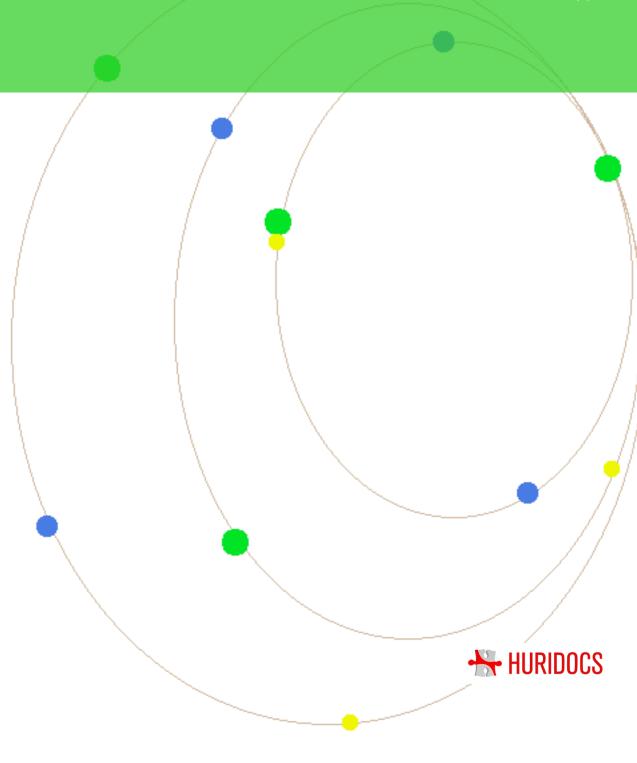# HUMAN RIGHTS MONITORING AND DOCUMENTATION SERIES

HOW TO SET UP YOUR DOCUMENTATION CENTRE

Draft – Comments Are Welcome

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HURIDOCS

HOW TO SET UP YOUR DOCUMENTATION CENTRE

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ACKNOWLEDGEMENTS

PREFACE

This volume is part of the **Human Rights Monitoring and Documentation Series** produced by HURIDOCS. The Series consist of practical manuals aimed to help build the capacity of human rights organisations with regard to monitoring and documentation. There are two kinds of manuals in the Series: a "**what is**" manual provides an overview of a certain topic, and a "**how to**" manual is meant to impart specific skills.

The volumes in this Series are especially designed for small non-governmental human rights organisations, considering that they often have limited resources and a small staff who are assigned with multiple tasks. The handy size of the manuals makes them excellent reference materials. In addition, they are written in a style to facilitate learning and could serve effectively as materials for training, including individualised and self-initiated learning.

A document is an object that provides information. Types of documents include written and printed materials in paper, micro-form or electronic versions (e.g., books, journals, maps, diagrams) but also non-print media (audiotapes, videotapes, transparencies, machine-readable records) and multi-media materials such as educational kits. Documentation centres seek to match the information needs of users with the materials available.

This manual aims to give some general suggestions about the different steps that an information worker/documentalist (or another person entrusted with the task) has to take when he or she has been given the responsibility to set up or maintain a documentation centre / unit within an organisation.

We realise that many smaller organisations may not have sufficient resources to employ a full-time documentalist (and sometimes do not even need one). The tasks related to maintaining the documentation collection may be given to a volunteer or to a staff member who also has other responsibilities. There may not be a separate space available for the documentation unit. But each organisation will produce, receive, obtain and use documents. As soon as this collection consists of more than a few shelves of books and periodicals, there is a need to provide systematic access to it, as not everyone who needs information will know what to find where. We speak of a documentation centre as soon as efforts have been made to put a certain system into a collection of documents.

Often, documentation work is entrusted to a person who does not have a professional training in librarianship or information sciences. This manual tries to address in particular the issues that these persons have to deal with. It provides a description of the various tasks involved, without pretending to teach the skills needed.

Throughout this manual, when talking about the place where the documentalist or information worker or librarian works, and where the collections they work with are housed, the expression *documentation centre* is used. One could equally have said *information centre*. Obviously, the term "library" has a much longer tradition, and is mostly used for larger institutions with collections consisting mainly of formally published books.

This manual describes general practices and techniques which are relevant for a documentalist and a librarian. Its theme is information management in the service of human rights. Therefore, its emphasis is on how to build and manage information collections that serve the action purposes of the organisation they belong to. A documentation centre is not a passive storehouse for papers or data - it should be a powerful tool for action.

1. INTRODUCTION[1]

This chapter gives a general introduction on how to set up a documentation centre. The principles are illustrated by the different examples in Chapter 2, which focuses more on human rights documentation centres.

1.1 What is a documentation centre?

A documentation centre

- is usually PART of an organisation

Most non-governmental human rights organisations are activist-oriented, meaning that they aim to promote and protect human rights through various activities, such as national and international campaigns, legal, economic and psychological assistance to victims of violations, or human rights education. Many groups have specific mandates, focusing on particular types of human rights and/or on certain countries or regions, for example children's rights in West Africa.

- its FUNCTION is to support the work of the organisation

Documentation is not a purpose by itself. It supports the aims of the organisation. In practice, many organisations undertake activities for several years before organising their documentation. However, it is most efficient and beneficial if such a centre is planned from the inception of an organisation. This can be done by full-time or part-time staff, with volunteer assistance but is most effectively done by a trained documentalist or librarian

- …by providing SERVICES...

Human rights documentation encompasses a number of different activities, such as:

- Monitoring of the general human rights situation (locally, in the country, in the region or internationally)
- Documenting and analysing specific rights and violations
- Maintaining a library or resource centre

- ...to the STAFF of the organisation and other USERS

The three main categories of users are:
a) staff of the documentation centre

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[1] This chapter is based upon the article *A Systematic Approach to Setting up a Documentation Centre: Step by Step*, by Agnethe Olesen and Bert Verstappen, published in *HURIDOCS News* no. 21 of June 1997. Use has also been made of **Part II: Management of Information for Human Rights**, in Pallinder, Agneta (ed.), *Information for Human Rights: A HURIDOCS Reader for Information Workers*. Oslo: HURIDOCS, 1993.

b) internal users (the members, Board members and staff of the organisation)
c) external users (which can include students, researchers, lawyers, journalists, teachers, concerned members of the general public)

Each individual user has his or her own needs, with regard to the subject (themes, countries) he or she wants to know about and with regard to the kind of material (human rights law, educational material, videos) he or she wants to consult.

1.2 The different phases of establishing a documentation centre

There are seven phases that should be followed when setting up a documentation unit:

i.   collection of organisational information
ii.   collection of information about available resources
iii.   identification of user groups
iv.   analysis
v.   decision-making
vi.   start of the practical work
vii.   follow-up

Step one: Collection of organisational information

To begin with, you need to collect information about the organisation, such as:
- the mission, vision, and objectives of the organisation
- the short term goals
- the long term goals

You also need to discuss with the management and staff of the organisation what they expect the documentation centre to do and how it is to function. In other words, the objectives of the documentation centre also need to be clearly determined. It is important that many staff members as well as members of the Board of the organisation are involved in the planning phase, to ensure that there is a shared responsibility for the documentation centre. This can be done through brainstorming sessions, surveys, needs assessments, content expert advice and other methods.

It is important to keep notes of these initial discussions and their outcome. Be sure to keep track of what various persons consider to be the priorities for the documentation centre.

Step two: Collection of information about available resources

In order to be able to make a realistic plan, you need to get an overview of the resources available for the documentation centre. These include:
a. physical facilities (sufficient space, user-friendly and economic lay-out, shelving, materials storage, equipment location, furnishings)
b. financial resources (general budget for the documentation centre, funds available for equipment, buying books and subscriptions to periodicals)
c. human resources (full-time, part-time and volunteer assistance with appropriate training)

d. electronic resources, such as:
  - computers for staff, volunteers and users
  - software: database programme(s) for cataloguing and administration (purchases, lending
  - printers
  - communication (telephone, fax, Internet connection, e-mail address, Website,
  - projection devices
e. Format of resources with suitable storage and equipment
  - Subscriptions to external databases or electronic journals
  - CD-ROMs, DVDs, videos
  - Books
  - Periodicals and newsletters
  - Reference works
  - Pamphlets, brochures and clippings
  - Photographs and images
  - Other formats such as maps

Step three: Identification of user groups

You should try to get an idea of the characteristics of users which will come to the documentation centre, and what kind of material they are likely to find most interesting and useful.

A main user group will be the internal users: the members, Board members and staff of the organisation. Theoretically, each section of an organisation could constitute a specific user's group. For membership organisations, usually the members will constitute a user group with diverse needs. You can ask all staff members and other internal users to indicate what kind of material they would be interested in and how they intend to use the documentation centre. A questionnaire may be useful for this, with questions about priorities for advocacy and research work, suggestions for periodicals that should be subscribed to, etc.

You should also try to identify what kind of services are to be offered:
- database searches in your own database
- retrieval of information from other sources (documentation centres in your own city or country, or on-line searches on external databases)
- production of accession lists and bibliographies
- Internet access to your collection
- methods of collaboration with other organisations and documentation centres

Also, the ways in which the users have access to the documentation should be clarified: should they be allowed to search themselves in the database or browse on the shelves? Can documents be lend out? What are the opening hours?

On basis of these initial investigations, you have to make a *work plan*. It is also quite useful to develop and discuss an *information flow chart*, which illustrates what kind of information the organisation receives, which methods will be used to process and analyse the information, and what kind of information is to be made available to which users.

Step four: Analysis

Once the information above has been collected, it needs to be analysed. You can best start by summarising your findings in a small paper (for your *own* use). When analysing the information you have collected, you must compare and look for the discrepancies between the needs defined and the resources available in the Documentation Centre.

You make an overview of the expectations and workload of the documentation centre, and identify which physical resources (space, furniture, computers, software etc.) and personnel resources are required to fulfil these. For the physical resources, ask for quotations from different providers.

In some organisations, the management of your organisation may request that you develop formal policies that rule the documentation unit. The policies will include a Collection Development Policy (see Annex A) and other policies concerning management and administrative procedures. The draft document that you make now can serve as the first outline for such a policy. You will need to consult with the Executive Director or other management on the contents of the policies and the procedures for adopting them.

Step five: Decision-making

Subsequent to the analysis, decisions ought to be made on *what* should be done and *how* to do it.

At this stage, it is important that you investigate the possibilities of co-operation with other organisations. You need to get an overview of which organisations collect similar information as your documentation centre. You can do this by consulting staff of your organisation and browsing through directories, bibliographies and Websites. You then need to contact relevant organisations with which co-operation seems possible, and discuss whether and how you can get access to their collection or obtain other forms of support. Other organisations would usually request that you provide access and support to your collection, once your centre has been set up.

On basis of the various resources available and the possibilities to collaborate with other organisations, you have to establish the *priorities* of your documentation centre. In general, it is better to have a small, specialised and accessible collection which meets organisational objectives rather than a large general or broad spectrum collection in which information cannot easily be found.

You should be careful not to be too optimistic: try to limit your targets in the beginning phase, and make realistic timeframes for the selected tasks. As a general rule one should expect that it takes up to 3 years before you have a well-functioning documentation centre. Be also practical, and think how the documentation centre can best be organised.

If the management of your organisation requires that the documentation centre is ruled by formal policies (such as a Collection Development Policy and policies

concerning management and administrative procedures), they should be discussed and agreed upon at this stage.

Once the budget of the documentation centre has been approved, you can order and obtain the necessary furniture, computers and other equipment.

Step six: Start of practical work

You are now ready to start the practical work based on the decisions taken in Step five.

This is the stage of processing, which involves accessioning, storage, preservation and classification. For more details, see Chapter 6. *Processing documents: accessioning, storage, preservation and classification.*

Step seven: Follow-up

After the documentation centre has been functioning for several months, you can ask the users to indicate whether they are satisfied or not with the various services which it tries to provide. You should also inquire into the reasons for possible dissatisfaction. If the users are unhappy, it may be because a particular service is still not fully developed or because they do not need one or more of the services being provided.

You should also evaluate with the management of the organisation whether the services of the documentation unit are satisfactory to them. If not, it may be because the service is still not fully developed, it is too costly or it is too time-consuming.

If the users and the management are satisfied, you may have to see if and how the documentation service can be further expanded, taking into account the resources available. Your organisation may want to improve existing services or develop new ones.

On the other hand, if your organisation faces financial constraints, the different options would be to close down the centre, to limit its existing services or to refrain from planning new services.

2. DIFFERENT TYPES OF DOCUMENTATION CENTRES: THREE EXAMPLES

In the context of human rights, the term "documentation centre" can have quite different meanings. The three examples below illustrate this.[2]

a. The Action Files Collection

This collection belongs to an organisation that has been active for three years, working in a repressive society on behalf of individuals who have suffered violations of their basic human rights. The collection consists of over 2,000 files of case histories and correspondence. There is also a small but growing library of legal reference books, plus the reports and newsletters that the organisation itself has produced. All files are housed in lockable metal filing cabinets, ranged along one wall in the busy room where the caseworkers have their desks. The legal reference books are usually on peoples' desks, and the organisation's own materials are in boxes in a corner of the room.

There are a couple of computers, which are used for word processing of reports and letters as well as for Internet access and the mailing list of the newsletter. T person.

b. The Specialist Information Centre

This collection has grown out of the activities of an organisation that advocates the rights of children in a war torn country. It consists of about two thousand books, pamphlets and journals. The materials deal with children's rights; child psychology and child health; child labourers, and many other related topics. There are also documents on the work of organisations in this and other countries that work with and for children.

There is also a collection of newspaper cuttings and photographs, mostly about children and their families in the organisation's own country.

Originally, the centre was a working collection for the organisation's campaigners and writers. Now it also gets outside enquiries every day by post, telephone and electronic mail. Teachers and university students use it as a reference library.

There are two full time workers, one who mostly deals with enquiries and one who does most of the library management and collection development. Supervised volunteers assist with shelving and other appropriate tasks. There is a database for the books, and a written list of the journals that come regularly. Press cuttings and photographs are sorted by region and described in a word processor file. There are plans to computerise all holdings.

c. The Human Rights Resource Centre

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[2] Based upon: Pallinder, Agneta (ed.), *Information for Human Rights: A HURIDOCS Reader for Information Workers*. Oslo: HURIDOCS, 1993.

This centre occupies one floor in a building rented by a national human rights organisation. The centre itself is run jointly by a number of local and national organisations and is supported financially and organisationally by an international human rights organisation. It has been in operation for about five years, and is well established by now. Originally the centre concentrated on providing materials and backup information for human rights education in schools and adult education classes. It now has expanded its collections. It has the best collection in the country of United Nations human rights publications and of reports by major international NGOs on human rights all over the world. It also has a unique collection of teaching materials on human rights. This has been built up through exchange with other organisations and resource centres, both in its own region and in other parts of the world.

There is a reading room that is used by teachers, students, and community workers of many kinds, and there is a lively correspondence both within the country and internationally. The centre has a staff of five, two of whom work as professional information workers while the others are occupied with the clerical work. The centre has all its catalogues, lists and exchange records in different but linked computerised databases. As a result it is expected that the separate clerical tasks will become absorbed into information work. The clerical workers are studying information management and one of them has attended a HURIDOCS training course.They know how to use the Internet for retrieving online documents that are not in the collection.

2.1 Different Environments - Common Principles, Common Techniques

Perhaps you recognise your own documentation centre as being somewhat similar to one of those described above. Perhaps you work in an environment that is totally different again. But no matter the circumstances under which a documentation centre functions, there are three basic questions that have to be answered if that documentation centre is to function well:

- What is the purpose of the documentation centre?
- Who are the users of the documentation centre?
- What are the resources of the documentation centre?

We shall look briefly at these questions one after the other.

Purpose

In our first example the purpose was to service the activist organisation itself, to provide legal reference information and to keep all its case information in good order. The case workers should always be able to find the file they needed and always find the documents in the file in a clear and intelligible order. It would also be important that the staff can use the information to summarise large numbers of cases, to see what trends there were in types of violations, in the identity of those responsible, in success or failure of attempts to seek remedy.

In our second example the purpose was also to service the campaigning organisation's information needs, but in addition the documentation centre acted as a general

resource on information about children and their needs, their rights and the ways their rights are abused.

In our third example the purpose was to provide information and education on human rights in a wide sense to a broad audience, and to make available a good collection of information materials of an international nature.

It is important that the documentation centre and the organisation responsible for it are very clear about its purpose, and that this is agreed upon by relevant bodies and publicised as a policy statement or mission statement.

Sometimes the purpose changes over time. Usually it becomes broader. There is nothing wrong with this, as long as it is a deliberate and agreed development, not something that "just happens". Particularly when a documentation centre moves from servicing only the organisation that it is part of, to also providing information and perhaps lending materials to outside users, a big step is taken, which might quickly lead to overstretched resources.

Users

In our examples the users ranged from case workers who were themselves responsible for creating the documentation (the case files), through campaigners and writers within the organisation running the centre, providing information and access to information materials for visitors and responding to enquiries from a wide range of people and organisations. Sometimes the actual users were specialists - teachers or health workers or community workers - but the information was wanted in a form that could be used for teaching or instruction of children or adults, perhaps illiterate adults.

The number and the type of users, direct and indirect, and the way in which they approach the documentation centre - in person, by phone, letter or e-mail - as well as the kinds of questions they ask and the type of information they want, largely decides the work load of the documentation centre.

Unless additional resources are readily available – a most unlikely situation! -it is essential that there is a policy towards users and their needs that is firmly founded on the purpose or mission statement of the documentation centre. Otherwise it might easily happen that the overstretched documentalists spend more effort on answering telephone queries from all and sundry than they do on providing for the information needs of the main users of the centre.

Resources

Resources include money, premises and equipment, but also the skills and experience of the information workers and of the users of the documentation centre. Resources are never sufficient, and it is always necessary to define purpose and services offered to users in the light of resources. Having said that, it also works the other way. The purpose of the documentation centre and the needs of its actual and potential users provide the basis for any requests for resources, whether in an appeal to funding agencies or to the managing committee of the organisation itself.

Some resources are difficult to translate into money terms, but nevertheless very important in deciding what the documentation centre can achieve. The skills and experience of the information workers might be reflected in their salaries or wages, but not always fully or directly. Well-trained and efficient information workers can make the difference between a successful operation and a disappointing one. This is an important reason why HURIDOCS places such a strong emphasis on training.

The skills of the users are also important. The documentalist plays a very different role in a centre where the main users are research workers who already know their way around the information, compared with an information centre where perhaps school children and members of the general public come in order to find out about the human rights situation in their own country or in other parts of the world.

Documentation centres are increasingly using information technology as a resource. To move from a paper based manual system of information management to a computer based system requires a range of resources. Funds for buying computers, programs and peripherals such as printers are only a small part. In addition, you need the ability to design and put into practice not only the new computerised information management system but also the best way to convert your existing paper based system, to provide documentation of the system, and to train your staff and perhaps your users in how to make best use of the computer based system.

In this manual you will get an introduction to the use of computers in information management. But when the day comes to put it into practice, try to make sure that you get the advice and help of an experienced person, so that you can really make the computers work for you and for your documentation centre. There are no shortcuts here. For every day spent on planning your computerised system, you can certainly save five days frustration later, when the system is up and running.

Scope of the documentation centre

"Scope" is used here in the sense of the extent of the subject area and the depth of coverage of that subject area in the collections of the documentation centre. It can also be called the "documentation area" of the documentation centre.

The amount of information materials on human rights has expanded tremendously in the last two decades, while at the same time the definition of human rights has broadened. No documentation centre, not even the world's largest and richest libraries such as the Library of Congress in the United States or the Bibliothèque Nationale in France, can hope to build up a comprehensive human rights collection.

However, we must recognise that there is a strong tendency for any documentation centre, especially in the South, to broaden its scope by responding to user demands. Narrow specialist documentation collections seem feasible only for documentation centres operating in environments where there exist several other human rights documentation centres and organisations.

In many developing countries, there is a scarcity of human rights organisations and a lack of documentation centres concerned with human rights. Nevertheless, the scope

of any particular documentation centre needs to be clearly defined in relation to its PURPOSE, its target USERS and its available RESOURCES.

The first step is to define the subject area of the documentation centre. In the examples given above, the subject areas could be the following:

- Action Files Collection: Human rights violations and legal remedies in country X.
- Specialist Information Centre: Children's human rights
- Resource centre: Human rights awareness

Following, we need to establish the necessary depth of subject coverage. Using the same examples, this could be:

Action Files Collection:
Fullest possible documentation of case stories; professional legal library for case workers and lawyers.

Specialist information centre:
Fullest possible documentation of events in the country; fullest possible collection of materials from and about other similar organisations; general collection of books and journals relevant to the subject area.

Resource centre:
General information materials and educational materials relevant to the subject area.

Restricting the scope

The term "documentation universe" is used for all documents which are potentially relevant to the defined scope or documentation area. These are the materials that the documentation centre would include in an ideal world. However, the available *resources* whether in the form of money, space or labour, will always restrict what is possible. Even if the documentation area is well-defined, the documentation universe is too large to cover.

It is therefore almost always necessary to limit the documentation universe further. This means that whereas the theoretical documentation area - the subject area and subject depth - stays the same, other criteria are used to limit the number of documents. In the next chapter, when we deal with selection and acquisition, we shall look further at such criteria.

3. SELECTION AND ACQUISITION OF DOCUMENTS

Selection is the act of choosing the documents that the documentation centre would like to include in its collection. It involves finding out which materials exist and making choices about what to obtain for the collection.

Acquisition is the act of obtaining documents by purchase, gift or exchange. It can involve contacting the publisher or distributor directly or through an agent such as a bookshop, placing the order or negotiating an exchange of materials, arranging for payment if any, and following up any problems arising, such as failure to deliver. While selection is an intellectual operation, acquisition is a technical routine requiring good organisation.

In larger organisations, selection and acquisition are not necessarily done by the same people. Also, in many documentation centres and libraries the users play an important part in selecting materials. In particular, internal users such as researchers, campaign organisers or case workers will have suggestions concerning documents that are to be obtained.

But even when the users are involved, the documentalist should be responsible for finding out about the existence of relevant materials - in other words, for ensuring that the collections are comprehensive. He or she should also make sure that only materials that fall within the scope of the collection are selected for acquisition, so that the collection remains focused and significant (or pertinent?).

In the selection process, it may be useful for certain documentation centres to have institutional support in the form of a "Selection committee" comprised of a small number of committed members of the board and / or staff of the organisation, that meet regularly to help in a final selection of materials to be acquired, especially by purchase. Often, the providers can make available the materials for physical review, which is of great help in evaluating their coverage for relevance to the collection. The latter service can also be requested to the provider for review of materials in their own premises.

3.1 Selection

In the previous chapter we introduced the concept of the documentation universe. We defined it as "all documents which are potentially relevant to the defined scope or documentation area... the materials that the documentation centre would include in an ideal world ".

It is obvious that in the real world resource restrictions will always make it necessary to limit the documentation universe in some way or another. This should be done in a deliberate and planned way, by setting criteria for limiting the collection, rather than by simply trying to get as much material as possible and stopping short when the resources turn out to be inadequate. In the latter case, there is a danger of building a very unbalanced collection, perhaps consisting largely of materials that can be obtained free of charge, but which might be out of date or biased. In other words: the

documentation centre should have a clear *acquisitions policy* based on the scope of the collection and on the criteria for limiting the documentation universe.

The scope of the collection will be related to the mandate of the organisation. If the organisation aims to protect and promote children's rights, the collection will have a focus on children's rights, even though it should also include some works on general human rights topics. The scope will also be related to specific projects that the organisation is carrying out.

Besides this thematic focus, the criteria for limiting the documentation universe can relate to the following:

a) Focus on specific information categories - for instance only case documentation and other primary information about human rights violations.

b) Focus on certain types of material, for instance audio-visual materials, or scholarly and academic materials.

c) Include only (or exclude) materials from particular sources - for example, only inter-governmental organisations or only NGOs based in a certain region.

d) Limit the timespan covered by the collection, for example only materials published within the last ten years.

e) Concentrate on a certain geographic subdivision such as a region, a country or a culturally defined area.

A closer look at some of the criteria

a) Focus on specific information categories

- Primary information: first hand information resulting from original research or data gathering. Some human rights documentation centres, especially those attached to activist organisations, concentrate their efforts on collecting documents and materials that directly contribute to the organisation's activities.

  An example of this would be a documentation centre collecting only information concerning individual cases of human rights violations, such as testimonies of victims and witnesses, affidavits, interviews, reports of fact-finding missions, photographs or videos related to the violations, and other evidence (both textual and non-textual) which can help in pursuing legal action.

- Secondary information: materials or documents compiled on basis of primary sources of information. Examples of this are reports, textbooks, reference books, journals and newsletters.

  There are documentation centres which concentrate primarily on collecting formally published and even "academic" materials. Other documentation

centres concentrate on "grey" or "fugitive" materials, or those materials which have not been formally published. Examples of these are conference working papers and reports, documents issued by governments and inter-governmental organisations, leaflets, brochures, statements, "underground" literature, newspaper clippings, theses, dissertations, etc.

"Grey" materials are usually not found in traditional libraries. This type of literature is often published in a limited quantity for a limited public within a limited geographical area, and is used at a later stage for more formal studies. They can be identified by the lack of an International Standard Book Number (ISBN). They can be very valuable to a specialised documentation centre as they often point towards new trends, or provide country information which might be difficult to obtain otherwise.

- Tertiary information: is that which derives from primary and secondary sources. The main function of tertiary sources of information is to help locate primary and secondary sources of information. Examples are bibliographies, directories, abstracts, and guides to the literature on a particular subject field.

b) Focus on certain types of material

This refers to the physical format in which the information is held, and whether it is present as a visual image, a sound or a written text.

- Focus on textual information: This goes all the way from formally published books, reports, articles, periodicals, through theses, case law material, newspaper clippings, to memos, scripts and other unpublished documents ("grey material")

- Focus on non-textual information: Images or pictures such as maps, photographs, slides, and sound materials or audio-visual materials such as records, tapes, films, videos.

- Focus on mixed documents: Sometimes textual and non-textual information is combined into information packages and kits. For example, a book with a video attached, a slide collection with a commentary on tape or games, kits and other educational materials.

- Focus on non-physical information: Events such as a speech at a public meeting, or an interview, or information carried by persons in their memory.

  Such information can be very important, and for instance form the basis for the "oral history" of an organisation or for the submission of a legal complaint. But in order to use such information and enter it into an information system, it must be transformed into physical information, for example by typing or transcribing a witness' story. This ensures the accessibility of the information by a wider audience outside of the event itself. However, making stories of victims or witnesses available to larger audience raises the problem of confidentiality, or rather, the protection of the source.

c) Materials from particular sources

If you want to use this method of limiting your collection, you should carry out a survey of the possible sources and their availability in your local environment. On this basis you can then determine which originating bodies or organisations should be covered by your documentation centre.

It might for instance be clear that the United Nations publishes much material that is within the scope of the documentation centre. But the UN produces tens of thousands of documents every year, so it would be necessary first to concentrate on certain bodies within the organisation, such as for instance the Committee for the Rights of the Child and UNICEF if the scope of the documentation centre is on children's rights.

Additionally, you should take into account the availability of the documents in the local environment. There might already be a comprehensive UN collection in for instance the national library or a university library. Also, if you can retrieve UN documents through a non-expensive and well-functioning Internet connection, you might decide to leave out collecting UN materials altogether. Likewise, information from Amnesty International may be available at the local section of Amnesty International or accessible through Amnesty's Web site.

Active collection building - sources of information

Within the limits set by the acquisitions policy the information worker should always be on the lookout for new and relevant materials. The information worker is not just a passive custodian of materials already in the collection, or being deposited by generous donors or bought at the request of a user.

It is therefore important that the information worker becomes familiar with sources of information about new materials within the scope of the documentation centre's acquisitions policy. He or she must devote time for scanning bibliographies and catalogues and for considering what to obtain, perhaps by consulting users of the documentation centre.

Among basic sources for tracing information about new materials are the following:
- Bibliographies: national bibliographies, specialised bibliographies, bibliographies contained in secondary documents
- Catalogues, acquisitions lists and files of other documentation centres or libraries
- Catalogues or publications lists of government agencies, national and international NGOs and inter-governmental organisations
- Publishers' catalogues
- Citation indexes
- Directories of periodicals
- Specialised directories
- Reviews in specialised journals
- Persons being carriers of information (e.g. contacts in other organisations)
- Annual reports
- Web sites of publishers and on-line bookstores

These different sources must be cross-checked with each other.

When you come across relevant materials, make a reference by recording the title, author, publisher or distributor (with address) and date of publication. Also register the International Standard Book Number ISBN (or the International Standard Serial Number for periodicals), which is useful in particular when you are ordering through a book dealer.

3.2 Acquisition

Getting materials free of charge

As documentation centres that have limited financial resources, it is desirable to obtain documents free of charge. This manner of acquiring documents, however, requires a very active documentalist/librarian who does a great deal of networking and contact building. One has to write many letters, visit other documentation centres and libraries, attend conferences and meetings, talk to people and do intensive public relations work. Then there is of course the work involved in processing the materials once they arrive, and perhaps there is postage or freight to pay. In other words: "Free of charge" does not mean that such acquisitions do not use up part of the documentation centre's resources.

Therefore it is important that the information worker tries ensure that the materials offered free of charge are within the scope of the acquisitions policy, just as much as when the materials are ordered and bought. This is easier with some kinds of offers than with others.

Gifts and donations are materials and documents given by individuals (a part of their private collection, or complementary copies of authors) or organisations, embassies, official agencies, commercial companies, and publishers.

These are the most difficult offers to refuse or handle. The donor is being generous, but might at the same time impose restrictions - perhaps specifying that the whole collection must be kept together, or that no materials from it must be discarded then or later. This would more often be the case with a private donor than with an organisation offering donations. A decision has to be made about the usefulness of the documents before accepting them.

You can also make "requested donations" by asking for a review copy of a new book – the review or announcement then has to be included in one of the publications of your organisation.

Exchange of publications

This is a very common practice among human rights documentation centres. They are normally happy to send their publications to other organisations if requested to do so, and would usually include the organisation's or person's name in their mailing list. Often, one receives publications without a request, as they get the names and addresses of organisations from other sources.

It is useful to make a formal agreement with like-minded organisations to be on each other's mailing list. There are of course costs involved in this, namely those of producing the newsletters, reports etc. that are sent out in exchange. This cost will usually not be borne by the documentation centre's acquisitions budget, and so to the information worker the materials appear "free of charge".

The information worker must make sure that materials obtained by exchange are actually materials that fall within the scope of the collection and earn their place on the shelves.

Given stable relationships among cooperating documentation centres, agreements can also be made as to the exchange of materials not needed by a particular documentation centre, but which others are interested in collecting.

This would also make it easier to keep the collections within the bounds of the acquisitions policy. Rather than having to throw away materials that do not fit within the collections of one documentation centre, the information worker can offer them to another documentation centre which might need them.

Inter-library loans

Formal relationships and agreements can be established with other libraries and documentation centres regarding loans of documents. This is particularly useful when it is a question of getting hold of materials that are out of print or too expensive to buy, or where it is unlikely that there will be more than a temporary need to use them.

This can be done bilaterally or through a network. Some large libraries such as university libraries might be unwilling to lend books to an individual user, but would lend a book to another library or documentation centre for the user to read it there. It is the responsibility of the lending documentation centre to make sure that the book is returned and that it is not damaged.

Bilateral inter-library lending arrangements would depend strongly on the personal contacts that the information worker has been able to develop with larger libraries or other collections in the area. After all, inter-library lending is based on trust.

Formal networks of inter-library lending exist in many countries, and can also operate internationally. Usually they are administered by the National Library or by a major university library. Participating libraries often have to pay a fee to register as a member and then a borrowing fee each time they request an item through the network.

Other ways

Much useful material is distributed as conference papers and reports, or at exhibitions or other public events.

Sometimes it is useful for the information worker to attend relevant occasions. He or she will not only be informed of the latest developments in the field and what new

documents are available, but is also able to develop personal contacts which can become useful sources of information or materials.

Other members of your organisation will also attend relevant meetings and conferences. They should be encouraged to collect all materials that appear relevant to the collections of the documentation centre. The information worker can then always make a selection.

Getting materials by purchase

Individual titles may be obtained directly from the producer of the document, i.e. its author, publisher or distributor. The name and address of the producer of the desired document can sometimes be found in the bibliography or publications list where the title was first seen. Or perhaps the information worker has seen somebody else's copy of the document and has been able to copy the name and address of the producer together with other details about the document. But very often the information worker has to do some detective work in order to find a way of locating the producer of the document.

This might involve confirming the author and title and getting publication details about the document from major commercial listings such as the various Books in Print publications: Bowkers Global Book in Print http://www.globalbooksinprint.com/bip/, Books in Print http://www.booksinprint.com (for the United States), etc.

The coverage of large on-line bookstores (like http://www.amazon.com or http://www.barnesandnoble.com) is not that comprehensive when it comes to specialised publications. However, these sites can be consulted free of charge, and also include video and audio tapes.

More likely, particularly in the case of materials from non-commercial organisations, it will involve searching through directories of organisations or publishers, using publisher's catalogues and the World Wide Web or contacting colleagues in other organisations.

It is often cumbersome and time-consuming to order material oneself. Often it is preferable to order books and other materials indirectly through a book dealer or agent, who handles all the practical and financial operations. This is particularly advantageous in the case of foreign documents and when purchases are regular and numerous. If the latter is the case this also provides you with a possibility of negotiating a discount percentage with your book dealer.

In the case of purchases from abroad for documentation centres in countries with currency problems, an established book dealer might have better access to hard currency or otherwise be able to make overseas payments.

Subscriptions to periodicals

Periodicals are publications that are brought out regularly and form a series without predetermined end date. Examples are newsletters, bulletins, journals, newspapers etc.

The decision to buy them is often a commitment over a period of time - a subscription will usually run for at least a year and be regularly (and automatically) renewed when it expires.

Therefore, periodicals subscriptions are quite labour intensive. Not only do you have to place an order and pay for the document, you also have to keep checking that new issues continue to arrive on time. Often, they do not and you have to make enquiries for missing or late issues. You also have to keep track of subscription periods and make renewal payments in time to ensure uninterrupted delivery.

For all these reasons, using a book dealer or subscription agent is particularly helpful when you are dealing with periodicals acquisition. A competent agent should have a good system for checking the timely delivery of the issues.

Commercial publications are mostly easier to control and much more likely to be handled by book dealers than periodicals published by human rights organisations and other documents in the "grey materials" category, which are best acquired through the method of exchanging publications with the relevant organisations.

Shared acquisitions

Shared acquisitions is a method of purchasing documents whereby a number of documentation centres form an acquisition network and share the purchase of certain documents, particularly expensive ones. In this way each documentation centre has access - via inter-library loan arrangements or by agreeing to admit each others users - to more materials than it could purchase from its own budget.

There are two sorts of shared acquisition agreements. The first is a general agreement whereby the documentation centre buying a document informs the others, who then refrain from buying it in the knowledge that they can get access to it. The second is a systematic division whereby each unit buys only certain types of documents defined by origin, language, nature or subject.

The advantages of shared acquisition are reduced costs, less duplication of efforts, and access to additional materials. However, it must be noted that shared acquisition agreements have a very high failure rate, even when the cooperating documentation centres or libraries are located near to each other, and enter into the agreement with the best intentions. Problems can arise if one library - perhaps the biggest or perhaps the most efficient - is always the one to be first to order a publication that would fall under a sharing agreement. Documentation centres might also be reluctant to purchase documents - defined perhaps by language - if they feel that in fact the main users are no longer in their own organisation but in some other participating organisation.

There is also the inconvenience for the users of having to go to another library or waiting while a book or journal arrives on inter-library loan.

3.3 Acquisition Procedures

A set of practical procedures needs to be developed and followed for acquiring documents.

You should keep an on-order file that records all items that have been ordered and not yet received or catalogued.

Before placing a new order, you should always:
- Check in the catalogue whether an item is not already included in the collection
- Check the on-order file
- Check the shared acquisition arrangement(s)

Standing orders are a special kind of orders in which a publisher is requested to automatically send a new edition of a work when it is published. This is usually done for items that are published only once a year or even less frequent.

automation of acquisitions??? Yes

budget: divide into monthly amounts so that you know how much you have spent and how much is left for the rest of the year.???

Subtract subscriptions and standing orders ???

Wise to keep "wish list" of publications which can be ordered if funds would be remaining by the end of the year. Usually called a "consideration file".

4. BIBLIOGRAPHIC DESCRIPTION

Bibliographic description is both an operation and a product. As a product, it is also known as a bibliographical record or bibliographical reference, and consists of a conventional set of data based on an examination of the document for the purpose of providing a unique and accurate description of it as a physical carrier of information.

The operation is also known as cataloguing. It represents the first stage of a document's intellectual processing, during which these data are identified, defined and recorded, in accordance with strict rules.

The advantages of standardisation within an organisation are the following:
- the same procedures are used by different staff members,
- there is continuity when certain persons leave the organisation,
- it enhances the professional collaboration among the staff concerned with documentation.

The constantly increasing number of human rights organisations world-wide need to work together to achieve their common aim of promoting and defending human rights. This means that cooperative efforts should be undertaken to improve and professionalise their working methods.

For an effective cooperation, and certainly for information exchange, a certain degree of standardisation of working methods is required. The use of computers has made standardisation even more necessary, because the records, in order to be retrieved by the machine, have to obey to strict rules and follow a precise and uniform presentation using conventional characters and a fixed length.

The simplest way to guarantee compatibility between records from different organisations is to adopt a systematic and compatible recording format. This leaves each organisation free to choose its own computer equipment and databasing software.

HURIDOCS has developed various tools for standardisation, incorporating the most appropriate elements from existing systems. The *HURIDOCS Standard Formats for the Recording and Exchange of Bibliographic Information on Human Rights*[3](HURIDOCS Bibliographic Standard Formats or BSF) of 1993 are a revision of the first edition published in 1985.They are designed to help human rights workers to accurately identify and describe the documents which they handle. While based upon and compatible with international formats such as the *Anglo-American*

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[3] Noval, Aída María Noval [et al.], *HURIDOCS Standard Formats for the Recording and Exchange of Bibliographic Information on Human Rights*. Oslo: HURIDOCS, 1993.

Cataloguing Rules, the HURIDOCS BSF have been simplified and adapted so as to facilitate their use also by persons without formal training in librarianship.

While the HURIDOCS BSF constitute a minimum exchange format, they can also be used and adopted as local recording formats, with the possibility to change the order of the fields and to include additional fields to cater for specific needs.

Since the publication of the first edition, the HURIDOCS Bibliographic Standard Formats have been introduced and are being used by a large number of documentation centres world-wide with a focus on human rights or related topics, such as refugees.

The BSF also allow to merge databases created with different software, or to do one search in a combined database. An example of the latter is the Human Rights Libraries Search Tool (HURILIST) hosted by the Institute for Human Rights at Åbo Akademi University in Finland. This is a collaborative effort by three human rights institutes which have different computer systems and software but all use the HURIDOCS formats. Their databases can be consulted through one single search at http://www.abo.fi/instut/imr/commondb/

The bibliographic and subject description of documents is both an intellectual and a technical activity where exercise of judgement is required. It is not simply a matter of transcribing the title page of documents into the format.

The Bibliographic Standard Formats consist of data fields. Each field is meant to provide a particular piece of information. The data fields are ordered in a logical sequence. Certain fields are mandatory and should always be included in the records, also because they are needed for exchange of data among organisations.

The fields of the HURIDOCS Bibliographic Standard Formats are grouped in three areas: the Record Information Area, the Bibliographic Description Area and the Contents Description Area. The formats contain:
- tables of fields used for in/dependent units (books, articles, etc.) and for serial units (several issues of the same periodical)
- scope notes with a description of how to select and enter information on each field
- examples of completed records
- a table of correspondence with the *Anglo-American Cataloguing Rules*
- guidelines for making catalogue cards
- comparison between the first and second editions of the HURIDOCS Bibliographic Standard Formats
- compatibility with other formats
- a glossary, bibliography and index.

The recording form for in/dependent units contains the following fields

BIBLIOGRAPHIC LEVEL:
RECORDING BODY:
CATALOGUE SIGNATURE:
DATE OF ENTRY:

TITLE:
PERSONAL AUTHOR:
CORPORATE AUTHOR:
REFERENCE TO GENERIC UNIT:
EDITION:
PLACE OF PUBLICATION:
PUBLISHER:
DISTRIBUTOR:
ADDRESS:
TELECOMMUNICATIONS:
DATE OF PUBLICATION:
PAGES:
REFERENCE TO SERIES:
NOTE:
ISBN:
ISSN:
DOCUMENT SYMBOL:

LANGUAGE:
STATISTICAL INFORMATION:
BIBLIOGRAPHIES:
INDEX:
LOCAL INDEX:
TIME PERIOD:
GEOGRAPHICAL TERMS:
GEOGRAPHICAL CODES:
FREE TEXT:

Fields in ITALICS are Recommended Fields

Sometimes, the bibliographic record is included with the primary document − this is called cataloguing in publication (CIP) and it greatly simplifies the corresponding task of making an accurate bibliographic description. HURIDOCS includes a "HURIDOCS CIP" based on its Bibliographic Standard Formats in all its publications, and encourages other human rights organisations to do the same. The completed format, preferably with a free-text abstract, will allow any documentalist to quickly and easily add the item to the card catalogue or database of their collection. This will save time and is also helpful in the process of standardisation. For books, reports and single issues of periodicals, you would fill out the format for in/dependent units; for periodicals, use the serial format. You can find an example of the completed format as a HURIDOCS CIP on the verso of the cover of this booklet.

HURIDOCS has developed Bibliographic Standard Formats for written and printed materials. Other formats are required for audiotapes, videotapes and films − these should be compatible as much as possible with the BSF.

5. CONTENTS DESCRIPTION: INDEXING AND ABSTRACTING

Contents description covers the set of operations which describe the subject-matter of a document: classification, indexing and abstracting, which have various features in common.

The objectives of content description are the following:
- Determine the categories for shelving purposes, if a classified system is being used
- Store information on the document with a view to retrieval
- Describe the contents of a document with a view to informing users

The appropriate system for contents description takes account of the following factors:
- User needs
- Subject field and other selection criteria
- Resources of the documentation centre
- Products and services provided
- Cost-effectiveness

5.1 Indexing

Indexing is done to match the proper document with the user with an information need. Indexing is undertaken because the original document is too big to be used as such, because the author and the user do not necessarily employ the same vocabulary with the same meaning, and because an information system can only work properly when the queries formulated by users coincide with the representation of the contents of the documents.

"Human Rights" broad topic, many organisations specialised in the defence and promotion of specific types of rights. Need for specific terminology. ???

Various terminologies already developed by specialised organisations and networks.???

HURIDOCS Micro-thesauri???

HURIDOCS List of index terms[4] ???

For more information about how to index, see the manual *How to index*, volume 4 in the Human Rights Monitoringand Documentation Series.

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[4] *HURIDOCS Index Terms,* in: Dueck, Judith, Manuel Guzman and Bert Verstappen. *Micro-thesauri: A Tool for Documenting Human Rights Violations.* Versoix: HURIDOCS, 2001. p. 8-15

5.2 Abstracting

An abstract is a brief, objective representation of the contents of a primary document or an oral presentation. It should not be confused with an annotation, which is a brief explanation of a document or its contents, usually added as a note to clarify a title.

6. PROCESSING DOCUMENTS: ACCESSIONING, STORAGE, PRESERVATION AND CLASSIFICATION

When we talk about *processing* books, journals, case documentation, photographs, videos, press cuttings etc. that we buy or receive for the documentation centre, we mean all the actions necessary to make the new document part of our collection and make the information that it contains accessible to users of the documentation centre.

Some of these actions have to do with the physical object - the book or file itself; some have to do with its content. This Chapter deals with the first, the next Chapter *title* .what???

6.1 Accessioning

First we must identify and accept the item and record its arrival (accession it). This is really the final part of the acquisition process. We make sure that what we have received from the publisher, the book dealer or producing organisation is what we requested. In the case of donated materials, we confirm that it has been decided to accept them. Then we mark them with the documentation centre's stamp or label of ownership.

At this point the information worker would normally move on to deal with processing the contents of the new document. *We will cover those activities in the next two Chapters of the manual titles of sections – What is this??? Yeap, it actually has been dealt with in the previous sections (Biblio description and contents description).* Here we will just assume that the information worker has decided in which part of the collection to put the new document. He or she needs to mark the document, usually by putting a label with the classification code on the spine. The whole paragraph needs re-writing to place the content in this part of the Manual.

GM4??? Idem from me.

Note from AMN: Accessioning has much more to it in formal terms of identifying holdings, auditing, accounting for lost materials (and discounting the cost from the Centre's assets,) periodic stock-taking, etc. and there are some guidelines how to do it.

6.2 Storage

Storage is the operation whereby documents are arranged in the best possible conditions for their preservation and utilisation. The documentation worker needs to make decisions on the form of storage.

….The filing system, the amount of space available, the equipment used and the conditions for satisfactory conservation.???

The following are some of the basic forms of storage:

- Documents can be stored and conserved in their original form. Adequate space is needed and should be examined in relation to the acquisition policy. The most common way is to file books and more "stable" documents on shelves, and periodicals and loose-leaf materials in ¿filing? Boxes, maps and photographs in storage devices specially designed…

- Documents can be stored and conserved in microform as microfiches or micro-film, either bought in this form from the start or microfilmed locally. This way of storing demands little space, but implies special devices such as readers, printers, etc.

- Documents can also be stored as full text in a computerised database or on a CD-ROM. This requires a well developed and equipped computer system. It is most likely to be used for documents produced by the organisation itself and those downloaded from Internet…

6.3 Preservation

Causes of deterioration

To make the life of the materials in your collection longer, the following precautions must be taken in order to preserve them:
- Keep the surrounding atmosphere cool.
- Protect the materials from direct sun rays and dust.
- Regularly clean the stored materials inside the cupboards or closed shelves to avoid breeding silverfish and rats and the accumulation of dust.
- Keep the level of storing equipment 4 inches above the floor level to save the material from water and to facilitate cleaning.
- Preference should be given to steel racks instead of wooden racks as wood gets damaged by termites and catches fire very easily. Steel racks are much more durable.
- Back issues of periodicals and other non-book materials should always be weeded out annually, and if it is decided to keep them they should be bound to prevent damage.

6.4 Physical Facilities, Equipment, Stationery and Office supplies

Note from AMN: The content of the section does not deal properly with the physical facility in the sense of space, division of processing area and user's area, environmental conditions, etc. As I understand it, it deals with Equipment, stationary and office supplies, and the list is very partial.

Requirements vary according to the size of the documentation centre and the budget available.

The following equipment is necessary:
Racks
Tables - for the documentation worker and for users
Chairs - for the documentation worker and for users

Cupboards - for non-print material
Filing cabinets – for correspondence
Display shelves – for journals, periodicals and books
Book-ends – to support books in the racks
Computers or typewriter – for cards and correspondence
Printer
Equipment for reading/viewing microfiche, microform, slides. Videos, films etc.
Fax machine
Projection unit for meetings – What does this mean?
Photocopying machine Why delete?

Note from AMN: I am not sure about this high tech wish list. A service unit like a
Documentation centre needs access to most of these but the equiment does not
necessarily have to be their own (e.g. fax and photocopying machines are usually
shared). In fact, most of the times it is not, but the institution's in general. Maybe a
better introduction indicating the need to have access to them would be useful.

Stationary:
Stickers for classification codes
Stamp of documentation centre
Labels for audio visual materials

Note from AMN: Well, the real list here should be quite extensive and includes
"stationery" and "office supplies" in general. Later I can try a summary list with
introductory general sentences.

6.5 Classification Systems

Key characteristics: GM 61-62 « filing »???

Documents have to be pre-arranged in a pre-determined order, so that they can be easily and rapidly retrieved. A good filing system should:
- be easy and quick to use.
- assign each document to one unique place,
- be capable of expansion
- allow the detection of shelving errors and
- ensure satisfactory conservation of documents.

Shelving: three types GM 62???

Every documentation centre must agree on a classification system,
because one must be able to find back every document on a shelf, filing cabinet or a place where it is

The locator is its "call number" or "catalogue signature"

A classification system can be very simple / alphabetical by author or title, or a fairly complex hierarchical system.

There are two types of filing: numerical and systematic filing.

In numerical filing, the documents are arranged by order of acquisition. The advantages of this system are that it is simple, it can be extended without limitation and it saves space.

In systematic filing, the documents are arranged according to their contents and conform a pre-determined classification. The advantages of this system are that users can browse through the collection without having to consult the catalogue – taking into account that this browsing does not replace a more systematic search for relevant items.

For the field of human rights, a sample classification system has been developed by Iva Caccia[5], and this system is available for download on the HURIDOCS homepage. Why delete this?   People need to know where to find it. You could put it in the footnote though and perhaps refer to Rights and democracy as well…. Since they may be involved in translating this?

Note from AMN: I suggest we also cover the following issues: a) organisation of collections by type of material (posters and maps, grey lit in vertical filing or other, books on shelfs, periodicals, etc.) and/or by intended use such as Reference, Children's collection, materials in braille, etc., however small the unit is; b) clarify the possible shelving arrangements from accession number, to author by cutter's numbers

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[5] Caccia, Iva. Human Rights Documentation - Classification. Ottawa: Iva Caccia, 1995.

& date of publication, to a subject hierarchical classification; c) how to relate "filing" of e-documents stored in hard disks.

6.6 Services

Note from AMN: Being the reason to be of a Documentation centre, we need an introduction to this section. Also, we need to include evaluation of services through surveying user satisfaction, actual use of the service unit (the superiors usually want to know "how many" users consulted the service and how, sometimes even who are the users by age, etc.; how many materials circulated; what subjects were requested, etc. (Positive) evaluation of services by customers is essential for the documentation centres survival, for supporting requests of resources, etc. So, two things here: more on services, both in general and in particular, and on evaluation.

A public documentation centre has to make decisions with regard to the kind of access it is providing to its holdings. The different possibilities are:
- Users can only consult documents in the documentation centre
- Certain types of users (such as staff and members of the organisation) are allowed to borrow documents
- All may borrow, including the general public

Certain types of documents that are frequently consulted by many users, such as reference works and dictionaries, should not be lent.

Register lended materials> catalogue signature, name of borrower, date borrowed, date to be returned.??? Has to include author, title. Mention automated circulation ??

Develop and display rules for lending> opening hours documentation centre, periods, number of items.???

Certain materials, like reference works, are not to be lended out.

Stock verification to check whether all materials are still present. Allows also to trace misplaced books. In small documentation centres this should be done once a year.??? – Note from AMN: This would be better placed under "Accessioning".

Services for the dissemination of information
The list below needs more words.
Regular list of publications received – distributed among staff and circulated among interested organisations

Compilation of bibliographies

Publication of list of index terms / thesaurus

Possibility to provide specific services against payment

Current awareness service> specific themes of interest
Can take form of e/mail alerting service

7. COMPUTERS IN DOCUMENTATION CENTRES

The use of computers has already been referred to in various previous chapters of this manual. In this section, various aspects are put together.

Over the last years, computers have become cheaper and more easily available. Also smaller NGOs in developing countries can make applications for equipment support to local foundations and Embassies.

Problem is more often training so that computer can be used efficiently, and not only as an advanced typewriter.

In a documentation centre, a computer is useful for cataloguing documents, and for administrative procedures related to acquisition, circulation, information storage and retrieval, correspondence and networking with other documentation centres.

Databasing : allows systematic retrieval of information by different criteria. And production of different types of outputs (see Chapter Services for dissemination of information).

Within the HURIDOCS network, each organisation is free to choose its own computer equipment and databasing software.

At the same time, various organisations which do not have the financial resources and experts available to develop their own software requested HURIDOCS for assistance in this regard.

The International Rehabilitation Council for Torture Victims programmed HURIDOCS Bibliographic Standard Formats in the CDS/ISIS software. CDS/ISIS is an advanced non-numerical information storage and retrieval software developed by UNESCO since 1985 to satisfy the need expressed by many institutions, especially in developing countries, to be able to streamline their information processing activities by using modern (and relatively inexpensive) technologies. Nowadays, most users work with CDS/ISIS for Windows, also called WinISIS.

HURIDOCS had the following reasons for choosing CDS/ISIS:
- it is designed particularly for bibliographic databases
- it is available free of charge (or at a minimal handling fee)
- it is widely used in particular in developing countries, and there are many national users groups
- it is disseminated through many distributors, including national focal points
- there is an international discussion list where users can ask questions

For more information on this software, see the Web site
http://www.unesco.org/webworld/isis/

8. INFORMATION RETRIEVAL –
USING TRADITIONAL METHODS AND THE INTERNET

- A lot of information is available on the Web. The Web is an easy way to quickly make available information to all interested in it. Many human rights organisations engaged in campaigning see the Web as an additional tool to get their message across and to obtain support for their cause.

- Most information on the Web is available for free.

- Sometimes, articles from scientific journals are available against payment - if you are only interested in one or a few particular articles, it is cheaper to download these rather than to subscribe to the journal.

- The techniques for retrieving information via the Web are improving continuously. You can find Web addresses with general search engines, and many larger organisations allow you to search their site or have put their database on-line.

The disadvantages are:

- There is a strong inequality with regard to access to the Internet: while in most Western countries Internet is easy and does not cost much, access in many developing countries is often slow and expensive. This has consequences with regard to the kind of information which is available on the Web and with regard to whom can be reached by this information.

- Free flow of information and censorship: while using the Internet, and in particular electronic mail, can help to get sensitive information about human rights violations out of a country, authoritarian governments try to limit access to sensitive information, including human rights information.

- A great deal of information is not available on the Web. Producing information requires resources, and many organisations want and need to receive payment for their work. Therefore they only put some of their material on the Internet - other publications have to be ordered, either directly from the Web or by a more traditional order form. In particular publishers of more expensive documents with a limited print order - such as research studies - will not want to put the complete texts of the documents on the Web, and certainly not for free.

- While many sites can be found through general search engines and specialised directories (some of latter are listed in Part I of this document – are they?), some Web sites of smaller organisations are hard to find. As the Web is strongly oriented towards the English language, it is harder to find material in

other languages. Accessing and using material in other scripts than the Latin alphabet requires special hardware and software.

- Sometimes a web site does not clearly describe the producer/origin of the information. If this is the case, the information might not be reliable.

- It is sometimes difficult to print out Web documents in the right format - but this is overcome when organisations publish their documents in pdf format, readable with the Acrobat Reader of Adobe http://www.adobe.com.

- Mention bias and many sites with inaccuarate info?

Because of these disadvantages, it is useful for each documentation centre which regularly deals with human rights issues to have a small collection of human rights material, including the main standards and procedures.

Use general search engines: problems – finding information from most relevant sources
Information overload

Use HuriSearch http://www.hurisearch.org. HuriSearch is a search engine developed by HURIDOCS. It provides:

- effective access to human rights information on the web
- a search tool with egalitarian and known ranking???and
- indexing principles without regard to commercial
- agendas, censorship issues or political pressure
- search capabilities in 77 different languages
- look-up lists by country and organisation
- enhanced access to sites of smaller organisations
- a dynamic list of most frequently occurring keywordsbased on each search, allowing users to refine theirsearches by a simple click
- worldwide information dissemination opportunities evenfor small organisations
- enhanced relevancy of searches on topics related to human rights

Use directories: HRI, HURIDOCS list of links *Access to Human Rights Information on the Internet*

9. RAISING FUNDS FOR A DOCUMENTATION CENTRE

Needs more words – Judith, can you make a concrete suggestion?
Different possibilities:
- raise funds for documentation and information work of the organisation as a whole (including publications)
- raise funds in particular for the documentation centre.

Different steps:
- identify the reasons for fund-raising
- understand who will do the fundraising: role of Board and of staff
- develop application with different components: role and importance of libraries, users, present services offered, plans for the future, budget
- identify types of potential funders
- develop a list of potential funders
- make application
- do follow-up

ANNEX A: COLLECTION DEVELOPMENT POLICY

Most human rights documentation centres are part of human rights organisations which undertake a variety of activities for the defence and promotion of human rights. These activities can be:

- Legal aid or material assistance for victims of human rights violations
- Advocacy towards regional and global human rights institutions
- Protection of human rights of particular vulnerable groups, such as children, minorities, migrants or refugees
- Human rights education.

The mission statement of the organisation contains these aims, and you should use it as a starting point for creating a mission statement for the documentation centre.

The purpose of a collection development policy is to create a collection of relevant materials that support the mission of the organisation. The collection development policy provides information to the (potential) users of the documentation centre about how the collection is chosen, and it explains who is responsible for making decisions about the collection.

All decisions about the kinds of materials to be collected or accessed should be made with the mission statement in mind. For example, if an organisation's mission is to support detained persons, it will need to collect national legislation and international law regarding prisons and detention conditions. If the organisation has a mission to deal with human rights education, the documentation centre will collect professional materials in this field. The collection development policy sets *goals* for the collection that reflect the organisation´s mission.

Both the documentalist and the governing body of the organisation have responsibilities for creating a collection development policy.

The documentalist is responsible for providing information to the governing body about the use of the collection and the kinds of requests that are being made by the users. He or she may also do some of the footwork in finding out how other libraries have responded to particular collection development problems. It is not unusual for the staff to create drafts of a policy for the governing body to consider**.**

Once the policy has been approved by the governing body, the documentalist creates the procedures necessary to implement the policy.

The organisation's governing body may draft the policy itself or it may respond to the staff's drafts of the policy. The governing body must consider the internal and external implications of the policy. It makes all final decisions about the policy. It must approve the policy before the policy goes into effect. After approving the policy, the governing body should periodically review the policy so that it addresses new issues as they arise.

The collection development policy should define the target users of the documentation centre and describe how their needs for human rights information will be met. It should deal with the following aspects:

- *Scope of the Collection*: This has to do with the themes covered by the materials to be collected. Apart from the mandate of the organisation, one should also look at the multi-annual plans and annual programme to identify main themes for advocacy etc. One should also consider whether the collection should meet the needs of the average user or the expert.
- *Media carriers:* What kinds of materials will be collected. Will the collection be primarily print materials or will it consist of non-print materials as well? If there will be non-print materials, what kind will be included? How will the documentation centre decide to add new media? This is a difficult issue, also because new media are created frequently, and media carriers are not compatible with each other or they supercede an older type of carrier. Before investing in new types of documents and equipment, it seems to be wait to see what are the quantity and quality of documents available in particular new media. Another problem is how to decide when to stop supporting a particular media carrier which becomes less common.
- *Age of materials.* Will the documentation centre seek to add materials that have been produced in the past to "fill in" its collection, or will it only add newer materials? Will the focus be on recent human rights issues or also on issues of the past?
- *Languages.* Generally, the documentation centre will collect material in all major languages used in its country, plus material in the most common international language(s) (English, French, Spanish, Russian).
- *Special Collections.* Will the documentation centre have some subject areas that it will make a special effort to collect materials? For example, material related to the theme of a research project or of a Conference which the organisation has held. These materials often are shelved in special sections and have restrictions on their circulation.
- *Multiple Copies and Special Issues.* Dependent on the needs of users, the documentation centre may want to obtain multiple copies of certain documents. This would be the case for example for the Constitution and other relevant legislation, plus a compilation of international and regional human rights instruments.

Cooperative Collection Development

Many of the problems discussed earlier in this section can be partially solved through cooperative arrangements with other libraries. For example, if a documentation centre is not yet ready to develop its own collection for a minority language, it may be able to work with other libraries to develop a rotating collection of materials.
Different libraries in a community may also develop a cooperative plan by which each will have a specialty in their collection. By sharing information about their collections through a shared catalogue or other means, this will also give users a wider range of choices in the materials available to them.

The Process of Collection Development

In addition to explaining what the documentation centre will collect, the collection development policy should also explain how the documentation centre will collect and evaluate materials. This information falls into the following areas.

- *Materials selection.* How will specific materials be chosen for inclusion in the collection? What criteria will be used in selecting materials? Who will be responsible?
- *Acquisitions.* How will documentation centre materials be acquired? What kinds of vendors will be used? Will the documentation centre use subscriptions and standing orders?
- *Gifts.* How will gifts of materials to the documentation centre be handled?
- *Collection Assessment*. How will the collection be evaluated and improved?
- *Weeding or de-selection.* How will materials be removed from the collection when they become dilapidated or out-of-date. How will these materials be disposed?

Materials Selection

The materials selection portion of the collection development policy should give the following information.

Who is responsible for selecting materials?

Typically, the documentation centre staff is responsible for selecting materials. This is because the staff is most aware of the needs of the community regarding documentation centre materials. In larger libraries, a number of different staff members may have responsibility for selecting materials. In smaller libraries, the director may do all of the selection. In some school and college libraries, faculty departments may also have some responsibility for selecting materials. However, this needs to be coordinated by the documentation centre staff. Whatever system is used should be clearly defined by the collection development policy.

Criteria for selection.

The criteria that your documentation centre will use in selecting materials will depend in large part on the mission of the documentation centre. Some typical criteria include:
- Inclusion of the type of material in the general policy for collection development. No matter how good an item might be, if it does not fit within the description of the kinds of materials collected by the documentation centre, it should not be acquired.
- Favourable reviews of the item--reviews may be from documentation centre related periodicals such as the *Documentation centre Journal*, *Booklist*, or*Choice,* or they may come from newspapers, general or specialized periodicals.
- Recommendations from patrons--patrons may ask for specific materials. A certain number of requests may lead to consideration of purchase of the material. It should be noted that typically a single request does not trigger such a purchase, but there may be exceptions to this rule.

- Faculty recommendations (for school and academic libraries). To support faculty members, school and academic libraries often will purchase materials based on their recommendations.
- Community interest in the material's subject matter. If there is a particularly hot topic in the community, the documentation centre may purchase materials about this topic.

- Reputation or popularity of the author. Some authors are so popular that public libraries automatically purchase their books. For example, many public libraries will purchase the new novels by popular authors regardless of the quality of the reviews.
- Reputation or popularity of the material. Libraries may purchase videos based on the reputation or popularity of the material when it came out as a movie. Some reference materials are purchased primarily on their reputation for high quality.
- Need to balance the collection. When a documentation centre has material in support of one side of a controversial subject, it may seek to purchase materials supporting other views.
- Special criteria for specific subject matter. For example, there may be specific types of materials collected or excluded for different Dewey Classification hundreds. For the 200's (Religion), for example, a documentation centre may place special limits on gift materials, so that no religion is over-represented in the collection.
- Cost of the material. Libraries must always balance other criteria against the cost of the item.

Special Selection Processes.

In almost all libraries, there are some specialized selection processes. For example, almost all libraries purchase magazine subscriptions, rather than purchasing periodicals issue by issue. Some libraries also rent popular materials rather than purchasing them. This system may allow them to get multiple copies cheaper and eliminates the problem of disposal of multiple copies after the material is no longer popular. Libraries may also have some standing orders for books, such as general almanacs, that they purchase each year. If your documentation centre is using such services, they should be addressed in your collection development policy.

Acquisitions

The collection development policy should also discuss how materials will be acquired by the documentation centre. It is useful to have in your policy that the documentation centre will seek the best possible prices in purchasing documentation centre materials. This may help to avoid controversy about the small amount of money that may be spent with local vendors. Some of the issues to be addressed should include the following.

The use of jobbers

Most libraries use book and media jobbers or magazine subscription services to purchase most of their materials. These vendors normally give substantial discounts (sometimes 40% or more) for documentation centre purchases. If your documentation

centre will be using such vendors, this should be stated in your policy, and the policy on how the jobbers will be chosen should be stated.

Local vendors

Libraries will often purchase materials from local bookstores or record stores if they need an item in a hurry. The conditions for such purchases should be spelled out in the policy. The policy should also state that the documentation centre will seek the best possible price in making such purchases.

Standing orders

For some specialized items, the documentation centre may have a standing order. This means that each time a new edition of the work is published, the documentation centre automatically acquires a copy. The policy should contain information on how standing orders are determined, and how and when they are evaluated.

Gift Materials

Libraries are frequently recipients of gifts of materials from well-meaning people in the community. While some of these gifts may be useful, many do not fit well into the documentation centre's collection. They may be too old or in bad condition. The documentation centre may already have copies of the material, or the material may simply not fit into what the documentation centre is trying to do. When this occurs, the potential donor should be informed that the documentation centre will not be able to accept the gift for the documentation centre's collection. (Some libraries will accept the gifts with the stipulation that they will be placed in the documentation centre's book sale to raise money for the documentation centre.)

The collection development policy should state how the documentation centre will evaluate gifts for inclusion in the collection, the process that will be used to evaluate these materials, and how the documentation centre will dispose of gifts that it does not accept for the collection. (Most libraries state that gift materials must meet the standards set for any addition to the collection, and that any gift left with the documentation centre will be disposed of as the documentation centre sees fit.)

When a people offer gifts to the documentation centre, the policy can then be used to help them understand how their gifts will be handled.

Collection Assessment

In order for the collection to continue to meet the needs of the documentation centre's clientele, there must be a program of continuous evaluation. The collection development policy needs to state how the collection will be evaluated, the process that will be used, who will be responsible for carrying out the collection assessment and how frequently each section of the collection will be reviewed.

Weeding

No documentation centre has enough room to keep everything that it has ever owned. Periodically, older or outdated materials need to be removed to keep the collection fresh and up-to-date. This process is usually called weeding, although it is also sometimes called de-selection.

Many smaller libraries use a system of weeding called the CREW (Continuous Review, Evaluation and Weeding) method. This method gives very specific criteria for removing items from the collection. It has been widely accepted by librarians across the country. The CREW manual can be found on-line at: www.shsu.edu/~lis_fwh/crew.html (Click on "Back" button to return to this page after looking at the manual.) More detailed information about CREW can be found on the Flower Mound Public Documentation centre site at: http://www.unt.edu/slis/students/projects/5320/pendleton.htm.

Weeding can be a controversial process, as many people who do not understand the process may equate it with throwing away books or even book-burning. The collection development policy should give the reasons why weeding is necessary, and should state the criteria by which materials are chosen for removal. It should also state how materials will be disposed of. (It is usually wise to give the public a chance to purchase weeded materials before throwing them away.)

Writing A Collection Development Policy

Now that you have studied what is included in a collection development policy, it is time to talk about how to go about writing one. Although the following procedure appears to go in linear steps, some of these steps may take place at the same time.

Step One. Establish the procedure. If you wish to write or revise your collection development policy, the governing body should be informed. It is often useful to have a small committee do the actual work to assure that one person's prejudices do not slant the policy. The governing body can be asked to appoint a member to work with the director and perhaps another staff member to write the policy.

Step Two. Gather information. Read your documentation centre's long-range plan. If you already have a policy, read it and note how what you are actually doing differs from the policy or how the policy differs from your long range plan. If you have no current policy, try to write down the kinds of unofficial decisions that have been made about collection development. Use the overview of general collection decisions and the criteria for selection that you have already studied.

Step Three. Discuss changes. When you are writing or revising your collection development policy, it is good to discuss changes that you would like to make. Re-examine your long-range plan, and make sure that your collection development policy supports the plan and vice versa. For example, if the plan calls for new formats to be added to the collection, or to stop purchasing a format that is becoming obsolete, you collection development policy should be consistent with this. Make notes on the changes you wish to make.

Step Four. Draft the policy. Begin writing the policy. If you have trouble finding good wording, you may want to examine other libraries' policies. Many of these are available on the Internet. It should be emphasized that these policies cannot be taken *verbatim* for another documentation centre, since each documentation centre's collection development policy should reflect the documentation centre's unique situation. However, the language of another documentation centre's policy may give you some useful ideas about how to write your own policy.

Step Five. Present the policy to your governing body for approval. Once you have a draft policy completed, present it to your governing board for their review. It is best to present the policy at one meeting, but not to have it approved until the next meeting. This will give the members of the governing body time to review the draft and make suggested changes. These changes should be incorporated into the policy before it is approved.

Step Six. Review the policy. Annually the documentation centre staff and governing body should review the policy. This allows the policy to change as the documentation centre's environment changes. If the documentation centre's policy is not kept up-to-date, it will lose its usefulness. Reviewing the policy also helps educate the staff and the governing body members about their roles and responsibilities in implementing the policy.

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This volume is part of a series of how-to practical manuals aimed to help build the capacity of human rights organisations with regard to monitoring and documentation.

The series consists of the following manuals:
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Volume 2: What is Documentation
Volume 3: How to Set Up Your Documentation Centre
Volume 4: How to Index: Developing a List of Index Terms
Volume 5: How to Record Names of Persons
Volume 6: How to Search Information
Volume 7: How to Handle Special Kinds of Information Materials
Volume 8: How to Do Meta-Tagging