STYLE MANUAL
for Publications in
THE NATIONAL INSTITUTE
SEVENTH EDITION

NATIONAL INSTITUTE FOR POLICY AND STRATEGIC STUDIES, KURU, NIGERIA
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PREFACE

The law establishing the National Institute (Act 20 of 1979 now CAP N51 Laws of the Federation of Nigeria 2004) requires it, among other things, to disseminate, through published books, records, reports and articles, information on any part of its activities. Over the years, the National Institute has published many journals, books, seminar reports and occasional papers which have been widely circulated locally and internationally. The Institute has issued this Style Manual to keep abreast of current styles and rules in academic publishing.

There are many referencing styles, however, the National Institute has adapted elements from existing styles to create the NIPSS Style Manual to suit its own purposes. The NIPSS Style Manual provides the Institute’s approved guidelines for Participants, researchers, editors, printers and authors in producing research works and preparing manuscripts for publication. The Publications Policy, included as an appendix, was first approved by the Board of Governors in 1992, but was later revised by the National Institute Management in 2004. The Policy spells out the criteria for publication as well as other relevant issues associated with publishing by the Institute.

The Style Manual is divided into three broad parts. Part One is a general introduction and provides information on the publications of the National Institute, and the code of conduct in research and publishing in the Institute. Part Two contains seven sections which layout the structure and general guidelines on writing and publishing research projects and reports, journal articles, monographs, policy brief and books. Part Three provides an overview of Research Methodology to guide in the conduct of policy research at the National Institute.
The first edition of NIPSS Style Manual was published in 1994 and has undergone several revisions, with this being the seventh edition. A committee composed of competent academics and practitioners was set up to undertake a review of the existing Style Manual and to produce a draft of the new edition. I must commend members of the Committee for a painstaking and thorough job. The draft produced by the Committee was thereafter subjected to extensive discussions and debate by the Board of Studies to arrive at the current document. I therefore urge all Participants, Directing Staff, Research Fellows, Librarians, Editors and all academics in the Institute to familiarise themselves with the Style Manual and to adhere strictly to its provisions in order to ensure high quality output in research and publications by the Institute.

Jonathan M. Juma, mni
Ag. Director General
PART ONE
GENERAL INTRODUCTION
SECTION ONE
BACKGROUND

1.1 Preamble

The National Institute was established in 1979 as a high-level centre for reflection, research and dialogue. It provides a forum for scholars, policy initiators and executors, and other citizens of mature experience and wisdom from different sectors of Nigeria’s national life to interact and exchange ideas on issues of national and international concern.

In line with its enabling law, the Institute, through its Research Directorate, carries out inter-disciplinary and policy-oriented research into the political, economic, social, cultural and other issues facing Nigeria. The Directorate of Studies, on the other hand, organises the Senior Executive Course (SEC) for participants from the upper echelons of the public service (both State and Federal), the armed forces, the police, other para-military agencies, relevant public organisations as well as the organised private sector.

1.2 Publications of the National Institute

The Publications Department, under the Office of the Director-General, is primarily charged with the publishing of carefully assessed manuscripts from the Directorates of Research and Studies, as well as works from scholars within and outside the National Institute. The categories of publications approved by the Board of the National Institute include:

1. Conference/Workshop proceedings
2. Research Monographs
3. Occasional Papers
4. Policy Briefs
5. Books
6. Journals
7. Distinguished Annual Lecture Series
8. Individual Research Projects
9. Concluding Seminars
10. Tour Reports

Through these outlets, the Institute disseminates knowledge from its numerous studies and research programmes. This is in line with the Act establishing the Institute which requires it to present “in usable form” results of its research efforts into the social, economic, political, scientific and other problems facing the country. The main target-groups for the Institute’s publications include:

1. Government at its policy-making levels;
2. The academic community;
3. Professionals, civil society organisations and other interest and pressure groups; and
4. Informed members of the public both within and outside Nigeria.

Thus, the presentation of findings must be suitable for the above categories of target audience. Policy makers do not always have the time to read official reports in detail. Hence, a carefully constructed executive summary is of an inestimable value. Moreover, an academic readership has its own conventions and expectations regarding the standards and presentation of published research. This Style Manual is designed to provide some of the more formal and technical guidelines for the presentation of such works in the National Institute.

1.3 Code of Conduct

Strict rules govern the writing and publication of scholarly works as well as the conduct of research at the National Institute. They also lay down guidelines for the role of supervisors in the preparation of Senior Executive Course Participants’ individual research projects. This section will cover Plagiarism and Copyright
Violation, Use of Proxies, Role of Supervisors and Ethical Considerations in Research.

1.3.1 Plagiarism and Copyright Violation

Plagiarism is the presentation of another person’s thoughts or words verbatim without any acknowledgments. It is a form of intellectual theft and should be avoided. Every research work submitted should be expressed in one’s own words.

Failure to provide a source or attribution or to include quotation marks on materials lifted or cited from other literature sources may be taken as the author’s own ideas and judgments. Therefore, every quotation, whether short or long that is not acknowledged constitutes plagiarism. This includes direct copying, word for word, of one’s own writings already published or in circulation.

Plagiarism is a serious offence and penalties can include awarding zero marks for work, expulsion from the course programme, or withdrawal of certificates and honours and/or severe disciplinary measures.

1.3.2 Use of Proxies

Using a proxy within or outside the National Institute to carry out an academic assignment is strictly forbidden. It consists of enlisting the assistance of another person to write the whole or part of any scholarly work. However, it does not preclude the use of research assistants during field work or giving raw fieldwork materials to a data analyst for processing. Data interpretation remains the responsibility of the Participant, assisted by the supervisor, where necessary.

Use of proxies attracts severe penalties similar to those listed under plagiarism, if discovered. Staff and SEC Participants are expected to demonstrate the highest level of integrity in this regard, consistent with the ethos and principles of the Institute.
1.3.3 Criteria for Supervising Individual Research Projects

The following members of staff of the National Institute are qualified to supervise Individual Research Projects:

   a. All members of Directing Staff
   b. Fellows from the Directorate of Research not below the rank of Senior Fellow
   c. Members of Academic Staff from the National Institute Library not below the rank of Senior Librarian and who must have obtained a PhD degree from a recognised University
   d. Any other member of staff of the National Institute who has a PhD in any relevant field and who is not below the rank of Fellow I or equivalent in any department may, at the discretion of the Director of Studies, be involved in project supervision, where there are no available qualified supervisors as contained in paragraphs a-c above.

1.3.4 Role of Supervisors

Every SEC Participant is assigned a supervisor to provide guidance in producing an individual research project. As highlighted above, the project is the primary responsibility of the Participant and should never be sub-contracted to the supervisor, or anyone else. The supervisor’s role is to:

1. Guide in writing a good research proposal.
2. Help the Participant make steady progress in writing a sound research project that meets the academic standards and requirements of the National Institute.
3. Provide useful tips in the preparation for the oral defence as well as be in attendance to give moral support.
4. Comply with general guidelines set by the Director of Studies on timelines for the submission of projects.
5. Ensure that corrections made during the oral defence are incorporated into the final work.
1.3.5 Ethical Considerations in Research

Every researcher must uphold the following principles:
1. Integrity in the research process: all information and data should be collected, processed, and presented in accordance with rigorous methods of scientific inquiry. This includes correct citation of all sources used.
2. Proper treatment of research participants in line with the principles of:
   a. Respect for human rights
   b. Do no harm: the research participants should not be in a worse situation than you met them.
   c. Informed consent: research participants must be informed about the aim of the research, consent to participate, and have the right to withdraw at any time.

1.4 Writing and Communication Skills

Whatever the format, there are agreed standards for “good writing.” These include clarity of thought; simplicity and precision; avoidance of verbosity; a methodically presented and logically developed argument; accuracy of data (facts, figures, illustrations and references).
Both writing and communication are organic in value. Writing is an art. It is an act of communication that demands good writing skills. The following serve as a guide to good writing and communication skills:

1. Ensure relevance, lucidity of language and clarity of expression.
2. Ensure logical presentation of material with persuasiveness.
3. Adhere to grammatical rules on tenses and other related grammatical functions.
4. Ensure simplicity and brevity of words/communication (economy of words by avoiding unduly long and convoluted sentences). As a rule of thumb a sentence should not exceed 23 words. Avoid single sentence paragraphs.
5. Remain confident, logical and demonstrate conviction on issues and conclusions.
6. Proofread and edit carefully to eliminate factual and grammatical inaccuracies.

Section Two on “Text Composition” contains additional guidelines for spelling, punctuation and format.
PART TWO

GUIDELINES FOR THE STRUCTURE AND WRITING OF SENIOR EXECUTIVE COURSE PROJECTS, RESEARCH PAPERS, JOURNAL ARTICLES AND BOOKS
SECTION TWO
TEXT COMPOSITION

2.1 Preamble
This section sets out some basic guidelines on grammatical, spelling and syntax construction. These are considered essential for the purposes of consistency and appropriate language usage. The section does not cover grammatical rules exhaustively, but highlights those most commonly used in the production of scholarly works at the National Institute.

2.2 Setting
There should, normally, be no space between the types (except where specially requested). Spaces between words on the same line should be equal, with no extra space after the full stop at the end of a sentence. The pages should have a uniform and even appearance without wide gaps.

As a general rule, do not carry over to a fresh page less than three lines of a paragraph, or leave on the previous page less than three lines. The last line of a paragraph should contain not less than seven letters and should not end with a hyphenated word.

Titles, displayed lines, chapter headings, side headings, running headlines, page headlines, dates or the names of speakers in plays where occupying a line to themselves should not be followed by a full stop and should have more space above than below the line.

2.3 Use of Abbreviations and Words

2.3.1 Abbreviations
Abbreviation may be used provided it has been written in full in the first instance. All words should be fully spelt out unless a specific instruction is received to the contrary. The following rules are for the exceptions:
1. Degrees and decorations after names, or abbreviations generally recognised (e.g. i.e., a.m., p.m.) should not be spelt out. Degrees and decorations should be set in capitals and small capitals (lower case where necessary).

Examples:
   a. B.Sc. (Econs.)
   b. OFR
   c. mni
   d. fss

2. In general, if the word written in full has a capital letter, the abbreviation will also have a capital letter.

Example: “He stays at Queen’s Road” would be abbreviated “He stays at Queen’s Rd.”

3. Do not put a space between abbreviations consisting only of initial letters.
   Example: Private Mail Bag is abbreviated as PMB, not P.M.B.

4. Some abbreviations do not require full stops between the letters, such as when the abbreviated form is pronounced like a word.

Example:

   a. NIPSS
   b. UNICEF
   c. UNESCO
   d. INEC
   e. WHO
2.3.2 Spelling and Miscellaneous Rules

1. Acknowledgment has no “e” between the “g” and the “m”
2. For a.m. use only with figures (not with numbers spelt out)

Example:
   a. (Wrong): They left home at six a.m.
   b. (Right): They left home at 6 a.m.

2.3.3 Hyphens and Word Division

A hyphen need not be used for the example in:
“An elaborately prepared lunch,”
But when the word might not be recognised easily as a combined adjective, use the hyphen:

Example: “This is a well-known speaker.”

Do not hyphenate adverbs or combined adjective elements after the word qualified:

Example: This publication is well known.

The hyphen is necessary where words are used in combination or as compounds.

Examples:
   1. A first-hand account
   2. A disease-prone community
      a twentieth-century phenomenon
   3. A cross-section
   4. An aide-de-camp

However, for a compound noun which has through general usage become familiar, no hyphen is necessary. Examples:
1. Airport
2. Upstairs
3. Seaport
4. Schoolboy

The following should be applied as far as possible when dividing words. Divide the word where there is a definite syllable, prefix or suffix; try to avoid ambiguous breaks and remember that disjoined words do not allow the reader’s eye to flow easily and quickly. Always let the first part of the word suggest the second.

Examples:

1. starva-tion not: star-vation
2. profess-or not: pro-fessor

Most affixes can be detached from the word without interfering with the flow:

Examples:

1. Dis-obey un-challenged
2. Re-appear re-arrange

Proper names should not be broken; also, do not end a page with a hyphenated word.

2.3.4. Suffixes
Words ending with “e” generally lose the “e” when “able” or “ible” is added but as there are exceptions to this rule on which the experts do not agree, it is best to consult the Oxford Advanced Learners Dictionary or the Chambers Dictionary or the BBC English Dictionary.

2.3.5. Preferred Spelling Forms
In general, the U.K. English, not the American form, should be used throughout the manuscript. Where there is any doubt, please consult the Oxford Advanced Learners Dictionary.
2.3.6. *Italics*

Any emphasis that is required in the text should be set in italics. Italics should also be used for names of books, ships, magazines, newspapers, films, plays, opera, foreign words and phrases not generally in use:

Examples:

1. Chinua Achebe’s *Things Fall Apart*  
2. *Ad-hoc*

No quotation marks are needed for words or sentences set in italics, but if the author refers to a magazine or newspaper article, the title of the article should be in regular typeface within double quotation marks followed by the magazine or newspaper from which it is taken in italics. A short preface to a book can be set in italics, but if it occupies more than one page, it is best to set the whole in regular typeface.

2.3.7. *Indented Extracts*: Quoted material of more than three lines in length from books, plays or articles should not be set in italics, but set out apart from the text by being indented a consistent number of spaces on the right and left (usually five lines) on both sides and set one point-size lower than the rest of the text. This should also be single-spaced and without quotation marks. Sometimes this is called block quotation. Example: Commenting on the problem, Alubo (2002:561) has observed:

> As part of this widespread practice, families, particularly around Benin in Edo State, mortgage or sell their houses to send their daughters to Italy. This form of modern slavery further illustrates the relationship between poverty and gender oppression and disease.
2.3.8. Quotation Marks

Use double quotation marks whenever necessary. Single quotation marks should be used for quotations within a quotation: Tom said: “I heard him say, ‘Don’t do that.’”

Long extracts of another book when used and set in a smaller size type need not have quotation marks. Put comma and full stop inside the quotation marks, not outside: He told me, “I am sick today.”

When single and double quotation marks are used at the end of a sentence, the punctuation usually goes inside the single quotation mark. Example: “I had him say, ‘Don’t do that.’”

Put question marks and exclamation marks inside the quotation marks when they apply to the matter closed by the quotation marks.

Examples:
1. (Wrong): why do you call it an “agreement?”
2. (Right): Why do you call it an “agreement”?
3. (Right): John asked the student, “Do you know the meaning of the word ‘enfranchise’?”
4. (Right): He called out, “I’m being chased!”

Note: Semicolons and colons always go outside quotation marks.

2.3.9. Capitals

When rightly used, they give emphasis to important words to which the author wishes to give prominence.

Examples:
1. Middle Ages
2. Renaissance
Royal and place names should start with capitals:

Examples:
1. His Excellency
2. His Royal Highness
3. Tafawa Balewa
4. Yakubu Gowon Centre
5. Eagle Square

Names of parties and religious denominations should start with capitals:

Examples:
1. National Party of Nigeria
2. Christian Association of Nigeria
3. The Roman Catholic Church
4. Jama’atu Nasril Islam

But when used in general terms: “He is a socialist,” capital is not required.
When a person is addressed by his rank instead of name, a capital should be used.

Examples:
1. “Greetings, Colonel”
2. “How are you, Father?”
3. But “He is an army colonel” or
4. “Your father is in the house”

When using ‘who,’ ‘whom’ or ‘whose’ in relation to God, lower case is to be used:

Example: “God, whose wisdom is divine”
Do not use capitals for geographical locations such as “southern Nigeria” or “eastern Africa” but generally accepted place names such as “East Africa,” “South America,” “Kwara,” “South Africa” should start with capital letters.

2.3.10. *Punctuation*

The following rules apply:
1. A full stop marks the end of a sentence.
2. A colon is at the transition point of a sentence.
3. A semicolon separates two independent clauses in a sentence that could also stand on their own. For example, “Human rights are universal; they include the rights of women and girls.”
4. An ‘em’ rule (a dash) marks abruptness or irregularity, an expansion of ideas.
5. An ‘en’ rule stands as an abbreviation for “to” (especially between figures, e.g. pp 20 – 22)
6. An exclamation marks surprise
7. An interrogation marks a question
8. An apostrophe marks elision or the possessive words
9. Parentheses enclose interpolations in the sentence
10. Brackets enclose words, figures, etc., in a sentence.
11. Use only ‘:’ (colon) at a break in a sentence which starts a new line. Do not use ‘—’ or ‘-’

2.3.11. *Figures and Numerals*

**A. Figures**

Never begin a sentence with a figure. When setting solid text, use words for numbers between 1 and 9. Use figures for 10 and over.

Examples:
1. Nigeria created only two additional States in 1989.
2. There are now 36 States in Nigeria.
For an exact, accurate figure, use figures not words. When it is an approximate number, write it in words.

Examples:
1. He has about three thousand trees in the plantation
2. He sold 3,000 boxes

**B. Ordinals**

I. First to Ninth: use words, not figures

Examples:
1. (Wrong): he lived in the 3rd house.
2. (Right): he lived in the third house

II. 10th and over: use figures, not words.

Examples:
1. (Wrong): the country was in the eleventh position
2. (Right): the country was in the 11th position

III. Fractions: (e.g. one-tenth) Use hyphens

Generally, statistical information denoting quantity should be in figures.

Examples:
1. The import of food increased from 9.5% in 1975 to 15.6% in 1980
2. A deficit of 5.5 million tons of grains
3. Nigeria lies between latitudes 4ºN – 14ºN

Examples:
1. (Wrong): 23 states participated
2. (Right): Twenty-three states participated.

Do not use the percentage sign (%) except in tables and figures or when it appears in a bracket, but use a numeral for the number.
Examples:
1. The import of food increased from 9.5 per cent in 1975 to 15.6 per cent in 1980.
2. Fifty students (representing 10% of the sample) voted in favour of the notion.

C. Dates
Set dates out as follows: 14 April 2018 or April 14, 2018 (not 14 April, 2018 or 14th April 2018 or April 14th 2018); nineteenth century (not 19th century)

Indefinite numbers such as “I have done it a hundred times” should be written in words. For decimals, “0” should come before the decimal points, e.g. “0.163.” Use an ‘en’ rule and not a hyphen between specified numbers or dates, e.g. 13-27; 1964-70.

As a general rule, Arabic numerals should be used for a chapter and part numbers. Roman numerals should be used for appendices and preliminary pages. Lower case italics should be used when enumerating clauses.

2.3.12. Some Common Reference Terms
The following reference terms commonly used in printing should be in roman and lower case:

1. ‘sic’ quoted correctly; print without alteration
2. ‘et al.’ (et alli, et aliae, et alia) and others should be in italics. Et alibi (and elsewhere) should also be in italics.

Please note the information in the next section regarding the use of these terms in references.
SECTION THREE
GENERAL ELEMENTS OF SCHOLARLY MANUSCRIPTS

3.1 Preamble
This section provides Guidelines for elements common to all manuscripts prepared in the Institute, including SEC Participants Projects and Reports, Research Reports, books, monographs, journal articles, etc. It focuses on General Preparation of Manuscripts which specifies the treatment of issues such as spacing, numbering and headings. It also covers Abstracts, Executive Summary, Tables and Figures, References and Appendixes.

3.2 General Preparation of Manuscripts
3.2.1 Page Layout and Numbering
The following guidelines shall apply:
  a. All manuscripts should be type-written, double-spaced and set on 14-points size on Times New Roman Typeface.
  b. Manuscripts should be printed on one side only, with margins 2.54cm or 1 inch at the top, bottom and sides.
  c. The pages should be numbered consecutively, with page numbers centred at the bottom.

3.2.2 Headings, Lists and Paragraphs
All chapters in the manuscript should be divided into sections with appropriate headings and sub-headings. All headings should be on a separate line from the body text. The following shall apply:
Part One – Where applicable
Section One/Chapter One
1.1 Main Heading
1.1.1 Sub-Heading
   A. Sub-Sub Heading
      I. Sub-Sub-Sub Header

Examples Below:
1. Main headings should be bold and numbered in Arabic numeral.

   EXAMPLE (Main Heading)
   1.1 Historical Development of Welfare Schemes in the Nigerian Army

2. Sub-headings should be in bold and numbered in Arabic numerical as a sub-set of the main heading.

   EXAMPLE (Sub-heading)
   1.1.1 Origin of Welfare Schemes

3. Sub-Sub headings should be numbered in upper case alphabet and in bold.

   EXAMPLE (Sub-sub heading)
   1.1.1 Origin of Welfare Schemes
      A. Industrial Era
4. Sub-sub-sub headings should be numbered in upper case Roman numeral and underlined

**EXAMPLE (Sub-sub-sub heading)**

1.1.1 Origin of Welfare Schemes
   A. Industrial Era
      I. Welfare Schemes in Europe
      II. Cash Transfer Schemes
      III. Unemployment Benefits

5. PLEASE NOTE: Headings, sub-headings and sub-sub headings are **not to be confused** with lists. Lists should be formatted like the example provided below:

**EXAMPLE**

Publications of the National Institute include:
1. Conference/Workshop proceedings
2. Occasional Papers. These include:
   a. Seminar papers which emanate from:
      i. Brainstorming sessions on the following:
         • Topical national issues
         • International hot spots

In the case of a list of non-ranked or prioritised items, bullets alone could be used.

6. Beginning of paragraphs, indentations and other spacing arrangements should be clearly and consistently indicated. One-sentence paragraphs are not permitted.

**3.2.3. Abstracts**

An abstract is a clear statement of the research problem, the rationale for carrying out the project, the objectives, methodology, and key findings and implications. A significant part should
highlight the major findings and recommendations. It should also indicate any shortcomings of the study and suggest areas for further research. As a highly concise statement of a larger report, it has no place for verbose and repetitive expressions.

It is not another section for the summary and conclusions of a study, which is normally longer and is intended to elucidate concisely the issues, problems and recommendations. An abstract, therefore, should be written after all the other chapters or sections have been finalised. Very often, several drafts of the abstract may have to be written until a text is produced which accurately captures the essence and content of the study.

The abstract should not exceed one type-written page, in a single block paragraph, with no indentation, and single line spacing. The Abstract in a research project should be between 400-500 words. Except otherwise stated, all other abstracts should be between 150 and 200 words.

3.2.4. Executive Summary

An Executive Summary is a brief overview of the main document. It is intended to assist very busy readers, policy advisers, decision-makers and executive managers in their consideration and application of the ideas contained in the piece of work. It is a very important aspect of the work. The Executive Summary should be very brief, and should include a concise statement of the problem, its justification and objective. It should capture the essence of the original work and give a complete sense of the original report such that action can be taken solely on its basis. It should contain a clear definition of the problem and also precise presentation of solutions and recommendations. It should also state the methodology used in arriving at findings.
A statement of the background may not be included, except it is absolutely essential in understanding the justification of the issues presented for further action. In writing the Executive Summary, the main preoccupation should be accuracy, technical precision, clarity in the statement of concepts, and utmost brevity in description and analysis.

Illustrative materials, such as tables and graphs contained in the main work, should not be reproduced in the Executive Summary but could be attached as an appendix. However, graphics, bullets and headings which make the work easier to read can be employed.

An Executive Summary should not exceed 10 percent of the main work, and could be substantially less. Executive Summaries are required in all SEC Participants Tour Reports and the Concluding Seminars. They will also be required in research reports and other submissions to the government.

3.2.5. Tables and Figures
Tables, graphs and figures usually serve to illustrate ideas or points contained in the study. However, a haphazard presentation of these materials can mar the quality of the work. Tables and figures should not repeat the same data, but may be used interchangeably. An orderly presentation, therefore, requires the following steps:

A. Numbering of Tables and Figures
Each table or figure should be properly numbered. Tables should be numbered on the top, while figures should be numbered below. For example, tables in Chapter One may be serially numbered: Table 1.1, Table 1.2, Table 1.3, etc. Similarly, diagrams or graphs in Chapter Three may be numbered as: Fig. 3.1, Fig. 3.2, Fig. 3.3, among others.
**B. Explanations**

As these illustrative materials are introduced, explanations to enhance the quality of the analysis should be built into the text. Tables or figures included without discussion could be confusing, and indeed, lower the quality of the work. The temptation to include several pages of computer print-out not directly relevant to the analysis should be resisted.

**C. Sources**

It is assumed that all tables and figures in the analysis are derived from the researcher’s data and therefore need not be specifically acknowledged as such. Therefore, only those tables and figures taken or adapted from other sources should be acknowledged below the table or figure.

**3.3 References**

There are several conventions and systems for the academic citation of references. The policy of the National Institute is to use the Harvard referencing system, with relevant adaptions. The Harvard system is an author and date system of referencing. That is, the author’s last name and year of publication should be cited within the text and a complete reference list is provided at the end of the work. This section provides guidelines for the application of the Harvard referencing system as domesticated within the National Institute.

**3.3.1 Format for Referencing in the Text**

References to books, monographs, journals, articles and statistical sources, among others, should be worked into the text by the last name of the author(s), year of publication and pagination where appropriate.

Examples:
Jones (2003) has argued…
A recent study (Smith, 2009) has described…
It has been noted (Jones, 2003: 36-42) that…
As Elaigwu (1998) has argued, globalisation has led to “CNNization.”
For Yahezekel (1973: 19-20), the fundamentalist and system analysis is one and the same approach.

Where there are two authors, give both names, joined by ‘and’: 

Examples:

The literature on the subject has highlighted this problem (Ajilima and Agba, 1986).
As Jones and Smith (2004) have stated…

A. Book or Journal with Three or More Authors

Fisher, Ury and Patton (1991:37) suggest that when emotional issues cloud negotiation, "some thoughts are best left unsaid.”
Or “Some thoughts are best left unsaid” when emotional issues cloud negotiation (Fisher, Ury and Patton, 1991:37).
Where there are more than three authors cited, use only the first author, followed by *et al*.

Examples:

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Jordan *et al*. (2010) disagreed with…
Some investigators (Brown *et al*., 2005) …
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If the same author has more than one work published in one year, they should be differentiated by small letters.

Examples:

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One of the authorities in the field has drawn attention to this previously neglected aspect of the subject (Obi, 1985a, 1985b).
Obi (1985a, 1985b) has drawn attention to this previously neglected…
A series of studies (Smith *et al*., 2008a, 2008b) produced…
It was described as monumental (Jones, 2007b: 88
```

When the same author has different publications in different years, separate the date with a comma:
Example:

As Elaigwu (2003, 2008) has insisted, this issue has been vigorously re-assessed.
… the author has stated this in several studies (Smith, 2005, 2009) …

Enclose within the parentheses any brief phrases associated with the reference.

Example

Several investigators have claimed this (but see Thompson, 2001: 21-34)

**B. Corporate Authors**

Cite the organisation or body responsible for the work.

A recent statement (National Office of Statistics, 2012: 10)

Occupational data (APIN, 2010: 24-26) reveal such trends…

As emphasised by NIPSS (2007), policy harmonization is a major national…

Examples:

For authorless articles or studies, use the name of the magazine, journal, newspaper or sponsoring organisation and not the title of the article.
Example:

It was reported in (The Guardian, 2005) that…

C. Chapter Authors in Edited Books
Use the name of the chapter author, not the editor, within the text. Details of the chapter and editor should be placed in the reference section.

D. Further examples:

1. Kann (1980:170) noted:
   The interpretative approach to the study of politics (among others) is not a cohesive set of perspectives and methods. Rather, it is the common base of several methods of political investigation/study developed during varying periods.

Use this kind of block quotation above when quoting more than three lines verbatim, or when using a concept or a few words from another author.

2. As Richardson and Jordan (1985: 26) noted, the concept seems attractive, but a closer examination indicates that it has some flaws.

3. This observation was earlier reported by other writers in the field (Njoku, 1972; Mohammed and Abdullahi, 1978; Odeyemi et al., 1980).


5. The results are similar to those reported from the United States (Jackson, 1984: 20-25).

6. The issue was discussed in some detail in an editorial of a Nigerian daily (The Guardian, February 7, 1992).
3.3.2. References at the end of Text

The reference list at the end of the work should be titled “References” and not “Bibliography.” The reference list refers to works actually used in preparing the text and should be listed alphabetically by the authors’ surnames at the end of the work in the following manner: surname of author; initials of author; year of publication; title of book in italics; place of publication; publisher.

Examples:

**A. Books**

I. Books by one or more Authors


II. Books by same author in the same year


III. Books by Same Authors in Different Years

List normally starting with the earliest year as follows:


IV. For Edited Books


V. Chapter in an Edited Book


VI. Books with Anonymous or Unknown Author


B. Journal Articles

Surname of author followed by initials; year of publication; the title of the article in inverted commas; title of the journal italicised; volume and no. of journal; the pages.


**C. Newspapers**


**D. Website Sources**

Name of author, title of work, website address and date accessed.


In the case of electronic journal articles from a Database, cite as indicated in the following example:

In the case of electronic journals but not from a Database, cite as indicated in the following example:


**E. Unpublished Dissertations/Theses**
Within the text, this should be referenced as in the case of books. In the References, it should be cited as in the following example:


**F. Unpublished Conference Papers**
Within the text, this should be referenced as in the case of journal articles but there is no need to indicate pages. At the end of the work, it should be referenced as follows:


**G. Unpublished Lectures**
Within the text, this should be referenced as in the case of journal article but there is no need to indicate pages. At the end of the work it should be referenced as in the following example:

**H. Policy Briefs**

Reference policy briefs under the author’s surname, followed by his/her initials and title in italics. Where there is no author, use the name of the organisation.

Examples:


**I. Individual and Group Interviews (including focus group discussions)**

Reference individual and group interviews under the name of the person or group conducting the exercise. This should be followed by the full date, name of interviewee, and location of interview.

Examples:


NIPSS, SEC. 38, Study Group Two (09/08/2016) “Interactive Session with Officials of Ministry of Science and Technology,” Jakarta, Indonesia.
3.3.3 Further Guidelines for References

A. Citation of Sources
As a rule of thumb, references within the text should include the page(s) of the sources. In the case of unpublished conference papers, lectures or internet sources (unless electronic books and journals), page references may be omitted. Do not use op. cit., ibid, infra, supra. Instead, show the subsequent citation of the same source in the same way as the first.

B. Endnotes and Footnotes
Explanatory notes, observations, among others, should be denoted by Arabic numerals in the text and arranged serially at the end of the article or each chapter before References. Endnotes should be used only when absolutely necessary. Endnotes and References should begin on a new page. Endnotes are not to be used in SEC Research Projects and tour reports.
SECTION FOUR
GUIDELINES FOR PREPARATION OF SENIOR EXECUTIVE COURSE RESEARCH PROJECTS/REPORTS

4.1 Preamble
This section focuses on the projects and assignments carried out by Participants of the Senior Executive Course. It provides a full list of all the projects and reports expected of Participants, and gives guidelines on how each report is to be structured.

4.2 List of Participants’ Individual and Group Assignments
Senior Executive Course Participants are expected to carry out assignments and submit Reports either as individuals or, more often, as members of a Study Group.

The assignments include the following:
1. Individual Research Project Proposal
2. First Individual Essay on Challenging Career Experience
3. Local Study Tour Report
4. Term Paper/Policy Brief
5. Intercontinental Study Tour Report
6. African Study Tour Report
7. Strategic Tour Report
8. Second Individual Essay
9. Individual Research Project
10. Concluding Seminar Paper
11. Presidential Parley Report

4.3 Format for Writing Research Projects and Reports
This sub-section describes the format for writing SEC research projects and reports in detail. It begins with a description of how certification pages and author profiles should be written and presented.
4.3.1 Project Research Proposal
The proposal consists of eight to 10 pages and must be structured in the same format as Chapter One of the Individual Research Project as outlined under Section 4.3.9 below.

4.3.2 First Individual Essay on Challenging Career Experience
The Essay should be between eight and 10 pages with the following sub-headings:
1. Introduction (containing personal data, family and educational background)
2. Working Experience
3. Challenging Career Experience
4. Conclusion, Recommendations and Implementation Strategies
4.1 Conclusion
4.2 Recommendations and Implementation Strategies
References (if any)
Appendices (if any)

4.3.3 Local Study Tour Report
The Report consists of three volumes, the reports of the two states visited consisting of between 50 and 60 pages and a synthesised volume of the two reports consisting of 80 to 90 pages. The format is as follows:

Preliminary Pages
Title page
Composition of the Study Group
Dedication
Acknowledgments
List of Appendices
List of Tables
List of Figures
List of Abbreviations
Table of Contents
Executive Summary
CHAPTER ONE: INTRODUCTION
1.1 Background
1.2 Aim and Objectives of the Study
1.2.1 Aim
1.2.2 Objectives
1.3 Scope of the Study
1.4 Limitations of the Study
1.5 Methodology
1.6 Conduct of the Visit
1.7 Strategic Environment of the State (PESTEL)
1.7.1 Political
1.7.2 Economic
1.7.3 Social
1.7.4 Technological
1.7.5 Environmental
1.7.6 Legal

Note: Chapters Two to Seven will depend on the sub-themes of the main theme for the Senior Executive Course.

CHAPTER EIGHT: STRATEGIC ANALYSIS
8.1 Preamble
8.2 SWOT Analysis
8.3 Strategic GAP Analysis

CHAPTER NINE: CONCLUSION, RECOMMENDATIONS AND IMPLEMENTATION STRATEGIES
9.1 Conclusion
9.2 Recommendations and Implementation Strategies
References
Appendices

4.3.4 African Study Tour Report
The approved length of African Study Tour Report is 60 to 70 pages with the following format:
CHAPTER ONE: INTRODUCTION
1.1 Background
1.2 Aim and Objectives of the Study
  1.2.1 Aim
  1.2.2 Objectives
1.3 Scope of the Study
1.4 Limitations of the Study
1.5 Methodology
1.6 Conduct of the Visit
1.7 Strategic Environment of the Country visited (PESTEL) (as in Local Study Tour Report)
Note: Chapters Two to Seven will depend on the Sub-themes given under the theme for that year.

CHAPTER EIGHT: STRATEGIC ANALYSIS
8.1 Preamble
8.2 SWOT Analysis
8.3 Strategic GAP Analysis
CHAPTER NINE: CONCLUSION, RECOMMENDATIONS AND IMPLEMENTATION STRATEGIES

9.1 Conclusion
9.2 Recommendations and Implementation Strategies

References
Appendices

4.3.5 Intercontinental Study Tour Report
The report of the Intercontinental Study Tour is similar in number of pages and format to that of African Study Tour Report.

4.3.6 Strategic Tour Report
Preliminary Pages
Title page
Composition of the Study Group
Dedication
Acknowledgments
Table of Contents
List of Abbreviations
Executive Summary

CHAPTER ONE: INTRODUCTION
1.1 Background
1.2 Aim and Objectives
1.3 Scope of the Study
1.4 Limitations of the Study
1.5 Significance and Policy Relevance
1.6 Methodology
1.7 Conduct of the Visit
1.8 Strategic Importance of the Institution

CHAPTER TWO: REVIEW OF ACTIVITIES AND OPERATIONS OF THE INSTITUTION
2.1 Preamble
2.2 Vision, Mission, and Mandate of the Institution
CHAPTER THREE: CHALLENGES OF THE INSTITUTION

3.1 Preamble
3.2 Organisational Challenges
3.3 Management Challenges
3.4 Funding/Resources Management
3.5 Coordination with other MDAs
3.6 Summary of Findings

CHAPTER FOUR: CONCLUSION, RECOMMENDATIONS AND IMPLEMENTATION STRATEGIES

4.1 Conclusion
4.2 Recommendations and Implementation Strategies
References
Appendices

4.3.7 Term Paper
Consists of 50 to 60 pages of an in-depth research on a given topic to the group. The format is as follows:

Preliminary Pages
Title page
Composition of the Study Group
CHAPTER ONE: INTRODUCTION
1.1 Background
1.2 Statement of the Research Problem
1.3 Research Questions
1.4 Aim and Objectives
1.4.1 Aim
1.4.2 Objectives
1.5 Scope of the Study
1.6 Limitations of the Study
1.7 Significance and Policy Relevance of the Study
1.8 Conceptual Clarifications
1.9 Theoretical Framework
1.10 Methodology

CHAPTER TWO: LITERATURE REVIEW

CHAPTER THREE
(Give appropriate title-- main thrust of the paper)

CHAPTER FOUR: CHALLENGES AND PROSPECTS

CHAPTER FIVE: CONCLUSION, RECOMMENDATIONS AND IMPLEMENTATION STRATEGIES
5.1 Conclusion
5.2 Recommendations and Implementation Strategies
References
Appendices
4.3.8 Second Individual Essay
The Essay should be eight to ten pages in length and the format is as follows:
Title of the Paper
1.1 Introduction
1.2 Aim
1.3 Scope of the Study

Sections 2 – 4 consist of the body of the essay and sub-titles are given based on the topic and the author’s thematic breakdown.
5. Conclusion, Recommendations and Implementation Strategies
5.1 Conclusion
5.2 Recommendations and Implementation Strategies
References
Appendices

4.3.9 Individual Research Project
The Individual Research Projects of Senior Executive Course Participants should be structured thus:

Preliminary Pages
Title Page
Certification
Restrictive Publication Notice
Dedication (where applicable)
Acknowledgments
Table of Contents
List of Abbreviations (Where applicable)
List of Tables (Where applicable)
List of Figures (Where applicable)
Abstract
CHAPTER ONE: GENERAL INTRODUCTION
1.1 Background to the Study
1.2 Statement of the Research Problem
1.3 Research Questions
1.4 Aim and Objectives of the Study
1.5 Scope of the Study
1.6 Limitations of the Study
1.7 Significance of the Study/Policy Relevance
1.8 Conceptual Clarifications
1.9 Theoretical Framework
1.10 Hypothesis (where applicable)
1.11 Methodology
1.12 Organisation of the Study

CHAPTER TWO: LITERATURE REVIEW
2.1 Preamble
2.2 General Review
2.3 Specific Review
2.4 Gap in Literature

CHAPTER THREE
Policy context of the study (provide the historical and policy/legal framework of the topic under study)

CHAPTER FOUR
Give an appropriate title (See Section 5.5 for details).

CHAPTER FIVE: CONCLUSION, RECOMMENDATIONS AND IMPLEMENTATION STRATEGIES
5.1 Conclusion
5.2 Recommendations and Implementation Strategies
References
Appendices

4.3.10 Concluding Seminar Paper
The Paper discusses the sub-theme as given to the Study Group in line with the main theme for that year. Recommended pages are 60 to 70, while the format is as follows:
CHAPTER ONE: INTRODUCTION
1.1 Background
1.2 Statement of the Research Problem
1.3 Research Questions
1.4 Aim and Objectives
1.4.1 Aim
1.4.2 Objectives
1.5 Scope of the Study
1.6 Limitations of the Study
1.7 Methodology
1.8 Significance and Policy Relevance of the Study
1.9 Conceptual Clarifications
1.10 Theoretical Framework

CHAPTER TWO: LITERATURE REVIEW

CHAPTERS THREE AND FOUR
The titles of Chapters Three and Four and their subsections are based on the sub-theme given to the Study Group.

CHAPTER FIVE: CONCLUSION, RECOMMENDATIONS AND IMPLEMENTATION STRATEGIES
5.1 Conclusion
5.2 Recommendations and Implementation Strategies
References
Appendices

4.3.11 Presidential Parley Report
At the end of the SEC, Participants present a synthesis of key policy activities and research findings on the course theme to the President of the Federal Republic of Nigeria, and selected members of the Federal Executive Council.

The Parley Report consists of two volumes: Volume One (Main Report) contains an Executive Summary and a synthesis of all Concluding Seminar reports. Volume Two is the Presentation Paper summarizing the Main Report. The recommended number of pages is between 100-150 pages for the Main Report and 30-40 pages for the Presentation Script. The chapter layout depends on the sub-themes.
SECTION FIVE
GUIDELINES FOR WRITING SENIOR EXECUTIVE COURSE INDIVIDUAL RESEARCH PROJECT

5.3 Guidelines for Preliminary Pages

5.1.1 Certification Pages
The initial pages of SEC Project are the certification pages. They should be numbered and presented in an orderly fashion as indicated below.

A. Project Title and Cover Page
The title of the project on the cover page and title pages should be in upper case (capital letters) 20-points, Times New Roman. The author’s full name and other information on the cover and title pages should be in initial capitals only. Information required for the cover pages include: Title of project, author’s name (without any title(s), and starting with the first name), SEC number and year, short title of the Institute (National Institute, Kuru) and month and year of submission (see example below).

EXAMPLE OF COVER PAGE

PENSION ADMINISTRATION AND THE CHALLENGES OF THE TWENTY-FIRST CENTURY
By
Chukwu Tanko Bot
Senior Executive Course 35, 2013
National Institute, Kuru
November, 2013
**B. Half Title**
Same as cover page except that the name of the Institute will be written in full (National Institute for Policy and Strategic Studies, Kuru)

**C. Full Title Page**
Same as the half title page, but with the following additional information:

An Individual Research Project Submitted to the National Institute for Policy and Strategic Studies, Kuru, in partial fulfilment of the requirement for the award of the Member of the National Institute (mni)

This will be followed by month and year of submission. The spine bears the author’s name, SEC, NIPSS and year of publication.

**D. Author’s Profile**
Each Participant is required to provide a brief profile of himself/herself titled: “About the Author” (to be placed after Appendices).

**ABOUT THE AUTHOR**

John Agbo was born in 1962 in Eboya, Benue State where he received primary and secondary education. After his B.Sc. (Political Science) at the Ahmadu Bello University, Zaria, he enlisted in the Nigerian Army in 1987. He returns to the Army after his Senior Executive Course in NIPSS.
5.2. **Guidelines for Writing Chapter One**

5.2.1 **Background to the Study**

This section involves the writing of a brief overview of the setting of the study. The Background to the Study is a statement on the factors that contribute to the problem being investigated in the study, efforts made so far to address the problem and the strengths and/or weaknesses of such efforts.

The main task is to situate the concern of the study within the ongoing research dialogue. The major variables of interest to the study are to be captured and discussed coherently in such a way as to highlight the focus and arouse interest. The temptation to review literature here should be resisted. The Background should be between two and three pages.

5.2.2 **Statement of the Research Problem**

Research begins with an “interest in something or an idea about it” (problematisation). A research problem, therefore, is a statement about an area of concern, a condition to be improved upon, a difficulty to be eliminated, or a troubling question that exists in scholarly literature, in theory, or in practice that point to the need for meaningful understanding and deliberate investigation.

Often times, a careful reading of existing/available literature on the subject of research would assist the researcher to articulate his/her specific area of research interest in order to state his/her research problem in clear and precise terms. The research problem is neither a catalogue of new problems nor a repetition of those problems already discussed in the background to the study.

Rather, the statement of research problem may briefly synthesise the main argument in the study background in order to highlight a knowledge or policy practice gap that calls for research in the
chosen topic. It seeks to provide answers to the following questions, among others:

1. What is happening in the area of study that arouses curiosity and makes the study necessary? What this implies is that the statement of the research problem should spell out the need/purpose of the study and the focus of the problem that the researcher wants to address.
2. Why is it happening? This involves a description of the cause of the problem or the circumstances creating the problem.
3. What is done now to address the problem? This involves describing the approaches or steps taken towards solving the problem to date.

A clear presentation of answers to these questions would enable the researcher to avoid going over grounds already covered by earlier researchers. It would also enable the researcher to articulate his or her research questions and hypotheses in a clear and precise way. The statement of the research problem should not be more than 1½ pages.

5.2.3 Research Questions

A Research Question is an extension of a research problem. That is, a problem is a question requiring an answer. The goal of a Research Question is to formally state what it is that the researcher wants to better understand. It is important to note that the Research Questions are not the same as Hypotheses. However, for our purposes, after Research Questions, there is no need for Hypotheses. Both Research Questions and Hypotheses logically derive from the statement of the research problem. The research questions, just like hypotheses, provide yardsticks for finding out why the identified research problems exist. They also help to provide clues to the solution of the research problems and hence
assist the researcher to meet the objectives set out by him/her at the beginning of the research process. The research questions should not be too many; they should be between three and five.

5.2.4 **Aim and Objectives**

Having identified the research problem and questions, the researcher should then specify the aim and objectives of the study. These naturally also derive from the statement of the research problem. **Aim** specifies in broad terms what the researcher’s goal is. On the other hand, **objectives** specify exactly what the researcher expects to achieve through the conduct of the research. Example: Let us assume that you are conducting a research on inter-religious conflict in Nigeria. The aim could be: At the end of the study, to produce enough facts and evidence to guide policy makers on what should be done to curb the incidence(s) of inter-religious conflicts in Nigeria. The objectives, on the other hand, would be the reformulation of the research questions in sentence forms. Thus, the objectives should correspond with the research questions and should be between three and five. They are guide posts to research activities and should be accounted for in Chapter Four.

5.2.5 **Scope of the Study**

Every study should have a clearly defined scope. The scope provides the justification of the study in terms of its thematic and geographic coverage. It usually also indicates the period to be covered in the study. It is important that the researcher states what he/she will not include so that the scope of the research is clearly defined.

5.2.6 **Limitations of the Study**

Limitations of the study have to do with constraints faced or shortcomings encountered by the researcher in the course of conducting the study. Such problems often tend to restrict the scope and coverage of the study but they should not be confused with the scope of the study. These may include limited finances available to
the researcher to conduct field work or constraints of time to cover all grounds necessary to enrich the research effort or barriers faced by the author in accessing some information, and so on. Although the researcher could anticipate some limitations prior to conducting the research, the actual limitations would be encountered in the course of the research and should be reported at the end of the research. The researcher should also state the extent of accomplishing the objectives of the study despite the limitations.

5.2.7 Significance and Policy Relevance of the Study

In the light of the mandate of the National Institute, it is important that each researcher’s effort should shed light on the policy implications of the research findings. This section is, therefore, meant to highlight the policy implications of the research findings. The section seeks to answer the question: How would the research results assist policy makers (government officials) and other stakeholders in their search towards turning Nigeria into a better society? It should not be numbered but presented in paragraphs.

5.2.8 Conceptual Clarifications

For all research manuscripts, a section setting out the conceptual framework of the study is required for the purpose of clarifying key concepts. The focus of the conceptual framework is to explain the various contested meanings and usages of the variables, and key concepts related to them, as used by scholars and practitioners. This section of the study must also demonstrate how the conceptualisation of variables in the relevant literature are important for a better understanding of the topic under study. It goes beyond definition of terms. It requires the elaboration of the concepts as propounded by well-known authorities.
5.2.9 *Theoretical Framework*

All research manuscripts should have a section on theoretical framework which demonstrate the foundation or structure upon which the study explores its hypotheses or research questions. It is important to be explicit about the theoretical framework used, most especially on who is credited with coming up with the original theory or theories (including notable people who modified or expanded on the theory). The researcher should make a clear-cut connection between the theoretical framework chosen and the topic being investigated.

A preliminary literature review of the study should be the basis for constructing the framework. Every research project is supposed to build on the body of knowledge that has preceded it with the aim of contributing new knowledge or information to the field. The theoretical framework, therefore, is what connects the proposed or ongoing research project to other related researches. It is a particular perspective which the researcher intends to take to examine the research problem.

5.2.10 *Hypothesis*

A hypothesis refers to “a tentative answer to a research problem, expressed in the form of a clearly stated relationship between the independent and dependent variables.” Hypotheses are mostly used in quantitative research. While hypothesis is important, it is not imperative or indispensable in research. It arises from an earlier thinking about a subject matter. It calls for an examination of available data in order to test an assumption, and establish the nature of relationship(s) between two or more variables. It is stated either in present tense or in the future tense. Hypotheses are generally declarative statements.

Examples:

1. If a prisoner learns a work skill while in jail, then he will not commit a crime when he is released.
2. There is a positive correlation between worker satisfaction and worker productivity.

5.2.11 Research Methodology
Part Three Section Nine of the Style Manual presents an overview of research methodology for academic research at the National Institute.

5.3 Guidelines for Writing Chapter Two
5.3.1 Literature Review
The Sections of the Literature Review should address the perspectives on the topic of the Project and will include identifiable gap(s). Research is carried out in the context of those who had earlier conducted similar or related research. Understanding the previous research on the topic will inform the development of one’s own research by clarifying what one already knows about the topic and how one learned it. It is thus critical that the researcher considers previous research carefully before proceeding with his/her own research. A literature review should address the following three questions:

1. What does previous research on related topics tell us about your topic?
2. How does your research project build on or depart from previous studies?
3. Why do you expect to obtain different (or similar) findings or reach different (or similar) conclusions?

Literature review should be written as a discussion of the previous research in light of the above-stated objectives. A good approach to start is to organise the literature review by first explicating the organisation of the literature on the topic and then reviewing it thematically. The topics for review must address the major variables of concern to the study.
The chapter should end with a summary of literature reviewed in terms of major findings and existing knowledge gaps to be filled. It should summarise and critically analyse the strengths and weaknesses of research on a topic or research question.

First collect and read earlier studies on the topic. The best literature reviews analyse the existing research by drawing conclusions about what parts of it are most valuable and important, and about how future research could be conducted to have substantial influence on the field.

You are most likely to find the relevant literature in books, articles in scholarly or policy journals, or research papers. Nowadays there is much information on the internet but one has to be careful that data collected from the internet are from scholarly or peer reviewed journals or books. Newspaper or magazine articles have to be consulted with great care as some of their claims cannot be substantiated.

Just like most academic papers, literature reviews also must contain at least three basic elements: an introductory or background information section (preamble); the body of the review containing the discussion of sources; and, finally, a conclusion indicating gap(s) and the direction of one’s own research.

i. **Preamble**

Gives an overview of the topic of the literature review, and the central theme or organisational pattern.

ii. **Main Body**

Contains a discussion of sources and should be organized thematically. The main body and conclusion of the Literature Review should be structured under the broad headings below.
These headings should be subdivided into thematic areas based on the topic.

a) General Review
General overview of literature on the research topic. It should address what previous research topics tell us about the issue-area.

The general review of literature in the selected area of study should be embarked upon using the concept of ‘inverted pyramid’ in which focus is first made to broader issues from a wider perspective at the global environment before taking cognisance of regional perspectives of the issue or object of study. This approach will subsequently narrow down to the consideration of the subject within the domestic environment or at more specific level. It should address in summary, what previous research topics tell us about the same issue, methods used in carrying out the research, their findings, conclusions and recommendations.

b) Specific Review
This should address how the research project builds on or departs from previous studies bearing on the unit of analysis (e.g. States) of the research topic.

The narrow end of the ‘inverted pyramid’ gives the picture of what the specific review of literature should entail. At this level, the review should dovetail into similar or related works done in the subject area within the domestic environment and specifically bearing in mind the unit of analysis (for instance, states, LGAs or organisations) if any. It should also address in a summary form how the current work builds on or departs from previous studies considered in the General Review.
c) Conclusion (Gap in Literature)

Presents the findings from your review of literature so far. What are the gap(s)? Where is the direction of your own research? This is not limited to proffering new knowledge but inclusive of affirmation of, or variation to existing works. It should address existing gap in the literature on the issue-area of project topic as a basis for project justification.

5.4 Guidelines for Writing Chapter Three

5.4.1 Policy Context of the Study

The National Institute is more interested in Policy Research. This type of research adopts descriptive approach which presents the empirical state of the world without making any theoretical or causal claims. Examples of this type of research include government documents and some think-tank style of reports. Policy research may also include descriptions of events presented in newspapers, magazines, and other general-circulation and trade union publications. Policy research helps us to establish background facts, sequences of events, and provide examples of phenomenon.

This chapter should address the historical and policy context of the project, including the dynamics of the issues involved. The actual title of the Chapter and the Sections will depend on the nature of the theme or subject matter of the study.

5.5 Guidelines for Writing Chapter Four

This chapter shall be given an appropriate title in the context of the subject of the research study. For instance, if you are doing a study on NIPSS and Efficiency in the 21st Century, the Chapter could be titled as follows: NIPSS and Efficiency: Data Presentation and Analysis. This is the body of the study where the researcher is expected to utilize the bulk of the data gathered to discuss the substantive issues of the research. Data include literature (content analysis) and fieldwork where applicable. Chapter Four usually
focuses on two main issues: Data Presentation and Discussion (Analysis).

5.5.1 Data Presentation

Straight reporting of the results should be the focus of this chapter. Data Presentation should be organised in sections as appropriate. It is useful to present the results under some headings corresponding to the research questions, hypotheses, or your objectives. That is, your discussion of the results should be systematic, providing a logical flow of information and linked to the research objectives/questions. The raw data may not be all presented along with the results; rather they can appropriately be placed in the appendix.

This chapter is the heart of the report and will consist of text, tables and/or figures, depending on the nature of the project. The way results are presented is important. For example, tables, charts, graphs and other figures should illustrate and illuminate the text. If they do not, then there is no point they take up space. And the text, which should be written after the results are prepared, should not merely repeat information in the tables and figures but should highlight significant aspects of the findings, so that all relevant facts are presented in a way that draws the reader’s attention to what is important.

In qualitative studies, relevant quotations from interview and/or focus group discussion transcripts and/or documents should be presented to:

1. Support the researcher’s narratives and claims before deductions are made.
2. Support or contrast analysis from quantitative data presented. This is called triangulation, where more than one method or source of data is used to corroborate research findings.
5.5.2 Discussion of Findings

The main task in this section is to “justify” the findings, especially in terms of whether they support or contradict earlier findings. After analysis, the researcher is expected to conclude the process by articulating the findings of the study. It is best to start this section with a restatement of the problem or purpose before discussing how the results affect the existing knowledge in the area of study. This should be in line with using the data analysed to answer the research questions earlier raised in the study or use the result of the hypothesis tested to discuss whether to accept or reject the Null hypothesis.

The discussion gives the researcher the opportunity to cite instances and facts to buttress the results of the research. In the case of a mixed-method research, the discussion of findings provides space to bring both qualitative and quantitative data analysed together to reach conclusions.

The discussion must be situated within the context of the existing knowledge or findings of previous studies in the chosen area. This again underscores the need to be thoroughly familiar with the literature related to the study. Therefore, the researcher should refer back to secondary data in the literature review to indicate how his/her research findings support previous research or refute them in any way.

He/she must be able to offer probable reasons for the research findings. For example, if the findings contradict earlier ones, the reasons for this should be explained. And if the findings point to unanswered questions, these should be indicated. Drawing attention to these might be the researcher’s own contribution to knowledge! In brief, the discussion is to bring all relevant data into play, and justify the reasons adduced for certain conditions.
5.5.3 Summary of Key Findings
This section should highlight and itemise the main findings that will form the basis for making recommendations and proffering implementation strategies. The summary should also include the implications of the findings as they relate to existing knowledge and the research questions or hypotheses. The summary should be concise, straight to the point and demonstrate critical thinking in drawing together the salient aspects of the discussion. The section could begin with a statement like, “From the findings of the study it emerged that:” or “The following (x) findings summarise the results of this study:”

5.6 Guidelines for Writing Chapter Five
5.6.1 Conclusion
Conclusion should summarise the salient points of the research. It should be short and clearly highlight what you believe to be the major components of the research. Explaining the contribution should constitute the bulk of the conclusion. This is your opportunity to step back from the nitty-gritty of the research and consider its place in a broader context. In doing so, you may also indicate how your findings might help to achieve more policy goals. It is often wise to consider the strengths and weaknesses of the study —acknowledge where you succeeded in meeting your objectives and where you did not (no study succeeds in meeting every one of the author’s goals).

5.6.2 Recommendations and Implementation Strategies
Recommendations and implementation strategies are essential ingredients of policy research. They are the vital take-away for users of the research, be they policy makers, executors or investigators. It is important to pay attention to the following:

1. Recommendations must be precise, innovative and usable.
2. Recommendations must derive from the research findings and not the personal views of the researcher.
3. Implementation strategies should not only indicate how the policy should be carried out, but who should carry it out.
4. Where applicable, it would be useful if a time-frame for the implementation is suggested.

5.6.3 References and Appendices
Section Three provides the format for the correct listing and arrangement of references. As stated, these should be placed at the end of the work and arranged alphabetically by surnames of authors. If there are appendices, they must be reflected on a separate page(s) immediately after the reference list.

A. Notes
1. About the Author: Note on the Author should be placed after appendices, if any (maximum of half a page).
2. On the Sections of Chapters: Apart from Chapter One, the number of the sections for subsequent Chapters depends on the nature of the subject under investigation.
3. Length of Chapters: It is recommended that Chapter One should be between 10 and 12 pages while the entire research project should be between 80 and 100 pages.
SECTION SIX
GUIDELINES FOR WRITING RESEARCH PAPERS

6.1 Seminar Papers
A seminar paper fulfils two important functions. First, it reflects the author’s development in the course for which it was written. It demonstrates the author’s intellectual progress. Second, a seminar paper fits into the author’s scholarly trajectory. However relevant to the individual’s specialisation, it should generate ideas, skills, research, and questions that contribute to his or her overall scholarly project. Seminar papers should also demonstrate policy relevance with appropriate recommendations and implementation strategies.

6.1.1 Format for Seminar Papers
All formatting and referencing rules enumerated under Section Three apply, except where otherwise stated, as in the following instances.

6.1.2 Title Page and Table of Contents
1. A title of the paper and the full names of the authors should be indicated, centred in the middle of the title page;
2. The second page should contain the Table of Contents.

6.1.3 Body of the Text
The following guidelines apply:
1. The manuscript should be written in 12-point font size and Times New Roman typeface;
2. Line spacing 1.5
3. Indentation 1.0 cm in the first line of a new paragraph. However, no indentation after titles, figures, tables, lists or in the first line of a new page. No empty lines between the paragraphs.
6.1.4 Figures, Tables and Appendices
1. Figures, Tables and Appendices should be consecutively numbered.
2. Set legends below the figures, captions above the tables and appendices.
3. Legends and captions are in boldface, in font size 11 and in single line spacing.

6.1.5 Footnotes and Endnotes
1. Either footnotes or endnotes could be used but not a mixture of the two.
2. Footnotes should be in font size 10 and single line spacing.

6.2 Monographs
Monographs are publications that are normally longer than journal articles but are not voluminous enough to be published as books. In most cases, Monographs may be public lectures or the result of some research works.

The NIPSS Monograph Series (NMS) publishes ongoing research into socio-cultural, economic, political, security, scientific and technological topic issues of society as they relate to Nigeria and Africa, especially within the policy context. Each manuscript must seek to promote a clear appreciation and understanding of the complex interchange between problems of the society and public policy. Thus, while theoretical and conceptual debates are encouraged, authors are expected to proffer policy recommendations with possible implementation strategies.

6.2.1 General Guidelines for Monographs
Authors are encouraged to avoid unnecessary academic jargon but write in straightforward language without compromising logic and
standards. While preparing manuscripts for submission, authors must adhere to the following guidelines:

1. Manuscript submitted for publication must not have been previously published, neither should it be under simultaneous review elsewhere.

2. Manuscript for publication should be typed double spaced on A4-sized paper, leaving two margins on the top, bottom and on both sides of the page.

3. Manuscripts for Monograph should be between 10,000 and 12,000 words in length.

4. Each manuscript should have detachable cover page including title, full names and addresses of the author(s), telephone numbers and email addresses. The first page of the essay should carry the title but without authors’ details.

5. All authors cited must be integrated into the text and documented in references at the end of the manuscript in conformity with the NIPSS Style Manual. For details, see the Section on References.

6. The same guidelines apply on the use of footnotes and endnotes.

7. Two hard copies of the manuscript as well as an electronic copy in MS Word, 12-point font size and Times New Roman typeface should be submitted to the following address:

   The Institute Editor,
   Directorate of Research,
   National Institute for Policy and Strategic Studies (NIPSS), Kuru
   P.M.B 2024, Bukuru, Jos,
   Plateau State, Nigeria.
   Email: nipsskuru@gmail.com
   info@nipsskuru.gov.ng
6.3 Policy Briefs
A Policy Brief is commonly used as an advocacy and policy-making tool. Usually a public document, it communicates information to policy makers and advocates a certain course of action. A policy brief needs to be persuasive and evidence-based, and creatively structured to attract the attention of the target audience. It can be a powerful way of contributing to policy debates and influencing the policy-making process. Thus, the content must be tailored to achieve a specific goal, suit the appropriate audience and titled accordingly.

6.3.1 Features of a Standard Policy Brief
A Policy Brief should seek to strike a balance between a convincing problem description, which highlights the relevance of the topic and an analytical section explaining options and recommendations with implementation strategies from the author’s point of view. To achieve this, a Policy Brief should have the following features:

1. Problem solving and policy-oriented
2. Analysis-driven
3. Evidence-based
4. Appealing layout, and
5. Viable policy recommendations and implementation strategies.

6.3.2 Structure of Policy Briefs
A good Policy Brief requires clear and convincing structure. Below are guidelines for the structure and content of a standard policy brief.
I. Issuing Organisation
Author(s) should either use the real name of the issuing organisation (e.g. “National Institute for Policy and Strategic Studies”) or give a list or short description of the types of organisations that could find the Policy Brief useful. For example, “Human Rights Watch”, “International Crisis Group” etc. In addition, an author or joint authors’ names may be provided on the cover pages, as well as for citation and referencing purposes.

II. Title
Policy Brief titles should be kept as short as possible, so as not to lose the attention of the readers; 10 words or 20 at most, is the common rule of thumb. The title must be catchy, provocatively attractive and memorable so as to stick in the mind of the reader.

III. Description of the Problem and the Proposition of the Preferred Policy
The introduction of the Policy Brief should describe the problem that requires attention by policy makers. It also offers, in few sentences, suggested responses to the issues raised; that is, the preferred policy. The introductory section should summarise the key points of the Policy Brief.

IV. Presentation of Selected Policy Options and Discussion of their Impact
The main part of the Policy Brief should contain an analysis of the issue being addressed. Author(s) should point out which policies are the most appropriate to solve the problem under consideration. Arguments should be marshalled out persuasively with strong evidence against opposing and contradictory views and findings, where necessary. The brief should present an in-depth analysis
aimed at identifying why the proposed policy is the most viable option.

V. Recommendations and Implementation Strategies
The Policy Brief should propose specific and feasible recommendations aimed at addressing the problem outlined at the beginning. The recommendations should be accompanied with specific, measurable, actionable, reliable and time-bound strategies for implementing the recommendations.

VI. Concluding Remarks
This section should summarise the key issues under consideration here. The Policy Brief should be concluded with a demonstration to the readers that response is logical, relevant and contemporaneous.

VII. References
At the end of the Brief, a list of all materials cited should be compiled in conformity with the NIPSS Style Manual (For detailed guideline, see the section on References)
SECTION SEVEN
GUIDELINES FOR WRITING
JOURNAL ARTICLES

7.1 The Nigerian Journal of Policy and Strategy
The Nigerian Journal of Policy and Strategy is published by the National Institute. The journal seeks to promote a deeper understanding of the complex problems of public policy and strategy in the context of rapid socio-political changes on the Nigerian, African and world scenes. It seeks to provide a forum for dialogue and exchange of ideas among scholars, educators, policy makers, administrators, security experts and men and women of affairs through the scientific analysis of issues. The journal welcomes contributions from a wide range of disciplines, especially as they relate to Nigeria’s policy and strategic interests, including:

- Politics and Society
- Economics
- Foreign Affairs
- Science and Technology
- Environment
- Law
- Religion, Ethnicity and the State
- Culture, Literature and Media
- Gender and Development
- Defence and Security

7.2 Notes to Contributors

7.2.1 Preparing the Manuscript
Author of manuscripts for consideration should pay attention to the following:
1. Manuscripts submitted for publication must not be previously published; neither should they be under simultaneous review elsewhere.
2. While theoretical and conceptual debates are encouraged, authors are expected to suggest policy and strategy outcomes from these as well as provide options for implementation.

3. Papers for publication should be typed double spaced on A4 size paper, leaving 2 margins on the top, bottom and on both sides of the page. The length of the manuscript should not be less than 7000 words including an Abstract of not more than 200 words.

4. Each manuscript should have a detachable cover page indicating the title, full names and institutional affiliation of the author(s), including telephone numbers and email addresses. The first page of the manuscript should carry the title but without author’s details. Two hard copies of the manuscript as well as electronic copy in MS Word, 12-point font size and Times New Roman typeface, should be submitted to the Editor.

7.2.2 Tables, Charts, Diagrams and Graphs
All tables should be clearly indicated where they fit in the text. Tables should be numbered consecutively. Charts, diagrams, graphs and other figures should be professionally prepared and submitted in camera-ready forms. They should be labelled in compliance with guidelines set out in Section Three of the Style Manual.

7.2.3 Style and Language
Authors should avoid unnecessary academic jargon but write in straightforward language while not compromising logic, rigorous analysis and professional standards.

7.2.4 Referencing
All references should be listed alphabetically at the end-of the article. All authors actually cited should be integrated into the text and documented in References at the end of the article in conformity with NIPSS Style Manual. The Style Manual requires all cited authors to be worked into the text by the
author’s surname, year of publication and page(s) as appropriate.

Example:
It has been observed that since the return of democracy in Nigeria in 1999, too many ethnic conflicts have occurred (Egwu 2001: 25).

In all other matters relating to referencing the guidelines set out in Section Three of this Style Manual shall apply.
SECTION EIGHT
GUIDELINES FOR THE WRITING AND PRODUCTION OF BOOKS

8.1 Basic Criteria for Publishing a Book
Books could emanate from scholarly work conducted in an area of specialization, or from the synthesis of well-researched topical seminar/conference papers. Ordinarily, a book should have at least 100 pages and subject to peer review by at least three experts in the subject matter. It could be single or co-authored, or an edited volume. Books must demonstrate evident contribution to knowledge as well as clear policy significance.

8.2 Book Make-up or Structure
   A book generally consists of three major divisions:
   1. The front matter or preliminaries,
   2. The text or main body, and
   3. The back matter or end matter

Below is the traditional order for the divisions which should be followed as much as possible. Not all books must contain all items, but it is important to follow the order even when only the minimum is required.

8.2.1 Preliminaries (Front Matter)
Front matter pages are usually numbered with lowercase roman numerals. In some books, however, Arabic numbering begins with the first page (half title) and continues straight through the books. This may be useful where the preliminaries are very long or in other cases as may be determined by the publisher. It should be noted that each page is counted although no folio (page number) is expressed (printed) on display pages (half title, title, copyright, dedication, epigraph) or blank pages.
The half title - i
Blank or series or list of contributors or frontispiece - ii
Title page - iii
The Imprint or Copyright Notice - iv
Dedication - v
Blank - vi
Table of Contents - vii
(List of) Illustrations (where applicable) recto
(List of) Tables (where applicable) recto
Abbreviations - recto
Acknowledgments - recto
Foreword - recto
Preface - recto
Introduction (if not part of text) - recto

8.2.2 Text (Main Body)
The opening page of each chapter in the book carries a drop folio (or none). This applies also to the opening of each section in the back matter. A recto page is a right-hand page while a verso page is a left-hand page. Recto folios are odd numbers; verso folios, even numbers. The first text page could be the Introduction or Chapter One. The main body of the book should begin as follows:

First text page - (Introduction or Chapter One) - 1
OR
First part title - 1
Blank - 2
First text page - 3

8.2.3 Back Matter
Notes (endnotes/notes on contributors) recto
References/Bibliography - recto
Glossary - recto
Index(ices) - recto
Appendix(ices) - recto
PART THREE
GUIDELINES FOR
RESEARCH METHODOLOGY
SECTION NINE
RESEARCH METHODOLOGY

9.1 Understanding Research Methodology
Where required, manuscripts should have a methodology section that describes how the study was scientifically done. This entails a description of the logical and systematic steps adopted in the research process to solve the research problem. Research methodology requires strict adherence to the principles and procedures of social scientific inquiry in order to produce reliable, valid, replicable and objective results. It is important to remember that research is either driven by theory or generates it. Research is generally categorised as follows: descriptive or analytical, basic or applied, qualitative or quantitative, conceptual or empirical.

Research Methodology is the key to the application of scientific procedures to the study, investigation and documentation of social and physical phenomena. This scientific procedure has been generally defined as the “systematic, controlled, empirical and critical investigation of hypothetical propositions about the presumed relations among various phenomena” (Kerlinger, 1964:13). As Mary Kweit and Robert Kweit (1981:6-7) explain: to become a good researcher, “we think you should keep in mind two very simple but very important guidelines”:

➢ The first guideline is that the most important part of any research project is to THINK thoroughly and precisely about the question you will be investigating. Research is simply the process we use to gather evidence to answer questions which interest us.
➢ A second guideline to keep in mind is that the knowledge and understanding which researchers claim to give us must be supported by evidence. In scientific research, two kinds of evidence must be cited to verify knowledge and understanding. First, researchers should demonstrate to us that the findings “make sense.” The other kind of evidence is
empirical. Researchers must demonstrate that which they claim can actually be observed. The research process starts with topic formulation.

This in turn provides the basis for hypothesis generation, research design, measurement, data collection, data analysis and generalization. Chava and David Nachmias (2009) present this “paradigm of scientific inquiry” as a cyclic process: it starts with a problem and ends with a tentative empirical generalization (explanation). The generalization “ending one cycle is the beginning of the next cycle.” The cyclic process continues indefinitely, reflecting the progress of a scientific discipline as illustrated below:


9.2 Elements of Research Methodology

Research methodology should cover:

1. Research strategy
2. Research design
3. Sample population and sampling technique
4. Methods of data collection
5. Methods of data analysis.
9.2.1 **Research Strategy**
Research strategy signifies “the general orientation to the conduct of social research” (Bryman, 2004:19). It is an overarching term for classifying social research under two broad approaches: quantitative and qualitative. A quantitative research strategy is deductive because it entails the testing of theory or a hypothesis (es). It involves quantification or use of numeric/statistical measurement in data collection and analysis. It relies on the objective observation of a randomly selected and representative sample to produce findings that are generalizable to a wider population.

A qualitative research strategy emphasizes the use of words or narratives to interpret social phenomena. It emphasizes hidden meanings and underlying structures in the construction of the social world over statistical measurement. Qualitative research is more focused on the generation of theory, though it may have a theoretical point of departure. In this regard, it tends to be inductive.

It is possible to mix quantitative and qualitative approaches in a research project. A combined research strategy is useful for studying contexts and issues that need both measurement and interpretation.

9.2.2 **Research Design**
This is a conceptual structure or plan within which research is to be conducted. It is the “scheme that guides the process of collecting, analysing, and interpreting data generated from a given study population through a sampling technique. It is a logical model of proof that allows the making of valid causal inferences.” Research designs differ depending on the nature of the study and the limitations of the researcher.
Every research manuscript should have a section on research design that serves as a blueprint for describing how it was conducted. The design should explain the various decisions or choices made in regards to data collection, organisation and analysis. It should also contain sufficient information of the approaches chosen to address the research questions. The design should cover:

1. The type of research design applied (e.g. experimental, cross-sectional, etc.)
2. The purpose of selecting the type of research design in relation to the research questions
3. How the design will be deployed to determine the relationship(s) between variables.

The five main types of research design, which depend on, and reflect the purpose and focus of the study, are described below:

**A. Experimental Design**
A study carried out as a controlled experiment in a laboratory or a field experiment in a natural setting (e.g. classroom or organisation) in order to determine what changes occur. The experimental design deliberately applies treatments (manipulates) the subject(s) under investigation to examine the relationship between variables. It may be adapted for evaluation research to determine the impact of a policy or social intervention.

**B. Cross-sectional Design**
This involves the collection of data on several cases and within a specific timeframe in order to obtain measurable or interpretable data on two or more variables. The data are then examined to detect relationships and variations between them.

**C. Longitudinal Design**
This refers to a study in which a sample is surveyed and then surveyed again on at least one more occasion. The length of time
as well as the high cost of doing a longitudinal study make it quite a less adopted form of research design. There are two main types:

1. Panel: data is collected from different types of case (e.g. people, households, organisations, communities, etc.).
2. Cohort: data is collected from a single case sharing the same characteristics, e.g. born or employed at same time.

**D. Case Study Design**

A case study design entails the detailed and intensive study of a single case where a case could refer to a single: person, family, organisation, community, or event. The researcher analyses the case in depth to discover and explain the nature, dimension and complexity of a case. A distinguishing feature of the case study design is that the object of interest is the case in itself and not just a social phenomenon. The case study could be used to reveal, critique, exemplify or draw attention to a unique entity or setting.

**E. Comparative Design**

In this research design, two or more cases or situations are contrasted in order to investigate a particular social issue or phenomenon. In qualitative research, comparative design takes the form of a multiple case study where two or more cases are examined in depth to identify patterns of association.

**9.2.3 Sampling**

Sampling refers to the process and techniques for selecting the cases or units of analysis that will be studied the research. These could be people, organisations, communities or other entities. It should delineate:

1. The population of interest for the study;
2. The characteristics of the members of the population so that the reader may understand the applicability of the research findings;
3. The sampling technique used for selecting the sample, with rationale. A quantitative research strategy requires probability
sampling techniques, while a qualitative strategy uses non-probability sampling.
4. The size of the sample (and rationale for selecting the size), which should be representative of the larger population

9.2.4 Methods of Data Collection

The test of hypothesis to ascertain whether the relationship postulated actually does exist depends critically on data collection. Data collection is a systematic process of obtaining or gathering appropriate facts and observation for the purpose of drawing conclusions on research problem. This requires a decision on:
1. What data and how much data to collect
2. What methods to use
3. Which instruments to use
4. What or who should be the sources of data.

There are four main methods of data collection:

A. Archival Research
This involves the collection and examination of secondary data gathered from official documents, records, and other paraphernalia, of state or non-state entities. It is also referred to as documentary analysis.

B. Observation
This is a systematic data collection approach using a check list, record sheet, field notes or technical equipment (e.g. a camera, laboratory tools) to collect information and document findings. Researchers observe people in controlled or natural settings, or naturally occurring situations. There are two types of observation in data collection: participant and non-participant observation. In qualitative research this is referred to as the ethnographic method. It involves the researcher embedding himself or herself in the research site for a significant period of time.

C. Survey Method
In survey research, the researcher selects a sample of respondents from a population and uses an appropriate instrument to collect. In a quantitative study a standardised, questionnaire, is administered or structured interview conducted. Both consist of mainly close-ended questions. The survey instrument can be a written document that is completed by the person being surveyed, an online questionnaire, a face-to-face interview, or a telephone interview. A qualitative research strategy would use an open-ended semi-structured interview schedule or focus group guide to obtain data.

**D. Simulation**
This method involves acting out or mimicking an actual or probable real-life condition, event, or situation to find a cause of a past occurrence (such as an accident), or to forecast future effects (outcomes) of assumed circumstances or factors. When applied to the study of research design, simulations can serve as a suitable substitute for constructing and understanding field research. A simulation may be performed through:

1. Solving a set of equations (a mathematical model),
2. Constructing a physical (scale) model,
3. Staged rehearsal,
4. Game (such as war games), or a computer graphics model (such as an animated flowchart).

### 9.2.5 Methods of Data Analysis
This is the stage where the researcher makes meaning out of the data collected. It provides the opportunity to either answer the research questions raised earlier or test the hypothesis. It is the processing of the raw data from the field into a readable and understandable form known as information and is generally divided into three components: data presentation, analysis and interpretation. Data analysis can be broadly divided into two: quantitative and qualitative analysis.

**A. Quantitative Analysis**
In line with research design, the data gathered through a quantitative strategy are presented through different means. Quantitative data are generally measurable and are therefore in statistical form. The presentation could be through descriptive or inferential statistics. For analysis using research questions, descriptive statistics may be enough, whereas, for test of hypothesis, the researcher inferential statistics is more appropriate.

I. Descriptive Presentation and Analysis
This includes the use of histogram, polygon, frequency tables, graphs, charts, curves, etc. All these help in reducing the data to a more meaningful form for easy analysis. Many researchers often stop at this level. However, the analysis is not complete if the data presented are not analysed and interpreted. Thus, the first stage is the presentation, the next is analysis and interpretation. Analysis comes when the meaning of frequencies presentation is brought out. This does not imply the mere repetition of data presented in tables and charts without deductions as to their implication(s). Descriptive analysis has three forms of measurement namely:

1. **Measure of Central Tendency**: which makes use of mean, median and mode.
2. **Measure of Variability (Dispersion)**: which involves Range, Variance and Central Standard Deviation.
3. **Measure of Association**: involving correlation and regression

II. Inferential Presentation and Analysis
Presentation and analysis of inferential statistics goes beyond descriptive. It involves testing of hypothesis and empirically measuring the significant impact or levels of relationships. It uses other elements like the

1. t-Test
2. Chi Square Test
3. Mann-Whitney U Test  
4. z-Test  
5. Correlation

**B. Qualitative Analysis**
Qualitative data can come in different forms. They “may be text-based, as in notes, transcripts, and other written materials, or they may be from audio or visual resources, such as recordings, pictures, or video” Ary *et al.* (2010:480). They may also come in the form of notes, interview transcripts, minutes of meetings, diaries, and journals.

Presenting and analysing qualitative data may be cumbersome and demand some creativity in approach. Qualitative data, more often than not, are not amenable to measurement; they may not be reduced to figures and put in tables. Nevertheless, they provide the opportunity to explain and understand the phenomenon under study, particularly if they have to do with values that must be interpreted. There are three principal steps in analysing qualitative data. These are discussed below.

**I. Sorting and Categorisation**
Read transcribed manuscripts several times and note units of *categorisation* in form of repeated or uncommon words, phrases, sentences, subjects, ways of thinking, behavioural patterns, events and issues that seem important.

**II. Reducing and Coding**
Arrange the data in a chronological order of how they occurred in the course of investigation. Create a coding index under which to group concepts and themes to be used in the analytical process. It could be cumbersome and time consuming, and nowadays there are software packages to assist. Nevertheless, the researcher must be able to discern the trends in the data and bring out the basic themes and patterns.
Although qualitative data may not be quantifiable and, therefore, may not be easily generalizable, the use of quotes can add a lot of credibility to the analysis. A researcher must be on the lookout for extraordinary, exceptional or stand-out comments that may give direction to sound analysis. For effective qualitative data presentation, analysis and interpretation, researchers must observe the dos and don’ts of qualitative analysis (see Research Textbooks for details).

III. Explaining and Interpreting
This is a data analysis technique used to make replicable and valid inferences by interpreting coded textual material. It involves systematically evaluating texts (e.g., documents, oral communication, and graphics).

Please note that the brief note on research methodology is obviously not exhaustive. Participants should read it in conjunction with the lectures on research methodology. The most essential aspect remains the employment of appropriate research design, instruments or tools of data analysis and interpretation as indicated above.

9.3 Other Important Issues in Research Methodology

9.3.1 Variables
A variable is a characteristic or case under study that is subject to change and can be assigned value. There are two main types of variables: independent and dependent. The independent variable is manipulated or treated to determine its effect or impact on the dependent variable. For example, in the topic: “Community Policing and Crime Prevention in Kaduna State”, ‘community policing’ is the independent variable, while ‘crime prevention’ is the dependent variable.
Other common classifications of variables are nominal, ordinal, interval and ratio. See literature/ lectures notes on research methodology for further details.

9.3.1 Measurement

Measurement refers to the “assignment of numerals or numbers to objects, events, or variables according to rules”. For instance, a researcher may wish to determine whether Nigeria is a democracy or not. He/she will first have to develop operational indicators of democracy (e.g. free and fair election, freedom of speech, rule of Law, etc.). The indicators will form the basis for scoring Nigeria on a Likert Scale (1 – 5), or on the basis of normative qualitative criteria, compared with different democratic systems.

9.4 Methodology in Policy Research

Policy research belongs to the field of applied social research. It is distinct from pure or basic research in that it studies social phenomena or problems with a view to finding viable solutions. Policy research is tailored to the needs of a target audience be it policy makers, executors, end-users or other interest groups or stakeholders. Policy research results dovetail into a set of policy recommendations and implementation strategies.

The methodology described above also applies to policy research. However, in policy research, policy analysis, evaluation or assessment are typical areas of interest, in addition to the social phenomena that produce policy decisions. A basic and vital element in policy research methodology is the literature scanning of the policy subject area and institutional context in which the research is to be situated. This will enable the researcher to select an appropriate research strategy, design and methods.
APPENDIX
PUBLICATIONS POLICY OF THE
NATIONAL INSTITUTE (REVISED 2004)

1. **PREAMBLE**
The Act establishing the National Institute requires it, among other things, to disseminate the results of its research and studies to the public through publication of books, journals, monographs, reports, et cetera. Consequent upon this, the Institute hereby formulates a Publications Policy to guide the production of the aforementioned categories of publications as it strives “Towards a Better Society”.

2. **COMPOSITION OF PUBLICATIONS COMMITTEE**
The Publications Committee shall comprise the following:

   a. The Director General - Chairman
   b. The Director of Studies - Member
   c. The Director of Research - Member
   d. The Sec/Director of Administration - Member
   e. The Institute Librarian - Member
   f. The Institute Editor - Member/Secretary

3. **FUNCTIONS OF THE PUBLICATIONS COMMITTEE**
The Publications Committee shall perform the following functions:

   a) Ensuring that all publications of the National Institute are in consonance with the mandate and status of the Institute;
   b) Approving publications of books, journals, monographs, bulletins, records and other materials by the National Institute;
   c) Appointing three assessors in respect of research monographs and manuscripts in specialised fields and ensuring that at least
two positive assessments are received in respect of any manuscript before approval for publication;
d) Deciding on and vetting matters of copyright and royalties;
e) Recommending copyright agreements, where relevant, to the Research and Studies Committee of the Institute Board of Governors.

4. **CATEGORIES OF PUBLICATION**
There shall be the following categories of publications:
   a) Conference/Workshop proceedings
   b) Research Monographs
   c) Occasional papers (interactive sessions/brainstorming sessions)
   d) Individual Research Projects
   e) Abstracts
   f) Distinguished Annual Lecture Series
   g) Concluding Seminars
   h) Tour Reports
   i) Books
   j) The National Institute Journal

5. **EDITING POLICY**
   a. As a matter of general policy, all substantive specialists editing shall be undertaken by the respective Departments of Research and Studies leaving the textual, stylistic editing and proof-reading to the Seminar and Publications Unit.
   b. For manuscripts (specifically, the Concluding Seminars and the Individual Research Projects) emanating from the Studies Department, the following special arrangements shall apply:
      i. The Director of Studies shall ensure that every Individual Research Project of a Senior Executive Course (SEC) Participant and every report featured in the Concluding Seminars meet the minimum requirements with respect to:
➢ Style and presentation (grammar, punctuation, clarity, coherence, relevance, evidence, analysis, among others);
➢ Standard references as provided for in the approved National Institute Style Manual;
➢ Avoidance of plagiarism (including quotation, acknowledgement, paraphrasing, among others);
➢ Production of clean copies (since the responsibility for accuracy and readability lies with the author(s) rather than the secretaries and computer operators).

ii. The Director of Studies shall ensure and certify, in an appropriate and uniform manner, that every Individual Research Project and every group paper has met the minimum requirements as set out above.

iii. To facilitate access, and for the prevention of any possible loss of materials so certified, the Director of Studies shall send, at least, four copies of every paper (including those of Guest Speakers and Rapporteurs’ reports during sessions of the Concluding Seminars) as well as four sets of every Individual Research Project to the Office of the Director-General, National Institute, at least, seven working days before Graduation. One set of these copies shall be for the exclusive use of the Director General; two sets for the exclusive use of the National Institute Library; and the fourth shall be for the exclusive use of the Institute Editor.

iv. In addition, these general principles shall apply to other potentially publishable documents such as the various tour reports.

6. CRITERIA FOR PUBLICATION
a) All categories of publications, with the exception of the National Institute Journal, shall go to the Publications Committee for approval.

b) All papers of the National Institute Journal shall be subject to external assessments before publication. The assessments shall be handled by the Journal Editor, i.e. The Director of Research;
c) The Director of Research shall ensure that all manuscripts for publication emanating from Conferences, Workshops, and Seminars are properly assessed and the reports and manuscripts sent to the Publications Committee for approval.

d) The National Institute Board of Examiners shall assess and score every project as stipulated in the Guidelines for Assessment of Participants Research Projects. The composition of the Board of Examiners shall be as recommended by the Director of Studies and approved by the Board of Studies.

e) The Board of Examiners shall indicate the Individual Research Projects that are published for each year.

7. **INDIVIDUAL RESEARCH PROJECT SERIES**

a) Authors of Individual Research Projects shall not publish their works without the express permission of the National Institute Publications Committee;

b) Individual Research Projects found publishable shall be edited and published by the National Institute

c) Authors of Individual Research Projects may be granted permission to publish their projects, except where the National Institute has declared such projects as classified.

d) The National Institute may collaborate with the authors of Individual Research Projects in effecting publication of projects in (b) above.

8. **CONCLUDING SEMINARS**

The Concluding Seminars shall be published and made available to the public except where the Publications Committee decides otherwise.

9. **COPYRIGHT AND ROYALTIES**

a) i. The National Institute shall retain copyright for all publications sponsored by the Institute.
ii. Authors of publications not sponsored by the Institute but deemed publishable, shall retain copyright
iii. Authors of Individual Research Projects granted permission to publish shall retain a joint copyright with the Institute.

b) Royalties
   i. For all corporate Institute publications, no royalty shall be paid.
   ii. In all other cases, royalties shall be paid in accordance with agreements reached between the National Institute and the author(s)

10. **AUTHORSHIP**
Authors, who are members of staff of the Institute, shall claim editorship/authorship in respect of work done in the course of their duties.

11. **PRINTING**
As a matter of general policy:
a. All National Institute publications shall be printed in the National Institute Press;
b. In special cases, National Institute manuscripts may, from time to time, be printed outside as decided by the Publications Committee.

12. **DISTRIBUTION**
a. The National Institute shall continue to reserve a limited number of copies of the relevant publications for distribution to:
   ➢ The President of the Federal Republic of Nigeria;
   ➢ The Vice President of the Federal Republic of Nigeria;
   ➢ The Senate President;
   ➢ The Speaker of House of Representatives;
   ➢ The Chief Justice of the Federation;
   ➢ The Chairman and Members of the Board of Governors of the National Institute;
   ➢ The Director General of the National Institute;
➢ The Directors, Members of the Management and Senior Academic Staff of the Institute;
➢ The National Institute Library;
➢ The National Library of Nigeria;
➢ Any other bodies, as may be specified from time to time by the Publications Committee.

c. There shall be an exchange of publications between the National Institute and other institutions at home and abroad as specified from time to time by the Publications Committee.

13. **ADVERTISEMENT AND SALES**

   a. In order to attract maximum publicity and sales, copies of selected books shall be reviewed and advertised in newspapers, journals and on the Internet.
   
   b. A stock-list and catalogue shall be produced periodically and made available to the public.
   
   c. The Institute shall participate in book fairs to facilitate advertising and sale of publications.

14. **IMPLEMENTATION**

   The Publications Committee shall ensure effective implementation of this policy.

15. **POLICY REVIEW**

   The Publications Policy shall be reviewed from time to time as the need arises.