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Navigating Operations Management and Quality Control in Policy Implementation: The Case of Naira Redesign Policy in Nigeria.

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Abstract: The study focuses on the practical measures implemented under the Naira redesign policy in Nigeria; that is, the Operations Management and Quality Control aspects and what was learned from each implementation phase. It also highlights the means taken; the problems encountered and the proffered suggestions on the best way to solve other policies' problems. An action research analysis is taken from a policy implementation perspective. The analysis is based on the practical aspects of the study such as the operation strategies, quality control policy, and their implementation problems. The qualitative research methodology is divided into two other activities. The first one is the practical analysis of the matter, and the second is an estimate of the retreat from the policy development theory to its realization. The research comes to the conclusion that policy implementation is, in practice, more complicated than it looked on paper. Specifically, the case studies in which efforts had been made to be in accordance with existing operational policies and low-quality policies revealed that the implementation of the policy had faced all sorts of challenges. The study identified the problems and measures taken to solve the problems, and from the perspective of our research, the retreat of the theory of politics to practice is already a lesson for best implementation. The research is valuable in certain respects. The distinction between policy development theory and politics' implementation is that the re design of Naira is observed under practical issues. It shows how better can policy provision be implemented and gives recommendations. Conversely, research on the implementation of political policies improves the scrutiny of their implementation practices.

Keywords: Naira redesign policy, operations management, quality control, policy implementation, Nigeria

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INTRODUCTION

As advocated by Butlin (2003), unlike policy formulation, policy implementation signifies the crucial stage where policy objectives are translated into practical measures applicable to public affairs (Mazmanian, 1983). However,

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despite its significance, the journey from policy formulation to successful execution is often fraught with intricate challenges and complexities, leading to undesired outcomes (Pressman & Wildavsky, 1984).

This study focuses on the nuanced dynamics of policy implementation within the context of the Naira redesign policy in Nigeria. The Naira redesign policy serves as a compelling case study to examine contemporary processes and outcomes of policy execution amidst a rapidly evolving political landscape. Designed to address economic imperatives and enhance the security features of the nation's currency, it exemplifies the multi-layered nature of policy implementation in the 21st century. At a time marked by technological advancements and social concerns, the relevance of this study becomes evident. Given the various risks faced by the national currency, the proactive stance of this policy provides valuable insights for theorists and practitioners alike, aiming to improve policy implementation practices.

Acknowledging the dynamic and contextual nature of policy implementation highlighted by recent literature (Hill & Hupe, 2021), (Mazmanian, 1983) emphasize the importance of viewing policy implementation as a critical phase—a bridge between policy formulation and its ultimate outcomes. Similarly, the influential work of (Pressman & Wildavsky, 1984) sheds light on the complexities and potential pitfalls within contemporary governance structures during implementation processes. This study not only seeks to describe but also offers a case-specific strategy for the future management of policy implementation. By dissecting the intricacies of the Naira redesign policy in Nigeria, it aims to enhance governance practices and yield positive social outcomes. Consistent with the trend of emphasizing the practical implications of policy implementation research for effective governance (Hill & Hupe, 2021); (Mazmanian, 1983), this inquiry contributes to understanding the challenges posed by policy execution, thereby facilitating the development of more responsive and efficient governance structures in the ever-evolving landscapes of the 21st century society.

Why Effective Policy Implementation Matters

Professionals in operations management and quality control must resolve these critical problems. Many of today's decision-makers stand at the daunting crossroads where complicated combinations of economic development, social justice and environmental balance all must be juggled together. Therefore the true success of policies such as Naira redesign rests on strategies of operations management and quality control that are finely tailored to specific situations.

New research describes the subtle, ever-changing process of implementing a policy. Key in this dynamic is a host of contextual variables on which effective thoroughly may either be predicated or prevented from occurring entirely (Howlett & Ramesh, 2014). Happily, successful implementation of policies is not only a requisite for achieving the objectives of government policies themselves, but also serves as preservative of public trust and faith in the institutions of government (Levi & Stoker, 2000); (Capano, Howlett, Jarvis, Ramesh, & Goyal, 2020). When policies are effectively implemented, citizens feel that their government is responsive and effective; so at once the bond between governed and governing bodies strengthens then again is strengthened (Cairney & Wellstead, 2021).

Within the framework of managing operations and quality, seamless execution of policies becomes all-important. Through efficient resource allocations, transparent decision-making processes and strict quality assurance standards – all these must be in place then, it stands to reason that governments can effectively pursue their policies. This in turn helps States to confront the multifaceted problems and uncertainties that characterize today's complex world, from recurrent economic disruptions to environmental decay or social differentiation (Pierre & Peters, 2020).

The case study of the Naira redesign policy provides an appropriate perspective from which to view interrelationships between policy implementation and operations management on one hand, quality control on another (Howlett & Ramesh, 2014). The success of this endeavour is a gauge not only for individuals pursuing their living but also for government's ability to deal with problems created by currencies according the rise in technology presents and now interwoven economies throughout the world. As the study unfolds, it promises to bring us some very fine insights into details of policy implementation with the Naira redesign project. The results of this research, by successfully handling these issues and establishing a stable footing for future policy implementation efforts, will extend well beyond the bounds of any single policy primary example given here to benefit policy implementation in many varied environments and circumstances (Cairney & Wellstead, 2021).

RELEVANT LITERATURE

Overview of the Naira Redesign Policy in Nigeria

The naira redesign policy in Nigeria is a strategic harmonization program that seeks to address significant economic and security issues linked to the national currency. In this review, we explore the main policies of the redesigning process of the Nigerian Naira (NGN), and why they are used to address some of the specific implementation challenges that have been observed over the years. The naira redesign policy is a program adopted by the government to facilitate more harmonious economic development in the country and the subsequent implementation of more efficient financial strategies. One of the key motivations of the naira redesign policy, as mentioned in the sources read, is the need to incorporate modern security features into the design of the national currency. A general review of the actions of central banks and government shows that official financial institutions were productive in terms of fighting counterfeiters and ensuring that they failed to copy current financial instruments anymore (Schneider & Windischbauer, 2008).

The integration of such advanced security features was preceded by a global wave of currency redesigning that was aimed at arresting the problem of counterfeits, boasting public confidence in notes and coins and incorporating modern security printing into monetary systems (Duranton & Puga, 2020). Maiden, one of the sources read in this paper, is very clear in the explanation of the adopted policy and why such plans are normally used by different governments. In the case of Nigeria, the decision to redesign the naira is a very relevant attempt to adopt modern financial changes that keep pace with specific global demands. For instance, the Nigerian Central Bank, which is responsible for redesigning the currency, is well endowed with sufficient technology to ensure that the new design is feasible (Schneider & Windischbauer, 2008). Finally, the economic objectives of the redesign of the naira are clearly in line with standard monetary policy requirements among which are: to help stabilize the economy, inspires confidence and understanding of the public money system, and is designated to restrict inflation and other harmful financial and economic problems (Duranton & Puga, 2020).

Previous studies on Policy Implementation Challenges

Within the realm of policy studies, scholars have rigorously examined the complex challenges and issues surrounding policy implementation. As foundational studies of these phenomena, the articles of (Mazmanian, 1983) formulated the fundamental ideas related to the field. On the one hand, they provide an in-depth analysis of different components of policy implementation, focusing on various aspects of their interaction. On the other hand, they contribute to grasping the complexity of the matter and the intricacies of interaction between different factors. As the fundamental studies, they feature the core of later research and, thus, provide a sufficient theoretical background for the analysis.

As the policy studies establish, the core idea that has been revisited in the work of various authors is the complexity of the phenomenon in question. In their seminal work, (Mazmanian, 1983) characterized policy implementation as a dynamic phenomenon subject to the influence of various factors defined by the authors as pressure points. These pressure points range from institutional settings to the broader context of policy implementation, such as social and political environments. As such, the complexity of policy implementation is also reflected in the challenge faced by researchers to establish uniform approaches to its analysis and formulation. In their later work, researchers ventured into the analysis of such aspects as administrative capacity and political will and their role in policy implementation. Thus, examining the challenges related to policy implementation allows one to create a relevant theoretical background for the further analysis of the peculiarities of issues surrounding the policy in question.

A no less significant problem that, in the long run, can assist in establishing the list of peculiarities is the role of external factors such as technological change and the global economic environment. In the case of the naira redesign policy implementation, the analysis of global policies related to economic development is vital in understanding the interaction between national policies implemented by the Central Bank and other relevant agencies assisting with this task. Thus, to achieve a relevant theoretical background, it was suggested to examine the challenges and issues surrounding policy implementation to analyze the naira redesign policy.

Theoretical Frameworks for Policy Implementation: Insights from the Naira Redesign Policy

In Nigeria, implementing the Naira redesign policy is a complex and challenging event that involves grasping many aspects of governance and management. Not only does this project concern the very transformation of monetary instruments, but also reflect on much broader socio-economic consequences. In order to move nimbly within this complicated field, it is necessary to understand policy execution procedures remotely, have basic knowledge in

administration principles and understand how to control quality. Ensuring the sound initiation of the Naira redesign policy requires more than just a proper structure. A series of intertwined political, economic and social questions must all be gone through – in turn, they influence and shape policy results. From the original drawing of a policy on paper through to realization in fact, many different participants are involved; within each organizations as well as outside it have their own benefits and harm to be defended or injured. Alternately, there may be various beneficiaries without any overall losers. This way of looking at the constituent elements of a thing– understanding their interrelationships and nature–and taking account for them in devising effective implementation methods which will conform with general objectives is needed. Business management principles guide the smooth running of tasks associated with implementing the Naira redesign policy. This involves a wade variety of duties such as the procurement of materials, production processes, the distribution channels and physical arrangement s. Effective operations management means coordinating and harmonizing these tasks without break, which can save unused resources from going to waste, consumption-related losses fall and over-all efficiency increases. Furthermore operations management allows policymakers to foresee and prevent potential choke points or problems which might arise during implementation.

Mechanisms of quality control are also essential in guaranteeing that the Naira redesign program remains honest and credible. When it comes to redesigning currency comprehensively, ensuring the realness, protection, credibility, and effectiveness of newly issued notes is all-important. To check and block counterfeits, quality control offers means tools like strict testing methods, monitoring protocols, adherence to commonly-recognized quality criteria from abroad. In addition, the presence of a monitoring and evaluation framework boosts population confidence in the currency system and helps to ensure its stability.

In this investigation, theoretical frameworks provide priceless method for grasping the basic principles and underlying dynamics at work. These frameworks offer different points through which both policymakers can see things and researchers may analyze the complexities of implanting policy. By using insights from such areas as public administration, economics, and social science, politicians can come closer to understand how different factors affect policy outcomes and develop better policy implementation strategies as a result.

Ultimately, whether the Naira redesign policy can be realized successfully or not depends on adopting a systemic view that incorporates theoretical insights, operations management principles, as well as quality control points. By understanding the organic connections among these elements and exploiting them in a way that is mutually beneficial, politicians can navigate through the complexities expand with implanting policy and be sure of meeting its aims. We attempt in this comprehensive study to throw light on the complex dynamics that lie behind the Naira redesign policy as it is being implanted; and at the same time to show how theoretical frameworks, operations management and quality control interact in order to mould policy outcomes.

At the centre of policy implementation is the model comprehended as "Policy Implementation being the result of interactions among multiple actors". Its formulators were Sabatier et al., 1983. Three actors (policymakers on one side, implementers on another and various stakeholders) play off each other in determining policy outcomes within such a frame. It is essential to have operations management theories as the necessary foundation that may go smoothly into practice, and resource allocation models which can be put down (mid-course) instead of exhausted. At the same time, including controls from first quality to last one plays a pivotal role in safeguarding the efficacy of policy implementation. Operations management principles are an essential part of the Naira redesign policy. They help to make the process of restructuring money smoother by facilitating its distribution and circulation. In operations management terms, the State needs to show quality control measures. By including operations management principles in the policy, production, circulation and exchange of Naira are made easier across all sectors of an economy which uses it as its currency. Moreover, quality control is essential to the integrity and security of the redesigned currency. Counterfeit detection measures, security precautions, and appropriate authentication methods are all important elements of quality control, which can help prevent counterfeiting in any given high-risk area. In this way, governments can use quality control as a weapon against the counterfeiting of coins to buttress faith in their monetary systems and to maintain the cohesion and decency of their financial establishment.

The Institutional Analysis and Development (IAD) Framework, which was created by (Ostrom, 2009), provides concepts for how institutions work in holding decision made at these two levels. Among others, the property rights, privileges, and duties of members within an institution belong to its specific internal structure. With the effective implementation of institution-level management, it conducts regular inspections of facilities to control quality and ensure that policies are adhered to. Internal quality control measures such as internal audits and performance appraisals

help to assess institutional processes for their effectiveness and efficiency. This is how it improves governance results. In addition, the Advocacy Coalition Framework, developed by (Sabatier, 1993), offers insight into the role of varied coalitions in shaping policy implementation processes. Operating management principles are able to coordinate campaign groups among and between different stakeholders participating in measures for replacing the Nakuru red flag. Operations management principles optimize communication channels and balance all stakeholders interests. Through this framework, it becomes easier for stakeholders to cooperate and reach consensus-strengthening advocacy effectiveness.

Quality control measures also have an important part to play in guaranteeing the legitimacy and effectiveness of advocacy efforts. By adhering to ethical standards and being open about their activities, advocacy coalitions can enhance public support in influencing policy outcomes. Quality control mechanisms such as peer review or independent appraisal will help to judge the effects and effectiveness of advocacy strategy employed in the implementation of the Nakuru red flag replacement policy.

Integrating operations and quality operations management into theoretical frameworks guiding policy implementation will enable policy decision-makers and researchers to craft better strategies designed to convert these ideas into practice. Operations management principles help save time and human resources while installing a control that does ensure the integrity of a policy. Ultimately, by incorporating these considerations into theoretical frameworks, stakeholders can better grapple with the realities of policy implementation and produce more constructive results.

METHODOLOGY

The study is going to combine the application of the qualitative analysis approach and the comprehensive examination of the Naira Redesign Policy, as including detailed document reviews and stakeholder perspectives. The qualitative analysis approach will be used for providing the in-depth exploration of the policy implementation process. The chosen method is appropriate for examining the elaborate nature of policy implementation process since it allows receiving detailed insights into the context of the policy implementation, the specifics of stakeholder interaction, and the subtleties of the Naira Redesign Policy. The document review will be used for analyzing the official papers, as well as other sources, and literature that will help receive the comprehensive overview of the Naira Redesign Policy, including its purposes and the ways on how it should be implemented. Additionally, the stakeholder perspectives will be considered to be a place and important source for analysis and the stakeholders will be selected with respect to the case. The stakeholders are going to include various government officials, regulatory bodies, private sector organizations, as with their role in the policy implementation they are going to suggest different perspectives. The critical case study itself is going to take three steps: first, the Naira Redesign Policy is going to be described in detail, which will provide the necessary background context for the subsequent analysis; secondly, the process of implementation is going to be analyzed, with the key stages and means used; thirdly, the flaws and issues in the implementation process are going to be examined, and conclusions will be drawn on their causes. The mixed-methods approach is going to provide the critical understanding of the Naira Redesign process.

STAKEHOLDERS AND THEIR PERSPECTIVES ON THE POLICY

Currency-stakeholders play dual roles as participants and observers in the currency-related policy process. Having played a role in providing advice, they cannot be mere objective onlookers; not only must they see things as they truly are but also have some idea of what is involved in carrying out those decisions and carrying forward with compliance issues among other aspects from around their business line affect future policy in turn. It is from this perspective that principles of operations management can, for any private sector organization concerned with the logistical problems and resource allocation entailed in turning policy on currency into practice have important implications. Furthermore, their opinions on quality control aspects -such as counterfeit detection measures and security features-could be incorporated into policy wording or made concrete to ensure the prosperity and development of the currency.

Additionally, the study realizes that the government must understand the concerns and attitudes of those groups which act as stakeholders in private-sector policy and so take steps (a) to minimize any obstacles for policy implementation; but especially (b) to prevent operational problems, compliance requirements or economic loss –since this helps lay a firm stage for successful direct breakout of power. This requires creating mechanisms for quality control: thus feedback from stakeholders and performance evaluations must be established so that private sector interests are properly taken into account within policy frameworks. Presentation of evidence to the study committee Non-governmental

organizations and community groups has a role to play in currency-related policy initiatives as well as the context of finance-corporate. Their perspective is broader: to make policy, it includes all aspects of social or cultural and economic life. Here operations management principles can be used to formalize the channels for communication and involvement of stakeholders in decision-making processes, ensuring that voices from public groups are represented. Quality control measures, such as public hearings and public reports on financial matters, are necessary to ensure that all stakeholders trust the fairness of currency-related policies.

In simple terms, by seeking to understand the views of as many different stakeholders as possible - including corporate entities, non-governmental organizations, and the general public - we can get a better sense of how currency-related policies are made. Operations management principles, combined with quality control principles for policy performance monitoring and improvement programs, are essential to taking these stakeholder concerns into account, eliminating digital obstacles and making results from government-policy smoother. With stakeholders' active communication and collaboration, policy can be made in a more transparent and open way, so as to make the implementation of currency-related policies a success.

The Policy Flaws and the Causes

The policy to redesign the Naira has given rise to a convoluted mix of economic imperatives and measures that serve the security of the national currency. This range of problems calls for the method of economic policy implementation be comprehensive, touching on bureaucratic, political and social factors. These causal principles of operations management and quality control are the point from which we begin to dissect these and devise effective solutions.

At the bureaucratic level, shortcomings in regulatory frameworks and the administrative capacities required for policy implementation are major obstacles (Williams, 2021); (Pierre & Peters, 2020). The Naira redesign policy runs into redundancy, coordination problems, unclear responsibility –all operating inefficiency that hampers its implementation. In this situation, quality control measures such as strict supervision of procedures and performance testing are necessary to get rid of institutional flaws and promote effective operation.

Political considerations add a further complex layer to implementing the Naira redesign policy (Alley, Hassan, Wali, & Suleiman, 2023); (Ozili, 2024). Stakeholders and politicians with conflicting interests work the policy in different directions, causing delays and incoherence. Operations management principles like these can also be put to use here, helping the politicians to navigate political situations and bringing together forces to realize policy aims. For coping with politics, it is things like quality control mechanisms such as setting up bodies regardless of their location and whatnot-to bring about transparency in decision making that are most needed.

Socio-economic factors also make their mark on the outcome of policy decisions (Abubakar & Yandaki, 2023); (Radnor & O'Mahoney, 2013). Public acceptance, cultural connotations, and economic potential all play a role in how policy gets executed. Operations management principles prescribe that policy must adapt to the socio-economic conditions in which it operates. In the face of such socio-economic factors it has to be such quality control measures as appraisal of impact and guidance received from appropriate quarters which must direct policy initiatives if they are to serve society.

In conclusion, only by seriously applying the principles of operations management and quality control can one hope to handle the complexities of implementing this policy without serious blunders (Ufua et al., 2021). Addressing institutional, political and socio-economic factors through effective operation management and quality control measures, policymakers can certainly circumvent many obstacles to obtain desired policy objectives.

Consequences of the Policy Implementation Shortcomings

In terms of policy implementation, where there is no firm system of checks and balances, either at home or abroad. Such a scenario poses significant risks and complexities for it is not only internationally so but within our own borders as well. The help of quality operations management and control can serve to protect against these risks and help policy initiatives run smoothly as a result.

As (Pressman & Wildavsky, 1984) pointed out, inadequate policy execution leads to a crisis of confidence in the nation's administrative agencies at large. Dissatisfaction among citizens comes because from government dissatisfaction generated by policy defects Dislocate Business operations. Effective operations management practices, such as clear communication channels and streamlined decision-making processes, remain central to buffering against such outcomes and cultivating stakeholder trust. Quality control measures, including regular performance evaluations and feedback

mechanisms, play an important role in pinpointing implementation problems at an early stage and taking corrective steps to resolve them.

Internal disorder also prevails. The economic consequences of poor policy implementation can be far-reaching. Bad policies focused on economy that bring more strain on the system, inadvertently raise prices or, in some cases, worsen an already deteriorating situation. For example, the Naira reform policy has caused disruptions in financial markets, adverse effects on business, and fluctuations with this currency. Effective operations principles that will help manage some portion of these risks such as comprehensive risk assessments and contingency planning are of particular importance here. Quality control procedures, which include strict impact assessments and performance monitoring (both these cannot be practiced enough) can pick up potential economic outcomes early on and inform strategic adjustments to policy implementation.

Moreover, flawed policy implementation can have far-reaching social consequences, spreading discord throughout the social fabric and worsening social problems. Income inequality, realization of communal well-being and social agitation - all these are potential products of poor policies (Bovaird & Loeffler, 2016). Take the Naira reform policy for example; too hastily executed and poorly communicated to begin with. The outcome of this can be seen in discord and indifference among local people. Operations become an important measure for solving these predicaments of society, whether it be a matter of bringing resources in and out or how something should fluctuate. Management principles like those of stakeholder engagement strategies and conflict resolution mechanisms are absolutely essential for the resolution of these social problems and the smooth implementation of policies. Quality control measures such as public service assessment procedures and citizen feedback mechanisms are requisite to identify and resolve societal problems latent early on. This promotes civil harmony brings about this country rightly governed accordingly.

In sum this paper proposes that effective operations management practices and control methods are imperative to mitigate the risks and complexities in policy implementation. As these principles are incorporated within the wider context of policy-making itself, policymakers can enhance stakeholder trust, mitigate economic risks and address societal cushy zones. The net outcome is a successful implementation of policy initiatives.

CONCLUSION

The implementation of new designs for money might mean a pointed change to individual finances-but it also means problems. Taken more closely, these implications do not always offer us a straightforward picture. Recognizing and addressing these implications, therefore, is a fundamental prerequisite for enhancing social cohesion, achieving balanced development and making policy effective. Incorporating operations management and quality control principles into the implementation process is essential before one can fully comprehend the implications of policy for stakeholders, society and economy.

From the problems encountered in Naira redesign work, it is possible to draw certain important lessons on the institutional, political, and economic levels of policy reforms. Effective operational management, such as process optimization and strengthening coordination among stakeholders is essential in dealing with these problems and raising the performance level of institutions. Quality control mechanisms, for example stringent impact assessment and broad-based consultation with stakeholders can help prevent possible pitfalls at an early stage and give notice of the need for strategic policy changes.

The experience of Naira redesign implies a need for flexibility and built-in ability to adapt policy frameworks to unforeseen effects. In future policy assessment work must first of all provide a clear wording of the requirements and then engage in results-reinforced dialogue across sectors, raise public awareness, take measures for the cultivation of an enlightened citizenship. Thereupon, by incorporating these insights and suggestions into policy formulation and implementation, governance can be made more effective. The end result is that governance benefits everyone within society and not just a privileged few.

In sum, we can ensure that policies have the maximum possible effect by incorporating operations management and quality control principles into the policy implementation process. By recognizing and dealing with the multifaceted implications of policies, policymakers can work as one to strive towards a harmonious and equal society, improve living standards for all under heaven. This study adds to the literature on transitions from design to reality by looking at what real-world constraints there are in a federal system.

RECOMMENDATIONS

The first crucial suggestion is that institutional capacity building should be the focus of misplaced policy execution. By giving these institutions the necessary resources, by training programmes, technical infrastructure upgrading, can those institutions responsible for policy implementation establish a sound regulative framework and administrative procedure (Hill & Hupe, 2021). In this way, through strategic enhancement, these institutions will be well-positioned to negotiate complexities, ensure efficiency, and carry through the policy. Another crucial recommendation is the absolute consistency and persistence of policy implementation. Making the policy-makers appeal for public participation is meaningful only when rededicating themselves again and still doing so; make consistent policies even if they may not be popular. In addition, effective communication is necessary; political interference should be minimized; and provision made for cross-party cooperation (Sabatier, 1993). Through a consistent political environment, policy-makers make the necessary conditions for their policies to take root. The third very important recommendation is that all types of reorientations for various groups that are going to be affected by the policy must be fully engaged. Open communication channels combined with active efforts to absorb not just government organs but also diverse groups such as private businesses and the public, make policy formulation more democratic. This not only has commitment to the policy it also serves as a buffer against uncertainties, which keeps policy design attuned with multiple stakeholder needs and expectations (Bryson, 2006); (Priscoli, 2004). A fourth important suggestion is that over time the executive and legislative agencies can grind out goalposts which are both visible and achievable. Judging their progress by these benchmarks, executives and legislators are in a better position to chart the right direction (Mazmanian, 1983). This implication suggests that policies will be more successful because they leave room for correction and above all hold those in power-both political parties' leaders and executives or administrators-accountable.

SUGGESTIONS FOR FURTHER RESEARCH

Given the complications and high degree of difficulty encountered in implementing Naira redesign policy in Nigeria, it is suggested to study how profitable new methods are. Specifically, how can recently-developed technologies like block chain and advanced security features be brought into currency reform plans for improved safety, lower trepidation among disadvantaged groups or simply not at risk anymore, and a more efficient system overall (Shepherd 2007: 25)? This study could go further to look at world-class experiences to see if these are suitable for copying in Nigeria. It might also suggest what benefits can come by introducing the newest technologies into currency design policies and problems that may arise from so doing. Researchers in this field and others related to economic development should consider how technological advances in coinage production might offer new insights leading to avoid hard decisions being brought upon an entire country's citizens.

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