Barriers to Effective Interlending and Supply of Government Documents in Developing Countries*

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Abstract

Purpose-Policy information and information policy as critical factors in global flow of information and inter-agency cooperation is the main theme examined by this study. The main objective was to examine the fundamental issues related to the dissemination of government - held information by senior public officers. Using interview and questionnaire methods, data was obtained from the Department of Lands and Physical Planning in Oyo State, Nigeria. Fifty-six out of 130 senior staff of the Department were sampled. Data was subjected to both descriptive statistics of frequency counts, percentages and appropriate measure of central tendencies. Results showed stronger awareness of policy information on staff welfare than land - related policies and lack of awareness of the existence of policy information on housing and mining. The respondents indicated complete lack of knowledge of the content of policy information on land transfer, consent, mapping, acquisition, mortgage, assignment, development planning, and valuation of government properties. The paper argues that limited awareness of the existence of certain policy information, its contents and constraints on free public access to official information can impede the global flow of information and effective inter-agency cooperation A ten-point synthesis is advanced describing the major barriers to effective interlending and the supply of government documents in most developing countries. Understanding the barriers to effective interlending and supply of government documents is critical to the formulation of policies that can enhance global flow of information and inter-agency cooperation. Governmental institutions of developing countries must do so to blur the boundaries between them and the rest of the world.

Introduction

The development and adoption of public policy often result in the creation of a body of knowledge that can be called policy information. Policy information in this context is operationalized to include all published and unpublished statements of government, which guide, influence, and shape the actions, operations and decision-making processes of their departments, ministries, agencies, officials and employees. Just as governmental actions are directed by policy information, public policy in most cases, also influence the lives of the public. In this case, policy information can rightly be called public information. This confers on the citizens the right to seek and obtain public information. But as Galvin(1994) has observed, the adoption of public policy in the information field frequently involves a process of balancing or mediating between the conflicting values of access rights, proprietary rights and property rights. Coates (n.d) defined public policy as a fundamental enduring conflict among or between objectives, goals, customs, plans, and activities of stakeholders that is not likely to be resolved completely in favour of any polar position in the conflict. But if public policy is a governmental action to address perceived societal needs, then the right of citizen to have access to information on policy issues that affect their welfare can be put in proper perspective.

Most members of the public do not understand why they run into a brick wall in their attempt to obtain information on issues such as land acquisition, survey, housing, mining, etc. Public officials seem more interest in protecting rather than providing members of the public with information in these vital areas. Bureaucracy becomes a barrier rather than a barrel for the free flow of public information. It can be rightly argued that public institutions, created and funded by taxpayers' money should play a facilitatory role in the free flow of information generated by these institutions. However, a significant problem is that users as well as policy and decision makers do not accept that information is a valuable asset for development. Only a few organizations, government departments, research bodies, universities, educational authorities and regional or local authorities explicitly acknowledge information as valuable asset or resource (Boon, 1994). The solution to the problem requires a positive reorientation in at least three fundamental ways:

- Information is an essential resource for personal, community, organizational and national development.
- As a resource, information should contribute directly to socio-cultural, economic, technological, political and educational development.
- Information is of a public significance and should be shared freely (SAILIS, 1995).

This is where an information policy becomes necessary. According to Malley (1990) a national information policy is a government-directed policy for coordinated action on all matters relating to information. Information policy could help to

reduce information gap between the information rich and the information poor and provide a general framework for planning, development and management of information infrastructure that in turn provides access to relevant information to all citizens. The sharing and exchange of information is regarded as a significant issue to be addressed in an information policy (Martyn, 1992).

Public demand for information generated by their government will compel public institutions to devise new ways of communicating with their citizens. In democratic societies, a careful balancing of power between the executive, the judiciary and the lawmakers will probably facilitate access to policy information. The release of the Starr report (1998) on the Internet perhaps illustrates how even "sensitive information" will become increasingly available and accessible to all.

Background to the present study
The present study deals with policy issues related to land administration in a typical Commonwealth Country – Nigeria. Nigeria is the most populous black nation in the world with a population of more than 100 million people and a land area of 924,000 Km^2. The nation is endowed with natural resources including millions hectares of arable land, water resources covering 12 million hectares, 968 kilometres of coastline and an ecological diversity which enables the country to produce a wide variety of crops and livestock, forestry and fishery products. Backed with oil wealth, Nigeria has the potential to become one of the strongest economies in Africa and globally. The Department of Lands and Physical Planning in Oyo State is chosen for the purpose of this study. Oyo State is in the South West zone of Nigeria and has on the best civil service setup in the country.

Objectives of the study
The main objective of the study was to examine the fundamental issues related to the dissemination of public information by senior government workers. Specifically the study examined:

i. The senior staff's level of awareness of the existence of various policy information.
ii. Their level of knowledge of the contents and implications of the policy information.
iii. The degree of importance attached to various policy information packages.
iv. Strategies that will enhance policy information consciousness, use and dissemination.
v. Their preferred packages as receivers of policy information; and
vi. The barriers to effective utilization of policy information.

Assumptions of the study
The study assumed that if senior staff as custodians of public information are not aware of the existence of policy information, they would not be in a good position to provide answers to an enquiry on government policies or even know their own rights with regard to government policies on staff welfare. It also assumed that beyond the awareness level, senior governmental officials should know the contents and implications of public information..

Source of data
The data for this study were generated from both primary and secondary sources. Substantial part of the information was derived from primary sources through personal interview and questionnaire analysis.

Tools and techniques for data collection
An interview was held with the Director-General/Permanent Secretary of the Department of Lands and Physical Planning. As the most senior career professional, she provided information on both government land policies and those policies that are related to staff welfare and development. Information provided by the Director-General constituted a major input into the design of the questionnaire for the senior staff.

The design of the questionnaire took into consideration the interplay of the vital phenomena in the communication process – such as source, message, channel, receiver, feedback and feed forward, etc, as well as the administrative and educational backgrounds of the respondents.

Procedure for data collection
The Department has a total of 130 senior staff. A sample size of 56 was drawn from this population. The choice of this sample size was informed by there being seven divisions and eight grade levels 08-16 that constitute the senior staff members. The sampling size of 56 seems adequate since in sampling theory, a sample size of 10% of population is generally regarded as adequate sample size. The assistance of the Director General was sought to ensure that the questionnaire was administered to one staff in each division and grade level of the Department.

Statistical tool for analysis
A total of 36 questionnaire representing 64.28% of the 56 administered were returned and properly filled. A score of 3, 2, and 1 were assigned to the response of "very important", "important" and "not important" respectively. A summation of these scores was made and the mean score obtained accordingly using the formula:

$$X = \frac{(x1 + x2 + x3 \ldots xn)}{N}$$

Where x = mean score, x1, x2, x3…. xn = individual score; n = total number of respondents. To establish a basis for an item to be described as very important, or not important a cut-off point was chosen as follows:

$$\frac{3 + 2 + 1}{n} = \frac{6}{3} = 2.00$$

The scale of 0.50 was used to determine the upper 2.0 + 0.5 and lower (2.0 – 0.5) limits respectively. Thus we have a range of

< 1.50 = not important
1.5 – 2.50 = important
>2.51 = very important

The same procedure applied in the case of the 4–items Likert scale of strongly aware/agree (4) aware/agree (3) unaware/disagree (2), and strongly unaware/disagree (1). In this case, a summation of the score was made thus:

$$X = \frac{4 + 3 + 2 + 1}{4} = \frac{10}{4} = 2.50$$

An average score of 2.5 was thus obtained. A scale of 0.50 was used to determine the upper (2.5 + 0.5) and lower (2.0 – 0.50) limits respectively. Thus we have a range of

< 2.50	=	strongly unaware
< 3.00	=	unaware
3.0 – 3.50	=	aware
> 3.51	=	strongly aware

Results

Distribution of senior by salary grade level and educational qualifications.

Table 1 and 2 reflect the distribution of the respondents by educational qualifications and grade levels. According to Table 1, many of the senior staff (22%) possess the General Certificate of Education (GCE) and could be said to have become senior staff by promotion rather than qualification. However about 64.0% of the entire senior staff possess a university degree or its equivalent.

In Table 2, 38% of the respondents are on grade level 10. In all, about 61% of the respondents are on grade level 10 and above. As could be observed from Table 2, staff from grade 14 and above did

not return their questionnaire probably because of their busy work schedule.

Table 1: Distribution of Respondents by Educational Background.

QUALIFICATION	NO	%
GCE	8	22.22
HND	7	19.44
Professional	6	16.69
BA/BSc	5	13.89
MSc/MA	4	11.11
PGD	3	8.33
No Response	2	5.56
OND	1	2.78
M. Phil	0	-
PhD	0	-
	36	**100**

Table 2: Distribution of Respondents by Salary Grade Level.

GRADE LEVEL	NO	%
10	14	38.89
08	8	22.22
12	4	11.11
13	4	11.11
No Response	1	2.78
14	0	0
15	0	0
16	0	0
	31	**100**

Awareness, knowledge and sources of policy information

What is the senior staff's level of awareness of the existence of policy information?

Here, 21 policy information packages related to both staff welfare and land administration were listed and the senior staff were asked to indicate their level of awareness of each. From Table 3, at least three patterns of awareness are discernable. The respondents indicated strong awareness of policy information related to only staff welfare with the highest level of awareness' on staff promotion (3.75). In fact the first seven items with the highest awareness level relate to staff welfare.

Secondly the senior staff demonstrated less awareness of the existence of policy information on land when these are compared to policies on staff welfare. Thirdly, the staff were not aware of policy information on mining and housing.

Table 3: Respondents Ranked Level of Awareness of the Existence of Policy Information

Policy Information	Total Score	Mean	Awareness Level
Promotion	135	3.75	Strongly aware
Retirement and withdrawal from service	130	3.61	Strongly aware
Staff Motivation	127	3.52	Strongly aware
Discipline	127	3.52	Strongly aware
Civil Service General Order	123	3.42	Aware
Financial Regulation	121	3.38	Aware
Transfer	121	3.36	Aware
Land Transaction: Consent	119	3.31	Aware
Land Acquisition	117	3.25	Aware
Land Transaction: Mortgage	117	3.25	Aware
Land Transaction: Assignment	117	2.25	Aware
Appointment	115	3.31	Aware
Valuation of Government Property	114	3.17	Aware
Training and Retraining	114	3.17	Aware
Issuance of Certificate of Occupancy	112	3.11	Aware
Survey	112	3.11	Aware
Development Control	110	3.05	Aware
Mapping	110	3.05	Aware
Development Planning	108	3.00	Aware
Housing	104	2.89	Unaware
Mining	93	2.58	Unaware

Level of knowledge of the content and implication of various policy information.

Beyond their awareness level of the existence of policy information, what is the senior staff's level of knowledge of the contents and implication of the 21 listed policy information packages? The relevance of this research question cannot be over-emphasized. A proper understanding of the contents and implication of policy information by the senior staff will enable them to interpret and effectively disseminate these policies to members of the public. The ranked order analysis of the knowledge of the contents and implications of the various policy information in Table 4 indicates a different pattern from the senior staff awareness of their existence shown in Table 3. For example, in terms of the knowledge level, the senior staff were not strongly knowledgeable of the contents and implications of the 21 listed policy items.

Secondly, they did not know the content and implication of 11 and out of 21 packages compared to two out of 21 items of which they were unaware. Thirdly, the contents and implications of policy information on mining (2.19) and valuation of government property (2.47) were strongly unknown to the staff although they were not strongly unaware of the existence of any policy information. Again, apart from those policies on issuance of certificate of occupancy (3.11) the senior staff were either strongly unaware or unaware (unknowledgeable) of the contents and implication of all other land-related policy information. It is equally surprising that such a sensitive policy issue as the valuation of government property was strongly unknown to the senior staff. It is instructive to note that apart from policy information on training and transfer. the senior staff demonstrated knowledge of the contents and implications of policy information on staff welfare.

Table 4: Level of Knowledge of Content and Implication of Policy Information by Senior Staff.

Policy Information	Total Score	Mean	Level of Awareness
Promotion	124	3.44	Aware
Staff Motivation	122	3.39	Aware
Civil Service General Order	122	3.39	Aware
Discipline	120	3.33	Aware
Appointment	118	3.28	Aware
Retirement/Withdrawal from service	114	3.17	Aware
Issuance of Certificate of Occupancy	112	3.11	Aware
Information on financial regulation	110	3.06	Aware
Survey	110	3.06	Aware
Transfer	107	2.97	Unaware
Land Transaction: Consent	106	2.94	Unaware
Mapping	106	2.94	Unaware
Land Acquisition	104	2.89	Unaware
Land Transaction: Mortgage	103	2.68	Unaware
Land Transaction: Assignment	103	2.68	Unaware
Development Planning	103	2.86	Unaware
Training and Retraining	98	2.72	Unaware
Valuation of Government Property	97	2.69	Unaware
Development Control	96	2.67	Unaware
Housing	95	2.64	Unaware
Mining	83	2.31	Unaware

Table 5: Respondents Ranked Order of the Importance of Sources of Policy Information

Policy Information Source	Total Score	Mean	Level of Awareness
Director General	101	2.81	Very Important
Immediate Boss	101	2.81	Very Important
Director of Lands	93	2.58	Very Important
Director of P/Management	92	2.56	Very Important
Director of Finance	92	2.56	Very Important
Director of Town Planning	91	2.52	Very Important
Director Planning Research & Statistics	90	2.50	Important
Surveyor General	90	2.50	Important
Director of Housing Board	87	2.42	Important
Civil Service Commission	84	2.33	Important
Colleagues	83	2.30	Important
Official Files/Office Memoranda	81	2.25	Important
Television	76	2.11	Important
The Library	73	2.03	Important
Newspapers/Magazine	68	1.89	Important
Decree White Paper	62	1.72	Important
Radio	54	1.50	Important

Relative importance of policy information sources.

Table 5 reveals certain observable trends in the relative importance of sources of policy information to the senior staff. The Director General and the immediate managers are the most important sources of policy information. Other very important sources include Directors in the Department. On the whole, interpersonal sources occupy higher levels of importance than mass media sources.

Strategies for enhancing policy information consciousness, use and dissemination.

The respondents strongly agreed that seminars and workshops are essential for increasing consciousness, and for the use and dissemination of policy information. Public enlightenment campaigns, staff training and development, radio programmes, press briefings, television ads well-developed library or information centre are all agreed strategies for enhancing policy information consciousness, use and dissemination. However, the senior staff disagreed on the use of newspaper advertisements and computer systems as strategic means of enhancing policy information consciousness, use and dissemination.

Table 6: Respondents Ranked order of Strategies for Enhancing Policy Information Consciousness, Use and Dissemination

Strategies	Total Score	Mean	Level of Agreement
Seminar/Workshop	128	3.56	Strongly Agree
Public enlightenment campaign	125	3.47	Agree
Staff training and development	124	3.44	Agree
Radio jingles and programmes	123	3.42	Agree
Press briefings	119	3.31	Agree
Television	117	3.25	Agree
Well-developed Library/Information centre. Posters and handbill	113	3.14	Agree
Newspaper advertorials	109	3.02	Agree
Use of Computer Systems	106	2.94	Disagree
	97	2.69	Disagree

Table 7: Policy Information Packages Preference of Senior Staff

STRATEGIES	Number	%
Full length original document	28	77.78
Summary of original document	5	13.89
Descriptive review of original document	4	11.11
Evaluation review of original document	3	8.33
Review of original document	1	2.78
Others (specify)	0	-

Table 8: Barriers to Utilization of Policy Information by Senior Staff

BARRIERS	NO	%
Published policy information not easily available	20	56.55
Lack of well-equipped/stocked library/information	14	38.89
Too many sources of policy information	11	30.55
Published policy information not easily accessible	9	25
Intolerable time lag between request for and supply information.		
Knowing that policy information exist	8	22.22
Language of policy information too technical	4	11.11
	1	2.78

Policy information package preferences of senior staff

Table 7 shows that about 78% of the senior staff would prefer to receive full length original document while about 14% would also want a summary of the original document. This finding tallies with Aiyepeku's (1989) study of information utilization by policy makers in Nigeria.

According to Table 8, "published policy information not easily available" constitutes the major barrier to the utilization of policy information by the senior staff. Also, the lack of well equipped/stocked library, too many sources of policy information etc, are other factors militating against the utilization of policy information.

Senior staff level of agreement that land-related policy information should be communicated freely to the public.

This evaluation is very relevant because land is a public resource held in trust by the government for the people. In an ideal information conscious society, the land-related information should be accessible to members of the public. The findings in Table 9 are interesting. The only policy information which the senior staff strongly agreed should be freely communicated to the public is land acquisition (3.58); they agreed that policy information on issuance of certificate of occupancy (3.36); development planning (3.36); development control (3.28); housing (3.25); and survey (3.08). It is interesting that they disagreed that such vital policy information relating to mortgage, assignment, consent, mining, mapping and valuation of government property should be freely communicated to the public. As custodians of such policy information, the findings imply that the senior staff might be unwilling to provide such information seekers.

Table 9: Communication of Land-Related Policy Information to Member of the Public

Land-Related Policy Information	Total Score	Mean	Level of Agreement
Land acquisition	129	3.58	Strongly Agree
Development planning	121	3.36	Agree
Issuance of certificate of occupancy	121	3.36	Agree
Development control	118	3.28	Agree
Housing	117	3.25	Agree
Survey	111	3.08	Agree
Assignment	104	2.89	Disagree
Consent	103	2.86	Disagree
Mortgage	100	2.78	Disagree
Mapping	100	2.78	Disagree
Mining	99	2.75	Disagree
Valuation of government property	93	2.58	Disagree

Awareness and knowledge of policy information
Table 3 and 4 show a difference between the levels of awareness of policy information and knowledge of its content and implications. For instance, the results in Table 3 show that the senior public officials were not aware of the existence of policies on mining and housing. The fundamental question here deals with whether such staff will be able to answer public enquiries in these vital areas. Again, the finding in Table 4 shows that senior government officials were not strongly knowledgeable of the contents and implications of all 21 – item policy information studied. In fact, it is surprising that the staff did not know the content and implications of 10 out of 11 items dealing with land-related policies. But how can public officials confidently and accurately interpret such policy instruments when they themselves do not know either their contents or their implications? These may be the actual reasons for bureaucratic walls often built to protect rather than provide citizens with the information they need in key policy areas.

Policy information as a critical factor in global flow of information.
It must be realized that policy information (i.e. information of policy relevance) generated by public institutions is of public significance and should be shared freely. Therefore all published and unpublished statements of governments and their institutions that guide, influence and shape their operations must be made accessible to the public. A situation (as indicated in Table 9) where senior government officials are not agreeable to the public communication of policy information on land assignment, consent, mortgage, mapping, mining and valuation of government property can be a major set back to global flow of information in a trans-boarder dimension. Khan (1994) has rightly stated that inventing a new product… is important. However sharing this information with those who might benefit from it is equally important. Additionally, in the global markets, industries have recognized the importance of moving such

laboratory information to production plants as vital to their survival. Thus, timely access to relevant information regardless of the source or geographic origin could well differentiate successful industries from those that fail. And from a larger perspective, it could also be related to nations that are in the lead and those that follow.

Policy information as a critical factor in inter-agency cooperation.
Sharing of information resources, services, facilities, infrastructure and personnel is vital to sustained inter-agency cooperation. Where this is missing, everything else will not hold together. 'Willingness to share' is a critical factor to sustainable inter-agency cooperation. But if one agency is willing to share partially, the result will be partial cooperation. As shown in Table 9, there is vital policy information that the Senior Staff may not be willing to share. This has often been the reason for the cancellation of inter-agency cooperation because it is not based on mutual trust.

Information policy as a critical factor in the global flow of information.
Boon (1994) argues that the exchange and sharing of information is a significant issue to be addressed in an information policy. He also says that information policy could help reduce the gap between the information rich and the information poor; provide a general framework for the planning, development and management of information infrastructure that in turn provides access to relevant information to all citizens. Without an information policy, a country or an institution may not be able to contribute meaningfully to advances in this information age at a global level.

Information policy and inter-agency cooperation
Essentially, information policy defines the boundaries for all information-related inter-agency cooperation. Lack of a well-defined and well-

coordinated information policy is often a critical setback to meaningful inter-agency cooperation. Sysnthesis of the barriers to effective interlending

It is discernable from the facts, figures and discussions above that a number of factors militate against the effective inter-lending and supply of government publications in Nigeria. These factors are most likely applicable to other developing countries. This section of the paper attempts a synthesis of the most critical variables.

(i) **Absence of Institutional framework**
Effective inter-lending operates within a defined institutional arrangement. Basically institutions agree on the *modus operandi* of inter-lending and document supply. Documents available for supply and inter-lending are stipulated. Where they can be obtained is also institutionalized. For example, most British or European – originated publications could be obtained from Boston.
In Nigeria as well as most developing countries, this is not the case. There is no single place in Nigeria where one could apply for Federal, State and Local Government documents.

(ii) **Lack of a policy framework**
Nigeria does not have a functional policy framework on government publications – their storage, retrieval dissemination so no one is responsible for supply of government publication. Although Federal and State Government printers handle the production of their respective publications, they do not have a defined obligation for their distribution.

(iii) **Bibliographic apparatus**
Functionally, bibliographic availability is rational preconditions for physical accessibility. There is no single bibliographic control tool for government publications. In such a situation one does not even know which publications are available for inter-lending or possible supply.

(iv) **Awareness**
As has been demonstrated in this study, public officers in-charge of policy information are unaware of the existence of some vital policy document. That they could not respond effectively to demands for supply of such information is self-evident.

(v) **Knowledge**
Knowledge is related to awareness. Knowledge management "promotes an integrated approach to identifying, capturing, evaluating, retrieving and sharing all of an organizations information assets" (Davenport, 1997) Dina (2003) indicates that "these include databases, documents, policies, procedures and previously uncaptured expertise and experience of individual workers". But what happens when officers of an organization do not know the contents of their institutions knowledge bas? They cannot be in a position

to share such knowledge. And this for sure is a big barrier to effective inter-lending and document supply.

(vi) **Bureaucracy**
Bureaucratic bottleneck is a major barrier to accessing information held in government institutes. It seems that government officials are more comfortable with a custodial rather than a communicative role when it comes to the supply of government documents. More reasons are often advanced on why one cannot obtain a document rather than on why the document should be supply.

(vii) **Human relations**
It is interesting that many respondents in this study are not positively disposed to the free communication of public information. This disposition must be viewed from two perspectives. This first is the "necessary" restriction placed on "classified in formation" or government. Of course there is wisdom in restricting access to documents that are sensitive to public peace and security. The second is the unwillingness of government officials to provide access to documents of public interest even where there are no official restrictions. The problem seems to be a lack of positive human relationship. Perhaps, government officials should understand that members of the public have a right of access to information or documents generated by the government they elected.

(viii) **Business – as – Usual**
The bureaucratic bottle necks and poor human relationships discussed above all translate to a business – as – usual approach in information management and handling Government establishments in developing countries rarely see economic advantages in the inter-lending and supply of government documents. Consequently government publications are neither advertise nor marketed. Yet the very nature and value of government publications are such that yield huge financial capital for government. In the process, the cost – recovering of their production will not only be guaranteed but additional profits are quite feasible.

(ix) **Non-Compliance with deposit law**
Omekwu (2003) indicates that in Nigeria the National Library Decree No, 29 of 1970 empowers the National Library of Nigeria (NLN) to receive 10 and 25 copies of all publications of state and Federal governments and their agencies respectively, within one month of their publications. State and Federal Governments and their agencies hardly comply with these legal deposit requirements. Many are not even aware of the existence of the law and NLN hardly enforces the deposit provisions. Compliance with the legal deposit regulations would have

provided one stop institutions where government publications would be available and obtainable. The NLN would then be in a position to provide a bibliographic history of government publications as a vital step to a functional inter-lending and supply of government documents.

(x)   Information technology infrastructure
Information Technology Systems provide a functional platform for a national and globalised inter-lending and supply of government documents. Two government institutions illustrate how IT tools can aid availability and access to government publications. At the State level, the Lagos State Judiciary has launched a website at www.lagosjudiciary.dov.ng Basic facts of case and other legal information of the Lagos Judiciary can now be accessed online. The National Planning Commission at the Federal Level bas made the National Economic Empowerment and Development Strategy's document available online. The availability of the NEEDS document online represents a major development in application of IT to document supply in Nigeria. But there are many other agencies without IT tools, systems and network infrastructure.

The way forward
Barriers can be overcome. This optimism must be adopted in addressed identifiable barriers to the inter-lending and supply of government publications in developing countries. A pragmatic orientation is to emphasize that the bureaucratic and business-as-usual approaches of government officials are been challenged by commercial publishers and book vendors. It is wasteful for government to produce vital documents at the expense of taxpayers' and then do nothing to make the existence of government publications to be known. The way forward for effective inter-lending and document supply in developing countries include:

(i)   **Evolution of a functional framework**
A functional National Framework for the inter-lending and supply of government publications is a critical factor. That framework for Nigeria (for example) must integrate all government institutions at Federal, State and Local Government Levels. A cohesive framework between the Federal Government Printer or Press and those of the State is critical effective exchange of government publication.

(ii)   **Identification services**
A bibliographic identification for government publication is long overdue for a large developing country like Nigeria. All developing countries need to publish a checklist of government publications.

(ii) **Legal deposit issues**

It is curious that governmental institutions do not comply with deposit laws. Compliance will ensure that all government publications are available at the NLN, which can easily play the role of British Library Document Supply Centre at Boston Spa.

(iii) **Others**
IT tools could be used to create electronic versions of government documents. Digitization is becoming a global imperative Network Systems could heavily facilitate document delivery across the Internet.

Conclusion
Information will increasingly become one of the most critical factors in organizations and nations in the 21st century. Advances in computer technology will hopefully make information sharing easier, faster and more effective and cost-beneficial. Easy access to required information will make the world a global village and the village part of the global system. Computer systems and networks will enhance information sharing between agencies. As this study has indicated information policy and policy information are critical factors for a functional inter-agency cooperation and unimpeded global flow of information. Governmental institutions in developing countries must rise to the challenge of blurring the boundaries between them and the rest of the world

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