SUMMATIVE EVALUATION OF PHASES 1 AND 2 OF THE ELIB INITIATIVE: OVERVIEW

ESYS

Summative Evaluation of Phases 1 and 2 of the eLib Initiative:
Overview

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1	0	17 January, 2000	Issue for JISC JCEI review
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1	2	18 February, 2000	Release - including final comments from the Evaluation Working Group

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INTRODUCTION

1. This document is an overview of the ESYS Summative Evaluation of Phases 1 and 2 of the eLib Programme, undertaken for JISC under contract PROC/0101. It presents the main findings, strategic observations and recommendations with cross references to the main evaluation report (ESYS-99239-RPT-05) in key areas.

2. In the early 1990s it became clear that electronic information would play a significantly increased role within higher education (HE). What was not clear was how this would occur and what the impacts would be, particularly on libraries. At the same time, the growth in student numbers and increasing costs were both major concerns for higher education libraries.

3. These issues were linked in the report of the Libraries Review Group report on library provision (The Follett Report), published in December, 1993. Phases 1 and 2 of the Electronic Libraries Programme (eLib) were a £15 million initiative of the Higher Education Funding Councils' Joint Information Systems Committee (JISC) which, in three years, sought to implement the IT recommendations from the Follett Report by addressing the issue of change within higher education libraries.

4. In its first two phases, eLib addressed uncertainties by taking a broad approach with 59 projects. An important overall aim was the inclusion of a wide range of stakeholders. eLib used mature technologies within a managed framework covering a limited number of key development areas. These areas are set out below with a pie chart showing the proportion of the funds allocated to each area.

- Electronic document delivery
- Electronic storage of books and journals (digitisation)
- Electronic journals
- On-demand publishing and the electronic book
- Awareness and training
- Navigational tools (Access to network resources)
- Phase 2:
    - Pre-prints
    - Quality Assurance
    - Electronic short loans
    - Images
- Supporting studies
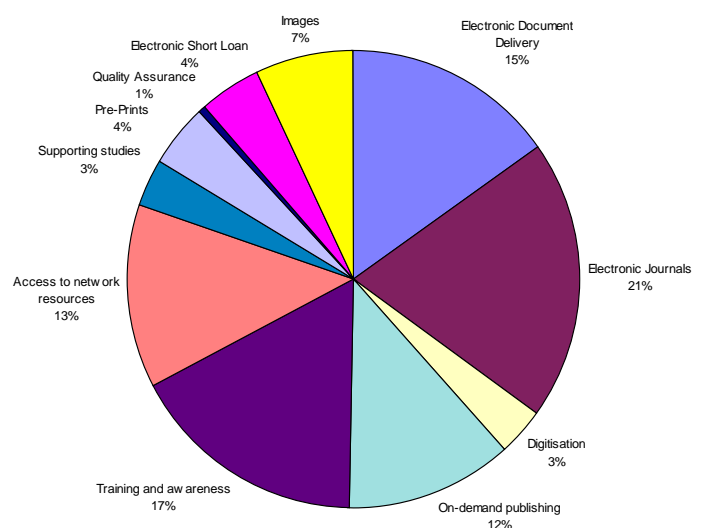
5. This report is the ESYS summative (final) evaluation of Phases 1 and 2 of the eLib initiative. It examines the operation and management of the Programme, achievements in the Programme areas, overall impacts and value and finally makes recommendations for future activities based on the lessons learned.

6. Information was gathered from a series of interviews and from reviews of the project resources. The interview programme sought to balance the views of those with direct links to the Programme with those of 'outsiders'. In addition to the UK community, international views have also been sought to complement the external perspective.

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OVERALL FINDINGS

7.   Four key questions were posed for eLib at the start of the evaluation. These are stated and answered below.

a) Did the Programme supply sufficient added value to justify the allocation of JISC resources - did eLib provide benefits which would not have happened otherwise ?

Yes. Given the state of knowledge at the start of the Programme it was important to undertake a programme of some description. Hindsight confirms this and in most cases suggests that the correct programme strategy was adopted. It is true that a number of developments would have occurred without eLib, driven by factors such as the rapid growth in general use of the Internet. All stakeholders in the HE information community have been affected by these developments and have had to respond. eLib represents an important part of the response. It has added value by balancing a comprehensive treatment of the issues with an approach which has directly involved a large proportion of the community. In doing so, it has brought a practical understanding of the issues to many key players which will allow future challenges to be met more effectively.

b) Did the adoption of a national, managed programme provide benefits compared to a more fragmented distribution of the funds to higher education institutions (HEIs) to pursue their own ends - was the right approach adopted ?

The choice of a national, managed programme has ensured that eLib provided coherent coverage of the issues facing the sector which would not have been achieved otherwise. Without the JISC structure and the co-ordination of the Programme Office, many of the benefits related to comprehensive coverage of the issues, improved understanding and preventing duplication of effort would not have been achieved. Taking eLib Phases 1 and 2 in isolation, a different programme balance with a much smaller number of large projects might have provided more sustainable services. In fact, the broad approach of Phases 1 and 2 did lead to a smaller set of more concentrated activities in eLib Phase 3.

c) Given the structure which was adopted for eLib, was the Programme conducted effectively within this framework ?

The management of eLib was primarily the responsibility of FIGIT / CEI, the eLib Programme Office and the JISC Secretariat. Although the management was stretched by the large number of projects and the complexity of consortia, the Programme has been conducted effectively. Management at project level has not been explored in detail, but the evidence is that the number of project difficulties related to poor management has been small.

d) What has the impact been on the different stakeholder communities ?

The impact on the HE library community has been very high. The universally positive view of the library community should not be dismissed as an insider view - had the opportunity represented by eLib been wasted, the same consensus would not have been found. The very strong international support for the Programme also indicates a high regard among peer groups.

Impacts on other stakeholders have been lower, although there have been a number of useful benefits. Publishers had to move on in parallel with eLib for commercial reasons, but through their eLib involvement have developed more effective working relationships for the use of electronic services in HE and have gained very valuable information on user profiles. eLib's impact on the academic community has been slower because its work addressed a much broader topic where the pattern of change as a whole is slower. Nevertheless, the importance of this work is becoming increasingly clear to the whole HE community.

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8.   eLib was an appropriate response to the issues it sought to address, has been successful in achieving most of its ambitious aims and the operation of the Programme was effective despite the large number of projects.

9.   eLib has achieved a number of good results in its different Programme areas and, as it set out to, has succeeded in engaging the broad HE community. The achievements have also been apparent in building relationships between communities and developing the skills base. Important practical experience of electronic methods and associated issues has been gained which will be valuable in the future.

10.   eLib's impact has been highly significant for those involved in the UK and international library community. The Programme has tackled important issues in the broader HE sector and has also had positive impacts on publishers and other commercial organisations.

11.   The following points summarise eLib's results. Table A.1 at the end of this document provides cross references from these findings into the relevant sections of the main summative evaluation report.

   a) The eLib Programme is judged to have been successful and good value for the investment.
   b) eLib provided good coverage of the issues involved in the development of electronic libraries.
   c) A number of services have been established as a result of eLib projects, some of which are self-sustaining. The number of services reflects the exploratory nature of the work and the scale of individual projects which in some cases made critical mass difficult to achieve.
   d) eLib directly engaged 175 organisations in the HE, publishing and commercial supply communities. Of these, more than 100 were HEIs. Lessons learned by these communities will allow more effective future implementations and programmes. Some of these lessons have already been taken up in eLib Phase 3.
   e) Within the HE organisations it involved, eLib has improved awareness and practical experience of the opportunities offered by electronic resources, allowing them to adapt more effectively to rapid changes in technologies and evolving user expectations.
   f) Considerable developments in library co-operation have been achieved. The links established promise well for future co-operation as a means to optimise the use of the resources available.
   g) eLib has raised the profile of libraries within the HE sector. It has also given greater confidence to those responsible for investing in information and communications technologies within the library system.
   h) eLib has achieved high levels of impact in the HE library community and has promoted changes in its culture. This applies directly to the application of electronic techniques but also in preparing libraries for a more project based funding balance and combining the R&D culture with library operations. The effects on broader HE activities such as teaching and learning have been more limited.
   i) In some areas, such as electronic journals, the impact of eLib has been mainly limited to the HE sector, although valuable information on user requirements has been gained by publishers. There has also been a small amount of commercial take-up.
   j) eLib has not made major cost savings or directly reduced pressure on library space. There was an expectation that eLib would address these issues, which were key targets for the Libraries Review Group and some programme areas specified them as objectives. Despite this, to have expected major impacts within the eLib timescales would have been optimistic.
   k) Management of the Programme has been efficient and effective with the result that the number of project failures linked to poor project management has been small. It is noted that there has been a high level of commitment to eLib, not only from those running the Programme, but also many of those managing and implementing the projects. This reflects the high levels of commitment to service which have been noted among library staff generally.
   l) Two important underlying activities have been the formative evaluation work of the Tavistock

Institute and the eLib supporting studies. The former has produced benefits both directly in feedback during the Programme operation and also by providing a valuable document trail which, with the project reports, make independent summative evaluation possible. The supporting studies have rationalised the findings of the Programme and have played an important role in formulating Phase 3 of eLib.

m) eLib has received considerable international acclaim, thereby increasing UK credibility in what is now an international rather than national marketplace. The fact that eLib has been used as a programme model in a number of countries reflects the soundness of the approach.

OPERATION AND MANAGEMENT

12. The continuity of key personnel from the Libraries Review Group through the planning and management of eLib by the Follett IT implementation group (FIGIT) ensured that the original objectives remained in focus. The Programme's managed structure was successful in maintaining coherent coverage of a very diverse scope. The eLib Programme Office has received considerable acclaim from project participants and FIGIT / CEI members, both for facilitating the operation of the Programme effectively in co-operation with the JISC Secretariat and for providing a creative counterpoint to the implementation group. Few problems have been evident in this area. The most notable was the externally supplied management training for eLib project managers, which had to be improved for later phases. Management resources were stretched by the sheer number of projects and the large consortia they often involved, suggesting that the number of projects was probably too large for the structure adopted. The original objectives evolved with the Programme, a process charted with the assistance of feedback from the formative evaluation work of the Tavistock Institute and eLib supporting studies. The valuable documentation generated by these activities was made readily available through a comprehensive and logical web site.

OUTPUTS AND ACHIEVEMENTS

13. The achievements in the different eLib Programme areas are described in the following table.

Programme area	Total cost (£)	No. of projects	Achievements
Electronic document delivery	2,285,000	5	• Self-sustaining services established • Important developments in library co-operation • Commercial products have also emerged
Electronic journals	2,905,000	12	• A variety of different approaches tested and important lessons learned, particularly user profiles • Large number of publishers engaged • Platforms developed which have supported NESLI
Digitisation	500,000	2	• Different models explored issues such as copyright and total costs • Lessons used to develop a more centralised approach
On-demand publishing	1,775,000	7	• Broad scope, tackling major issues of teaching and learning • Student users found to be very enthusiastic • Progress made with both academic conservatism and copyright • Work developing through the eLib Phase 3 HERON project
Training and awareness	2,530,000	7	• Improved staff skills and awareness • Continuing services with good reviews from user communities • Direct impact on library culture and development potential

Programme area	Total cost (£)	No. of projects	Achievements
Access to network resources	1,920,000	9	• Services improve search quality saving staff and students' time • Services now being developed as national services • Contributions to DNER and the National Resource Discovery Network
Supporting studies	510,000	3	• Successful in rationalising on-going developments • Essential role in synthesising lessons from earlier eLib activities • Highly influential in determining course for eLib Phase 3
Pre-prints Quality assurance Elec. short loan Images	655,000 105,000 650,000 1,030,000	5 1 5 3	• Important lessons learned from Phase 2 projects tackling specific gaps identified in the initial set of projects
Total	**14,865,000**	**59**	• Average project cost approximately £250,000

LIBRARY IMPACTS

14.   eLib has contributed to a major change of approach towards the use of electronic methods among librarians and publishers. It has also influenced scholars and researchers, though to a lesser extent. It has increased the percentage of library budgets spent on electronic resources in terms of staff time and purchases, increased the number of staff interacting with electronic resources and achieved considerable international acclaim. eLib has also contributed to stronger links between HEI libraries and information services and a number of senior posts have been created linking the two.

15.   Awareness of eLib in the library community is high and eLib is perceived as placing the UK in a strong position in an increasingly international marketplace. The adoption of a national strategy is considered to have paid dividends with eLib, which has had good ownership in the community and was not seen as a threat by most parties.

16.   One of the most important impacts is that vital practical experience has been gained throughout the sector. The strengths and weaknesses of electronic methods are known as a result and their application is therefore better targeted and more effective There is little substitute for 'trying it yourself' and eLib has provided many with the opportunity to learn in this way. An important long term impact, promoted by the 'many smaller projects' approach, is that eLib has improved customer skills within libraries. This will provide for more effective specification and procurement of electronic systems and resources in future.

Library profile and strategy

17.   The eLib Programme helped to give a continuing and developing role to the HE library community, whose position in the early 1990s was uncertain because of the unknown impact of electronic methods. This has led to closer dialogue between higher education libraries and information services with consequent possibilities for greater synergy between them, although this process has not been without tensions. eLib has created a much stronger partnership between JISC, the Funding Councils and the library community in higher education institutions.

18.   Library and information professionals now have a higher profile within HE institutions, indicating the increasing importance being attached to content in the provision of information strategy. eLib has undoubtedly contributed to this development.

19.   eLib has helped to create a project based work culture in HE libraries, enabling them to take advantage of funding opportunities which require bidding, team building and other aspects of project working. This has promoted greater integration between the libraries and the academic communities which they serve.

Library operations - cost and space

20.   It is difficult to demonstrate a clear eLib impact on library costs and space, although some early signs of change are evident. eLib projects in areas which would impact here, such as digitisation and electronic journals tended to concentrate on developing new approaches, increasing understanding of user requirements and establishing the credibility of the approach in the HE community. It is therefore important to emphasise that the statistics currently available (to 1996/97) do not extend to the period when eLib's impact would be expected to occur, which would be after a time lag of a few years from the end of Phase 2 in 1997/98. eLib Phase 3 projects have achieved greater scale in a number of key areas and are likely to provide a clearer impact in these areas.

Staffing impacts

21.   The embedding of staff from projects at the library level was good given the constraints that existed. The eLib funding mechanism required the institutions to cover their own overheads. As a result, there had to be a degree of organisational commitment to the success of projects. The impact at institutional level has been more limited, though still significant.

22.   eLib helped to create a new cadre of researchers whose skills will be important for future developments in this area. These skills, and by implication at least some of the investment, may be lost to the HE sector if eLib activities are not sustained in some form. A number of eLib activities were of considerable value to the HE user community and yet had no prospect of becoming economically self-sustaining in their own right. It is important that funding models are developed for such activities to capitalise on the investment in staff development made through eLib.

HE Library co-operation

23.   Academic librarians have always co-operated to ensure that optimal services are provided to staff and students. There are problems in formalising such systems because each library is committed to supply its own community and cannot rely solely on other libraries, whose circumstances may differ or change.

24.   As a result of eLib, there has been a significant improvement in the scale and extent of library co-operation in areas such as sharing resources and setting up centres of excellence. The increased levels of interaction promoted by eLib will enable greater networking and co-operation in the future.

British Library co-operation

25.   The specific issue of co-operation between the HE sector and the British Library has arisen in many areas tackled by eLib, particularly Electronic Document Delivery. The relationship at the end of eLib appears much more positive than at the start.

Service development

26.   Exit strategies were emphasised in eLib objectives because it was intended to initiate a process of change eventually to be taken up by the user communities. JISC funding was clearly necessary to stimulate this process, but could not be guaranteed indefinitely.

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27. On-going services established from eLib include electronic document delivery projects such as LAMDA, subject gateways such as EEVL and SoSIG and training programmes such as NetSkills. The extent to which sustainable services should have emerged from eLib projects was not defined in the objectives. A much clearer picture emerges if the contribution of eLib projects to the development of subsequent programmes is taken into account.

28. The reasons for limited service development are a function of project size and timescales. The decision to operate a large number of small projects to engage the community meant that many eLib projects found it difficult to achieve the critical mass necessary to become full services in their own right. A lack of commercial and marketing skills available within the projects, both in terms of personnel and resources was also a factor. It is also important to stress that many eLib projects were experimental.

HE COMMUNITY IMPACTS

29. eLib has contributed to raised expectations of the availability and quality of content in parallel with greater on-line catalogue availability. HE users generally expect to be able to access a much wider range of information now and, through eLib Access to Network Resources projects, are able to obtain it more efficiently.

30. eLib has tried to engage academics, particularly through the on-demand publishing projects, but has found considerable conservatism. This may be the result of the perceived threats to existing work patterns, a desire not to spoon feed students or simply that the time, resources and incentives for academics to change their approach are not available. There are also important differences across disciplines. For example, in the sciences, the system for developing the edifice of knowledge is well established and caution is required when altering it. In the humanities, breadth of reading is essential. As a result, eLib has offered subject specific projects in most of its areas.

31. An important outcome of eLib has been that the HE sector has come to appreciate that publishers perform an important function and have a positive role to play. This is part of a much improved mutual understanding of roles which has resulted from participation in eLib.

32. Copyright and lack of academic participation remain as major outstanding issues, but the fact remains that in both areas eLib has led to a much wider debate and fundamental issues being explored.

IMPACTS ON PUBLISHERS AND RIGHTSHOLDERS

33. There has been considerable publisher involvement in the eLib programme, directly in projects such as the electronic journals and indirectly by providing clearance for other activities. Publisher involvement in initiatives such as the Pilot Site Licensing Initiative and National Electronic Site Licensing Initiative (NESLI) have also been encouraged by eLib involvement.

34. eLib work in electronic journals has had an important impact and has influenced the approach used for electronic publishing, although it is important to note that there was extensive parallel work by publishers.

35. Although there have been specific projects which have contributed to changes in high level attitudes of publishers to electronic publishing and copyright, the greatest effect has been the subtle impact on the large number of people from the publishing community who have had contact with eLib.

36.   The emphasis in eLib has naturally been on the publishers learning the requirements of the HE sector. It is important to note that publishers themselves have also been going through a learning period in parallel with eLib and in their case their whole future depends on appropriate strategic decisions.

COMMERCIAL IMPACTS

37.   The involvement of commercial suppliers of library systems in the eLib Programme has been more limited than might have been expected given the need to develop services from eLib projects. There are examples of products from eLib being taken up commercially, but this has been uncommon. Although links with commercial organisations have not always been easy within the Programme, closer links might have provided a means to improve the sustainability of projects.

38.   eLib has had the effect of making the HE community a more discerning customer. It has also helped to clarify priorities for the use of electronic resources within HE libraries and their users, thus allowing commercial parties to plan and invest with greater confidence.

PUBLIC IMPACTS

39.   eLib did not set objectives in the public library sector and there was very little direct impact in this area. The public library sector has however seen what is possible under a national programme and work is now in progress through the Library and Information Commission to develop the People's Network which addresses issues similar to eLib.

40.   The wider impact beyond the HE / academic community may also emerge in programmes such as the National Grid for Learning and in contributing to the ongoing debate over the future role of public library services. Some key people involved with the eLib Programme are influencing these developments.

INTERNATIONAL PERCEPTION

41.   eLib is not the only programme of its type, but it has gained considerable international recognition. This is an important achievement not only because it represents an independent view of the Programme's value, but also because it helps to establish UK credibility in international markets. One of the notable characteristics of eLib in this context is its focus on building on what is already there, as opposed to long term research. This pragmatic approach has provided an effective transition into Phase 3 in which the hybrid library is a major focus of attention.

42.   In the USA, the national, managed approach of eLib was highly regarded and has led to a number of joint ventures, including a joint JISC / NSF Programme on Digital Libraries stemming from eLib Phase 3. Within the EU Framework Programme, players linked to eLib have contributed to the drafting of the activities on digital libraries. Australia sought to use the eLib approach, which was seen as a very coherent strategic approach, and has maintained links with some eLib projects. This has accelerated the development of electronic resources in Australia. Positive views have also been expressed in Canada, New Zealand and Scandinavia.

VALUE

43.   JISC funds are effectively obtained by a deduction from the block grant which would otherwise have been paid directly to HEIs. The value of eLib therefore lies in this money having been better used through a national managed programme than being spent by the individual institutions themselves. Some of the achievements of eLib would have occurred without the Programme given the changes in the field of communications and IT which have taken place, but the added value contributed by eLib is clear from the following:

- coherence - the Programme gave co-ordination and structure to developments in this field
- comprehensiveness - the Programme allowed a wide range of different models and approaches to be tested. This range, which is unlikely to have been covered without eLib, allows much greater confidence in selecting approaches for future development
- coverage - eLib has ensured that a much wider range of HEIs had involvement with the development of electronic techniques than would otherwise have been the case
- creativity - the Programme engendered a creative tension from the competitive calls for proposals
- analysis - through the supporting studies, the formative evaluation and the dissemination process, the Programme was able to make sense of the different successes and failures
- practical experience - the Programme ensured that the library community had wide exposure to the implementation of electronic techniques
- dissemination - eLib ensured that lessons learned were widely shared throughout the sector avoiding unnecessary duplication of effort.

44.   These benefits were achieved with a highly cost effective management overhead. The Programme Office consisted of between two and three staff during the majority of Phases 1 and 2. The time allocated by JISC management through FIGIT, ISSC and CEI members is not separately accounted, but management costs directly charged to the Programme appear to be limited.

45.   The original objective to reduce library costs has not been achieved by eLib except in limited areas. This is not surprising as very few technological developments provide cost savings in their early years of availability. Value has been achieved, however by providing better quality services and to some extent cost-effective reskilling of staff. This is very important because it also prepares the way for much more cost-effective operation in the future.

46.   The investment of £15 million in Phases 1 and 2 of eLib has resulted in a number of important impacts, both in specific Programme areas and across the sector. The Programme has managed a very diverse set of projects and consortia with relatively low overheads and only a small number of project failures. Taking these factors into account and viewing the spend in the perspective of other programmes of this magnitude in the UK and internationally, eLib must be regarded as having provided good value.

RECOMMENDATIONS

The following recommendations have been developed based on the findings of the evaluation. Table A.2 at the end of this document provides cross references from these findings into the relevant sections of the main summative evaluation report.

R.1 **New programmes:** It is recommended that **JCEI should investigate ways to maintain the momentum of eLib and related successor programmes, in particular by looking for new cross sectoral ideas.** A number of contacts have noted that the interest and profile of libraries achieved by eLib has begun to fade. To some extent this is a product of the 'pulse' of investment which eLib represented. It would be valuable to regroup the current issues in the area and to develop a new programme to establish a new impetus. The work that eLib has done to improve the status of libraries as information content suppliers should provide a strong justification for this.

R.2. **Commercial links:** It is recommended that **the full range of models for commercial involvement be explored in future programmes.** A possible obstacle to the development of sustainable services from eLib has been the relatively low level of commercial involvement. Models might include strategic partnerships to create an environment in which a wider range of suppliers can emerge.

R.3. **Dissemination:** It is recommended that **the lessons learned in eLib should be disseminated to a broader audience before they become too dated.** This should include an executive / management report for senior HE staff, IT directors in public sector and international agencies. This could be linked to attempts to develop further the awareness of HE management through JISC ASSIST by producing a practically oriented guide to strategy implementation incorporating eLib lessons in the form of a strategic checklist.

R.4. **Service transition - models: Where transition to self-sustainable / commercial products and services is specified as a primary programme objective,** it is recommended that **JISC programme design should accommodate and support clear models to enable this.** These models should cover financial sustainability, but also key contractual issues for long term development. Models should be provided for projects which are clearly of value, but have no obvious means of achieving financial sustainability.

R.5. **Service transition - scale: Where transition to self-sustainable / commercial products and services is specified as a primary programme objective,** it is recommended that **programmes should limit project numbers to ensure that sufficient resources exist to create critical mass.** These should be supported by smaller "research" projects or task forces and associated supporting studies. This recommendation reflects scale difficulties faced by some eLib projects, but acknowledges that service transition was not a universal priority within eLib Phases 1 and 2.

R.6. **Teaching and learning:** It is recommended that **future programmes in the electronic libraries area are better integrated with teaching and learning initiatives. Proposals should be encouraged to state applicability within academic departments and to include 'end users' in the team.**

R.7. **Collaboration:** Having completed a focused national programme in HE, **it is recommended that future programmes should look at closer collaboration with national agencies (British Library, MLAC) and international agencies (NSF, EU)** to create collaborative programmes at a global level. This would save duplication of effort internationally.

R.8.   **Consultation:** It is recommended that there be **wider consultation prior to calls for proposals to ensure that R&D already completed in the market place is not duplicated.** In addition, more effort is needed to establish the state of the art and to provide available research materials to be shared across programmes before projects start development work.

R.9.   **Phase 3 evaluation:** It is important that eLib is evaluated as an entity and it is therefore recommended that **this summative evaluation be updated to include eLib Phase 3.** Many of the issues which have arisen in eLib Phases 1 and 2 have been taken forward in eLib Phase 3 and its associated JISC Programmes.

R.10.   **Evaluation funding:** It is recommended that JISC **ensure that the cost of evaluation in future programmes is included in the call for proposals** and scaled appropriately to the size of the programme.

R.11.   **User analysis:** The work of JCALT in providing a framework for monitoring users and user behaviour has been noted. This plugs a gap in eLib where projects individually had to create their own approach to user research (may have saved significant effort if such a framework had already been available). **It is recommended that the monitoring framework be developed as a tool to support future programme monitoring.**

R.12.   **Management training:** Training for project managers is a topic which is common to an increasing number of JISC programmes. **Given the experience of eLib and previous programmes, it is recommended that central support be provided to the procurement and provision of this service.**

R.13.   **Recruitment:** It is recommended that **projects allow for a realistic lead-in time schedule for recruiting staff when designing the programme.**

R.14.   **Software development:** It is recommended that JISC ensures that **future programmes which require software development allow sufficient time for software versions to be produced which are suitable for operational services.**

R.15.   **Programme financing: Project milestones should identify lead-in times which may require a change in the balance of funding between financial years.** This should be used to allow for greater flexibility in the spend profile where a clear benefit to the programme can be identified.

R.16.   **Strategic issues:** eLib has tackled a number of areas of considerable strategic importance for the HE sector. **JISC should give attention to the strategic issues raised in chapter 6 of the main report.**

TABLE A.1: CROSS REFERENCES FROM SUMMARY FINDINGS TO MAIN EVALUATION REPORT

Finding	Primary reference	Secondary references
11 a Overall	Overall assessment 5.8 Value	3.0 Operations and management 4 0 Outputs and achievements 5.0 Impacts, benefits and value
11 b Coverage	3.2 Formation	1.3 eLib objectives 4.0 Outputs and achievements
11 c Services	5.2 Library impacts	3.2 Programme type 3.3 Programme selection 3.4 Programme timing 3.5 Underwriting transition 4.1 Specific objectives in Electronic Document Delivery Appendix C Case studies (LAMDA, EEVL, SCOPE)
11 d Inclusion	3.3 Project selection Appendix B: Organisations involved in eLib	4.4 On-demand publishing 4.8 Supporting studies
11 e Experience	5.2 Library impacts	4.0 Outputs and achievements (project work) 4.5 Awareness and training 5.1 Overall impacts 5.8 Value
11 f Co-operation	5.24 Library co-operation	3.3 Project selection (consortia) 4.1 Co-operation in electronic delivery 5.2.5 British Library co-operation 5.7 International co-operation
11 g Profile	5.2 Library profile and strategy	5.2.3 Staff development 5.2.6 Service development
11 h Other HE impacts	5.0 Impacts and benefits	5.2.1 Library profile and strategy (Project culture) Appendix C Case studies (all)
11 i Non HE impacts	5.4 Impacts on publishers and rightsholders	4.3 Electronic journals 5.5 Commercial take up Appendix C Case studies (SCOPE, SuperJournal)
11 j Costs and space	5.2.2 Library operations - costs and space	4.2 Digitisation 4.3 Electronic journals 4.4 On-demand publishing Appendix C Case studies (all)
11 k Management	3.0 Operations and management	Appendix C Case studies (all)
11 l Analysis	3.6 Evaluation and documentation	1.3 eLib objectives (Tavistock Policy Mapping) 4.8 Supporting studies (eg MODELS)
11 m External view	5.7 International perception	4.1 Electronic document delivery (JEDDS)

TABLE A.2: CROSS REFERENCES FROM RECOMMENDATIONS TO MAIN EVALUATION REPORT

Recommendation	Primary reference	Secondary references
R.1 New programmes	5.2.6 Service development	5.2.1 Library profile and strategy
R.2 Commercial links	5.2.6 Service development	4.1.3 Electronic Document Delivery 4.6.4 Access to Network Resources 5.5 Commercial impacts
R.3 Dissemination	5.2.1 Library profile and strategy	3.2 Formation 3.5.2 Programme Office 4.3 Electronic journals 4.5 Access to Network Resources 4.8 Supporting studies 5.7 International perception 5.8 Value
R.4 Service transition: models	5.2.6 Service development	1.3 eLib objectives 4.1 Electronic document delivery 5.2.3 Library issues - staff
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