people to think and work on a global and intercultural basis. As technology opens borders, educational and professional exchange opens minds."

I would welcome the sharing of experiences from our colleagues in Parliaments across the world.

End

*The time to act is now – "A wise person does at once,
what a fool does at last.
Both do the same thing; only at different times.*

References

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www.archehtimes.com. Quotable quotes; other quotes

www.freemaninstitute.com Quotable quotes – courtesy of the Freeman Institute

๒.โครงการเทคโนโลยีสารสนเทศและการสื่อสารในรัฐสภา
สาธารณรัฐแอฟริกาใต้

(Information and Communication Technology Projects
in South African Parliament)

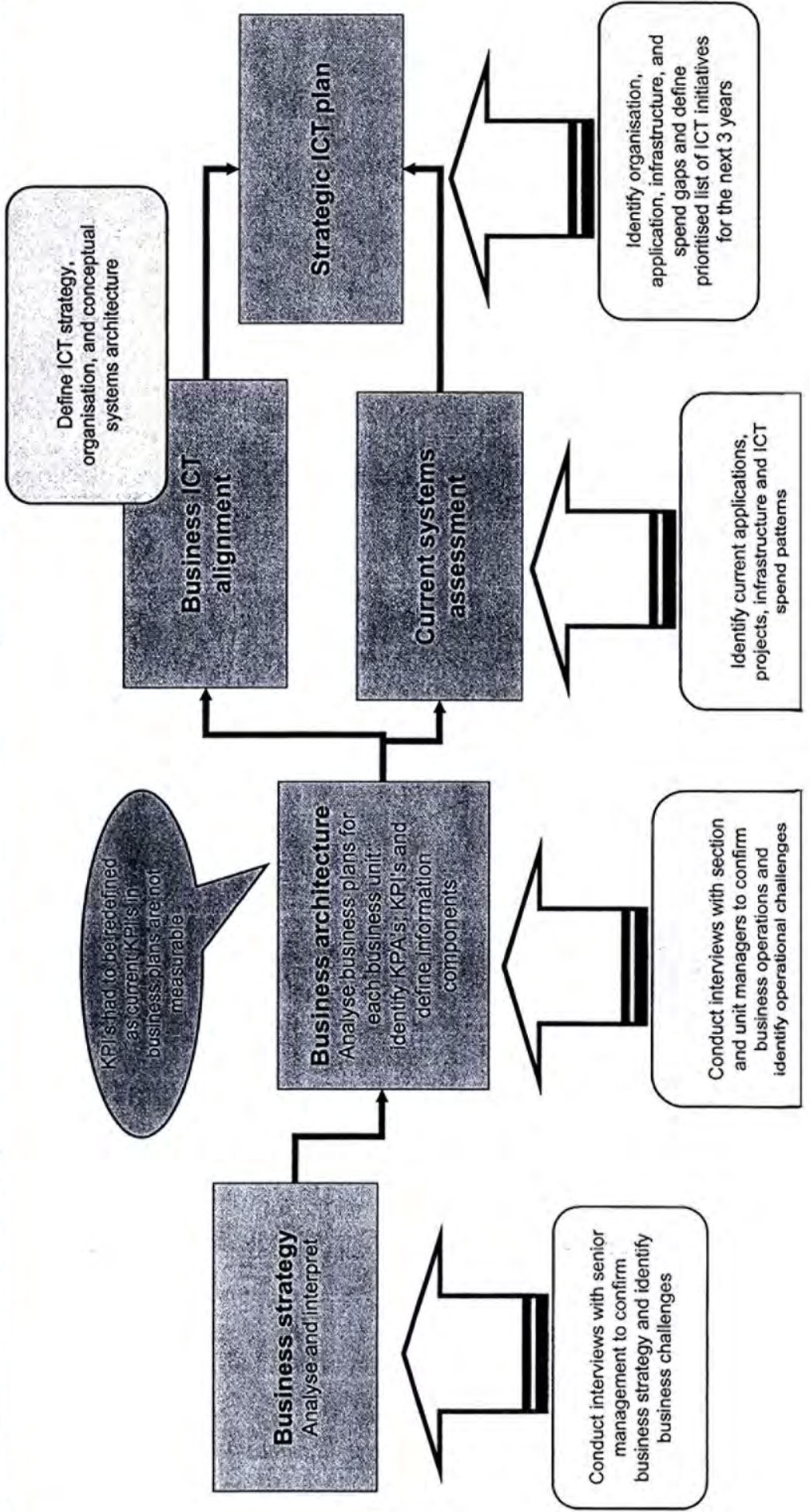
โดย *Mr. Ravi Poliah* : ICT Manager, Parliament of South Africa

**IFLA
CONFERENCE
ICT PROJECTS
IN THE
PARLIAMENT OF
SOUTH AFRICA**

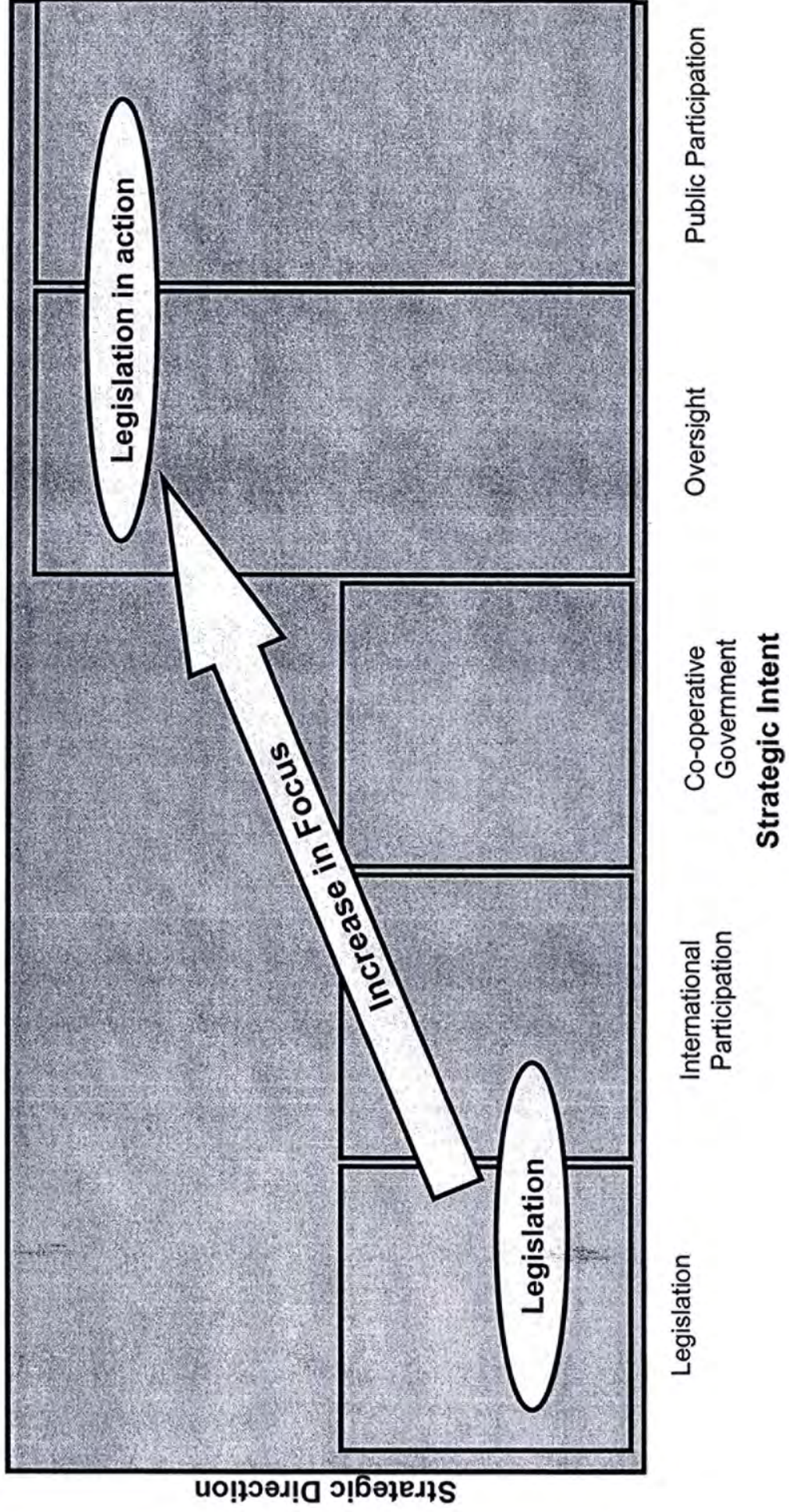


**PARLIAMENT
OF THE REPUBLIC OF SOUTH AFRICA**

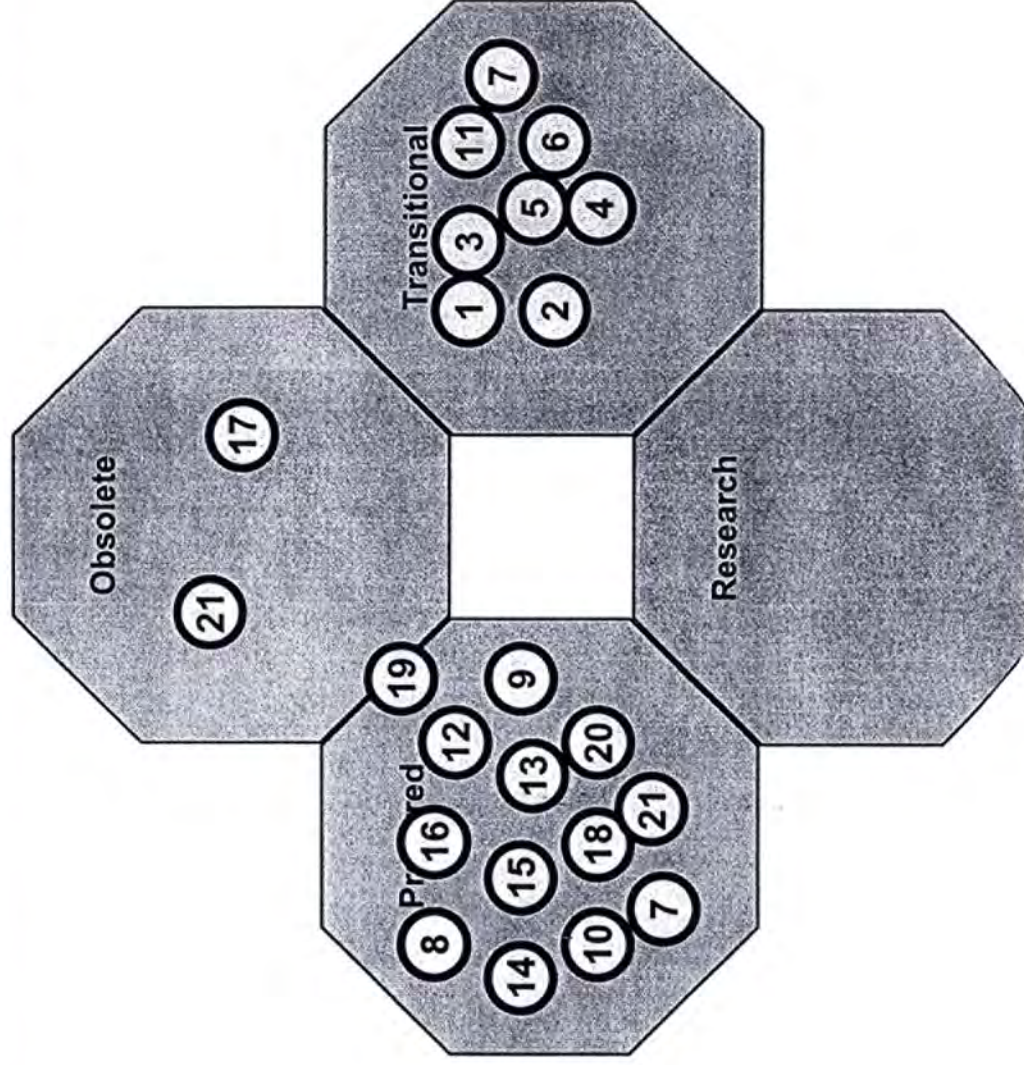
Approach for the development of Parliament's ICT Strategy



Parliament's Business Strategy

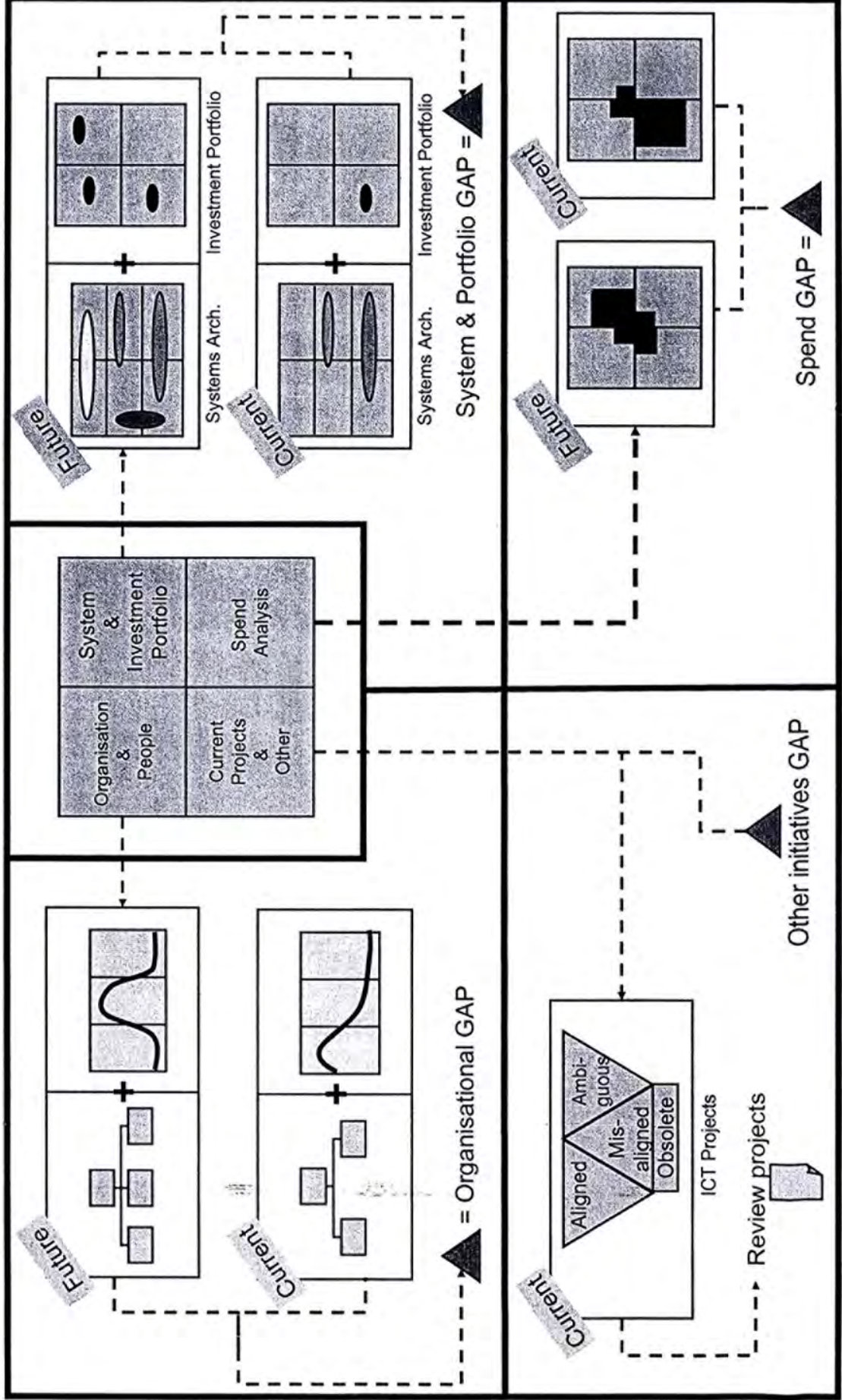


Parliament management's view of current systems



1. Manqoba (Budgeting)
2. Manqoba (Payroll)
3. Manqoba (Assets)
4. Manqoba (Ordering)
5. Manqoba (Financial Management)
6. Manqoba (Member's facilities)
7. Sound Management
8. RF System
9. CA Unicenter
10. POS(Arch)
11. Documentum(DMS)
12. Chamber System
13. Members' Interest
14. Voting System
15. XPert
16. PRISM
17. XYWrite
18. NCOP Online
19. InMagic
20. Logusflow
21. Member's Telephone Billing

The gap analysis is performed on the following four areas to determine a collective list of ICT and related initiatives



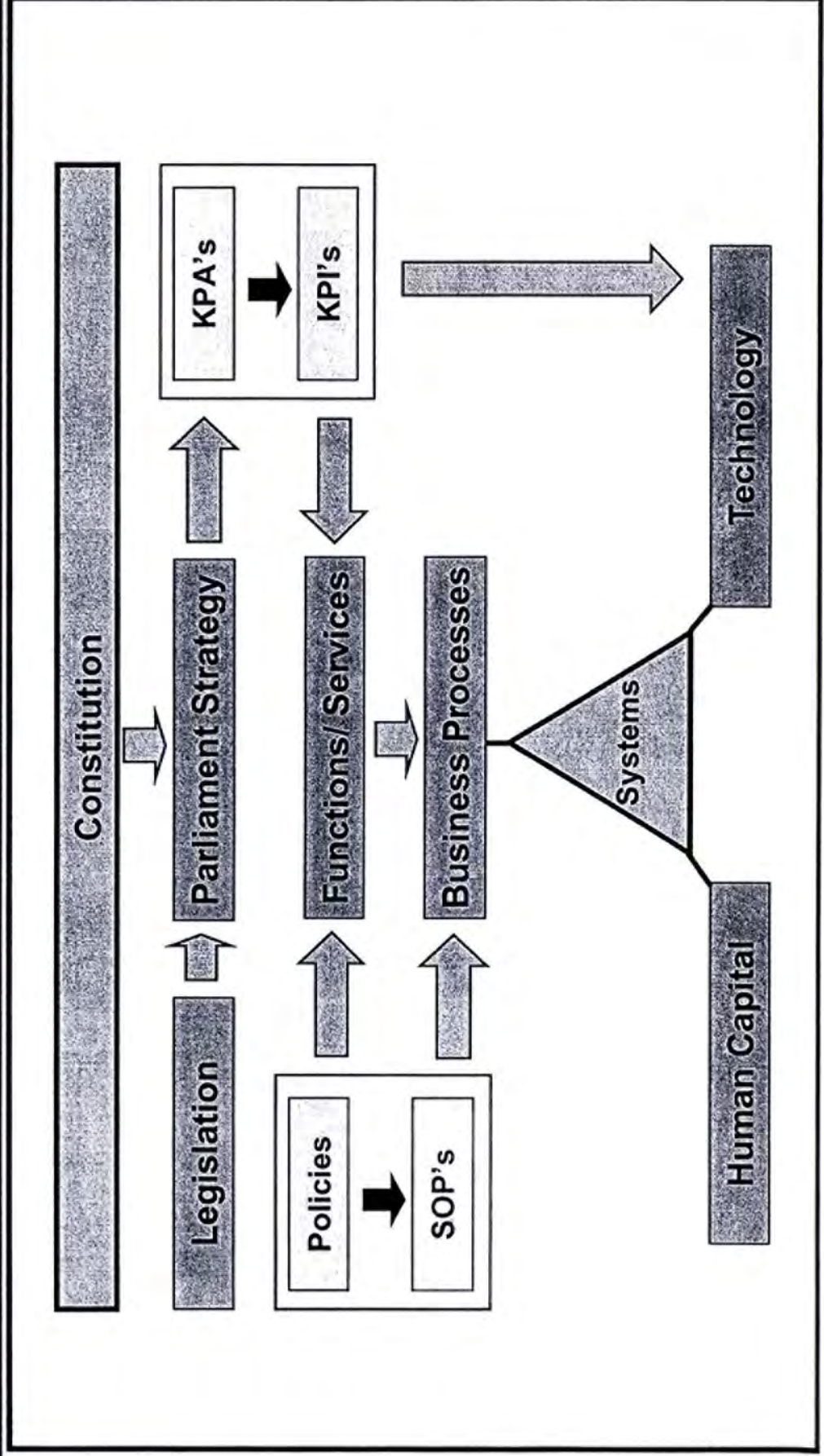
Criteria for Prioritizing Initiatives

- **Selection of initiatives where funding is available in current planning cycle**
- **Selection of initiatives that assist in enabling Parliaments strategic intent:**
 - Public participation
 - Oversight
 - Legislation
 - Cooperative Government
- **Selection of initiatives based on dependencies:**
 - Business dependencies
 - Technical dependencies
- **Selection of initiatives that have a Parliament wide benefit**
- **Potential Outsource**

PROJECTS SNAPSHOT

#	Project	% Complete
1	Unified Communications	75%
2	Capacity for ICT Infrastructure – Committee Room refurbishment	20%
3	Parliamentary Administrative System (ERP) – Marang Consolidation	15%
4	Intranet	10%
5	Parliamentary Website	70%
6	Video Conferencing	65%
7	Voice Recognition	30%
8	Call Centre	10%
9	PCMS	70%

KPA & KPI Formulation Rationale



๓. การเตรียมสารสนเทศ – โดยใช้เทคโนโลยีเพื่อตอบสนองความ
ต้องการของผู้ใช้บริการ

(Proactive information provision – Using technology to answer the needs of our clients)

โดย *Mr. Karen Taylor* : Librarian, Parliamentary Library of South Africa

Proactive information provision - Using technology to answer the needs of our clients

Authors: Karen Taylor, Bertie van Eck, Fred Jensele, Mariam Stuurman

Presented by Karen Taylor, Librarian



23rd Annual Pre-Conference of Library and Research Services for Parliaments

ABSTRACT

The traditional role of a librarian is changing with the advent of knowledge management. A librarian needs to be aware of market trends and developments and have experience in implementing best practice. As many library users keep up to date with new developments their needs change accordingly and librarians must be sensitive to this.

By improving raw information and synthesising it into a new product the value of the information is increased. With the conference theme 'Innovation and creativity in Parliamentary Libraries and Research Services - development through learning', the authors endeavour to share their experiences in harnessing technology to serve their users in new and creative ways.

INTRODUCTION

The Library of Parliament provides for the information needs of the Members of Parliament and affiliated staff. The very nature of Parliamentary business requires that information is easily accessible and more importantly, relevant. Various parliamentary committees focusing on specific issues have been introduced into the parliamentary realm after South Africa's first democratic election in 1994. We had to make a critical decision - either deliver our services in the way we always had, or adapt and change. We had reached a fork in the road. The library has reacted to increased demands from clients by introducing sweeping changes into how we do our business, i.e. by splitting the library as a whole into sub-units, each focusing on a library-oriented task. The sub-units cover acquisitions, processing and indexing, special services and reference. No sub-unit can work in isolation and as demands on the Library increased dramatically, it became necessary to further adapt and change certain aspects of our services in order to meet our clients' needs. In this, the information age, librarians are finding that change is the only constant.

Our current Members of Parliament are hungry for information, constantly seeking the latest data. As our clients are constantly on the move between meetings and locations, it was decided to harness technology and use the electronic approach to meet the demand. In this way information was readily available at any location and we could improve our effectiveness and efficiency.

HISTORY

In the past, librarians spent laborious hours making photocopies of contents pages and dispatched them to the clients, who would either throw them away or put them on an ever-growing pile of 'handy information' pages. When the information was required the client would remember that they had 'seen something somewhere' and it was up to the librarian to produce the relevant information with very few clues from the client. Librarians went on an instructional course in 2004 where terms like 'blog', 'wiki' and 'rss feeds' were introduced into their vocabulary and it became clear that we had discovered a new efficient way of serving our clients. Web 2.0 technologies can be identified as the current generation of websites that turn the viewer into active contributors by allowing them to write, post, comment or upload their own creative work. Although the participation rate is currently weak¹, it seems that people like to visit these sites. This is an ideal opportunity for us as information professionals - we produce the sites and our clients are happy to visit them. By using web 2.0 technologies it was theoretically possible for users to have the latest information available at their fingertips, at any location providing internet access was possible.

This heralded the birth of a new subject cluster group comprising one member from each sub-unit. The reference librarian responsible for children, gender and education issues was determined to cover all bases, and subject specialization across sub-units became possible. By doing this a comprehensive

continuous proactive search for relevant information became possible that covered just about every angle. Subject matter in journals is covered by the Acquisitions member, who not only has her own blog dealing exclusively with table of contents but also regularly adds abstracts to various subject blogs. The Processing and Indexing member forwards relevant information that he gleans from cataloguing different material and also collaborates with recommendation of new material. The Reference librarian scans websites, RSS feeds and documents for possible new information or leads to information sources.

PRODUCTS

Currently two main products available to users exist - we have blogs covering various subjects as well as an electronic alert service. Producing an up to date information resource requires much collaboration between subject cluster members. In order to ensure good coverage, raw information is gathered in a number of ways. The Collection Development Policy serves as a guideline as to which subjects receive priority in our Library. Each subject is graded according to current availability in the library, demands of clients, relevance of information etc. This policy is mainly executed by the reference librarian with support from the Processing and Indexing librarian. In delivering a daily reference service, the reference librarian often discovers new sources of information which are then investigated and potentially incorporated into our products. The P & I member will inspect new book arrivals in the library as it is processed by that unit and bring any new titles to the attention of the reference librarian. As far as journals are concerned, the serials librarian will

bring new journals and interesting articles to the group for inclusion. In this way an eye is kept on what clients require and gaps in the collection are identified. A constant stream of communication is evident between the subject cluster, thus creating a constantly evolving list of keywords used as a basis for searching for new material. Currently the cluster has three such lists which are situated in shared folders in the Parliamentary email-package.

The serials librarian produces her own blog consisting of tables of contents of identified journals, which cover a number of relevant subjects. The reference librarian receives the latest updates via a RSS feed and in this way the latest journal articles are added to the alert service. Users thus can subscribe to the blog or receive the same information via an electronic alert. This is not seen as a duplication of products as the serials blog covers many more subjects than those for which the subject cluster is responsible. As many members of Parliament do not have the time to check their emails regularly, the secretary of the *Joint Monitoring Committee on the Improvement of Quality of Life and Status of Women* prints out the alerts sent to her and delivers them physically to the members. Alerts are sent out weekly.

The subject blogs were created with much consideration given to design and layout so that they may be as accessible to blind readers² - in particular we paid attention to the style and size of the font, the colour of the background and the general layout. In the future it is hoped that the design of blogs in our library will be standardized. The contents of the blogs consist mainly of news

headlines gleaned from various sources like IOL, All Africa, Eldis and blogs like UNPulse, ResourceShelf and DocuTicker as well as abstracts of journal articles. This component is handled by the serials librarian and if an abstract does not exist already, the reference librarian will create one. In addition interesting and relevant books are also highlighted.

In addition (and for the use of library staff at this point) a special database covering gender, children and educational works has been created. The abstracts are also entered into this database as time permits, although it is hoped that this could be managed more efficiently in the future. Our aim is to ultimately enter all abstracts into the GCE database as this provides us with a handy tool to access expensive journals often overlooked when searching for information. South African journals are covered by the Index to South African Periodicals database, which is currently hosted by the South African Bibliographic Network. As the exchange rate is not currently in our favour, overseas journals are prohibitively expensive so we attempt to use them thoroughly and to the utmost degree. It is hoped that perhaps in the future an abstracts database could be created that covers overseas journals through all subject areas, though at this time we simply do not have the staff to achieve this. In addition to abstracts, this database contains links to full-text documents obtained from the internet. This also helps to close the gap as far as e-books are concerned as the library doesn't really actively pursue this type of publication as yet. The advantage of accessing this collection is that all the e-material on the above subject areas can be searched together. One can

easily locate and display full-text documents from the desktops, search on full text, on abstract, or on both, by article title, author and subject. We are also investigating the possibility of having in-house CD-ROMS specializing in a particular subject.

LESSONS LEARNT, BENEFITS REAPED

The main concern was that our products would be marketed aggressively. There was no point in putting in all the effort if nobody was aware! Various marketing initiatives were launched with differing success rates. Once we were satisfied with the look and feel of our products, e-mail notifications were sent out to all the clients interested in our subjects. A client list had been built up through one-to-one interactions with the reference librarian. These notifications include brief descriptions of the products and instructions on how to use them. Whenever a new blog was added to the group, a notification was sent out with a follow up a week later. Email notifications were relatively successful, and we found large increases in the amount of visitors after each round. Understandably it dropped again, but never to the previous figures. Due to time restraints in Parliament, a workshop or training course was out of the question. We had impromptu meetings with clients in the library and also set up meetings with committee secretaries and researchers. These were especially valuable in that it helped us to gain insight around their needs and how the products should be structured. One of the design elements that changed as a result was a redesign of the email alerts to include the URL's and not just a hyperlink. This allowed the committee secretaries to print out the

alerts and dispatch paper copies to the members who were more comfortable with a traditional format. Further developments included the addition of a 'breadcrumb' to bind the blogs together. This allowed them to bookmark one blog and find the rest via the breadcrumb.

Benefits were experienced by the library as well. The various units were cooperating and filling the need for subject specialisation. We are getting more value out of our purchased serials as we have developed an in-house, subject specific index. For locally published journals we use ISAP to cover this function. The database provides a quick way to answer information requests. The database also allows us to save electronic documents which may be lost as a result from website changes.

As with any new endeavour, there are challenges. There is a lack of standardisation across the various blogs within the library. It is hoped that sometime we will be in a position to have a unified 'library look' about our information products. There is a need for constant marketing, which is time consuming. Feedback from clients is not as good as wished. We are dealing with a few generations of users in one environment, so we need to produce traditionally formatted products as well as e-products. It is hoped that some form of user education can take place to show our users the better alternative. Such information tools are only produced by this particular subject cluster at present. It is envisaged that other subject clusters will receive the same in-depth coverage in due course.

We have to keep in mind the issue of copyright. As the advent of e-products is a relatively new concept, not much legislation exists around the issue. Most of the information is readily available on publisher websites as they use this tool to advertise their products. As far as tables of contents are concerned, these are available via RSS feeds from publishers. We merely cut and paste these and add them to our blogs. In South African legislation, we have the Electronic Communications and Transactions Act (No. 25 of 2002)³. This Act is designed to cater for the nature of the web and related services like search engines and content sharing sites. However it is not clear whether service providers are liable for copyright infringements committed by users of their service, who upload material subject to copyright. According to the Copyright Act (No. 98 of 1978)⁴, content can be republished as long as the creator is credited as the source. However, as an information service we cannot take on the responsibility of ensuring that our users do this when using the information we provide.

THE FUTURE

The Parliament of South Africa is entering a very exciting, yet daunting (for some) phase of restructuring its Information Services. For the Library of Parliament, this change in structure means the creation of the role of Subject Specialist Librarian. Subject specialization is a quest for improved information dissemination to meet the demands of the Members of Parliament and it is seen as a way of moving beyond the traditional information service, but not deviating from the professional norms of our respected discipline.

While some may argue that is an existing service provided by the Library, it will however demand new skills, competencies and services from the staff. Subject specialist librarians will work very closely with various committees and be familiar with issues raised at committee meetings. They will consult with committees regarding burning issues and create products tailored individually to meet specific requirements. This could take the form of information files dealing with a specific subject, the development of a database of experts who could be contacted for input or fact sheets with the most relevant information needed at that specific stage. In addition, seminars could be arranged and hosted by an expert in the field. Other possibilities include receiving updated information via RSS feeds and tailored abstracts of works other than journals, like annual reports or books. It is also envisaged to have a library portal on the parliamentary website, where subject pages would be available. These pages would contain the latest information as well as the contact details of the subject specialist librarian, and any administrative forms which would need to be completed.

This person will need to be aware of market trends and developments and proactively identify opportunities to deliver value through new processes. Such activities must be coordinated across the various subject clusters. The ability to anticipate needs is a crucial trait, as is the ability to be a team player and build professional networks with outside sources. The subject specialist should also thrive in a stressful environment and be able to assimilate complex information and synthesis it into a new value added information package.

Following this the person should have a flair for writing and a good grasp of language, as well as in-depth knowledge of various software packages.

It is hoped that blogs or websites will be created for each subject field covered by the Library. Subject databases for each subject area could be made available to clients, although much work needs to be done to establish copyright implications. A collaborative space where interested clients and relevant librarians work together on topics of interest could be a workspace where continuous learning and knowledge could be promoted. To soften the techno blow for those users not comfortable with e-jargon, tag clouds could be utilised, which would allow clients to find their information in less than three clicks of the mouse.

CONCLUSION

There is much work to be done in consolidating and standardising the way in which we provide information to our clients. The role of the traditional librarian has changed drastically, and we need to move forward with the wave of new technologies becoming available with ever increasing frequency.

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(From legislation to oversight : implications for the research unit
of the parliament of South Africa)

โดย *Ms.Nadia Dollie & Ms. Mbali Ndumor* : Research Unit,
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July 2007

FROM LEGISLATION TO OVERSIGHT: IMPLICATIONS FOR THE RESEARCH UNIT OF THE PARLIAMENT OF SOUTH AFRICA

ABSTRACT: The Strategic Plan for the 3rd Parliament (2004-2009) identifies a reduction in the legislative workload of the Parliament of South Africa, as well as the growing challenge of ensuring good governance and effective service delivery by the Executive and the departments for which they are accountable. This has necessitated a shift in emphasis from initiating, amending and passing legislation to increasing the effectiveness of Parliament's oversight capacity. Parliament is in the process of developing an Oversight and Accountability Model, which provides for the strengthening of existing Parliamentary oversight practices, as well as the establishment of new processes and structures to enhance this capacity. This paper explores the implications of this shift in focus for the Research Unit of the Parliament of South Africa. While the shift poses a number of challenges for the Research Unit, it also provides opportunities to develop innovative and creative research solutions directed at enhancing Parliament's oversight of the Executive.

1. Introduction

The strategic focus of Parliament on oversight over the Executive and other organs of state, for the period 2004-2009, has necessitated the development of new oversight and accountability mechanisms and processes. The purpose of this paper is to outline the implications of the proposed Oversight and Accountability Model for the Research Unit of the Parliament of South Africa. This paper is limited in ambit to the implications for research in terms of Committee work (rather than other oversight mechanisms such as questions to the Executive and plenary debates). This paper:

- Outlines the context in which the Oversight and Accountability Model for Parliament was developed.
- Provides a summary of the key components of this Model.
- Describes the current functioning and work of the Research Unit of the Parliament of South Africa, with a focus on work in support of Committees.
- Identifies some of the implications of the new Model for the work of the Research Unit.



2. Context

2.1. Constitution of the Republic of South Africa, 1996

South Africa is a constitutional democracy consisting of three arms of government: the legislative, the executive and the judiciary. Parliament is the national legislative authority, executive authority is vested in the President and judicial authority is vested in the courts.

The oversight function of Parliament is reflected in the Constitution of the Republic of South Africa, Act 108 of 1996, specifically sections 42(3), 42(4) and 55(2). According to the Constitution, Parliament is responsible for scrutinising and overseeing Executive action, and for ensuring accountability of the Executive and all other organs of state, to Parliament. Parliament is required to provide mechanisms to ensure such accountability. Sections 92(2) and 92(3) state that all Members of Cabinet are accountable to Parliament for the exercise of their powers and the performance of their functions, and must provide regular reports to Parliament on matters under their control.

In contrast to the detail contained in the Constitution on the legislative responsibility and processes of Parliament, the Constitution does not provide any detail on the mechanisms, which should be put in place to facilitate oversight.¹

2.2. Strategic Plan for 3rd Parliament (2004-2009)

The core functions of Parliament, as outlined in the Strategic Plan for the 3rd Parliament (2004-2009) are:

- To pass laws (Legislation)
- To oversee and scrutinise Executive action (Oversight)
- To facilitate public participation and involvement
- To facilitate co-operative government
- To facilitate international participation

The vision of Parliament as encapsulated in this Strategic Plan is 'to build an effective people's Parliament that is responsive to the needs of the people and is driven by the ideal of realising a better quality of life for all the people of South Africa'.²

¹ Oversight and Accountability Model, pg 2.



While these five key objectives direct the functioning of Parliament, and are relatively static over time, the environmental analysis undertaken by Parliament in 2004 identified a critical change in the demand for services. The period 1994 to 2004 was characterised by a focus on achieving transformation through the legislative arena which entailed the eradication of discriminatory legislation and the development of legislation conducive to the development of a democratic and open society. The legislative workload necessitated during this process has considerably decreased and has opened up the space for Parliament and its Committees to focus more decisively on its oversight function. This has necessitated a strategic re-direction for Parliament.

In recognition of the above, the Strategic Plan outlines three strategic objectives over the 2004-2009 period. These are to:

1. Build a quality process of scrutinising and overseeing Government's action.
2. Further build a people's Parliament that is responsive to the needs of all the people of South Africa.
3. Build an effective and efficient institution.

The first of these objectives – that is, to build a quality process of scrutinising and overseeing government's action – speaks directly to this newly emphasised challenge. In order to achieve this strategic objective, key focus areas identified in the Strategic Plan include the development of a quality oversight and accountability process, the development of an oversight model, and the preparation of legislation and procedures to implement this process and model effectively. In addition, during this period, a determination of needs in terms of systems and human resources will be undertaken and implemented.

2.3. Oversight and Accountability Model

In 1999, Parliament commissioned research on its oversight function. The final report was approved in March 2003 by the Joint Rules Committee. A Task Team on Oversight and Accountability was established to lead the implementation process, with the overriding objective to develop a model for Parliament's oversight function in line with the new strategic vision and that would produce the realignment of resources to fulfil the mandate for increased efficiency and effectiveness.

² Strategic Plan for 3rd Parliament 2004-2009, pg 3.



The Oversight and Accountability Model Report defines oversight in the South African context as constitutionally mandated function of legislative organs of state to scrutinise and oversee Executive action and any organ of state. In summary, oversight entails the formal, watchful, strategic and structured scrutiny exercised by legislatures in respect of the implementation of laws, the uses of the budget, the strict observance of statutes and the Constitution, and the effective management departments by each Member of Cabinet in pursuit of improved service delivery for the achievement of a better quality of life for all citizens.³ The Report breaks down this oversight function into five interdependent categories which include the political, administrative, financial, ethical and legal aspects of oversight.

The objective of the Oversight and Accountability Model is to provide a framework that describes how Parliament conducts oversight; to improve existing oversight tools; to streamline components of the new oversight model with existing components; and to enhance Parliament's capacity to fulfil its oversight function, in line with the new strategic direction.⁴

Key aspects of the Parliamentary Oversight and Accountability Model include:

- To provide the means through which Parliament can monitor Government delivery in terms of long term commitments, (at least five years), rather than focusing exclusively on annual commitments, planning and assessments. The cycle thus provides continuity in Parliament oversight activities from year to year.
- To identify key issues which will drive the business plans for Committees and thus the activities in terms of oversight for at least a three to five-year period, through a thorough business planning process at Committee level. The business plans should incorporate input from the various public participation processes of Parliament including the sector parliaments (such as the Youth and Women's Parliament and the People's Assembly Committee processes, and the constituency work of Members of Parliament.
- These business plans will be reviewed by the House Chairpersons and must be amended accordingly. Feedback will include the extent to which the business plans correctly incorporate the abovementioned facets of parliamentary work, and will also include identification of transversal themes, overlap with other Committees, and referrals between Committees. The transversal themes will be identified by the Parliamentary Joint Forum Chairpersons. The Parliamentary Joint Forum will compile these transversal themes into a Joint Parliamentary Oversight Plan.

³ Oversight and Accountability Model, pg 13.

⁴ Oversight and Accountability Model, pg 29



- A Parliamentary Oversight Advisory Section will be established to provide advice, technical support, co-ordination and monitoring mechanisms for issues arising from oversight activities.
- Parliamentary Committees must submit reports to the respective Houses, in which they make recommendations requiring a response from the Executive on matters of concern identified in their reports. The reports are considered by the appropriate House and the recommendations are adopted by Resolution. This model proposes that the Presiding Officer is then responsible for communicating these decisions to the respective Ministers (and various other role-players) and Executive compliance to the recommendations is monitored by the Committee and the House Chairperson. Committees are expected to develop a monitoring system, administered by the Committee Secretary to fulfil this function.

In summary, the Oversight and Accountability Model will provide the following 'added value' to the parliamentary process in terms of oversight:

- It will assist in ensuring improved planning within Committees, by reducing duplication, improving coordination and by the identification of transversal issues. This will ensure the more efficient functioning of the Committee System.
- It will ensure that the work of Committees includes issues emanating from a range of related processes such as the sectoral parliaments and other public participation initiatives, constituency work of Members as well as the more specific Committee processes and concerns.
- It will improve Executive compliance with recommendations emanating from all Committee reports that require Executive action.

The Oversight and Accountability Model will therefore provide a number of benefits in terms of Parliaments oversight function. These reside mainly in the area of planning and monitoring of compliance by the Executive, and the implications for research in these two areas will be discussed in a later section. However, the Model also has a number of limitations. These include:

- The Model does not include a monitoring and evaluation component which measures the performance of a Committee in terms of the extent to which it achieves its objectives as outlined during its planning processes. Nor does it enable an assessment of the real impact of Committee oversight on improving service delivery by Government.
- If the Model is to be effective in improving Parliament's oversight function, then the quality of the reports and recommendations contained within these reports needs to be vastly improved.



There is little use in holding the Executive to account for recommendations that are either not present or of little value.

3. Current functioning and work of the Research Unit

In recent years, a number of processes and mechanisms have been put in place within Committees (including Portfolio, Select and Joint Committees), in order to improve their oversight over the Executive. For example, Committees are expected to track compliance of Departments to the political agenda set in the State of the Nation Address, to evaluate the Annual Reports of the Departments, including the extent to which Departments have delivered on targets set, and to scrutinise and evaluate the annual Budget allocations of Departments, including expenditure throughout the year. Other key oversight functions of Committees include regular departmental briefings as well as oversight visits.

The Research Unit assists in all of these processes. Committees are provided with research analysis on the implications of the State of the Nation Address for all of the Committees, which identifies steps that they should take over the specific year to monitor departmental action in relation to the Address. During budget time, researchers provide analysis of the Estimates of National Expenditure (ENE) for that financial year to all of the Committees and the Departmental Strategic Plans, and often these written reports are supplemented by oral presentations to the Committees. These reports and briefings are used to prepare the Members of each of the Committees prior to the departmental presentations on their budgets. Researchers also provide each Committee with an analysis of the Annual Reports of the relevant departments. These analyses outline the extent to which the departments were successful in meeting their identified targets for the relevant year.

Researchers are also beginning to play a more important role in the planning of the Committees. Many researchers are involved in the business planning exercises at the beginning of each year, and some researchers sit on the management structures of the Committees. It is the discretion of the relevant Chairperson, whether researchers are expected to be part of these processes or not. Researchers often provide background briefing documents and questions for Members in preparation for departmental briefing sessions or oversight visits. Many researchers work closely with Committee Secretaries in the compilation of reports emanating from all these processes, particularly in terms of the identification of recommendations. However, the writing of committee reports is a function of the Committee Secretary and no longer that of the researcher.

4. Implications for Research:



The following are some of the implications of the Oversight and Accountability Model for the work of researchers:

Additional capacity:

- The key implication for the Parliamentary Research Unit, which is currently being addressed, is the need for more researchers in order to capacitate Committees to deliver in terms of their expanded oversight focus. Since the inception of the Research Unit in 1997, the problem of insufficient research capacity within Parliament has been a recurring complaint both from Chairpersons of Committees and the research staff.
- Steps have been taken to address this problem. The Research Unit is currently undergoing an enormous recruitment and restructuring process. The Research Manager is now supported in her management function by eight senior researchers who head up the eight clusters. The Unit is in the process of hiring additional researchers in order to ensure that every Committee (Portfolio, Select and Joint Committees) will have a dedicated researcher.
- This restructuring process will provide for dedicated research capacity to each Committee, increase the ability of researchers to provide Members with independent sources of information (from that provided by the Department), increase the identification of cross sectoral issues, reduce duplication in clusters, and increase collaboration and cross-feeding of information. Increased capacity and restructuring will also allow for the development of systems and process within the Unit to ensure more effective monitoring and evaluation, both in terms of existing oversight functions with regard to annual reports, budgets etc, but also in terms of increasing the effectiveness of Committee oversight during departmental briefings and oversight visits.

Planning:

- Researchers will need to play an increasingly important role in the ongoing business planning processes of the Committees. The roles of all support staff for Committees in this process (including researchers and Committee Secretaries) should be formalised, and should include participation both in annual business planning processes and in regular management team meetings.
- Researchers will need to ensure that they bring the full range of information to the planning processes of Committees. It should be the responsibility of the cluster heads (i.e. the senior



researchers) to ensure that relevant documentation (such as reports of the sectoral parliaments) is made available to researchers in this process.

- Senior researchers need to ensure that the cluster approach in planning is in place at the level of the Research Unit, in order to ensure that levels of duplication between Committees are reduced and that transversal concerns are shared.
- There needs to be a clear relationship between the new Oversight and Accountability structures and the Research Unit.

Monitoring of compliance:

- The establishment of a monitoring mechanism of Executive compliance with recommendations made by the Committee which will be administered by Committee Secretaries should be established with input from the Research Unit.
- The Committee Secretary should ensure that all responses from departments arising from the monitoring system are channelled directly to researchers on receipt (in addition to Chairpersons, etc).
- Researchers should ensure that the responses from this Executive compliance monitoring process are integrated back into the 'knowledge' of the Committee on particular issues in order to be able to track departmental and Executive responses to issues over a period of time.

Monitoring and Evaluation of Committee oversight processes:

- As mentioned earlier, the Oversight and Accountability Model does not provide a framework process for the monitoring and evaluation of Committee achievements in terms of stated objectives and goals related to oversight. Researchers, together with Committee Secretaries can play an important role in the development of clearly defined outcomes (and outputs) for Committee oversight work, the development of indicators for measurement, the collection baseline material, monitoring and evaluation.
- The results-based monitoring approach should be used to ensure that the focus is both on the establishment of clear **outputs** resulting from the Committees oversight processes such as the development of Committee Reports on oversight visits) as well as the **outcomes** of these oversight processes, which will monitor the effect of the particular oversight visits on the relevant Departmental service.
- Effective monitoring and evaluation of Committee oversight processes can only be achieved when it is clearly built into the planning processes of the Committee.



- A suggestion has been made that this monitoring and evaluation function should be administered and managed by a separate unit within the proposed Parliamentary Oversight Advisory Section that feeds information to the House Chairpersons.⁵ This unit could undertake the management and coordinating function for this type of work, but it seems logical that much of this actual work should be done by the senior researchers (at cluster level) and researchers, in conjunction with the Committee Secretaries, with excellent project management support.

Quality of reports and recommendations:

- One of the problems identified earlier in the paper is the fact that the effect of parliamentary oversight over Departments is largely dependent on the quality of recommendations contained within the Committee reports. There is little point in developing a system to ensure Executive compliance with recommendations, when in many cases these recommendations do not exist within the Committee reports or where they do, they are vague and insubstantial.
- While there is a clear understanding in Parliament that Committee Secretaries are responsible for writing reports, it has worked to good effect in the past where Committee Secretaries and researchers collaborate in this process, particularly in terms of the recommendations. The growing importance of oversight, in order to improve effective service to citizens, makes it more imperative that the researchers and Committee Secretaries collaborate (together with the Chairperson and Members of the Committee) in the development of clear and strong recommendations that clearly direct the Department to action.

Independent monitoring of Government performance:

- The increased importance of effective oversight by Parliament over the Executive, has also given rise to a growing concern amongst Members about their heavy reliance on Government-provided information, on which they base their oversight. This contradiction has resulted in a number of initiatives, which aim to improve the collection and management of information on departmental service delivery, independent from Government sources.
- The Portfolio Committee on Safety and Security has together with its researcher, Committee Secretary, various non-governmental organisations (NGOs), and to an extent the police, developed a Station Monitoring Tool for use by Members of the Committee, Parliament and even the provincial legislatures. This questionnaire is filled in by Members when embarking

⁵ Dawood, S and Denyssen, S (2007).



on oversight visits to police stations, either as part of their individual constituency work during Committee oversight visits. A section of the questionnaire is completed by the relevant station personnel and returned to Parliament. This information is then processed by the Research Unit, and culminates in reports which are then used by the Portfolio Committee Safety and Security (and presumable other committees in the legislatures), when interrogating the Department with regard to delivery issues, especially during budget and annual report time. While this process is not without its problems, it has provided the Members with structured format for the collection of information, which is very empowering in terms of this oversight function. The Portfolio Committee on Correctional Services will begin the process developing a similar tool in the near future.

- The Research Unit should develop similar tools for the use by Members in their scrutiny other departments.
- In addition, increased capacity within the Research Unit, should now allow researchers to dedicate more time to producing research reports (including intersectoral reports) based primary information sources. Research clusters should identify relevant research products that will assist Members in their oversight function, and which are based on the current and topical priority areas.
- Researchers also need to ensure that they bring to the attention of Members the range external information produced both by Government on a regular basis (such as Stats reports, reports from the proposed Government Wide Monitoring and Evaluation System) and other external role-players (including political party policy papers, research by NGO's), in order to ensure that Members are capacitated in their oversight function. This information should also impact on the planning process of Committees.

Relationship with the Committee Section:

- From the above, it should be clear that it is vital that a Service Level Agreement is signed between the Committee Section and the Research Unit, setting out formal structures and processes for collaboration. Committee Secretaries and researchers need to work very closely together in order to ensure that the best level of service is offered to the Committees. Collaboration should be formalised both at cluster level (i.e. between senior researchers and control secretaries) and at the level of individual committees. If a collaborative relationship is nurtured at both of these levels, it is clear that the functioning of the planning, implementation monitoring and evaluation processes will be enhanced.
- While it is necessary to define roles (i.e. Committee Secretaries are responsible for reports) rigidity of role definition also mitigates against effective service delivery to Committees



Researchers and Committee Secretaries need to empower each other and continuously share information and knowledge, to ensure that the Committees are empowered to fulfil their oversight function effectively.

5. Conclusion

The increased focus on oversight and the development of the Oversight and Accountability Model for Parliament poses a number of challenges as well as opportunities for the Research Unit. In summary, a number of key factors emerge. Firstly, increased capacity and the restructured cluster approach within the Research Unit will ease the identification of cross sectoral and collaborative issues and researchers will be able to offer more substantive information to Committees, increasing the effectiveness of their oversight capacity. Secondly, the Model necessitates increased collaboration between researchers and Committee Secretaries, who need to work as a team to ensure effective service delivery to Committees, particularly in terms of planning. Thirdly, increased focus on Executive compliance with recommendations within reports, points to the need for 'excellence' in reports. Lastly, it is important to put in place a process to monitor and evaluate the effectiveness of Committee work in terms of achievement of objectives, outputs and outcomes, in order to measure the real impact of Committee oversight over service delivery by departments. The Research Unit welcomes the opportunity to participate in the process of ensuring effective oversight over the Executive, with the ultimate aim of improving service delivery by departments to all the people of our country.

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(Hedgehog into fox : change in a parliamentary library

– The case of the European Parliament Library)

โดย *Mr. Iain Watt* : Head of Unit for Library Operations, European Parliament

Hedgehog into fox: change in a parliamentary library

The case of the European Parliament Library

Iain Watt, Head of Unit for Library Operations, European Parliament

Paper for the 23rd Annual Conference of Library and Research Services for Parliaments to be held in Cape Town, South Africa, 15-17 August 2007

Note: this paper expresses the personal view of the author and is not in any way representative of the views or policies of the European Parliament

1. Introduction

The European Parliament Library was transformed in the years 1994-2007, with an acceleration in the period 2002-2006 as part of a wider reform of the Parliament's secretariat ('Raising the Game'). The Library's formal project to implement 'Raising the Game' ran from December 2004 to November 2006. The changes are summarised, some lessons from the change process identified, recent and developing changes are reported, and finally some emerging themes of possible wider interest are proposed. The earlier stages of the project have been reported at IFLA and some of the detail can be found in those reports¹.

The line that 'the fox knows many things, but the hedgehog knows one big thing' is attributed to the ancient Greek poet Archilochus. The hedgehog responds to threat by rolling into a ball with spines outward. It is a limited but highly successful strategy. Foxes are seen as more versatile and creative, but not always with a successful outcome. It is a metaphor which has been borrowed many times since. This paper reflects the belief that the EP Library was too much of a "hedgehog" and had to become more of a "fox" to survive. In my experience, information services tend to the view that "this is what we do, what we do is good, we have always done this and we are not going to change, you (the clients and other external stakeholders) should learn to understand, use and value us, if you attack us we are going to retreat into a defensive posture and wait for good sense to prevail". On the one hand, what libraries do *is* good, and much of the traditional service remains valuable, and stakeholders indeed do need to be educated. Single-minded determination and focus on core competences have strong advantages. But the hedgehog's strategy is not so successful when the environment has changed to include a threat unknown to Archilochus: the motor car. Our environment has changed radically and seems full of oncoming motor cars. But can we become more versatile and creative and retain our essential competences, characteristics and values – will we still be a library?

2. Long-term change 1994-

Up to around 1994 and lingering on for some time afterwards, the EP Library was seen both inside and outside the service as essentially reactive and passive. It had a quasi-monopoly on certain information resources (paper) which guaranteed it some relevance and use. Even some Library staff saw it as almost ornamental: something a parliament must have to be credible (and therefore a very safe service) rather than something it necessarily needed. The staff role was essentially to find specific documents. Staff frequently worked for their own personal client bases, often focused on language or country. There was no subject specialisation. The service was highly compartmentalised, with both horizontal and vertical divisions. The main weight of the service stayed in

¹ The launch of 'Raising the Game' was reported to IFLA in 2003 (Berlin) and an oral report was made on progress in 2006 (Seoul). A paper written on the project in late 2005 for the Estonian parliamentary journal was re-published (in English) in the Section Newsletter of June 2007. The 'Library' had the name 'Parliamentary Documentation Centre' from c1996 until c2004 and the papers reflect this.

Luxembourg, where it had been founded in the 1950's, while much of the political business moved progressively to Brussels.

From around 1994 onwards, there was a progressive change in the approach to managing the Library service. A number of posts were filled by externally-recruited staff with recent information qualifications and external experience. The weight of the service shifted to Brussels. Attempts were made to reform the service, as part of the 'Research' directorate-general. Although these reforms failed, for reasons mainly outside the Library, they did lead to change. When the crisis came, there were established systems, ways of working, an analysis of the service and some possible solutions and management systems. This allowed a rapid response.

These changes at the micro level were in parallel with macro-level changes in the membership of the EU, the powers of parliament, its importance and its approach to business. However, the progress made by the Library apparently went unnoticed by decision-makers. The contradiction between a library service perceived as poor value for money and a parliament aiming at higher levels of quality led in 2002 to a proposal to virtually dismantle the service. This, the first version of 'Raising the Game', was the catalyst for a much-accelerated change process.

This change process has had to deal with a client base of which significant parts (a) have no strong culture of library use and/or perceive libraries as mere repositories rather than information services (b) have confidence in their own ability to retrieve adequate information from personal sources, contacts and searching (c) suffer from information overload and extreme time pressure, and often consider fast information as good information (d) even if they were aware of the library service, believed it must be too slow, too unreliable and erratic, and would take too much of their time, to be worth using. These issues had been partially submerged when information was in paper form only and the library controlled access to significant parts of it. The 'oncoming motor car' is electronic information – the internet and intranet, and notably the electronic publishing and archiving programmes of key institutions, NGOs and the private sector. The clients are increasingly free to ignore libraries, especially when they do not need comprehensive information – 'just enough' will do.

3. The 'Raising the game' programme and the Library

The overall objective of the 'Raising the Game' programme was "to raise the quality and efficiency of the support provided to Members in their legislative work, through optimising the deployment of all the relevant resources available in Parliament". The programme included measures to bring 'scientific' support and assistance closer to the client, and the Library developments were part of this. First, the Library was intended to provide *individual* Members with a source of objective 'scientific' information - either directly from its own resources or by acting as an intermediary between the Members and other sources of expertise. Second, the Library was expected to support the legislative process, notably through work with the new Policy Departments (research services for Committees). Third, the Library was recognised as providing information resources for the whole institution.

The aim of the Library project was to provide the Parliament with an information service fit for the 21st Century, that gave value for the resources invested in it and which stood comparison with other parliamentary Library services. A review in 2003 attempted to define what that meant in terms of immediate service developments.

4. The target areas of Raising the Game and their level of achievement

In defining the Project, ten key action areas were defined as the 'Critical Success Factors' (CSF) of the Project. This table summarises them and notes some of the highlights of implementation.

	Critical Success Factor	Highlights
1.	To ensure that Members' Committee work has enhanced, targeted Library support when needed, and that the Policy Departments are given effective Library support, including filtering of individual enquiries and facilitating re-use of Policy Department products.	<p>Specialist staff were hired to lead the Library's four Subject Teams, mirroring the four research departments (the 'Policy Departments'). This 'Policy Specialist' role established itself as an effective method of linking Library staff with research and committee functions, of developing and guiding Library staff in subject specialisation, and of offering enhanced library responses as an intermediate product between standard library answers and full research reports</p> <p>Cooperation with the research function in the Policy Departments has been revolutionised in comparison with that established when both functions were in the same Directorate General. Both structured contacts and informal links exist, and there is now also contact with many Committees, which was not previously the case.</p>
2.	To play an effective role in the [proposed] "Project Teams" in support of Members' legislative activity.	This proposal was not implemented at the EP level.
3.	To develop competence in key policy areas & delivered enhanced responses to selected enquiries from Members and other clients.	Many Information Specialists have developed a real subject specialisation and their own links with researchers, Committee secretariats and other specialised clients. This is a transformation from the generalist, country-focused, reality before Raising the Game.
4.	To provide Members with more effective access to intranet resources.	The intranet site was comprehensively re-designed, with enhanced services, and re-launched in May 2005.
5.	To provide Members with a "single point of access" to 'scientific' information.	A new enquiry management system ensures that requests received at the central enquiry point are tracked to resolution. Contacts with the research service and with external information providers sought to improve the 'one-stop-shop'.

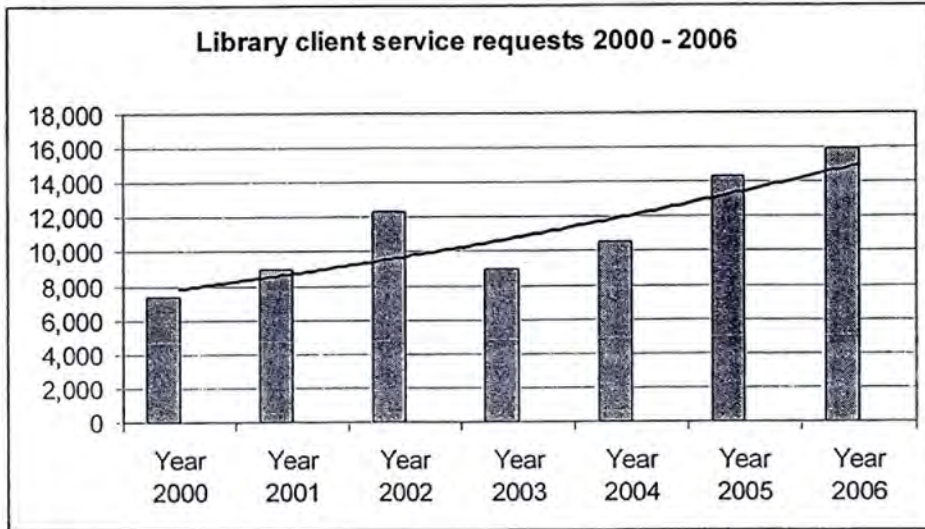
6.	To enhance the information skills and effectiveness of Members' staff, and of other clients.	Client training has been very successfully developed and extended to be part of the institution's Professional Training programme. It has helped to develop client contacts and raise the image of the staff and service. As a by-product, it has increased staff confidence and capability.
7.	To provide Members with service with rapid turn-round times, to defined quality standards.	On speed of delivery we were able to demonstrate a good performance, killing one myth. On Quality , we lacked some historical data to <u>prove</u> there had been improvement, but current measures indicated that we were hitting or exceeding the levels required by clients. We made some progress on measuring performance and on setting formal quality standards , especially on enquiries, but we achieved neither the depth nor the breadth we wanted. This area suffered particularly from the shortage of management resources which impacted on the whole project. However, the EFQM project in the final stage achieved the objective of gaining a quality label for the service and was also highly educational - with potential to support future improvement.
8.	To have at least one professional post designated for each official language and to offer enhanced coverage of the languages used by larger numbers of Members.	This was achieved although it is difficult to sustain given turnover, and fluidity in the staffing establishment.
9.	To modernise and make more relevant the reading rooms.	Some progress and more planned in 2007/8.
10.	To provide services based on a sound understanding of the needs/desires of Members and other clients, and to promote the services effectively.	The 'Customer Knowledge' study provided the basis for a marketing strategy with practical implementation and some success. A new programme of client surveys was launched. Some promotional activities.

These ten objectives were all achieved, or mainly achieved, with the exception of item 2 which depended on developments elsewhere.

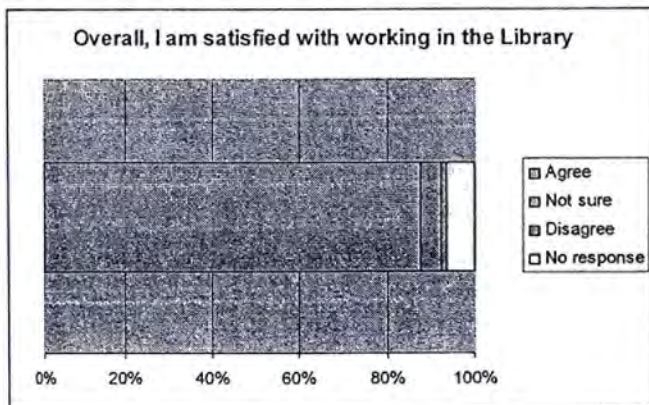
5. Impact of the changes

The volume of Library business is significantly bigger and the content of that business is much more complex - client expectations and trust have increased. Client survey results and client feedback demonstrate very high levels of satisfaction. (97% of survey respondents in 2006 were satisfied with the service, 96% said they would recommend the

service to a colleague). The talk 'on the street' about the Library also seems to have changed.



The achievement of the first level of excellence as defined by EFQM (the European Foundation for Quality Management) at the end of the Library project in November 2006 gave a clear signal of the progress made (as well as of the long journey still to be made!). There are clear indications that the staff, who have come from many different professional backgrounds, regard the service as one to be proud of.



(From Library staff survey 2006)



Those who have been here since the mid-1990's are keenly aware that the service has been transformed in that time. All staff had training in 2005/6 on the change process and how to live with it. It included considerable reflection on the changes. Staff noted clearly that they had been through a tough time, but they also demonstrated a justifiable and touching pride in what they had achieved.

An assessment of the overall impact of Raising the Game was undertaken by an internal consultancy unit whose analysis was reported by the Secretary General to the Parliament's Bureau (see box below). It made a stark contrast with the high level assessments of the Library before the reform.

From the Secretary-General's final report to the Parliament's Bureau on 'Raising the Game', September 2006

"[The Library is a] service provider par excellence, both for the policy departments and the parliamentary committee secretariats"

"[T]he Library...acts as a linchpin between the parliamentary committee secretariats and policy departments, at the same time providing direct support for individual Members and their assistants."

"Unquestionably, Parliament's Library can be regarded as a particularly effective player throughout the administrative reorganisation process stemming from the 'Raising the Game' project. The Library - the core component of the machinery, serving all players, parliamentary committee secretariats, policy departments and MEPs and their assistants alike - has organised all its work in the interests of providing high quality, satisfying its customers and ensuring that services are accurate and fast."

"[T]here is virtually unanimous appreciation by MEPs and their assistants of the services performed by the Library."

6. Analysing the change process

I have attempted to analyse our change process, based partly on an introduction to 'change leadership' from Mr Serge Wynen.² I have drawn on the work of John P. Kotter in particular, in preparing this section.³ Kotter identified eight key errors which lead change efforts to fail, and so defined some key steps to success.

6.1. Kotter's eight steps to major change

1. Establish a sense of urgency
2. Create a sufficiently powerful guiding coalition
3. Develop a vision and strategies to achieve it
4. Communicate the vision
5. Empower broad-based action
6. Generate short-term wins
7. Consolidate gains and produce more change
8. Anchor new approaches in the corporate culture

Our performance in relation to these key steps can be summarised:-

- we had some shortcomings in the creation of shared urgency at both staff and management levels, and in the process of creating and communicating a compelling vision.
- partly as a result of this, we suffered some weaknesses in the coalition for change, some delays and some low-intensity but long-running disagreement over aspects of the change - some still working through today
- more positively, we did establish quite a strong staff consensus on the need for change and its direction. This was based less on a coherent vision and more on values which were (more or less) consistently applied in daily work over many years, and an approach to developing the service which also evolved in the service over several years

² I acknowledge Mr Wynen for his excellent introduction but the text is my responsibility.

³ Apart from Mr Wynen's course materials, the primary source used for this section was part 1 of John P. Kotter 'Leading change', Harvard Business School Press, 1996.

- that, together with a very practical approach to project management and to staff involvement, ensured that substantial change occurred, more or less successfully
- because the change has really been running for ten years, not just the four years of the project, and because there is a substantial number of new staff, the new ways of working appear well embedded in the Library
- the Library changes may, however, themselves be changed by contacts with the wider bureaucratic environment

One weapon in dispelling complacency is external information - feedback from clients and other stakeholders, comparative information and benchmarking with other services, evaluations by external experts. We had some of this, partly through IFLA, but it was not very systematic nor was it independently-verified. We had a substantial improvement part-way through the project with a study by an academic team on our client base - their information habits and their perceptions of the Library. The 'customer knowledge' study was useful in that external experts, not just library management, were pointing to issues for both staff and senior stakeholders. It subsequently also proved very useful for developing marketing and service strategies.⁴

6.2. *Lessons for practical implementation of change*

Our most effective performances over the years have been in the stages of practical implementation of change. The main successes - often, as it happens, those also proposed by Kotter - appear to be:

- using **project management** methods (and training key staff to apply them). It linked everyone from senior management downwards to the project and its priorities. It helped to clarify the objectives and the methods from the very beginning - the 'Project Initiation Document' helped ensure that key stakeholders understood what was going to happen, why and what their responsibilities were. The 'Project Board' provided high-level buy-in and support as the project went on, and the core 'Project team' (partly released from their regular duties) ensured that progress was followed up and that the project was communicated to staff and others. Project methodology also helped in anticipating and coping with problems - for example, through a structured approach to risks. In general, issues were tackled more systematically than if we had not used such a method. Most importantly, following Kotter, the project method asserted clear limits to hierarchical power, increasing the autonomy of operational staff to innovate and implement.
- **staff involvement** through project teams and working groups, to ensure change was owned and grounded in the daily work - plus releasing innovatory ideas. The small project approach also meant that the change effort was not focused so much on just a few people who might have burned-out, and it developed leadership/management across the organisation
- **reducing risks for staff** - licensing innovation; no criticism for honest failure in doing new things; taking management responsibility for failures and giving staff credit for success
- using **pilot projects** to allow experimentation and demonstration of feared changes or higher risk innovations.
- we did not wait for the resources to develop big reforms, we tried to take opportunities for **short-step practical measures** in the right direction

⁴ An academic paper will apparently be published in the near future:

Marcella, R., Baxter, G., Davies, S., and Toornstra, D. The information needs and information seeking behaviour of the users of the European Parliamentary Documentation Centre: a customer knowledge study. To be published in *Journal of Documentation*, January 2008.

- we tried to concentrate energy where results could be achieved, **diverting away from road-blocks** so as not to waste energy.
- recruitment and training focused on skills for **team work and customer care** rather than technical/academic knowledge as a first priority
- investing in **training**: it de-blocks staff. The Parliament's training function was of immense assistance in organising and resourcing a whole series of dedicated training courses in topics such as customer care, effective communication, presentation and training skills, teamwork, living with change etc., plus many individual courses and conferences to build subject knowledge. Staff and management were given the skills and the confidence to deal with new challenges. It also gave a clear message that 'Raising the Game' was important and that staff would be supported in achieving it.
- developing a systematic Library **induction training** programme. Before Raising the Game, developing this course had been important in encouraging a more structured and consistent approach in the service. When the reform came, it was invaluable in integrating the many new recruits and making them quickly effective. If there is no structured induction, recruits are liable to learn old approaches - increasing rather than reducing the change problem.
- **avoiding over-selling the positives of change** (we stated aims but didn't promise what we could not be certain to deliver) and **under-selling the negatives** (we did not pretend there would be no pain)

6.3. *Other factors in the EP Library changes*

In our particular case we certainly benefited from some assistance to the project:

- The decision to allocate a significant number of **additional posts** to improve service quality and to respond to enlargement brought the service closer to the EU national parliamentary library average (as it was in 2002) in terms of the ratio of Library staff to Members. The influx of these new staff since 2004 – filling half of all current posts in Brussels – energised the service. They also began work immediately with the new approach, accelerating the change process. However, delays in the **recruitment process** caused severe problems and cost considerable energy and time, impacting on progress with the objectives.
- Rejuvenation also occurred in the **client base** following the 2004 EU enlargement. Our market research shows that younger people and newcomers to the Parliament are more likely to be Library clients. After 2003 that element of the EP population increased markedly.
- The support of **senior management** - in terms of advice and of public association with the project.

Some areas where practical implementation went less well:-

- **cooperation** with other Directorates-General took much longer to establish, and was more dependent on individual initiative, than we expected.
- we under-estimated the time and effort required to carry through the changes we wanted, especially in the areas of **formal quality systems** and **marketing strategy**. The delays in recruiting for the new management posts also left us very short of capacity for a project on this scale.

6.4. *Change management and change leadership*

Lying behind all eight errors in making change, in Kotter's view, is an emphasis on **management** rather than **leadership**.

"Management is a set of processes that can keep a complicated system of people and technology running smoothly. The most important aspects of management include planning, budgeting, organising, staffing controlling and problem solving. Leadership is a set of processes that creates organizations in the first place or adapts them to significantly changing circumstances. Leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen despite the obstacles.....[S]uccessful transformation is 70 to 90 percent leadership and only 10 to 30 percent management."⁵

Successful organisations [or perhaps ones in the public sector not facing any real survival pressure] emphasise management because keeping the business running and under control are the main requirements. A purely managerial approach is not good for recognising or dealing effectively with major challenges. Management is needed to organise change, but it cannot, alone, achieve successful change. That requires leadership - and not just at the top level. The preparation of people in the organisation therefore needs to include leadership skills, not just management. In the European Parliament, we had leadership for change from the Secretary-General and his team at the Raising the Game programme level. At the specific Library level we had a broad leadership for change developed through the years of low-profile change that had gone before. The 'gymnastics' of those less-pressured changes created the broad leadership capacity to make bigger changes when the crisis came. It may be healthy to maintain a certain capacity for change even when the environment does not, strictly, appear to require it.

Our whole project was put in jeopardy (and remains at risk) through an underestimation of the resources needed to make change and the resources needed after the changes are made. Workload for some staff has emerged as a major issue through the process, and the backlash from that has threatened support for change as a whole. Resource estimating would be a classic 'management' task in Kotter's scheme, and a critical one for a change process. 'Management' may not be sufficient, but it is necessary.

Although Kotter defined his eight-step process for change, he noted that change was often not a simple linear process (or a neat cycle). Rather, there could be different change processes (and sub-processes) running simultaneously, each at a different stage. That makes change in practice messy and scary, not a problem which can be solved by a simple, clear, analytical management approach alone. Leadership, then, appears to be a key issue for organisations like parliamentary libraries which are undergoing rapid and multiple changes.

7. Change since 'Raising the Game'

Change did not stop with 'Raising the Game': change seems to breed more change. There is now a habit of spontaneous change through small working groups and projects that permeates the daily work. Some of the larger changes now impacting on the service include:

- a formal scheme for more flexible working hours (it has also extended Library opening times) as a pilot project in the Parliament

⁵ Kotter 1996 pp. 25-26

- An adjustment is planned of the mission and library operations to bring them into line with actual resources. The staffing establishment on which Raising the Game was planned was not achieved, the shortfall being some 25%, and demands on the service have substantially increased.
- Prompted partly by workload pressures arising from the changes of Raising the Game we are reviewing our selection, acquisition, cataloguing, indexing, processing and disposal of material. Some routine work may be outsourced, and our selection and treatment of material is likely to become even more tightly focused than now. Systems with significant workload implications, or which block outsourcing, and which offer uncertain returns - such as Eurovoc and the in-house classification scheme - are in question.
- Members have proposed a new project to add an analytical service to the Library. This has not been given its final form, but it appears likely to involve a small pilot project in 2008. The service will apparently deliver short briefing papers for use by individual Members, complementing the established research service for Committees.
- we have developed a longer-term vision for the Library service (through to 2012) which will help give direction to our operational plans, and in particular to a re-shaping of our online services
- on quality, we are now aiming for the next levels of EFQM, which will involve long-term change. We also plan to begin using the 'LibQUAL' scheme of client surveys from winter 2007/8.
- the profession of information specialist was historically classified as a second-rank role in the EU institutions. Probably helped by success with Raising the Game, the Parliament's administration now recognises the changes of recent decades and some recruitment for information specialists will be in the higher grades. This is positive but it also poses challenges.

The pace of change is sometimes trying, for everyone, but the alternative in our environment is likely to be worse.

8. Some possible general conclusions

Leading and living with change must be key topics for the parliamentary library in present times. If a parliamentary library is not looking for change, my guess is that change is probably looking for it. Effective change concerns everything from making individual innovations to wholesale, long-term transformations.

The primary reason for success in the European Parliament was the extraordinary conscientiousness, professional capacity, goodwill and willpower of the Library staff. Every sector of the Library contributed. I believe that most, even all, libraries have highly dedicated staff with a strong client focus. As organisations, they start with a strong advantage for successful change.

The following are offered, tentatively, as general issues arising from our experience of change:

1. The issue of change in parliamentary libraries, especially the changing environment and change amongst clients' behaviours and attitudes, would repay further study by the Section and/or by external experts. Can we identify and share effective responses? Can we prompt expert study of the issues?

2. Can parliamentary libraries improve their education in leadership (at all levels, not just formal management), and in 'change leadership' in particular?
3. Parliamentary libraries lack comparative data, systematic benchmarking, standard performance measures and external validation of their effectiveness. This makes it harder to convince library staff, management and other stakeholders that change is necessary. It makes it harder to attract required investment.
4. The information world has changed massively, and the specific work of the information specialist in a parliamentary library is evolving far from the traditional role. Is it too much to speak of a 'New Information Specialist', and what are the implications for the organisation and all the individuals concerned?
5. A very tentative thought, arising from the early stages of our review of the selection and treatment of materials: libraries have traditionally made big investments in subject and title retrieval and delivery but are these, for parliamentary clients, the problems they now need a library to solve? Clients can often find enough themselves on subject/title without the parliamentary library. What they have more difficulty with is fast acquisition of information meeting their criteria of quality, conciseness and political usefulness. What are parliamentary libraries investing specifically to meet such needs, compared to their investment in collections and subject/title retrieval?
6. Our own experience is a little bit of change from hedgehog to fox, both at the organisational and individual level. Do we risk losing the library's essential competences and soul, without becoming really expert in the new areas of activity? At the end, will we any longer be a library? Do we go from strong hedgehog to weak fox? Or is this a risk we have to take, a change we have to make?

๖. การวิเคราะห์นโยบาย และโครงการวิจัย

(Policy Analysis and Research Project)

โดย *Dr.Ladi Hamalai* : Project Co-ordinator – Policy Analysis and Research
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IFLA 2007:PRE-CONFERENCE

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POLICY ANALYSIS & RESEARCH PROJECT,
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CAPCITY BUILDING IN NIGERIAN NATIONAL
ASSEMBLY

PARP is a capacity building project in NASS with the following terms of reference:

- Assist the National Assembly in its task of conception, drafting and passage of bills;
- Play a central role in the design, analysis and evaluation of development policies
- In Nigeria, especially those dealing with macroeconomic, socio-political and cultural issues;
- Coordinate short-term training modules for members and staff of the National Assembly;
- Establish and/or consolidate a database on relevant development policy issues for utilization in the drafting of, and deliberation on bills;
- Stock and improve the quality of relevant information for members of the National Assembly and the public sector and representatives of the private sector and civil society; and
- Support networking arrangements involving parliaments and policy analysis units in the sub-region in order to share experiences and learn useful lessons.

Enabling Strategies

Five strategies were applied towards the realization of the objectives. They are as follows:

- (i) PARP will spearhead cutting-edge reflection within the National Assembly and the broader polity on key development policy issues that could eventually be the subject of legislative proposals and laws. This strategy has resulted from a recognition that the National Assembly needs to give voice to all segments of society and all parts of the country;

Enabling Strategies (cont.)

- (ii) PARP will institute training modules and programs for members of the National Assembly and staff as well as other stakeholders. Such training will enable beneficiaries at various levels to internalize key concepts, practices, policies and approaches in policy analysis and development management;
- (iii) PARP will develop outreach programs that includes systematic dissemination of research works, organization of policymakers summits, establishment of round-tables to harvest fresh perspectives and test the appropriateness of future policy options;

Enabling Strategies (cont.)

- (iv) PARP will build a database of relevant information that will transform the National Assembly into a clearing house for all legislative issues. The Documentation Centre to be established within PARP will constitute a source of information for collecting, crystallizing and disseminating information relating to development policy issues; and
- (v) PARP will develop a network of policy analysis and researchers, policy think tanks, parliamentarians and parliaments to exchange country experiences and capacities as well as best practices.

The range of activities to be implemented under the auspices of the above-stated strategies falls into 3 major categories. These include:

- Institutional Development;
- Policy Research and Analysis; and
- Networking
- Training

EXPERIENCE OF CAPACITY BUILDING IN NASS

- Several capacity building agencies have been working in NASS on an ad-hoc basis before the establishment of PARP. They include the NDI and the World Bank. The interventions were focused on training of parliamentarians, Committee Secretaries and Planning and Legislative Budget Department.
- PARP took off in September with a structured intervention in the areas of Training institutional development, knowledge generation and management (research and policy analysis) and networking.

Training

Three components of training: workshops, conferences; short courses (foreign and abroad). About 60% of PARP's budget has gone into training. Between 2005 and June 2007 PARP organized 45 training programs in Nigeria and 57 abroad for staff of NASS and legislators. So far 2914 staff (note that 1 staff might have participated in 3 workshops so would be counted thrice) of NASS benefited from PARP organized training workshops in core areas of budget and planning, macroeconomic management, legal drafting skills, legislative research and legislative process. 281 staff and legislators have benefited from short courses outside Nigeria in same areas. Legislators benefited mainly from conferences in Nigeria and outside Nigeria.

PARP Activities - Approved vs Actuals 2005 - June 2007

Item	Quantity in Grant Document	2005 Programmes Implemented (No.)	2006 Programmes Implemented (No.)	2007 (Jan - June) Programmes Implemented (No.)	Total
Training Workshops and Seminars	34	Local - 8	Local - 17	Local - 6 Foreign - 10	41
Short-term Courses	8	Foreign - 5	Foreign - 13	Foreign - 1	18
Conferences	8	Foreign - 3	Local - 8	Local - 1	21
Exchange of Experiences	7	-	Foreign - 9	Foreign - 8	15
Attachments	-	-	Foreign - 2	-	2
Consultative Forum	16	Foreign - 1	Local - 4	-	5
Studies/ Research	8	1	5	2	8
Policy Analysis	-	1	3	2	6
Bill Analysis	-	8	35	6	49
Bill Tracking	-	370	277	7	650
Publications	22	2	13	7	22

Institutional Development

- PARP has presented several memoranda to NASS on [a] institutionalizing legislative agenda setting (NDI was also worked with the House of Representatives on the issue); [b] revamping the research division of NASS and [c] establishment of a Budget Office for NASS (USAID and NDI have are sponsoring the process). All have reached implementation level.
- PARP has been active in coordinating House of Representatives IT project that will provide comprehensive networking infrastructure (LAN), workstations, webcast, video conference and LMS. 70% completion rate has been achieved. PARP designed and implemented the official website of NASS. PARP is also maintaining the website.

Challenges

- Attitudes are slow in accepting drastic changes. This is true with the re-engineering of the Research Dept of NASS. Only partial implementation is achieved.
- Most staff and legislators are not computer literate. The success of networking will be deterred by inability to utilize IT facilities. The challenge would be that of training.
- The process of infrastructure development and re-engineering is slow. A lot of patience and perseverance is required.

Knowledge Generation and Management.

PARP has done a lot of work in bills analysis, policy analysis, studies, data collection and data bank development. So far, we have 22 internal publications, a running Journal (Nigeria Journal of Legislative Affairs), 6 policy analysis reports, 8 study reports and a collection of all bills from 36 state legislatures. A major study has been going on in analyzing the data collected from states. PARP has over 50 bill analysis reports. These are distributed to legislators and directors of NASS.

Studies conducted on the Legislative Committees of NASS indicated interesting insights into the weaknesses of the system:

- Most Committees are poorly staffed and existing staff are not properly prepared to perform any of the functions effectively. Thus committee reports are poorly written
- There are over 100 Committees thus membership is overstretched. It will be difficult to provide enough highly trained professionals to man Committees. Office space is shared by several committees.
- Records are poorly organized and stored.
- Committees cannot effectively prepare oversight activities and even analyze information derived from oversight activities. Committee staff hardly do any research work.
- Members fail to be active enough in activities of committees. Each legislator is a member of at least 4 committees.

Consequently, Phase 2 of PARP will focus on Committees. There may be a need to select a few Committees and attach competent consultants to work with staff over a period of at least one year.

Networking

The greatest achievement registered here is in the area of IT. PARP was able to network with UNDESA (especially the IT for Parliaments project in Kenya, National Informatics Center of India and some agencies within Nigeria. An international Conference was co-hosted with UNDESA, Pan African Parliament, Global Center for ICT in Parliaments. The Nigerian National Assembly is benefiting through training and supply of technical assistance.

Challenges

The major challenge here is in developing the capacity to identify and couple into useful networks.

The common problem with networks is that of driving the machinery to effective and sustained motion. There is also the need to develop the capacity to derive concrete benefits from such networks.

IMPACT ANALYSIS OF PARP TRAINING PROGRAMS

- 1. Over 98% of the respondents indicated that their attitude, behaviour and performance in their workplace have improved after the training. Their superior officers who responded that on return to their duty post from the training, their performance is now with high sense of dexterity and can meet their target on schedule supported this.

IMPACT ANALYSIS CONTD

- The Heads Departments have confidence now in their staff because their sense of innovation in carrying out their duties has improved as against previous, practice of netting and supervising their activities.

IMPACT ANALYSIS CONTD

- The study also reveals that some participants responded that they have not been able to apply the skills acquired from the training because the parliamentarians have not understood the content of their service. Other reasons advanced include inadequate office accommodation, equipment and tools and inadequate delegation of responsibilities by their superior officers.

GENERAL OBSERVATIONS

- Some participants responded that some of the training workshops they attended were not favourable to their job requirements. They acknowledged that they acquired some skills but cant put them into practice in their job descriptions.

GENERAL OBSERVATION CONTD

- 2. That the practice of selecting participants should be programmed in such a way that the same names are not nominated several times for training opportunities from PARP.
- 3. The systemic and structural ambiguity in the National Assembly is not friendly to motivate the participants on return from the training to practice what they have learnt. That politicians do not allow them to practice some of the skills in their duty post e.g tracking of legislation.

GENERAL OBSERVATIONS CONTD

- 4. Some participants observed that the organization of some training workshops were poor. For instance, some resource persons were not available during the Kaduna Training workshop on Translating policy into legislation
- 5. Some beneficiaries expressed their feeling about the management of the welfare of the participants by PARP, which is not implemented according to international standards or government policy (BTA, accommodation, feeding etc).

GENERAL OBSERVATIONS CONTD

- 6 Some participants responded that there has not been any training workshop that focuses on the job of official reporting which is distinct from media Reporting as it is understood by the resource person at the workshops they attended.
- 7 Some of the officers that were to be interviewed did not co-operate due to the tight schedule at the time of collecting our data because the National Assembly was deeply involved in screening ministerial nominees. Also some officers were attending a workshop in Jos at the time of conducting the interview.

Suggested ways in which the skills acquired can be effectively and efficiently put into practice.

- The following suggestions have been made to make the skills acquired to be more effective and efficient:
 - 1. The content of service of the National Assembly staff should be put in to practice by the parliamentarians as it is the practice in other parliaments in the world.

SUGGESTED WAYS CONTD

- 2. The National Assembly should be equipped with modern equipment to enable participants apply the skills acquired.
- 3. The Policy Analysis and Research project should expand its training activities to cover all staff of the National Assembly (Expand more participation of staff).

SUGGESTED WAYS CONTD

- 4. Office accommodation should be given a priority by the Management of the National Assembly to reduce over crowded offices.
- 5. Political will should be highly demonstrated by the legislators to allow participants utilize the skills acquired from training.
- 6. The superior officers should have a confidence - building mechanism in their subordinate officers by delegating and assigning more

Challenges

- There are only 5 experts in PARP that are capable of research and analytical work. Their output is highly limited considering the demand.
- PARP may in the future need to use more consultants in generating information. Resource constraints may be a challenge.
- Most Legislators do not appreciate such systematized knowledge and hardly have time to utilize disseminated information. The biggest challenge of PARP is how to capture the legislators into the web information utilization and knowledge sharing.

General Challenges of Capacity Building

- Capacity building agencies or projects such as PARP must develop certain standards and norms of behaviour that are not necessarily practiced by beneficiary institutions.
- The standards may be resisted and if capacity builders are not able to standardize practices and adopt superior practices, they cease to be capacity builders.
- For example, if PARP's objective is to improve/optimize skills and process/expenditure efficiencies and outputs/outcomes, then PARP will have to also train by example. That is a big Challenge in countries such as Nigeria.
- The search for perfection may be abandoned for a more pragmatic approach that may not yield optimum output and outcomes.

๗. หุ่นส่วนความร่วมมือในสภาผู้แทนราษฎรบราซิล

(Partnership in the Brazilian Chamber of the deputies)

โดย *Andrea Perna* : Librarian, Chamber of Deputies, Brazil

Partnership in the Brazilian Chamber of Deputies

by Andréa Perna
Chamber of Deputies, Brazil



23rd Annual Pre-Conference of Library and Research Services for Parliaments

Abstract:

Working in partnership in the Brazilian Chamber of Deputies is closely related to the path of Knowledge Management in the House and the creation of the Project Management Office (PMO) - the branch responsible for receiving specific demands and transforming them into structured projects. This article briefly demonstrates how these points blend together in the Brazilian Congress. Furthermore, it describes successful internal and external initiatives engaged in by the Chamber of Deputies. The most relevant internal partners are the units that work with information management, information technology and communications in Congress. Among the external partners are the Parliaments in general, especially those which have Portuguese as a first language; State Assemblies; Municipal Chambers; the Federal Senate; the E-gov Committee; the Brazilian Society of Knowledge Management and universities. This paper encourages reflection concerning the nature of the work in partnership, considering some of its main elements such as negotiation, organizational culture, skills management and institutional support.

1. INTRODUCTION

Partnership can be defined as *a gathering of people to discuss a subject common interest*. Such broad concept may take us to different thoughts, including the very essence of the Congress, when considering its fundamental elements: assembly gathering of people; and popular will - common interest. Though the term *partnership* has several possibilities, in this paper it concerns some guidelines in administration and knowledge management, such as:

- the creation and use of opportunities;
- the multiplication of the labor force;
- team work as a way of improving ideas and concepts;
- the respect and use of specific competencies of people and organizations;
- the sharing of information and knowledge;
- the observation of policies and time.

Working in partnership in the Brazilian Chamber of Deputies is a recent activity which is closely related to the path of Knowledge Management (KM) in the House and the creation of the Project Management Office (PMO) - the branch responsible for receiving specific demands from the departments and transforming them into structured projects

Firstly, this article reports how these two points blend together and consolidate the work in partnership in the Brazilian Congress. Secondly, it describes some initiatives that make the difference in accomplishing the mission of the Parliament.

2. HOW PARTNERSHIPS BEGAN

A few years ago the Chamber of Deputies' departments did not integrate much with each other in the execution of tasks. Certain difficulties used to arise whenever an action involving two or more areas was to be implemented, which opened the way to a kind of partnership: the work groups. Such collaborative work arrangement functioned in a not so orderly fashion because there were few guidelines to be followed and the vertical organizational structure hindered meaningful partnership results. Even so allowing individuals from different units to work together on a common task seemed desirable to create internal and external networks and to share knowledge and decision making. In fact, this kind of partnership represented a phase of transition and was successful in making things happen for a while. Nowadays the process of making partnerships effective is being reformulated and inserted into the project management philosophy to clarify purposes, roles, responsibilities, time limits and product/service delivery. Below are some of the highlights from the partnership work journey in the Chamber of Deputies.

The renewal of middle and senior management in 2001, the improvement in the areas of Information Technology and Human Resources and the consolidation of e-mail and Intranet communication were substantial changes which provided a solid ground for Knowledge Management (KM) in the Chamber of Deputies.

In 2002 the Project Management Office (PMO) was established directly subordinated to the General-Director Office. Its creation was closely related to the new paths of public management, more specifically to the need of a branch in the House that could be responsible for its organizational modernization, while providing the General

Director with technical studies and also promoting the exchange among national and international organizations. Therefore, the PMO's strongest feature is the mediation of the actions among different stakeholders. For this reason, the relationship capital and the domain of project management techniques are some of the abilities necessary to its team work, composed by 15 post-graduated professionals of different areas such as library and information science, social communication, business, psychology, history, information technology and political science. Their attributions are focused on the elaboration, monitoring, negotiation and management of projects, studies and diagnosis of multi-sector nature.

In fact, corporate departments seek for the help of the PMO when they want to solve a problem and/or to improve a product, service or process. In most cases, the solution provided involves a partnership in structured projects. In other cases, the PMO acts in an informal way. The Office works not only in problem-solving but also taking opportunities and anticipating the demands to bring better results for the Parliament.

In 2003 civil servants suggested the establishment of a Work Group to organize study sessions and encourage the practice of Knowledge Management. By making use of the *APQC's Road Map to Knowledge Management Results: Stages of Implementation*¹ the group produced a diagnostic assessment with the help of an external consultant and identified the stage in which the Chamber of Deputies was placed in the five-level APQC map. It was in stage 3 - Designing and Launching KM Initiatives. It meant that the Chamber had already established a Work Group for the development of KM strategies and identified and allocated financial resources to one or more KM initiatives. It was, then, time to implement new projects and assess the outcomes.

The re-structuration of the Chamber of Deputies' website was prioritized in 2004. The PMO coordinated a large study involving most of the areas of the House. This study recommended a series of actions to allow a qualitative improvement of the corporate portal. In 2005 the website was then fully modified regarding to layout, content and information and service structure.

Another result of the study was the creation of the Website Management Committee, composed by employees in the areas of Information Technology, Documentation and Information, Social Communication and General-Director Office. In 2005 a KM Committee was finally created under the PMO coordination.

3. PARTNERING AT THE CHAMBER OF DEPUTIES

The most relevant internal partners of the Chamber of Deputies are the departments involved with information management, such as the Center for Documentation and Information, where the Library and the Archives are located; the Secretary of Communications Office, composed by a radio and a TV station, a tabloid, a Press Agency; and the Information Technology Office. These departments are the major web information providers and integrate the Website Management Committee.

¹ APQC – the American Productive & Quality Center is a US-based institution that helps organizations adapt to rapidly changing environments, build new work methods and succeed in a competitive marketplace. APQC's road map identifies 5 stages of KM implementation: "Get started, Develop a strategy, Design and launch KM initiatives, Expand and support and Institutionalise Knowledge Management".

Among the external partners are Parliaments in general, especially those which have Portuguese as their first language; State Assemblies; Municipal Chambers; the Federal Senate; the E-gov Committee; the Brazilian Society of Knowledge Management and universities.

While internal partnerships are established by a formal administrative document signed by the General-Director, the external partnerships become official by a formal Technical Co-operation Agreement signed by the Speaker of the House.

Some of the internal and external partnerships which the Chamber of Deputies has engaged in are described below:

RESEARCH

The Legislative Consulting Services and the Center for Documentation and Information

The Legislative Consulting Services and the Center for Documentation and Information (CEDI) are different departments subordinated to the Legislative Division of the House.

The Legislative Consulting Services is the institutional body of technical consulting to the Chamber of Deputies. It is composed by 21 multidisciplinary teams with 18 recognized experts in a range of issues and subjects, including law, economics, foreign affairs, public administration, social and political sciences, who provide technical expertise to Representatives and to Committees in all steps of the legislative process. Research, draft bills, speeches and analytical reports are some of the works elaborated by the Consultants.

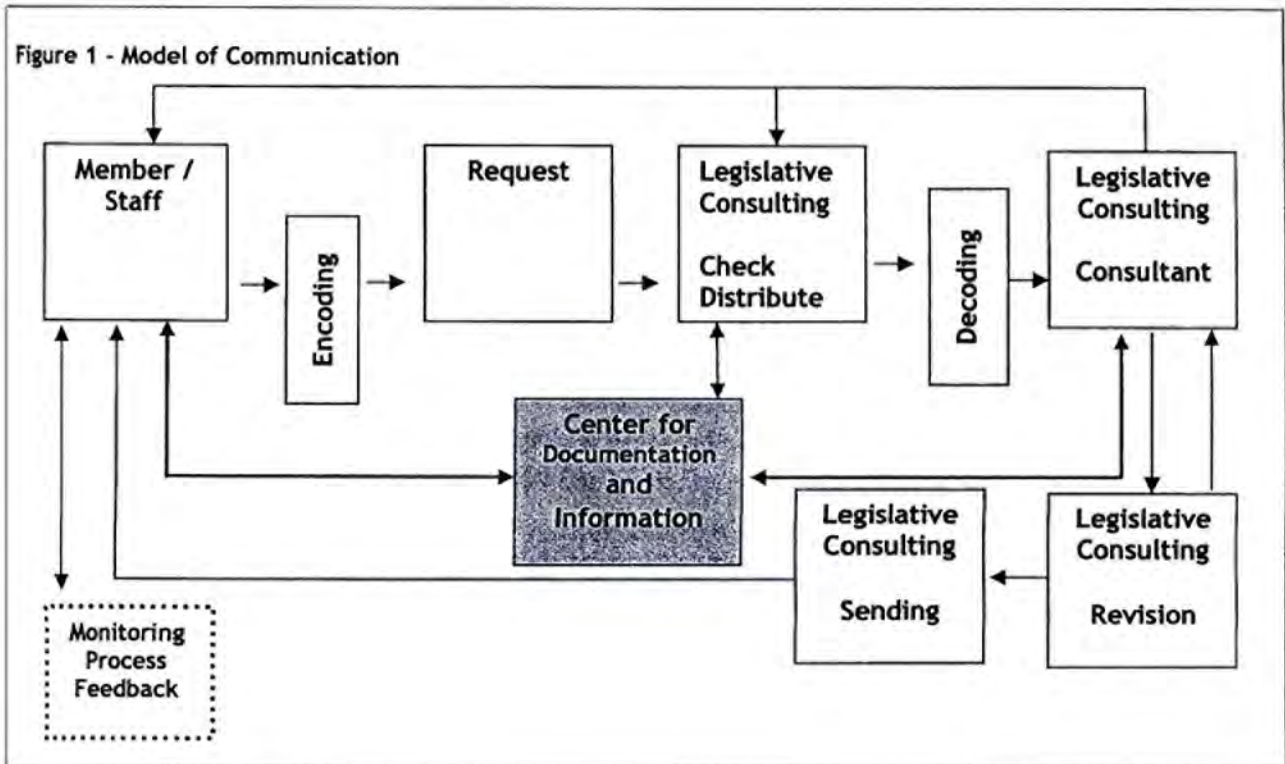
Representatives send their requests to the Legislative Consulting Services through a workflow system, as shown in the figure 1.

The mission of the Center for Documentation and Information is to manage information for institutional purposes, to preserve the Chamber of Deputies' memory and cultural heritage and disseminate them to society. The Center has 287 employees (librarians and 9 archivists) working in six areas of responsibility: Library; Archives; Official Publishing; Preservation of Cultural Assets; Legislative Studies; and Coordination of Relationship and Research.

The Center also participates in all stages of the legislative process, from the introduction of the bills to their approval and promulgation. CEDI's research agenda focuses on bill texts (including similar bills research for Representatives), official proclamations, Representative performance, internal legislation, Brazilian legislation, foreign legislation, jurisprudence, original documentation and bibliographic information. The branch is a dynamic repository of information and documentation coming from the legislative process and administrative actions such as printed and electronic documents, manuscripts, photographs, maps, audio and video recordings, since the 1st Legislature of the Empire in 1826. The Library holds 200.000 books, 3.000 journal titles, 4.600 rare books (since the XVI Century), newspapers and documents of the United Nations.

As far as the provision of information for parliamentary work is concerned, the Center for Documentation and Information upgraded the Coordination of Relationship and Research to strengthen the partnership with the Legislative Consulting Services. As a result, in order to render superior quality services to legislative consultants and Representatives, a group of senior librarians will start post-graduation courses in areas related to the subjects researched.

Figure 1 - Model of Communication



TRANSPARENCY AND INTERACTIVITY

Website Management Committee

The Committee's mission is to guarantee good quality services to internal and external website users, as well as to provide transparency, interactivity and easy access to legislative information.

The Committee is composed of technical professionals from the following partner branches: Project Management Office; Center for Documentation and Information; Information Technology Office and Secretary of Communications Office. The staff meets weekly to discuss the demands of the target-audience and the improvement of the web site.

This partnership is being well recognized by external users. The portal of the Chamber of Deputies is a worldwide example of government website in terms of content, quality, transparency and format. It was granted several excellence awards in the 'Politics' category. An academic study published in 2007² concluded that the Chamber of Deputies' website is the most complete in South America.

Several services to promote transparency and interactivity are available in the Chamber of Deputies's website. Some of them are listed below and derive from partnership work:

Representatives

Biography, bills presented, speeches, position taken on each voting, presence in Floor and committees.

² BRAGA, Sérgio. O papel das TICs na institucionalização das democracias: um estudo sobre a informatização dos órgãos legislativos na América do Sul com destaque para o Brasil. Study held in democratic south-american institutions to investigate Internet impact by comparing websites of the Parliaments of Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Guyana, Paraguay, Peru, Uruguay and Venezuela.

Plenary

On-line reports about plenary sessions and committee work.

Bills

Bills research system. Citizens or groups of interest can receive information regarding legislative bills by e-mail.

Audio recordings of plenary sessions and meetings

Available 15 minutes after delivery. This system is now being shared with national and international Parliaments through a program of technical co-operation (eg. Parliaments of Angola, Cape Verde, Mozambique, Portugal and Sao Tome and Principe)

Written version of plenary speeches

Available 30 minutes after delivery.

Transmission of plenary sessions

Available online on TV (TV Camara).

Institutional communication media

Access to the journalistic covering of the:

- News Agency - Provides around 550 other websites with news concerning Chamber of Deputies.
- Radio station - Shares news and thematic programs for around 723 partners radio stations. Produces programs in association with other governmental bureaus.
- TV station.
- The tabloid (Jornal da Camara)

Interaction with society

- Contact Us
- Contact Your Deputy
- Comment news reported by the Agency
- Discussion Groups
- Chats
- Ombudsman

Kids Plenary (Plenarinho)

Site of the Chamber of Deputies designed for children and teenagers.

Accessibility for people with disabilities

All pages of the Chamber of Deputies's website were adjusted to international accessibility rules and recommendations to allow access by people with visual disabilities.

Legislative Interaction

Webpage that promotes interaction among sister institutions all over the country.

Alert (Fique por Dentro)

Information product aimed at citizens. It was developed by the Center Documentation and Information and the Secretary of Communications Office to promote

understanding on what happens in the agenda of the Chamber. It contains bibliographical and journalistic information organized by subjects.

Service of Technological Integration (SIT Camara)

Institutional databases available to accredited organizations to provide information on bills, representatives, committees and political party leaderships.

Digital Library

The Center for Documentation and Information is developing the Digital Library of the Chamber of Deputies. This project is supported by relevant partners, such as the Information Technology Office, the Legislative Consulting Services and the Website Management Committee.

Chamber of Deputies Expenditures

It is possible to follow-up information on budget, expenditures of each congressman, in addition to all the administrative agreements of the Chamber of Deputies. There is a webpage (Brazil Budget Portal) designed to integrate spread information on budget.

TECHNICAL CO-OPERATION

Program of Legislative Interaction

Brazil has 5,561 cities, 26 States and a Federal District. So, there are 26 State Assemblies, 1 Federal District Assembly and 5,561 Municipal Assemblies, which many times do not have enough information and legislative systems to their effective performance. For this reason, several actions are being developed to stimulate institutional interaction between the Chamber of Deputies and state and local Assemblies. Some of these actions are: the creation of a Legislative Interaction website; the elaboration of an information guide to small Municipal Assemblies; knowledge sharing of best practices in environmental management, technology, legislative education etc.

Observatory of International Legislative Practices

The Observatory of International Legislative Practices is a program created in 2006 to identify the best practices in legislative management and to exchange knowledge about:

- organizational structure of the parliaments
- strategic planning
- documentation and information
- parliamentary consulting to Representatives
- policy of human resources
- legislative process
- co-operation programs
- knowledge management
- programs to stimulate popular participation, citizenship, transparency and democracy

The Program is coordinated by the Project Management Office and is composed of researchers from many areas of the House, such as the Parliamentarian's Office, Human Resources, Legislative Consulting Services, Center for Documentation and Information, Center for Qualification and Training and Legal Advising.

Some of the Observatory's products and actions are: comparative studies, periodical bulletins on international good practices in Parliaments; and technical missions.

SOCIAL INCLUSION AND ENVIRONMENTAL MANAGEMENT

Accessibility Program

The Program was designed to provide accessibility to people with disabilities both real and virtual environments of the House. Among other actions, a partnership with the Center for Documentation and Information and with the Secretary Communications Office has been established to produce legislation in braille and audio for visually impaired persons, as well as in sign language for the hearing impaired.

Environmental Management Program

With the launching in 2003 of its Environmental Management Body (EcoCamara), the Chamber of Deputies meant to take a leadership role in managing environmental issues within the public sector. The EcoCamara has the mission of identifying and dealing with environmental challenges generated by the Chamber Deputies administrative functions. The focus is on minimizing or eliminating environmental impact of such functions with environmentally friendly solutions to paper and plastic waste, efficient use of water and energy and other projects.

Meant to diminish the volume of printed documents in both administrative and legislative activities, studies are being done with the purpose of safely exchanging processes and documents in the virtual area.

Furthermore, the signature of the technical co-operation agreement with the SO Atlantic Forest Foundation, a non-governmental institution will make the Brazilian Congress the first Neutral Carbon Parliament in the world. Studies concerning emissions produced by the parliamentary works are being elaborated in order to reduce the environmental impact of these activities. These studies are going to calculate how many trees the Chamber needs to plant to neutralize the pollution caused by activities such as the parliamentarians' transportation, the use of paper and electric energy.

KNOWLEDGE MANAGEMENT

Award Ideas for the Chamber

It is a contest to encourage staff to create or improve products and services administrative and legislative activities. In 2002, the award was given to the Plenary Project, the Chamber of Deputies' website for children and teenagers. In 2002 the winner proposed the "Selective Monitoring of Representatives", a system designed to automatically monitor members' performance by name, region, political party etc. The idea will be implemented this year.

4. CONCLUSION

Partnerships among internal units and with external institutions have become usual in meeting Parliaments' goals. The knowledge produced by multi-disciplinary groups is always rich and must be captured and shared by institutions. Formal and informal networks are built rapidly, and so are the conflicts. In such a new context are all both hosts and guests with complementary competencies, different cultures and converging interests.

Challenges of partnership work still endure but their secrets are not as many: plan ahead and carefully keeping Mission and Vision in mind, qualify the staff, inform citizens, develop organizational culture towards sharing knowledge, negotiate, consider risks and measure results.

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๘. บริการของห้องสมุดสำหรับสมาชิกรัฐสภาอินเดีย

(Library Services for Members of Indian Parliament)

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23rd Annual Pre-Conference of Library and Research Services for
Parliaments

Abstract

An attempt has been made in this paper to present a brief overview of the Parliament Library of India and how it serves the expanding information needs of Members of Parliament. Apart from a brief mention about the vast collections and the principal functions of the Library, it enumerates in detail the variety of services and facilities provided to Members by the Parliament Library. A reference has also been made to the fact that in order to ensure optimum utilization of library resources, these services and facilities are being made available to various groups of other users also. The paper also discusses about the computer facilities being provided to Members of Parliament in terms of hardware and making them available better and faster access to the vast array of information resources through sharing our Homepage and other websites.

Introduction

Parliament is a democratic political institution and a supreme legislative body where every element of population of a country is represented. Since it is a supreme deliberative body, a wide range of topics covering almost all spheres of national and international issues are discussed there at different points of time. Therefore, information is of vital importance to the parliamentarians for effectively discharging their duties and responsibilities. To be an effective parliamentarian, a Member needs to be well informed of the fast changing developments taking place at national and global levels. He must have access to truthful, non-partisan, authoritative, and essential information on varied issues. It was in this context that an independent and comprehensive Library and Information Service was set up in the Indian Parliament not merely to serve as a repository of books, legislative debates and parliamentary papers, but for developing and maintaining an up-to-date and objective storehouse of knowledge on which members could draw upon.

In today's information-driven society, only a focused, research oriented and specialized Library with commitment to the cause of democracy can cater to the needs of the Parliamentarians effectively. Success of any library, particularly the Parliament Library, catering to a special clientele of people's representatives, depends on how best it respond to their needs. A well stacked library, if utilized properly, can become a great asset for these law makers while participating more effectively in the parliamentary process and help them in making instant decisions on matters of policy and administration.

Parliament Library in India is one of the finest and richest repositories in the country today with a collection of approximately 1.25 million volumes of books, reports, government publications, UN reports, Debates, Gazettes, periodicals, newspapers and other documents, including publications brought out by the Secretariats of the two Houses. The collections of the Library are primarily in English and Hindi, which is India's official language. India being a nation of diverse languages, there is a sizeable numbers of books and other publications in all other regional languages also as well.

Established in 1921, during the Central Legislative Assembly days of pre- Independence era, Parliament Library has undergone remarkable upgradation over the years in terms of the size, structure and modus operandi. Structured in an integrated manner covering all the inter-dependent services essentially required to meet the information needs of members of Parliament, we have an independent Library and information service known as Library and Reference, Research, Documentation and Information Service, LARRDIS in short.

Ever since its inception, LARRDIS has endeavoured to live upto its combined role of an information provider and also as an information manufacturer. The Parliament Library, the key component in the LARRDIS system, has several functional units, viz. Documentation Service, Press Clippings & Service, Microfilming Service, Audio-Visual Unit, Computerized Information Services etc, all of which have been created to cater to the information needs of Members of Parliament.

The principal functions of the Library Division are acquisition, processing, preservation and issue of books, periodicals, reports and other published materials received from various sources. The emphasis throughout has been on the concept of building the Library into a dynamic living organism like the great institution of Parliament which it serves, capable of thinking ahead and planning the tools and services to meet the multifarious and growing needs of its special clientele. Parliament Library, in fact, reflects in its acquisition the entire gamut of national activity in its totality.

Books and publications for the Library are selected and acquired from the entire field of human activity relating to almost all the subjects with special emphasis, of course, on legislative requirements of Members. All branches of human knowledge are thus covered, the only exception being books on specialized and advanced technical subjects, pure science and light fiction.

Books and publications are received for addition in the library on complimentary basis, donated by Members of Parliament or other individuals and institutions. Books are added on suggestions received from Members of

Parliament. While selecting the books, the Acquisition Section of the Library gives due consideration to the readers' initiatives, past demands, changing social needs and anticipated demands for books in the light of forthcoming international, national and local events.

Gandhiana

As a mark of respect to the memory of Mahatma Gandhi, the Father of the Nation, and to make available all the works by and on the Mahatma at one place, a separate Gandhiana Section was opened in Parliament Library on 9th August 1978. Members and scholars interested in a deeper study and extensive research on the life and works of Mahatma Gandhi have welcomed the Gandhiana, which contains more than 2,500 books by and on Mahatma Gandhi in English, Hindi and other Indian languages.

Nehruana

Books on and by Pandit Jawaharlal Nehru, the first Prime Minister of India, have also been stacked separately. The collection contains about 1250 books in Hindi, English and various Indian regional languages.

Library Management Functions such as acquisition, processing and issue and return of books have been computerized by using the software package-LIBSYS. On-line access of catalogue provides information about the author, title, subject and keywords-based searches in order to save the time of the Members and other readers in obtaining the requisite information. Bibliographic information of new additions of books, Government publications and UN and other international publications to the Parliament Library is also released onto the Parliament of India Home Page every month.

The Documentation Service, set up in 1975, is primarily responsible for locating, collecting, classifying and indexing all the useful literature and articles in various documents like newspapers, books, reports, periodicals, and parliamentary debates etc. The titles are suitably annotated and arranged under a specially devised subject-wise classification scheme.

Indexes of important articles published in newspapers, journals and publications of national and international organizations have been made

available on the Parliament of India Homepage. This has facilitated the availability of instant and up-to-date information to Members of Parliament.

Microfilming is an indispensable part of information technology for better management of library and information services. In order to ensure optimum utilization of the existing space in the Parliament Library and for better preservation and future use of its valuable collections, a Microfilming Unit was set up in 1987 as one of the important Branches of the Library with the acquisition of latest available models of microfilming equipment and ancillaries.

Microfilms of a large number of documents are now easily accessible to Members of Parliament and others. So far, more than 1500 microfilm rolls have been prepared and approximately 27 million exposures of various documents have been taken by our Microfilming Unit.

The Press Clippings Service, set up as early as in 1956, caters to the day-to-day information needs of Members and other users of the Parliament Library. It collects all important, relevant and up-to-date news items, editorial comments and articles on developments in the legislative, political, economic, socio-cultural, scientific and technological fields. At present, the clippings are taken from 19 English and 9 Hindi newspapers published from various parts of the country.

As the Press clippings are extensively used by Members of Parliament, research and reference staff and various Branches of our Secretariat, we have created facilities for scanning of selected Press clippings (in English) on subjects of topical interest which can be accessed in Data Scan whenever required.

The Reprography Service was set up in 1975 to cater to the urgent official photocopying needs of Members of Parliament, research scholars and media persons accredited to Lok Sabha Gallery, for photocopying important Press clippings, information contained in answers to Parliamentary questions and debates, articles in periodicals and newspapers and extracts from books and other documents. The service also provides facilities for photocopying

and computerized typing of personal correspondence/documents of Members of Parliament against nominal payment.

The Audio-Visual Unit was set up in 1992 for keeping video/audio records of the Lok Sabha debates, proceedings of national and international parliamentary conferences/seminars and parliamentary films. The Unit is looking after the work of selection and collection of material, accession, classification and preservation of cassettes of important parliamentary functions and events like conferences, seminars, symposia, workshops and telefilms. The Audio-Visual Unit has also acquired Linguaphone Courses (audio and video cassettes) in various Indian and foreign languages and has also added to its holdings audio cassettes pertaining to classical and instrumental music and patriotic songs for the use of Members of Parliament and for use at various parliamentary functions. The Audio-Visual Unit has VHS cameras, editing equipment and a Viewing Room in the Parliament Library Building. With the help of the VHS cameras, the video crew of the Unit records all important parliamentary functions/events, including National and International Parliamentary Conferences/Seminars/Symposia/Workshops and various other events and activities. As a part of the modernization of Audio-Video facilities, a state-of-the-art studio and production control room (in digital format) equipped with post-production editing facilities, has been set up.

Apart from traditional Library, Research and Reference services, Members utilize other platforms like **Bureau of Parliamentary Studies & Training (BPST)** to gather information. From time to time BPST arranges various programmes, seminars and workshops for Members. Experienced Parliamentarians and experts are invited to deliver lectures on multifarious issues. Such interactive programmes provide excellent opportunities to Members to benefit from information on different aspects of parliamentary democracy and topics of current importance.

With a view to familiarizing new Members of Parliament and State Legislatures with the intricacies of parliamentary practices and procedures, to help them appreciate better their role and position as people's representatives, and to enable them to face various challenges while

discharging their duties, the Bureau organizes orientation programmes from time to time. The Indian Parliament has been in the forefront in adopting the latest information technologies to assist the parliamentarians in effective discharge of their duties. An information bank has been developed within the Parliament to meet the information requirements of members. To enable them to make the optimum use of Computerisation, Computer Awareness programmes are also organized, for their benefit. The Bureau also arranges Attachment Programmes and study tours for the Presiding officers and parliamentarians of foreign countries on request.

Automation of Parliament Library

Parliament Libraries all over the world have been exploring and making use of new technologies for providing to their users better and faster access to the vast array of information resources. Pioneering work has been done in developing computer-based data systems for the use of Parliamentarians. The databases developed electronically in libraries have become large reservoirs of information enabling users to retrieve the desired material in an amazingly short time.

In India, we have taken significant steps in developing information technology to assist our parliamentarians in the effective discharge of their duties. With a view to enabling Members of our Parliament to get instant and up-to-date information on a wide range of activities as also to have quick and accurate information on various legislative and parliamentary matters, we have provided computer facilities to each and every Member at his/her residence or work place. Every Member has been provided with one computer, either desktop or laptop, along with a printer, handheld computer, scanner, etc. In addition, Internet and e-mail connectivity have been provided to enable him/her to have access to the Parliament databases, various other Government database, database of foreign Legislatures and vast sources of other information available on the Internet. An additional telephone line with 50,000 free calls have also been provided to each member to access the Internet.

Since 1996, we have our own Home Page containing a large number of index-based databases as well as full-text databases of information generated within the two Houses of our Parliament. The Parliament of India Home Page is making available non-partisan, objective and reliable information and authoritative data to our parliamentarians and others on a continuous and regular basis covering a wide range of areas pertaining to the Houses of Parliament. The major components of parliamentary information now available on the Lok Sabha Home Page are (i) Business of the House: List of Business, Bulletin Part-I, Bulletin Part-II, Synopsis of Debates, Daily Debates, Debates (with search facility), Parliamentary Questions-Lok Sabha, Resume of Work, Wit & Humour, (ii) Member of Parliament: Brief Biographies of Members (14th Lok Sabha), List of Members (1st to 9th Lok Sabha), Biographical Sketches of Members (10th to 13th Lok Sabha), Address/E-mail Address of Members, Handbook for Members, Members of Parliament Local Area Development Scheme (MPLADS), (iii) Information about Parliamentary Committees and their reports, (iv) General Information: Introduction to Parliament, Rules of Procedure and Conduct of Business in Lok Sabha, Directions by the Speaker, Organization of Lok Sabha Secretariat.

MP's Home Page

Each Member of Parliament has his/her own web page, which contains bio-data, information about participation in the parliamentary proceedings, Questions, Bills, Motions and the information pertaining to the development of constituency. Links to the Members' Home Pages are available on the Parliament of India Home Page.

Digital Library

A Digital Library of electronic publications on DVDs, CDs, tapes and floppies was set up in 1997. The collection is being developed keeping in view the core areas of interest of members of Parliament and latest technological advances. All digital collections are now available on Internet.

Wider Access

On the initiative of the Hon'ble Speaker, Lok Sabha, we have thrown open the Parliament Library which was initially meant for MPs, to other users also, for optimum use of our rich collections. Now, the Library facilities can be availed of by Members and staff of the State Legislatures, Foreign Legislatures, scholars from the Central and State Governments, Public Undertakings and Statutory Bodies, retired officers of the rank of Deputy Secretaries and above from the Lok Sabha and Rajya Sabha Secretariats, Indian and foreign Press correspondents accredited to the Press Information Bureau and bona fide Research Scholars from the recognized Universities also subject to security clearance. In fact, after liberalising the Rules for using Parliament Library facilities, it has been observed that quite a large number of Research Scholars from various Universities of India and abroad, media persons, officers of the Government of India and Public Undertakings have been making increasing use of our Library facilities.

Children's Corner

Following the foot steps of various Parliamentary libraries such as those of Spain, Norway and other Nordic countries, we are currently in the process of making determined efforts for setting up a Children's Corner in our Library to enable the children of the age group from 8 to 17 to share the wide and rare resources available in the Library. Particular emphasis will be given to those children of marginalized sector of society who do not have access to good and resourceful library. Apart from our existing collections relating to the children, we intend to include latest books of general interest to children vis-à-vis best selling publications, books that form part of cultural heritage, special collection of award winning books, encyclopaedias and reference books on different subjects in this Library. Besides, we will be subscribing to children related journals and periodicals. The Children Section will also acquire materials on the geography, history and folklore of various countries and regions of the world. The materials may be selected to stimulate children's interest in other countries and to deepen their understanding of those countries.

Conclusion

The present day Parliamentarian is extremely hard pressed for time and quite naturally information has to be supplied and in an easily understandable form. As the Parliaments and Legislatures are faced with complex and challenging problems, legislators across the world may have to share and learn from each other's experiences and knowledge to find solutions to their problems. In this context, it is of utmost importance to ensure that the Parliament Libraries of the world remain well connected so that resources of each library could be shared to the maximum. Such sharing will also help the parliamentarians to know how other Parliaments work, the procedures followed in different Legislatures, how the Committees function, how the Committee Reports are prepared and above all, how Executive Accountability to the Legislatures is ensured. In addition, libraries and research services should always keep a vigil on the latest developments in all fields and bring out well-documented research studies on important topics even without a formal request from a Member. With the help of such documents, along with their personal understanding of the issues and their grass root experiences, Members would be in a position to function more effectively in discharging their varied responsibilities in the Parliament, and also in their constituencies. The Library thus has to play a proactive role in disseminating authentic information to the Members for the ultimate progress and development of the nation.

**๕. การสนับสนุนการบริการข้อมูลและการอ้างอิงสำหรับ
สมาชิกห้องสมุดรัฐสภาอินเดีย**

(Research and Reference Support for Members in Indian Parliament)

โดย *Ms. Kanta Pandit* : Joint Director

(LARRDIS, Lok Sabha Secretariat, New Delhi, INDIA)

**RESEARCH AND REFERENCE SUPPORT
FOR
MEMBERS IN INDIAN PARLIAMENT**

**Kanta Pandit
Joint Director (LARRDIS)
Lok Sabha Secretariat
New Delhi (INDIA)**

Abstract

The Paper seeks to analyse the information requirements of the members of Parliament with the growing range, magnitude and multi-dimensional governmental activities, and the necessity of a well-organized information management system to disseminate select and objectively analysed information tailored to meet the specific requirements of the members.

While referring to the functioning of our Research and Information Service and the Members' Reference Service in providing research and reference support to the members of Indian Parliament, other initiatives taken in this context by setting up Parliamentary Forums to provide platform for exchange of ideas on issues and developments in some critical areas, and organizing Lecture Series by Eminent Experts in the field, the Paper outlines how we have extended our support system in the best interest of effective functioning of our parliamentary democracy.

Introduction

Parliaments all over the world have been increasingly assuming new roles and added responsibilities in response to the growing hopes and aspirations of the people. Further, with the unprecedented growth in the range, magnitude and

multi-dimensional governmental activities, information becomes of vital importance to members of Parliament in effectively discharging their responsibilities. Considering the demands on their time from various quarters, it may not be possible or even feasible for members to access all the information available in a Parliament Library and other related sources to meet their wide ranging needs. Thus, no Parliament can ignore the necessity of developing a well-organized information management system to cater to the multifarious information requirements of parliamentarians.

It is a fact that today there is no dearth of information available in any Library, especially a Parliament Library. The problem rather is that there is too much of it from too many sources. There is a proliferation of books, journals, newspapers and reports. The vast material from a variety of sources is made available by experts in their respective fields, yet some tilt or bias in their presentation cannot be ruled out. Thus, the problem is not about the availability of information but its proper organization and management for selective dissemination to parliamentarians who are hard pressed for time. They need carefully selected and objectively analyzed information tailored to meet their specific requirements in the form of briefs, notes, statements, statistical tables, charts, etc. The time, of course, is crucial and if the required information is not made available to the members within the specified time, the whole exercise goes waste.

Considering the need for establishing and developing an independent and objective reservoir of information in the Parliament of India, during the past more than five decades the library, research and reference services have gradually been developed into an integrated Service with the nomenclature of LARRDIS

i.e. Library and Reference, Research, Documentation and Information Service. This Service is a part of the administrative set-up of the Lok Sabha Secretariat (*i.e.* of House of the People), but serves 795 members of both the Houses of Parliament, *i.e.* the Lok Sabha and the Rajya Sabha. By and large this Service functions on a subject-section-desk officer system to ensure the development of necessary specialization and expertise along with diversification of experience and interchangeability of desks within the broad subject areas. The staff/Officers posted in the Service are encouraged to update their skill by attending Orientation Programmes, Conferences, etc. aimed at enhancing their capabilities for functioning purposefully.

Research and Information Service

The research, information and reference requirements of the members of Parliament are provided by the Research and Reference Divisions. The Officers and staff in the Research and Information Division are distributed into self-contained specialized functional wings or sections identified by the subjects handled by each. Our Research and Information Service, presently organized into: (i) Economic and Financial Affairs Wing; (ii) Educational and Scientific Affairs Wing; (iii) Journal of Parliamentary Information Section; (iv) Legal and Constitutional Affairs Wing; (v) Practice and Procedure Unit; (vi) Political Affairs Wing; (vii) Parliamentary Affairs Wing; and (viii) Social Affairs Wing, are functioning on a subject-section-desk officer system for providing appropriate research and information support to the members of Parliament to enable them to discharge their responsibilities effectively.

The Research and Information Division in the first place broadly assesses in advance the information requirements of members by anticipating and

identifying subjects of current parliamentary interest, including legislative measures on which Parliament is likely to undertake discussions and which are likely to generate demands from members for detailed information and data. Every effort is made by the Service to keep members of Parliament informed of the current developments, both national and international, in various fields by bringing out brochures, information bulletins, background notes, fact sheets, etc. which carry objective information. Handy pamphlets are also prepared and circulated for the use of members. Keeping in view the importance of objective information in respect of national policies for members, the Research and Information Service, over the years, has brought out several brochures highlighting the various national policy formulations. Besides this, special brochures on parliamentary and constitutional subjects are brought out from time to time. Many other publications brought out by the Research and Information Division are found to be of great reference value by members of Parliament and other interested readers and researchers as well who are working on political and parliamentary matters. The information supplied through all these publications is based on authentic sources and continuous efforts are made to keep the publications up-to-date.

Some monographs are also brought out based on the transcripts of important Addresses and talks at the Bureau of Parliamentary Studies and Training (BPST) and elsewhere. Monographs on subjects relating to Parliament and its functioning are also published periodically. The Research Division periodically revises and updates several important publications like the renowned treatise, Kaul and Shakhder's *Practice and Procedure of Parliament*.

Apart from these, a large number of briefs and background notes are prepared for Indian Parliamentary Delegations for participating in International Parliamentary Conferences/Seminars held under the auspices of the Inter-Parliamentary Union (IPU), the Commonwealth Parliamentary Association (CPA), the Association of SAARC Speakers and Parliamentarians, the Commonwealth Speakers and Presiding Officers and other Non-Governmental Organizations. To fully equip the members with ready information, briefing sessions for members of these participating Indian Parliamentary Delegations are held with senior Officers of the Ministries/Departments concerned and also Officers dealing with the subject/item in the Research and Information Division of LARRDIS. In the interactive briefing, additional information/clarification, if any, sought by the member is provided.

Besides *ad hoc* publications, the following periodicals are published by the Research and Information Division for the use of members:

The Journal of Parliamentary Information (Quarterly) – carries articles on constitutional and parliamentary subjects from members and other experts in the field. It also serves as an authentic recorder of developments in practice and procedure and parliamentary events and activities in Indian and foreign Legislatures.

The Digest of Central Acts (Quarterly) – contains synopses of all the Bills passed by Parliament and assented to by the President.

The Digest of Legislative and Constitutional Cases (Quarterly) – gives abstracts of judgments of the Supreme Court and the High Courts involving interpretation of the provisions of the Constitution in important legislative and constitutional cases.

IPG Newsletter (Quarterly) – this keeps the members of the Indian Parliamentary Group (IPG) informed of the various events and activities of the IPG.

Now, with the provision of computers to members, offices of political parties and officers of the Lok Sabha and Rajya Sabha Secretariats, the dissemination of up-to-date information to members has become more quick. To make available non-partisan, objective and reliable information and authoritative data on a continuous and regular basis to the parliamentarians, a large number of index-based databases of information which was initially generated within the Parliament have been converted into full text databases and are made available onto the Parliament of India Home Page. The Home Page containing the information generated within the Rajya Sabha and Lok Sabha has become an important source of information and reference tool about the Constitution of India, history of Indian Parliament, its practices and procedures, profiles of members and their socio-economic background, and the proceedings of the Constituent Assembly, Rajya Sabha and Lok Sabha. The floor version of the text of Debates in bilingual form is available on the Home Page which members can access subject/date/session/year-wise. The live audio and video screening of debates of both the Houses of Parliament are also made available through the Parliament of India Home Page.

Important speeches of the President of India, Addresses to Parliament and to the nation, information relating to former Presidents, Vice-Presidents and Prime Ministers are available on the Home Page. The links to the Websites of Government of India, States and Union Territories, Election Commission and other Parliaments, have also been provided at the Home Page. Access to this site can be had at the Internet address: <http://parliamentofindia.nic.in>.

Members' Reference Service

The Members' Reference Service which is most sought after, especially during the Session period, makes every endeavour to keep the members informed of important developments in India and abroad. Factual, objective and latest information to members of Parliament, Presiding Officers and parliamentary committees, on important legislative measures and other subjects of economic, social, political, constitutional and legal interest, is disseminated by this Service with a qualitative and quantitative difference from what other Libraries could provide to their users.

Normally, the scope of the material to be collected and supplied in response to members' references is limited to subjects connected with the immediate business before the two Houses of Parliament. Members who need the information approach the Members' Assistance Desks with written requisitions indicating the subject of the reference, and the date and time by which it is required. In case, information is readily available in published documents, it is given on the spot; otherwise, it is promptly passed on to the Members' Reference Service where the Officer or the subject-Unit concerned starts processing it. The desired information is culled out from various authentic sources, arranged, compiled, edited and passed on to the member by the stipulated date and time. Many a times in response to members' request factual notes, and write-ups are also supplied. In case members desire to have only copies of any particular document or Press clipping, arrangements are made to supply them with photocopies thereof. Often, to know the exact information or reference requirements of the members, the Officers and staff in the Reference Service make personal contact for direct communication with the members and

meet their demand to their satisfaction. In any case, information is tailored to the requirements of members so as to provide appropriate reference support to them in discharging their parliamentary functions.

All books, reports and other documents relevant to a particular Bill or on a subject under discussion in Parliament are listed and placed in separate Study Boxes for reference and consultation in Parliament Library by interested members at their convenience. By maintaining Study Boxes on topical issues for on-the-spot study by members, the Reference Service provides great help for their effective participation in parliamentary business.

The Brochures and Background Notes prepared by the Service on topics of contemporary interest during inter-session periods are also supplied to the members. During 2006, the Service brought out 10 such Background Notes/Information Bulletins, 17 Reference/Research Notes, 15 Information Folders, 2 Fact Sheets and 3 Compilations on subjects of topical interest, besides other publications. During the Thirteenth Lok Sabha (October 1999 – May 2004), of the total number of 23101 references received during its life span, as many as 3844 references were received during the inter-session period. A similar trend has been noticed over the years in the case of on-the-spot references as well.

Meeting the Research and Information requirements of the members by other Services

Besides the Reference, and Research and Information Services, the staff attached to the Parliamentary Standing Committees in the Lok Sabha and the Rajya Sabha also cater to the information needs of members in the Committees. The officials in the Committee Branches assist the Committees in their work by

studying the material received from the Ministries/Departments/various non-official Organizations, parliamentary debates, press reports and other published material and provide research inputs by way of preparing Questionnaire, etc. for preliminary information/evidence/post-evidence information.

Constitution of Parliamentary Forums

In our Parliament, the Hon'ble Speaker, Lok Sabha has taken a special initiative in 2005 to equip the members of Parliament with more information and specialised knowledge regarding issues and developments in some critical areas so that the members can discuss and raise those issues more effectively on the floor of the House. As such, Parliamentary Forums on: 'Water Conservation and Management', 'Youth', 'Children', and 'Population and Public Health' have been constituted. The Parliamentary Forum on 'Youth' has Sub-Fora on: 'Sports and Youth Development'; 'Health'; 'Education'; and 'Employment'. The Members of these Fora are nominated by the Speaker, Lok Sabha and the Chairman, Rajya Sabha as the case may be, from amongst the Leaders of various Political Parties/Groups or their nominees who have special knowledge/interest in the subject. Each Forum consist of not more than 31 Members (excluding the President and ex officio Vice Presidents) out of whom not more than 21 are from the Lok Sabha and not more than 10 are from the Rajya Sabha. However, the Parliament Fora do not interfere with or encroach upon the jurisdiction of the concerned Departmentally Related Standing Committees or the Ministry/Department concerned. The Parliamentary Forums hold meetings from time to time and are serviced by the staff and Officers of the Lok Sabha Secretariat.

Since the constitution of these Parliamentary Forums, the Bureau of Parliamentary Studies and Training has been organizing Lecture Series by Eminent personalities and Experts in the concerned fields on various subjects with a view to providing a platform for members of Parliament and experts in specific fields to exchange ideas, views and experiences. The Officers of the Secretariat attending these Lecture sessions also get the benefit of updating knowledge/information on their part on that particular subject which certainly proves to be an asset to the reference and research support system of our Parliament. So far 15 Lectures have been organized by the BPST on various subjects ranging from Water Conservation, Effective Water Conservation Techniques – Grass Roots Experiences, Children's Development Challenges Facing India, Issues pertaining to the Rights of a Girl Child, to National Knowledge Commission and Crises in the Indian Agriculture.

The Lectures have been very well received and the members found them to be very useful and informative giving them invaluable insights into the various aspects of the issues involved. The information analyzed and imparted through the Lecture Series is expected to encourage the meaningful inputs in policy formulation from our elected representatives which is welcomed most in democracy like India for its successful functioning.

Conclusion

It is not only the latest books and publications, journals and newspapers in the Library which can enable the members of Parliament to make an effective contribution to the deliberations of the House or its Committees, but more importantly it is the selective information management with quick retrieval at short notice which is important to the members to react swiftly and confidently to

various situations and developments that come before them. Counting on our experience we are convinced that an up-to-date and well-equipped Library, backed by prompt and efficient research and reference services, can meet successfully the challenge of fulfilling the information needs of the members of Parliament.

๑๐. ศูนย์กลางของโลก สำหรับเทคโนโลยีสารสนเทศ
และการสื่อสารในรัฐสภา

(The Global Centre for Information and Communication
Technologies in Parliament)

โดย *Mr. Gherardo Casini* : United Nation



ICTP Parliament



The Global Centre for Information and Communication Technologies in Parliament

23rd Annual Conference of Library and Research Services for Parliaments
Innovation and Creativity in Parliamentary Libraries and Research Services
Cape Town, South Africa, 15-17 August 2007



ICTParliament

Global Centre for Information and Communication Technology in Parliament

Background

- Since 2002: UNDESA implemented a Programme in Africa with eight African Parliaments and the Pan-African Parliament
- In 2004, consultations were undertaken by the President of the Chamber of Deputies of Italy and the Speaker of the People's Assembly of Egypt on behalf of the United Nations
- Launch of the Global Centre by the **United Nations** Department of Economic and Social Affairs (UNDESA) and the **Inter-Parliamentary Union (IPU)** at the World Summit on the Information Society (WSIS) in Tunis, November 2005



Mission

- To promote the role of Parliaments in the development of a conducive environment for an inclusive and equitable Information Society
- To help Parliaments harness the potential of ICT to improve parliamentary processes and practices, citizens' participation and inter-parliamentary cooperation





Objectives

- To raise awareness on the role of Parliaments to promote the Information Society and on the use of ICT in parliamentary processes
- To act as a clearing house for disseminating information and sharing experiences and good practices
- To facilitate dialogue and collaboration and foster partnerships
- To facilitate project development and provide technical assistance
- To promote ownership, coherence and effectiveness



Link to WSIS

- Action Line C1 – The role of public governance authorities in the promotion of ICT for development (multistakeholders group facilitated by DESA)
- Establishment of a subgroup on ICT and Parliaments in 2006 under Action Line C1
- UNDESA and IPU act as co-facilitators of the Subgroup on ICT and Parliaments through the Global Centre





ICP Parliament

Global Centre for Information and Communication Technology in Parliament

Link to the 2005 World Summit

- Governance
 - Technology for development
 - Global partnerships
- and
- (art. 171) .. call for strengthened cooperation between the United Nations and national and regional parliaments, in particular through the Inter-Parliamentary Union...



How the Global Centre operates

- A Board composed of Speakers/Presidents of Parliament guides the work of the Global Centre
- The Office of the Global Centre, based in Rome, is headed by an Executive Coordinator responsible for implementing the work programme
- An international and broad alliance of partners committed to the Centre's goals
- Voluntary stakeholder engagement, commitment and support





Board members as of today (1)

- Mr. Pier Ferdinando Casini, President of the Inter-Parliamentary Union (*ex officio*)
- Mr. Sha Zukang, Under-Secretary-General for Economic and Social Affairs of the United Nations (*ex officio*)
- Mr. Wu Bangguo, President of the National People's Congress of China
- Mr. Fausto Bertinotti, President of the Chamber of Deputies of Italy
- Mr. José De Venecia, Speaker of the House of Representatives of the Philippines
- Mr. Boris Gryzlov, President of the State Duma of the Russian Federation



Board members as of today (2)

- Ms. Baleka Mbete, Speaker of the National Assembly of South Africa
- Ms. Gertrude Mongella, President of the Pan-African Parliament
- Mr. Hans-Gert Poettering, President of the European Parliament
- Mr. Ahmed Fathy Sorour, Speaker of the People's Assembly of Egypt
- Ms. Katalin Szili, Speaker of the National Assembly of Hungary

Advisor to the Board

- Mr. Anders Forsberg, President of the Association of Secretaries General of Parliaments





ICTParliament

Global Centre for Information and Communication Technology in Parliament

Some results (1)

- Establishment of collaborations with major stakeholders (national parliaments, ASGP, NCSL, IDB, OAS, etc.)
- Sound coherence between the Global Centre activities and those of the *Africa i-Parliament Action Plan*
- Establishment of the Subgroup on ICT in Parliament under the WSIS implementation process (24 May 2007, Geneva)
- Rome Conference “*The policymaking role of Parliaments in the Development of the Information Society*” (six points Chair’s summary)



Some results (2)

- Abuja Workshop and Conference, with the establishment of the African Parliamentary Knowledge Network
- Launch of the Portal for parliament information and services
- World e-Parliament Conference and Global Report on ICT in Parliament processes underway (respectively, 10 -11 October 2007 and 28 February 2008)
- Summer school on legal informatics at the EU in September 2007 - 5 fellowships for developing countries





ICTPParliament

Global Centre for Information and Communication Technology in Parliament

Areas of work

- Information dissemination
- Networking and Coordination
- Technical Assistance
- Analysis and Research



Portal for Parliament Information and Services

- News, studies, reports, articles, and a global compendium of regulatory acts on ICT
- Video lectures
- Online forums
- Calendar of events in the area of ICT and Parliament
- Hyperlinks to organizations, institutions, associations working in the area of ICT and Parliament

www.ICTParliament.org





ICTP Parliament

Global Centre for Information and Communication Technology in Parliament

2007 World e-Parliament Conference Geneva, 11 October 2007

- Organized by UNDESA, IPU and ASGP, through the Global Centre, in cooperation with international partners (UN system, IDB, IPAIT, OAS, etc.)

Objectives:

- To encourage parliaments to debate the challenges and benefits provided by ICT in the modernization of parliamentary processes
- To analyze successful approaches and showcasing best practices and lessons learned
- To provide a face-to-face dialogue among IT managers, database experts and website developers



2007 WePC other meetings

- Technical Workshop on 10 October 2007 for parliamentary staff and officials
- Meeting of the Network of IT Experts in Parliament (www.ictparliament.org/ITexperts) on 12 October 2007 at IPU HQs





ICTParliament

Global Centre for Information and Communication Technology in Parliament

Global Network of IT Experts in Parliament

Objectives:

- To enhance cooperation among parliamentary administrations and peers
- To share experiences and best practices
- To facilitate the adoption of common standards and interoperability frameworks
- To facilitate the identification of appropriate technological solutions in a collaborative way



Technical Assistance

Create a critical mass of knowledge and expertise based on a network of experts in parliaments around the world and in other organizations to support technical cooperation activities in a neutral and independent way.

Focus on:

- Harmonization of laws and regulations in the ICT domain
- Legislative information systems
- Common standards to share digital legislative documentation
- Collaborative development and approaches to ICTs
- Human resources capacity building





ICTParliament

Global Centre for Information and Communication Technology in Parliament

Fellowship programme

Partnering with universities and parliaments to organize trainings and study visits

Objectives:

- To facilitate capacity building and sharing of skills and experiences
- To strengthen the knowledge base of parliamentary officials and ICT professionals

5 fellowships placed at the disposal of parliamentary staff and officials – **deadline 20 August 2007**
(www.ictparliament.org)



Global Report on ICT in Parliament

Objectives:

- To assess the state of deployment of ICT in parliaments world-wide
- To establish baseline for trend analysis
- To provide a tool for self evaluation
- To identify examples of good practices
- To outline emerging trends and innovative solutions





Worldwide survey on ICT in Parliament

The survey is divided into eight sections:

- Oversight, Management, and Planning of ICT
- Services, Infrastructure, Applications, and Resources
- Systems for Creating Bills and Amendments
- Systems for Creating Documents Other Than Bills and Amendments
- Recording And Tracking Legislative Actions
- Knowledge Management: Library and Research Services
- Websites for Parliament and the Public
- Systems for Supporting Communication Between Citizens and Parliament



Worldwide survey on ICT in Parliament

1. Oversight, Management, and Planning of ICT

The purpose is to understand who gives strategic direction and establishes priorities for ICT in Parliament, how it is overseen, and how it is managed

2. Services, Infrastructure, Applications, and Resources

The purpose is to understand the scope of ICT systems and services within the Parliament and the personnel and budget resources available to support them





Worldwide survey on ICT in Parliament

3. Systems for Creating Bills and Amendments

The purpose is to understand whether the Parliament's bills and amendments are produced in digital formats, or whether there are plans for developing such a system.

4. Systems for Creating Documents Other Than Bills and Amendments

The purpose is to understand which of the Parliament's documents are produced in digital format, or whether there are plans for developing such systems. If the Parliament does have such systems, it also asks whether any of them use XML for the data format



Worldwide survey on ICT in Parliament

5. Recording And Tracking Legislative Actions

The purpose is to understand whether there are Legislation Recording & Tracking systems in place, or plans for such systems and some of their characteristics

6. Knowledge Management: Library and Research Services

The purpose is to understand how ICT supports Library and Research services in Parliament in providing access to digital documents and information resources, or whether there are plans for providing such support





Worldwide survey on ICT in Parliament

7. Websites for Parliament and the Public

The purpose is to understand the goals, management, content, and features of these websites, and how ICT supports them


8. Systems for Supporting Communication Between Citizens and Parliament

The purpose is to understand whether and how Parliament engages in communication with Citizens, or whether there are plans for developing enabling information systems

๑๑. การเตรียมความพร้อมของเจ้าหน้าที่ห้องสมุดสำหรับ
งานบริการอ้างอิง และสารสนเทศในห้องสมุดผสม (hybrid library) -
ความจำเป็นสำหรับการพัฒนาทักษะความชำนาญ
และความเชี่ยวชาญในวิชาชีพให้สืบต่อไป

(Preparing library staff for Reference and information work
in the hybrid library – the need for skills
and continuing professional development)

โดย *Gitte Larsen* : Dept. of Continuing Education and Consultancy,
Copenhagen, Denmark

	<p>Preparing library staff for reference and information work in the hybrid library – the need for skills and continuing professional development</p> <p>Gitte Larsen, Royal School of Library and Information Science, Dept. of Continuing Education and Consultancy, Copenhagen, Denmark gl@db.dk – www.db.dk/kon</p>
Meeting:	151 Reference and Information Services
Simultaneous Interpretation:	No
WORLD LIBRARY AND INFORMATION CONGRESS: 73RD IFLA GENERAL CONFERENCE AND COUNCIL 19-23 August 2007, Durban, South Africa http://www.ifla.org/iv/ifla73/index.htm	

Abstract

What education and training needs emerge from the changing roles of the hybrid library and particular in the new context of reference and information work?

It is expected that library staff are qualified to offer high quality services to those users, who are visiting the physical library. Likewise, it is expected, that they have substantial knowledge and skills needed for developing and maintaining electronic services and for dissemination of relevant services matching the web-user's needs and expectations. Serving remote library users on the WWW calls for additional competencies within *ICT, marketing, branding library services and communication via different media* as well as knowledge of methods of *measuring and evaluation of use and user satisfaction* with the services provided. Libraries involved in collaborative virtual reference services might also appreciate skills *in project management and abilities in collaboration across institutions*.

It is a challenge to the staff to match particular needs and demands from many different user groups and communities, but also to library management staff to ensure that sufficient professional competencies and skills are available in the organisation to match the needs of today's user – wherever he might be located.

When preparing for new skills and competences, the following aspects have to be considered carefully:

- External impact factors, which might influence the development of libraries
- Core skills of staff in the hybrid library – what do we need
- Additional core skills needed for reference and information services – personal and virtual?
- Interrelation between knowledge, skills, personality and attitudes
- Training and continuing professional development - some critical focus points

This presentation will discuss these issues in brief and give some recommendations based on the author's experiences from the Danish Library scene.

New recruitments: Competencies: Knowledge – skills and attitudes

On new recruitments, library directors express that they want staff with a deep (and broad) theoretical educational background, combined with strong personal and social competencies. Staff profiles demanded from the Danish library directors of their future staff will focus on personal skills, such as *ability to advise, to structure, to communicate, to teach and to market library services*.¹ The following generic skills were mentioned as being desirable:

KNOWLEDGE AND SKILLS	PERSONAL SKILLS	ATTITUDES
in: <ul style="list-style-type: none"> • ICT (Information and Communication Technology) • Information retrieval • Information economy • Relevant subject knowledge • Pedagogical theories and methods • Project management • Statistics • Markering • Legal aspects / contract negotiation • Test- and measure methods 	for: <ul style="list-style-type: none"> • Communication • Commitment • Prepared for changes • Personal planning • Personal management • Ability to learn • Stress management • Pedagogical skills 	Being able to /willing to <ul style="list-style-type: none"> • Knowledge sharing • Cooperation • Work in teams • Conflict handling • Sense of humor

Research studies on recruitment profiles for new staff in U.S and U.K. studies i.e. by Bridges (2003) and Corral (2005) indicates similar preferences by library directors. More details the generic knowledge, skills and attitudes are reported by Larsen (2006)

Within the context of reference and information work, these generic skills might be regarded as highly relevant. In addition we could add the following to the list of personal skills and attitudes: *curiosity, flexibility, empathy, patience, service minded, willingness and interest to understand the users needs and tolerance for change*.

Since library managers are not in the position to replace all the existing staff with new staff, we have to ensure training and development that underpin the profile of a librarian of today,

¹ Data collected by Gitte Larsen: personal conversations, conferences, written statements in the Danish library press, etc. during 2005 and 2006

and focus on personal skills and attitudes in addition to updating professional skills and competencies.

There are some important aspects to ponder.

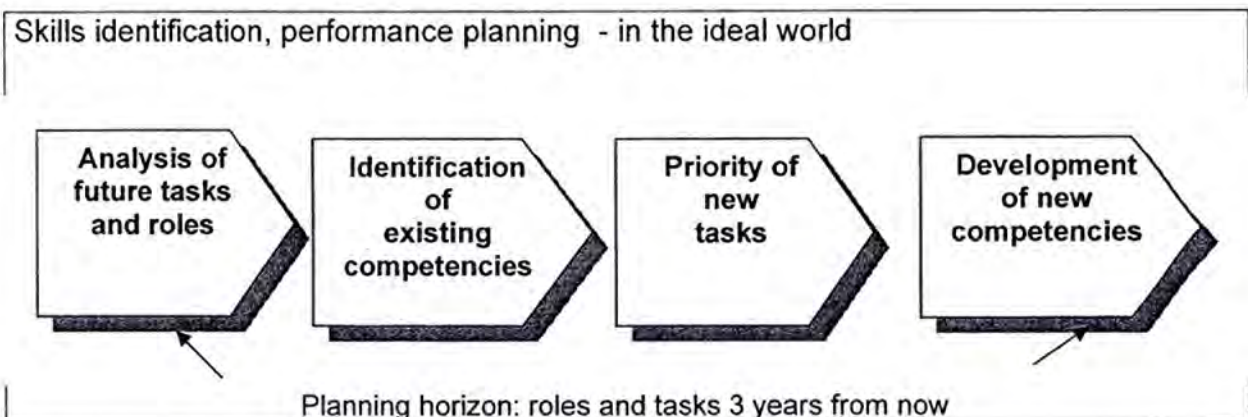
How to maintain competencies that might have been acquired a long time ago? In many Danish libraries, staff has been employed for more than 25 years and the average age is +50. How do we add new competencies for i.e. electronic communication, ICT and e-resources at the speed demanded by the user's preferences and behaviour?

How can librarians learn all these technical and communications skills, resources, delivery mechanisms, and all the other stuff we need to know to be a virtual reference librarian?

Library managers have to be committed to changes, far-sighted and concentrate actively on competence development. It is not enough to dispatch the staff to yet another continuing education course or a conference.

Planning for change

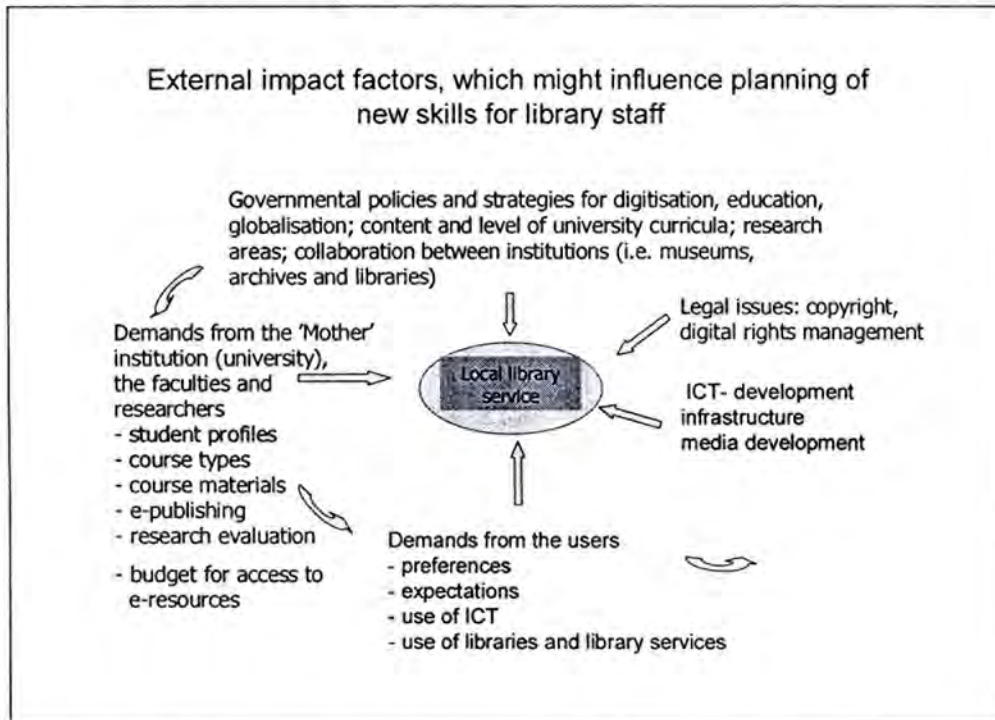
In order to make a successful staff performance planning, it is necessary to start with an analysis of future tasks and roles of the library, decide priorities and go through the four steps outlined in the figure below.



It is important for the library manager to consider what will be regarded as core skills of librarians in the hybrid library in her own local context within the planning horizon and to determine what additional skills needed for staff reference and information services.

But not even careful planning and good assessment of skills and training gaps might be able to predict and take into account the number of external impact factors that might influence the plans over a period of 1-3 years. Funding bodies, policy issues, technologies, e- resources, technological infrastructure, the user's needs and preferences might change much faster than the libraries are able to change their strategies for staff development and set up new programmes for training and education. The figure below is just an example illustrating a

number of external impact factors influencing an academic library – but similar scenarios can be drawn for any kind of library.



Meola and Stormont (2002) mention the following general skills for all types of live virtual reference:

- Core reference skills
- Real -Time chat techniques
- Software specific skills
- Live virtual reference policies.

Core reference skills are probably included in most library school curricula and further developed over a career of reference practice. We understand 'core reference skills' to include:

- In-depth knowledge of print and electronic sources
- Ability to conduct searches using advanced search techniques
- Evaluate sources for authority and bias
- Expertise of the art of conducting reference interviews.

Kovacks (2007) suggests librarian's reference expertise includes knowledge and skills to:

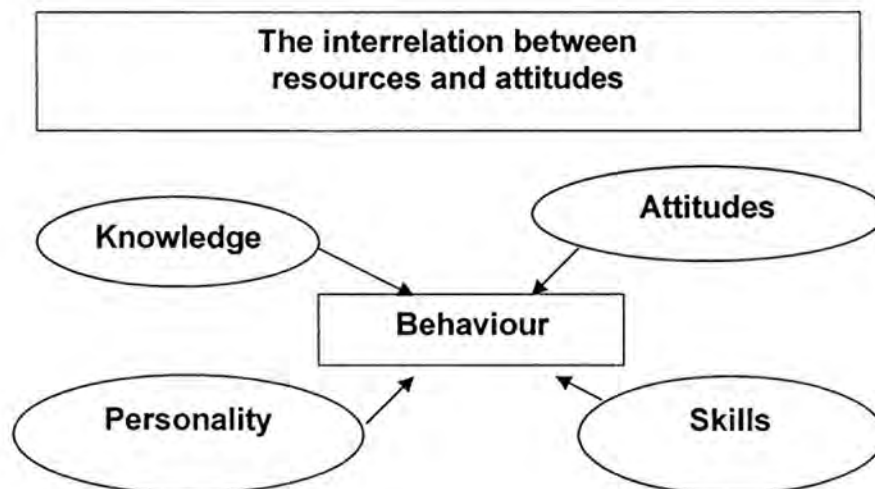
- Search sources
- Think critically
- Analyze questions
- Interview
- Organise information
- Locate specific reference sources, and
- Master advanced information-finding tools.

Within this context the competencies and skills include the entire process of the reference interview of face-to-face, chat and e-mail: analysis of a reference question; conducting a good reference interview; develop a search strategy; delivering the information.

Real-Time chat techniques are in the literature regarded trickier than face-to-face reference interviews and the differences should not be underestimated. In the live virtual reference, there are no visual and oral cues, communications is mediated through software, and reference is taking place on the WWW, using chat with various software platforms or Instant Messaging, where users have different expectations. The chance for miscommunication is greater. Neither person can make eye contact, use facial expressions, or get information from body language. There is a definite skill set that needs to be acquired and a set of techniques that can be learned.

Interrelation between knowledge, skills and attitudes – 3 competencies of equal importance

Competencies are in this context defined as the combined theoretical knowledge and practical experience that makes the individual able and willing to take the right decisions in the daily working environment. This definition is important, because it emphasises, that competencies are not equal to professional formal qualifications only. And the lesson to be learned from regarding the 3 competencies of equal importance is that it should be mirrored in the plans for professional development of staff in all libraries. The figure below shows a general model of the interrelation between human resources and behaviour – and explains why continuing professional development and training is important for further development of organisations.



Within the context of reference, Kovacks (2007) raises the following questions: Can good communication competency make up for poor reference competency? Can great reference competency balance poor communication competency? How far does being nice, approachable, listening, or always positive get you if you cannot meet or answer the information needs of your library users? How far can having thorough reference knowledge get you if you can't communicate your knowledge to the information seeker who will benefit from it? Both communications and reference competencies are important. These are the reference expertises that make the users consult a reference librarian instead of just use Google on their own.

Continuing Professional development in a Danish context

The Royal School of Library and Information Science (RSLIS) states in its performance contract with the Ministry of Culture, it aims to consolidate the school in its position as the most important institution for continuing education and training within LIS and related areas relevant for library development. A part of our current training courses aim to underpin The Danish National Library Authority's national strategic development plan for libraries named 'From Information to Knowledge' (2005).

On an annual basis, we offer a selection of app. 200 different training courses and seminars for all kinds of library staff in addition to formal continuing education, such as our Master Programme in Library and Information Science. More than 5000 library staff participate in training courses and seminars annually, which is quite a high number for a small library community in a country with 5 million inhabitants. Each semester, app. 30 new training courses are introduced - often developed on suggestions from libraries. Topics from training courses published in our course catalogue are used as a basis for tailoring courses, seminars, workshops or presentations for individual libraries, organisations or interest groups.

The Department of Continuing Education and Consultancy invite all the academic staff from RSLIS (app. 70 full time staff) to develop training activities. Further specialists from practice with special subject knowledge and freelance consultants are hired as training instructors.

In order to stimulate new skills and competencies, RSLIS offer a selection of opportunities:

New knowledge: RSLIS offer a Master of Library Science Programme as a postgraduate programme for those with a degree in LIS or an equivalent background. It leads to the award of the qualification of MLISc.

New skills and competencies: Training courses are in RSLIS developed in order to cover the following needs:

1. New practical skills (qualifications and personal skills)
2. Updating practical skills (qualifications and personal skills)
3. New inspiration
4. "Hot topics" – orientation on ongoing policy and legal issues

5. Development of the organisation
 - The individual staff member
 - The team / the unit
 - The management level
 - The entire organisation

The current development needs of the hybrid library as mentioned above are supported by the 3 first categories of our training courses.

Governmental policy issues often generate 'Hot topics' for instance by changes in public governance and legal issues. In RSLIS we aim to pick up and influence that kind of hot topics which influence library issues - typically in seminars and conferences. Library organisations such as the Danish Library Association and The Danish Research Library Association will of course offer conferences on 'hot topics' of relevance for their members - but with more emphasis on the political and practical perspective.

During the last couple of years an increasing number of training courses deals with organisational behaviour. RSLIS organises practical training, seminars and workshops focusing on the organisation development, which have been one of the most demanded themes. Typical themes are: *scenario planning, establishment of common values, cooperation issues, conflict handling, motivation, coaching, stress management, team building, and senior staff.*

On the further development of the individual staff members, popular themes are: *self management, efficient work planning, how to get new ideas.*

Many of these topics for training courses will of course be of relevance and interest to all staff in all kinds of libraries and to all level of staff. In the context of reference and information work the focus for training courses has during 2007 been concentrated on the following themes:

- Core reference skills
- Improving search skills and knowledge of search engines
- Web 2.0/Library 2.0
- User service
- Marketing of library services
- Communication
- Personal professional performance

Core reference skills: Practical training in the old classic face-to-face reference interview techniques has got a revival on our course programme - on suggestion from public libraries. After a period with heavy focus on virtual reference skills – and a period where many of our libraries have closed down reference departments and established general information desks there have been a need for refreshing the old core skills such as interview techniques.

Improving search skills and knowledge of search engines: Reference staff will have a life long need to improve and update their search skills – in particular when paper copies of library materials are replaced by electronic sources. Practical training sessions in searching all types' reference materials (text, images, sound, film) in electronic form are essential as well as knowledge of different formats and packaging for distribution and download to various media.

Further, it is well documented from many studies that the users very frequently start their information search in Google, Yahoo and other search engines. It is important that reference and information staff have a very detailed knowledge of search facilities, ranking algorithm, coverage and content gaps (i.e. Google Scholar) – in order help users finding more qualified information sources than they can do on their own.

Web 2.0/Library 2.0:

Social technologies will have an increasing impact on librarians' communication with the users. "*We have to be visible and available where the users are on the WWW*", is the driving key at the moment. Chat via Instant Messaging is an example of new communication that attract the younger generation of users more than traditional Ask-a-Librarian type of e-mails services.

Danish librarians are creating blogs for dissemination and communication with different user groups. Some also set up projects presenting themselves in social communities as MySpace in order to be available where the users are. A group of public libraries have entered the virtual space *Second Life* in order to offer real time virtual library services – i.e. reference. In order to stimulate a take up of social technologies we do provide a lot of our training during 2007 on themes such as: *Web.2.0/Library 2.0, Music Library 2.0, blogging, RSS and syndication, tagging, Second Life, Flickr, YourTube, Podcasting techniques, etc.*

Other core skills: Marketing, branding and communication skills are important competencies amongst library staff in the physical library. Serving remote library users calls, however, for additional competencies in using suitable techniques for meeting the user in the electronic environment, such as direct marketing, using chat software, co-browsing, communication via SMS and web logs, writing to the Web and Web design. Current research projects conducted by University of Ontario, Canada by Nilsen (2006) document that many libraries do not market the virtual reference service clearly on their web-sites, or the site lacks instructions and service declarations. The study also indicates room for improvement of conducting reference interviews and follow-up to answers from the librarians site. Reference librarians, who want to improve their skills in virtual reference interview and chat sessions, would find very helpful examples and practical instructions in guidebooks i.e. by Ronan (2003) and Kovack (2007).

In order to meet the needs and expectations from the remote library user, knowledge of measuring and evaluation of the use of electronic services (usability tests) is important. Do we know who the users really are? – Do we know, what they expect and whether they are satisfied with the services provided from the library or not? Houlson (2006) refers in a very

content rich article to a number of research studies demonstrating how useful it is to conduct detailed surveys of chat transcripts of virtual reference sessions...

From formal education and training to workplace learning

The outcome of participation in formal continuing education is of course quite simple to measure – a new degree. The outcome of training courses, conferences and seminars might be very high for the individual². For the entire organisation, however, it depends on the procedures for follow up /knowledge sharing – and many library directors still have a job to do in this area. Training courses organised locally for the entire staff or a department seems to have a measurable impact and stimulate new activities and change of attitudes.

In Danish libraries a variety of different methods are used for continuing professional development and training. We have, unfortunately, no research looking into which methods provide the most efficient results for training library staff.

Broadening the concept of continuing professional education to that of continuing professional development and workplace learning has been acknowledged by IFLA when accepting this new section CDPWL in 2003.

This concept is taking in all aspects of a professional's role, and is recognising that education is only one of the ways in which the individuals continue to learn and develop as professionals throughout their working careers and their professional lives.

The concept of 'workplace learning' signifies the inclusion of the different kind of development activities both the formal and less formalised and includes such activities as work-based mentoring and coaching. Beckett and Hager (2002) provide a detailed introduction to the concept and practice of workplace learning.

My suggestions of methods for continuing professional development below are not in priority order or exclusive – but simply because they work in practice. A number of the methods are supported by i.e. Brines (2005). Many of the activities will fit well to underpin the further development of skills and competencies for library staff working with reference and information.

Suggested external activities for continuing professional development

- Participation in projects across institutions/ across sectors (i.e. collaborative reference consortia)
- Participation in professional networks /interest groups (personal and virtual)
- Participation in formal continuing education programmes (including self-study and distance education)

² Methods for measuring the effects (outcome) of training new skills and competences (including the 'personal and social skills') exist, but are not frequently used by Danish libraries

- Participation in external training courses - including distance education (i.e. language, IT-skills, communication, subject areas)
- Participation in conferences and seminars
- Study visits
- Job exchange
- Preparing a presentation for professional meetings
- Writing a paper for publication
- Preparing and teaching a course for library professionals
- Develop a personal communication platform (blogs, web-site, podcasting service, etc.)

Suggested in-house activities for continuing professional development

In-house training / instruction by colleagues

- Knowledge exchange with colleagues (physical and virtual)
- Action learning / learning by doing (i.e. "23 Things")³
- Job rotation
- Reading professional literature
- Testing new products / services (i.e. features and validation of electronic resources)
- Mentoring programmes
- Supervision
- Benchmarking
- Trial and errors
- Good management

Resources needed

When planning for new skills and competencies it is necessary to take into account that sufficient resources should be made available in the institution. Participation in formal continuing education programmes, training courses and professional conferences requires separate budget allocations. Participation in external networks for knowledge exchange and conducting projects with colleagues from other libraries and across sectors seems to be very valuable for developing new competencies. Well-known in-house initiatives as listed above will also be usual for achieving new skills.

"What is the minimum of resources needed for continuing education?"

It is probably not possible to give an ultimate answer to this question. I have asked a sample of Danish research library directors on their average resource allocation for continuing education and training in 2005 and 2006. On this basis, I recommend the following figures:

³ A Learning 2.0 program which is developed by Charlotte Library, U.S. called "23 Things" is a step by step e-learning tutorial for Web 2.0 technologies. Widely user by libraries in U.S. and recently adapted amongst Danish public librares

10% of staff's working hours as a minimum for training and professional development (external + internal activities).

In terms of budget, 25 -30 % of the total budget should as a minimum be allocated for the development of new services.

When considering the validity of this estimation, it is important to keep in mind, that the figures are reflecting the state of development of the Danish libraries – with decades of library automation experience, a well functioning national coordination strategy and strong state support for library development - and not least library staff in all kind of libraries with a professional LIS education and continuing education programmes of a very high standard.

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๑๒. แนวทางใหม่สำหรับบรรณานุกรมแห่งชาติในยุคดิจิทัล

(The new “Guidelines for national bibliographies in the digital age”)

โดย *Maja Zumer* : University of Ljubljana, Slovenia

	<p>The new "Guidelines for national bibliographies in the digital age"</p> <p>Maja Žumer University of Ljubljana Slovenia</p>
<p>Meeting:</p>	<p>89 Bibliography with National Libraries and Classification and Indexing</p>
<p>Simultaneous Interpretation:</p>	<p>Yes</p>
<p>WORLD LIBRARY AND INFORMATION CONGRESS: 73RD IFLA GENERAL CONFERENCE AND COUNCIL 19-23 August 2007, Durban, South Africa http://www.ifla.org/iv/ifla73/index.htm</p>	

Abstract:

The Working group on Guidelines for (electronic) national bibliographies was established in 2004 has started the work with an analysis of users and contexts of use of national bibliographies (NB) in the digital age. National bibliographies are changing dramatically: they include more and more also bibliographic records for digital resources and national bibliographic agencies are increasingly complementing (or even replacing) printed versions of NB with electronic. The guidelines will be soon posted for the world-wide review; this paper gives an overview of the document prepared so far.

1. Introduction

This is the third paper devoted to "Guidelines for (electronic) national bibliographies", now renamed "Guidelines for national bibliographies in the digital age". The first in 2003 was stating the need for such guidelines (Žumer, 2003). The second in 2005 was already reporting on the progress of the working group (Žumer, 2005). As an introduction an excerpt from the latter is used:

"National bibliography in the modern sense of the word is defined as a cumulation of the authoritative and comprehensive records of the national imprint (i.e., products of the national publishing industry) of a country, published regularly, and with the least possible delay. It is produced in

accordance with international standards by the national bibliographic agency. Publication details and authorship are investigated and verified in detail.

The definition of the national bibliography seems relatively simple and straightforward, but it still leaves many questions unanswered:

- How is the national imprint (or, production of national publishing industry) defined?
- What are its borders (geographically, conceptually)?
- Which standards should be followed?
- What is the appropriate delay in publication of national bibliographies?
- Which format of the national bibliography is the most appropriate?

The working group of guidelines for (electronic) national bibliographies is aware of all these questions and has started to address them. The answers are not easy and simple, though."

Now the group is already preparing the final version of the guidelines.

2. The use of national bibliographies

While there is good evidence and understanding of the use of national bibliographies in libraries, there is lack of substantial data on other users. In some countries (Czech Republic, Norway) national libraries started investigating who the users are and in what context, but broader studies are very much needed. In addition to current users we also have to focus on future and potential users not only to justify the production of the national bibliography, but also to implement the required services.

The present and potential users therefore include (Zumer, 2005):

- **Librarians**
 - *Cataloguers*
Cataloguers need national bibliographies directly (i.e. for copy cataloguing) or indirectly, as support in cataloguing. In the latter case they look for similar bibliographic records and, probably even predominantly, for authority records (names, corporate bodies)
 - *Acquisitions librarians*
They need national bibliographies to order publications, identify publishers and distributors, publication status.
 - *Collection development*
To analyse available publications, to select according to collection development criteria, also awareness of future publications (e.g. using CIP records)
 - *Reference librarians*
They act on behalf of end-users (including library patrons, formal and informal groups, corporate bodies)
 - *Legal deposit management*

Because of the strong tie of national bibliography with legal (or voluntary) deposit, the data in national bibliographies can be used to analyse and control the deposit.

- *Preservation*
To determine trends in publishing and plan preservation procedures.
- **End-users**
This is the most heterogeneous group ranging from library patrons to users who access the online national bibliography remotely. Formal or informal groups and corporate bodies are included into this category. There is considerable variation between different national models: in the UK, for example, the NB is a commercial product and is not widely used by the general public. In Scandinavian countries, in contrast, NB is widely used as a complement to union catalogues. But regardless of business models behind the NB, the working group identified vast potential of NB for the general public.
- **Book trade**
 - Publishers
Commercial and non-commercial sector, also government and official publishers use national bibliographies to analyse the market and competition
 - Booksellers
In their needs this group is similar to collection development and acquisition librarians. In addition they may perform the function of a reference librarian and possibly even refer customers to libraries for out-of-print publications.
- **Agencies**
 - Funding bodies
To study the impact of existing funding or to plan future funding policies.
 - Official statistics
For statistical account of a country's publishing output.
- **Rights management organisations**
Because of high-quality authority control and authoritative data on authorship national bibliography data can be (and is) used to support management of intellectual rights by collecting societies, but also government bodies for management of lending right remuneration.
- **Others**
Many other specific users can be listed. Some examples from Norway:
 - printers identifying publishers to offer cooperation
 - journalists to identify language/genre/origin patterns in publications
 - organizers of book fairs
 - identification of translators from/to specific language
 - identification of illustrators

And, finally, we have to be aware that in addition to 'human' users of electronic national bibliographies, there is also computer software which directly accesses national bibliographic records such as federated/distributed searching and harvesting. While not users in the real sense, these cases pose additional technical requirements that have to be taken into account when planning an online national bibliography.

We started with a discussion of the mission of NB in the new environment. Then the users and their specific needs and requirements have been identified. At the same time the working group also focused on types of materials for inclusion into the NB and selection principles when not everything can be included due to quantity. The next steps include specification of functionality and guidelines for the interface. We also have to focus on conceptual and technical interoperability with other environments and systems.

2. Structure of the Guidelines

The chapters of the Guidelines draft reflect the methodology of the preparation and the analysis used. As mentioned before, we started from the analysis of users and contexts of use of national bibliographies. The analysis was extended beyond the obvious: librarians and library users. Other uses and users were identified such as publishers, booksellers, funding bodies, rights management. In addition we have to be aware that electronic national bibliographies are also accessed by harvesters or serve as targets in distributed searching.

- *Introduction*
Includes background information, covering both the history of national bibliographies and development of recommendations. Scope and purpose of the document are stated.
- *Value of national bibliographies*
Mission of modern national bibliographies is discussed, followed by detailed analysis of users of NB, the reasons and contexts in which they access NB. As the foundation for next chapters, the requirements for each user group and context are listed. The emphasis is on search formulation requirements (such as typical queries), required display of bibliographic/authority information and additional functionality when needed.
- *Selection Criteria*
This chapter presents selection principles to aid national bibliographic agencies in formulating their selection criteria. There is no one set of selection principles that can serve every national bibliographic agency. This chapter provides a discussion of the various criteria to be considered; the rationale to be taken into

account; and the constraints that come into play as each national bibliographic agency tackles the challenge of defining its selection criteria. From this panorama of choices, each national bibliographic agency may devise a framework of selection criteria that meets its needs for administering its country's national bibliography and that fulfils any legal mandates that must be met.

- *Cataloguing Levels*

The integration of web and other electronic resources presents a challenge for national bibliographic agencies. Traditional cataloguing practices, assuming book-in-hand analysis of all resources are not scalable to the whole of the World Wide Web. The proliferation of digital media and formats also raises new challenges for the organisation and presentation of information and provision of access. National bibliographic agencies need to allocate their limited resources as efficiently as possible to achieve comprehensive coverage while continuing to satisfy existing user needs. The Web has also altered expectations. Users are no longer satisfied with the knowledge that a specific resource exists; they are accustomed to instant access to information directly through their computer. Current IFLA Recommendations and previous guidelines have emphasised the need for national bibliographic agencies to treat all resources equally. In the new context this approach is no longer sustainable. In future a graduated approach will be required in which the level of cataloguing appropriate to different types of resource will be determined in relation to the type of resource, the level of metadata associated with the resource, and the significance of the resource for the national bibliography.

- *Cooperation with Publishers*

Some National Bibliographic Agencies have already established successful working relationships with publishers. The benefits of such cooperation include improved timeliness (publishers deposit their publications promptly), sharing and re-use of metadata, mutual promotion.

- *General Guidelines for Creating a National Bibliography*

This part of the document provides a general organizational overview of preparation of NB and is intended to be used both by well established national bibliographic agencies and by those which are now being established. The content includes the legal framework, organizational alternatives and possible business models. NBs are produced in very different organizational frameworks and particularly newly established national bibliographic agencies need an overview of alternative approaches.

- *Functionality of the Electronic National Bibliography*
The electronic national bibliography is an important information resource for various user groups in different contexts as discussed in previous chapters. The interface should, as much as possible, enable all the functionality needed by these user groups. The list of user groups is long and it is clear that their information needs, contexts, and, consequently, requirements differ very much. In order to serve best all the users, we analyse the requirements regarding interfaces, access points (search forms, display formats, and added functionality, when needed). A section on interoperability issues is included, too.
- *Bibliography*
The bibliography includes references to a number of existing resources, relevant to all aspects of production of NM, from setting up the organisational framework to actual production, including various recommendations, guidelines and standards.

3. Next steps

The final versions of chapters are being prepared. After a meeting during the conference in Durban, the final editing will start and the working group has set the goal to have the document ready for general discussion and world-wide review by the end of 2007. Some national bibliographic agencies have already expressed their interest in reviewing the document and testing its practical value in real setting. The working group would appreciate such feedback.

After several years we are slowly approaching the most important milestone: the publication of the guidelines. After that the Bibliography Section will have to perform occasional periodic reviews in order to keep the guidelines current, useful and used.

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๑๓. ผลที่ได้รับจากหุ้นส่วนความร่วมมือของห้องสมุด
รัฐสภาและการบริการข้อมูล : กลยุทธ์การดำรงอยู่ในศตวรรษที่ 21

(Effective Partnerships in Parliamentary Library and Research
Services : A strategic intervention for survival in the 21st century)

โดย *Innocent Rugambwa* : Director of Library & Research Parliament of Uganda

	<p>Effective Partnerships in Parliamentary Library and Research Services: A strategic Intervention for Survival in the 21st Century</p> <p>Innocent Rugambwa <i>Director, Library & Research</i> <i>Parliament of Uganda</i> e-mail: irugambwa@parliament.go.ug</p>
<p>Meeting:</p>	<p>02 Library and Research Services for Parliaments</p>
<p>Simultaneous Interpretation:</p>	
<p align="center">WORLD LIBRARY AND INFORMATION CONGRESS: 73RD IFLA GENERAL CONFERENCE AND COUNCIL 19-23 August 2007, Durban, South Africa http://www.ifla.org/iv/ifla73/index.htm</p>	

Abstract:

If a Parliament is establishing a Library and Research Service or enhancing the capacity and scope of the existing service, there is much to be learned from the experience of international counterparts and partnerships with relevant stakeholders. Each segment of society has a specific role to play and resources to share. This paper explores opportunities for building effective partnerships between parliamentary library and research services and relevant stakeholders with a view to achieving best practices. Examples of partnerships are cited with reference to Parliament of Uganda.

1.0 Introduction:

In a parliamentary democratic system, the representatives of the people need objective, factual and timely information with a view to making informed decisions and ensuring executive accountability to the legislature. This presupposes that Parliament should have its own information reservoir and information management system, away from the control of the Executive Branch. Almost all organizations are using some form of resource sharing through networks and partnerships both within and even beyond, to join the Global Society. There's need for access to information sources other than those found in one's establishment, region or country. One also needs to reach out and communicate with other colleagues in a faster and more efficient manner.

The phenomenal growth in the range and dimensions of the sphere of the government has made it impossible for the modern legislator to be self-reliant in the field of information that he needs in the discharge of his duties as an effective representative of his people. The situation has necessitated the establishment of not merely a well-stocked Library but also an efficient research and reference service to which members of Parliament can always turn for help and assistance.

In an age of rapidly changing technological developments, it would be surprising if Parliaments, as central institutions of democratic representation, were not to undergo change. Remarkable of these developments is the field of information management. The Information Society has dawned on us. Undoubtedly, an informed electorate and legislature are invaluable assets to a successful democracy.

2.0 The Need for Partnerships in Library and Research Services

- The concept of partnerships implies removal of barriers to information resource sharing; and ensuring easy access by clientele to the sum total of the world's knowledge resources.
- No parliament can ever be self-sufficient with regard to information resources.
- Motivated by the strong desire to improve, revitalize, and strengthen the library and research services, especially within developing countries; sharing resources, data, functions, human and ICT resources.
- Blending requisite competencies;
- Building synergy with stakeholders and sharing resources.

3.0 REQUIREMENTS FOR PARTNERSHIPS:

Notable of the developments in Information Technology is the widespread use of e-mail, Internet and Intranet technologies. It is evident that the emerging technologies are being exploited to enhance information management and dissemination among parliaments worldwide.

Electronic mail is an effective tool that enhances communication between individuals, groups, and organizations. E-mail offers the potential for Parliamentary Library and Research Centers to enhance information resource sharing with other institutions; offer quick reference services; offset postage costs and facilitate correspondence. Using Internet, the following routine library and research functions can now be offered on-line: acquisition of new information materials, information processing, and reference service; creating archives on the net /Institutional Repositories; marketing of information services and products via the World Wide Web (Websites); research services via surfing, etc

Borrowing the experience of Britain, Germany, India, Uganda, etc. ICT potentials have been exploited to enhance information management in Parliamentary Libraries. Special emphasis has been put on developing databases to suit the increasing need for objective and non-partisan information for members.

4.0 PARTNERSHIPS WITH INTERNATIONAL ORGANISATIONS AND PARLIAMENTARY ASSOCIATIONS

International organizations and/or parliamentary associations have become important instruments for the dissemination of information and good practices. For example, Inter-Parliamentary Union and Commonwealth Parliamentary Association produce a lot of literature (conference proceedings, world wide elections reports, directory of parliaments, etc) that have enriched the information resource base of Parliament of Uganda.

4.1 The International Federation of Library Associations and Institutions (IFLA) is the preeminent international library body that provides an opportunity for staff from Parliamentary library and research services from around the world to meet annually. The Library and Research Services Section of IFLA offers invaluable opportunity for sharing vast experiences and best practices to participants.

4.2 AWEPA is an *Association of European Parliamentarians for Africa* that works for democratization and respect for human rights through supporting the functioning of African Parliaments. Several workshops facilitated by AWEPA-Uganda have enabled parliamentary library and research staff to acquire knowledge and skills in Monitoring and Evaluation of Government Programs; Research Methods; Analysis of Bills and Policies; Parliamentary HIV/AIDS toolkit; development of a Research Information Management System, etc.

4.3 The World Bank

As part of its governance program, the Poverty Reduction and Economic Reform Division of the World Bank Institute has sought to strengthen parliamentary oversight by improving parliaments' representative function and its accountability to the electorate. Efforts have been made to promote the greater access to information as a key component of good governance. Since 2000 the Parliamentary Library (Uganda) has benefited from the World Bank Regional Depository Library program. World Bank Publications on Africa Region are deposited in the Parliament Library (free of charge).

4.4 The United Nations

Under the United Nations Department of Economic and Social Affairs (UNDESA) Project the Parliamentary Library (Uganda) has acquired 10 computers to enable MPs access the Internet, among others. An additional 10 computers have been installed outside the library to ease MPs access. An integrated library software known as Koha has been installed to expedite information management and generate reports.

4.5 United Nations Economic Commission for Africa

The meetings of the Committee on Development Information (CODI) of the United Nations Economic Commission for Africa (UNECA) are held every two years in Addis Ababa, Ethiopia. These have been used as a forum at which major issues affecting libraries and information services in Africa are discussed. The Director, Library and Research (Parliament of Uganda) has participated on two occasions.

4.6 The African Virtual Library and Information Network (AVLIN)

The African Virtual Library and Information Network (AVLIN) is a network of Internet-based information and knowledge resources and services that form a web of virtual libraries and knowledge exchanges, and will link African libraries, information Centres and specialized networks. An enhanced platform of knowledge and information among researchers and policy makers, it will be accessible to the people of the region and to others engaged in African development sectors (<http://www.uneca.org/disd/library/AVLIN/about.htm>).

AVLIN's overarching objective is to help bridge the digital divide between Africa and the developed world by:

1. providing access to, policy documents and reports, bibliographic databases, general information and expert and institutional profiles of African universities, research institutions, libraries and information centres;
2. building capacity at institutional, national and regional levels on development of integrated virtual library services;
3. promoting regional cooperation on standardization and virtual library system developments; and
4. Facilitating research and developmental activities in both infrastructure and development of digital and virtual libraries.

4.6.1 Operational Framework

AVLIN is a collaborative project of the Economic Commission for Africa (ECA), other interested regional institutions, and the African library community;

1. Ownership of content, hardware, in-house software, operational strategies and human resources will be vested in partners and participants. ECA's role will be facilitative and integrative;
2. Membership and participation shall be voluntary;
3. Implementation efforts will seek to ensure seamless complementarities with related projects and initiatives of the ECA, for example, the African Information Society Initiative (AISII) and the African Knowledge Network Forum (AKNF);
4. Main focus will be on capacity building at institutional, national and regional levels; regional cooperation on standardization and system development; and the facilitation of research and development activities in both infrastructure and development of digital and virtual libraries.

4.6.2 Technical Framework

AVLIN will be a distributed network, meaning that its databases of information resources will not all be loaded onto a computer system of a single institution;

1. Available databases, digital libraries and other information resources and services will be housed and operated locally, but connected to the Internet;
2. AVLIN will provide the necessary interfaces for users to access the variously developed virtual libraries, knowledge exchanges, and other information networks;

3. Its physical structure will include powerful search engines, collaborative software (knowledge exchange engine), and links to a variety of information objectives and platforms;
4. Information related to the various economic and social sectors will be covered including agriculture, population, education, transport and communications, health and environment and other emerging issues.

4.6.3 Partnership Arrangements

ECA will forge close collaboration with organizations that have known interest in development information and institutional networking. Co-operation with a wide range of African institutions including Africa Union (AU), African Development Bank (ADB) and the Association of African Universities (AAU), international and multilateral knowledge-producing Centres of excellence in the development sector will also be sought.

4.7 Partnerships within the APLESA Framework

Since its inception in 1994 the Association of Parliamentary Libraries in Eastern and Southern Africa (APLESA) has enabled networking and information resource sharing for member parliaments. APLESA members are Angola, Botswana, Ethiopia, Kenya, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Tanzania, Uganda, Zambia, and Zimbabwe. Individual member parliaments facilitate their staff to participate in APLESA activities.

APLESA in partnership with the House of Commons – UK, SABINET and Finnish Parliament organized a workshop on Information Management and annual Conference 19-23 July 1999, Windhoek, Namibia. Twenty three Librarians from 12 member parliaments benefited from this training. In partnership with the Parliamentary Centre of Canada, APLESA website was developed and hosted; APLESA Strategic Planning Workshop (attended by 14 library and research officers from 13 member parliaments) held in Kampala, Uganda, July 30 – 3rd August 2001; APLESA Logo designed; directory of members designed.

4.8 The House of Commons

In partnership with the House of Commons Library – UK, the Librarian Parliament of Uganda was facilitated to attend the IFLA Pre-Conference in London and main Conference in Glasgow, August 2002. Similarly, the House of Commons Library facilitated the Director, Library and Research, Parliament of Uganda to present a paper (panelist) at the IFLA Pre-Conference and participate in the main conference, Seoul, S. Korea, August 2006. Internship of staff has also been organized enabling library and research officers to learn from long experience of the House of Commons.

4.9 The British Council

The Parliamentary Library and Research staff are members of the British Council Management Centre (Uganda). This has enabled staff to access a wide range of current

information resources within and abroad. Also the Management Forum, a discussion group under the aegis of British Council presents an opportunity for professionals to share work experiences as well as network for professional enrichment. The British Council facilitated the Parliament Librarian for attachment to the House of Commons, February 2001.

4.10 Partnership with Embassies/Foreign Missions

Through working relations with the United States Information Centre (Uganda), the library has acquired numerous current journal articles in a bid to enhance good governance in Uganda. Library and research staff have free access to Lexus Nexis Database among other on-line resources offered by the Centre. In May 2002 the Parliament Librarian was facilitated by the Department of State to participate in an International Visitor Project (IVP) focusing on how Legislative and Information Research is carried out in the United States, namely, Washington D.C.; Louisiana; Wisconsin; California; and Pennsylvania.

4.11 Partnership with Academia

There's need for Parliament to enhance its working relations with academic and research institutions (universities, etc) with intent to developing partnerships in areas of research, consultancy, sensitisation, capacity building, etc. This would bridge the gaps in skills, knowledge, expertise (think tanks), logistics, and information resource sharing. It would also minimise undesired duplication of resources. The Parliamentary Library (Uganda) has joined the Consortium of University Libraries, thereby subscribing for on-line resources at discounted rates.

4.12 Partnership with Civil Society Organisations (CSOs)

With their good understanding of communities and groups, and substantial funding, CSOs conduct lots of research activities and generate a lot of information relevant to the mandate of parliament. They serve as interfaces between donors, Governments and citizens to promote sustainable development. Partnering with CSOs would strategically position library and research services of parliaments to address issues at grass root level of society.

4.13 In-house Collaboration

Library and Research Services for Parliaments would perform better if strategically positioned at institutional level. There's need to build synergies with the Committee Secretariat, Budget Office, ICT specialists, among other staff of parliament. In-fighting of roles among staff is detrimental to best practices. Collaboration with government departments enhances information sharing.

5.0 Conclusion:

The Information Age has dawned on us. Application of the emerging ICT potentials in Parliamentary Library and Research services is not a matter of choice but a visa to the 21st Century and beyond. Nevertheless, effective partnerships for the survival of Parliamentary Library and Research Centres require staff/management with good interpersonal skills, project planning and management skills, managerial/leadership

qualities; marketing, lobbying, negotiation skills; ability to follow-up action plans, just to mention a few. Staff should employ a team approach; build an environment of mutual respect and trust; communicate effectively; seek out challenges and capitalize on new opportunities. Best practices result from a committed workforce operating in an enabling environment enriched by relevant stakeholders.

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African Regional Action Plan on the Knowledge Economy: A Framework for Action. Economic Commission for Africa. 2005.

Coleman, Stephen, Taylor John and Donk Wim van de (eds.). Parliament in the age of the Internet. Oxford University Press 1999.

Parliamentary Centre/CIDA. Building Information and Research Capacity in Emerging Legislatures: A parliamentary reference guide.

A Guide to the Services of the House of Commons Library

Proceedings of the 66th IFLA Council and General Conference, Jerusalem, Israel, 13-18 August 2000.


<http://www.uneca.org/disd/library/AVLIN/about.htm>

<http://www.sla.org/content/SLA/professional/meaning/comp2003.cfm>

๑๔. ความร่วมมือของห้องสมุดรัฐสภาแคนาดา

(Partnering at the Canadian Library of Parliament)

โดย *Mr. Hugh Finsten* : Associate Parliamentary Librarian

	<p>Partnering at the Canadian Library of Parliament</p> <p>Information compiled by:</p> <p>Mr. Hugh Finsten, Associate Parliamentary Librarian</p> <p>And presented by:</p> <p>Dr. William R. Young, Parliamentary Librarian Library of Parliament Ottawa, Canada</p>
<p>Meeting:</p>	<p>102 Library and Research Services for Parliaments</p>
<p>Simultaneous Interpretation:</p>	<p>No</p>
<p>WORLD LIBRARY AND INFORMATION CONGRESS: 73RD IFLA GENERAL CONFERENCE AND COUNCIL 19-23 August 2007, Durban, South Africa http://www.ifla.org/iv/ifla73/index.htm</p>	

ABSTRACT:

This paper discusses various types of partnerships and raises basic issues and questions for parliamentary libraries when considering partnering. It provides a compendium of formal and informal partnerships engaged in by the Canadian Library of Parliament and includes information on how the Library works with other organizations --- other libraries, consortia, government departments, private organizations, parliamentary partners, etc -- in carrying out various tasks and assisting others. While much of the partnering is done on an informal basis, the paper illustrates how the Library provides services and works in conjunction with others -- cooperating with other organizations inside and outside Parliament. It points to the Library's efforts to assist others through library, research and public outreach programs. The paper also suggests ideas for other partnering opportunities.

PARTNERING AT THE CANADIAN LIBRARY OF PARLIAMENT

PART A. INITIAL CONSIDERATIONS

*Excerpts adapted and revised from a preliminary report prepared for the Canadian Library of Parliament
by SynParSys Consulting Inc. Ottawa, April 21, 2007*

WHAT IS PARTNERING

A “partner” is defined as “a person who takes part in some activity in common with another or others”¹.

“Partnering” is a general term that may also include sponsorship, collaboration, or a strategic alliance. Common characteristics of partnerships are:

- joint programs, activities or transactions
- two or more independent organizations
- an agreement
- combining inputs
- sharing risks
- sharing benefits.

A “sponsorship” is a business relationship in which two entities exchange things of value. This value can be financial, in-kind, or benefits related to visibility/exposure, publicity or market reach. It also involves a display of affiliation that stops short of product endorsement. That is, the two parties to a sponsorship visibly associate their “good name” with each other.

In terms of publicity, sponsorship aims at having a deeper and longer-lasting impact than mere advertising. Sponsorship is often managed as a long-term relationship that aims at “branding” of the sponsor in a new way. Associating with another’s good name could carry strong positive connotations; at the same time, there is a high level of risk if one of the associated parties loses its status, or if the clientele decide that the association is inappropriate.

Partners have shared objectives whereas in a *sponsorship*, there is no intrinsic relationship between the partners’ objectives. Partnering is a two-sided relationship; it assumes an agreement has been reached.

Partnering also occurs in other ways -- examples include providing expertise to sister institutions in other jurisdictions; participating in national and international networks and professional organizations; supporting educational efforts and providing programming for general and specialist visitors to Parliament.

The term “partnership” also has legal implications which involve a business enterprise and the sharing of profits and liabilities. For our discussion, it may be preferable to use the term “partnership” as meaning a *collaborative arrangement*.

¹ Webster’s New World Dictionary 2nd edition

WHY PARTNER

Partnering can add value to services while controlling costs. Libraries should consider partnering to achieve results relevant to their strategic objectives and priorities in situations where partnering offers distinct advantages in terms of results compared with other approaches and can be carried out in a prudent manner with respect to resources and risks. Partnering can:

- improve, enhance and extend services in ways that are important to our Parliamentary clients
- reduce the cost of providing services; that is, improve the ratio between costs and benefits
- enhance links with stakeholders, networks, knowledge communities and others
- improve, enhance and extend services in ways that are important to clients
- improve visibility and credibility with clients
- improve staff well-being and professional development
- strengthen national and international networks
- add valuable information and historical documents, books, manuscripts etc to holdings
- increase technical capacities and expertise
- foster leadership role in areas such as the preservation and retrieval of legislative documents and in promoting understanding of parliamentary democracy
- gain access to critical information.

Partnering should

- enhance service to clients.
- increase visibility and credibility among clients.
- achieve access to specialized information more economically than by other means
- facilitate playing a leadership role in the national and international networks.

SOME BASIC PRINCIPLES

For parliamentary libraries, some of the key characteristics that need to be taken into account in developing partnerships include:

- separation of the legislative from the executive branch of government
- political impartiality, non-partisanship, neutrality
- ability to take full responsibility for the quality of the services provided to Parliamentarians
- ability to take full responsibility for the information and programs provided to Canadians on behalf of Parliamentarians
- stewardship of unique information and artefacts on behalf of Parliamentarians and Canadians

In addition, the Library respects values and principles that apply to institutions serving the public interest and expending public funds. Some are cited in policy instruments; for instance, transparency, prudence, accountability and propriety in contracting and hospitality matters.

Trends in government thinking, particularly on broad social objectives (such as reflecting demographic diversity in the public service) and on best practices in management and governance (such as the emphasis on results, accountability and ethics) will have a real albeit informal impact on the issue of partnering. They contribute thinking about the wider mission and status of public institutions:

- providing services in both official languages and support to official language minority groups
- increasing workforce participation by members of employment equity groups
- fostering accountability and transparency
- measuring performance with an emphasis on results, and reporting results

There are best practices elsewhere that may be found helpful. Two of them in our immediate milieu are the *Statement of Public Services Values and Ethics* and an adaptation and expansion of that *Statement* for working in partnership.

QUESTIONS YOU NEED TO ASK

1. How does the partnering proposal fit with the strategic objectives and priorities of the Library?
2. Is the proposal acceptable as a matter of fundamental principles? Does the proposal pose unacceptable risks for any of the essential characteristics or relationships of the Library?
3. What sorts of advantages would the proposed collaboration generate in relation to the organization's strategic objectives? How important are those advantages in terms of the institution's strategic priorities?
4. Ownership: will the Library be ultimately responsible for the partnered activity in question which is carried out with the partner's assistance? Or will the partner be responsible for the partnered activity? Or will the partnered activity be jointly 'owned'?

OWNING THE PARTNERSHIP

Everyone needs to know "who is in charge", who takes the lead. That role carries greater control, and extra burdens of managerial and operating costs and extra issues of managing visibility and risk. The 'owner' calls meeting, keeps track of the overall budget, ensures internal communications within the group of partners, and so on.

True joint ownership is the most complicated arrangement. It usually requires establishment of a shared governance structure.

Because of the relationships the Library has with the Senate and the House of Commons, ownership is a key factor in agreements among the parliamentary partners. Apart from costs, the key considerations regard to ownership are whether or not Library is able to and wishes to retain or acquire the lead role the activity in question. For example, certain sorts of seminars that require a partnering might be appropriate as a longer term offering of "Library of Parliament in partnership with X and Y"; others be inappropriate, or too costly, or of lesser benefit to be carried out with that degree of focus (and burden).

Partnering does not dilute the requirement to be accountable. If the Library contributes 25% of the resources to a partnered activity, it needs to be able to show that the results achieved were reasonable proportional to that investment and relevant to the Library's strategic objectives and priorities.

WHAT YOU NEED TO KNOW ABOUT YOUR PARTNERS

Are they stable, sound and responsible as an organisation? Is there good reason to believe that they will be willing and able to meet their commitments? Is there good reason to believe that they will be a credit to **your** organization?

Partnering with parliamentary partners (the Senate and House of Commons) is the most natural choice, since the three parliamentary entities serve the same clients and operate within the same culture. A frequent challenge in partnering is the learning curve to get the other entities to understand each others' language and habits. In the case of parliamentary partners, this learning has already happened, and it continues every day. There is also an ease to partnering with related bodies such as the Canadian Study of Parliament Group, the Canadian Association of Former Parliamentarians, and the Parliamentary Centre.

An important caution: even if there is a 'natural fit' with a partner, one still needs to have as much clarity around the nature, values and conditions of the exchanges – as clear and well-reasoned an agreement – as if the agreement were with a less closely related entity. Some of the important lessons on careful partnering arise from loose or incomplete agreements with 'friends' that have evolved into an excessive burden for one of the partners.

Regarding other potential partners, you need to check to see if possible partners are lobbyists. If they are, then the collaboration would need to be designed in a manner that shields the Library's neutrality, both in fact and in perception. The same applies for organizations such as CARL that engage in lobbying activities.

"Fit" is critical for the immediate proposed joint activities. But it is also important for the long term. First, the reputation of the partner will still be an issue for LOP after the activity has ended. Second, part of the pay-off of partnering is that partners get to know each other and find new ways over time to collaborate for mutual advantage; all partnering should be thought of as a long-term investment, even if the concrete results are short-term.

BALANCING BENEFITS AND COSTS

A key question: "What would it cost us to do it by ourselves?" Not infrequently, organizations realise that partnering is more expensive in the short run, even though the enthusiasts talk about how partnering 'leverages' resources from other sources. But even in these cases, partnering may be advantageous because

- there are legal, jurisdictional or operational barriers to 'doing it ourselves'
- the partnership is seen as a long term relationship, in which the benefits over the longer period will outweigh the costs
- the partnered activity is new territory for the Library and the risks of investing in something new are lower if the Library teams up with an organization that is already expert in the area
- the partnership gains profile for the Library with its clients

THE RISKS

Certain activities might be prone to attracting unfriendly media attention. An initiative might be very worthwhile at low volume, but there might be overwhelming demand as this initiative grows over time, and as other potential partners cite it as a precedent to ask for similar arrangements. Therefore, it is important to limit demand from the start. For example, the Library might assist a province by sending four of its expert staff for four weeks to organise and set up mechanisms to preserve documents in their

legislative library. How one approaches this leadership/assistance role is very important. If there is no resource recovery because you were able to absorb the costs, you may have set a precedent for the next client. If that client is a larger province and you need 25 people and 12 weeks to organise their records and put in place mechanisms to preserve documents, you may jeopardize regular service to your clients strain the budget so that something else must be cut. It is always best to estimate the worst case scenario before doing something and then ensure you act with that in mind.

The full extent of an action should be looked at and measures taken to ensure no irreparable damage. In the case above, one could have charged the first province for the salaries of the expert staff; then when another province made a similar request, the precedent of cost recovery would be there.

PART B: CURRENT PARTNERSHIPS

The Canadian Library of Parliament like many parliamentary libraries has a variety of arrangements that could be considered "partnerships". In some cases they are concluded by (1) a formal written agreement such as a Memorandum of Understanding or a contract so responsibilities and roles are clear. In other cases there may be (2) an informal understanding. Below is a catalogue of these arrangements at the Canadian Library of Parliament organized by these two classes.

**PARTNERSHIPS AND WORKING RELATIONSHIPS BETWEEN THE LIBRARY OF PARLIAMENT (LOP)
AND OTHER ORGANIZATIONS**

Title	LOP Partner(s)	Description
Formal Agreements/Partnerships		
Parliamentary Information and Research Service (PIRS)		
GLIN - Global Legal Information Network. International database of laws.	Law Library of the Library of Congress	International database of laws, regulations, judicial decisions, and other complementary legal sources. GLIN members contribute the official full texts of published documents to the database in their original language, plus a summary in English and subject terms selected from the multilingual index to GLIN. This system gives the public and GLIN contributors access to this legal information through a web browser interface, greatly facilitating comparative legal research.
PIRS Internship Program -- Trip to Washington	Canadian Association of Former Parliamentarians (CAFP)	CAFP funds the Library interns' trip to Washington to experience inner workings of the US Congress. Interns prepare an article to be published in the quarterly journal of the CAFP and deliver a "lunch and learn" session to Library staff and members of CAFP
Working agreement on managing Infonet queries	House of Commons (HOC) and Senate	Working document that sets out procedures for managing enquiries from the public that are submitted through web forms on the Parliament of Canada website.
Office of the Ethics Commissioner (MOU)	Office of the Ethics Commissioner	MOU of 2005 – reference and information services are covered in an annex to the agreement.
Privy Council Office Library	PCO	LOP offers consultation, borrowing, assistance with reference strategy and limited searching of databases not available at PCO Library.
Licensing Agreement between PWGSC and Federal Publications.	Department of Public Works & Government Services Canada (PWGSC)	PWGSC grants licensee the right to reproduce the PIRS publications in order to distribute the products on a commercial basis. LOP is the author department and participates in the drafting of the agreement.
Special Education Program	Ridgemont High School, Ottawa	Provides clerical assistance to the Library's Central Enquiry Section. First work experience for these special education students, who may move on to join the Friends or Buddies programs run by the HOC and the Senate.
Depository Service Program (DSP)	PWGSC	DSP acquires catalogues and distributes, free of charge, federal government publications in all formats to a network of depository libraries as well as to federal parliamentarians. All new and revised publications prepared by PIRS for distribution to its parliamentary clients are sent to DPS in electronic format and are published on their site. The Library

		of Parliament receives a copy of all publications distributed through the Program.
Transfer of the Public Information and Education Service (MOU)	HOC	Agreement between the HOC and the LOP on the transfer of the House of Commons Information and Education Service to the Library. Under the agreement, the LOP provides information and education to the general public about the HOC and Parliament and the HOC provides technical and internal support services to the Public Information and Education Service at the same level as they were provided prior to the agreement.
Information and Document Resource Service (IDRS)		
Resource sharing agreement	Canadiana.org	LOP donated the electronic files of reconstituted debates for use by Canadiana.org in the Canada in the Making project.
Resources Sharing	LAC	In return for maintaining full depository status for OECD publications, the LOP helps defray costs for LAC to subscribe to certain series.
Exchange and deposit agreements	Provincial and foreign legislatures; international bodies e.g. United Nations	LOP receives and exchanges parliamentary publications with several other legislatures and organizations.
Data sharing agreements	McGill University	Data on bills from the Chronology of Legislation compiled for years by the Library was shared with McGill to enable advanced studies in political science. In return they tag the data with subject heading and return it to us, to be added as an archive to Legisinfo.
Administrative	Senate	LOP acquires information resources for Senate Administration and reading room.
Administrative	HOC	HOC provides high volume printing services and distribution of certain Library publications.
Moveable Cultural Properties	Committee composed of officials from HOC, Senate, Library and PWGSC	To establish a common approach to manage the Hill's moveable cultural properties (statues, paintings, furnishings and the like)
Building Components and Connectivity	PWGSC, Senate and HOC	Building Components and Connectivity (BCC) program of the Long Term Vision and Plan for the Parliamentary precinct
Parliamentary Public Programs (PPP)		
Welcome to Parliament Hill Brochure (annual MOU)	National Capital Commission (NCC) & Senate	NCC in collaboration with LOP develops and prints the Welcome to Parliament Hill Brochure; LOP contributes toward distribution costs; the Senate reimburses LOP distribution costs.
Discover the Hill Brochure (annual MOU)	NCC	LOP provides proofing of material related to tours, etc. and agrees to pay for a portion of the distribution of the Discover the Hill Brochure.


Info-Tent Interpretive Panels	NCC	Joint project with NCC; cost sharing
Parliament Hill Visitor Centre Feasibility Study and others	NCC & PWGSC	To complete feasibility study for the Parliament Hill Visitors Centre –financial contribution from LOP as well as being members of the committee
e-Commerce site (Boutique)	HOC & PWGSC	PWGSC looks after the payment portion of the Web site; HOC helps with maintenance and makes required changes
Funding for extra parliamentary guide (MOU to be completed soon)	PWGSC	PWGSC has agreed to fund the salary for an extra parliamentary guide so that one is posted at the Memorial Chamber full-time
Book for Children about Parliament	British Columbia Legislative Assembly	Joint project; cost-sharing
Boutique Products (contracts)	Manufacturers	Work with over 125 different manufacturers to develop and produce products for sale in the Boutique.
Prime Ministers of Canada Posters	Cable Public Affairs Channel (CPAC)	Formal agreement – LOP to purchase a number of copies of the PM Posters produced by CPAC
MPTV Videos/DVDs	CPAC & Canadian Broadcasting Corporation (CBC)	Partnership to co-produce the video; continued partnership to secure updates and duplication of the DVDs
Teachers Institute (TI) & Teacher Leader Program	CAFP	Formal contribution agreement: CAFP offers bursaries for teachers so they can attend TI
Teachers Institute	CPAC	Formal agreements to have CPAC tape various sessions during TI
Educational Programs	Churchill Society for the Advancement of Parliamentary Democracy	1) Churchill Society provides funding toward various programs 2) Churchill Society offers bursaries for teachers so they can attend TI 3) LOP agrees to provide profile on various educational products
Teachers Institute (TI)	Elections Canada	Formal contribution agreement – each year Elections Canada contributes \$3000 to TI also provide speaker for “Elections” session during TI
Informal Agreements/Partnerships		
Parliamentary Information and Research Service (PIRS)		
Michigan State University (MSU) Student Placements at PIRS.	MSU	Provides law students with an educational experience and an understanding of the Canadian political and legal systems at work. The interns foster an appreciation of Canadian social, cultural, and political institutions and character. The students work on a variety of legal issues in PIRS.

Parliamentary Officers Study Program (POSP)	HOC and Senate	Designed as an opportunity for senior parliamentary staff from foreign legislatures and Canadian jurisdictions to learn about the functioning of the Parliament of Canada and, in turn, to reflect on their own practices.
The Many Facets of Parliament Hill Programme	HOC and Senate	Parliamentary employees have the opportunity to learn more about the legislative process and how their work in the Senate, the HOC and the LOP supports the work of parliamentarians in their duties representing the interests of Canadians. Employees have the opportunity to exchange ideas and to create networking and learning opportunities to enhance communications and partnerships among the three institutions. As well, participants may exchange ideas with the Speakers and Clerks of both Houses as well as the Parliamentary Librarian and other officials.
Library and Archives Canada	LAC	There are working level procedures in place for LAC to occasionally send researchers to consult unique items in the LOP collections. LOP regularly refers information queries from the public to LAC when the requests are beyond the scope of the information service mandate. There are frequent working level communications between various units of the two institutions.
International visits programmed by the Parliamentary Centre	Parliamentary Centre	LOP meets with various international delegations to discuss its main services.
Information and Document Resource Service		
Resource sharing - other	Canadiana.org	LOP loaned C.org documents for scanning for the same project (altogether over 2000 rare items). Examples are pre-confederation budget speeches, or first reading of bills. They gave us the e-files of pre-1900 Debates and Journals to help complete our parliamentary preservation project.
Resource Sharing	Library and Archives Canada (LAC)	LOP shares parliamentary documents such as Journals and committee proceedings with LAC for digitization projects.
Resource Sharing	Nunavut Legislative Library	LOP is scanning a collection of key reports that document the creation of the territory of Nunavut for the Nunavut legislature. Copies of these files will be added to our collection and shared with LAC.
Data sharing agreements	Elections Canada	LOP and Elections Canada share electoral data, including our historical data on electoral districts.
Reconstituted Debates of the House of Commons and Senate	HOC	HOC provides text editing, layout, and publishing support for this project
Records Management	HOC	Managing software product Foremost for use in records management. HOC supports, upgrades, trains, resolves technical problems for the Library's own copy. We pay administration and maintenance costs.

Orientation programs	HOC and Senate	Library participates actively as an equal partner in Many Facets program for parliamentary staff and New Parliament preparations
Binding	HOC	HOC prints the Debates and the Library binds a number of copies to return to the House for distribution to senior officials
Parliamentary Public Programs (PPP)		
Web site related issues	Senate & HOC	Handles Web site related issues
Parliamentary Tours	Ottawa Tourism, Tourisme Outaouais & other tourist organizations	Working to provide tours and other materials that will assist them and assist LOP in managing visitors' expectations
Teachers Institute (TI)	Rideau Hall, Senate, HOC, Supreme Court of Canada	All contribute in some way – meetings/tour of Rideau Hall every year – possibility of meeting with Governor General, Speakers and Clerks as well as other Hill staff participate in various events during TI; tour of Supreme Court and teaching materials
Teachers Institute (TI)	Canadian Study of Parliament Group (CSPG)	CSPG provides 1 year free membership and subscription to its quarterly magazine to all TI participants
Teachers Institute (TI)	Federal and other partners	Participate in resource fair and/or provide free resources for teachers
Visitor Studies Association (VSA) Host Committee	VSA, NCC, all national museums in NCR, Parks Canada	Partnerships to host and organize the annual VSA conference that will be held in Ottawa this year
National Capital Interpreters Network	National, regional and municipal museums and heritage organizations in the NCR	Bi-monthly meetings to discuss interpretation issues: i.e. recruitment, programming, evaluation, training techniques, etc.
Parliamentary Visitors Services Association	Legislatures across Canada & NCC	Participate in meetings annually (hosted by different legislature or Parliament) to discuss like concerns, and ideas. Ongoing networking throughout the year. Ottawa has hosted meetings in 1994 and 2000.

๑๕. แบบจำลองใหม่ในการสืบค้นข้อมูล : การใช้
ทรัพยากรสารสนเทศร่วมกันของห้องสมุด
ในประเทศจีน – การศึกษาเปรียบเทียบ
(In search of a new model : library resource sharing
in China - A comparative study)

โดย *Mr. Tim Jiping Zhou and Elaine Xiaofen Dong* :
University of Arkansas Libraries, Arkansas, USA

	<p style="text-align: right;">Date : 24/05/2007</p> <p>In Search of a New Model: Library Resource Sharing in China - A Comparative Study</p> <p>Tim Jiping Zou and Elaine Xiaofen Dong University of Arkansas Libraries, Fayetteville Arkansas USA</p>
Meeting:	96-1 Document Delivery and Resource Sharing Section
Simultaneous Interpretation:	Yes
<p style="text-align: center;">WORLD LIBRARY AND INFORMATION CONGRESS: 73RD IFLA GENERAL CONFERENCE AND COUNCIL 19-23 August 2007, Durban, South Africa http://www.ifla.org/iv/ifla73/index.htm</p>	

Abstract

This paper reviews the framework of library resource sharing (LRS) in China and examines, from a comparative perspective, cases of recent development, particularly in the 1990s and early 2000s. Highlights include: (1) historical review of LRS in the U.S. and China, particularly in the areas of print union catalogs and union lists, online bibliographic utilities, and interlibrary loan; (2) literature review of Chinese publications, and LRS issues and challenges in China; (3) Analysis of three LRS models to provide a contextual grasp of a paradigm shift taking place in China; and (4) comparative analysis of LRS objectives, structure, and governance, etc., in the U.S. and China.

The study also underscores the imperative for building a national digital library system in China to gain a competitive edge in resource sharing and to support the country's rapid social and economic growth. At this stage of development, the success of China Academic Library & Information System provides a convincing argument for a national digital library system with its methods of governing, financing, and development.

Introduction

This study presents an argument that LRS has grown in importance because of the upheaval of information technology and the escalating economic growth of China in a global environment. Significant changes took place during the past twenty years in China. Unique models of LRS have begun to take shape, as a result of intensive study of successful LRS models in developed countries, particularly the U.S. These emerging Chinese models of LRS offer valuable case studies in sustainable long-term growth for how they address issues such as paradigm shifts,

strategies, leverage of financial, technological, and human resources, and adaptation of new approaches in governing and leadership. The study is based on extensive research of the relevant publications on LRS and review of selected websites.

Historical Review

LRS is a term becoming popular in the U.S. during the computer network and Internet Age, although the initial efforts made towards LRS long preceded the introduction of computer technology. As we look back in history, LRS was, has been, and continues to be a dream of librarians in both U.S. and China. The Farmington Plan (1942-1972), frequently cited by Chinese librarians as an inspirational prototype for collaborative acquisitions, embodied one of the earliest attempts to build a comprehensive world collection in the U.S. The plan called for each cooperating library to assume the responsibility of acquiring one copy of every book published anywhere in the world on a given subject area which could conceivably be of interest to researchers in America. The plan ended in 1972, but the dream of LRS has been carried on in various forms. Now, thirty years later, Chinese librarians resume the dream with a new plan for library cooperation to acquire access to most foreign digital journal publications through a few nationwide groups of collaborating libraries.

1. LRS in the U.S.

In the U.S., LRS came into vogue as early as the 1970s when a new technology was deployed by the OCLC (then Ohio College Library Center) to automate the production of catalog cards with machine-readable formats.¹ OCLC used the new technology to provide bibliographic records online which immediately facilitated the development of library databases and enabled sharing of cataloging procedures. The direct result of this automatic provision of bibliographic records was the birth of copy cataloging; a move that significantly reduced the need for libraries to do original cataloging locally. The next major impact on resource sharing was the development of low-cost minicomputers. The ability of these machines to handle multiple tasks simultaneously and accommodate rapid access and large capacity of storage devices to support online activities was integral to the advancement of resource sharing. Enabled by the technological development and the continued growth of library automation, a few important regional library alliances emerged. One of the earliest alliances was Illinois Library and Information Network (ILLINET), which was formed to support “an information network for interlibrary loan and reference services.”² In the late 1980s, OhioLINK became another successful cooperative venture of academic libraries in the U.S. The original purpose of OhioLINK was to build a statewide online cataloging system. Today OhioLINK serves 600,000 students, faculty and staff members at eighty-five member institutions. Its union catalog consists of 45.3 million items; of which 9.8 million are unique items supporting a non-mediated online inter-campus borrowing and delivery service.

1.1 Print Union Catalogs and Union Lists

One important objective of LRS during the pre-automation era was to construct a union catalog through which libraries published their holdings and collections to the general public. In the U.S., the earliest effort to create a union list of serials began in 1901, when a *Union List of*

Serials in Chicago was published. By the 1930s, it became very common to find references to union list projects carried out in most of the major cities in the U.S. At the national level, the Library of Congress published the *Union List of Serials* in 1927, containing 75,000 titles and representing the holdings of 225 libraries. In the mid-1950s, the first monthly, quarterly, annual and five-year cumulative printed editions of the *National Union Catalog* were published in book form. The first volumes of the *National Union Catalog, pre-1956 Imprints* appeared in 1968, and the project continued for more than a decade. During this time period, libraries became increasingly reliant on computers for bibliographic and locational information.

1.2 Online Bibliographic Utilities

Along with the development of automation systems and interactively linked local and regional networks was the evolution of the “bibliographic utilities”--widely used jargon among U.S. librarians to mean “cooperatively based online systems whose origins were in the sharing of cataloging data.”³ Examples of such bibliographic utilities in the U.S. are abundant. The Online Computer Library Center (OCLC), the Research Library Information Network (RLIN) and Washington Library Network (WLN) all began in the early 1970s. While they were different in many respects, these three major bibliographic utilities primarily entered into a networking environment as a shared cataloging system; however, each of them moved beyond the sharing of cataloging data and extended their capabilities. The relationship of participating members with the three utilities varied. Dennis Reynolds points out that some libraries “are direct participants, with terminals located on their premises; others are indirect participants through processing centers or special arrangements; still others have no formal status as users of any of the systems but still gain access to one or more of the databases and rely on their information.”⁴ The three online systems have played a monumental role in providing automated support for producing, processing, and disseminating bibliographic information required by libraries. In 1999 and 2006, WLN and RLG respectively merged with OCLC. With these changes, OCLC became the only national bibliographic utility in the U.S.

1.3 Interlibrary Loan (ILL)

The need of every library to have an ILL function has been a major impetus for the collaboration of libraries. Although the concept of interlibrary lending was documented as early as in the 19th century,⁵ its wide acceptance as a library service in the U.S. was not until 1917 when a committee of the American Library Association issued the first *Code for Interlibrary Loans*. The code was officially adopted in 1919 by the American Library Association (ALA) to regulate behaviors with respect to interlibrary loan activities. “The code does not override any consortial agreements and regional or state codes that may be more liberal or more prescriptive but the national code provides guidelines for exchanges between libraries where no other agreement applies.”⁶

The steps that involve the greatest degree of cooperation to facilitate ILL are: (1) determining the location of needed items, (2) transacting ILL requests, and (3) delivering materials or documents from one library to another. During the pre-computer era, the interlibrary activities were rather limited due to a lack of effective locational tools. Before the three major automated online bibliographic utilities were developed, libraries relied on print union catalogs and union lists to locate sources to borrow. In the mid- and late 1930s, many regional bibliographic centers were formed to initiate union card catalogs. Until the late 1970s, the Bibliographical Center for

Research in Denver, for example, remained a more viable tool for determining regional locations for pre-1976 publications than OCLC or the National Union Catalog.⁷ Most of the centers did not last very long because of the high cost of perpetual maintenance.

In the post-automation era, many state-based consortia were formed to facilitate ILL services. These regional consortia used OCLC or RLG bibliographic utilities but formed their own courier networks to ensure timely interlibrary delivery. Both RLG and OCLC have developed their own ILL management software (ILL Manager, Ariel, ILLiad, and Odyssey) to help member libraries handle local ILL office workflow and document delivery. The OCLC online union catalog and union lists have eventually become the most shared cataloging system in the world. From this resource, an interlibrary module was developed that enables libraries to search lending libraries' holdings, communicate requests, and track the process status. Today, more than 6,900 libraries in 96 countries and territories around the world use OCLC's World Cat. In order to foster an international LRS, OCLC has launched a Global Sharing Program to help these libraries borrow beyond state and national boundaries.⁸

2. LRS in China

China did not have many of these developments until the post-cultural revolution era. During the early 1980s, most academic libraries in China were still using card catalog systems. Developing a national union catalog and union list was a daunting task. Many libraries operated independently from each other and sharing resources and services was impractical.

2.1 Print Union Catalogs and Union Lists

China promoted a plan for LRS during a very brief period in the 1950s. The plan, known as the *National Library and Information Coordination Plan* (1957), was endorsed by the State Council to establish two mandates: (1) to set up library Coordination Committees at both national and provincial levels; (2) to compile a national union catalog and a national union list. As a result, two national central library committees were established in Beijing and Shanghai to explore means for interlibrary lending.⁹ Some progress was made in the establishment of agreement for reciprocal use of other libraries' collections on site, but actual interlibrary lending was very limited due to a lack of automated management and control systems. The plan did not quite take off and was quickly interrupted by the Cultural Revolution (1966-1976). The effort was resumed in the 1980s based on the pre-Cultural Revolution plan, but librarians soon found themselves handicapped by a lack of accurate and complete bibliographic information. The need for national union catalogs and union lists were again put on the front burners. The task of developing national union catalogs and union lists was placed on the shoulders of the Beijing National Library (the forerunner of the National Library of China). The library began to disseminate cataloging records in cards, experiment with MARC tapes, and establish standards for cataloging and classification. However, it was not until the 1990s that intensive activities began to focus on standardization of bibliographic data format and collaborative cataloging via networks.

2.2 Online Bibliographic Utilities

As of today, there are two major bibliographic utilities in China. The National Library of China (NLC) began cataloging Chinese materials online in 1988 and distributing a machine-readable catalog in 1990.¹⁰ As the largest public library in China, the NLC plays a paramount role in establishing cataloging standards and developing useful tools to support a national union catalog. In 1997, the National Acquisitions and Cataloging Center was established in the NLC to

coordinate acquisitions, organize cooperative cataloging activities, and provide support and services to public libraries nationwide. By the end of May 2005, the center already had 536 participating members and 944 institutional data users. During a 12-month period from June 2004 to May 2005, a total of 1 million bibliographic records were downloaded by its users.¹¹ By the end of 2006, the union catalog of NLC accumulated over 1.2 million bibliographic records. However, today the NLC faces some challenges to sustain its national utility status: (1) it lacks variety in the materials acquired; (2) it lacks diversity of services needed from its customers; and (3) it lacks international demand for its bibliographic products. Widely recognized in China as a pioneer in authority control, NLC's authority control standards have not been universally accepted outside China.¹²

Another national bibliographic utility for academic libraries emerged in 1999 when the China Academic Library and Information System (CALIS) was founded. CALIS is part of the 211 Initiative by the State Council to build a national information support system for all the higher educational institutions and is funded directly by the Ministry of Education. CALIS develops resources and provides services through four subject-specific national information centers in the areas of social science and humanities, engineering and technology, medicine, and agriculture, and eight regional information centers as gateways to the surrounding areas.

As one of the core services, CALIS wanted to build a national union catalog to facilitate resource sharing among academic libraries. The project was approved in 1997, and the CALIS Cooperative Online Cataloging Center was launched in March 2000. Since then, CALIS has speeded up the construction of a union catalog and the number of records has been increasing rapidly. For example, within two months from Nov. 1 to Dec 31, 2006, 46,355 bibliographic records were added to the database. By the end of 2006, the union catalog database accumulated over 2 million bibliographic records of various types of materials in several languages. On average, over 1,000 titles were added to the database each day, and over 200,000 records were downloaded per month by member libraries. In addition to the rapidly growing union catalog, CALIS began to offer training and workshops through its regional centers to promote its cataloging standards. In 2001, CALIS approved the *CALIS Guide for Cooperative online Cataloging*, a monumental 2-volume work that has been regarded as catalogers' bible by CALIS members. As of the end of 2006, a total of 604 institutions participated in the CALIS cooperative cataloging program. According to Yi Lu, the CALIS Cooperative Online Cataloging Center has developed the largest and best online cataloging system in China with a reputation of thoroughness, inclusiveness, and accuracy of its products.¹³

2.3 Interlibrary Loan

In China, full-scale ILL did not exist until the 1990s when networked computer systems were introduced. Not only did this gap in connectedness set ILL service back in China, but until recently, it has also been handicapped by the lack of several key elements that a preferred interlibrary sharing environment requires. First, a functioning online national union catalog in the capacity of OCLC or RLIN did not exist. Second, collaboration among libraries was only at a conceptual level, and many libraries wanted to wait to avoid risks since there had not been any successful models to follow. Third, many librarians still hold on to the "our collections" vs. "your collections" mentality. Until the late 1980s, both public and academic libraries had closed stacks. To remove materials from the premise was considered a risk for potential loss and

damage to the materials. Some libraries are only willing to lend materials with more than one copy.

Because of the reasons given above, the most common ILL method in China today is on-site reciprocal borrowing. A library user must first obtain a generic ILL card from their home library before visiting a reciprocal library. Each consortium has different ILL policies. Therefore, a user must know which library he/she wants to go to in order to obtain the right ILL card from the home library. Some consortia have specific restrictions about what a non-affiliated patron can borrow. A user can also avoid a trip to the reciprocal library by entrusting the home library to obtain the requested item. In that case, a certain processing fee is assessed depending on the type and location of the lending library. Certain large national universities also offer international ILL service, but the fees are prohibitively high and the process long. Because of the extra steps and fees involved, ILL in China has not been as popular as in the U.S., and the demand for the service is generally low. An article published in 2002 shows that, of 702 academic libraries, 397 participated in some sort of ILL service, and only 24 libraries had exceeded an annual total of 1,000 ILL transactions.¹⁴ The ILL transaction data at Suzhou University cited in another article published the same year reinforces the assumption that there is a very low demand for ILL service. For a six-year period from 1996 to 2001, the total annual ILL transactions were respectively 94 (1996), 368 (1997), 324 (1998), 629 (1999), 584 (2000) and 550 (2001).¹⁵

ILL in China is a fee-based document delivery service. This type of service-for-payment tests a user's ability to pay. For many students, use of ILL services may be their last resort, if not something to be avoided altogether. The pay-per-use document delivery system does encourage people to use the service responsibly, and some major universities do offer to share part of the service cost to encourage the use of the service. Generally, locating resources and obtaining access to them have been two major challenges. Libraries in China have been slow in adopting document delivery technology available in the market. Very few consortia have their own courier service to ensure fast turnaround. Until the formation of CALIS in 1998, photocopied articles were sent in the mail, and scanned documents were forwarded via fax or e-mail attachment. As more and more libraries are connected via an information network, purchasing and obtaining access to full-text databases apparently become a better strategy for libraries to make information available for users. Indeed, it has become a top priority for LRS in the networked environment.

2.4 Resource Sharing in a Networked Environment

The surge in LRS initiatives coincides with a period when the Chinese government began to invest heavily in a national information highway infrastructure. The first high-speed network, National Computing & Networking Facilities of China (NCFC), funded by the State Planning Commission and a World Bank loan, was installed in 1989 on the campus of the Chinese Academy of Sciences (CAS). The original intention was to use this network to connect three campus networks: The Chinese Academy of Sciences, Beijing University, and Qinghua University. The backbone of NCFC was completed in 1993. One year later, it became fully connected to the Internet via a Sprint international router, providing Internet connection to the three campuses. At about the same time, the State Education Commission launched The China Education and Research Network (CERNET) from Qinghua University campus. The CERNET connected 10 major research universities throughout the country through NCFC. By 1995, telephone lines had increased by 10 million, and DDN, a nationwide digital data transmission

network, had expanded to all the major provincial capitals and was quickly expanding into other middle cities.¹⁶ With this structure in place, the following major events were able to happen:

1993	APTLIN (Academia Sinica, Peking University, and Tsinghua University) was rolled out as the first shared library and information network. The project was funded by the National Natural Science Foundation of China.
1997	A National Acquisitions and Cataloging Center was established in NLC in Beijing to promote and coordinate online collaborative cataloging for public libraries in China.
1998	The proposal for CALIS was approved by the National Development and Reform Commission, setting a goal of completing phase one of CALIS by 2000.
1999	A Conference was hosted by NLC in Beijing to promote resource sharing; 124 libraries signed the <i>Proposal for Nationwide Library and Information Resource Sharing</i> . Consequently, 122 libraries also signed a <i>National Interlibrary Loan Code</i> in the same year.
2000	The first plan for China Digital Library Project (2000-2005) was launched.
2000	<i>China-US Million Book Digital Library Project</i> was launched in Zhejiang University. The project intended to digitize in collaboration with America libraries about one million books of which 50,000 are Chinese titles and 50,000 are English titles; plus theses and dissertations from the collections of participating libraries of both sides.
2002	The Digital Library Consortium of Academic Libraries in China was formed. ¹⁷
2004	China Academic Social Science and Humanities Library (CASHL) was officially launched at Beijing University.
2006	National Science Library of Chinese Academy of Sciences (formerly China Science Digital Library) was formed from the integration of the Library of Chinese Academy of Sciences in Beijing with three other branch libraries at Lanzhou, Chengdu, and Wuhan.

Literature Review

1. Publications on LRS in China

Chinese publications on LRS between 1994 and 2004 show that interest in LRS had gained steam during this 10-year period. A total of 397 articles appeared in various types of journals. In addition to the articles, a few books on the subject of LRS were also published during the period. Most of these articles focus on literature reviews and are introductory in nature. Of the 397 articles, 312 (78.6%) discussed the resource sharing environment in general. Sixty-nine (17.4%) focused on the issues and development of academic libraries. The rest of them were about public

and special libraries. Publications on LRS intensified after 1997. The shift of focus was from general review and introduction to in-depth study and analysis. Topics of these studies include the following:¹⁸

- Analysis of trends and patterns
- Barriers and challenges for further development
- Connectivity and sharing between libraries and archives on a university campus
- Copyright and licensing
- Ways to share access online full-text articles (especially foreign journal articles)
- How to develop collections and resources in various disciplines

2. Issues and Challenges in China

Many articles on resource sharing have mentioned divides between public, academic, and special library systems as major barriers to true resource sharing. Each type of library has its own administrative system supported by the network of its own governing organization, and thus follows its own protocol. The public library network, led by the NLC and the Shanghai Public Library system, is governed by the Minister of Culture. CALIS is under the oversight of Minister of Education. NSTL is under the Minister of Science and Technology. The National Science Library system is managed by the Chinese Academy of Sciences (CAS). Other special libraries or school libraries are under either a government agency or a regional municipal administration. As a result, a library is mainly responsible to the mission and objectives of its parent organization that provides funding and budget. Based on the level of funding a library receives, many libraries continue with the self-sufficient paradigm in order to acquire materials or develop integrated library systems and networks. Small libraries that are at the bottom of this administrative hierarchy and do not have much to share are often left out of any of the major consortial networks. Increasingly, those who can benefit the most from sharing are the small public libraries in the rural areas and libraries of small community colleges and vocational schools.

Many publications express concern about the inaction of certain libraries in developing regions. By far, all the powerful information network and resource sharing consortia are established in the large metropolitan areas with booming economies; therefore, many barriers still exist in developing or under-developed regions, hampering desirable initiatives and progress. Sun Wei and Zhao Fang¹⁹ summarized the following as common barriers:

- Traditional perception of libraries as closed, self-sufficient collections that usually do not invite creative ideas for collaboration and sharing
- Traditional organizational blocks featured with inflexible bureaucratic layers that hamper cross-block coordination of financial and human resources
- Lack of policies and rules governing behaviors and activities of LRS
- The disparity among libraries in the deployment of integrated library systems and in the application of standards and protocols, resulting in the lack of open and compatible network platforms
- Lack of commonly accepted definitions of the changing paradigm in a networked environment

Models

Regardless of the existing barriers and unbalanced development, remarkable progress in LRS has been made in a short period of past twenty years. Our review of activities in the past twenty years reveals some patterns of LRS, based on which the following three models are analyzed in order to present a macro-perspective of LRS in China. The three applicable models (centralized model, consortium model, and gateway model), often intertwined without distinctive parameters, are presented here to offer an understanding of the paradigm change on a theoretical level. All the terms used to describe the three models may be defined in different contexts. The writers used them with a narrow application to the organizational structures rather than network communication context.

1. Centralized Model

Until today, the commanding political and economic system in China has been a centralized, top-down, hierarchic model. A library or a library system fits into an administrative “block” of the rigidly structured system within which each library strives to be self-sufficient with its own full processes of acquisitions and cataloging. The same is true of any sub-system at a provincial level. A typical example of this model is found in the NLC and other public library systems. Beijing, Shanghai, Guangdong, Fujian, and Hubei are trendsetters in LRS in the public libraries; the prevalent LRS structure evolves around the “central + sub libraries” concept.²⁰ This centralized model of LRS is characterized by: (1) one central library providing its resources and services to the sub-libraries of a system; (2) information resources acquired and processed centrally or cooperatively; and (3) interlibrary loan service provided to other libraries in one-way direction. Although there is a certain degree of sharing, this model does not focus on equal sharing among the members of a system because the contribution is overwhelmingly unbalanced between a central library and branch libraries. The information resources are maintained and controlled mostly by the central library.

One of the benefits of being a central library is that it always gets the largest piece of government funds. Thus, it enjoys a very commanding position in influencing group decisions, as well as in leading important projects which often come with updated facilities and technological enhancement in human resources. On the other hand, disadvantages exist in unbalanced sharing. Central libraries have more resources, creating a need to share more with others; however, an imbalance exists because they pay a great deal, but gain very little. Other libraries are not, in a true sense, partners, but end users. Priorities and missions vary depending on the size and level of a central library and must be very carefully outlined in a LRS agreement so that a fine balance can be maintained between what a library is able to share and how it can make up for the cost associated with sharing.

Putting aside the issues of unbalanced sharing and organizational inflexibility, a strong central library can make significant contributions. In the case of the NLC, its *National Acquisitions and Cataloging Center* leads the cooperative cataloging of many public libraries and distributes MARC records of the *National Bibliography* to other libraries in a variety of forms, such as disks, CD/DVDs, electronic files for downloading and ftp transferring. NLC's Document Delivery Service Center provides international ILL services through mail and email to over 500 libraries in 63 countries.²¹

As a central library, NLC is facing greater challenges in retaining the level of on-site usage of its print collections. Based on comparative statistics from 2003, the total circulation transactions dropped by 12.71% from the previous year, gate count dropped by 9.86%, library card applications dropped by 17.85%, and the total number of viewers of NLC web page was down by 14.48%.²²

To resolve the difficulties, the NLC has been moving forward to be more flexible and participative in LRS activities. The NLC has acted as a coordinator for the Consortium of National Information Resource Sharing,²³ to facilitate resource sharing among public libraries nationwide; it has also recently participated in the National Cultural Information Resource Sharing Project,²⁴ and contributed in building a national network to create, preserve, and disseminate digital content of Chinese cultural information resources to the general public in China.

2. Consortium Model

The term *consortium* is derived from the U.S. library lexicon to generally refer to any form of cooperation and collaboration among participating libraries. In the U.S., three important elements define a library consortium: (1) it is a loosely defined partnership based on each institution's own interests and needs; (2) it is formed by contract that delineates the rights and obligations of each member; (3) its members retain their separate legal status, and the consortium's control over each participant is generally limited to activities involving the joint endeavor.

Library consortia in China exist in a variety of forms. The term "consortium" is often used interchangeably with "alliance," "network," "association" or a "group" of libraries sharing resources and services within the same administrative block. This is due to the fact that all libraries in China are government funded and all historically fit into certain "blocks." A consortium in China often carries the inherited bureaucratic structure, especially among libraries, in the same "block" and is funded totally by the same legislative body. Generally, it is easy to form a sharing group among libraries within the "block," rather than across "blocks." In addition, libraries in a "block" share the same information network which is essential for creating a shared virtual environment. It is thus natural for libraries to form a consortium based on specific types of libraries such as academic, public, and special libraries.

In China, several distinctive types of consortia have emerged, and more libraries began to join cross-block consortia to shake loose the hierarchical blocks in exchange for more flexibility. The majority of consortia, like those in the U.S., are single-type consortia following the division of academic, public and special libraries. Academic libraries, often funded more generously than public libraries, do not have much need to share with public libraries. For public libraries, it is just the opposite: there is an increasing call for multi-type consortia with local academic and special libraries.

Academic library consortia first became prevalent in China in the 1990s, fueled largely by the fast-growing national information network. For academic libraries, LRS started up among some universities that are nationally reputable and located in developed areas. Academic libraries have many advantages in building information networks and in leading the trends. First, their collections are more comprehensive than those of public libraries. Second, they have far superior collective intelligence on their campus that creates scholarly information to share. Third, they

have far better funding and financial resources than public libraries. Fourth, they are comparative and self-sufficient enough to allow them to share on a more equal footing. Examples of academic library consortia include the Network Library of Colleges and Universities of Shanghai,²⁵ the Net Library of Beijing Area Higher Educational Institutions,²⁶ Tianjin Academic Library Information System,²⁷ Hebei Academic Digital Library,²⁸ and Hubei Academic Library Committee.²⁹ Each of these consortia has a uniform web platform through which members share the union catalog, digital databases, and interlibrary loan services. These consortia support cooperative acquisitions and cataloging, train and certify library staff in processing materials based on established standards, and coordinate the development of digital projects and virtual reference service.

Public library consortia in China are usually formed around a central library of a city or a metropolitan area. Examples include Shenzhen Acquisitions and Cataloging Center, Guangdong Province Public Library Automation Network,³⁰ and Hubei Public Library Consortium.³¹ Cross-region consortia have come into play since 2000. One example is the China Regional Libraries Network³² co-founded by six key public libraries. It currently has 71 members located in various regions. A major purpose of these public library consortia is still cooperative cataloging and acquisitions because of the lack of a nationwide comprehensive union catalog.

Special library consortia comprise special types of libraries and have played important roles in coordinating LRS activities in specific subject areas. Examples are the Medical Library Association of Chinese Universities and Colleges,³³ which comprises about 151 academic medical libraries, and the National Science and Technology Library (NSTL)³⁴. As one of the major national LRS systems, NSTL consists of eight major national science and technology research institutions, and covers the fields of science and technology, engineering, agriculture, and medicine. It aims to collect, organize and preserve cooperatively and comprehensively the science and technology information resources in Chinese and foreign languages, and extend the access to these resources through a unified portal. Collectively it has the largest print science and technology journal collection in China, among which about 29% are in Chinese and 71% are in foreign languages.

Multi-type consortia consist of various types of libraries. One typical example is the Shanghai Information Resources Network (SIRN)³⁵. SIRN is a cross-block regional consortium with the purpose of providing a single, cross-block searching and sharing platform in the Shanghai area. It currently has 31 members, including public, academic, and special libraries. Zhejiang Province Digital Resource Network³⁶ is another example, which consists of public, academic and special libraries in Zhejiang Province.

3. Gateway Model

LRS development in China today is greatly enhanced by the formation of a national information infrastructure which was spurred by the emerging information technology. The infrastructure reflects the political and social system and structure of the country, which is a top-down structure from the central government to the regional government and to the local, municipal government. The design of gateway model resembles the top-down structure which typically has three tiers consisting of national centers, regional centers, and local centers and libraries as end-users. This model is in a certain way comparable to the aviation control model where an information center

serves as a hub “to which passengers are transported from different locations within the country, and then transported as a group to a foreign destination.”³⁷ Two examples of such a model are presented below:

*3.1 China Academic Library & Information System (CALIS)*³⁸

As a management center, CALIS was established in 1998 when it began to plan, design and implement a nationwide academic library system. CALIS aims at promoting and improving resource sharing among academic libraries, optimizing the methods of assembling, accessing, and delivering resources and information through the national platform. It also eyes helping participating libraries achieve cost-effectiveness, as well as offering the information and research support to advance the high education in China. As of the end of 2006, it developed 604 members distributed in twenty-seven provinces, cities, and autonomous regions in China. Its long-term goal is to build the largest academic digital library in China, and to construct, organize, and distribute digital resources to over 1,500 universities and colleges in China.³⁹

CALIS has a unique financial support structure as it is designed to become financially self-sufficient. Support comes from three sources. The primary source is a grant from the central government that makes the foundation of the system possible. The money has been used in purchasing software and hardware for CALIS centers and commercial databases, developing software and databases, and training staff members. Another source is contributions from local governments: a province or city that wants to host a regional service center of CALIS on one of its university campuses must pay toward the construction of the local center. The third source is from the fees paid by member libraries, such as host site fee, membership fees, and service usage fees. In order to sustain its viability, CALIS will continue to seek funds from external sources as well as internal membership contribution. The system will be financially operated in the same way as the OCLC model in the future.⁴⁰

The organizational structure of CALIS is characterized by a combination of both centralized and localized management. Basically, the management of CALIS is centralized and highly integrated. Its national administrative center is responsible for the central administration and infrastructure of the system. Services are provided to members through a three-tier information support structure. At the top of the structure, are four subject-specific national information centers (first-tier); in the middle, there are twenty eight regional / provincial information centers (second-tier) to provide secondary support for all the other member libraries (third-tier) as end-users. Within this three-tier structure, the national centers provide information at a national level, while regional/provincial centers coordinate regional LRS activities with the national centers and other regional/provincial centers. Each center functions as a gateway through which core services are negotiated, customized, and delivered.

Since its inception, CALIS has established several major projects to support its long-terms goals. Services currently in production mode include the largest union catalog in China, online collaborative acquisitions and cataloging, an array of Chinese and foreign databases which are still growing, and a web-based document delivery service for which 46 of its members are certified as service providers. Continuing efforts include the construction of more than 50 digital databases and the coordination of group purchasing of foreign electronic databases.

In November 2003, CALIS launched the Research Center of Academic Digital Library in China to investigate and develop critical technology and application systems employed in digital library systems. A standardized digital library model was designed to be customized and applied by members. The standardized model comprises a unified search platform, a processing system, an interlibrary loan and document delivery system, a virtual reference system, a digital copyright management system, etc. So far, about 22 digital library test sites are under construction and will be published in the near future. Each test site utilizes its own local strength and resources to perform the following tasks:

- Research and develop key digital library technologies and their applications
- Serve as a testing and pilot site for technological applications
- Explore new models of services
- Mobilize and integrate institutional and regional resources with CALIS

2. China Academic Social Science and Humanities Library (CASHL)⁴¹

Launched in March 2003, the mission of CASHL is to cooperatively collect and preserve foreign and Chinese periodical resources in the social science and humanities and to provide a unified online search portal for users to retrieve and access these resources. CASHL is affiliated with CALIS, which provides data processing standards and technical support to CASHL.

CASHL also has a three-tier structure comprised of national information centers, regional information centers, and individual member libraries. Currently there are over 80 member libraries, including academic libraries and libraries in the CAS System. CASHL coordinates the acquisitions among members to avoid duplication. So far there are over 2,800 foreign and Chinese periodicals presented on its website. It adopts centralized document delivery service mode: once a user retrieves a document, he/she can request the document directly through the CASHL system. CASHL will then find the document from digital databases, its own collection, or from member libraries, and deliver the electronic file (the paper will be scanned as an electronic file) to the user by email.

The ILL services of CALIS and CASHL are not free. Although users can have free access to certain information such as bibliographic information and certain electronic resources, they have to pay to have ILL service and access to most electronic databases (they may be given some discount according to the electronic database subscription status of their libraries). Once a user fills in the request form and pays the fee online, requested information or items will be sent to the user by email or mail.

Analysis and Discussion

1. Objectives and Goals of LRS

Several differences in the objectives and priorities of LRS are evident between the U.S. and China. The objectives of LRS in the U.S. have changed through the phases of their development. During the pre-computer phase, LRS activities focused on sharing and improving local print resources. A study of library collaboration by James Kopp during the period between 1931 and

1971 listed 24 activities of collaboration. The four objectives at the top of the list were: (1) to facilitate reciprocal borrowing privileges; (2) to expand interlibrary loan service; (3) to compile union catalog or lists; and (4) to offer photocopying services. Thirty-six years later, on-site reciprocal borrowing is no longer a preferred way of ILL service, and union catalogs are easily available at national (OCLC) and regional (state or regional consortia) level.

LRS in the U.S. today focuses on how to provide services in a digital and networked environment. Current objectives generally include: (1) creating a virtual catalog that includes the total holdings of the consortium; (2) establishing a statewide borrowing and delivery network as a cost-effective alternative to ILL service; (3) beginning group purchasing of e-databases, e-journals, and e-books; and (4) offering training and workshop in new practices and technology. Many of the state consortia have become prototypes of digital libraries in their respective regions. GALILEO in Georgia and I-Share in Illinois are two ready examples. At the national level, OCLC provides overall support and solutions to all its member libraries in the areas of cataloging and metadata, digitization and preservation, resource sharing, collection development, and e-content management. In recent years, it rolled out a free service, WorldCat.org, which is poised to become the new model of a national virtual library. It allows anyone to search for an item and to identify the nearest holding library, where the users can borrow the item based on the library's loan policies. Useful links to publishers and book dealers are also provided if a user is interested in purchasing an item.

LRS in China jump started during the 1990s and was largely enabled by the newly built national communication networks. However, much catch-up work needs to be done in order to foster a true LRS environment. The first priority was, and still is, to build a national union catalog without which cooperative cataloging and ILL would not be feasible. A second priority was to purchase and acquire access to all major foreign e-journals, focusing on science and technology, medicine and agricultural publications, which are extremely expensive but indispensable in supporting the nation's education and researches. In the past, NLC, CAS, and a few major national universities all strived independently to maintain print collections with NLC as the designated central site for the most comprehensive collections of foreign journals. In the current environment, the exponential increase of journal prices and the shift toward digital format has compelled these institutions to reevaluate their acquisition policies. None of these institutions could possibly remain self-sufficient in building foreign journal collections. NLC, as big as it seems to be in China, is no longer considered a successful model in meeting acquisitions needs. Emerging national alliances such as CALIS and CASHL have set as their goals gaining access to digital format of foreign journal publications through collective bargaining, and achieving cost-effectiveness by adapting a need-based, just-in-time access and delivery model for foreign journal publications. Traditional ILL service is still among the top priorities for all the resource sharing initiatives, but only at the preliminary stage. Demands for ILL services are rising but at a slow pace.

2. Type, Size, and Structure of LRS

LRS in the U.S. started from grass-root movements and took the form of library consortia. From a national point of view, the activities are very decentralized. Most library consortia in the U.S. are formed according to the types of the libraries and the geographic proximity. There is no national center to manage and control the efforts and activities. Basically, every state has at least one statewide consortium, and the majority of consortia comprise academic libraries statewide or

cross-state, although the number of public library consortia is on the rise. These consortia are formed to solve common problems. Some consortia dissolve as common goals fade away. The fact that there are very few multi-type consortia in the U.S. indicates that the goals of public libraries are so different from academic libraries that it would benefit neither of them to form an alliance.

In the U.S., joining a consortium is a library's choice, and it is not uncommon that a library is involved in several consortia based on its own priority and objectives. To ensure that users have access to most resources available, many large research libraries tend to allocate a considerable amount of the annual budget on consortia and utilities expenses, and the funds allocated to these areas are sometimes used to measure a library's capacity and strength. For example, the University of Pennsylvania is a member of the Pennsylvania Academic Libraries Consortium, Inc., and participates in its statewide E-Zborrow interlibrary loan program. It also holds a membership in the cross-state consortium called Borrow Direct, comprised exclusively of prestigious Ivy League universities such as Yale, Columbia, Princeton, etc. Of the seven members of the Borrow Direct consortium, five are also members of the RAPID interlibrary consortium that features fast interlibrary document delivery service among members.

In China, LRS is more of a phenomenon of economic growth. In order to gain dominance and control in the market place, business enterprises have formed partnership and alliances. Education institutions began to merge and consolidate into large, comprehensive research universities in order to move up in national rank and to appeal to potential students by size and array of curriculum and courses. As a result, the libraries that used to belong to individual colleges need at least to be networked if not combined. Also at the regional level, university libraries began to discuss partnership and reciprocal agreement and to establish web presence among partners.

Resource sharing in the Consortia model tends to become decentralized as libraries want to gain freedom in forming partnership with peer institutions. On the other hand, most consortia are initiated and funded by local or regional governments to support regional education and economy development; therefore, library consortia must create a centralized system to control and direct the activities. Generally speaking, academic libraries enjoy more autonomy than public library consortia. As academic institutions have their own revenues, they have a greater say in their own budgeting. In terms of technical and human resources, academic libraries usually are more self-sufficient than public libraries. Thus, in terms of sharing, academic libraries contribute more equally than public libraries, which often rely heavily on the support of provincial and city libraries. As for the special library consortia, they have their own way of organization and funding. As they are funded by government agencies, they tend to fall into the centralized administrative blocks, and resource-sharing and cooperation is generally formed within the same systems.

3. Funding and Governance

LRS cooperation in the U.S. is usually governed by a Board of Directors, which generally consists of the directors of the member libraries. Some cooperative programs are mainly funded by the government. States that receive strongest government backing in LRS usually have excellent programs. For example, I-Share, OhioLINK, and GALILEO are all considered the best resource-sharing programs in the nation. Other programs are funded partly by the government to

cover the startup cost and partially from member contributions. Alternatively, self-governing organizations that operate in a business mode to obtain outside sources are increasingly popular. LRS programs in China are funded primarily by the government. Collaboration among libraries is partitioned along the administrative division. A library or a library system is usually responsible to its oversight organization and the immediate constituency. The LRS programs in China are distinctive from those in the U.S. in the sense that they are not self-governing, nor are the member libraries partners. However, a few programs, like CALIS, start to move toward an independent and self-support model, emphasize expansion of services and customer base, and encourage other types of libraries to join their membership. By doing so, they have gained far more organizational leverage than other LRS programs.

Conclusion

Remarkable progress in LRS has been made in China during the last two decades, thanks largely to many key national initiatives sponsored by the Chinese government. Paradigm change has compelled libraries to form partnerships and alliances to meet various challenges. The centralized depository model has become obsolete. The locus of control over a library's collection has been moved outside an individual library as the proportion of distributed resources rapidly increases. As Marshall Keys observes, "When libraries lease or license a large proportion of their total resources, control of the collection becomes vested in other institutions and organizations."⁴² This paradigm change demands libraries to work together through a large network to retain their control of access to resources.

Three LRS models have evolved from the new environment. NLC, as an example of the centralized model, has played a vital role in leading and reshaping China's public library system and has made substantial efforts in distributing bibliographic information as a way of promoting LRS. Resource sharing for NLC, however, is only one-way service to other public libraries at a huge cost. There is little reciprocity in its sharing with other libraries. The rigid and hierarchical centralized LRS model has been seriously challenged by the emergence of consortia and gateway resource sharing systems, which have more flexible and efficient ways of sharing.

The NSTL, an example of the consortia model and special library system, does not follow the 3-tier structure and is designed to be a virtual library to offer web access to its comprehensive collections regardless of their physical locations. It is the first national LRS system that has broken the boundary of disciplines and hierarchical blocks.

CALIS and CASHL, examples of the gateway model, lead in many creative ways the construction of a national information network for academic libraries. Based on the feasibility study and investigations of developed countries, they adopt a three-tier organizational structure through which collection development among members is coordinated and services are provided to users. A national academic library network has been formed to integrate, preserve and disseminate web-based resources that can be accessible by users at any place and any time. The success of the gateway model offers a good case study for other developing countries that are also in the process of building national library information support systems.

In terms of content development, these major nationwide LRS systems in China have built their own distinctive collections. Together they cover all the major research fields and include the

majority of libraries of various types in China. CALIS covers resources of academic libraries; CASHL covers periodical resources in social science and humanities from academic and research libraries; NSTL covers science and technology information resources of special libraries, and the National Cultural Information Resource Sharing Project covers cultural information resources developed by public libraries.

In terms of delivering services to members throughout the country, all major nationwide LRS systems emphasize building digital library systems. NSTL was born as a digital library. NLC has recently transformed its web site into a digital library, although the project is still ongoing. CALIS has been testing its own digital library model through 22 member libraries. These LRS systems have overcome the geographical barriers and weaved a nationwide network of knowledge to be utilized by the general public in the country.

The future will undoubtedly see the cooperation or even merger of these different systems in China, just like the merger of the WLN, RLG and other LRS systems with OCLC in the U.S., so that all different systems will be combined together, become a giant and unified gateway to coordinate all the LRS activities nationwide, and participate in international LRS endeavors.

Acknowledgement

The authors would like to express gratitude to Doctor Anne Marie Candido from the Dean's Office of the University of Arkansas Libraries for her editorial advice. The presentation is made possible by the generous support from the Dean's Office of the University of Arkansas Libraries.

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**๑๖. จากห้องสมุดสู่การเป็นศูนย์การเรียนรู้อิเล็กทรอนิกส์
: ประสบการณ์ของห้องสมุดสาธารณะรัฐแอฟริกาใต้**

(From libraries to e-learning centres: a South African library experience)

โดย Vivian Agyei : Tshwane University of Technology,

Pretoria, South Africa

	<p style="text-align: right;">Date : 25/05/2007</p> <p>From libraries to e-learning centres: a South African library experience</p> <p>VIVIAN AGYEI Tshwane University of Technology Pretoria, South Africa</p>
Meeting:	111 E-Learning
Simultaneous Interpretation:	No
<p>WORLD LIBRARY AND INFORMATION CONGRESS: 73RD IFLA GENERAL CONFERENCE AND COUNCIL 19-23 August 2007, Durban, South Africa http://www.ifla.org/iv/ifla73/index.htm</p>	

Abstract

Though relatively new to the family of universities and in particular, universities of technology, Tshwane University of Technology (TUT) Library and Information Services (LIS) is one of the fortunate South African higher education libraries which have a dedicated and fully-fledged IT and Systems Section. Further, TUT LIS has a Section referred to as Electronic Resource Centres which is commonly known as ERCs. The Section includes Internet Centres, popularly known as I-Centres. Each of TUT's nine learning site libraries has an ERC. Four of the learning sites have I-Centres, some in student residences. Many of the libraries have a training room attached to the ERC. Those which do not have a training facility schedule training at certain times and only thereafter avail the ERC for other use. Many of the academic departments have computer laboratories for use by their students. These are not related to ERCs or I-Centres.

The LIS works in cooperation with the Directorate of Teaching and Learning with Technology (TLT) and Information, Communication and Technology (ICT) Services to support the teaching departments and students' learning endeavours.

The LIS is involved in a project to increase the University's success and throughput rates. Other partners in this project are from HEDS (Higher Education Development and Support) Directorate comprising: Curriculum Development, Teaching and Learning with Technology, Cooperative Education and Student Development and Support.

The aim of this paper is to share experiences of the TUT LIS in offering support to e-learning. The newly formed LIS embraced the model of the ERC/I-Centre as a one-stop facility that one of the merger partners, Pretoria Technikon, had established. The other partner, Technikon Northern Gauteng had partially developed an ERC to "extend access to the book/journal in electronic format".

Introduction

It is true that "old habits die hard". But, the fact is that they do die. Some libraries, of which TUT LIS was one, have tried to keep to the old way of delivering service to their clients. For example, our LIS has tried to have library computers utilised only for searching the library catalogues and subject online databases. However, technological developments and the resultant introduction of e-teaching and therefore e-learning has steered the libraries towards a one-stop service for its clients; i.e. computer stations used for OPAC and typing of assignments, access to e-mail, playing games as recommended by lecturers, and for e-assessment. That, after librarians had for many years believed that it was not their function to provide students with computer skills except the skills that enabled the students to use library resources.

Another interesting fact was that while other institutions of higher learning established a good number of large public walk-in computer laboratories for their students, none of TUT's merger partners saw that as their responsibility. The responsibility of creating space in the libraries and opening up full access to students at a nominal fee for maintenance came from the Department of Teaching and Learning with Technology, jointly with the library. Initially, it was to be a temporary arrangement, but, after the merger, all the role-players came to realise that it was not going to be possible to go back to compartmentalising how the modern student learns; i.e. by using the library computers for subject information and then going to find a free computer elsewhere to type up assignments. It was through recognition of the way students prefer to learn and do assignments that the one-stop model of electronic service delivery was created.

Background to the establishment of the Tshwane University of Technology (TUT)

Tshwane University of Technology came into existence in January 2004 as a result of a government-commissioned merger of three former Technikons of Northern Gauteng, North-West and Pretoria. Pretoria Technikon (now the Pretoria Campus of TUT) was the only historically advantaged technikon – historically white, and therefore had most if not all facilities required for an institution of higher learning. Technikon Northern Gauteng (now the Soshanguve Campus of TUT) was moderately equipped for it was started by white South Africa to provide for township blacks north of Pretoria. Technikon North-West (now the Ga-Rankuwa Campus of TUT) was the most disadvantaged because it was started by a homeland government for rural township blacks.

Technikon North-West students were the most disadvantaged of the three merger partners with hardly any computer facilities, especially for those who had not enrolled for computer studies. The Technikon could not provide adequate facilities for its end-user computing students without interfering with the

programme of teaching laboratories for computer science students, let alone provide computer facilities to generally support e-teaching or e-learning. Electronic teaching was basically unheard of at this institution. The only place for those students to access computers was in the library, and even there, not for typing assignments.

Technikons were created to produce work-ready graduates with good grounding in technology. However, Technikon North-West, amongst others, could not provide all its students with skills in technology owing to inadequate funding.

When the South African government commissioned mergers in higher education, the aim was to transform the higher education sector, increase access to higher education by the majority of its population and thus have all sharing equally in the national resources. Historically disadvantaged institutions like the Ga-Rankuwa campus that merged with a historically advantaged institution like Pretoria Technikon had as their biggest challenge, to provide equal facilities and services to their students like they were on all other TUT campuses because fees had been harmonised/equalised. Students would not accept that it was impossible to provide equal services overnight – they felt that they had paid higher fees and therefore deserved the services that their counterparts on the Pretoria Campus had. Otherwise, what was the purpose of the merger? Where was the transformation? The library services had to deal with the same issues, hence, the establishment of the ERC for Ga-Rankuwa in 2004.

Towards establishment of ERCs and I-Centres

Libraries have for many years been the forerunners of utilising technology to support teaching, learning and research. Students learnt computer skills from library orientation/information literacy training sessions but were not allowed to use the computers in the library for non-library purposes; e.g. typing, or access to e-mail except for sending retrieved files to own e-mail address. Faced with the challenge of making computers available for all students, the Technikon North West ICT Department collaborated with the Library and Information Services (LIS) to plan for docking stations to be housed in the Multi-media Centre in the Library. The plan was that students would take turns to loan laptops and utilise them for a given period of time in the library, like was the case with books (study materials). Then came the merger in 2004.

Inevitably, the merger brought about advantages to institutions like Technikon North West, which would have taken longer to attain the benefit of current technological facilities.

Pretoria Technikon had introduced ERCs in its libraries and I-Centres in other buildings and student residences. The Department of Teaching and Learning with Technology launched its first Partners@Work Programme in 2004 in which a lecturer was taken from each of the eleven (11) faculties for a year's intensive training in using technology in teaching. The lecturers were trained in producing teaching materials, e.g. video, CD, DVD, etc. and test them in the classroom before the year ended. This opportunity was not available to the Ga-Rankuwa lecturers in 2004. Three participated in 2005. Their programme is fully sponsored by donor funds and is done in partnership with teams of specialists

from the UK and the US. LIS has been including an Information Literacy Training Librarian in the programme per year since 2005 as teaching technologies have an impact on library resources to support students and the staff with appropriate information resources. The Information Literacy Training Librarians also design electronic training modules and test them on the students. The Librarians involve their colleagues TUT-wide in the design and testing of the modules for information, sharing ideas, advice and common vision.

The level of utilisation of computers by the Pretoria Campus staff and students was and is still higher than at its merger partners. Technikon Northern Gauteng had a computer laboratory in the Library, but, with twenty computers for eleven thousand students, accessibility was limited. It was, therefore, admirable that one of the merger partners had a system that worked. The libraries, like other departments, had to provide equally for all the University students because the fees had been harmonised/equalised.

Definitions

The Electronic Resource Centre is one of the specialised services that the Library and Information Services offer in collaboration with the ICT, Department of Teaching and Learning with Technology and academic departments to advance students' skills in utilising technology in learning. The main uses of an ERC are for students to:

- be enabled to type assignments, CVs, etc.
- have access to electronic tests and any other academic resources, including games prescribed by an academic programme
- if necessary, have access to library databases
- send and receive e-mails
- have electronic discussions with fellow students
- have electronic discussions with their lecturers
- have electronic interaction with experts online with regard to their studies and other informal matters
- sharpen their typing and Internet skills

For the levy that students pay at registration, they are each presently allowed three hours at a workstation at a time to do all or any of the tasks mentioned above. They may download and print files, send and receive faxes or scan documents at a separate charge. ICT consumables like diskettes, flash disks, DVDs and CDs are sold to students in the ERC. ERCs are housed inside the libraries or attached to them. They therefore operate within library hours. They have their own staff, funded from the student levies. The staff comprise of an overall manager, a technical and an administrative assistant. Each ERC employ an ERC Assistant and Student Assistants.

An Internet Centre (I-Centre) is open longer and works as the ERC but is less controlled and is usually outside the library building. Students utilise the facility any

time at their convenience. Presently they are open until 22:00. The aim is to have them open 24 hours per day.

A training/assessment centre is part of the ERC that is reserved for training and/or online tests. Lecturers book to use it.

LIS support to e-learning

Through the efforts of the Directorate of Teaching and Learning with Technology (TLT) - previously known as the Telematic Education Directorate, and of course the natural progression of things in education and training, TUT is fast moving towards e-teaching and resultantly, e-learning. Establishment of ERCs and I-Centres is one Way of supporting e-learning.

On the other hand, the IT and Systems Section of LIS supports library services by providing infrastructure for electronic service delivery and being responsible for the library administration system (Innopac/Millennium), development and maintenance of custom services to enhance electronic service delivery to the TUT community; e.g. LIS staff portal, LIS Intranet, Event Management System (EMS), LIS staff Communication System' Electronic Resources Portal (ERP), Management Information and the LIS Homepage. Selection (in liaison with Information Librarians and Lecturers), acquisition and linking electronic resources to the catalogue for accessibility are some of the main focuses of the Section. The Section is a centralised support service to all the TUT libraries. It has the following staff complement: The IT and Systems Manager; the LIS Administration System Librarian; Databases Content Librarian, Custom Systems Librarian; the Electronic Content Librarian and IT Support Engineers for desktop support. The Section has recently requested creation of a post of Web Developer.

Implications of e-learning for the operation of library services and library support for e-learners

Support for e-learning in TUT was not a systematically planned service provision. Since the then ICT Services did not entertain creating space for a computer centre for students' use, the Pretoria Technikon Library was asked for space for computers that were going to be donated for development of student computer skills. The TLT Department plan was not fully disclosed to the library, hence the clash later on in priorities for service provision. Also, the management of the ERC fell onto the library's lap in due course. Even presently, there is very little joint planning for e-learning between lecturers, the LIS, TLT and ICT Services. TLT is pushing ahead with their programme to train lecturers to be technology-literate but afterwards, they came to realise that neither the classrooms nor the libraries were equipped to support e-teaching. They then turned to the ERCs.

The libraries have, through ERCs become centres of learning: the lecturers expect the libraries to deliver adequate space, bandwidth and cutting-edge high-speed

computers for them to use their learning management platform; e.g. WebCT. They also expect the libraries to avail ERCs or I-Centres for them to administer e-tests and hold lectures, train their students, etc., whereas the libraries are not warned in advance to cater for the higher bandwidth. There is also no financial commitment by TUT for the libraries to extend the facilities. The only source of funding for the centres is the student levies and they may not be used to provide infrastructure which should be the responsibility of the University. Although there is little joint planning, all the parties involved agree on one thing: all want students to have the best experience of studying in TUT and that there is no going back to searching for information only in the libraries.

To create order in ERCs, in 2007 the ERC Steering Committee tasked a small team to go and observe what other successful universities in the country have done for benchmarking, and recommend a model for ERCs in TUT. Feedback is expected within June 2007, after which the Committee will decide on implementation.

The LIS is willing and able to support e-learning. Only, planning with all stakeholders must take place. The LIS has accepted the role of running the centres. Therefore, the newly approved organisational structure for LIS incorporates ERCs and I-Centres. It is therefore envisaged that the one-stop model will continue but under better planning conditions.

Model for Managing ERC Service Provision

An ERC Steering Committee comprising all nine library Heads, TLT, ICT Services and a students' representative, chaired by a Deputy Vice Chancellor to which LIS reports was established to give direction to the ERC services and account for the collected student ERC levies. Therefore, the ERCs report to LIS on operational matters and to the Steering Committee on strategic matters.

Aspects of Library support to e-learning and e-learners

The biggest challenge to librarians is to be abreast of developments in IT; sharpen information retrieval skills utilising the latest technologies; training and/or facilitation of learning to utilise the electronic resources; inclusion of students as e-services assistants and allowing the utilisation of library computers for:

- ❖ Typing of assignments
- ❖ Games to be played
- ❖ Access to e-mail
- ❖ Access to chat rooms
- ❖ Printing
- ❖ Sending and receiving faxes
- ❖ Scanning documents
- ❖ Downloading music and other documents

All the above is done within the University's policy on electronic communications and that on copyright.

How e-learning centres add functionality to library services

Ideally, libraries should be available 24 hours per day. Owing to humanitarian reasons, most are open based on social conditions around the institution; e.g. availability of transport for after-hours staff; availability of staff to work shifts; availability of funds for paid-over-time work; etc.

At TUT

- Availability of services irrespective of time or location is becoming a reality as the e-information resources-base grows
- Information/IT and Systems/Information Resources Management Librarians are hard-working at establishing with appropriate links peer-reviewed e-resources to serve the clients instead of them wading through the vast information on the Internet. To this effect a policy on the selection, evaluation and creation of access to "open source" publications has been developed for approval by TUT structures
- Employment of student assistants to work in the centres, especially students of ICT, gives the students practical training and for those utilising the centres the opportunity to be guided by their peers. There is no way the libraries could have afforded full-time staff for the many centres. It is a bonus that students also can look after facilities instead of full-time staff only
- Availability of the Internet Centres for longer hours, especially those in student residences as their hours of service are designed to suit the students. Issues of security for female students become non-existent as there is no exposure to risks of leaving their residences after-hours and exposure to all weather conditions. The library services are extended to the students irrespective of time and location
- Accessibility of the centres to non-resident students is another bonus as they can use them at their own convenience. Therefore, transport becomes a non-issue. Those from far-away places can come in to use the facilities on weekends as well.

Solutions chosen to address challenges in providing an e-learning centre in the library

Most of the challenges to the LIS in providing e-learning centres in libraries were borne of the attitude of the then institutional academic management towards provision of computer facilities for use by all students. When the need for provision of computers for staff was satisfied, it was assumed that Internet Cafés would provide the services required by students. Little consideration was given to the fact that by changing the mode of teaching, a change in the mode of learning would follow. Since libraries have had to keep up with technological changes in the format of literature to support teaching and learning, it followed that they would be looked upon by students and lecturers to provide an enabling environment for e-learning. The snag was that there was no provision of funds for the extra facilities. Hence, the requirement that students must pay small levies.

It took a lot of debating between the LIS and TLT to agree that students pay for learning as to LIS, the ERCs were an extension of library services, only the medium of information had changed from paper to electronic. LIS believed that the institution's decision to go for e-teaching should be accommodated in the student fees and the libraries get a fair share for them to avail the required facilities.

Some of the solutions to address the challenges of e-learning service provision in the library were the following:

- ✚ Cooperation with TLT and ICT Services: planning together yielded positive results as all acknowledged that working together was better than competition.
- ✚ The IT and Systems Section was involved in drafting the TUT Technology Plan. This would make sure that during implementation or when funds are allocated, LIS would be among the beneficiaries
- ✚ LIS cannot computerise services without the involvement of ICT Services for their technical expertise. Their purpose in TUT is to give technical support for service delivery to students and staff, including library services
- ✚ Liaison with the Student Development and Support Directorate, specifically for participation in the Life Skills Programme for Foundation Year courses. These are courses offered to upgrade the entry level of students who did not obtain satisfactory grades in high school to prepare them for university level studies
- ✚ Liaison with Curriculum Development Services with the aim to integrate library utilisation in the curriculum. If lecturers work with librarians in curriculum design and delivery, it becomes easier to share resources. The aim has not yet been achieved, but joint planning meetings are held regularly
- ✚ Involvement of Information Literacy Training Librarians in the Partners@Work Programme of TLT to equip them with skills to develop and utilise newer technologies in information literacy training/user education
- ✚ Involvement of System Librarians in the annual Ditcher Workshops to share information and experiences to enhance their skills and for benchmarking. The workshops are fully sponsored by TENET
- ✚ Plans are underway to employ wireless access. The ICT Services and TLT Directorates are working on more funding proposals from overseas companies and institutions for provision of infrastructure for e-learning. LIS will benefit from the ventures
- ✚ Participation of LIS in funding proposals to the national Department of Education for upgrading facilities to support teaching and learning and for upgrading to smart classrooms, including tele-/video-conferencing facilities at each campus
- ✚ Funding proposals for donations of new computers and networked printers for populating the ERCs and I-Centres. DELL Corporation has donated 350 Pentium 4s in the past year. They are committed to donating even more computers to TUT. Highveld Steel Corporation in Witbank has donated computers and money for populating the ERC in the Witbank Campus annually for upgrades and extensions. These kinds of partnership ensure that e-learning provision is realised
- ✚ Space for the centres is another challenge. But recently, TUT is looking seriously into audits of space needs per campus with the aim to plan for

moving faculties to a single delivery site model. LIS space needs have been included

- ✦ LIS is planning to establish more centres in the students' residences as this model works very well where it has been operational.

Conclusion

Although it was not initiated by LIS, the ERCs and I-Centres have become the best vehicle of e-learning support by TUT libraries. There are very good lessons learnt from before and after the merger of the three former technikons: provision of effective services to students takes priority of competing for resources. It is therefore, heart-warming to see all important stakeholders; namely, academic support services departments, join efforts to afford TUT students the best learning experience.

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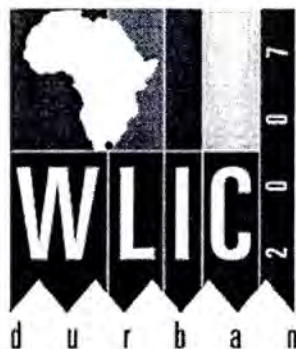
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๑๗. การสร้างความเป็นหุ้นส่วนของห้องสมุด : การ
เปลี่ยนแปลงบทบาทขององค์การสหประชาชาติ
ในการเผยแพร่สารสนเทศและองค์ความรู้

(Creating library partnerships: the United Nations' changing role
in disseminating information and knowledge)

โดย *Ms. Linda Stoddart* : Dag Hammarskjöld Library, New York, USA

Date : 07/06/2007



**Creating Library Partnerships: The United Nations
changing role in disseminating information and knowledge**

Linda Stoddart, Ph.D

Head, Dag Hammarskjöld Library and Knowledge Sharing
Centre;
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New York

Meeting:	119 Government Information and Official Publications
Simultaneous Interpretation:	Yes

WORLD LIBRARY AND INFORMATION CONGRESS: 73RD IFLA GENERAL CONFERENCE AND COUNCIL
19-23 August 2007, Durban, South Africa
<http://www.ifla.org/iv/ifla73/index.htm>

Abstract

This paper will discuss the role of the United Nations (UN) Headquarters Library in New York- the Dag Hammarskjöld Library and Knowledge Sharing Centre - in providing access to the UN's vast array of information and documentation. It will explore the relationship the Library has developed with over 400 depository libraries around the world and propose ideas to promote better access to information produced by the UN and the UN system with these institutions. Technology and organizational change within the UN have provided opportunities for the Library to move from an independent repository, to embrace a new role as a coordinator of a community of Partner Libraries; moving from collections to connections, by supporting new approaches.

Introduction

Libraries are learning to adapt to the new imperatives of the 21st century and have recognized the role that partnerships and the importance of communities are playing in their new focus. The traditional role of libraries as centres for learning and knowledge is not challenged, however, their methods are under scrutiny, and skills required for information professionals are evolving as a result.

The United Nations Headquarters Library in New York called the Dag Hammarskjöld Library and Knowledge Sharing Centre (DHLink) is no different. The United Nations itself is undergoing a major reform effort in order to adapt to the new operational and political realities in the world today. The positioning and activities of the Library are being rethought as part of this overall organizational change process.

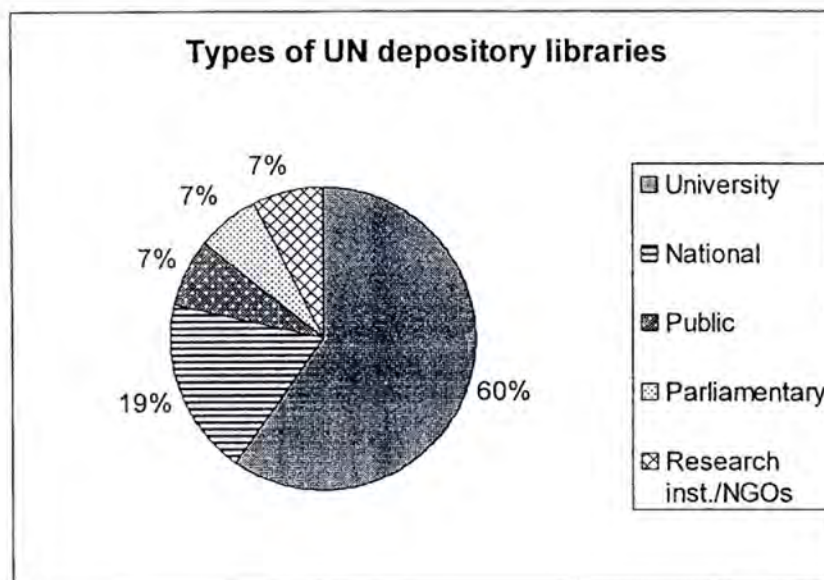
“Moving from collections to connections” is the new slogan for DHLink, depicting not only the evolution to electronic information, but also giving a new focus to the promotion of communities, encouraging and facilitating networking, and bringing people together. In

launching the new strategy for the United Nations libraries in 2005, a General Assembly document, (A/AC.198/2005/4) describes the transition from independent repositories to embrace a new role as facilitator of a network of knowledge-sharing communities. This evolution entails a move from building and maintaining book and periodical collections to facilitating a knowledge-enabled environment and the exchange of information among stakeholders. Web 2.0 tools are increasingly being used throughout the world, enabling the creation and access to information and an enormous range of materials. These trends have a profound effect on the role of the UN in disseminating information and knowledge and on the role of libraries.

This paper discusses the changing role of the UN Depository Library Programme (the Programme) of DHLink and proposes a new approach for the development of partnerships with member institutions.

Outreach: depository libraries

The UN depository library programme, which began in 1946, was the primary outreach activity of the Dag Hammarskjöld Library, since the focus of the Library had been to service clients in the UN Headquarters in New York. Currently, the Programme has 406 libraries world-wide which receive documents from all the major duty stations (New York, Geneva, Vienna, Nairobi, Addis Ababa, Bangkok, Beirut, and Santiago). Among them are 242 university libraries, 77 national libraries, 29 public libraries, 28 parliamentary libraries and 30 libraries with research institutions and non-governmental organizations.



DHLink administers the Programme which provides depository libraries with reference assistance and training. Periodically visits to these libraries are organized in conjunction with other official business or when staff happen to be in the proximity; there is no specific budget for these advisory visits. DHLink undertakes a survey of all depositories every two years to identify problems, collaboration opportunities and to update contact information at each library. The Outreach Support Unit of DHLink keeps the depository libraries up-to-date by providing information primarily through e-mail.

Roles and needs of depository libraries

Since the beginning, the objective of the Programme has remained unchanged: to make UN documents and publications available throughout the world.¹ In order to meet this objective, depository libraries maintain archival collections and educate users about online and print information on UN activities. The data collected from surveys conducted by DHLink show that the libraries have been active in disseminating UN information by organizing exhibits, creating web pages with links to UN resources, preparing information guides, organizing training classes for their users, and developing curriculum in cooperation with faculty members using UN material as textbooks.

In response to the DHLink survey carried out in 2004 to ascertain if the depository libraries were able and willing to use the Official Documents System (ODS) which provides internet access to UN documentation, libraries in Germany², Japan³ and the United States⁴ strongly urged the UN to keep print deposit available even when the ODS access became free. These libraries valued highly their archival UN collections and advocated their users' preference for print materials, especially

Official Records and documents with lengthy or tabulated content. They were also concerned about the incomplete coverage from the ODS, as well as the absence of a mirror site in case the ODS temporarily went down. For these libraries, guaranteed availability of UN material, online or print, was of utmost importance.

By contrast, many libraries in developing countries were keen to revert to electronic access to documents, despite in many cases, problems of access to the internet and computers. Anecdotal data gathered during visits to these libraries showed that collections maintenance and management, as well as a lack of knowledge about the documents themselves were an even bigger problem.

The UN is developing plans to enhance the ODS with a more intuitive system to facilitate searching for documents since it is recognized that the present system is not easy to use. As older UN documents are digitized they will be included in the ODS, making it more comprehensive and reliable.

Depository libraries are required to maintain all the deposit items in good order. Most of these libraries attach high prestige to being a UN depository library and strive to perform their depository functions well. Most, if not all, of the depository librarians wear many hats and are unable to spend adequate time on UN deposit. The baby-boomers who have expertise in UN deposit are retiring. Some libraries have personnel rotation policies imposed

¹ ST/AI/189/Add.11/Rev.2 of 18 August 1995.

² Individual responses received from Staatsbibliothek zu Berlin - Preussischer Kulturbesitz, Freie Universität Berlin, Hamburg Institute of International Economics, Max Planck-Institut für Ausländisches Öffentliches Recht und Völkerrecht, and Universität Potsdam.

³ A petition dated 20 Apr. 2004 to USG/DPI signed by: Chuo University Library; College of International Relations, Nihon University; Kanazawa Izumino Library; Aichi Prefectural Library; Kyoto UN Depository Library; Research Institute for Economics and Business Administration, Kobe University; Hiroshima UN Depository Library; Kyushu UN Depository Library; Seinan Gakuin University Library; and University of Ryukyu Library.

⁴ A letter dated 8 Apr. 2004 from the Chairperson, ALA Government Documents Round Table, addressed to the UN Depository Libraries Officer.

by their parent institutions. They try to overcome this challenge by forming online groups for information exchange and by contacting DHLINK for guidance.

Generally, libraries in developing countries face a more difficult situation. Library staff is often overwhelmed when faced with the large amount of UN documentation arriving at their doorsteps. Processing and shelving, not an easy task, let alone using this material for dissemination and research is often beyond their capacity. As a result, the collections are poorly organized, and boxes of deposit are sometimes unopened, piled up or even discarded.

Four years ago, a UN survey showed that twenty per cent of depository libraries in developing countries did not have internet connectivity. This situation has changed significantly over the last few years; however, telecommunications infrastructure and access to technology remain problematic.

Opportunities: thinking out of the box

When the UN depository library programme was set up, information was scarce and available only through libraries: today information is ubiquitous, and in many cases, free, especially on the internet. As a result, the role of libraries and librarians has changed dramatically. Technological innovations and mobile devices are having an increasing impact on information professionals who are expected to know how to utilize the latest technological tools, understand taxonomies, evaluate new information sources, and be knowledgeable on information policy development. Libraries everywhere are redefining their roles and services to better respond to these new imperatives.

The UN is proposing a change of focus and name for the depository library programme, to reflect a new approach to information access and dissemination. Depository libraries would become "UN Partner Libraries." Rather than only receiving printed copies of UN documents and other publications, a more targeted relationship would be forged with these institutions, especially those in developing countries, to provide training and guidance on how to retrieve and access UN online information and documentation. Part of the programme would also focus on providing support to libraries in reaching out to their community of stakeholders and develop partnerships in order to disseminate information about their collections and access to information far more widely. Many have the potential to transform themselves into "information nodes" for their local communities where people can come to learn, exchange views, knowledge, and meet with others with similar information interests, and collaborate on various issues.

DHLINK plans to help identify funding sources that would assist in the acquisition of necessary technology and training to become an information node. The Partner Library would ensure that it plays a vital role in disseminating information to their stakeholders. To this end, the Partner Library would work closely with schools, teachers, local government offices, businesses, non-governmental organizations, and UN offices. With UN local offices, the Partner Library would actively create opportunities for their constituents to interact and learn about UN activities relevant to their local issues. DHLINK would provide the Partner Libraries with extensive training in UN information, information management, and public outreach techniques. Information professionals in charge of Partner Libraries would be eligible to participate in training organized in different regions. The Partner Library would function as an advocate for the UN and for attainment of the Millennium Development

Goals (MDGs) as well as an educator in information management and knowledge sharing in their local community.

While the mandate of the depository library programme would remain unchanged, the involvement of future UN Partner Libraries would be refocused. Activities would include:

- Promoting public awareness of the work of the UN on the issues of importance to the international community;
- Mobilizing support for the United Nations activities at the local level (in local languages);
- Publicizing the United Nations documents and publications to a wider audience;
- Assisting in strengthening outreach efforts of the United Nations.

A new opportunity for UN Partner Libraries would be to involve them in becoming advocates for some of the global themes, in addition to MDG issues, based on their own local, national or regional agenda. These might include the following:

- Conflict prevention
- Disarmament
- Human rights
- Humanitarian relief
- Combating terrorism
- Dialog among civilizations
- Culture of peace

New outreach activities would be developed in collaboration with future UN Partner Libraries, and involving United Nations Information Centres (UNICs):

- Launching exhibits;
- Posting information about new UN publications and events on internet or intranet sites;
- Giving briefings on the UN collection during student orientation sessions, involving UNICs;
- Preparing brochures and user guides about the UN collection;
- Organizing round-table meetings and seminars on United Nations-related issues;
- Conducting training on the use of the UN website and UN databases;
- Promoting the use of United Nations documents/publications for teaching.

Plans are being explored to launch the Partner Library Programme in one region as a pilot to test and evaluate the model. Based on lessons learned and depending on local prerogatives, the initiative will be modified to produce the maximum possible impact both for the local community and UN outreach efforts. A regional workshop in Asia will be held in Bangkok in October 2007 to discuss this initiative and develop plans for its development.

DHLink would provide support through the creation of an expert network of information partners from other UN Partner Libraries which would help:

- Undertake an assessment of stakeholders' requirements;
- Develop a plan for new activities and products to disseminate information on UN activities and information relevant to their communities, countries and regions;

- ➔ Facilitate the collaboration with United Nations Information Centres (UNICs) and other local UN offices to organize events and other networking opportunities.

More formal relationships would be established with UNIC knowledge sharing centres and the UN Partner Libraries in order to encourage the development of common outreach activities to disseminate information on UN themes. In addition, closer collaboration will be facilitated with UNESCO and the other specialized UN agencies.

KnowledgeNet, an electronic newsletter will be established for Partner Libraries, accessible through the UN Web site, giving guidance, tips and news about other Partner Libraries and training opportunities.

Conclusion

The UN has a unique role to play in the dissemination of information and knowledge. New models are required in order to move beyond the present approach of simply expediting UN publications and documents and hoping that they will reach the right audiences at the right time. Maintaining complete collections of UN documents may remain a priority for some libraries; others do not need or want to retain archival collections, however, they would like to have access to current materials published by the UN of interest to their constituencies. This meeting provides an opportunity to discuss these ideas and have an exchange of views. The UN would like to work with its partners to explore and experiment with new approaches, to help disseminate the wealth of information that is available. Information will only be of use to our stakeholders if they know about it and can have easy access to it.

Building a community of partners will help us to develop new ideas, services and tools to make this happen. Adequate financial support however will be a key to making this initiative a success. Working together – being more than the sum of our parts – will help us to identify funding opportunities to make this new approach a reality and build a community of UN Partner Libraries around the world.

๑๘. ห้องสมุดสำหรับเครือข่ายโลกยุคโลกาภิวัตน์ :
เกี่ยวกับการศึกษาแนวใหม่และการออกแบบเชิงกลยุทธ์

(Libraries for a Global Networked World :
Toward New Educational and Design Strategies)

โดย Robert M. Mason and Tabitha Hart :
University of Washington, Seattle, USA

Date : 14/05/2007



Libraries for a Global Networked World: Toward New Educational and Design Strategies

Robert M. Mason* and Tabitha Hart
University of Washington, USA

Meeting:
Simultaneous Interpretation:

158 Division of Education and Research
no

WORLD LIBRARY AND INFORMATION CONGRESS: 73RD IFLA GENERAL CONFERENCE AND COUNCIL
19-23 August 2007, Durban, South Africa
<http://www.ifla.org/iv/ifla73/index.htm>

Abstract

The growth of the Internet and the World Wide Web means that users expect access to information and the world's knowledge regardless of geographic or political boundaries. Some approaches think of geographic distances as the primary barriers and use information and computer technologies (ICTs) to enable knowledge transfer across these distances (MacCormack 2002). The concept of a digital global library is a natural extension of these ideas, and the technology to accomplish this would seem to be available. However, as others have pointed out (Nonaka and Takeuchi 1995; von Krogh, Ichijo et al. 2000), the technologies used to manage knowledge have a decidedly western, if not North American, perspective. Culture is rarely taken into account in the design of systems intended to help organizations manage knowledge (Mason 2003).

This paper posits that developments in Internet technologies can have a profound effect on the concept of a global library. These technical developments enable new ways for people to interact and for communities to form, and the combined technical and social changes challenge the conventional notion of a library as primarily a means for providing access to information. Future library design and the education of library professionals will benefit from conceiving of a global library as a space and infrastructure that enables different ethnic communities and national value systems to create and maintain "third cultures" (Packman and Casimir 1999) in which knowledge from the distinct communities can be shared and new knowledge developed. Such a conceptualization of the future library suggests that we should reassess the skills and systems that will need to emerge if library professionals are to continue to provide leadership for global knowledge sharing.

Introduction

The growth of the Internet, in terms of the numbers of networks, connectivity, and the number of users, has been exponential for almost two decades. Table 1 shows recent statistics on the availability of the Internet to different regions. What is remarkable is how the

predominance of usage is now arising in Asia rather than in Europe or North America, even though a lower percentage of the population in Asia has access. This situation means that even though the usage in North America and Europe may have led the digital revolution, the biggest changes in the future may come from Asia, which has the largest population.

The greater connectivity and the increasing scope of information available on the web have raised expectations for information and knowledge accessibility. The achievable ideal, many might argue, is that the information from anywhere in the world would be available from any location. Some libraries are approaching this by saying that the information in their collection is available "any time, any place" (Wilson 2001). In this ideal world for library access, geographic boundaries would no longer matter; a global digital library would enable the world's knowledge to be accessed from any place on the globe.

Global organizations have attempted to realize this vision of global accessibility of organizational knowledge, enabling access within their organization by those who need the knowledge, when they need it. To achieve this vision, many organizations have designed and implemented knowledge management systems (KMSs). For a knowledge-centric organization—an organization in which knowledge is the primary asset for creating and adding value—an investment in a KMS is seen as a basis for competitive advantage or a competitive necessity (Voelpel, Dous et al. 2005). The goal of a KMS is to support the creation, storage, transfer, and application of knowledge. The expectation is that by using computer-based KMSs, an organization can improve the effectiveness and efficiency of knowledge storage and transfer, two key steps in the process.

WORLD INTERNET USAGE AND POPULATION STATISTICS						
World Regions	Population (2007 Est)	Population % of World	Internet Usage, Latest Data	% Population (Penetration)	Usage % of World	Usage Growth 2000-2007
Africa	933,448,292	14.2 %	33,334,800	3.6 %	3.0 %	638.4 %
Asia	3,712,527,624	56.5 %	398,709,065	10.7 %	35.8 %	248.8 %
Europe	809,624,686	12.3 %	314,792,225	38.9 %	28.3%	199.5 %
Middle East	193,452,727	2.9 %	19,424,700	10.0 %	1.7 %	491.4 %
North America	334,538,018	5.1 %	233,188,086	69.7 %	20.9%	115.7 %
Latin America/Caribbean	556,606,627	8.5 %	96,386,009	17.3 %	8.7 %	433.4 %
Oceania / Australia	34,468,443	0.5 %	18,439,541	53.5 %	1.7 %	142.0 %
WORLD TOTAL	6,574,666,417	100.0 %	1,114,274,426	16.9 %	100.0 %	208.7 %

NOTES: (1) Internet Usage and World Population Statistics were updated on Mar. 10, 2007. (2) CLICK on each world region for detailed regional information. (3) Demographic (Population) numbers are based on data contained in the [world-gazetteer](#) website. (4) Internet usage information comes from data published by Nielsen//NetRatings, by the International Telecommunications Union, by local NICs, and other other reliable sources. (5) For definitions, disclaimer, and navigation help, see the [Site Surfing Guide](#). (6) Information from this site may be cited, giving due credit and establishing an active link back to [www.internetworldstats.com](#). Copyright © 2007, Miniwatts Marketing Group. All rights reserved worldwide.

Table 1. Internet Usage and Population Statistics, from <http://www.internetworldstats.com/stats.htm> (accessed 2 May 2007)

Although a global digital library is not the same as a KMS for a global or multi-national organization, it is not a far stretch to imagine a network of "any time any place" libraries (Wilson

2001) that would enable access to the collective digital knowledge stored in this network by anyone, anywhere. The technical capabilities are available for a global framework of a considerable subset of the libraries in the world. And, as shown in Table 1, such a network would make information accessible for many of the world's population.

However, the difficulties of realizing such a global digital library are not simply technical. There would be issues both of ownership and access rights and cultural distinctions in how knowledge is organized and presented. Culture, taken as the dominating attitudes and behavior that characterize the functioning of a group or community (e.g., a nation), would play a role.

The practical issue of ownership and electronic access has been handled by publishers with individual libraries or groups of libraries as subscriptions and even on a pay-per-view basis. The pricing and business models for such access to journals are still evolving (Cox 2002). This paper will not address this aspect of access and pricing. Instead, the focus is on cultural and related gaps that can inhibit the realization of a truly global digital library.

Recent studies have acknowledged the value of taking into consideration culture (the patterns of behavior and routines that arise from a community's set of shared values, language, and routines) as a way to be more effective in both the diffusion of new technology and the transfer of knowledge (Pauleen and Murphy 2005; Weir and Hutchings 2005; Hong, Easterby-Smith et al. 2006), and the need to take culture into account when thinking about libraries in a global context (Mason 2005). In these studies, the authors typically call for designs that take into account cultural differences or have the librarian serve as a boundary spanner (Mason 2005).

In the following sections, this paper argues that past views of a global digital library may be too limited. (Not wrong, but a vision that is too constraining for what is possible and likely.) Particularly, the paper suggests that the secondary effects from the rapid technical developments are an important input into our concepts of what a global digital library can become. These effects also challenge us to think anew about the roles of libraries and how we can accommodate cultural differences. Finally, with different roles and different approaches, professionals who seek to create and operate components of a global digital library may need skills, backgrounds, and preparation distinct from what has been mostly monoculture training and preparation.

The Issues: What is different today?

Global Network

As shown by Table 1, the reach of the Internet is global. Although it began in the US and is unquestionably a western technology, its presence and growth is no longer limited to western cultures. Indeed, the majority of users now are outside the US, and the growth rates of other regions exceed that of North America.

The ubiquity of the Internet has accelerated the potential interaction of cultural values and practices. Two recent events involving kisses illustrate the potential for how conflict and misunderstanding can be magnified by the global network by which events become known and discussed.

In one event, Richard Gere repeatedly kissed the neck of a startled Shilpa Shetty, a well-known Indian actress, on stage in New Delhi during a charity event to raise AIDS awareness.

The event was televised, and both Gere and Shetty were charged by a local magistrate for an act of public indecency. In the aftermath, Gere apologized, Shetty called for people to focus on the charity event itself, and the judge who issued the warrants for Gere's and Shetty's arrests has been transferred¹. The incident and its subsequent replaying on YouTube prompted world-wide discussion of how cultural values can clash. What is viewed as an innocent playful smooch by most western observers was seen by conservative Hindus as a vulgar and pornographic violation of local moral standards.

The second incident also involved a kiss—this one by Mr. Mamoud Ahmadinejad, the highly visible ultraconservative president of Iran. At a public ceremony honoring teachers, Mr. Ahmadinejad kissed the gloved hand of an elderly woman who had been one of his teachers. In the west, such an action would be seen as a respectful gesture honoring a former teacher, but in Iran, Mr. Ahmadinejad's kiss prompted in a strong reaction from local Islamic leaders, who accused him of indecency.

While both the Iranian president's action and the Gere-Shetty encounter illustrate violations of local customs (Vitello 2007), the significance of the events became magnified because of the high visibility of the incidents around the world. Not only were the text versions of the reports available in both electronic and print version, the rapid accessibility of videos of the Gere-Shetty kiss quickly created high interest among those who had ready access to the Internet. While the examples demonstrate the interconnectedness of the world and how quickly events in one geographic region can become known elsewhere, they also illustrate the difficulty of isolating cultural conflicts.

How Technology is Used: the Web 2.0 Concept

The impact of this growth may not be in the connectivity itself (which is significant, as illustrated above) but in the secondary changes in behavior and values that such connectivity seems to stimulate. The notion of Web 2.0 is both an emerging technical model and a social model.

The emerging technical model means that the evolutionary development of web technology enables new capabilities for users. Higher bandwidths mean that images and videos are more readily available, thus increasing the richness of the media accessible on the web. Additionally, users can label, or "tag," pages and information units. Consequently, the web becomes increasingly dense in terms of primary content (the text web pages, the images, and the video), the metadata of tags, and the linkages among sites and pages. Collectively, all three (primary content, metadata, and linkages) create a set of extraordinarily rich sources of information, so that becoming aware of the combination of the three dimensions presents opportunities for learning and for innovative connections among previously unassociated assemblages of facts and relationships.

The emerging social model is enabled by how people choose to use the evolving technical capabilities. The technical capabilities permit—even encourage—the formation of new social networks focused on particular interests or other shared characteristics, ranging from such simple concepts as attending the same school to more complex associations such as a shared interest in particular types of books or hobbies.

¹ http://www.examiner.com/a-708862~Report_Judge_in_Gere_Case_Transferred.html

The creation of open source software is becoming more popular and challenges the traditional idea of ownership of intellectual property. Networks of highly capable programmers devote hours of time to developing and maintaining software that is widely used and not “owned” in the traditional sense. For example, the operating system Linux was developed by Linus Torvalds in the early 1990s and made available without cost. Since then, software developers worldwide have been constantly improving it, and a few years ago it was reported to be the most widely used operating system for supercomputers². The notion of “ownership” in such software systems as Linux is based on a shared ownership and pride in a collective authorship. Such a social approach to intellectual property is a relatively new phenomenon, and its execution in the technical arena is both made possible and stimulated by what can be done through collaborative action through the Internet.

The new technical capabilities have spawned new forms of services that aggregate people with shared interests and characteristics. Social network sites and services, among them Facebook, MySpace, and others, provide a means by which individuals can maintain contact with others electronically. The virtual communities provide an alternative social outlet to face-to-face activities, and there is anecdotal evidence that it replaces email for the younger generation. One reporter describes her increasing use of Facebook as follows (Guzman 2007):

“I needed it constantly. I started to check the site as much as my e-mail. I shared my cell phone, address, gory details about my incompetence in the kitchen and every photo in which I don't look supremely unattractive (my friends' appearances notwithstanding). Browsing my friends' profiles became a habit. [Now] Facebook is my drug. My hub. My swirling vortex of social chaos. It lets me stay in touch on my own time, on my own terms. I sail its pristine blue and white pages with the wind at my back and a clear view of my social landscape. What was life before Facebook? Did I ever actually keep a real live photo album? Call friends at home -- on land lines? Send letters?

Forget e-mail and the Internet. Without Facebook, I'd feel ... shipwrecked.”

The significance of these examples of social networking—one oriented toward software development, one purely social—suggests that what we are seeing is a new approach to using the Internet. It has become the meeting space—a virtual “third space” for gathering, beyond the physical workplace and the home—that goes beyond simply searching for and accessing information. The Internet is changing how we interact with each other, both for work and for recreation.

Nature of the Issue for Global Libraries

The above examples suggest that we may want to rethink the potential role of a global digital library. While performing in a role similar to the roles of past libraries, the global digital library will be facing a constituency comprised of a different generation. Certainly the role of the library as access to information, as a bridge to opportunities that otherwise might not be open to those who are “underserved” by other societal institutions, will continue. But if there is to be a true global digital library, it will have to confront the challenges of making accessible information and knowledge that may be viewed locally as being in conflict with prevailing cultural practice or violating local moral standards. In short, local libraries that would participate in a global network of libraries—and thus provide their constituents with the benefits of access to global sources—

² http://www.forbes.com/home/enterprisetech/2005/03/15/cz_dl_0315linux.html

will have to accommodate multiple cultures and different moral standards. How they manage this accommodation is a major challenge.

The second issue—the meaning of Web 2.0 for a global library—is more complex. In the new Internet environment, libraries may want to offer opportunities that go beyond the provision of access to information. Some observers believe that this is already happening, particularly at the local level, where user-responsive services are continually evaluated and changed to meet expectations (Miller 2005; Hastings 2007).

This raises the question of the role of the library, particularly the public library and the academic library, and how these may be evolving. (And we would argue that the global digital library would include public and academic libraries as essential components.)

The public library in western cultures has always been more than simply a repository of books available for loan: it has served as a community center, as a gathering place, and—at least in democratic societies—as a symbol or icon of upward mobility and opportunity for advancement. The academic library in most western cultures is seen as a source for scientific, cultural, and technical knowledge. However, there is not a universally accepted desired role for libraries. Much of the developed world tacitly assumes that sharing information generally is a positive, collectively beneficial process. Some cultures value information and knowledge differently, however. An ethnographic study of the use of library by native Maori determined that new Maori library users had difficulty accepting the fundamental purpose of a library. According to Duncker, the Maori felt that it was a violation of their core values for libraries to store and make accessible to many people their most valued knowledge, including Maori genealogical information. Such knowledge, considered tapu, or sacred, should be disseminated only in circumstances that respect the tapu nature of the knowledge (Duncker 2002). In some cultures, knowledge is valued only if it is shared sparingly; it loses value if it is readily accessible (Harrison 1995), much as many Western cultures view intellectual property.

Such perspectives present barriers to realizing the concept of a network of digital libraries that would enable the storage and transfer of knowledge electronically. Not only is there the barrier of converting the tacit aspects of cultural knowledge to more explicit expressions, there is the added barrier of the potential incompatibility of cultural values. If we are to have a global digital library, we must think in terms of structures and processes that enable these barriers to be overcome while simultaneously honoring cultural traditions.

Meeting the Challenge of Cultural Differences

Past conceptual approaches have included boundary spanning, using a three level semiotic model proposed by Carlile (Carlile 2002; Carlile and Rebentisch 2003). In proposing such an approach to a global digital library, it has been argued that digital technologies can help with two levels of exchange between cultures. At the syntactic level, the library uses a shared language and vocabulary to bridge two cultures. At the semantic level, the digital library uses shared databases and thesauri to bridge the communication barriers between cultures. However, at the pragmatic level, machines are unable to bridge differences in power or to accommodate the differences in cultural values, and it is suggested that librarians become the essential boundary spanners (Mason 2005).

Reflection will show a dimensional problem with this approach. If we have N cultures, then we have N^2 boundaries (one between each pair of cultures), thus a rapidly expanding number of

"boundary spanners" required. Conceptually, this approach is one of accommodation, working bilaterally to bridge two cultures.

Instead of simply accommodating cultural differences, it may be more productive to exploit these differences to create new knowledge (Gadman and Cooper 2005; Pauleen and Murphy 2005). Accomplishing this would require a substantially different approach to designing the "interface" between cultures. Instead of trying to have professional librarians serve as boundary spanners, it may be more efficient and effective to establish systems, in the form of environments, that enable the creation of a "third culture" (Packman and Casmir 1999).

From the perspective of the semiotic model (Carlike 2002), this might be understood as a pragmatic level of boundary spanning. However, in this new third culture model, the approach is not one of accommodation. One culture is not transferred ethnocentrically from one context to the other, and one culture is not assimilated by another. Instead, the approach is to enable a situation in which a new culture is created from knowledge that is new to all the participants. The resulting amalgam is a culture that is shared by those who have worked together to build it from the combined exchanges and interactions they have shared.

Examples from International Business

The hybridization of cultures is a phenomenon that has been gaining attention by scholars interested in international communication and by those studying management of international organizations and globalization. Cultural hybridization is the combining of different cultural elements to form a new entity. One significant aspect of hybridization is that it is a more democratic—less hierarchical—than simply one culture adapting to another. All the parties take an active role in creating the new culture, and this lessens (if not negates) the traditional assumptions of assimilation or accommodation and the mostly dichotomous relationships of powerful-powerless/imperialistic-subjugated relationships (Pieterse 1995). The concept of hybridity is described as "a space of oblique signification where power relations are dialogically reinscribed," and "glocalization" is suggested as a more inclusive alternative to the more popular "globalization" (Kraidy 1999). The resulting culture is new, an original creation of the involved parties.

Packman and Casmir (1999) call the communication approach towards creating these new cultural products *third culture building*, and explain it as a process by which two different cultural groups form a third culture between them as their common ground, rather than completely imposing or adopting the original cultures in question. The result is something that incorporates elements of both cultures and yet remains separate and distinct from the originals. In terms of power, the democratic advantage of consciously taking a third culture building approach is clear as it "involves mutual learning, a cooperative dialogue and building experience rather than a one-sided attempt to be politically correct, or to simply assimilate" (Packman and Casmir 1999, p. 485). Through this communicative process, everyone must "[adjust or even forfeit] extant cultural norms and values [so that a new culture can be developed] where dialogue can freely exist and which is seen as beneficial to all of those involved" (p. 486). Though organizations can and should be true to their original values and products, they must at the same time be flexible and open enough to make changes that meet the culturally-rooted needs of their target markets.

Although such an approach can be a tremendous challenge, business ventures such as multi-national corporations (MNCs) have shown that it works and is preferred to other approaches (Hurt and Hurt 2005; Voelpel, Dous et al. 2005). The Hurt and Hurt study

documented the failure of an "ethnocentric" (37) approach to transferring of organizational knowledge and practices (the "original" model) from one cultural context to another ("local" model). In this case, "ethnocentric" signified the transfer of the company's knowledge and ways of doing things completely intact, assuming that the original model was the best or preferable way, and that what worked well in the original cultural context would, or should, work equally well in another. Both models were viewed as "sets of attitudes [and] responses... formed by different histories, national cultures, and administrative heritages." Rather than attempting to replace one with the other such that the process became "a confrontation of models" (38) that "created barriers to learning for both parties and block[ed], or slow[ed], knowledge transfer" (39), the managers representing the parent company attempted to revise their approach, taking a more collaborative tack, "the objective [of which] was not to make a qualitative difference between the two cultures, but create a company spirit in which what was essential to both French and Polish personnel was respected..." (43) The result of this was what the authors called a new "common space" or "common ground" (44) that incorporated practices and cultural identities of both groups. Not only did this space unify the workers, who had once been at odds with one another, but it also provided "a new frame of reference... through which the actors could make sense of their experience, as opposed to using their old frameworks to interpret events. In this common space, a platform of common knowledge was developed and a culture that was both tacit and explicit had been forged that could be transferred to new recruits." (44) [Note: After this success, however, the parent company abandoned this third-culture-building approach and returned to their ethnocentric model, the success of which was undetermined at the time of publication of the study. The authors observe that "MNCs are unrelenting in their attempt to maintain their tested business models" and are "impatient with diversity that seems to call into question the core of their operational effectiveness and will drive towards integration." (47) (Hurt and Hurt 2005)].

Another study examined the development of a global knowledge management system (KMS) for Siemens ICN, a division of the German-based electrical and telecommunications company (Voelpel, Dous et al. 2005). Although not labeled as a third culture building approach, the company's decision makers opted not to take the ethnocentric approach of creating their KMS in Germany and transferring it to their subsidiaries abroad. Instead, they developed the system called ShareNet through a process of repeated testing and feedback from Siemens employees across the world, "ensur[ing] that the system would benefit from the integration of a rich source of cross-cultural competencies at an early stage, which would serve as a cornerstone of the subsequent global rollout." (12) Highly satisfied with the approach, the authors determined that "the accumulated profit the knowledge-sharing system had generated for ICN accrued to approximately Euro 5 million." (Voelpel, Dous et al. 2005, p. 17)

In the ShareNet example, the authors termed the approach "glocal" (12). It can also be seen as a good example of third culture building in that ShareNet successfully incorporated elements of user needs, norms, and expectations from all user cultures, while simultaneously fostering mutuality and cooperation. Rather than forcing a German-centered KMS onto its subsidiaries and partner organizations, Siemens created one from the ground up that met everyone's needs and allowed for multiple approaches to knowledge creation and sharing.

Implications for a Future Global Library Network

The business and commercial examples provide confidence that "third culture building" can be effective for organizations that share a goal. These examples demonstrate the concept, but they are several years old. The companies did not have the benefit of the emerging capabilities of today's Internet. Moreover, the talented young people that are creating their own

social networks are paving the way for what can be accomplished. The design is not based on a traditional information system, however, but more the development of an infrastructure in which virtual spaces facilitate the connection of users in a plurality of values, styles, and knowledge sharing approaches.

Conclusion: Significance to Profession

The realization of a global digital library is closer than ever. However, it will not happen with a complex interconnection of technologies, and it is unlikely that an ethnocentric transfer of "best" practices or knowledge will enable the realization of a single or even a network of libraries that meet this vision. However, by exploring how to exploit the second order capabilities of the Internet (Web 2.0), the global digital library can emerge. Collaboration by cultural institutions can provide virtual spaces for communities of professionals and users to build third cultures. As these third cultures emerge, the participants develop new cultural practices that transcend the individual ethnic and national cultural barriers. The new global digital library will not simply be a collection of resources that can be accessed seamlessly "any time, any where," it will become a place in which new knowledge is continually created and reformed for local users.

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๑๕. การวัดคุณภาพสำหรับห้องสมุดเฉพาะ

(Quality measures for special libraries)

โดย Roswitha Poll, Germany

	<p style="text-align: right;">Date : 05/07/2007</p> <p style="text-align: center;">Quality measures for special libraries</p> <p style="text-align: center;">Roswitha Poll, Germany</p>
Meeting:	152 Statistics and Evaluation
Simultaneous Interpretation:	No
WORLD LIBRARY AND INFORMATION CONGRESS: 73RD IFLA GENERAL CONFERENCE AND COUNCIL 19-23 August 2007, Durban, South Africa http://www.ifla.org/iv/ifla73/index.htm	

Abstract

*Special libraries are the least represented part of national library statistics. The difficulty starts with the question of what is meant by "special library". Though there is a definition and an enumeration of special library types in the international standard ISO 2789, the special library is generally defined in terms of what it does **not** mean, namely academic, national, public, or school libraries. The paper gives an overview of the various types of libraries that can be classed under the label "special library", ranging from the small traditional library of a specialised museum to the comprehensive electronic information centre of a pharmaceutical company.*

The variety of special libraries involves a similar variety in their mission and goals, funding, size, collection subjects, types of materials, services, and clientele.

Quality measures for special libraries will depend on the mission, clientele and tasks of the libraries. In libraries serving the daily needs of a defined population, quality will be mainly defined by the speed and accuracy of reference and information delivery services, the possibility of direct (desktop) access to the library's collection and services, special customised services, and the cost-effectiveness of all services.

In libraries with long-range tasks and no specified population, quality will rather be defined by the coverage of the collection for its special subject, by preservation or digitization activities, attendances at library events, and possibly also the comprehensiveness and speed of a bibliography.

But there is also a range of quality measures that would be applicable to all types of libraries, namely indicators for the speed, accuracy and efficiency of background processes (e.g. acquisition or processing speed, accuracy of shelving), for employee productivity, for the library's engagement in regional, national, or international cooperation, and for the priority that the library gives to staff training and therewith to the library's ability to cope with new developments.

The paper shows sets of possible quality measures for different types of special libraries.

The definition of "special libraries"

Special libraries are always the least represented part in national library statistics. "In most countries, special libraries are the part of the library and information world about which least is known."¹ The difficulty starts with the question of what is meant by "special library". Though there are quite a number of definitions, the special library is generally defined in terms of what it does **not** mean, namely academic, national, public, or school libraries.

The IFLA Division of Special Libraries says in its scope statement that it is characterized by “libraries with specific kinds of service functions and subject specialties, such as art, biological and medical, geography and map, government, science and technology, and social science libraries”. This is not what is generally meant when we speak of special libraries, as it would include all academic libraries with specified subjects.

Definitions for special libraries generally start from enumerating types of libraries that would fall under the rubric.

“A library established and funded by a commercial firm, private association, government agency, nonprofit organization, or special interest group to meet the information needs of its employees, members, or staff in accordance with the organization's mission and goals. The scope of the collection is usually limited to the interests of the host organization.”²

The International Standard for library statistics defines the special library as follows:

“Independent library covering one discipline or particular field of knowledge or a special regional interest. The term special library includes libraries primarily serving a specific category of users, or primarily devoted to a specific form of document, or libraries sponsored by an organization to serve its own work-related objectives.”³

The ISO definition includes:

- Industrial and commercial libraries
- Media libraries (serving media and publishing firms and organizations, including newspapers, publishers, broadcasting, film and television)
- Libraries of professional and learned institutions and associations
- Health service libraries
- Government libraries
- Regional libraries (libraries serving a particular region whose primary function cannot be described as that of a public, school or academic library nor as part of a national library network)
- Libraries within voluntary organizations, museums, religious institutions, etc.

For this paper, I shall make use of the ISO definition.

Mission, goals and quality issues of special libraries

There is indeed a broad spectre of libraries that can be classed under the label “special library”, ranging from the small traditional library of a specialised museum to the comprehensive electronic information centre of a pharmaceutical company. This range of special libraries involves a similar variety in their mission and goals, funding, size, collection subjects, types of materials, services, and clientele.

Special libraries can be roughly subdivided into two groups:

- Corporate libraries, established within a company or organization to meet the information needs of its employees. This includes mainly industrial and commercial libraries, media libraries, health service and government libraries. These libraries serve a defined clientele, the members of their parent organization, and most times are not accessible for the general public. Their mission and goals must be aligned with those of their parent institution. Their main task is the efficient and speedy delivery of all required information to their clientele, often by customised services and proactive dissemination of information, and their collection building is based on actual user needs. Electronic collections will be important.
- On the other side, libraries e.g. of archives, museums, voluntary or professional associations, or libraries with regional tasks in many cases do not serve a defined population, but offer their services and collections to the general public. Their mission often involves building a comprehensive collection on a specified subject or a regional imprint and preserving that collection for future generations. The publishing

of bibliographies and catalogues and the organization of cultural events will often be included in the tasks.

Quality issues in special libraries will vary according to the mission of the library.

For libraries serving the employees of a company or organisation, quality will be mainly defined by the speed, actuality and accuracy of the reference and information delivery services, the possibilities of direct (desktop) access to the library's collections and services, and special customised services for the clientele. Cost-efficiency and impact measures will be crucial issues. The libraries must be able to demonstrate that their work supports the institution's goals and that the money spent on them will finally result in cost-saving for the institution.

In libraries with long-range tasks and no specified population, quality will rather be defined by the coverage of the collection for its special subject, by preservation or digitization activities, engagement in cultural activities, and possibly also the comprehensiveness and speed of a bibliography.

There are of course many general quality issues that special libraries share with other libraries:

- User-orientation and user-friendliness
- Speed, accuracy and reliability of the services provided

Performance indicators for special libraries

Performance or quality indicators (measures) have been developed and applied by libraries since several decades and have been published in handbooks and standards. The International Standard ISO 11620 for library performance indicators is in revision at the moment and will include performance indicators for traditional as well as for electronic library services.⁴ The IFLA guidelines for "Measuring Quality" that were published in 1996 will also come out in a revised edition in 2007.⁵ There is no lack of tested performance indicators, but special libraries will have to consider their special tasks when choosing a set of indicators for their situation.

For the first group mentioned before, the libraries serving the employees of a special commercial firm or institution, indicators should mirror their main tasks:

- A collection that is tailored to the needs of the clientele
- Collections and services that consider current needs more than possible future needs
- Speed and accuracy of reference services
- Proactive delivery of relevant information to users
- Customised user services (personal profiles, alerting services, selective dissemination of information)
- Efficient background services
- Cost-efficiency of services

Performance indicators for this group of special libraries could include "per capita" measures, indicators that relate the services offered to the number of persons in their target population or clientele. As probably a great part of their collection and of their services will be delivered in electronic form, measures for the use of the electronic media and services should be included. A set of performance indicators for such libraries, taken from the ISO standard and the IFLA handbook, could look like this:

Topic	Performance indicators	
General	Market penetration	Percentage of the clientele that make use of library services
Library as place for working	Seats per member of the clientele	Not relevant if the main service is electronic delivery
	Seat occupancy rate	To show whether there are enough working-places
	Opening hours compared to demand	Not relevant if the main service is electronic delivery
	Library visits per member of the clientele	Not relevant if the main service is electronic delivery
Information provision (collections)	Availability of required titles in the collection	To show whether the library's collection is adequate to the needs of the clientele
	Percentage of rejected sessions on electronic resources	To show whether there are enough licenses for the clientele
	Number of content units downloaded per member of the clientele	To show whether the library's electronic resources are relevant for the clientele
Information delivery	Interlibrary loan and document delivery speed	To show whether the library can quickly deliver information that is not available in its collection
	Correct answer fill rate	To show the reliability of the reference service
	Information requests per member of the clientele	To show the relevance of the reference service to the clientele
	Direct access from the homepage	The number of clicks necessary to find the most relevant information for the clientele
Background processes	Acquisition speed	To show whether new publications are quickly available
	Media processing speed	To show the efficiency of processes
Cost-efficiency	Cost per use (including lending, in-house use, interlibrary lending, document delivery)	The total cost of the library compared to usage
	Cost per library visit	The total cost of the library compared to visits
	Cost per database session	The costs of a database compared to sessions on that database
	Cost per download	The costs of an electronic resource compared to downloads from that resource
Development	Percentage of library staff providing end developing electronic services	To show the priority the library gives to the development of electronic services
	Attendances at training lessons per library staff member	To show the priority the library gives to staff development

For libraries without a defined clientele that build collections on specified subjects (e.g. history of gardening, Goethe, genealogy) or a collection about a specified region or community, the immediate delivery of requested information will be less important than the quality of the collection for current as well as future demand. Their indicators might be seen

in some analogy to those of National Libraries, whose main task is collecting and preserving the national documentary heritage. An International Standard for performance indicators of National Libraries is in work at the moment, and some of the indicators included there might also apply to the second group of special libraries.⁶ Special libraries of this group will probably have a large print collection and in many cases also rare materials. Therefore preservation and digitization issues ought to be included in their performance indicators. They will often engage in cultural activities, especially in exhibitions and other events that show the contents of their collections, and these activities should be considered. The list of performance indicators for this group could then look like this:

Topic	Performance indicators	
Library as place for working	Seat occupancy rate	To show whether there are enough working-places
	Opening hours compared to demand	To show whether the opening hours correspond to user demand
Information provision (collections)	Percentage of regional publications acquired by the library	For libraries with regional collections, to show the coverage of the collection
	Availability of required titles in the collection	To show whether the library's collection is adequate to the needs of the clientele
	Percentage of new entries in the library-edited bibliography that refer to publications of the last 2 years	For libraries editing a bibliography about their subjects, to show the actuality of the bibliography
Information delivery	Percentage of rare materials catalogued - of those in web catalogues	To show the library's success in making its rare collections known
	Interlibrary loan and document delivery speed	To show whether the library can quickly deliver information that is not available in its collection
	Median time of document retrieval from closed stacks	To show whether requested items are quickly accessible
	Correct answer fill rate	To show the reliability of the reference service
Cultural activities	Number of attendances per cultural event	To show the effect of the library's cultural activities
Preservation and digitisation	Percentage of the collection in stable condition	To show the priority for preservation
	Percentage of the collection in appropriate environmental conditions	To show the priority for preservation
	Percentage of titles digitized per year per 1000 titles in the collection	To show the library's success in making its collections accessible
Background processes	Media processing speed	To show the efficiency of processes
	Shelving accuracy	To show the accuracy

		of processes
Cost-efficiency	Cost per loan	The total cost of the library compared to loans
	Cost per library visit	The total cost of the library compared to visits
	Staff costs per title catalogued (includes only staff costs for cataloguing)	To show the cost-efficiency of cataloguing
Development	Attendances at training lessons per library staff member	To show the priority the library gives to staff development

Assessing user satisfaction

For all types of special libraries, the assessment of users' needs and wishes and users' satisfaction with the collections and services offered will be a most important issue. A survey for special libraries in the UK and Ireland in 2006 showed that user surveys were the most-used instruments of evaluation.⁷ For special libraries serving a defined clientele, user surveys will be more effective than for libraries serving the general public.

Users' needs and wishes can for instance be ascertained by the evaluation of use data or reference questions or by services for complaints and suggestions. For a broad overview most libraries conduct a user satisfaction survey that asks for the user's satisfaction with the library's services and products, often on a 5-point scale. Assessing the grade of satisfaction with a service can be connected with an inquiry after the importance of that service for the user. Dissatisfaction with a service that the users rate as important would make it urgent for the library to react on that result.

Satisfaction surveys can be offered to users in different formats:

Method	Advantages	Problems
Print questionnaire in the library	High recall	Only active users that visit the library will be included
Questionnaire by mail to a sample of potential users	Non-users are included	Less recall
Telephone survey	High recall by direct contact	Time-consuming; may be influenced by the interviewer
Online survey on the library's website	No distribution needed	Bias on users who frequently use the website

A well-known model for assessing the quality of services that came from the commercial sector, the SERVQUAL model, was adapted to libraries by ARL (Association of Research Librarians) and is now called LibQualTM.⁸ It asks for the gap between

- expectation,
- perceived levels,
- and desired levels.

The survey has by now been used by more than 500 libraries.

A comparison between different types of user surveys used in academic libraries has recently been given by Claire Creaser.⁹

For libraries that have constant contact to their clientele, other methods like focus groups or interviews may be also interesting for evaluating user opinion.

Libraries with no specified clientele, whose services are used by interested persons worldwide. user surveys should consider the different user groups, e.g.:

- walk-in users
- remote users
- other libraries

Showing the library's impact and outcome

Performance measurement and user surveys can show whether a library is effective and efficient in delivering its services. But neither of these methods shows whether and how users benefited from their contact with library services. Outcome or impact means that there is a change in a user's skills, knowledge, or behaviour.

"Outcomes are the results of library use as affecting the individual user."¹⁰

"Outcomes are the ways in which library users are changed as a result of their contact with the library's resources and programs."¹¹

Since several years, projects worldwide have tried to find methods for proving an outcome of library services. The problem for such methods is that influences on an individual are manifold and that therefore it is difficult to trace users' changes and improvements back to the library. Nevertheless, there are quite a number of possible methods that have already yielded interesting results.¹²

Special libraries serving a commercial firm or institution should show the impact of their services on the firm's or institution's goals, especially whether the existence of the library and the use of its services by members of the firm or institution helps to save time and effort in finding relevant information. Users of library services can be asked to rate what additional time they would have needed to get the information they required in their job without the help of their library, or whether they have gained information literacy by library training.

Generally, the efficient delivery of the information that the institution needs can be shown as a key issue for the institution's profitability and as competitive advantage.¹³

For libraries serving the general public, assessing outcome could also mean showing the library's importance for the region or generally for society and culture. In surveys, focus groups or interviews, users and non-users may be asked to rate

- the direct benefit from a library use,
- the indirect (potential) benefit of a library's existence, (e.g. free access to information, cultural life in the community, children's literacy, social inclusion),
- the potential value of the library for future users (e.g. by preserving the documentary heritage).

Reasons for assessing quality in special libraries

In the last decade a number of special libraries, especially corporate libraries, experienced severe cuts or were even closed and replaced by external information vendors. Libraries in commercial firm and other organisations were seen as additional cost factor, not as important part of the parent institution. Therefore, it has become crucial for special libraries to show that they work not only effectively, but also cost-effectively, and that their results benefit the parent organisation. "New roles have been defined, verifying that the special library is a main vehicle for cost-effective information provision and flow within organisations, for knowledge accumulation, sharing and use and, last but not least, for enhanced learning capabilities."¹⁴ It has been helpful for special libraries that the issue of knowledge management made library services more important again.

Special libraries should try to find consensus on the statistical data they collect and on performance indicators and other evaluation methods. Using the same data and indicators, at least within a group of libraries with similar mission, structure and clientele, will make benchmarking possible and thus will make the results more convincing when reporting to the parent organisation. “The greatest chance of success will come from affiliating the library with the unique goals of its parent organization, and the needs of the people working to hit those targets.”¹⁵

¹ Spiller, D. (1998), UK special library statistics: the challenge of collecting and analysing data from libraries in the workplace, *64th IFLA General Conference*, <http://www.ifla.org/IV/ifla64/052-134e.htm>

² Reitz, J. M., ODLIS: Online dictionary for library and information science, <http://lu.com/odlis/>

³ ISO 2789 (2006), Information and documentation - International library statistics

⁴ ISO DIS 11620 (2006), Information and documentation – Library performance indicators

⁵ Poll, R. and te Boekhorst, P. (2007), *Measuring quality: performance measurement in libraries*, Saur, München (forthcoming)

⁶ ISO TR 28118, *Performance indicators for National Libraries* (in preparation)

⁷ McNicol, S. (2007), *Research, evaluation and evidence collection in special libraries, a survey of librarians in the UK and Republic of Ireland*, Evidence Base, University of Central England, Birmingham, http://www.ebase.uce.ac.uk/docs/special_libraries_report.pdf

⁸ <http://www.libqual.org>

⁹ Creaser, C. (2006), User surveys in academic libraries, *New Review of Academic Librarianship* Vol.12, No.1, pp.1 - 15

¹⁰ Revill, D. (1990), Performance measures for academic libraries, *Encyclopedia of Library and Information Science*, Vol.45, Suppl.10, p.316

¹¹ ACRL. Association of College and Research Libraries (1998), *Task Force on Academic Library Outcomes Assessment Report*. <http://www.ala.org/ala/acrl/acrlpubs/whitepapers/taskforceacademic.htm>

¹² see the bibliography at <http://www.ulb.uni-muenster.de/outcome>

¹³ Broady-Preston, J. and Williams, T. (2003), Using information to create business value: City of London legal firms, a case study, *Proceedings of the 5th Northumbria International Conference on Performance Measurement in Libraries and Information Services*, pp.150 - 155

¹⁴ Kalseth, K. (2005), The special library: bridging the physical and digital arenas, *Scandinavian Public Library Quarterly* Vol.38, No.4, http://www.splq.info/issues/vol38_4/04.htm

¹⁵ Matarazzo, J.M. (2007), Corporate score, *Library Journal* Vol.132, Issue 2, pp.42-43

Remarks at the Closing of the Annual 23rd Annual
Conference of the IFLA Section on Libraries
and Research Services for Parliament

โดย *Mr. Albert Ntunja*

Remarks at the Closing of the Annual 23rd Annual
Conference of the IFLA Section on Libraries and
Research Services for Parliaments.

Delivered by Albert Ntunja



23rd Annual Pre-Conference of Library and Research Services for Parliaments

Cape Town, South Africa
August 17, 2007

Moderator, distinguished guests and colleagues.

On behalf of the Parliament of South Africa, I would like to start by thanking you all for your wonderful presentations, valuable discussions and active participation. Our Parliament is honoured to have hosted you on this 23rd Annual pre-conference of Library and Research Services for Parliaments. Over the last two days, we have gone through exciting discussions on creativity and innovations in our Parliaments.

Let me also compliment the staff of Library and Research Units for the contribution you have made to the success of this pre-conference. You worked tirelessly and sacrificed your valuable with your families to make sure that this pre-conference is a success, thank you.

I think the beauty of this pre-conference has been that all of us have come to the pre-conference in a way as students. We have come with the belief that we all have something to learn from each. We know that there is no single way to achieve our objectives. But I think that we shall go out from here with a feeling that we have got a lot to learn from each other.

The result of this remarkable interchange of ideas, information and knowledge is that there are no heroes. Every one of you is a leader, and every one of you has made a contribution. So, I want to thank all of you for coming and contributing at these discussions. The conference would not have been successful had it not been for the contribution that each of you has made. And I am personally very grateful to you, and I know that I and my colleagues have learnt a great deal from this pre-conference.

Thank you very much for accepting an invitation from our Parliament to come and participate at this pre-conference, and thank you all for being here. Once more time, I would like to offer my best wishes to all the delegates.

Thank you very much for your attention and that concludes our pre-conference.

List of Delegates

โดย South African Parliaments, Cape Town



PARLIAMENT
OF THE REPUBLIC OF SOUTH AFRICA

**23rd ANNUAL
PRE-CONFERENCE
OF LIBRARY AND
RESEARCH SERVICES
FOR PARLIAMENTS**

15th - 17th August 2007

South African Parliament,
Cape Town

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