



INSTITUTE OF LOCAL GOVERNMENT STUDIES

Building Capacity for Local Governance

STUDENTS' HANDBOOK



September, 2021

TABLE OF CONTENT

1.0 ESTABLISHMENT OF THE INSTITUTE.....	6
1.1 MISSION.....	6
1.2 VISION	6
1.3 CORE VALUES.....	6
1.4 AIMS AND OBJECTIVES	7
1.5 LOCATION OF THE INSTITUTE.....	8
1.6 PRINCIPAL OFFICERS OF THE INSTITUTE	8
1.7 CORE BUSINESS	9
MANAGEMENT DEVELOPMENT AND TRAINING	9
STUDIES AND RESEARCH.....	10
CONSULTANCY AND ADVISORY SERVICES	11
INFORMATION, DOCUMENTATION AND DISSEMINATION	11
CENTRES OF EXCELLENCE.....	12
2.0 ADMINISTRATION OF THE INSTITUTE	12
2.1 COUNCIL.....	12
2.2 POWERS AND FUNCTIONS OF COUNCIL	13
2.3 DIRECTOR OF THE INSTITUTE	13
2.4 DEPUTY DIRECTORS OF THE INSTITUTE	14
2.5 THE REGISTRAR	15
3.0 THE ACADEMIC BOARD	16
3.1 FUNCTIONS OF THE ACADEMIC BOARD.....	16
3.2 COMPOSITION OF THE ACADEMIC BOARD.....	17
3.3 COMMITTEES OF THE ACADEMIC BOARD.....	17
4.0 FACULTY	18
4.1 FUNCTIONS OF THE DEAN OF STUDIES	18
4.2 THE FACULTY BOARD.....	19
4.2.1 TERMS OF OFFICE OF THE FACULTY BOARD	19
4.2.2 MEETINGS OF THE FACULTY BOARD.....	19
4.2.3 POWERS AND FUNCTIONS OF THE FACULTY BOARD	19
4.3 HEAD OF DEPARTMENT.....	20
4.3.1 FUNCTIONS OF THE HEAD OF DEPARTMENT.....	20
5.0 RESOURCES AND FACILITIES	21
5.1 INFORMATION TECHNOLOGY INFRASTRUCTURE	21
5.2 LIBRARY	21
5.2.1 LIBRARY REGULATIONS	21
5.2.2 OFFENCES AND SANCTIONS.....	23
5.2.3 HOW TO BORROW A BOOK	23
5.3 LECTURE HALLS	24
5.4 ACCOMMODATION	24
5.5 CAFETERIA.....	24
6.0 REGULATIONS FOR STUDENTS.....	25
6.1 PREAMBLE	25
6.1.1 ACCESS TO REGULATION	25
6.1.2 ENFORCEMENT OF REGULATION	25

6.1.3 PROBATION	26
6.1.4 NAMES OF STUDENTS.....	26
6.1.5 CHANGE OF NAME	26
6.1.6 MISCONDUCT	26
6.1.7 BANNED ACTIVITIES	26
6.1.8 PENALTIES FOR BREACH OF REGULATIONS	27
6.1.9 APPEAL	28
6.2 THE SRC AND GRASSAG.....	28
6.3 FORMATION OF CLUBS AND SOCIETIES	28
6.4 PROCESSIONS AND DEMONSTRATIONS	29
6.5 RECREATIONAL AND SOCIAL ACTIVITIES.....	29
6.6 PUBLIC WORSHIP	29
6.7 HEALTH SERVICE	30
6.8 INTERNSHIP TRAINING	30
7.0 ACADEMIC PROGRAMMES	30
7.1 GRADUATE PROGRAMMES	31
7.1.1 ADMISSION TO GRADUATE PROGRAMMES	31
7.1.2 STRUCTURE OF THE SEMESTER	32
7.1.3 SUPERVISION OF GRADUATE STUDIES.....	32
7.1.4 REGISTRATION	32
7.1.5 DURATION OF STUDY PROGRAMME.....	33
7.1.6 INTERRUPTION OF STUDY PROGRAMME.....	34
7.1.7 ORIENTATION.....	34
7.1.8 ATTENDANCE AT LECTURES AND TUTORIALS.....	34
7.1.9 WRITING OF EXAMINATION	34
7.1.10 COURSE CREDIT	34
7.1.11 MINIMUM AND MAXIMUM WORK LOAD PER SEMESTER.....	34
7.1.12 COURSE UNIT REQUIREMENTS FOR GRADUATE STUDIES.....	34
7.1.13 THESIS TOPIC	34
7.2 CERTIFICATE/ DIPLOMA/ UNDER GRADUATE PROGRAMMES	35
7.2.1 PROGRAMME OF STUDY	35
7.2.2 STRUCTURE OF PROGRAMME AND COURSE CREDITS	35
7.2.3 REGISTRATION	36
7.2.4 CHANGE OF PROGRAMME OF STUDY	37
7.2.5 DEFERMENT OF PROGRAMME	38
7.2.6 DURATION OF STUDY	38
8.0 GRADING SYSTEM	39
8.1 GRADUATE PROGRAMMES	39
8.1.1 REQUIREMENTS FOR GRADUATION	40
8.1.2 DEFINITION OF GRADES	40
8.1.3 DISQUALIFICATION	40
8.1.4 ELIGIBILITY FOR EXAMINATION.....	40
8.1.5 STUDENT IN GOOD STANDING.....	41
8.1.6 RE-SIT OF EXAMINATIONS	41
8.2 CERTIFICATE/ DIPLOMA/ UNDER GRADUATE PROGRAMMES	41
8.2.1 REQUIREMENTS FOR GRADUATION	42
8.2.2 DEFINITIONS, TRAIL, SUPPLEMENTARY EXAMINATIONS, PROBATION, REPETITION, WITHDRAWAL AND GRACE PERIOD	43

9.0 RULES FOR EXAMINATION	46
9.1 REGISTRATION FOR EXAMINATION	46
9.2 RULES FOR CONDUCT OF EXAMINATIONS	47
9.3 SANCTIONS	50
9.4 EXAMINATION RESULTS AND REVIEW	50
9.5 EXAMINATION OFFENCES PROCEDURE	51
9.6 DEFERMENT OF EXAMINATION	51
9.7 SCHEME OF EXAMINATION.....	52
9.7.1 EXAMINERS AND DETERMINATION OF RESULTS	52
9.7.2 RE-MARKING OF EXAMINATION SCRIPTS	53
9.7.3 EXAMINERS BOARD	54
9.7.4 MODERATORS AND EXTERNAL EXAMINERS.....	54
10.0 SUBMISSION OF DISSERTATION OR THESIS.....	55
10.1 RULES ON SUBMISSION OF DISSERTATION OR THESIS	55
10.2 PRESENTATION OF DISSERTATION OR THESIS	56
11.0 PUBLICATION OF RESULTS	57
12.0 ELIGIBILITY FOR THE AWARD OF CERTIFICATES	57
12.1 AWARD OF DEGREE	58
12.2 CANCELLATION OF AWARD	58
12.3 TRANSCRIPT OF ACADEMIC RECORD	58
12.4 FEES.....	59

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1.0 ESTABLISHMENT OF THE INSTITUTE

The Institute of Local Government Studies (ILGS) was commissioned in May, 1999 to promote excellence in local governance through training, education, research and consultancy in furtherance of Ghana's decentralization agenda.

Activities were implemented on a largely project basis between 1999 and 2003. Training and education activities were initiated within the context of the Capacity Building for Decentralization in Ghana (CBDG) Project, a collaborative venture between the Governments of Ghana and the Netherlands. The Institute was also involved in other capacity-building programmes including initiatives under the World Bank Urban Projects, the Danish Support for District Assemblies (DSDA II), and the European Union Human Resource Development (EU HRD) Programme. The Institute was also able to attract some support for its own education and training activities from independent foundations and development organizations. Other programmes were funded by the Government of Ghana through the District Assemblies Common Fund (DACF).

2003 was a turning point in the life of the Institute. That year marked the passage of the Institute of Local Government Studies Act (Act 647) which gave ILGS a legal identity and transformed it from project status to a public management development institute. That year also witnessed the completion of some major projects including the EU HRD Programme.

1.1 Mission

To strengthen the capacities of district assemblies, regional coordinating councils and other interested parties to deliver efficient and effective local governance in Ghana by providing excellent management education, training and development, research and consultancy, information mobilization and dissemination services.

1.2 Vision

To be a centre of excellence demonstrably able to respond to the requirements of modern local governance through management development, training, education, research, advisory and information management and other services necessary to support vibrant district assemblies in the delivery of pro-poor, sustainable and decentralized development.

1.3 Core Values

The Institute's core values are as follows:

- Integrity
- Leadership
- Creativity
- Service Excellence

These values are associated with the following desired behaviour norms:

Leadership	<ul style="list-style-type: none">• Taking responsibility for innovation, research and development and pro-actively introducing new systems and models for the future of local governance
Creativity	<ul style="list-style-type: none">• Renewal through constant learning• Research and evidence-based data-gathering orientation as the basis for developing innovative and unique ideas• Learning from experience, analyzing failures and integrating lessons in new products
Service Excellence	<ul style="list-style-type: none">• Being driven by international standards of excellence in local government• Seeking and maintaining professionalism• Aiming for total client satisfaction and adding value• Regular assessment by clients through formal and informal means
Integrity	<ul style="list-style-type: none">• Reliability, trustworthiness and fairness• Seeking professional opinions and standards on work without compromise• Taking responsibility for challenging the integrity of our own work

1.4 Aims and Objectives

As indicated in its establishing Act, the objectives of the Institute are to organize the training of:

- a) members of the regional coordinating councils, district assemblies and lower local government units;
- b) staff and personnel in the local government and related sectors; and
- c) any other person or body, local or foreign interested in governance, to enhance the managerial, administrative, financial and operational efficiency of organs and units of local government.

Section 4 of Act 647 outlines the functions for attaining the above objectives:

- i) Arranging courses, workshops, seminars and conferences for persons engaged in areas of local government
- ii) Prescribing the qualifications of persons eligible for training at the Institute
- iii) Undertaking and promoting research in local governance
- iv) Developing training materials for members of the RCCs, District Assemblies and other local government units

- v) Publishing relevant literature
- vi) Developing specialized libraries for purposes of local government
- vii) Providing consultancy and advisory services to the Government, units of local government and other parties requiring such services
- viii) Collaborating with national and international institutions of relevance
- ix) Awarding certificates, diplomas and higher qualifications as may be agreed upon by the Institute and approved by the National Accreditation Board; as well as
- x) Any other functions assigned by the Minister.

1.5 Location of the Institute

The Institute has its main campus in Accra at No. 1, ILGS Street (East Legon Extension), Ogbojo-Accra. It has another campus in Tamale in the Northern Region of Ghana as well as a satellite facility at the Rural Development College, in the Ashanti Region.

1.6 Principal Officers of the Institute

The Principal Officers of the Institute are the Chairman of the Institute Council and the Director. The governing body of the Institute is the Institute's Council.

PRINCIPAL OFFICERS

Chairman, Institute's Council

Prof. Kwasi Kwafo Adarkwa

Director

Dr. Nicholas Awortwi

BSc (KNUST), MA (ISS of Erasmus University, PhD (ISS of Erasmus University)

OTHER OFFICERS

Deputy Director, Accra Campus

Vacant

Deputy Director, Tamale Campus

Mr. Richard Kambootah

BA (Tamale) MSc (KNUST)

Registrar

Mr. David Osei-Wusu

BA (Ghana) MBA Postgrad. Dip (Maastricht), LLB

Dean of Studies and Research

Dr. Stephen Omari
BSc, MPhil PhD (Ghana)

Head of Management Development and Training

Mr. Frederick Agyarko Oduro
BA Cape Coast, MBA Leicester UK

Dean of Consultancy and Advisory Services

Vacant

Librarian

Mr. Gabriel Odartey Cofie
BA Postgrad. Dip (Ghana) CHLG

Ag. Finance Officer

Mr. Derek Ishmael Yeboah
BSc UPISA, MSc KNUST

Ag. Internal Auditor

Mr. Mohammed Gazali
BCom (Cape Coast) GAT ICA Ghana

1.7 Core Business**Management Development and Training**

The Institute recognizes the need to make available a range of programmes/learning opportunities to local government functionaries including orientation programmes, executive development programmes, professional enrichment seminars, periodic skills-building/skills enhancement and, postgraduate certificates and diploma programmes to encourage specialization.

Technically, the Institute has focused on a number of thematic areas through which its professional staff provide training, education, research, consultancy and information dissemination services. These themes are:

1. Finance and Resource Management;
2. Local Economic Development;
3. Environmental and Natural Resource Management;
4. Local Administration, Organization and Management;
5. Planning and Budgeting;
6. Urban Development and Management;

7. Management and Geographic Information Systems/Microsoft Academy;
8. Gender and Social Development;
9. Civil Society, Traditional Authorities and Local Governance Interfaces; and
10. Ethics, Accountability and Popular Participation

Studies and Research

The Institute offers relevant academic programmes that are approved by the relevant parties and of international standard. These programmes are subjected to a systematic process for continuous review and enhancement of these programmes. The Institute also seeks to respond to identified needs of its clientele and other stakeholders in local governance. Currently, the Institute offers the following specialized programmes:

- MA Local Government Administration and Organization
- MSc Local Government Financial Management
- MSc Local Economic Development
- MSc Environmental Science, Policy and Management
- BA Community Development and Social Protection
- BSc Social Protection
- BSc Public Sector Administration and Management
- Diploma in Community and Social Development

Unless otherwise stated, all ILGS masters' degree programmes are of two (2) academic years' duration. Applicants for these programmes should possess a Bachelor's Degree in the Social Sciences or in other relevant disciplines. The Institute intends to continue to refine its products in order to attract a critical mass of suitably qualified learners to its existing and future programmes.

Our undergraduate programmes are of four (4) academic year duration and intended to develop the graduate attribute (s) specified in the respective programme handbooks. The programmes have been designed to facilitate effective teaching and learning. During the first year (level 100), students are introduced to the foundational courses. This will be enhanced with the exploration of theoretical and methodological philosophies of the programme during the second year (level 200). The third year (level 300) of the programme will seek to engage students with tools and approaches for the subject area and practices. Finally, in the fourth year (level 400) of the programme, students will have the opportunity to test the various insights of the programme and specialize in the development applications discussed including their project work.

As a reputable academic institution, research is a critical part of ILGS' work. The Institute undertakes institutional research to support the development of academic and training programmes, to facilitate problem-solving and to add to knowledge on decentralization and local governance. ILGS also performs research at the request of clients and partners. Research is an important part of academic work and considerable effort is made to build students' capacities to undertake individual research both for their evaluation as well as for their work.

Consultancy and Advisory Services

The Institute provides consultancy and advisory services to a variety of stakeholders who require its services. The primary beneficiaries of ILGS' consultancy and advisory services include all local governments; public sector ministries, departments and agencies; international multi-lateral and bi-lateral development partners and non-governmental, civil society and grassroots organisations working across the country.

Consultancy and advisory services are undertaken by a corps of highly skilled and efficient staff and a network of professional and research associates. In this respect, the Institute conducts its consultancy and advisory services through its specialist thematic departments and Centres of Excellence. The processes and outputs are characterised by innovative results and proposals, rapid responsiveness, timely delivery, value enhancement and multi-layer and institutional synergies.

To date, the client base of the Institute's Consultancy and Advisory Services include multi-lateral international development partner organisations such as the World Bank, the UN Organizations and the European Commission. Similarly the Institute has engaged in services funded by bi-lateral international development assistance agencies of the United States, United Kingdom, Germany, Denmark, Canada, and France.

Locally, the Institute has on-going assignments and tasks commissioned by public sector ministries, departments and agencies including the Ministry of Local Government and Rural Development, Ministry of Finance and Economic Planning; Ministry of Water Resources, Works and Housing and the Local Government Service. The Institute has also availed its expertise to non-governmental civil society and grassroots partners.

Information, Documentation and Dissemination

ILGS hosts a prestigious library and information resource centre. The Centre has an online resource database that allows staff and students to

browse collections regardless of their location and have access to the relevant books, journals and other publications.

Centres of Excellence

The Institute operates Centres of Excellence which provide clients, partners and staff members with holistic services in particular areas in which ILGS has specialized expertise. The Centres provide skills training, consultancy and advisory services, policy development, facilitation and advocacy services. Presently there are three Centres, namely:

- Local Economic Development
- Gender and Social Development
- Geographic and Management Information Systems

2.0 ADMINISTRATION OF THE INSTITUTE

2.1 Council

The Council is the governing body of the Institute. Section 5 of Act 647 provides that:

- 1) The governing body of the Institute shall be the Council composed of the following:
 - a) a chairperson;
 - b) the Director of the Institute;
 - c) one representative of the Ministry of Local Government, not below the rank of Director; and
 - d) one person not below the rank of a Director in the Public Services representing each of the following:
 - i. the National Development Planning Commission;
 - ii. the National Association of Local Government Authorities of Ghana;
 - iii. the Public Services Commission;
 - iv. the Local Government Service;
 - v. the National Council for Tertiary Education; and

- vi. three other persons at least one of whom shall be a woman.
- 2) The chairperson and other members of the Council shall be appointed by the President in consultation with the Council of State.

2.2 Powers and Functions of Council

As provided for in the ILGS law

- 1) The Council shall
 - a) Ensure the implementation and achievement of objectives of the Institute;
 - b) Formulate policies within the framework of national policy on decentralisation and local government for the proper management of the Institute
 - c) Approve annual estimates of income and expenditure of the Institute;
 - d) Manage the properties, business and funds of the Institute; and
 - e) Perform any other functions which are incidental to the achievement of the objectives of the institute.
- 2) The council, in the performance of its functions, consults the Minister of Local Government and Rural Development on matters of policy.

2.3 Director of the Institute

The Director is, subject to such directives as the Council may give, be responsible for the day-to-day administration of the Institute and shall:

- a) Exercise general authority over the academic and administrative staff of the Institute;
- b) Co-ordinate and implement the programmes of the Institute; and
- c) Submit annual reports of the activities of the Institute to the Council

The Director shall therefore provide overall leadership, co-ordination, guidance and supervision of the functions of the Institute. He/ she:

- i. Ensures the planning and preparation of corporate plans of the Institute for approval by ILGS Council.
- ii. Organizes and coordinates the full implementation of approved corporate plans.
- iii. Carries out the general day-to-day administration of the Institute so that both short and long term goals of ILGS are achieved.

- iv. Co-ordinates and supervises to ensure the smooth implementation of the plans and programmes of the Institute in all ILGS campuses.
- v. Prepares, issues and reviews documents on approving procedures, approving limits, and code of conduct to all Deputy Directors to ensure effectiveness, efficiency, consistency and high-level discipline on every ILGS Campus.
- vi. Initiates and develops broad policies, strategies and institution-wide academic, education and training programmes for the Institute.
- vii. Submits annual reports of the activities of the Institute to ILGS Council.
- viii. Ensures the Institute's collaboration with national and international institutions of relevance in the performance of the functions of ILGS.
- ix. Overseas the award of certificates, diplomas and higher qualifications as may be agreed upon by the Institute and approved by the National Accreditation Board to ensure world-class quality of graduands and maintain high credibility of certificates awarded by the Institute.

2.4 Deputy Directors of the Institute

Deputy Directors are appointed for the various campuses of the Institute. A Deputy Director is responsible for the day-to-day management of the Campus to which s/he shall be assigned responsibility and assist the Director of ILGS in the performance of the Director's functions. Specifically s/he:

- i. Carries out the general day-to-day administration of the Campus so that both short and long term goals of the Campus are achieved.
- ii. Plans and prepares annual operational plans and budgets for incorporation or in line with the corporate plans of the Institute as approved by ILGS Council.
- iii. Organizes and coordinates the full implementation of the approved annual operational plans and budgets for the Campus.
- iv. Co-ordinates the functions of subordinates to ensure the smooth implementation of ILGS's institution-wide programmes as well as the Campus's in-house programmes.
- v. Assists the Director of ILGS in the performance of the Director's functions.

- vi. Submits annual reports of the activities of the Campuses to the Director of ILGS.
- vii. In the absence of the Director of the Institute, the most senior Deputy shall act as Director of the Institute

2.5 The Registrar

The Registrar serves as the Secretary to the ILGS Council, and also has responsibility as the overall head of general administration, human resource, legal, academic and public affairs of the Institute. Specifically, the Registrar

- i. Serves as the secretary to ILGS Council and all standing boards and committees appointed by the Council such as the Academic Board.
- ii. Ensures the planning and preparation of annual operational departmental plans and budgets for incorporation or in line with the corporate plans of the institute as approved by ILGS Council.
- iii. Coordinates the full implementation of approved annual operational departmental plans and budgets.
- iv. Initiates, develops, and formulates general administration, human resources, legal and public affairs programmes and processes for approval by superiors.
- v. Coordinates the implementation of approved policies, programmes and processes within the entire institute.
- vi. Provides professional direction, guidance and advice to superiors in the general day-to-day administration of the Institute so that both short and long term goals of ILGS are achieved.

3.0 THE ACADEMIC BOARD

3.1 Functions of the Academic Board

The Academic Board of the Institute:

- i. Formulates, establishes, and carries out the educational policy of the Institute and generally regulates the programme of instruction and the examinations conducted by the Institute.
- ii. Promotes research within the Institute and to request at the end of each academic year reports from divisions and departments on research being done.
- iii. Appoints Internal and External Examiners on the recommendation of the Boards of Faculty and Departments concerned, suspends or removes Examiners for negligence or inefficiency or other justifiable cause during their terms of office and in the case of the death, illness, resignation, suspension or removal of an Examiner and appoint a replacement.
- iv. Makes regulations after receiving reports or proposals from the Faculty Board relating to course of study, degree and other academic awards.
- v. Recommends candidates for the award of Degrees, Diplomas, Certificates and other academic awards to persons who have pursued a programme of studies or research approved by the Academic Board and have passed the prescribed examinations.
- vi. Submit reports and/or makes representations to the Council, either on its own initiative or at the request of Council, on any matter affecting the Institute.

- vii. Recommends to Council the appointment or reappointment of Senior Members of the Institute.
- viii. Recommends to Council the establishment of new, or disestablishment or merger or faculty of existing departments.
- ix. Recommends to Council the affiliation of the Institute to other institutions on such terms and conditions as it may deem fit.
- x. Determines the mode and conditions of competing for fellowships, scholarships, bursaries, medals and other prizes or awards subject to any conditions made by the donors or founders and accepted by the Council; and examines and awards the same or delegate power to the appropriate Faculty, Department to do so.
- xi. Makes regulations for the admission of students to the Institute for approval of Council.
- xii. Makes for the approval of Council, regulations for discipline of Junior Members of this Institute, and for the proper control of all organizations of the student body.
- xiii. Proposes to Council, the names of persons for honorary degrees and awards and to express its view on other persons proposed for such degrees and awards by any other person or body.
- xiv. Regulates the relationships between the Institute and associated institutions both within and outside Ghana.
- xv. Refers proposals on any matter to Convocation for consideration.
- xvi. Examines all such powers as are or may be conferred on the Board by any Act, the Statutes or decision of Council.

3.2 Composition of the Academic Board

The Academic Board is composed of:

- The Director of the Institute who shall also be the Chairperson
- The Deputy Directors of the Institute
- Registrar
- The Dean of Studies of the Institute
- Deputy Registrar(Academic)
- Heads of Departments/Centres
- Dean, Management Development and Training
- The Librarian
- Dean, Research and Consultancy Services
- All Professors / Principal Lecturers
- Two (2) members elected by Convocation
- Two student representatives

3.3 Committees of the Academic Board

- Executive Committee
- Finance Committee
- Bookshop & Publications Committee

- Planning & Resource Committee
- Research and Conferences Committee
- Admissions Committee
- Appointments & Promotions Committee
- Examinations Committee
- Academic Planning Committee
- Industrial Relations Committee

4.0 FACULTY

The academic functions of the Institute are performed by the Faculty of Local Government Studies. The Faculty has an administrative head, known as the Dean of Studies, who is appointed by Council on such terms and conditions as Council may deem fit.

4.1 Functions of the Dean of Studies

- i. The Dean is responsible to the Director for providing leadership in the Faculty and for maintaining and promoting efficiency and order in the Faculty in accordance with policies and procedure prescribed by the Act, the Statutes or as may be directed from time to time by Council, the Academic Board or the Faculty Board.
- ii. The Dean is the Chairman of the Faculty Board.
- iii. The Dean liaises with industries, professional institutions, association and similar bodies and organizes consultative meetings of Faculty members and industrial experts in the various professional fields within the Faculty.
- iv. S/he liaises with other Departments and takes responsibility for the organization of common courses.
- v. S/he is responsible for the overall coordination of the work of Departments within the Faculty.
- vi. The Dean of Studies is responsible for providing leadership to the Faculty Board in the exercise of its power.
- vii. The Dean of Studies shall be assisted by the Assistant Deans at the various Campuses.

4.2 The Faculty Board

The membership of the Faculty Board is constituted as follows:

- i. The Dean of Studies
- ii. Assistant Deans
- iii. Professors, Associate Professors or its equivalence within the Faculty
- iv. All Heads of Departments within the Faculty
- v. One Representative from each Department within the Faculty
- vi. A representative of the Registrar
- vii. The Librarian or his representative
- viii. Student representatives

4.2.1 Terms of Office of the Faculty Board

A member of the Faculty Board is elected to serve a term of 3 years. S/he may be eligible for re-election for additional terms.

4.2.2 Meetings of the Faculty Board

- i) The Board shall meet at least twice in a semester. The Dean may call emergency meetings by giving at least 24 hours' notice to members.
- ii) A special meeting of the Board may be called on the written request of one-third of members of the Board submitted to the Dean stating the subject matter to be considered at that special meeting.

4.2.3 Powers and Functions of the Faculty Board

Subject to the Institute Act and Statutes, the Faculty Board has the following powers and functions:

- i) To regulate within the general policy approved by the Academic Board, the teaching and study of the subjects or tasks assigned to the Faculty.
- ii) To ensure provision of adequate facilities for instruction and research and practical training in the disciplines assigned to the Faculty.
- iii) To recommend to the Academic Board, internal and external Examiners for appointments.
- iv) To make recommendations to the Academic Board for the award of Degrees (other than Honorary Degrees), diplomas, certificates, studentships, scholarships and prizes within the Faculty.
- v) To advise on regulations and syllabuses dealing with courses of study for degrees, diplomas and other awards of the Faculty.

- vi) To consider the Faculty budget and make allocation to the Departments under it and prepare estimates for the consideration of the Budgetary Committee.
- vii) To recommend to the Academic Board, the admission of students into the Faculty.
- viii) To deal with any matters referred or delegated to it by the Academic Board.
- ix) To appoint such sub-committees as it may consider necessary for the discharge of its functions.

4.3 Head of Department

The head of the academic unit/centre is the Head of Department. S/he is appointed by the Director from the professorial members of the Department or in their absence, from the next category of senior members, that is, Senior Lecturers, Lecturers in that order. The appointment is done in consultation with the Dean of Studies.

4.3.1 Functions of the Head of Department

Subject to the powers of the Faculty Board and the Academic Board, the Head of Department:

- i) Organizes the approved teaching and research programmes of the Department and ensure that the research is carried out;
- ii) Maintains acceptable standards of teaching by all the units under it and any other academic work;
- iii) Provides for the examination of students;
- iv) Liaises with the Dean of Studies in matters affecting the Department;
- v) Convenes a meeting of the members of the Department at least twice a semester for the purpose of planning and evaluating the activities of the Department;
- vi) Is responsible for the general administration of the Department in respect of human, financial and material resources of the Department within the general framework of the Institute's Policy;
- vii) Provides leadership, maintains and promotes efficiency and good order in the Department in accordance with the policies and procedures of the Institute;
- viii) Advises and promotes the well-being of the Department and persons engaged in the Department.

5.0 RESOURCES AND FACILITIES

5.1 Information Technology Infrastructure

The Institute maintains a state-of-the art data processing facility and database software for its academic and related activities. The software performs the following functions, among others:

- Registration of Students
- Processing of Examination Results
- Transcript Generation

There are also modern computer facilities at the computer laboratory to cater for the training and research needs of students and lecturers. There are also internet services on the local area network with Wi-Fi Internet Connectivity.

5.2 Library

- i. The Library plays a very important role in academic life at ILGS.
- ii. There is a rich and diverse collection of materials to serve the needs of teaching, research and administrative staff, students as well as the library's partners and external users.
- iii. The collection of books, periodicals and other materials provides an essential background to the courses pursued at the Institute.

The libraries are located on the various campuses.

5.2.1 Library Regulations

Hours of Opening

- i) **Semester Time:**
Monday to Friday - 8:30 am - 10:00 pm

Saturday and Sundays - 9:00 am - 3:00 pm

ii) **Vacation period:**

Monday to Friday - 8:30 am - 6:00 pm
Saturday - 9:00 am - 3:00 pm

Loan of Books

- i. Any book may be borrowed except the following:
 - a. Books marked “REFERENCE”
 - b. Newspapers
 - c. Encyclopaedias and Subject Dictionaries
- ii. A student may borrow one book for two weeks, renewable only once during the semester. No borrowing is allowed during vacation.
- iii. Borrowing and/or return of books shall stop an hour before the official closing time.

Care of Books

- i. All library materials should be treated with the care they deserve.
- ii. No book is to be written in, cut or damaged in any way. Any defect or damage should be reported to the library staff immediately.
- iii. Readers and borrowers shall be held responsible for any loss of or damage to a book in their charge and shall be required to pay the assessed cost of the book(s) plus a service charge.
- iv. Borrowers should report the loss of any item at once and if not found, the borrower shall pay the assessed cost of the item.

General Rules

- i) Admission to an ILGS library is by an identity (ID) card.
- ii) All students should register with the library at the beginning of their programme.
- iii) All readers must enter the library and leave through the approved door.
- iv) Silence is to be observed at all times within the precincts of the library.
- v) Group discussion as well as chatting is not allowed within the library.
- vi) Smoking is forbidden in all parts of the library.
- vii) No kind of food is allowed in any part of the library. This includes toffee, fruits, candies and water. Gowns, raincoats, umbrellas, bags, cameras, scanners, tape recorders, etc, must be deposited in the shelf provided for them and tags issued for each item. However, such items are deposited at owner's own risk.

The library disclaims responsibility for any loss of or damage to any item so deposited.

- viii) Mobile phones should not be used in the library, they should be switched off.
- ix) Personal textbooks are not allowed for use in the library.
- x) Wearing of hats and caps in the library is strictly not allowed.
- xi) Readers must submit any books, files and bags for inspection when leaving the library.
- xii) Any book consulted should be left on the tables; readers should not try to re-shelve them.
- xiii) No seat shall be reserved by or for any reader; any seat(s) so reserved shall be cleared by library staff for use of others.
- xiv) All borrowed books shall be returned by the last day of semester.

- xv) Orderly conduct must be maintained at all time in all parts of the library.
- xvi) Any unlawful acquisition of library materials (attempted stealing) shall be subjected to appropriate sanctions.
- xvii) No one should write in or deface any library book, defined the form of penalty.
- xviii) It is an offence to cut page(s), write in or cancel any print in a book.
- xix) It is forbidden to write on, cancel or remove library notices and circulars
- xx) Students shall discharge all their obligations to the library before the commencement of any semester exam or results are released.

5.2.2 Offences and Sanctions

The following shall constitute library offences:

- i. Failure to return borrowed books and related materials on due date
- ii. Mutilation and stealing of library books

Sanctions:

- i. Offenders shall be liable to the payment of the stipulated overdue fine, plus loss of borrowing facility till books are returned.
- ii. Offenders shall be surcharged three (3) times the cost of the book and banned from the use of the library.

5.2.3 How to Borrow a Book

- i. When a borrower wants to borrow a particular book, it should be, taken to the Lending/Circulation counter. There, a borrower's form shall be filled in duplicate and all the required information provided. The book will be handed over to the Library Assistant on duty for processing. The

Library Assistant will examine the borrower's ID card and the information provided.

- ii. Such a book should have a date-due slip on the last page, and should not be marked "REFERENCE". Books without date-due slips are not for borrowing. The Library Assistant will stamp the due date on the slip and hand the book over to the borrower. The borrower is required to return the book by the indicated date or pay an overdue fine.
- iii. All registered users of the Library may borrow just one book for two weeks, renewable only once.
- iv. Final year students may borrow a book from the REFERENCE collection during the final Semester of their course. Such REFERENCE books may be borrowed between 3:00 – 4.00 pm on Friday and returned by 9:30 am on the following Monday morning.

5.3 Lecture Halls

There are a number of lecture rooms with modern facilities for teaching and learning.

5.4 Accommodation

Residential facilities are available for a limited number of students. However, there are other affordable, privately owned hostels within easy access of the Institute.

5.5 Cafeteria

There is a privately operated cafeteria within the Institute's premises as well as other decent eating facilities and restaurants in the vicinity that provide meals at affordable prices.

6.0 REGULATIONS FOR STUDENTS

6.1 Preamble

- i. The term “**student**” (i.e. in statu pupillary) refers to a person enrolled in the Institute of Local Government Studies for a programme of study. The Institute has a general disciplinary authority over all students enrolled in the Institute.
- ii. Regulations affecting student are made from time to time by the Academic Board in accordance with the Statutes of the Institute.
- iii. In addition to these Regulations, Department, Library, or any other Unit of the Institute may issue its own rules governing the conduct of students within its precincts, provided that such regulations are not inconsistent with the general regulations.
- iv. These regulations apply to all students.

6.1.1 Access to Regulation

- i. Copies of all regulations are deposited with the Registrar, Heads of Halls, Dean of Studies, Heads of Departments, GRASSAG/ SRC and are provided to all students upon admission.
- ii. Ignorance of Regulations or of any Public Notice is not accepted as an excuse for any breach of discipline.

6.1.2 Enforcement of Regulation

- i. Students are to conduct themselves in a quiet and orderly manner and are to pursue their studies with diligence.
- ii. The operation of the Regulations is without prejudice to the application of the general law of the land which applies to all persons in the Institute.

- iii. The Officers of the Institute who have a special responsibility, under the Director, for the discipline of students are the, Deputy Directors, Registrar, Dean of Studies and Heads of Departments.
- iv. The Academic Board has the power to dissolve any Organization, Association, Club formed by students including the GRASSAG/ SRC as and when the need arises to maintain law and order on campus and to protect life and property.
- v. Where the Academic Board exercises its power under (iv) it may take such steps that appear appropriate to it for the purpose of reconstituting such dissolved Club, Organization, Association or Bodies.

6.1.3 Probation

All students are considered to be on probation for the entire period of their programme of study, and may be withdrawn at any time for unsatisfactory academic work or misconduct.

6.1.4 Names of Students

- i. For the purposes of administration, students are known only by the names which they have signed in the Application Forms/ Register of Matriculation and are known by those names only in the sequence in which they were signed (that is, first name, middle name (s) and surname).
- ii. Changes in date of birth of students are not permitted.

6.1.5 Change of Name

As an institutional policy, the Institute does not accept any change, amendments or any form of alteration to biological records after admission.

6.1.6 Misconduct

It shall be misconduct for any student:

- i. To be absent from the campus when required, without permission from the appropriate authority or reasonable excuse;
- ii. To be absent from lectures and other prescribed assignments without permission or reasonable excuse;
- iii. To indulge or to be involved in any anti-social activity while in residence or outside the campus which tends to bring the name of the Institute into disrepute.

6.1.7 Banned Activities

The following activities have been banned on campus and it shall be misconduct for any student to indulge in them:

- i. Possession of Fire Arms

It shall be a breach of the Institute's rules/ regulations for any student or group of students to be found in possession of firearms on campus.

- ii. **Smoking**
Smoking in all public or communal places of the Institute and in all offices on campus has been banned. It shall, therefore, be an offence for any student to be found smoking, for example in and around the Halls of Residence, Lecture Halls, Classrooms, lanes and lawns, etc.
- iii. **Sale and Consumption of Cigarette and Alcoholic Beverages**
The sale and consumption of cigarettes and alcoholic beverages on campus is banned.
- iv. **Narcotic and illicit Drugs**
It is an offence and a breach of the Institute's Regulations to indulge in the sale and/or use of narcotic and illicit drugs.
- v. **Ponding**
"Ponding" in any form is banned in the Institute and any student or group of students found guilty of breaching this ban shall be dismissed from the Institute.
- vi. **Indecent Exposure**
The act of exposing a part of the body especially the genitals, publicly as to make it offensive to modesty or propriety is prohibited. The practice of students embarking on possessions naked is, thus, anti-social reprehensible and is proscribed.

6.1.8 Penalties for Breach of Regulations

A student who is deemed to have misconducted himself/ herself may be liable to one or more of the following penalties:

- i. **Warning**
- ii. **Reprimand**
- iii. **Rustication for a stated period**
- iv. **Suspension from the use of the Institute's services or facilities for a stated period**
- v. **Payment or making good the loss of, or damage to, ant property of the Institute**
- vi. **Dismissal from the Institute**

Clauses (iii) and (iv) above shall be treated as major penalties, which shall be imposed by the Director. The Director shall appoint a Committee of Enquiry to investigate cases likely to attract the imposition of a major penalty against a student. The findings and recommendations of such a Committee shall be forwarded to the Director for him to take the final decision. The other penalties

shall be treated as minor and may be imposed on behalf of the Director by his delegated officers.

6.1.9 Appeal

- i. Any student who is aggrieved of any disciplinary action against him/her may appeal to the Director within 21 days upon receipt of the notice of the punishment.
- ii. The Director, upon receipt of the appeal may review the punishment by taking into consideration the circumstances of the case.

6.2 The SRC and GRASSAG

- i. Subject to the Institute's Statutes and Regulations, the Institute recognises the Students Representative Council (SRC) and the Graduate Students Association of Ghana (GRASSAG) as the legitimate representative organ of the student body as a whole. They serve as the mouthpiece of their respective student body and promote their welfare as well as provide a recognized means of communication between its members and all the authorities of the Institute. All undergraduate students are automatic members of the SRC and the graduate students are also automatic members of the GRASSAG.
- ii. The Institute does not recognise any body or organisation outside the Institute, which purports to speak on behalf of the student body.
- iii. The SRC and GRASSAG shall make representations to the authorities of the Institute on matters affecting the students.
- iv. The SRC and the GRASSAG shall be governed by Constitution promulgated by the Academic Board of the Institute.

6.3 Formation of Clubs and Societies

- i. Applications to form a society should be made to the Director copied to the Registrar for approval and the application should be accompanied by a statement of the aims of the society.
- ii. A society soliciting for financial aid outside the Institute should first seek clearance from the Director.
- iii. Club and society secretariats are required to send to the Director (copied to the Registrar), a copy of the constitution, a list of the principal officers and the programme of the club/society at the beginning of each academic year.
- iv. Before any arrangements are made to invite guest speakers or artists from outside the Institute to a public function, a formal request in writing for permission to invite them must be made to the Director, copied to the Registrar.

- v. Only when permission has been granted for the invitation to be made will clubs or societies be allowed to invite outside speakers or artists.
- vi. An application for permission to organize a function should provide the following information:
 - a. Date and time of the function
 - b. Place where the function is to take place
 - c. Names and description of lecturers, speakers or artists at the function.
- vii. The application should normally reach the Director at least seven (7) days before the function takes place.
- viii. In the context of this section, a public function is one to which persons other than a staff the Institute staff are invited or entitled to attend.
- ix. Specific days in the week shall be dedicated for academic activities such as lectures, debates, etc. and student society activities, such as religious meetings.
- x. Specific days in the week shall normally not be used for entertainments such as film shows, dances, etc. which should normally be organized on dedicated days in the week.

6.4 Processions and Demonstrations

- i. Any student or students wishing to organize a procession/ demonstration in the Institute must notify the Director in writing with a copy to the Registrar at least seven (7) days before the date scheduled for such procession/ demonstration.
- ii. The notification must state the purpose of the procession/ demonstration and the name(s) of the organizer(s).
- iii. The Director may prescribe special conditions, limitation or restrictions as may be considered appropriate in the Circumstance.
- iv. No procession/ demonstration shall be held between the hours of 6.00pm and 6.00am.
- v. During the procession/ demonstration nothing will be done or said that might occasion violence or cause a breach of the peace.
- vi. If any act of violence and/or breach of the Institute regulations occur during a procession/demonstration, the perpetrators as well as the organizer(s) shall be held jointly and severely responsible.

6.5 Recreational and Social Activities

There are facilities for a number of indoor and outdoor games on ILGS Campuses. However, students are expected to organize their own social activities.

6.6 Public Worship

Facilities are provided for students to organize religious activities, on request.

6.7 Health Service

Admission of students to the Institute is subject to their passing a Medical Examination. Medical facilities on campus are first aid in nature and are provided at the Institute's Sick Bay. There are reputable public and private health facilities near the Institute, should they be required.

6.8 Internship Training

The Institute's Administration may assist in the placement of students with various organisations and firms to enable them obtain practical training during long vacations. Internship training would be organized as appropriate for students.

7.0 ACADEMIC PROGRAMMES

The Faculty provides detailed information about the programmes and structure of courses leading to the award of various certificates and offers relevant counselling to students.

1. It is the responsibility of each student of the Institute to know both the specific requirements of the academic programme for which he/she is registered, the rules, regulations and policies of the Institute and the relevant faculties and departments
2. It is the responsibility of each student to ensure that the courses selected satisfy the requirements for the award of the certificates sought.
3. Every student, by the act of registering, agrees to abide by all rules, regulations and policies of the Institute and of relevant department.
4. Each student is required to acquaint himself/herself with the general information outlined in this handbook and any relevant information from the faculty/department in which he/she is enrolled. Students may consult their heads of departments or the Assistant Dean for more information.
5. Exception from any of these general regulations may be granted only by the express permission of the Academic Board on the recommendation of the Faculty Board and the appropriate body.
6. The Institute reserves the right to change rules, regulations and policies, as well as programme and course requirements outlined in this handbook without prior notice.

7.1 Graduate Programmes

The Institute currently offers tuition for the following accredited academic programmes at graduate level:

- Master of Science in Environmental Science, Policy and Management
- Master of Science in Local Government Financial Management
- Master of Science in Local Economic Development
- Master of Arts in Local Government Administration and Organisation

The Institute also offers short and tailor made courses in the following thematic areas. Details of such short courses may be advertised from time to time.

- Financial Management
- Human Resource Management
- Organisation and Development
- Planning and Budgeting
- Social Development and Social Accountability

7.1.1 Admission to Graduate Programmes

General Requirements

The general requirements for admission into graduate programmes are as follows:

- i. Only students who duly satisfy the entry requirements for the programmes of study can be admitted to the Institute. Any student found not qualified would be withdrawn immediately.
- ii. To be admitted to a course leading to the award of a higher degree, a candidate must have obtained a good first degree (at least a second class lower division) in an appropriate field of study from any approved university.
- iii. A candidate who does not satisfy the requirement stated above but is otherwise adjudged suitable by the Academic Board, shall, where practicable, be interviewed and in addition may be required to take an entrance examination as determined by the Academic Board.

For information on further admission requirements to specific institutional programmes, please refer to the programme details.

Application

All correspondence regarding applications should be addressed to:

The Registrar
Institute of Local Government Studies
P. O. Box LG549
Legon- Ghana

Email: registrar@ilgs-edu.org
Website: www.ilgs-edu.org
Telephone +233-0302-508817/9
Fax: +233-0302-508818

7.1.2 Structure of the Semester

The semester system refers to the organization of the academic year into two equal parts. The academic session comprises of two (2) main semesters and depends on the academic calendar. The academic programmes undertaken each semester will be terminated and students will be assessed on the basis of their work in various courses of studies at the end of the semester.

A semester is normally of sixteen (16) weeks duration and is structured as follows:

- Thirteen (13) weeks of teaching
- One (1) week of revision
- Two (2) weeks of examination

7.1.3 Supervision of Graduate Studies

There shall be Departmental Committee whose functions shall be to:

- (i) Advise the students in the selection of courses and formulation of thesis topics.
- (ii) Recommend supervisor(s) to the department
- (iii) Submit at the end of each semester progress report on each student to the Faculty Board through the Head of Department
- (iv) Keep under review and make proposals for the overall development of graduate programmes in the department

A supervisor is assigned to every graduate student of the Institute. Where necessary, a co-supervisor may be appointed to assist the supervisor. It is the duty of the supervisor to meet the student at regular intervals and to submit semester reports through the Head of Department to the Faculty Board.

7.1.4 Registration

- For a student to obtain credits in any postgraduate course, he or she must be admitted into the department, and must be properly registered for that course during the official registration period at the beginning of each semester.
- Students offering postgraduate courses must also register with their respective departments within the prescribed period every semester.

- Students will be expected to register within the period designated for registration by the Institute. A student who fails to register by the first 21 days of commencement of the semester shall forfeit his or her right to register for the semester.
- A late registration penalty fee determined by the Academic Board would be charged after the first five (5) days after the close of registration. No student is permitted to register by proxy.
- Registration of fresh students shall be completed subject to passing medical examination.
- Students who fail to register by the deadline for registration shall lose their student status.

7.1.5 Duration of Study Programme

Unless otherwise stated, all ILGS masters' degree programmes are of two (2) academic years' duration. Upon recommendation of the Faculty Board, the Academic Board may approve a shorter duration for undertaking a graduate programme for a candidate whose background warrants such approval.

A full-time programme leading to a Master's degree shall be not less than two academic years (twenty-four months) except that a candidate shall complete his programme not later than thirty-six months from the date of registration. Candidates shall be required to apply and pay an appropriate fee for an extension of time beyond the two-year mandatory period.

A student shall be enrolled as a full-time student for the maximum period allowed for the programme of study.

A student may be allowed the following maximum number of semesters beyond the prescribed period to complete the requirements for the award of the Master's Degree for which he/she is studying

Prescribed Duration of programme	Maximum Number of Extra Semesters Allowed
MSc ESPM	2
MSc LGFM	2
MSc LED	2
MA LGA	2

A student who fails to qualify after exhausting the maximum number of extra semesters allowed will be withdrawn.

7.1.6 Interruption of Study Programme

A student may interrupt his or her study programme but may not break for more than four (4) continuous semesters. A student who wishes to interrupt his or her study programme must apply in advance to the Dean of Studies through the Head of Department, stating reasons for the interruption. A student who interrupts his or her studies for more than four (4) continuous semesters shall be deemed to have lost all accumulated credits and unable to complete study programme within maximum period. Such a student may be allowed to re-apply for admission into the Institute.

7.1.7 Orientation

Orientation for fresh students takes place at the beginning of every academic year and all fresh students are required to participate in this important exercise.

7.1.8 Attendance at Lectures and Tutorials

Students are required to attend all lectures, tutorials and other practical sessions specified for their course of study.

7.1.9 Writing of Examination

All students must present themselves for the appropriate examination prescribed by the Institute.

A student shall not be admitted to examinations if:

- a) he/she has not registered for that course
- b) he/she owes fees to the Institute
- c) he/she is dismissed or under suspension from the Institute

7.1.10 Course Credit

Please refer to each programme details for specific requirements.

7.1.11 Minimum and Maximum Work Load per Semester

A full-time student is required to carry a minimum work load of 15 credits and a maximum of 21 credits per semester. No candidate shall be allowed to exceed the maximum credits except where expressed permission has been granted by the Faculty Board.

7.1.12 Course Unit Requirements for Graduate Studies

Refer to programme details for requirements.

7.1.13 Thesis Topic

Thesis topics and names of supervisors shall be submitted to the Faculty Board at the beginning of the second semester in the first year of study.

7.2 Certificate/ Diploma/ Under Graduate Programmes

The Institute currently offers tuition for the following accredited diploma and undergraduate programmes:

- Bachelor of Arts in Community Development and Social Protection
- Bachelor of Science in Social Protection
- Bachelor of Science in Public Sector Administration and Management
- Diploma in Community and Social Development

7.2.1 Programme of Study

- i. Programmes of study for the award of diploma or undergraduate degrees shall consist of courses for each of which a number of credit hours shall be prescribed. Each module shall cover a period of not more than one semester, with the exception of project work.
- ii. Departments shall submit details of course credit hours and total credit hours for the programme classified as REQUIRED COURSES and OPEN ELECTIVES for the approval by the Academic Board.

7.2.2 Structure of Programme and Course Credits

- i. The programme shall be divided into semesters, each courses falling within one semester only.
- ii. The total number of credit hours required by a student to qualify for a diploma or degree shall be determined by the Academic Board within the following ranges

Programme	Minimum	Maximum
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1-Year Certificate	30	42
2-year Certificate	60	84
2-Diploma	60	84
3-year Undergraduate	90	126
4-Year Undergraduate	120	168

- iii. The above credit hours are inclusive of lecture time, practical work, thesis writing, project, seminars and workshops. Two to four hours of practicals are equal to one credit hour.

7.2.3 Registration

- i. Every student must be admitted into a Department for a Programme of study and must be properly registered for courses during the official registration period at the beginning of each semester. The student shall plan his/her academic tutor.
- ii. Continuing students who trail between one (1) and six (6) 1st, 2nd and / or 3rd year courses at the end of the second semester Examination shall be required to:
 - a. First register the outstanding trail course(s) to make up the required maximum credits for the semester.
 - b. The register additional current course(s) to make up the required maximum credits for the semester and defer the rest of the courses.
- iii. Students shall report on the day that the Institute re-opens and register within the normal period as would be determined by the Institute. It shall be permissible for those who are unable to register within the said period to undergo late registration.
- iv. A fine to be determined by the Institute shall be imposed for late registration. Formal registration ends on the last day of the period of late registration.

- v.
 - a. A student who is unable to register with the formal registration period on grounds of ill-health, shall on provision of a Medical Report issued or endorsed by the certified Medical Doctor, be allowed to register within seven days from the day of the closure of formal registration.
 - b. In the event of the inability of such a student to register within the seven days stipulated in paragraph 'a' above, he/she will be allowed a deferment for a semester. In a situation where the first semester courses are prerequisite for the second semester courses, the deferment shall be for the whole academic year (i.e. two semesters).
- vi.
 - a. There shall be no registration by proxy.
 - b. A student who does not duly register within the registration period shall be precluded from commencing the semester's programme of courses.

vii a. Registration for the appropriate courses shall qualify a student to write an examination. Where a student registers for a course, but fails to write the examination, the student shall be deemed to have failed the course unless reasons acceptable to the Examination Board, can be advanced, in this case the student shall be graded incomplete (I) and be expected to take part in the next available forma examination.

b. Students shall be permitted to change their courses only during the registration period.

c. In order to qualify as a full-time student, the student shall take courses equivalent to the following range of credit hours, both limits inclusive, per semester. This will be prescribed by the Department with approval of the Academic Board.

Undergraduate	15-21
Diploma	15-21
Certificate	15-21

d. A student shall attend all lectures, seminars, workshop sessions and practical prescribed for the courses for which he/ she has registered as a pre-condition for writing an examination.

7.2.4 Change of Programme of Study

Students who wish to change their programmes of study after the first year shall apply to the Registrar for the requisite application forms. All such applications will have to be finally approved by the Director.

7.2.5 Deferment of Programme

- i. A student could interrupt his/her programme for whatever reason for a maximum period of one year, but he/she must be granted permission by his/her Dean through his/her Head of Department. Such request for interruption of the programme will normally be granted within the first four (4) weeks of the start of the semester.
- ii. Where the interruption is for one semester, the student shall be required to satisfy the requirement for that semester before he/she proceeds to the next semester.
- iii. A first year shall have completed the requirements for his/her first year studies before exercising the right to defer his/her programme.
- iv. However, a first year student may be granted permission to defer his/her programme on medical grounds on the recommendation of a certified Medical Doctor.

7.2.6 Duration of Study

- i. A student shall be enrolled as a full-time student for the maximum period allowed for the programme of study.
- ii. A student may be allowed the following maximum number of semesters beyond the prescribed period to complete the requirements for the award of the certificate/degree for which he/she is studying

Prescribed Duration of programme	Maximum Number of Extra Semesters Allowed
4-year or above	4
3-year	4
2-year	2
1-year	2

- iii. A student who fails to qualify after exhausting the maximum number of extra semesters allowed will be withdrawn.

8.0 GRADING SYSTEM

8.1 Graduate Programmes

The Institute shall operate the following grading system for its graduate programmes:

LETTER GRADE	NUMERICAL MARK/ GRADE (%)	INTERPRETATION
A	70 +	Excellent
B	60 - 69	Very Good
C	50 – 59	Good
F	0 – 49	Fail
Z	-	Disqualification
I	-	Incomplete
Y	-	Continuing

8.1.1 Requirements for Graduation

1. The pass mark for any course taken under the Institute's postgraduate studies is 50%.
2. A student must obtain a Cumulative Weighted Average (CWA) of 55% or better for all courses to merit the award of a postgraduate degree.

8.1.2 Definition of Grades

- i) Pass grades: Grades A, B, C constitutes pass grades
- ii) Failure grades: Grade F and Z constitute failure grades
- iii) Continuing: a grade Y shall be awarded at the end of a Semester to any student who is taking a course which continues into the next semester.
- iv) Non- completion of course:
 - a. Grade I shall be awarded to students who are unable to complete a course for reasons adjudged by the Faculty Board as acceptable. Such a student shall be expected to complete the course the very next time the course is available.
 - b. Grade X shall be awarded to students who are unable to complete courses for the reasons adjudged by the Board of Examiners as unacceptable.
 - c. Trail: A student trails a course when he fails to obtain the pass mark or is graded incomplete (I).
 - d. Grades of all attempts (repeated courses) are taken into consideration in the calculation of the CWA.

8.1.3 Disqualification

- i. A grade Z denotes disqualification from an examination as a result of an examination malpractice or offence, and shall be awarded whenever it is established that a candidate attempted to gain an unfair advantage in an examination.
- ii. A candidate awarded a grade Z may be barred from taking an examination for a stated period, or indefinitely, or may be expelled from the Institute.
- iii. A grade Z may be awarded only by the Academic Board.

8.1.4 Eligibility for Examination

A student shall attend all such lectures, tutorials, seminars and practicals and undertake all other activities and assignments approved by the Institute. Each Department shall, with the approval of the Academic Board, determine the requirements for the courses they offer. A student who does not fulfil the requirements for any course shall not be allowed to take the examination for that course.

In any case, a student who is absent for **a continuous period of 14 days** from lectures, tutorials, practicals and other assignments prescribed for any course shall not be permitted to sit for the semester examination.

8.1.5 Student in Good Standing

A student in good standing shall be one who shall have obtained a minimum of 30 **graduate level** credits at the end of the second semester of the first year of the programme.

Where a student fails to obtain the minimum credits required he/she shall be deemed not to be in good standing and shall be asked to withdraw.

8.1.6 Re-sit of Examinations

For graduate programmes, a candidate may be permitted to re-sit failed courses only at the next regular opportunity.

Candidates re-sitting failed papers must do so within the maximum time permitted for the completion of their programmes.

8.2 Certificate/ Diploma/ Under Graduate Programmes

- i. There shall be formal Examinations in Programmes of study at the end of each semester. The examination in each course shall not be less than two (2) hours duration. In addition, there shall be a system of continuous assessment based on any or a combination of the following: mid-semester examination, class tests, essays, tutorials assignments etc.
- ii. The end of semester examinations shall be weighted 70% and continuous assessment 30% of the total marks of the course.
- iii. Examination in all courses shall be credited by marks and later graded as follows:

The Institute shall operate the following grading system for its graduate programmes:

LETTER GRADE	NUMERICAL MARK/ GRADE (%)	INTERPRETATION

A	70 - 100	Excellent
B	60 - 69	Very Good
C	50 - 59	Good
D	40 - 49	Pass
F	0 - 39	Fail
I/I*	-	Incomplete Exams Malpractice

8.2.1 Requirements for Graduation

1. The pass mark for any course shall be 40%. However, a Cumulative Weighted Average (CWA) mark of 45% shall be required at the end of each year. Where a student does not maintain the above Minimum Cumulative Weighted of 45% the student shall be put on probation (See Section 8.2.2-Trail)
2. A final year student who passes in all courses but does not achieve the required CWA mark of 45% shall be permitted to use his grace period to improve his CWA in order to qualify for the award of the certificate/degree for which he is studying (See Section 8.2.2-Withdrawal)
3. In order to graduate, a student is required to:
 - a. Have completed the prescribed number of credit hours in each category of course modules specified for his/her programme of study.
 - b. Have achieved the minimum average mark:

Undergraduate	- 45%
Diploma	- 45%
 - c. Have satisfied any other requirements of the Department, Faculty and Academic Boards.
4. The class of degree for undergraduate programmes only shall be determined by the following Cumulative Weighted Averages:

First Class	-	70 or above
Second Class (Upper Division)	-	60-69.99
Second Class (Lower Division)	-	50-59.99
Pass	-	45-49.99
5. The class for Diploma/certificate award shall be determined by the following Cumulative Weighted Averages:

Distinction	-	70 or above
Pass	-	45-69.99

8.2.2 Definitions, Trail, Supplementary Examinations, Probation, Repetition, Withdrawal and Grace Period

1. Definitions

- i. Trail – A student trails a course when he/she fails (F) to obtain a pass mark or is graded incomplete (I) or has Deferred (Df) a course.
- ii. Fail – A student fails a course when he/she obtains a mark less than 40% or fails to write an examination after registration without any tangible reason
- iii. Incomplete (I or I*)
 - a. A student is graded incomplete (I) for a course when he/she is unable to write an examination on grounds of ill-health and the medical report is acceptable, provided he/she has registered for the course.
 - b. A student is graded incomplete (I*) for a reason(s) other than (a) above which is acceptable to the Academic Board.
- iv. Deferred – A Deferred (Df) course is an unregistered course which is neither Fail (F) nor incomplete (I) and for which the student is/was required to register.

2. Supplementary Examination

- a. Supplementary Examinations may be conducted during the 1st and 2nd Week of the Semester. A student wishing to clear a course or courses he/she has failed could take advantage of the Supplementary examinations to do so.
- b. Registration of trailed courses would be opened from the 8th Week after the Second Semester examination.
- c. The following category of students shall qualify to write the supplementary examination.
 - i. a student who fails any course
 - ii. a student who is unable to write the semester examination on grounds of ill health, and the medical report is accepted, provided he/she has registered for the course or courses, attended lectures, tutorials, practicals and present other assignments required of the course.
- d. Students shall be required to register formally and pay for the course or courses they wish to write after the Examination Results have been released at any rate, not later than two weeks prior to the date of the examination.
- e. First year students who trail a total of more than four (4) courses at the end of the second semester shall be withdrawn. Such students

shall not be permitted to take part in the supplementary examinations.

- f. First year student who trails up to four (4) courses will have the opportunity to write during the supplementary examination. After supplementary, First Year student who trails more than two (2) courses will be withdrawn.
- g. Second, Third and Fourth year students who trail more than two (2) courses at the end of the supplementary examination shall be withdrawn.
- h. A student who fails to write the supplementary Examinations after registration without any tangible reason shall be deemed to have failed the course and shall be graded zero in the computation of the CWA.
- i. Students who fail to make use of Supplementary Examination may register the failed courses and attend lectures, and write the next available normal examination.

3. Probation

A student shall be considered to be on probation in any of the following situations:

- a. 1st, 2nd and 3rd year students on obtaining a CWA of 40.00 to 44.99 at the end of the second semester examination.
- b. A student on probation is required to improve his/her performance and be in a good academic standing with regard to 8.2.2 (i), within two semesters, failing which he/she shall repeat the year.

4. Repetition

A student shall be required to repeat the year/semester in any of the following situations:

- i. 2nd and 3rd year students on obtaining a CWA of less than 40 at the end of second semester examination. The student must take the cluster of courses in that year again. The credits obtained for the failed year shall be cancelled.
- ii. A student on trailing all the registered courses as fail (F) in a semester in the case of Departments that offer up to six courses per semester.
- iii. A student on trailing more than six courses as incomplete (I) at the end of the first semester examination of a total or more than six courses as incomplete(I) at the end of second semester examination.
- iv. A student who must be put on Probation for the second successive time. The student must take the cluster of courses in that year again. The credits obtained for the failed year shall be cancelled.
- v. A student on deferring his /her programme for one semester.

- vi. A student (fee-paying/non-fee paying) whose performance is such that he/she has to be withdrawn but offers to pay the full fees to repeat the failed year. The credits obtained for the failed year shall be cancelled.

5. Withdrawal

A student shall be withdrawn from the programme in any of the following situations:

- i. A 1st year student upon trailing more than four courses at the end of the First semester examination or a total of more than four courses at the end of the second semester examination.
- ii. A 1st year student on obtaining a CWA of less than 40 at the end of the second semester examination.
- iii. A 2nd or 3rd year student whose performance is such that he /she has to repeat for the second time in the programme.
- iv. A repeated student failing to obtain a CWA of 40 or above.
- v. Any student upon absenting himself/herself from all courses for a semester examination without permission shall be deemed to have abandoned the programme.

6. Grace Period:

It is a maximum period of four semesters, immediately after the second semester examination, granted to final year students to correct their deficiencies in the following situations:

- i. A final year student who at the end of the second semester examination still trails any course(s).
- ii. A final year student whose performance is such that he/she has to be put on probation for the second successive time.
- iii. A final year student whose CWA is below 45 and has to take any course(s) to make up the grade for the award of a degree.

9.0 RULES FOR EXAMINATION

9.1 Registration for Examination

Registration for the Institute's examination shall require endorsement of the Registration Form by the Head of Department to the effect that the candidate has pursued satisfactorily the approved course(s) of study in each of the subjects offered over the prescribed period. A candidate's registration shall not be valid unless it is so endorsed.

Endorsement shall be withheld if a candidate is not deemed to have followed the approved course of study satisfactorily. In the event of the withholding of an endorsement, the Head of Department shall request the appropriate Faculty Board to confirm the action taken, and subsequently communicate to the Academic Board for a final decision.

A candidate shall not be admitted to an Institute's examination if:

- i. he/ she has not been entered for it;

- ii. the subject of the examination has merely been audited unless the course had been followed previously with evidence of a continuous assessment record;
- iii. he owes fees to the Institute;
- iv. is under suspension or has been dismissed from the Institute.

9.2 Rules for Conduct of Examinations

1. It shall be the duty of the candidate to consult the daily time-table (to be made available at least 24 hours ahead of time) to ascertain the papers to be written each day and make himself/herself available at the appointed place at least THIRTY (30) MINUTES before the start of the examination.
2. Candidates shall occupy the places assigned to them as indicated by their Index Numbers or any form of identification arranged for the purpose of the examination.
3. Candidates are to have in their possession their Identity and Examination Cards and shall show these to the Invigilators before entering the Examination Hall.
4. Any Candidate who enters the Examination Hall within THIRTY MINUTES from the start of a Paper shall report to the Invigilator before being checked in.
5. A candidate may be refused admission to an Institute's examination if he reports to the examination more than THIRTY (30) MINUTES after its commencement.
6. No Candidate shall be allowed to leave the Examination Hall until after THIRTY MINUTES after the commencement of the Examination.
7. Candidates may leave the Examination Hall temporarily only with the expressed permission of the invigilator and shall be under escort. The invigilator reserves the right to take every necessary precaution, including physical search on the Candidate, before he/she is allowed to leave or return to the Examination Hall. The maximum time a Candidate shall be allowed such leave be at the discretion of the Invigilator.

8. No Candidate shall be allowed to leave the Examination Hall within the last THIRTY MINUTES of the Examination.
9. Candidates are not permitted to start the Examination until the Invigilator instructs them to do so. Writing on Answer Booklets prior to the start of the Examination shall constitute a breach of Examination Regulations and the appropriate sanction applied.
10. Unless specifically authorized by the Examiner, no Candidate shall take into an Examination Hall or Have in his/her possession during an Examination, any of the following: Notes; Textbooks; Prepared Materials; Hats, Bags, Pencil Cases; Mobile Phones; Programmable Calculators; Palm-top Computers; Scanners; Radios; and, any unauthorized Electronic Gadgets, etc.
 - a. Invigilators have authority to CONFISCATE such material and/or items and have them DESTROYED.
 - b. The affected Candidates shall be reported to the Examination Officer / Registrar in writing as being in breach of Examination Regulations and the appropriate sanctions applied.
11. Candidates shall use their Index Numbers throughout the Examination. Under no circumstances should candidates use their names during Examinations. Failure to do so shall render the student's Answer Booklet/supplementary sheet invalid.
12. It shall be the **duty** of each student to acquaint himself/ herself with the prevailing examination rules.
13. A candidate who fails to present himself for an examination without satisfactory reason shall be awarded a grade X. The award of grade X in a required paper shall mean failure not just in that paper but in the examination as a whole. The following shall not normally be accepted as reasons for being absent from any paper at the Institute's Examinations:
 - a. mis-reading the time-table;
 - b. forgetting the date or time of examination;
 - c. inability to locate the examination hall;
 - d. inability to rouse oneself from sleep in time for the examination;
 - e. failure to find transport;
 - f. loss of a relation;
 - g. pregnancy (without medical certification).

14. No Candidate shall pass notes or seek any other information or make any form of solicitation from other Candidates during the period of the Examination. Such form of solicitation shall be taken to be a breach of Examination Regulations and the Candidate involved shall be sanctioned, accordingly. For purposes of these Regulations, the Following shall apply:
 - a. A Candidate may attract the attention of the Invigilator by raising a hand;
 - b. A Candidate shall not pass or attempt to pass any information or instrument to another Candidate during Examination;
 - c. A Candidate shall not copy or attempt to copy from another candidate;
 - d. A Candidate shall not leave his/her answers in such a manner that another Candidate may be able to read; and,
 - e. A Candidate shall not in any way disturb or distract other Candidates during Examination.
15. No Candidate shall take away any USED or UNUSED Answer Booklet; Supplementary Sheet; Scannable Forms or any material supplied for the purposes of the Examination.
16. Plagiarism in any form is a serious offence punishable by dismissal from the Institute. Candidates are advised to credit any material used in their work that has been derived from another source. When in doubt, candidates are advised to consult their Supervisors and/or Heads of Department.
17. Any candidate who finishes an examination ahead of the stipulated TIME may leave the Examination Hall after handing over his/her Answer Book(s) to the Invigilator. Such Candidate(s) shall not be allowed to return to the Examination Hall.
18. Smoking or Eating is not permitted in the Examination Hall. Any violation shall be treated as a breach of Examination Regulations.
19. A Candidate shall have himself/herself to blame in the event of violation of any of the said Regulations for the Conduct of Institute's Examinations. It is the responsibility of the Candidate to apprise him/herself of these Regulations at all times. Ignorance of these Regulations shall not be considered as a mitigating factor in the event of any breach of a said Regulation. Infringement of any of these Regulations by an Examination Candidate shall constitute

MISCONDUCT –and shall attract any one and/or more of the sanctions stipulated under section 9.3:

9.3 Sanctions

Sanctions for the breach of the above may include the following:

- i) Rustication from the Institute for stated period;
- ii) Reprimand;
- iii) Warning;
- iv) With-holding of Results for a period;
- v) Suspension from the Institute; and,
- vi) Dismissal

NB: upon dismissal from the Institute, a student shall not be entitled to have academic transcript from the Institute. All academic record become null and void after the dismissal of a student.

9.4 Examination Results and Review

- i. A candidate who is not satisfied with the results of the Institute's examination affecting him/her may request a review at a fee which shall be determined at not less than three times the normal examination fee.
- ii. An application for a review shall be submitted to the Registrar not later than 21 days after release of the said results and shall be determined at not less than three times the normal examination fee.
- iii. An application entered on a candidate's behalf by a person other than the aggrieved candidate himself/herself shall not be entertained.
- iv. No action shall be taken on an application which is submitted outside the time stipulated. Review shall not proceed unless the review fee is fully paid.
- v. The Faculty Board may recommend to the Academic Board to authorize the Registrar to amend the results as released in the light of the review.
- vi. If it emerges that a complaint is frivolous or ill-motivated, the Board may prescribe further sanctions which may include barring the

complainant from taking an Institute's examination for a stated period or an indefinite period.

9.5 Examination Offences Procedure

- Examination offences shall be understood to include any attempt on the part of a candidate to gain an unfair advantage and any breach of the examination regulations and instructions to candidates including communication with another candidate, possession of a book, paper or written information of any kind except as required by the rules of a particular examination, smoking, leaving an examination room without permission of the Invigilator, or refusal to follow instructions.
- The Chief Invigilator or any Examiner shall report to the Registrar as soon as practicable any instance of a breach of Examination Regulations. In respect of offences occurring outside the precincts of an examination room, the Dean shall cause an enquiry to be made into any reports that reach him and submit his findings to the Registrar.
- The Board of Examiners shall review all reports received in connection with an examination malpractice or an offence. On the basis of its review, the Board of Examiners may impose a sanction involving loss of marks in a particular paper. A grade of Z shall be awarded whenever it is established that a candidate had attempted to gain an unfair advantage in an examination be it in a principal subject or an ancillary or any other paper or has misconducted himself/herself in an examination. Such a candidate may be debarred from taking an Institute's examination for a stated period or indefinitely or expelled from the Institute.

Other regulations may be issued out from time to time by the Academic Board for the conduct of examinations.

In all instances of examination malpractices or offences a formal report shall be made to the Faculty Board and a recommendation on the matter submitted to the Academic Board as soon as practicable for a final decision.

9.6 Deferment of Examination

- **On grounds of ill-health:** A student, who has satisfied all the requirements, but is unable to take the end of semester examinations on grounds of ill health, shall, on application to the Dean of Studies, and on provision of a Medical Certificate issued or endorsed by a certified Medical Doctor recognised and approved by the Institute, be permitted to defer the examinations, and be allowed to take them at the next offering.
- **On grounds other than ill-health:** In cases of deferment on grounds other than ill-health, the appropriate Head of Department shall invite the applicant for an interview and advise the Institute as appropriate. It shall be the

student's responsibility to satisfy the Faculty Board beyond reasonable doubt why he/she wishes to defer the examination.

In all cases of deferment of examinations, the applicant(s) shall obtain written responses from the Dean of Studies before leaving the Institute.

9.7 Scheme of Examination

The examination shall consist of written papers and such practical/project work/dissertation/ thesis as may be prescribed. A candidate shall also be examined orally on the substance of his/her dissertation/ thesis.

9.7.1 Examiners and Determination of Results

Written Papers

A panel comprising not less than two examiners of whom at least one shall be an External Examiner shall be appointed by the Academic Board on the recommendation of the Faculty Board for the written papers in respect of all courses.

Dissertation/ Thesis

A panel comprising not less than three Examiners shall be appointed by the Academic Board on the recommendation of the Faculty Board to examine a dissertation or thesis submitted for a Masters. The panel shall include one External Examiner.

Faculty members pursuing graduate degrees cannot examine or supervise other graduate students.

Where examiners are appointed from affiliate institutions, their status shall be deemed as Internal Examiners.

A separate report, duly signed, shall be submitted by each Examiner to the Faculty Board in respect of a dissertation or thesis submitted for a Graduate programme.

The Examiners' reports on a dissertation or thesis shall indicate as comprehensively as possible whether or not the candidate demonstrates a good general knowledge of a particular field of learning within which the subject of his/her dissertation or thesis falls; whether or not the presentation of the candidate's material is satisfactory; and whether or not the dissertation or thesis meets the requirements of the degree for which it is submitted.

If a dissertation or thesis submitted for a graduate degree, though inadequate, should seem of a sufficient merit, the Examiners may recommend to the Faculty

Board that the dissertation or thesis be **referred** and the candidate be permitted to **re-submit** it in a revised form within three months.

Pass and Referral

The Faculty Board shall review the recommendations of the examiners.

- Where all three examiners pass the thesis, the Board shall normally decide to pass it.
- Where one examiner fails a thesis, the Board shall review the nature of the failing grade and decide whether to refer or fail it.

Where a dissertation/thesis submitted for a degree is referred and is being resubmitted, the candidate shall be required to **re-register** and pay the appropriate fee(s).

Oral

A candidate who submits a dissertation or thesis for a Masters Degree or Postgraduate Diploma shall be examined orally as part of the assessment procedure for the thesis. For this examination, a panel comprising not less than three of whom, normally, not less than two shall be Examiners of the thesis, shall be appointed by the Academic Board on the recommendation of the Faculty Board and the Board of Graduate Studies. The Chairman of the panel shall be a person other than the candidate's Supervisor.

If a candidate for the Postgraduate Diploma and Masters Degree fails to satisfy the Examiners at the oral examination, the panel may recommend to the Board of Graduate Studies that the candidate be permitted to represent the dissertation or thesis and submit to a further oral examination within a period not exceeding 6 months specified by the panel.

Declaration of Results:

The results of the written papers of the Masters/ Postgraduate Diploma Examinations shall not be declared until a candidate has submitted his/her dissertation.

9.7.2 Re-Marking of Examination Scripts

Students have a fundamental right to query how their scripts are marked if they feel very strongly that their results do not reflect their efforts. A student who requests for re-marking shall follow the following procedures:

- i. He/she shall address the request for re-marking to the Registrar through the Head of Department.
- ii. He/she shall pay a fee to be determined by the Institute. However, the fee will be refunded to the student if he/she is vindicated; a student is deemed to have been vindicated where his/her new mark resulting from the re-marking raises his/her grade.

- iii. The request for re-marking shall be made within one month after the approval of the results by the Academic Board.

9.7.3 Examiners Board

Examiners Board shall be composed according to regulations laid down by the Institute and they shall meet after every semester to consider the examination results and make appropriate recommendations. They shall also meet at the end of the year to review the performance of students during the academic year and make appropriate recommendations. They shall meet three (3) weeks after the end of examinations.

9.7.4 Moderators and External Examiners

- i. Appointment
External Examiners and Moderators shall be appointed by the Academic Board upon recommendation by the Faculty Board.
Moderators shall not normally hold office for more than three consecutive years, and there shall not normally be more than one moderator for each degree programme.
- ii. Duties of Moderators
 - a. Moderators shall be requested to advise on course structure and syllabuses relating to their field.
 - b. They shall be requested to review all draft examination papers which have been commented upon by the External Examiners and therefore submit their recommendations to the Departments.
 - c. The moderator in each academic programme shall visit the Department once in every year upon request by the Department Board and assess the overall standard of the programme. These visits shall be approved by the Academic Board.
- iii. Duties of External Examiners
 - a. External examiners shall among other things, review examination questions, model answers and marking schemes, and in some cases marked scripts.
 - b. They may be present for the conduct of oral examinations.
 - c. They shall be requested to comment on the conduct of examinations. Such comments shall be sent to the Director with copies to the Registrar, Department and Faculty Board for their consideration.

10.0 SUBMISSION OF DISSERTATION OR THESIS

10.1 Rules on Submission of Dissertation or Thesis

A candidate shall submit the title of his/her dissertation or thesis for approval to the Faculty Board **at the beginning of the second semester of the first year**. Upon the approval of the title of the dissertation or thesis, it may not be changed except with the permission of the Faculty Board on the recommendation of the Department.

Project/ Dissertation topics and names of supervisors shall be submitted to the Faculty Board.

After completing his/her course of study, the candidate shall submit to the Faculty Board through the Head of Department a dissertation or thesis which shall comply with the following conditions:

- i. Each copy of the thesis/dissertation/project work shall be signed by the candidate and Supervisory Committee (Supervisor/ Head of Department).
- ii. The greater portion of the work submitted must have been done subsequent to the registration of the student as a candidate for a Masters degree.
- iii. The dissertation or thesis shall normally be written in English and the presentation must be satisfactory.
- iv. A thesis submitted shall consist of the candidate's own account of his/her research. There shall be a declaration to the effect that the thesis/dissertation is the candidate's own work produced from research undertaken under supervision. It may describe work done in conjunction with the candidate's Supervisor provided that the candidate states clearly his/her share in the investigation and that his/her statement is certified by the Supervisor. A paper written or published in the joint names of two or more persons shall not, normally, be accepted as a thesis. Work done conjointly with persons other than the candidate's Supervisor shall be accepted as a thesis in special cases only; in such cases, the approval of the Faculty Board and of the Academic Board shall be required.
- v. Every candidate shall present a short abstract of his/her dissertation or thesis comprising not more than 300 words which shall be attached to each copy of the dissertation or thesis submitted to the Institute. Such abstracts shall, in every case, be written in English.
- vi. A thesis/dissertation submitted, which should be **typed in Time New Roman, 12 point font, double spacing** shall not exceed the page length indicated in the programme details.
- vii. A candidate shall not be permitted to submit a dissertation or thesis for which a degree has been conferred in this or any other university, but a candidate shall not be precluded from incorporating working that he/she has already submitted for a degree.

10.2 Presentation of Dissertation or Thesis

A candidate who is presenting a thesis shall, on an appropriate form to be obtained from the Faculty and submitted through the Head of Department to the Dean of Studies, give written notice of presenting the thesis at least 30 days before the thesis is presented.

Three typed or printed copies of the dissertation or thesis, using standard A4 paper, shall be submitted to the Institute through the Head of Department. Where the thesis is typed only one side of the paper shall be used, with a margin of 5cm on the left hand side of the paper, with New Times Roman Size 12 point font type. After dissertation or thesis has been approved, it must be bound in standard form **Art vellum or cloth; overcast; edges uncut; lettered boldly up back in gold (0.5 to 1.25cm) degree, date, name**, before the award of the Degree is published by the Registrar.

In binding the dissertations/thesis, the following colour schemes have been recommended as back covers:

PGD (Dissertation/Long Essay/Projects): Brown Colour

The candidate may submit, as subsidiary matter in support of his/her candidature any printed contributions to the advancement of his/her subject, which he/she may have published independently or jointly, or any other supporting material. In the event of a candidate material from joint work, he/she shall be required to state fully his/her own contribution.

The four copies of a dissertation or thesis that have been accepted for the award of a Master degree shall be distributed as follows:

- i. The first copy shall be deposited in the Institute's Library;
- ii. the second copy shall be deposited in the Department;
- iii. the third copy shall be returned to the candidate;
- iv. the fourth copy shall be kept at the office of the Dean of Studies

11.0 PUBLICATION OF RESULTS

Results of examinations taken at the end of each Semester shall normally be published by the Registrar before the commencement of the next Semester.

The Head of Department shall be required to publish provisional results (in letter grades), with copies to the Dean of Studies before the beginning of the next semester.

A result slip indicating the student's performance in the examination shall be made available to the student.

12.0 ELIGIBILITY FOR THE AWARD OF CERTIFICATES

A higher certificate appropriately designated shall be awarded to a candidate who has been properly admitted to the Institute, has followed the approved

course of study over the period, and has fulfilled both the Institute and Faculty/Departmental requirements.

12.1 Award of Degree

A Masters degree shall not be conferred on a candidate unless the Examiners are satisfied that the dissertation or thesis is worthy of endorsement as a **Dissertation or Thesis approved for appropriate higher degree.**

The result of examination held in connection with the award of a degree shall be laid before the Academic Board for approval. Thereafter, the Degree shall be conferred under the seal of the Institute upon each successful candidate at a Congregation of the Institute assembled for the purpose.

Candidates shall qualify for graduation at the next Congregation if they satisfy all the requirements for graduation by the end of the previous academic year.

Candidates who intend to be presented at the next Congregation must submit the corrected version of their thesis for publication by a fixed determined date preceding the Congregation.

12.2 Cancellation of Award

Notwithstanding previous confirmation of an award of a certificate/degree, the Academic Board may at any time cancel an award, even with retrospective effect, if it becomes known that:

- i. a candidate had entered the Institute with false qualifications, or
- ii. a candidate had impersonated someone else, or
- iii. a candidate had been guilty of an examination malpractice for which a Grade Z would have been awarded, or
- iv. that there are other reasons that would have led to the withholding of confirmation of the award in the first place.

In any such event, the decision of the Academic Board shall be published on the Institute Notice Board and the candidate notified. Such cancellation and the reasons for it shall be entered on the candidate's transcript.

12.3 Transcript of Academic Record

At the end of a student's programme, the Institute shall, on the payment of an appropriate fee, issue to the particular student a complete transcript of his/her academic record. This transcript shall be marked **Students Copy** and shall record all courses attempted and all results obtained.

12.4 Fees

Fees for tuition, residence and examination shall be paid at rates prescribed by the Academic Board from time to time.

No candidate shall be admitted to examination unless he/she has discharged all obligations owed to the Institute, including payment of the appropriate tuition, residence and examination fees.