

AN EVALUATION OF THE EFFECTS OF REGULATORY AGENCY ON PROJECT SUCCESS IN LAGOS STATE

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Abstract

Literature on regulation concentrated on the analysis of the policy on regulating agencies and the rules and guidelines associated with the policies. The effects of regulation on specific firm or industry have not been fully discussed. This study assesses the situation by examining the effects of regulation on project success in pure water production. Survey research design was adopted for this study. Copies of the questionnaire used for the study were administered to members of staff of NAFDAC Lagos State, owners of pure water companies in Lagos state and pure water sellers. Members of staff of NAFDAC, Lagos State, were selected using stratified random sampling technique and purposive sampling technique, while pure water sellers were selected using judgmental sampling technique. The questionnaire for this study was validated using content validity. The reliability of the questionnaire was also confirmed by determining the reliability correlation coefficients of the data collected at two different periods, which was equal to 0.851. The data collected for the study were presented using charts, tables, percentages and frequencies, while the stated hypotheses were analysed with the aid of correlation analysis and regression analysis. The findings revealed that 85% of the variation in product quality is accounted for by consumer protection policies; 72.6% of the success recorded in operations and activities of pure water manufacturers is accounted for by efforts of NAFDAC regulation; and that there is a significant relationship between regulatory processes and client satisfaction ($r = 0.775$, $p = 0.000$). Based on these findings, the study therefore recommended that NAFDAC should partner with state governments to create State-NAFDAC so that the gains will permeate all the nooks and crannies of the country and that pure water producers must have project management skills and knowledge as they carry out their work in the community.

Key words: Project success, Pure water,Regulatory agency,production.

1. Introduction

Regulation is the key instrument for economic governance; it is intended to correct market failures, affect the economic behaviour of agents in ways that will increase economic welfare and thereby support market efficiency and economic growth. Regulatory reform is a set of measures that have the mutual objective of reinforcing the regulatory environment. These include regulation policy, regulatory institutions and regulatory processes (Organisation for Economic & Corporation Development [OECD], 2011). Regulation is an essential policy instrument that affects citizens' behaviour. It simplifies dealing with challenging economic, social and environmental problems. A well-defined regulation comprises of a complex chain of interventions, interactions, and impacts. *Regulation* seeks to change *behaviour* in order to produce desired *outcomes*. When regulation is initiated from a good intention to advance the public interest, expected outcomes will be achieved. A regulation is effective when it solves the problems that stimulated government to adopt it in the first place (Treasury Board Canada Secretariat, 2009).

Regulatory measures can promote economic and social growth but can also generate significant economic and social cost. Regulations include costs; firms are forced to waste resources that could be invested in more productive activities, in order to comply with regulations. This harms the growth and welfare of the whole economy. Thus, it is important that regulations are well planned, justified, and enforced.

In recent times, organizations undertakings are becoming more project-based, the consequence is that organization tends to divided routine work into smaller projects in order to quickly achieve organizational goal. Good controlling of these projects is critical if the organization is going to succeed. Directing all the projects effectively will ensure we are doing the right projects. The development in new information has led to the complexities of projects since projects encompass the latest developments. Today, most companies focus on project management, as it helps in achieving project objectives. It is imperative as it applies administrative process and has its techniques that give managers good opportunities to succeed in accomplishing aims.

Like other developing nations in the world, Nigeria is faced with the problem of providing satisfactory food and drug supply for its citizens. This is because food and drug have been identified worldwide as a biological and economic and political weapon. In acknowledgement of the significance of food and drug safety as an important factor for achieving high level of health for all Nigerians, the government launched the National Policy on Food Hygiene and Safety as an integral part of the Nigerian National Health Policy (Omotayo, & Denloye., 2002).

In line with the above school of thought this study examines the role of regulatory agency on project success by assessing the function of the national agency for food and drug administration control on pure water business.

Historical Background of NAFDAC

NAFDAC is a parastatal of the Federal Ministry of Health and was instituted on January 1, 1994. NAFDAC was established in response to the decision of the World Health Assembly in 1988 that in order to fight the threat that fake drug poses to global health, countries should establish a programme for the prevention and detection of fake pharmaceutical products. In December 1992, NAFDAC was inaugurated under the chairmanship of Ambassador Tanimu Saulawu. The supporting law (Decree No. 15, 1993) was signed into law in January 1993 (Nigeriafirst.org, 2006). NAFDAC regulatory agency has set the standards through which other public establishments could be judged. The study of NAFDAC is important as the agency has set the standard for assessing performance of public institution in Nigeria (Adetuyi, 2006). It was interesting to know that the world's foremost anti-corruption body found in a Nigerian an exemplary person in public service worthy of global emulation known as Dora Akunyili (Adetuyi, 2006).

1.1 Statement of the Problem

Regulatory interventions in a market is an issue of critical importance in modern economies. While the level of regulation varies across countries, it is commonly accepted that some degree of regulation is essential for a proper functioning society and economy. However, improving productivity is a long-term challenge and it takes time for workers, businesses and consumers to respond to structural economic reforms (Ayininuola & Olalusi, 2004). Policy makers and the public typically care little about the animating problem underlying a regulation; they do not generally accept solving a problem at any cost.

Current literatures on regulations concentrated on the analysis of the policy of regulating agencies and the rules and guidelines associated with the policies. The dimensions of these studies did not highlight the effect of regulatory agency on specific firms or industry. Most of these discussions centered on regulation and control, deregulation and the concept of red-tape. This study has identified this gap and as such assesses the effects of the regulatory agency on project success, using pure water production.

1.2 Objectives of the Study.

The main objective of this study is to examine the effects of regulation on project success using pure water production. The specific objectives are to;

1. Examine the effects of consumer protection policies on product quality.
2. Assess the efforts of NAFDAC in regulating the operations and the activities of pure water production.
3. Examine the relationship between regulatory processes and customer satisfaction in Nigeria.

1.3 Research Question

1. What effect do consumer protection policies have on product quality?
2. What efforts does NAFDAC make in regulating the operations and activities of pure water production?
3. What relationship exist between regulatory processes and customer satisfaction in Nigeria?

1.4 Research Hypotheses

1. Consumer protection policies do not have effect on product quality.
2. NAFDAC make a significant effort in regulating the operations and activities of pure water production.
3. There is no significant relationship between regulatory processes and customer satisfaction in Nigeria.

2. Literature Review

Theoretical Framework

Public Interest Theory

Public Interest Theory is an economic theory first developed by Arthur Cecil Pigou (Hantke-Domas, 2003) that holds that regulation is instituted in response to the demand of the public for the correction of ineffective market practices. This theory assumes that markets are extremely fragile and apt to operate very inefficiently (or inequitably) if left alone. The government is assumed to be a neutral mediator.

The public interest view holds that governments regulate an institution to facilitate the efficient functioning of such an institution by ameliorating market failures, for the benefit of broader civil society. In food and drug

sector, the public interest would be served if the system allocated resources in a socially efficient manner (Hantke-Domas, 2003) and performed well other functions of finance (Levine, 1997)

Conceptual Framework

Project and Project Management

A project is a complex, non-repetitive effort constrained by time, budget, resources, and performance specifications designed to meet customer needs (Gray & Larson, 2008). It can be considered to be the achievement of a specific objective, which involves a series of activities and tasks that consumes resources. It has definite start and end dates. The project is focused on defining and selecting an activity which will benefit the company.

Project management on the other hand is the process of controlling the achievement of the project objectives; a set of tools, techniques, and knowledge that, when applied, helps to achieve the scope, cost and time objectives of the project (Charvat, 2003). Using the already-established organizational structures and resources, it controls the project by using a group of tools and techniques, without disturbing the operations of the company. The function of project management includes: the definition of work requirement, the establishment of the extent of work, to allocate the resources required, to plan the execution of the work, to monitor the progress of the work and to adjusting deviations from the plan. Project management is orientated towards planning and control. This is the level of the short-term life of the project establishment and delivery. Once delivery is achieved the management will cease. An entirely new different form of management will then establish the operation and control of the project use.

Project managers can use different techniques and tools that are useful to manage projects efficiently such as network activity diagram, bar charts, macro and micro cost estimation approaches and resource scheduling techniques, etc. The use of these techniques and tools can lead to better chance of project success. Today, emphasis on an all-encompassing project management process is the focus of all project effort towards the strategic plan of an organisation and reinforces control of both the project management techniques and tools, and the interpersonal skills necessary to plan successful project completion (Clancy,2008).

Project Success

The definition of a project suggests that there is a focus towards higher and long-term goals. Important parameters within the goals are return on investment, competition and market ability. The project success factors are highlighted in the table below:

Table 1: The project success factors and outcomes of project management success

Project success factors	Outcomes of project management success	Factors which may cause the project management to fail.
<ul style="list-style-type: none"> • a realistic goal • competition • client satisfaction • a definite goal • profitability • third parties • market availability • the implementation process • the perceived value of the project. 	<ul style="list-style-type: none"> • the obvious indicators of completion to budget, • satisfying the project schedule, • adequate quality standards, • meeting the project goal. 	<ul style="list-style-type: none"> • inadequate basis for project; • wrong person as project manager; • top management unsupportive; • inadequately defined tasks; • lack of project management techniques; • management techniques mis-used; • project closedown not planned; • lack of commitment to project.

Source: Attarzadeh and Ow (2008)

Existing research show that when one or more projects are started, some important issues need to be considered to achieve project success (Coley, 2007). Some of these issues are planning with a commitment to complete the project, appointment of a skilled project manager, defining the project adequately, correctly planning the tasks in the project, ensuring effective communication and information flows and accommodating employees' personal goals with performance.

Coley (2007) discussed the different tools available to a project manager to achieve project success. These include work breakdown structures, client information sheets and project charter, among others. The early development of

strategies, philosophies and methodologies of project implementation early enough has been stressed by Kumar (2007) as the most essential factor in achieving success. He suggested that by gathering enough site information and of project constraints; it is possible to tailor methods which are specific to a certain situation. Such well-defined strategies will help in providing a satisfying and successful implementation of a project.

Table 2: Project issues, description and activities.

	Issues	Description	Activities
1	Project focus	Time, budget and quality	Focused on achieving these broad goals.
2	Planning	Engage in planning – detailed and systematic.	Planning and preplanning.
3	Sense of urgency	Limited time, money, and other resources	Regular status checks, meetings, and reminders are crucial.
4	Use a time-tested, proven project lifecycle	Use standard models to build into project plans.	Identify the best project life cycle.
5	Visualised and communicated in vivid detail	Avoid vague descriptions.	Focused in the same direction.
6	Evolve gradually to succeed	Involvement of users in cost and time estimation and risk management.	Maintain a controlled evolution.
7	Clear approvals and sign-off by sponsors	Clear approval points.	Examine and approve.
8	Fight for time to do things right	Do it right the first time	Demonstration and why it is necessary?
9	Matched by equivalent authority	Project outcomes	Acquire and coordinate resources, request.
10	Project sponsors and stakeholders must be active participants, not passive customers	Most project sponsors and stakeholders rightfully demand the authority to approve project deliverables, either wholly or in part.	Helping to define deliverables. Keeping the project moving.
11	Acquire the best people	Get the most skilled, experienced and best qualified	Identify the right team members.
12	Actively set priorities	Strategies, establishes criteria.	Choose the right leader to prevent multi-project log jams.

Source: Attarzadeh and Ow (2008)

Regulation

Regulations are rules established by government and backed up by some negative threat of consequences in form of penalties. Often directed at businesses, regulations can also take aim at non-profit organizations, other governmental entities, and even individuals. Regulations can also derive from any number of institutional sources – parliaments or legislatures, ministries or agencies, or even voters themselves through various kinds of plebiscites. Given their variety, regulations can be described using many different labels: constitutions, statutes, legislation, standards, rules, and so forth (Coglianese, 2012)

Characteristics of effective regulation

The following are the characteristics of an effective regulation:

- well-specified regarding rationale and objectives;
- well-integrated with existing and other regulations to avoid duplication;
- outcomes based – or at least not prescribed technological solutions
- notice and frequent engagement with target businesses and other stakeholders;
- long-term and consistent commitment to the regulatory form and purpose;
- minimizing administrative and compliance costs subject to achieving the regulatory purpose;
- demonstration of clear monitoring and enforcement processes that allows parties to be fully aware of the compliance requirements, sanctions and penalties;
- a risk-based compliance and cooperative approach to regulatory enforcement (rather than sanctions) designed to build trust and the incentives for long term innovation.

A recent study published by the Network of European Environment Protection Agencies (2007) adopted an alternative approach and set out what it saw as the barriers to ‘good’ environmental regulation within the EU. The Network provides a checklist to enable relevant barriers to be identified when formulating new environmental regulation.

Table 1 Checklist for assessing regulatory quality

According to the OECD and other experts, regulations that conform to best practice design standards are characterised by the following seven principles and features.

Minimum necessary to achieve objectives	<ul style="list-style-type: none"> • Overall benefits to the community justify costs • Kept simple to avoid unnecessary restrictions • Targeted the problem to achieve the objectives • Not imposing an unnecessary burden on those affected • Does not restrict competition, unless demonstrated net benefit
Not unduly prescriptive	Performance and outcomes focused General rather than overly specific
Accessible, transparent and accountable	<ul style="list-style-type: none"> • Readily available to the public • Easy to understand • Fairly and consistently enforced • Flexible in dealing with special circumstances • Open to appeal and review
Integrated and consistent with other laws	<ul style="list-style-type: none"> • Addresses a problem not addressed by other regulations • Recognises existing regulations and international obligations
Communicated effectively	<ul style="list-style-type: none"> • Written in ‘plain language’ • Clear and concise
Mindful of the compliance burden imposed	<ul style="list-style-type: none"> • Proportionate to the problem • Set at a level that avoids unnecessary costs
Enforceable	<ul style="list-style-type: none"> • Provides the minimum incentives needed for reasonable compliance • Able to be monitored and policed effectively

Source: Coglianese (2012)

The Regulatory Market

Regulations involve benefits that encourage certain groups to demand their adoption to obtain them. These include consumers, unions, firms, media and politicians, etc. Consumers ask for regulatory measures since they want to protect themselves from abuses by firms and market failures. These measures most times refer to prices of goods and services since prices significantly above marginal cost have negative impact on consumer’s real income, increases producer welfare and reduces consumer welfare. Thus, consumers through regulations seek to prevent reductions in their welfare. Demand for regulations from unions includes labour protection, working hours reduction, wage increment and safety standards while from firms refers to measures in order to return sunk costs i.e. investments, to promote R&D and innovation (patent protection), removing barriers to entry, regulation of anticompetitive practices.

Regulations are beneficial to the society are introduced by governments. It is observed that a number of hinder this result into poor quality regulation.

Regulatory Impact Analysis

The ability to evaluate expected regulatory impacts on the business environment is essential. Regulatory Impact Analysis (RIA) is a tool used to enhance the understanding of economic, social or environmental impacts of regulation. It is a term used to define the process of scientifically analyzing the impacts of new or existing regulation, there by assessing impacts of new regulation (*flow*) as well as existing regulation (*stock*). RIA comes in various ways that reflect policy agendas of governments. Its objectives and applied technical methods in various in administrative processes in different countries and even among regulatory policy areas.

In summary, RIA is about:

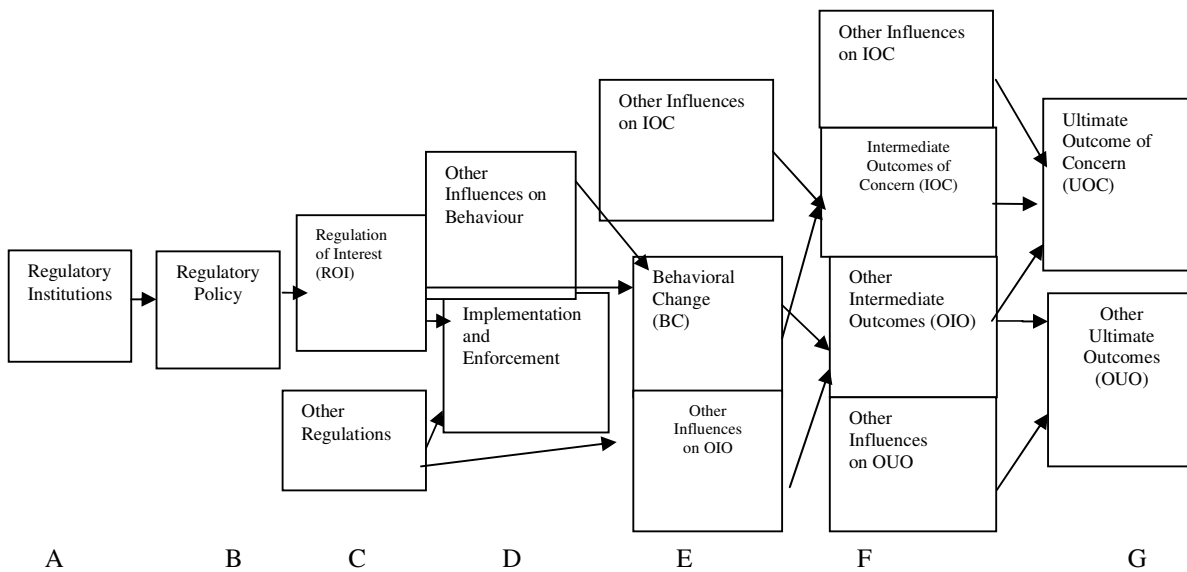
- asking the appropriate questions during the policy-making process, and

- facilitating the answers to those questions by providing stakeholders with an appropriate framework of institutions, tools and procedures.

Nigerian Standard for Drinking Water Quality

Nigerian Standard for Drinking Water Quality contains compulsory limits concerning constituents of water that are known to be hazardous to health and/or give rise to complaints from clients. The standard includes a set of processes and good practices required to meet the compulsory limits. In 2005, the National Council on Water Resources (NCWR) recognized the urgent need to establish acceptable Nigerian Standard for Drinking Water Quality because it was observed that the “Nigerian Industrial Standard for Potable Water” developed by Standards Organization of Nigeria and the “National Guidelines and Standards for Water Quality in Nigeria” developed by Federal Ministry of Environment did not receive a wide acceptance by all stakeholders in the country. Since water quality issues are health related issues, the Federal Ministry of Health, in agreement with the Standards Organization of Nigeria and working through a technical committee of key stakeholders developed this Standard.

Figure 1. A causal map of regulation and its effects



Source: Coglianesi (2012) “Evaluating the Impact of Regulation and Regulatory Policy”.

Impact of Regulatory Reform in Developing Countries

The aggregate level evidence on regulatory reform and economic growth is consistent with a priori expectations, showing a statistically significant and positive relationship between the quality of the regulatory environment and economic growth. Djankov, McLiesh and Ramalho (2006) find a statistically significant negative relationship between the regulatory business burden and economic growth.

Eifert (2009) finds a positive relationship between the regulatory governance and economic growth. His study suggested that well-managed poor countries gain from a broad push for streamlining regulations and procedures affecting business. Kirkpatrick, Parker and Zhang (2006) discovered that an effective regulatory environment provides regulatory credibility to the private sector and thereby enhances private investment. The results of the study showed that regulatory quality statistically significant and positively correlates to the private investment in infrastructure in developing countries. The empirical evidence of a positive correlation between the quality of the regulatory environment and macro-level investment and economic growth that improving the quality of regulatory governance is expected to significantly impact on economic performance.

However, this body of literature provides no guidance on the particular types of regulatory reform that are likely to be most effective. Indeed, where researchers have disaggregated the measure of governance into separate policy areas, the results have often failed to produce statistically robust evidence on the impact of individual reform measures. For example, when Eifert (2009) examines the impact of reform in five separate areas (business registration, contract enforcement, labor laws, property registration, and import-export) on investment and economic growth, the regression results are insignificant and, in many cases, have the wrong sign.

3. Research Methods

Survey research design was adopted for the study. The population of the study comprises the members of staff of NAFDAC Lagos State, owners of pure water companies in Lagos state, pure water sellers and consumers in Lagos state. Questionnaires were administered to the selected members of staff of NAFDAC Oshodi using stratified sampling technique; selected members of staff of a pure water company in each of the five divisions in Lagos state using purposive sampling technique; and randomly selected customers from the five areas in Lagos state. A five-point Likert Scale with the ratings Strongly Agreed (5), Agree (4), Undecided (3), Disagree (2) and Strongly Disagree (1) was designed to establish the effects of regulations. The result of Cronbach’s Alpha for the overall scale of the variables is 0.851 which is acceptable. Thus, the instrument was shown to be reliable.

4. Results

Demographic information of respondents

Tale 3: Sex of Respondents

Respondents		Frequency	Percent	Valid Percent	Cumulative Percent
NAFDAC	Male	13	35.1	35.1	35.1
	Female	24	64.9	64.9	100
	Total	37	100.0	100.0	
Owners of pure water companies	Male	75	72.8	72.8	72.8
	Female	28	27.2	27.2	100
	Total	103	100	100.0	
Sachet water sellers	Male	74	91.4	91.4	91.4
	Female	7	8.6	8.6	100
	Total	81	100	100	

Source: Field Survey, 2017

Table 3 shows that 35.1% of the respondents from NAFDAC were male while 64.9% were female; 72.8% of the owners of pure water companies were male while 27.2% were female; lastly, 91.4% of the pure water sellers were male while 8.6% were females; this implies that there are more male respondents than female.

Analysis of the Respondents Responses on Regulation and Project Success

Part 2 of the questionnaire aimed at determining the level to which respondents agree that project quality contributes to project success. Respondents were required to indicate their preference on the scale provided by ticking the appropriate box.

The tabulation of the raw scores for each construct is highlighted in the table below. The top two (strongly agreed and agreed) were collapsed into *total agree* while the bottom categories (strongly disagreed and disagreed) were collapsed into *total disagree*; to give an overall indication of the level of agreement on each statement.

Table 4: Analysis of respondents' responses

	N	% of sample						
		SA (%)	A (%)	UN (%)	DA (%)	SD (%)	TOTAL DISAGREE (%)	TOTAL AGREE (%)
PRODUCT QUALITY								
Executive Management Support	221	54.7	19.8	11.6	9.3	4.7	14	74.5
Proper Planning	221	36	27.9	12.8	16.3	7	23.3	63.9
Competent, Hard-Working and Focused Staff	221	53.5	26.7	10.5	4.7	4.7	9.4	80.2
CUSTOMER SATISFACTION								
Regular status checks, meetings, and reminders are essential.	221	36	40.7	9.3	10.5	3.5	14	76.7
Project sponsors and stakeholders must be active participants, not passive customers	221	25.6	33.7	25.6	8.1		8.1	59.3
Project managers must be trained to acquire the necessary management skill.	221	44.2	31.4	14	9.3	1.2	10.5	75.6
CONSUMER PROTECTION POLICIES								
User Involvement	221	44.2	19.8	15.1	9.3	11.6	20.9	64
Project meets users' needs	221	14	25.6	25.6	11.6	23.3	34.9	39.6
Company in house training and development	221	39.5	27.9	9.3	12.8	10.5	23.3	67.4
REGULATORY INSTITUTION								
Realistic Expectations	221	15.1	23.3	16.3	15.1	30.2	45.3	38.4
Clear Statement of Requirements	221	39.5	31.4	9.3	14	5.8	19.8	70.9
REGULATORY PROCESSES								
Clear Vision and Objectives	221	62.8	16.3	5.8	11.6	3.5	15.1	79.1
New technology	221	33.7	24.4	11.6	12.8	17.4	30.2	58.1
Realistic time frames	221	44.2	29.1	7	5.8	14	19.8	73.3

Source: Field Survey 2017

Interpretation of Respondents' Responses on Project Quality

74.5% of the respondents agree that executive management support affects the progress of a project and lack of executive input can put a project at a severe disadvantage; 63.9% of the respondents agree that Proper Planning is the main key to a successful project. Creating a project plan is the first thing to do when undertaking any kind of project; while 80.2% of the respondents agree that Competent, Hard-Working and Focused Staff members of an organization will help the organization succeed.

Interpretation of Respondents' Responses on Customer Satisfaction.

76.7% of the respondents agree that regular status checks, meetings, and reminders are essential for project success; 59.3% agree that Project sponsors and stakeholders must be active participants, not passive customers; while 75.6% agree that project managers must be trained to acquire the necessary management skill.

Interpretation of Respondents' Responses on Consumer Protection Policies

64% of the respondents agree that User Involvement is very essential if a project must succeed, even when delivered on time and on budget, a project can fail if it does not meet users' needs. 39.6% of the respondents agree

that Project meets users' needs while 67.4% agree that company in house training and development should be made compulsory in all water factories.

Interpretation of Respondents' Responses on Regulatory Institution

38.4% of the respondents agree that NAFDAC have realistic expectations, while 70.9% agree that NAFDAC's statement of requirements are clear. This refers to the base level requirements. By creating an insignificant, the effect of change will be reduced. An added advantage is that project managers are better prepared to expressive the needs and priorities of the next phase of the project. Unsuccessful project is triggered by project scope changes, incorrect use of project methodology, major changes in the requirements and testing, and/or inspections are poorly done.

Hypotheses Testing

Hypothesis One

Consumer protection policies in Nigeria do not affect product quality.

Regression analysis was used to also test this hypothesis.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.922 ^a	.850	.849	.47617	1007.724	.000

The model summary above shows the extent to which consumer protection policies in Nigeria affect product quality. The coefficient of determination ($R^2 = 0.850$, p-value < 0.05) shows that 85% of the variation in product quality is accounted for by consumer protection policies. This shows that consumer protection policies by NAFDAC in Nigeria affect product quality significantly.

Hypothesis Two

The efforts of NAFDAC in regulating the operations and activities of pure water manufacturers are not significant.

Regression analysis was used to also test this hypothesis.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.852 ^a	.726	.724	.67650	470.481	.000 ^b

The model summary for the hypothesis above shows the extent to which the efforts of NAFDAC in regulating the operations and activities of pure water manufacturers are significant. The coefficient of determination ($R^2 = 0.726$, p-value < 0.05) shows that 72.6% of the success recorded in operations and activities of pure water manufacturers is accounted for by efforts of NAFDAC regulation. The efforts of NAFDAC regulatory body in regulating the processes and activities of pure water manufacturers are significant.

Hypothesis Three

There is no significant relationship between regulatory processes and customer satisfaction.

Correlation analysis was also used to test this hypothesis.

Correlations analysis

		Customer Satisfaction	Regulatory processes
Customersatisfaction	Pearson Correlation	1	.775
	Sig. (2-tailed)		.000
	N	221	221
Regulatory processes	Pearson Correlation	.775	1
	Sig. (2-tailed)	.000	
	N	221	221

The correlation table above shows that a high positive relationship exists between There is no significant relationship between regulatory processes and customer satisfaction ($r = 0.775$, p-value < 0.05). This implies that there is a significant relationship between regulatory processes and client satisfaction.

5. Conclusion

Regulation takes aim at discrete but varied problems. But far too seldom do policymakers get a chance to see how close they have come to hitting the bulls-eye. Governments need reliable indicators that will measure the full range of outcomes, positive and negative, caused by that regulation, and they need to analyse those indicators using careful research designs that either relies on randomized experiments or use sophisticated statistical techniques that can control for confounders to know whether a regulation works. The same is true to regulatory policy and regulatory management systems. Those rules, procedures and practices that govern the rule-making process itself are intended to improve regulators' decisions, and hence to deliver both substantive and process outcomes. Unfortunately, regulatory policies have until now been far too often recommended without serious evaluation to support them. They may well be justified, governments will need to evaluate the substantive outcomes of their regulations using the framework of indicators and research designs elaborated in this report. They also need to apply that same framework to evaluate the distinctive process outcomes that regulatory policy aims to achieve.

Recommendations

Drinking water producers must have requisite skills and knowledge as they carry out their work in the community. Their ability and knowledge must include project management and water safety and hygiene matters. Deliberate effort must be made to discourage a situation where some people will be exploiting people not only of their money but also in a manner that can pose danger to their health. All hands must be on deck to ensure that the water being circulated in the community is not contaminated at any form.

Other recommendations are:

1. NAFDAC ought to partner with state governments to create State owned NAFDAC so that the achievements will permeate all corners of the country.
2. There should be meaningful co-operation with NAFDAC experts in different countries through regular teaching of staff. If this is done, then there will be a cross-fertilization of up-to-date ideas on scientific knowledge about the product to avoid contamination and laxity on the part of producers.
3. The government must ensure that Water manufacturers adhere strictly to good personal hygienic practices and undertake regular inspection and proper registration of all water production premises so as to protect the health of customers.

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