



BOTSWANA
Qualifications Authority

NORMS AND STANDARDS

**for the Recognition of Higher Education
Institutions and Awarding Bodies**



NORMS AND STANDARDS

FOR THE RECOGNITION OF HIGHER EDUCATION INSTITUTIONS AND AWARDING BODIES

Published by the Botswana Qualifications Authority

The Botswana Qualifications Authority (BQA) is a State-Owned Enterprise (SOE) under the Ministry of Higher Education, established by the Botswana Qualifications Authority Act No. 24 of 2013, to provide for and maintain a national credit and qualifications framework and to co-ordinate the education, training and skills development quality assurance system.

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II. FOREWORD – BOARD CHAIRPERSON

It is my distinct privilege to introduce the Norms and Standards for the Recognition of Higher Education Institutions and Awarding Bodies. This initiative marks a major turning point for academic reform, ensuring the Higher Education Sub-Framework evolves to meet the changing demands of Botswana's economy. Furthermore, it supports the Ministry of Higher Education's goal of bridging the gap between Higher Education curricula and industry demands.

The establishment and implementation of the Norms and Standards is in sync with the Botswana's National Skills Development Agenda, which aims to transform the nation into a knowledge-based economy by aligning education with economic needs, focusing on high-demand skills, and building a resilient workforce through initiatives like the National Skills Development Plan (NSDP) (2030) and the National Human Resource Development Strategy (NHRDS) (2009), all under the broader Vision 2036 goals for sustainable development and diversification.

The Norms and Standards provide transparent processes and requirements for the recognition of Higher Education institutions and Awarding Bodies. They are designed to drive institutional reform and continual quality improvement, fostering a culture of quality, excellence, accountability, and innovation in the education and training sector. By promoting consistent standards across all Higher institutions, the Norms and Standards will enhance public confidence in Higher Education qualifications.

The Board acknowledges and commends the contributions of all stakeholders, including government ministries, industry representatives, Higher Education providers, Awarding Bodies, students, and social partners, whose engagement was critical to shaping the Norms and Standards making them practical, forward-looking, and responsive to national priorities. We remain steadfast in our role of providing the necessary strategic oversight to ensure Higher Education curricula aligns with industry needs, effectively bridging the skills gap and fuelling national economic development.

Mr Gabaake Gabaake
Board Chairperson

III. PREFACE – CHIEF EXECUTIVE OFFICER

The Norms and Standards for the Recognition of Higher Education Institutions and Awarding Bodies establish threshold quality Standards for Higher Education Institutions and Awarding Bodies. They are designed to advance the National Skills Development Agenda, ensuring that the workforce is adequately prepared for a knowledge-based economy through delivery of fit-for-purpose curricula by higher education institutions.

The Norms and Standards serve to advance demand-driven, industry-aligned curricula, ultimately supporting job creation, industrialization and economic diversification. Key pillars include strengthening governance, human resources, financial sustainability, and quality infrastructure. To transform the Higher Education Sub-Framework, a credible regulatory framework must be established to guarantee systematic recognition of institutions and awarding bodies.

Developed in close consultation with government ministries, higher education institutions, professional bodies, industry leaders, students, and other stakeholders, these pragmatic Norms and Standards incorporate valuable input from key stakeholders. Moving forward, successful implementation will rely on the continued partnership and dedication of all quality assurance players in higher education.

Ms Boitumelo Watlhaga
Acting Chief Executive Officer

IV. NORMATIVE REFERENCES

This document should be read and understood in conjunction with the following instruments:

- a) Botswana Qualifications Authority Guidelines on the Implementation of Norms and Standards for the Recognition Higher Education Institutions and Awarding Bodies.
- b) Botswana Qualifications Authority Act.
- c) Botswana Qualifications Authority (Registration and Accreditation of Education and Training Providers) Regulations.
- d) Botswana Qualifications Authority (Accreditation of Learning Programmes) Regulations.
- e) Botswana Qualifications Authority (National Credit and Qualifications Framework) Regulations.
- f) Botswana Qualifications Authority (Fees) Regulations.

V. DEFINITION OF TERMS

In this document, unless the context otherwise requires:

Academic Staff Qualifications:	Means the documented achievements and qualifications that demonstrate a person's expertise, competence, and suitability for teaching, research, and leadership roles within an institution.
Academic Year:	Means the period of learning, teaching and assessment organised in a full year in either two, three or four defined semesters.
Accreditation:	Means a process of ensuring that a Higher Education Institution and learning programmes conform to the quality assurance standards set by the Authority.
Awarding Body:	Means an entity recognised by a Competent Body, which awards recognised qualifications.
Awarding Rights:	Means the powers to award qualifications granted by the Authority to an entity recognised as a Higher Education Institution or Awarding Body.
Campus Centre, Campus College, Campus Institute, or Campus School:	Means a non-autonomous governance unit established by an approved instrument of a Higher Education Institution and recognised by the Authority.
Campus:	Means the land on which a Higher Education Institution and related institutional buildings are situated.
Certificate of Accreditation:	Means the third level of recognition of a Higher Education Institution or Awarding Body which permits the operation of an Institution or Awarding Body that is confirmed to have the capacity to offer education and training or award qualifications at the Standards determined by the Authority.
College:	Means a Higher Education Institution that is generally smaller compared to the “Universities”



and “University Colleges” in terms of the scope recognition and operations, diversity of learning programmes offered, governance and management structures. It is a Higher Education Institution that satisfies the provisions made for Colleges in these Norms and Standard.

Competent Authority:	Means an organisation or entity that has legal authority, capacity, or power to perform a designated function.
Competent Body:	Means an organisation or entity that has legal authority, capacity, or power to perform recognition of Higher Education Institutions or Awarding Bodies.
External Awarding Body:	Means an entity recognised outside Botswana as an Awarding Body by a Competent Body and not registered under the Botswana’s Societies Act, Trust Property Control Act or Companies Act.
Fit and proper:	Means the necessary skills, competencies, knowledge, traits and any other quality that allows person to perform the duties and carry out the responsibilities of his or her position in a Higher Education Institution or Awarding Body.
Higher Education Institution:	Means an entity legally recognised in Botswana, offering learning programmes recognised by the Authority.
Learner:	Means a person registered to study at a Higher Education Institution.
Letter of Interim Authority:	Means the second level of recognition of a Higher Education Institution or Awarding Body which permits the commencement of operation of an Institution or Awarding Body that has the potential capacity to offer education and training or award qualifications at the Standards determined by the Authority.

Library:	Means a collection of sources of information made accessible, physically and digitally, to learners and staff for reference or borrowing. It may exist as a physical building, virtual space or both.
National Credit and Qualifications Framework:	Means an instrument developed under <i>Section 4 (2) (d)</i> of the Botswana Qualifications Authority Act, 2013 for the classification of qualifications according to a set of criteria, for specified levels of learning achieved.
Norms:	Means the general rules established, implemented, and maintained by the Authority to ensure quality, consistency, safety, and efficiency in education and training.
Open, Distance, and e-Learning:	Means a mode of providing flexible learning opportunities by overcoming separation of teacher, trainer, instructor or lecturer and learner using a variety of media, including print, electronic, online and interactive face-to-face learning, teaching and assessment.
Quality Assurance:	Means a systematic, structured and continuous quality maintenance and improvement process for ensuring stakeholder confidence that the products, activities and services of a Higher Education Institution or Awarding Body fulfil the threshold minimum quality requirements determined by the Authority.
Quality Management System:	Means the arrangements established, implemented and maintained by a Higher Education Institution or Awarding Body for documenting processes, procedures, and responsibilities for achieving the Policies and objectives on quality.
Recognition of Prior Learning:	Means an assessment process that involves the assessment of an individual's relevant prior learning (formal, informal, non-formal learning) against the requirements specified for the learning programme for which Recognition of Prior Learning is sought.

Recognition Status:	Means a classification conferred on a Higher Education Institution or Awarding Body after being quality assured by the Botswana Qualifications Authority.
Registration:	Means the first level of recognition of a Higher Education Institution or Awarding Body which permits a Sponsoring Body to commence and complete the establishment of physical resources, infrastructures, systems, arrangements, qualifications and learning programmes required for the operation of an Institution or Awarding Body.
Specialist University or University College or College:	Means a University or University College or College whose curriculum and research are limited to a specific field or discipline, rather than offering a broad range of learning programmes.
Sponsoring Body:	Means an entity that is legally and financially accountable for all activities, products and services of a Higher Education Institution or Awarding Body.
Standards:	Means specifications of aspects, elements, or principles to which a Higher Education Institution, Awarding Body or learning programme is required to conform to or by which quality is judged.
The Authority:	Means the Botswana Qualifications Authority.
The Norms and Standards:	Means the Norms and Standards for the Recognition of Higher Education Institutions and Awarding Bodies.
The use of “Establish” in the text:	Indicates that a Higher Education Institution or Awarding Body is required to set up, bring about, institute or create something.
The use of “Implement” in the text:	Indicates that a Higher Education Institution or Awarding Body is required to put something into effect or put something into practice.

The use of “Maintain” in the text:	Indicates that a Higher Education Institution or Awarding Body is required to take all reasonable steps to ensure that it keeps the same level or rate of compliance it has attained against a Standard and consistently strives for continual improvement.
The use of “May” in the text:	Indicates that something is permitted.
The use of “Shall” in the text:	Indicates a requirement that must be met. It is used to express a Standard to be fulfilled and from which no deviation is permitted.
The use of “Should” in the text:	Indicates a recommendation to be considered. It is used to express a suggested possible alternative or course of action deemed to be particularly suitable without necessarily mentioning or excluding others.
University College:	Means a Higher Education Institution that is affiliated to a recognised University and offers higher education and training but does not have independent University status. It is a Higher Education Institution that satisfies the provisions made for University Colleges in these Norms and Standard.
University:	Means a Higher Education Institution focusing on higher education and training across a wide range of disciplines, learning fields or domains of study, active in research, innovation, knowledge production and engaged within local, national and international communities. It is a Higher Education Institution that satisfies the provisions made for Universities in these Norms and Standard.
Useable Floor Area:	Means the floor area measured from the inside face of the walls and deducting all the common use areas (corridors, etc) and uninhabitable areas (lifts, stairs, service ducts etc).

1.0 PREAMBLE

1.1 CITATION AND COMMENCEMENT OF THE DOCUMENT

1.1.1 This instrument should be cited as the *Botswana Qualifications Authority Norms and Standards for the Recognition of Higher Education Institutions and Awarding Bodies, 2025*. It shall come into effect on such date as the Authority may appoint.

1.1.2 *The Botswana Qualifications Authority Norms and Standards for the Recognition of Higher Education Institutions and Awarding Bodies* shall be entered into force on the date of its approval by the Board.

1.1.3 This instrument shall be reviewed periodically, and at a minimum, every three (3) years from the date of its approval and last revision to ensure its ongoing fitness for purpose.

1.2 AUTHORITY

1.2.1 This instrument is made under *Section 4(1) and 4(2)* of the *Botswana Qualifications Authority Act, 2013*, which state that:

1.2.1.1 Section 4(1): “*The objectives of the Authority shall be to provide for and maintain a national credit and qualifications framework and to co-ordinate the education, training and skills development quality assurance system...*”

1.2.1.2 Section 4(2)(g): “*ensure international recognition for the national qualifications system and the international comparability of qualifications*”.

1.2.1.3 Section 4(2)(n): “*develop and review quality standards and ensure compliance through a monitoring and evaluation system.*”

1.2.1.4 Section 4(2)(t): “*set criteria for the development of national education and training quality and inspection standards.*”

1.2.1.5 Section 4(2)(w): “*do all such things and perform all such functions as may be necessary for, or incidental to, the attainment of the objectives of the Authority.*”

1.2.2 The Authority conducts registration and accreditation of Higher Education Institutions in accordance with the following Sections of the *Botswana Qualifications Authority (Registration and Accreditation of Education and Training Providers) Regulations, 2016*:

1.2.2.1 Section 3(1): “A person wishing to operate as an education and training provider shall apply to the Authority for registration and accreditation”.

1.2.2.2 Section 3(3): “The application shall be in accordance with the quality assurance criteria for registration and accreditation of education and training providers determined by the Authority”.

1.2.3 The Authority conducts recognition of Awarding Bodies in accordance with the following Sections:

1.2.3.1 The *Botswana Qualifications Authority (Registration and Accreditation of Education and Training Providers) Regulations, 2016*:

a) **Section 5(1):** *The Authority shall develop and implement a criterion for registration and accreditation of awarding bodies.*

b) **Section 5(2):** *An awarding body whose learning programmes are offered by an independent education and training provider shall apply for registration and accreditation by the Authority in a manner specified by the Authority.*

c) **Section 5(3):** *An awarding body referred to under sub-regulation (2) may enter into a written agreement with the education and training provider as approved by the Authority.*

1.2.3.2 The *Botswana Qualifications Authority (National Credit and Qualifications Framework) Regulations, 2016*:

a) **Section 12:** *A qualification to be registered on the NCQF shall be awarded by a registered and accredited education and training provider and a recognised awarding body.*

b) **Section 14:** *Where an education and training provider offers a learning programme for which the qualification is awarded by*

an external awarding body, the Authority shall seek evidence of accreditation by a Competent Body in the country of origin.

1.3 PURPOSE AND OBJECTIVES OF NORMS AND STANDARDS

1.3.1 The purpose of the Norms and Standards for the Recognition of Higher Education Institutions and Awarding Bodies is to establish the threshold Standards against which the quality of Higher Education Institutions and Awarding Bodies established and operating in Botswana are assessed.

1.3.2 The specific objectives of the Norms and Standards for the Recognition of Higher Education Institutions and Awarding Bodies are to facilitate and promote:

1.3.2.1 Common understanding of the quality management in Higher Education.

1.3.2.2 Continual quality improvement in Higher Education through self-assessment, external peer review, and continuous monitoring and evaluation.

1.3.2.3 Transparency and accountability by providing appropriate information on the quality management system of education and training to the public and interested parties.

1.3.2.4 A sustainable quality culture in Higher Education sector.

1.3.2.5 National and international recognition and mobility of learners and human resources.

1.3.2.6 International competitiveness of Botswana's higher education system.

1.3.2.7 The development of a higher education system that aims to meet the national and global human resources development needs and economic demands.

1.4 PRINCIPLES GUIDING THE ESTABLISHMENT OF THE NORMS AND STANDARDS

1.4.1 To ensure successful establishment, implementation, and maintenance of a strong Quality Management System in Higher Education, the Norms and Standards for the Recognition of Higher Education Institutions and Awarding Bodies are anchored on the following principles:

1.4.1.1 All aspects of quality (*quality management, quality assurance, quality control, and quality culture*) are primarily the responsibility of Higher Education Institutions and Awarding Bodies.

1.4.1.2 The autonomy, identity, and integrity of Higher Education Institutions and Awarding Bodies are acknowledged and respected by the Authority.

1.4.1.3 The Norms and Standards for the Recognition of Higher Education Institutions and Awarding Bodies stipulate the threshold requirements to be complied with in the provision of quality education and training.

1.4.1.4 The Authority is committed to providing active support to Higher Education Institutions and Awarding Bodies in their endeavours to surpass the threshold Standards and aspiration for a competitive edge in quality and excellence.

1.4.1.5 The growth, expansion and diversity of Higher Education Institutions and Awarding Bodies take into account the national human resource development priorities and the global economic demands.

1.4.1.6 Higher Education Institutions and Awarding Bodies meet the needs and expectations of the Authority, learners, parents, and relevant stakeholders regarding the quality of their products, services, and activities.

1.4.1.7 The Norms and Standards for the Recognition of Higher Education Institutions and Awarding Bodies promote creativity, innovation, development, academic freedom, and institutional accountability in Higher Education Institutions and Awarding Bodies.

1.5 PREMISE FOR THE ESTABLISHMENT OF THE NORMS AND STANDARDS

1.5.1 The Norms and Standards for the Recognition of Higher Education Institutions and Awarding Bodies were:

1.5.1.1 Established through a participatory process. The process involved the engagement of a range of stakeholders including Higher Education Institutions, Awarding Bodies, Professional Bodies, Regulatory Bodies, Governmental Organisations, Non-Governmental Organisations, and learners.

1.5.1.2 Benchmarked against local, regional, and international quality assurance standards and legislative documents.

1.5.1.3 Stated as threshold Standards that all Higher Education Institutions and Awarding Bodies operating or wishing to operate in Botswana shall comply with.

1.6 THE SCOPE OF THE NORMS AND STANDARDS

1.6.1 These Norms and Standards are applicable to the Recognition of all Higher Education Institutions and Awarding Bodies operating or wishing to operate in Botswana. These include Universities, University Colleges, Colleges, and Awarding Bodies.

2.0 CLASSIFICATION SYSTEM FOR HIGHER EDUCATION INSTITUTIONS

The classification system for Higher Education Institutions recognises the differences in the institutional missions, visions, scope of recognition, operation, products, activities, and services. It facilitates efficient regulation of the Higher Education Institutions and Awarding Bodies, enabling the Authority to adequately consider the context of each category in establishing and implementing quality assurance instruments.

2.1 THE OBJECTIVES OF THE CLASSIFICATION SYSTEM

2.1.1 The objectives of the Classification System for Higher Education Institutions operating in Botswana are to:

2.1.1.1 Guide the appropriate recognition and regulation of different categories of Higher Education Institutions established and operating in Botswana.

2.1.1.2 Define the categories and scope of operation for Higher Education Institutions established and operating in Botswana. The Scope of operation is defined in terms of the institutional quality management system's requirements, NCQF levels of the learning programmes offered, NCQF levels of the qualifications awarded and the extent of involvement in research, innovation, and community engagement activities.

2.2 CATEGORIES FOR THE CLASSIFICATION OF HIGHER EDUCATION INSTITUTIONS

2.2.1 The Classification System used by the Authority for the recognition of Higher Education Institutions shall have the following Recognition Categories:

2.2.1.1 University

2.2.1.2 University College

2.2.1.3 College

2.2.2 THE UNIVERSITY

2.2.2.1 Without derogating or detracting from the provisions made under the Norms and Standards for the Registration and Accreditation of Universities, a Higher Education Institution shall be classified under the “University” category and be identified as a University provided it:

- a) Satisfies the requirements stipulated under the Norms and Standards for the Registration and Accreditation of Universities.
- b) Acquires the status of “University” granted by the Authority.
- c) Demonstrates the capacity to deliver learning programmes and award qualifications up to Doctoral Degrees (NCQF Level 10).
- d) Maintains at least three (3) Faculties or equivalent units constituted by at least two (2) Departments or comparable units each.
- e) Maintains industry partnerships and collaborates with local and international institutions, organisations, and communities for implementing innovative research and development, learning programme development, delivery, review, and evaluation.
- f) Equips learners with relevant entrepreneurship and soft skills to enhance their employability and self employment opportunities.
- g) Extensively contributes to the creation, advancement, expansion, and dissemination of knowledge.

2.2.2.2 The Authority may exempt a specialist University from the provisions made under 2.2.2.1(d).

2.2.3 THE UNIVERSITY COLLEGE

2.2.3.1 Without derogating or detracting from the provisions made under the Norms and Standards for the Registration and Accreditation of University Colleges, a Higher Education Institution shall be classified under the “University College” category and be identified as a University College provided it:

- a) Satisfies the requirements stipulated under the Norms and Standards for the Registration and Accreditation of University Colleges.
- b) Acquires the status of “University College” granted by the Authority.
- c) Acquires affiliation to a University recognised by a Competent Body in accordance with the *Botswana Qualifications Authority Guidelines on Collaborative and Transnational Provisions*.
- d) Demonstrates the capacity to deliver learning programmes and award qualifications up to taught Master’s Degrees (NCQF Level 9).
- e) Maintains at least one (1) Faculty or comparable unit constituted by at least two (2) Departments or comparable units.
- f) Maintains industry partnerships and collaborates with local and international institutions, organisations, and communities for implementing innovative research and development, learning programme development, delivery, review, and evaluation.
- g) Equips learners with relevant entrepreneurship and soft skills to enhance their employability and self employment opportunities.
- h) Contributes to the creation, advancement, expansion, and dissemination of knowledge within the scope of its recognition.

2.2.3.2 The Authority may exempt a specialist University College from the provisions made under 2.2.3.1(e).

2.2.4 THE COLLEGE

2.2.4.1 Without derogating or detracting from the provisions made under the Norms and Standards for the Registration and Accreditation of Colleges, a Higher Education Institution shall be classified under the “College” category and be identified as a College provided it:

- a) Satisfies the Norms and Standards for the Registration and Accreditation of Colleges.
- b) Acquires the status of “College” granted by the Authority.
- c) Demonstrates the capacity to deliver learning programmes and award qualifications up to Diploma (NCQF Level 6).
- d) Maintains at least three (3) Diploma (NCQF Level 6) learning programmes recognised by the Authority.
- e) Maintains defined departments or units that are consistent with its products, activities and services.
- f) Maintains industry partnerships and collaborates with local and international institutions, organisations, and communities for implementing learning programme development, delivery, review, and evaluation.
- g) Equips learners with relevant entrepreneurship and soft skills to enhance their employability and self employment opportunities.

2.2.4.2 The Authority may exempt a specialist College from the provisions made under 2.2.4.1(d).

3.0 REGISTRATION AND ACCREDITATION OF UNIVERSITIES

- 3.1** Universities shall comply with the requirements stipulated under the Norms and Standards for the Registration and Accreditation of Universities.
- 3.2** The Norms and Standards for the Registration and Accreditation of Universities shall be the basis upon which the Authority grants Registration, Letter of Interim Authority and Certificate of Accreditation to a University.
- 3.3** A University may use the term “University” as part of the institution’s name, provided it obtains permission from the Authority.
- 3.4** Granting of Registration by the Authority shall be the first level of recognition of a University.
- 3.5** Registration shall be valid for a period not exceeding three (3) years from the date of issue, subject to an extension for a period not exceeding two (2) years, which the Authority may grant.
- 3.6** Granting of a Letter of Interim Authority shall be the second level of recognition of a University.
- 3.7** A Letter of Interim Authority shall be valid for a period not exceeding five (5) years from the date of issue, subject to an extension for a period not exceeding three (3) years, which the Authority may grant.
- 3.8** Granting of a Certificate of Accreditation shall be the third level of recognition of a University.
- 3.9** A Certificate of Accreditation shall be valid for a period not exceeding ten (10) years from the date of issue, subject to an extension for a period not exceeding three (3) years, which the Authority may grant.
- 3.10** Registration, a Letter of Interim Authority and a Certificate of Accreditation may be granted to a University, subject to the conditions determined by the Authority.
- 3.11** The Authority may vary the conditions of recognition or revoke Registration, a Letter of Interim Authority or a Certificate of Accreditation of a University where the Authority has good cause to believe that the University is failing to meet the Norms and Standards for the Registration and Accreditation of Universities or such conditions, as the Authority may impose on a University.

4.0 APPLICATION FOR REGISTRATION OF UNIVERSITIES

- 4.1** A Sponsoring Body wishing to establish and operate a University in Botswana shall apply to the Authority for registration. A fee determined by the Authority shall accompany the application.
- 4.2** The Sponsoring Body shall provide a rationale for the establishment of a University showing, amongst other things, how the establishment of the University is aligned with the human resources development needs of Botswana and the global socio-economic demands.
- 4.3** The Authority may require additional information from a Sponsoring Body. if the Sponsoring Body fails to submit the required information within the period determined by the Authority, the application shall be rejected.
- 4.4** Where the Authority is satisfied that a Sponsoring Body has the potential capacity to establish a University that satisfies the Norms and Standards for the Registration and Accreditation of Universities, it shall:
- 4.4.1** Grant, to the Sponsoring Body, Registration for the University in the manner determined by the Authority.
- 4.4.2** Record the particulars of the Registration in the register of Universities recognised under Registration.
- 4.5** A Sponsoring Body granted Registration for a University by the Authority shall, within a period not exceeding three (3) years from the date of issue, subject to an extension for a period not exceeding two (2) years, which the Authority may grant:
- 4.5.1** Commence and complete the establishment of physical resources, infrastructures, relevant systems and arrangements required for the operation of the University.
- 4.5.2** Have at least six (6) Bachelor's Degree (NCQF Level 7) learning programmes approved by the Authority, to be offered in at least three (3) Faculties or comparable units, each constituted by at least two (2) Departments or comparable units offering a minimum of one (1) learning programme per Department or unit.
- 4.6** Notwithstanding the provision made in *Part 3.5.2*, the provision made in *Part 2.2.2.2* shall apply to a specialist University.

- 4.7** A University granted Registration by the Authority shall not:
- 4.7.1** Commence any operations.
 - 4.7.2** Advertise its activities, services, and products, including learning programmes.
 - 4.7.3** Admit or enrol learners.
- 4.8** Registration granted to a Sponsoring Body for a University by the Authority shall lapse:
- 4.8.1** Upon granting, to the Sponsoring Body, a Letter of Interim Authority in respect of the University.
 - 4.8.2** Upon its revocation by the Authority.
 - 4.8.3** On application to the Authority by the Sponsoring Body to cease the establishment of the University.
- 4.9** A Sponsoring Body for a University shall, before the expiry of its Registration, submit a Letter of Intent in the manner determined by the Authority, stating its intention and plans to commence the operation of the University.
- 4.10** Where the Authority is satisfied that a Sponsoring Body has met the prescribed requirements, it shall:
- 4.10.1** Respond to a Letter of Intent by granting, to the Sponsoring Body, a Letter of Interim Authority for the University in the manner determined by the Authority.
 - 4.10.2** Permit the Sponsoring Body to commence the operation of the University.
 - 4.10.3** Grant, to the University, Qualification Awarding Rights to award qualifications up to Doctoral Degree (NCQF level 10).
 - 4.10.4** Record the particulars of the Letter of Interim Authority in the register of Universities recognised and operating under a Letter of Interim Authority.

- 4.11** A University granted a Letter of Interim Authority shall:
- 4.11.1** Periodically review its policies, plans, processes, systems, qualifications, and learning programmes to maintain their fitness for purpose.
 - 4.11.2** Maintain relevant structures for managing and coordinating the establishment, implementation, and maintenance of the institutional strategic plans and policies.
 - 4.11.3** Undergo quality assurance review activities determined by the Authority.
 - 4.11.4** Submit reports and pay fees to the Authority in the manner determined by the Authority.
- 4.12** A Letter of Interim Authority granted to a University by the Authority shall lapse:
- 4.12.1** After the expiry of a period not exceeding five (5) years from the date of issue, as the Authority may specify in the Letter of Interim Authority, subject to an extension for a period not exceeding three (3) years, which the Authority may grant.
 - 4.12.2** Upon failure to commence operation of the University within a period not exceeding two (2) years from the date of issue, as the Authority may specify in the Letter of Interim Authority.
 - 4.12.3** Upon accreditation of a University which was operating under a Letter of Interim Authority.
 - 4.12.4** Upon its revocation by the Authority.
 - 4.12.5** On application by a University to cease operation.
- 4.13** A University, whose Letter of Interim Authority lapses, may be required to wind up in accordance with the processes and guidelines determined by the Authority.

5.0 APPLICATION FOR ACCREDITATION OF UNIVERSITIES

- 5.1** A University shall, after operating under a Letter of Interim Authority in Botswana for not less than four (4) years from the date of issuance of the Letter of Interim Authority, apply to the Authority for accreditation.
- 5.2** An application for accreditation of a University, accompanied by an application fee, shall be lodged with the Authority at least six (6) months before the expiry of the Letter of Interim Authority.
- 5.3** The Authority may require additional information from the University. If the University fails to submit the required information within the period determined by the Authority, the application shall be rejected.
- 5.4** The Authority may require a University whose application for accreditation is rejected to wind up in the manner determined by the Authority, or continue operating under such conditions, as the Authority may determine.
- 5.5** Where the Authority is satisfied that the University has met the prescribed requirements, it shall:
- 5.5.1** Issue, to the University, a Certificate of Accreditation, in the manner determined by the Authority.
 - 5.5.2** Record the particulars of the Certificate of Accreditation in the register of accredited Universities.
- 5.6** A University granted a Certificate of Accreditation shall:
- 5.6.1** Periodically review its policies, plans, processes, systems, qualifications, and learning programmes to maintain their fitness for purpose.
 - 5.6.2** Maintain relevant structures for managing and coordinating the establishment, implementation, and maintenance of the institutional strategic plans and policies.
 - 5.6.3** At least six (6) months before the period of accreditation expires, apply for renewal of accreditation in the manner determined by the Authority.
 - 5.6.4** Undergo quality assurance review activities determined by the Authority.

- 5.6.5** Submit reports and pay fees to the Authority in the manner determined by the Authority.
- 5.7** Where the Authority is satisfied that a University complies with the requirements for renewal of accreditation, it shall renew the accreditation of the University under the conditions determined by the Authority.
- 5.8** The Authority may require a University whose application for renewal of accreditation is rejected to wind up in the manner determined by the Authority, or continue operating under such conditions, as the Authority may determine.
- 5.9** A Certificate of Accreditation granted by the Authority to a University shall lapse:
- 5.9.1** After the expiry of a period not exceeding ten (10) years from the date of issue, as the Authority may specify in the Certificate of Accreditation.
- 5.9.2** Upon its revocation by the Authority.
- 5.9.3** On application by the University to cease operation.
- 5.10** A University whose Certificate of Accreditation lapses may be required to wind up in the manner determined by the Authority.

6.0 NORMS AND STANDARDS FOR THE REGISTRATION AND ACCREDITATION OF UNIVERSITIES

All Universities shall comply with the following Norms and Standards.

6.1 NORM 1: LEGAL STATUS OF A SPONSORING BODY

An application for registration or accreditation of a University shall be submitted to the Authority by a Sponsoring Body duly recognised in Botswana.

6.1.1 STANDARD 1: LEGAL STATUS OF A SPONSORING BODY

A Sponsoring Body shall be one of the following:

6.1.1.1 A Society registered under the Societies Act.

6.1.1.2 A Trust registered under the Trust Property Control Act.

6.1.1.3 A limited liability Company registered under the Companies Act.

6.1.1.4 In the case of Public University or entity, a duly constituted Governing Body.

6.2 NORM 2: OWNERSHIP

A Society, Trust, Company or a Governing Body wishing to apply for registration or accreditation of a University shall, in respect of its ownership, be compliant with the Act under which it was established, the Botswana Qualifications Authority Act and Regulations, and other legal and contractual obligations applicable to its products, services, and activities.

6.2.1 STANDARD 2: OWNERSHIP

A Sponsoring Body shall:

6.2.1.1 In the case of a Company, Society or Trust:

- a) Provide information on its registration status.
- b) Demonstrate that the person(s) listed in the Articles of Association are fit and proper in accordance with the criteria determined by the Authority.

6.2.1.2 In the case of a Public University or entity, demonstrate that the person(s) listed in the membership of the Governing Body are fit and proper persons in accordance with the criteria determined by the Authority.

6.3 NORM 3: RATIONALE FOR THE ESTABLISHMENT AND OPERATION

A rationale showing how the establishment and operation of a University is aligned with the human resources development needs of Botswana and the global socio-economic demands shall be provided.

6.3.1 STANDARD 3: RATIONALE FOR THE ESTABLISHMENT AND OPERATION

A University shall:

6.3.1.1 Conduct a feasibility study, needs assessment or market survey and produce a report demonstrating how the establishment of the University is aligned with the human resources development needs of Botswana and the global socio-economic demands.

6.3.1.2 Submit the feasibility study, needs assessment or market survey report to the Authority in the manner determined by the Authority.

6.4 NORM 4: GOVERNANCE AND MANAGEMENT

A University shall have governance and management structures.

6.4.1 STANDARD 4: GOVERNANCE AND MANAGEMENT

A University shall:

6.4.1.1 Have headquarters situated at her main campus where the offices of the Vice Chancellor shall be located.

6.4.1.2 Establish, implement, and maintain institutional Policies, statutes, rules and regulations for governance and management.

6.4.1.3 Establish and maintain a Governing Body which has members representing the interests of the Sponsoring Body.

6.4.1.4 Establish, implement, and maintain a naming system for leadership positions of units which provides for the:

- a) Appointment of the Chancellor as a titular or ceremonial head of the University.
- b) Appointment of a Vice Chancellor and a Deputy Vice Chancellor as senior academicians at the rank of Associate Professor or Professor.
- c) Appointment of persons who are at Senior Lecturer level to the positions of Dean of Faculties, Schools or comparable units, or Directors of Centres or Directorates dealing with academic matters.
- d) Appointment of persons who are at Senior Lecturer level and hold Doctoral Degrees in relevant academic fields as Heads of Departments, Schools or comparable units.
- e) Appointment of persons who hold at least Master's Degree (NCQF Level 9 or equivalent) in relevant academic fields as Heads of Departments in the Departments or comparable units offering learning programmes leading to professional awards.

6.4.1.5 Establish, implement, and maintain appropriate systems and structures to ensure that there is no governance, administrative and functional disconnection between the main campus and other campuses that are under its ownership.

6.4.1.6 Establish, implement, and maintain a process for notifying the Authority, in writing, of any change to the governance and partnership arrangements.

6.4.1.7 Include learner representation in the Governing Body.

6.5 NORM 5: FINANCIAL VIABILITY

Management of financial resources of a University shall be conducted within approved framework for institutional financial strategies, policies and processes, that are aligned with the mission, vision and strategic plans of the University and financial Standards and principles generally accepted in Botswana. A University may be subjected to a forensic audit if the Authority is satisfied that there are sufficient grounds to conduct the audit.

6.5.1 STANDARD 5: FINANCIAL VIABILITY

A University shall establish, implement, and maintain:

6.5.1.1 Financial resources capacity that demonstrates financial viability and supports its mission, vision, and strategic plans.

6.5.1.2 Tuition Assurance arrangements in the form of financial surety or guarantee to ensure that it meets its financial obligations to the number of learners it has projected to enrol.

- a) The financial surety or guarantee shall be obtained from a financial services entity that is duly registered in Botswana and shall be in the manner determined by the Authority.
- b) The Authority may permit a Public University to establish, implement, and maintain alternative Tuition Assurance arrangements that comply with relevant legal requirements.

6.5.1.3 Books of accounts operated in the name of the University and not in the name of any other body.

6.5.1.4 A policy on financial management and planning that:

- a) Demonstrates the capacity of a University to depend on identified sustainable sources of revenue.
- b) Prohibits diversion of funds from the accounts of the University to any other accounts.

6.5.1.5 Effective systems of enterprise risk management, regulatory compliance, internal controls, and contingency management.

6.5.1.6 Financial stability that is not achieved at the expense of educational quality.

6.5.1.7 A budgetary system that ensures that the Governing Body retains appropriate autonomy in all budget and finance matters.

6.5.1.8 A process for the preparation of financial statements in accordance with international financial reporting Standards and principles generally accepted in Botswana.

6.6 NORM 6: PHYSICAL RESOURCES AND INFRASTRUCTURES

A University shall have access to adequate and appropriate physical resources and infrastructures to support learning and teaching.

6.6.1 STANDARD 6: PHYSICAL RESOURCES AND INFRASTRUCTURES

This Standard is divided into seven (7) Sub-Standards addressing requirements in respect of physical resources and infrastructure essential for effective learning and teaching.

6.6.2 STANDARD 6.1: LEARNING AND TEACHING RESOURCES

A University shall establish, implement, and maintain:

6.6.2.1 A policy on infrastructure management that addresses the procurement, utilisation and maintenance of learning and teaching resources.

6.6.2.2 A framework for spatial development and a plan for infrastructure management.

6.6.2.3 Physical facilities and infrastructures that are adequate for the effective discharge of learning and teaching functions.

6.6.2.4 Conditions of approval from relevant Competent Authorities for all buildings and developments planned or constructed in a campus.

6.6.2.5 A process for conducting annual room audit to determine the Space Utilisation Rates (SUR).

6.6.2.6 Relevant agreements, approved by the Authority, where physical facilities, infrastructures, equipment or specialist materials are leased or loaned.

6.6.3 STANDARD 6.2: LABORATORIES, WORKSHOPS AND TEACHING CLINICS

A University shall establish, implement, and maintain:

6.6.3.1 Laboratories, workshops, teaching clinics and other spaces designated for experimental and practical learning, teaching and research activities according to the relevant national and international standards and guidelines regarding their design and space requirements.

6.6.3.2 Appropriate and adequate equipment and resources in its laboratories, workshops, teaching clinics and other spaces designated for experimental learning, teaching and research activities.

6.6.4 STANDARD 6.3: STAFF OFFICES

A University shall establish and maintain adequate offices with sufficient space and appropriate equipment and furniture for staff.

6.6.5 STANDARD 6.4: SAFETY, HEALTH, AND ENVIRONMENT

A University shall establish, implement, and maintain:

6.6.5.1 A policy on Safety, Health, and Environmental management that is consistent with its legal obligations.

6.6.5.2 A policy on Safety, Health, and Environmental management that provides for the adaptation of national or international Safety, Health, and Environmental management systems.

6.6.5.3 A process for auditing, at specified regular intervals, the Safety, Health, and Environmental Management Systems.

6.6.5.4 A process for periodic review of the effectiveness of the Safety, Health, and Environmental Management Systems by the governing body, to ensure its alignment to strategic direction of the University and fitness for purpose.

6.6.5.5 An environment that is conducive to learning and teaching in respect of health and safety.

6.6.6 STANDARD 6.5: INFORMATION AND COMMUNICATION TECHNOLOGY

A University shall establish, implement, and maintain:

6.6.6.1 A policy on Information and Communication Technology.

6.6.6.2 Appropriate and adequate Information and Communication Technology facilities.

6.6.6.3 Adequate internet connectivity and WiFi hotspots with a capacity of at least 100 Mbps for up to 500 users, 200 Mbps for up to 1000 users and 300Mbps for over 1000 users.

6.6.6.4 Appropriate and adequate software licenses required for effective teaching, learning and research.

6.6.7 STANDARD 6.6: ACCOMMODATION FACILITIES FOR LEARNERS

A University may establish and maintain accommodation facilities that are compliant with relevant legal requirements and aligned with the *Guidelines on Student Accommodation* determined by the Authority.

6.6.8 STANDARD 6.7: LIBRARY FACILITIES AND RESOURCES

A University shall have a library that supports teaching, learning, and research, taking into account:

6.6.8.1 Institutional Effectiveness

A University shall define, develop, and measure outcomes that contribute to institutional effectiveness.

6.6.8.2 Professional Values

A University shall advance professional values of intellectual freedom, intellectual property rights and values, user privacy and confidentiality, collaboration, and user-centred service.

6.6.8.3 Educational Roles

A University shall support learners and develop their capacity to discover, access, and use information effectively for academic success, research, and lifelong learning.

6.6.8.4 Discovery

A University shall support users to discover information in all formats through effective use of technology and organization of knowledge.

6.6.8.5 Collections

A University shall provide access to collections sufficient in quality, depth, diversity, format, and currency to support learning, teaching and research.

6.6.8.6 Space

A University shall serve as an intellectual common where users interact with ideas in both physical and virtual environments to facilitate learning, teaching and the creation of new knowledge.

6.6.8.7 Management, Administration and Leadership

The library representative of a University shall participate in the decision-making structures to inform resource allocation and ensure that the library's mission is implemented efficiently.

6.6.8.8 Personnel

A University shall have a sufficient number of appropriately qualified library personnel to ensure excellence and to function successfully in an environment of dynamic change.

6.6.8.9 External Relations

Library management shall engage relevant stakeholders through multiple strategies in order to advocate, educate, and promote library values.

6.7 NORM 7: HUMAN RESOURCES

A University shall have Policies on human resources that are inclusive, and that ensure recruitment and retention of adequate number of appropriately qualified and competent staff to achieve its mission and vision.

6.7.1 STANDARD 7: HUMAN RESOURCES

A University shall establish, implement, and maintain:

6.7.1.1 Policies on recruitment, selection, and promotion of staff which provide for the recruitment of an adequate number of appropriately qualified staff, equality of opportunities, and inclusivity.

6.7.1.2 A policy on staff development and continuous professional development.

6.7.1.3 Adequate number of appropriately qualified and competent staff.

6.7.1.4 A process for periodic monitoring, evaluation, and appraisal of staff.

6.7.1.5 A process for ensuring appropriate staff-learners' ratios for all learning programmes offered.

6.8 NORM 8: ADMISSIONS AND ENROLMENT

A University shall have Policies on admission and enrolment of learners that provide for access and equity by ensuring fair and equitable recruitment and admission.

6.8.1 STANDARD 8: ADMISSIONS AND ENROLMENT

A University shall establish, implement, and maintain:

6.8.1.1 A policy on admissions and enrolment that is aligned to the relevant industrial and professional Standards.

6.8.1.2 Processes, procedures, and requirements on admissions and enrolments.

6.8.1.3 A process for induction of learners into the institution and a learning programme.

6.9 NORM 9: LEARNER SUPPORT, WELFARE, AND WELLNESS SERVICES

A University shall provide learner support services that are proportionate to the learners' population and needs.

6.9.1 STANDARD 9: LEARNER SUPPORT, WELFARE, AND WELLNESS SERVICES

A University shall establish, implement, and maintain:

6.9.1.1 A policy on learner support that makes provision for matters related to the welfare, wellness, and wellbeing of learners.

6.9.1.2 A disciplinary policy and process for learners.

6.9.1.3 A process for establishing Memorandums of Agreement on hired or outsourced learner support services.

6.9.1.4 Rules, regulations, and processes for managing grievances of learners.

6.9.1.5 A process for advising learners on accessible learner support services.

6.10 NORM 10: QUALITY MANAGEMENT

A University shall institutionalize an internal Quality Management System.

6.10.1 STANDARD 10: QUALITY MANAGEMENT

A University shall establish, implement, and maintain:

6.10.1.1 A policy on institutional quality management that is consistent with its mission, vision, and strategic plans.

6.10.1.2 A policy on institutional quality management that provides for the adaptation of a national or international quality management system to assure internal quality.

6.10.1.3 Processes for the establishment, implementation, monitoring, and evaluation of the institutional Quality Management System.

6.10.1.4 A process for auditing, at specified regular intervals, the Quality Management System.

6.10.1.5 A process for the periodic review of the effectiveness of the Quality Management System by the governing body, to ensure its alignment to strategic direction of the University and fitness for purpose.

6.11 NORM 11: INFORMATION AND DATA MANAGEMENT SYSTEM

A University shall collect, analyse, and utilise relevant information to effectively manage its learning programmes and other activities, products, and services, taking into account the requirements of the Authority and relevant legal obligations regarding data management and security.

6.11.1 STANDARD 11: INFORMATION AND DATA MANAGEMENT SYSTEM

A University shall establish, implement, and maintain:

6.11.1.1 A policy on information and data management that is consistent with its institutional mission, vision, strategic plans, and legal requirements.

6.11.1.2 Processes for collecting, analysing, utilizing data and storing data.

6.11.1.3 Processes for internal and external communication.

6.12 NORM 12: RESEARCH DEVELOPMENT AND INNOVATION

A University shall encourage, promote, and engage in innovative research consistent with its mission, vision, Policies, and strategic plans, while actively addressing the national and international socio-economic needs.

6.12.1 STANDARD 12: RESEARCH DEVELOPMENT AND INNOVATION

A University shall establish, implement, and maintain:

6.12.1.1 A policy on research development and innovation.

6.12.1.2 Research management systems and strategies.

6.12.1.3 Standards and processes for the approval of research proposals, theses, and the conduct and supervision of research studies.

6.12.1.4 Processes for acquisition and provision of adequate infrastructures and resources that facilitate innovative research and publication.

6.12.1.5 Processes for the quality management of research.

6.12.1.6 Processes for collaboration and partnerships in research development and innovation.

6.13 NORM 13: LEARNING PROGRAMME DEVELOPMENT, DELIVERY, REVIEW AND EVALUATION

A University shall develop, deliver, review, and evaluate learning programmes that are aligned with its mission, vision, strategic plans, National Human Resource Development Strategy, national, and international Standards and the needs of relevant stakeholders.

6.13.1 STANDARD 13: LEARNING PROGRAMME DEVELOPMENT, DELIVERY, REVIEW AND EVALUATION

A University shall establish, implement, and maintain:

6.13.1.1 Policies on learning program development, delivery, review, and evaluation.

6.13.1.2 Processes for introducing new learning programmes and amending or phasing out current learning programmes.

6.13.1.3 A process for stakeholder engagement in learning programme development, delivery, review, and evaluation.

6.13.1.4 A process for conducting tracer studies, at specified periodic intervals, for monitoring and evaluating the effectiveness and impact of its learning programmes.

6.13.1.5 Formal agreements, established in accordance with the *Guidelines on Collaborative and Transnational Provisions*, determined by the Authority, for all learning programmes

offered in partnership with other Education and Training Providers, Awarding Bodies or entities.

6.13.1.6 A policy on work-integrated learning established according to the *Guidelines on Work-Integrated Learning* determined by the Authority.

6.14 NORM 14: ASSESSMENT, MODERATION, AND PROGRESSION

Consistent with the Policies on assessment, moderation, and progression determined by the Authority, a University shall conduct systematic, fair, and transparent assessment and moderation.

6.14.1 STANDARD 14: ASSESSMENT, MODERATION, AND PROGRESSION

A University shall establish, implement, and maintain:

6.14.1.1 Policies and processes on assessment, moderation, and progression that are consistent with the institutional mission, vision and satisfy the policies determined by the Authority.

6.14.1.2 A process for the management of lecturer's visit reports, learner's portfolios and logbooks for work-integrated learning.

6.14.1.3 Processes for ensuring that reports on assessment, moderation, and progression as well as feedback from learners, assessors, moderators, and relevant stakeholders are used to inform staff development and continual improvement of learning, teaching, and assessment practices.

6.14.1.4 Appeals process for learners who may feel aggrieved by the assessment processes or results.

6.14.1.5 Processes for ensuring that assessment procedures, materials, and data are secure.

6.15 NORM15: COMMUNITY ENGAGEMENT

A University shall encourage, promote, and engage in community outreach programmes as part of its social responsibility.

6.15.1 STANDARD 15: COMMUNITY ENGAGEMENT

A University shall establish, implement, and maintain:

6.15.1.1 A policy on the management of community engagement activities that are consistent with the institutional mission, vision, and strategic plans.

6.15.1.2 Processes of incorporating community engagement in its activities.

6.15.1.3 A process for partnering with other stakeholders in community engagement for sustainable development.

6.16 NORM 16: OPEN, DISTANCE AND E-LEARNING

A University may establish Open Distance and e-Learning (ODeL) campuses or centres for the purpose of promoting access to education and training.

6.16.1 STANDARD 16: OPEN, DISTANCE AND E-LEARNING

A University wishing to establish Open, Distance and e-Learning campuses or centres shall implement and maintain:

6.16.1.1 A policy on Open, Distance and e-Learning that is:

- a)* In accordance with the *Policy and Guidelines on Open Distance and e-Learning* determined by the Authority.
- b)* Consistent with the institutional mission, vision and strategic plans.

6.17 NORM 17: QUALIFICATION DEVELOPMENT AND REVIEW

A University shall develop, periodically review and continually improve qualifications recognised under its name to ensure that they are consistently fit for purpose.

6.17.1 STANDARD 17: QUALIFICATION DEVELOPMENT AND REVIEW

A University shall establish, implement, and maintain:

6.17.1.1 Policies on qualification development and review in accordance with the Policies, Standards, guidelines and processes determined by the Authority.

6.17.1.2 Processes for amending or phasing out qualifications in accordance with policies and guidelines for qualification development and review determined by the Authority.

6.17.1.3 A process for stakeholder engagement during qualification development and review.

6.18 NORM 18: REGISTRATION AND CERTIFICATION OF LEARNERS

A University shall have Policies on registration and certification of learners that provide for access and equity and shall not issue digital certificates without prior approval by the Authority.

6.18.1 STANDARD 18: REGISTRATION AND CERTIFICATION OF LEARNERS

A University shall establish, implement, and maintain:

6.18.1.1 A policy and processes on registration of learners.

6.18.1.2 A policy and processes on certification in line with the *Norms and Standards on Certification for Higher Education Institutions*.

6.18.1.3 Data management system that provides for the management of data on registration and certification.

6.18.1.4 A process for issuing duplicate or replacement certificates.

6.18.1.5 A process for the revocation or withdrawal of certificates.

6.18.1.6 Overt and covert design features on certificates for security purposes.

6.18.1.7 Processes for ensuring the security of the assessment procedures, materials, data and places for producing certificates.

6.19 NORM 19: MALPRACTICE AND MALADMINISTRATION

A University shall have Policies on malpractice and maladministration regarding its operations.

6.19.1 STANDARD 19: MALPRACTICE AND MALADMINISTRATION

A University shall establish, implement, and maintain:

6.19.1.1 A policy on assessment malpractice and maladministration.

6.19.1.2 Processes for investigating suspected malpractice and maladministration.

6.19.1.3 Process for engaging and informing the Authority about incidents of malpractice and maladministration.

6.19.1.4 A whistleblowing policy.

6.20 NORM 20: WITHDRAWAL OF QUALIFICATIONS

Consistent with the *Botswana Qualifications Authority Guidelines on Withdrawal of Qualifications*, a University shall have arrangements for withdrawing qualifications recognised under its name.

6.20.1 STANDARD 20: WITHDRAWAL OF QUALIFICATIONS

A University shall establish, implement, and maintain:

6.20.1.1 A policy and processes on withdrawal of qualifications.

6.20.1.2 A process for communicating, to the Authority, learners and relevant stakeholders, its intentions and plans to withdraw a qualification.

7.0 REGISTRATION AND ACCREDITATION OF UNIVERSITY COLLEGES

- 7.1** A University College is a Higher Education Institution that has established collaborative partnership, in accordance with the Botswana Qualifications Authority *Guidelines on Collaborative and Transnational Provisions*, with a university recognised by a Competent Body.
- 7.2** A University College shall, *mutatis mutandis*, comply with the requirements stipulated under the Norms and Standards for the Registration and Accreditation of Universities.
- 7.3** The Norms and Standards for the Registration and Accreditation of Universities and the partnership agreement between a University College and its collaborative partners shall be the basis upon which the Authority grants Registration, a Letter of Interim Authority and a Certificate of Accreditation to a University College.
- 7.4** A University College may use the term “University College” as part of the institution’s name, provided it obtains permission from the Authority.
- 7.5** Granting of Registration by the Authority shall be the first level of recognition of a University College.
- 7.6** Registration shall be valid for a period not exceeding three (3) years from the date of issue, subject to an extension for a period not exceeding two (2) years, which the Authority may grant.
- 7.7** Granting of a Letter of Interim Authority shall be the second level of recognition of a University College.
- 7.8** A letter of Interim Authority shall be valid for a period not exceeding five (5) years from the date of issue, subject to an extension for a period not exceeding three (3) years, which the Authority may grant.
- 7.9** Granting of a Certificate of Accreditation shall be the third level of recognition of a University College.
- 7.10** A Certificate of Accreditation shall be valid for a period not exceeding ten (10) years from the date of issue, subject to an extension for a period not exceeding three (3) years, which the Authority may grant.

- 7.11** Registration, a Letter of Interim Authority and a Certificate of Accreditation may be granted to a University College, subject to the conditions determined by the Authority.
- 7.12** The Authority may vary the conditions of recognition or revoke Registration, a Letter of Interim Authority or a Certificate of Accreditation of a University College where the Authority has good cause to believe that the University College is failing to meet the Norms and Standards for the Registration and Accreditation of Universities, partnership agreements or such conditions, as the Authority may impose on a University College.

8.0 APPLICATION FOR REGISTRATION OF UNIVERSITY COLLEGES

- 8.1** A Sponsoring Body wishing to establish and operate a University College in Botswana shall apply to the Authority for registration. A fee determined by the Authority shall accompany the application.
- 8.2** The Sponsoring Body shall provide a rationale for the establishment of a University College showing, amongst other things, how the establishment of the University College is aligned with the human resources development needs of Botswana and the global economic demands.
- 8.3** The Authority may require additional information from the Sponsoring Body. If the applicant fails to submit the required information within the period determined by Authority, the application shall be rejected.
- 8.4** Where the Authority is satisfied that a Sponsoring Body has the potential capacity to establish a University College that satisfies the Norms and Standards for the Registration and Accreditation of Universities and the agreement between a University College and its collaborative partners, it shall:
- 8.4.1** Grant, to the Sponsoring Body, Registration for the University College in the manner determined by the Authority.
- 8.4.2** Record the particulars of the Registration in the register of University Colleges recognised under Registration.
- 8.5** A Sponsoring Body granted Registration for a University College by the Authority shall, within a period not exceeding three (3) years from the date of issue, subject to an extension for a period not exceeding two (2) years, which the Authority may grant:
- 8.5.1** Commence and complete the establishment of physical resources, infrastructures, relevant systems and arrangements required for the operation of the University College.
- 8.5.2** Have at least four (4) Bachelor's Degree (NCQF Level 7) learning programmes approved by the Authority, offered in at least one (1) Faculty or comparable unit with at least two (2) Departments or comparable units offering at least two (2) learning programmes per Department or comparable units.

- 8.6** Notwithstanding the provision made in *Part 8.5.2*, the provision made in *Part 2.2.3.2* shall apply to a specialist University College.
- 8.7** A University College granted Registration shall not:
- 8.7.1** Commence any operations.
 - 8.7.2** Advertise its activities, services, and products, including learning programme.
 - 8.7.3** Admit or enrol learners.
- 8.8** Registration granted to a Sponsoring Body for a University College by the Authority shall lapse:
- 8.8.1** Upon granting, to the Sponsoring Body, a Letter of Interim Authority in respect of the University College.
 - 8.8.2** Upon its revocation by the Authority.
 - 8.8.3** On application to the Authority by the Sponsoring Body to cease the establishment of the University College.
- 8.9** A Sponsoring Body for a University College shall, before the expiry of its Registration, submit a Letter of Intent, in the manner determined by the Authority, stating its intention and plans to commence the operation of the University College.
- 8.10** Where the Authority is satisfied that a Sponsoring Body has met the prescribed requirements, it shall:
- 8.10.1** Respond to a Letter of Intent by granting, to the Sponsoring Body, a Letter of Interim Authority for the University College in the manner determined by the Authority.
 - 8.10.2** Permit the Sponsoring Body to commence the operation of the University College.
 - 8.10.3** Grant, to the University College, Qualification Awarding Rights to award qualifications up to Master's taught Degree (NCQF level 9).

- 8.10.4** Record the particulars of the Letter of Interim Authority in the register of University Colleges recognised and operating under a Letter of Interim Authority.
- 8.11** A University College granted a Letter of Interim Authority shall:
- 8.11.1** Periodically review its policies, plans, processes, systems, qualifications, and learning programmes to maintain their fitness for purpose.
 - 8.11.2** Maintain relevant structures for managing and coordinating the establishment, implementation, and maintenance of the institutional strategic plans and policies.
 - 8.11.3** Submit reports and pay fees to the Authority in the manner determined by the Authority.
 - 8.11.4** Undergo quality assurance review activities determined by the Authority.
- 8.12** A Letter of Interim Authority granted to a University College by the Authority shall lapse:
- 8.12.1** After the expiry of a period not exceeding five (5) years from the date of issue, as the Authority may specify in the Letter of Interim Authority, subject to an extension for a period not exceeding three (3) years, which the Authority may grant.
 - 8.12.2** Upon failure to commence operation of the University College within a period not exceeding two (2) years from the date of issue, as the Authority may specify in the Letter of Interim Authority.
 - 8.12.3** Upon accreditation of a University College which was operating under a Letter of Interim Authority.
 - 8.12.4** Upon its revocation by the Authority.
 - 8.12.5** On application by a University College to cease operation.
- 8.13** A University College, whose Letter of Interim Authority lapses, may be required to wind up in accordance with the processes and guidelines determined by the Authority.

9.0 APPLICATION FOR ACCREDITATION OF UNIVERSITY COLLEGES

- 9.1** A University College shall, after operating under a Letter of Interim Authority in Botswana for not less than four (4) years from the date of issuance of the Letter of Interim Authority, apply to the Authority for accreditation.
- 9.2** A University College may apply to the Authority for a change in its Recognition Status from University College to University, after operating in Botswana for not less than four (4) years from the date of registration.
- 9.3** A University College may concurrently apply to the Authority for accreditation and a change in its Recognition Category from University College status to University status.
- 9.4** An application for accreditation of a University College, accompanied by an application fee, shall be lodged with the Authority at least six (6) months before expiry of the Letter of Interim Authority.
- 9.5** The Authority may require additional information from the University College. If the University College fails to submit the required information within the period determined by the Authority, the application shall be rejected.
- 9.6** The Authority may require a University College whose application for accreditation is rejected to wind up in the manner determined by the Authority, or continue operating under such conditions, as the Authority may determine.
- 9.7** Where the Authority is satisfied that an applicant has met the prescribed requirements, it shall:
- 9.7.1** Issue, to the applicant, a Certificate of Accreditation for a University College, in the manner determined by the Authority.
 - 9.7.2** Record the particulars of the Certificate of Accreditation in the register of accredited University Colleges.
- 9.8** A University College granted a Certificate of Accreditation shall:
- 9.8.1** Periodically review its policies, plans, processes, systems, qualifications, and learning programmes to maintain their fitness for purpose.

- 9.8.2** Maintain relevant structures for managing and coordinating the establishment, implementation, and maintenance of the institutional strategic plans and policies.
- 9.8.3** Undergo quality assurance review activities determined by the Authority.
- 9.8.4** Submit reports and pay fees to the Authority in the manner determined by the Authority.
- 9.8.5** At least six (6) months before the period of accreditation expires, apply for renewal of accreditation in the manner determined by the Authority.
- 9.9** Where the Authority is satisfied that a University College satisfies the requirements for renewal of accreditation, it shall renew the accreditation of the University College under the condition determined by the Authority.
- 9.10** The Authority may require a University College whose application for renewal of accreditation is rejected to wind up in the manner determined by the Authority, or continue operating under such conditions, as the Authority may determine.
- 9.11** A Certificate of Accreditation granted by the Authority to a University College shall lapse:
- 9.11.1** After the expiry of a period not exceeding ten (10) years from the date of issue, as the Authority may specify in the Certificate of Accreditation.
- 9.11.2** Upon its revocation by the Authority.
- 9.11.3** On application by the University College to cease operation.
- 9.12** A University College, whose Certificate of Accreditation lapses, may be required to wind up in the manner determined by the Authority.

10.0 NORMS AND STANDARDS FOR THE REGISTRATION AND ACCREDITATION OF UNIVERSITY COLLEGES

- 10.1** As stated in *Part 7.2*, a University College shall, *mutatis mutandis*, comply with the Norms and Standards for the Registration and Accreditation of Universities (*Refer to Part 6.0*).
- 10.2** In addition to the provision made in *Part 10.1*, a University College shall establish, implement, and maintain collaborative partnership, in accordance with the Botswana Qualifications Authority *Guidelines on Collaborative and Transnational Provisions*, with a university recognised by a Competent Body.

11.0 REGISTRATION AND ACCREDITATION OF COLLEGES

- 11.1 Colleges shall comply with the requirements stipulated in the Norms and Standards for the Registration and Accreditation of Colleges.
- 11.2 The Norms and Standards for the Registration and Accreditation of Colleges shall be the basis upon which the Authority grants Registration, a Letter of Interim Authority and a Certificate of Accreditation to a College.
- 11.3 A College may use the term “College” as part of the institution’s name, provided it obtains permission from the Authority.
- 11.4 Granting of Registration by the Authority shall be the first level of recognition of a College.
- 11.5 Registration shall be valid for a period not exceeding three (3) years from the date of issue, subject to an extension for a period not exceeding two (2) years, which the Authority may grant.
- 11.6 Granting of a Letter of Interim Authority shall be the second level of recognition of a College.
- 11.7 A Letter of Interim Authority shall be valid for a period not exceeding five (5) years from the date of issue, subject to an extension for a period not exceeding three (3) years, which the Authority may grant.
- 11.8 Granting of a Certificate of Accreditation shall be the third level of recognition of a College.
- 11.9 A Certificate of Accreditation shall be valid for a period not exceeding ten (10) years from the date of issue, subject to an extension for a period not exceeding three (3) years, which the Authority may grant.
- 11.10 Registration, a Letter of Interim Authority and a Certificate of Accreditation may be granted to a College, subject to the conditions determined by the Authority.
- 11.11 The Authority may vary the conditions of recognition or revoke Registration, a Letter of Interim Authority or a Certificate of Accreditation of a College where the Authority has good cause to believe that the College is failing to meet the Norms and Standards for the Registration

and Accreditation of Colleges or such conditions, as the Authority may impose on a College.

12.0 APPLICATION FOR REGISTRATION OF COLLEGES

- 12.1** A Sponsoring Body wishing to establish and operate a College in Botswana shall apply to the Authority for registration. A fee determined by the Authority shall accompany the application.
- 12.2** The Sponsoring Body shall provide a rationale for the establishment of a College showing, amongst other things, how the establishment of the College is aligned with the human resources development needs of Botswana and the global economic demands.
- 12.3** The Authority may require additional information from a Sponsoring Body. If the Sponsoring Body fails to submit the required information within the period determined by Authority, the application shall be rejected.
- 12.4** Where the Authority is satisfied that the Sponsoring Body has the potential capacity to establish a College that satisfies the Norms and Standards for the Registration and Accreditation of Colleges, it shall:
- 12.4.1** Grant, to the Sponsoring Body, Registration for the College in the manner determined by the Authority.
- 12.4.2** Record the particulars of the Registration in the register of Colleges recognised under Registration.
- 12.5** A Sponsoring Body granted Registration for a College by the Authority shall, within a period not exceeding three (3) years from the date of issue, subject to an extension for a period not exceeding two (2) years, which the Authority may grant:
- 12.5.1** Commence and complete the establishment of physical resources, infrastructures, relevant systems and arrangements required for the operation of the College.
- 12.5.2** Have at least three (3) Diploma (NCQF Level 6) learning programmes approved by the Authority.
- 12.6** Notwithstanding the provision made in *Part 12.5.2*, the provision made in *Part 2.2.4.2* shall apply to a specialist College.
- 12.7** A College granted Registration by the Authority shall not:

- 12.7.1** Commence any operations.
 - 12.7.2** Advertise its activities, services, and products, including learning programmes.
 - 12.7.3** Admit or enrol learners.
- 12.8** Registration granted to a Sponsoring Body for a College by the Authority shall lapse:
- 12.8.1** Upon granting, to the Sponsoring Body, a Letter of Interim Authority in respect of the College.
 - 12.8.2** Upon its revocation by the Authority.
 - 12.8.3** On application to the Authority by the Sponsoring Body to cease the establishment of a College.
- 12.9** A Sponsoring Body for a College shall, before the expiry of its Registration, submit a Letter of Intent in the manner determined by the Authority, stating its intention and plans to commence the operation of the College.
- 12.10** Where the Authority is satisfied that a Sponsoring Body has met the prescribed requirements, it shall:
- 12.10.1** Respond to a Letter of Intent by granting, to the Sponsoring Body, a Letter of Interim Authority for the College in the manner determined by the Authority.
 - 12.10.2** Permit the Sponsoring Body to commence the operation of the College.
 - 12.10.3** Grant, to the College, Qualification Awarding Rights to award qualifications up to Diploma (NCQF level 6).
 - 12.10.4** Record the particulars of the Letter of Interim Authority in the register of Colleges recognised and operating under a Letter of Interim Authority.

12.11 A College granted a Letter of Interim Authority shall:

12.11.1 Periodically review its Policies, plans, processes, systems, qualifications, and learning programmes to maintain their fitness for purpose.

12.11.2 Maintain relevant structures for managing and coordinating the establishment, implementation, and maintenance of the institutional strategic plans and policies.

12.11.3 Submit reports and pay fees to the Authority in the manner determined by the Authority.

12.11.4 Undergo quality assurance review activities determined by the Authority.

12.12 A Letter of Interim Authority granted to a College by the Authority shall lapse:

12.12.1 After the expiry of a period not exceeding five (5) years from the date of issue, as the Authority may specify in the Letter of Interim Authority, subject to an extension for a period not exceeding three (3) years, which the Authority may grant.

12.12.2 Upon failure to commence operation of the College within a period not exceeding two (2) years from the date of issue, as the Authority may specify in the Letter of Interim Authority.

12.12.3 Upon accreditation of a College which was operating under a Letter of Interim Authority.

12.12.4 Upon its revocation by the Authority.

12.12.5 On application by a College to cease operation.

12.13 A College whose Letter of Interim Authority lapses may be required to wind up in accordance with the processes and guidelines determined by the Authority.

13.0 APPLICATION FOR ACCREDITATION OF COLLEGES

- 13.1** A College shall, after operating under a Letter of Interim Authority in Botswana for not less than four (4) years from the date of issuance of the Letter of Interim Authority, apply to the Authority for accreditation.
- 13.2** An application for accreditation of a College, accompanied by an application fee, shall be lodged with the Authority at least six (6) months before expiry of the Letter of Interim Authority.
- 13.3** The Authority may require additional information from the College. If the College fails to submit the required information within the period determined by the Authority, the application shall be rejected.
- 13.4** The Authority may require a College whose application for accreditation is rejected to wind up in the manner determined by the Authority, or continue operating under such conditions, as the Authority may determine.
- 13.5** Where the Authority is satisfied that an applicant has met the prescribed requirements, it shall:
- 13.5.1** Issue, to the applicant, a Certificate of Accreditation for the College, in the manner determined by the Authority.
 - 13.5.2** Record the particulars of the Certificate of Accreditation in the register of accredited Colleges.
- 13.6** A College granted a Certificate of Accreditation shall:
- 13.6.1** Periodically review its policies, plans, processes, systems, qualifications and learning programmes to maintain their fitness for purpose.
 - 13.6.2** Maintain relevant structures for managing and coordinating the establishment, implementation and maintenance of the institutional Strategic Plans and Policies.
 - 13.6.3** Submit reports and pay fees to the Authority in the manner determined by the Authority.
 - 13.6.4** Undergo quality assurance review activities determined by the Authority.

13.6.5 At least six (6) months before the period of accreditation expires, apply for renewal of accreditation in the manner determined by the Authority.

13.7 Where the Authority is satisfied that a College complies with the requirements for renewal of accreditation, it shall renew the accreditation of the College under the conditions determined by the Authority.

13.8 The Authority may require a College whose application for renewal of accreditation is rejected to wind up in the manner determined by the Authority, or continue operating under such conditions, as the Authority may determine.

13.9 A Certificate of Accreditation granted by the Authority to a College shall lapse:

13.9.1 After the expiry of a period not exceeding ten (10) years from the date of issue, as the Authority may specify in the Certificate of Accreditation.

13.9.2 Upon its revocation by the Authority.

13.9.3 On application by the College to cease operation.

13.10 A College whose Certificate of Accreditation lapses may be required to wind up in the manner determined by the Authority.

14.0 NORMS AND STANDARDS FOR THE REGISTRATION AND ACCREDITATION OF COLLEGES

All Colleges shall comply with the following Norms and Standards.

14.1 NORM 1: THE LEGAL STATUS OF A SPONSORING BODY

An application for registration and accreditation of a College shall be submitted to the Authority by a Sponsoring Body duly recognised in Botswana.

14.1.1 STANDARD 1: THE LEGAL STATUS OF A SPONSORING BODY

A Sponsoring Body shall be one of the following:

14.1.1.1 A Society registered under the Societies Act.

14.1.1.2 A Trust registered under the Trust Property Control Act.

14.1.1.3 A limited liability Company registered under Companies Act.

14.1.1.4 In the case of Public College or entity, a duly constituted Governing Body.

14.2 NORM 2: OWNERSHIP

A Society, Trust, Company, or a Governing Body wishing to apply for registration or accreditation of a College shall, in respect of its ownership, be compliant with the Act under which it was established, the Botswana Qualifications Authority Act and Regulations, and relevant legal and contractual obligations applicable to its products, services, and activities.

14.2.1 STANDARD 2: OWNERSHIP

A Sponsoring Body shall:

14.2.1.1 In the case of a Company, Society or Trust:

a) Provide information on its registration status.

- b) Demonstrate that the person(s) listed in the Articles of Association are fit and proper in accordance with the criteria determined by the Authority.

14.2.1.2 In the case of a Public College or entity, demonstrate that the person(s) listed in the membership of the Governing Body are fit and proper persons in accordance with the criteria determined by the Authority.

14.3 NORM 3: RATIONALE FOR ESTABLISHMENT AND OPERATION

A rationale showing how the establishment and operation of a College is aligned with the human resources development needs of Botswana and the global socio-economic demands shall be provided.

14.3.1 STANDARD 3: RATIONALE FOR ESTABLISHMENT AND OPERATION

A College shall:

14.3.1.1 Conduct a feasibility study, needs assessment or market survey and produce a report demonstrating how the establishment of a College is aligned with the human resources development needs of Botswana and the global socio-economic demands.

14.3.1.2 Submit the feasibility study, needs assessment or market survey report to the Authority in the manner determined by the Authority.

14.4 NORM 4: GOVERNANCE AND MANAGEMENT

A College shall have governance and management structures.

14.4.1 STANDARD 4: GOVERNANCE AND MANAGEMENT

A College shall:

14.4.1.1 Have headquarters situated at her main campus where the offices of the Principal shall be located.

14.4.1.2 Establish, implement, and maintain institutional policies, statutes, rules and regulations for governance and management.

14.4.1.3 Establish and maintain a Governing Body which has members representing the interests of the Sponsoring Body.

14.4.1.4 Establish, implement, and maintain a naming system for leadership positions of units which provides for the:

a) Appointment of a Principal who is at the rank of a Senior Lecturer.

b) Appointment of persons who are at Senior Lecturer level and hold at least a Master's Degree (NCQF Level 9 or equivalent) in relevant academic fields as Heads of Departments, Deans of Faculties, Schools or comparable units, or Directors of units or directorates dealing with academic matters.

14.4.1.5 Establish, implement, and maintain appropriate systems and structures to ensure that there is no governance, administrative or functional disconnection between the main campus and other campuses that are under its ownership.

14.4.1.6 Establish, implement, and maintain a process for notifying the Authority, in writing, of any change to the governance and partnership arrangements.

14.4.1.7 Include learner representation in the Governing Body.

14.5 NORM 5: FINANCIAL VIABILITY

Management of financial resources shall be conducted within approved framework for institutional financial strategies, policies and processes, that are aligned with the mission, vision and strategic plans of a College, and financial standards and principles generally accepted in Botswana. A College may be subjected to a forensic audit if the Authority is satisfied that there are sufficient grounds to conduct the audit.

14.5.1 STANDARD 5: FINANCIAL VIABILITY

A College shall establish, implement, and maintain:

14.5.1.1 Financial resources capacity that demonstrates financial viability and supports its mission, vision and strategic plans.

14.5.1.2 Tuition Assurance arrangements in the form of financial surety or guarantee to ensure that it meets its financial obligations to the number of learners it has projected to enrol.

- a) The financial surety or guarantee shall be obtained from a financial services institution that is duly registered in Botswana and shall be in the manner determined by the Authority.
- b) The Authority may permit a Public College to establish, implement, and maintain alternative Tuition Assurance arrangements that comply with relevant legal requirements.

14.5.1.3 Books of accounts operated in the name of the College and not in the name of any other body.

14.5.1.4 A policy on Financial management and planning that:

- a) Demonstrates the capacity of a College to depend on identified sustainable sources of revenue.
- b) Prohibits diversion of funds from the accounts of a College to any other accounts.

14.5.1.5 Effective systems of enterprise risk management, regulatory compliance, internal controls, and contingency management.

14.5.1.6 Financial stability that is not achieved at the expense of educational quality.

14.5.1.7 A budgetary system that ensures that the Governing Body retains appropriate autonomy in all budget and finance matters.

14.5.1.8 A process for the preparation of financial statements in accordance with international financial reporting standards and principles generally accepted in Botswana.

14.6 NORM 6: PHYSICAL RESOURCES AND INFRASTRUCTURE

A College shall have access to adequate and appropriate physical resources and infrastructures to support learning and teaching.

14.6.1 STANDARD 6: PHYSICAL RESOURCES AND INFRASTRUCTURE

This Standard is divided into seven (7) Sub-Standards addressing requirements in respect of physical resources and infrastructures essential for effective learning and teaching.

14.6.2 STANDARD 6.1: LEARNING AND TEACHING RESOURCES

A College shall establish, implement, and maintain:

14.6.2.1 A policy on infrastructure management that addresses the procurement, utilisation and maintenance of learning and teaching resources.

14.6.2.2 A framework for spatial development and a plan for infrastructure management.

14.6.2.3 Physical facilities and infrastructures that are adequate for the effective discharge of learning and teaching functions.

14.6.2.4 Conditions of approval from relevant Competent Authorities for all buildings and developments planned or constructed in a campus.

14.6.2.5 A process for conducting annual room audit to determine the Space Utilisation Rates (SUR).

14.6.2.6 Relevant agreements approved by the Authority, where physical facilities, infrastructures, equipment or specialist materials are leased or loaned.

14.6.3 STANDARD 6.2: LABORATORIES, WORKSHOPS AND TEACHING CLINICS

A College shall establish, implement, and maintain:

14.6.3.1 Laboratories, workshops, teaching clinics and other spaces designated for experimental learning and teaching activities according to relevant national and international standards and guidelines regarding their design and space requirements.

14.6.3.2 Appropriate and adequate equipment and resources in its laboratories, workshops, teaching clinics, and other spaces designated for experimental and practical learning, teaching and research activities.

14.6.4 STANDARD 6.3: STAFF OFFICES

A College shall establish and maintain adequate and furnished offices with sufficient space and appropriate equipment for staff.

14.6.5 STANDARD 6.4: SAFETY, HEALTH, AND ENVIRONMENT

A College shall establish, implement, and maintain:

14.6.5.1 A policy on Safety, Health, and Environmental management that is consistent with relevant legal requirements.

14.6.5.2 A policy on Safety, Health, and Environmental Management that provides for the adaptation of national or international Safety, Health, and Environmental Management Systems.

14.6.5.3 A process for auditing, at specified regular intervals, the Safety, Health, and Environmental Management Systems.

14.6.5.4 A process for periodic review of the effectiveness of the Safety, Health, and Environmental Management Systems by the governing body, to ensure its alignment to strategic direction of the College and fitness for purpose.

14.6.5.5 An environment that is conducive to learning and teaching in respect of health and safety.

14.6.6 STANDARD 6.5: INFORMATION AND COMMUNICATION TECHNOLOGY

A College shall establish, implement, and maintain:

14.6.6.1 A policy on Information and Communication Technology.

14.6.6.2 Appropriate and adequate Information and Communication Technology facilities.

14.6.6.3 Adequate internet connectivity and WiFi hotspots with a capacity of at least 100 Mbps for up to 500 users, 200 Mbps for up to 1000 users and 300 Mbps for over 1000 users.

14.6.6.4 Adequate and appropriate software licenses required for effective teaching and learning.

14.6.7 STANDARD 6.6: ACCOMMODATION FACILITIES FOR LEARNERS

A College may establish and maintain accommodation facilities that are compliant with legal requirements and aligned with the Botswana Qualifications Authority Guidelines on Student Accommodation.

14.6.8 STANDARD 6.7: LIBRARY FACILITIES AND RESOURCES

A College shall with respect to library resources, *mutatis mutandis*, comply with provisions made under *Part 6.6.8 (Standard 6.7: Library Facilities and Resources)*.

14.7 NORM 7: HUMAN RESOURCES

A College shall have policies on human resources that are inclusive, and that ensure recruitment and retention of adequate number of appropriately qualified and competent staff to deliver theoretical, experimental, and practical learning and teaching and achieve its mission and vision.

14.7.1 STANDARD 7: HUMAN RESOURCES

A College shall establish, implement, and maintain:

14.7.1.1 Policies on recruitment, selection, and promotion of staff which provide for the recruitment of an adequate number of appropriately qualified and competent staff, equality of opportunities, and inclusivity.

14.7.1.2 A policy on staff development and continuous professional development.

14.7.1.3 A process for periodic monitoring, evaluation, and appraisal of staff.

14.7.1.4 A process for ensuring appropriate staff-Learners' ratios for all learning programmes offered.

14.8 NORM 8: ADMISSION AND ENROLLMENT

A College shall have policies on admission and enrolment of learners that provide for access and equity by ensuring fair and equitable recruitment and admission.

14.8.1 STANDARD 8: ADMISSION AND ENROLMENT

A College shall establish, implement, and maintain:

14.8.1.1 A policy on admissions and enrolment that is aligned to the relevant industrial and professional Standards.

14.8.1.2 Processes, processes, and requirements on admissions and enrolments.

14.8.1.3 A process for induction of learners into the College and a learning programme.

14.9 NORM 9: LEARNER SUPPORT, WELFARE AND WELLNESS SERVICES

A College shall provide learner support services that are proportionate to the learners' population and needs.

14.9.1 STANDARD 9: LEARNER SUPPORT, WELFARE AND WELLNESS SERVICES

A College shall establish, implement, and maintain:

14.9.1.1 A policy on learner support that makes provision for matters related to the welfare, wellness and wellbeing of learners.

14.9.1.2 A Disciplinary policy and process for learners.

14.9.1.3 A process for establishing Memorandums of Agreement on hired or outsourced learner support services.

14.9.1.4 Rules, regulations, and processes for managing grievances of learners.

14.9.1.5 A process for advising learners on accessible learner support services.

14.9.1.6 Memorandums of Agreement guiding the implementation of placement of learners for purposes of work-integrated learning.

14.10 NORM 10: QUALITY MANAGEMENT

A College shall institutionalize an internal Quality Management System.

14.10.1 STANDARD 10: QUALITY MANAGEMENT

A College shall establish, implement, and maintain:

14.10.1.1 A policy on institutional quality management that is consistent with its mission, vision, and strategic plans.

14.10.1.2 A policy on institutional quality management that provides for the adaptation of a national or international quality management system to assure internal quality.

14.10.1.3 A process for the establishment, implementation, monitoring, and evaluation of the Institutional Quality Management System.

14.10.1.4 A process for auditing, at specified regular intervals, the Quality Management System.

14.10.1.5 A process for periodic review of the effectiveness of the Quality Management System by the governing body, to ensure its alignment to strategic direction of the College and fitness for purpose.

14.11 NORM 11: INFORMATION AND DATA MANAGEMENT SYSTEM

A College shall collect, analyse, and utilise relevant information to effectively manage its learning programmes and other activities, products, and services taking into account the requirements of the Authority and relevant legal obligations regarding data management and security.

14.11.1 STANDARD 11: INFORMATION AND DATA MANAGEMENT SYSTEM

A College shall establish, implement, and maintain:

14.11.1.1 A policy on Information and Data Management that is consistent with its institutional mission, vision, strategic plans, and legal requirements.

14.11.1.2 Process for collecting, analysing, utilizing, and storing data.

14.11.1.3 Process for internal and external communication.

14.12 NORM 12: RESEARCH DEVELOPMENT AND INNOVATION

A College may encourage, promote, and engage in innovative research consistent with its mission, vision, policies, and strategic plans, while actively addressing the national and international socio-economic needs.

14.12.1 STANDARD 12: RESEARCH DEVELOPMENT AND INNOVATION

A College wishing to engage in research shall establish, implement, and maintain:

14.12.1.1 A policy on research development and innovation.

14.12.1.2 Research management systems and strategies.

14.12.1.3 Standards and processes for the approval of research proposals and conduct of research studies.

14.12.1.4 Processes for acquisition and provision of adequate infrastructures and resources that facilitate innovative research and publication.

14.12.1.5 Processes for the quality management of research.

14.12.1.6 Processes for collaboration and partnerships in research development and innovation.

14.13 NORM 13: LEARNING PROGRAMME DEVELOPMENT, DELIVERY, REVIEW AND EVALUATION

A College shall develop, deliver, review and evaluate learning programmes that are aligned with its mission, vision, strategic plans, National Human Resource Development Strategy, national and international Standards and the needs of relevant stakeholders.

14.13.1 STANDARD 13: LEARNING PROGRAMME DEVELOPMENT, DELIVERY, REVIEW AND EVALUATION

A College shall establish, implement, and maintain:

14.13.1.1 Policies on learning program development, delivery, review and evaluation.

14.13.1.2 Processes for introducing new learning programmes and amending or phasing out current learning programmes.

14.13.1.3 A process for stakeholder engagement in learning programme development, delivery, review and evaluation.

14.13.1.4 A process for conducting tracer studies, at specified periodic intervals to monitor and evaluate the effectiveness and impact of its learning programmes.

14.13.1.5 Formal agreements, established in accordance with the *Guidelines on Collaborative and Transnational Provisions*, determined by the Authority, for all learning programmes offered in partnership with other Education and Training Providers, Awarding Bodies or entities.

14.13.1.6 A policy on work-integrated learning established according to the *Guidelines on Work-Integrated Learning* determined by the Authority.

14.14 NORM 14: ASSESSMENT, MODERATION, AND PROGRESSION

Consistent with the policy on assessment and moderation determined by the Authority, a College shall conduct systematic, fair and transparent assessment and moderation.

14.14.1 STANDARD 14: ASSESSMENT, MODERATION, AND PROGRESSION

A College shall establish, implement, and maintain:

14.14.1.1 Policies and processes on assessment, moderation, and progression that are consistent with the institutional mission, vision and satisfy the policies determined by the Authority.

14.14.1.2 A process for the management of lecturer's visit reports, learner's portfolios and logbooks for work-integrated learning.

14.14.1.3 Processes for ensuring that reports on assessment, moderation, and progression as well as feedback from learners, assessors, moderators, and relevant stakeholders are used to inform staff development and continual improvement of learning, teaching and assessment practices.

14.14.1.4 Appeals process for learners who may feel aggrieved by the assessment processes or results.

14.14.1.5 Processes for ensuring that assessment procedures, materials and data are secure.

14.15 NORM 15: COMMUNITY ENGAGEMENT

A College may encourage, promote, and engage in community outreach programmes as part of its social responsibility.

14.15.1 STANDARD 15: COMMUNITY ENGAGEMENT

A College wishing to engage in community outreach programmes as part of its social responsibility shall establish, implement, and maintain:

14.15.1.1 A policy on the management of community engagement activities that is consistent with the institutional mission, vision, and strategic plans.

14.15.1.2 Processes of incorporating community engagement in its activities.

14.15.1.3 A process for partnering with other stakeholders in the community engagement for sustainable development.

14.16 NORM 16: OPEN, DISTANCE, AND E-LEARNING

A College may establish Open, Distance, and e-Learning (ODeL) campuses or centres to promote access to education and training.

14.16.1 STANDARD 16: OPEN, DISTANCE AND E-LEARNING

A College wishing to establish Open Distance and e-Learning (ODeL) campuses or centres shall implement and maintain:

14.16.1.1 A policy on Open, Distance, and e-Learning that is:

- a) In accordance with the *Policy and Guidelines on Open Distance and e-Learning* determined by the Authority
- b) Consistent with the institutional mission, vision, and strategic plans.

14.17 NORM 17: QUALIFICATION DEVELOPMENT AND REVIEW

A College shall develop, periodically review, and continually improve qualifications recognised under its name to ensure that they are consistently fit for purpose.

14.17.1 STANDARD 17: QUALIFICATION DEVELOPMENT AND REVIEW

A College shall establish, implement, and maintain:

14.17.1.1 Policies on qualification development and review in accordance with the policies, Standards, guidelines and processes determined by the Authority.

14.17.1.2 Processes for amending or phasing out qualifications in accordance with policies and guidelines for qualification development and review determined by the Authority.

14.17.1.3 A process for stakeholder engagement during qualification development and review.

14.18 NORM 18: REGISTRATION AND CERTIFICATION OF LEARNERS

A College shall have policies on registration and certification of learners that provide for access and equity and shall not issue digital certificates without prior approval by the Authority.

14.18.1 STANDARD 18: REGISTRATION AND CERTIFICATION OF LEARNERS

A College shall establish, implement, and maintain:

14.18.1.1 A policy and processes on registration of learners.

14.18.1.2 A policy and processes on certification in line with the *Norms and Standards on Certification for Higher Education Institutions*.

14.18.1.3 Data management system that provides for the management of data on registration and certification.

14.18.1.4 A process for issuing duplicate or replacement certificates.

14.18.1.5 A process for the revocation or withdrawal of certificates.

14.18.1.6 Overt and covert security design features on certificates for security purposes.

14.18.1.7 Processes for ensuring the security of the assessment procedures, materials, data and places for producing certificates.

14.19 NORM 19: MALPRACTICE AND MALADMINISTRATION

A College shall have policies on malpractice and maladministration regarding its operations.

14.19.1 STANDARD 19: MALPRACTICE AND MALADMINISTRATION

A College shall establish, implement, and maintain:

14.19.1.1 A policy on assessment malpractice and maladministration.

14.19.1.2 Processes for investigating suspected malpractice and maladministration.

14.19.1.3 Process for engaging and informing the Authority about incidents of malpractice and maladministration.

14.19.1.4 A whistleblowing policy.

14.20 NORM 20: WITHDRAWAL OF QUALIFICATIONS

Consistent with the *Guidelines on Withdrawal of Qualifications*, determined by the Authority, a College shall have arrangements for withdrawing qualifications recognised under its name.

14.20.1 STANDARD 20: WITHDRAWAL OF QUALIFICATIONS

A College shall establish, implement, and maintain:

14.20.1.1 A policy and processes on withdrawal of qualifications.

14.20.1.2 A process for communicating, to the Authority, learners and relevant stakeholders, its intentions and plans to withdraw a qualification.

15.0 THE RIGHT TO AWARD QUALIFICATIONS

- 15.1** An entity wishing to be recognised by the Authority as an Awarding Body shall apply to the Authority in the manner determined by the Authority.
- 15.2** An entity mentioned in *Part 15.1* shall be one of the following:
- 15.2.1** A Higher Education Institution accredited by the Authority.
 - 15.2.2** An entity established by the Government of Botswana, with a mandate that includes awarding of qualifications, professional regulation or occupational licensing.
 - 15.2.3** An entity recognised outside Botswana as an Awarding Body by a Competent Body.
- 15.3** The Norms and Standards for the Registration and Accreditation of Awarding Bodies form the basis upon which the Authority shall recognise Awarding Bodies and issue Awarding Rights.
- 15.4** Granting of Registration, by the Authority, shall be the first level of recognition of an Awarding Body.
- 15.5** Registration of an Awarding Body shall be valid for a period not exceeding three (3) years from the date of issue, subject to an extension for a period not exceeding two (2) years, which the Authority may grant.
- 15.6** Granting of a Letter of Interim Authority shall be the second level of recognition of an Awarding Body.
- 15.7** A Letter of Interim Authority of an Awarding Body shall be valid for a period not exceeding five (5) years from the date of issue, subject to an extension for a period not exceeding three (3) years, which the Authority may grant.
- 15.8** Granting of a Certificate of Accreditation shall be the third level of recognition of an Awarding Body.
- 15.9** A Certificate of Accreditation shall be valid for a period not exceeding ten (10) years from the date of issue, subject to an extension for a period not exceeding three (3) years, which the Authority may grant.

15.10 Notwithstanding the provisions made in *Part 15.3 to 15.8*, an entity recognised outside Botswana as an Awarding Body by a Competent Body shall be granted “Recognition Status” by the Authority, under such conditions as the Authority may determine, provided the entity submits, in the manner determined by the Authority, evidence of recognition by the Competent Body from the country of origin.

15.11 Registration, a Letter of Interim Authority and a Certificate of Accreditation may be granted to an Awarding Body, subject to the conditions determined by the Authority.

15.12 The Authority may vary the conditions of recognition or revoke Registration, a Letter of Interim Authority or a Certificate of Accreditation of an Awarding Body where the Authority has good cause to believe that the Awarding Body is failing to meet the requirements stipulated in the Norms and Standards for the Registration and Accreditation of Awarding Bodies or such conditions, as the Authority may impose on the Awarding Body.

16.0 CLASSIFICATION OF AWARDING RIGHTS

One of the core functions of the Authority is to develop and implement a criterion for registration and accreditation of Awarding Bodies. To effectively undertake this function, the Authority considers the differences in the mandates, missions, visions, scope operations, products, activities, and services of Awarding Bodies.

16.1 THE OBJECTIVES OF THE CLASSIFICATION SYSTEM FOR AWARDING BODIES

The objectives of the Classification System for Awarding Bodies operating in Botswana are to:

- 16.1.1 Guide the systematic recognition of Awarding Bodies.
- 16.1.2 Establish different categories of Awarding Bodies and Awarding Rights.
- 16.1.3 Determine the scope of Awarding Rights for different categories of Awarding Bodies.
- 16.1.4 Promote ethical operations of Awarding Bodies and their affiliated institutions.

16.2 CATEGORIES OF AWARDING RIGHTS

16.2.1 The Authority may grant to an Awarding Body wishing to award Higher Education qualifications, under such conditions as the Authority may determine, the Right to Award qualifications in accordance with the following categories and as indicated in **Table 1:**

16.2.1.1 Awards up to Diploma (NCQF Level 6).

16.2.1.2 Awards up to Bachelor's Degree (NCQF Level 7).

16.2.1.3 Awards up to taught Master's Degree (NCQF Level 9).

16.2.1.4 Awards up to Doctoral Degrees (NCQF Levels 10).

Table 1: The Classification of Awarding Rights in the Higher Education Sub-Framework

QUALIFICATION TYPE	NCQF LEVEL	MINIMUM NUMBER OF CREDITS	AWARDING RIGHTS	CATEGORIES OF HIGHER EDUCATION AWARDING BODIES
Doctoral Degrees	10	360	Awards up to Doctoral Degrees (NCQF Level 10).	University or Awarding Body that has Awarding Rights.
Master's Degrees	9	240	Awards up to taught Master's Degrees (NCQF Level 9).	
Bachelor's Degree Honours	8	120	Awards up to Bachelor's degrees (NCQF Level 7).	University College or an Awarding Body that has Awarding Rights.
Post-Graduate Diploma		120		
Post-Graduate Certificate		60		
Bachelor's Degree	7	360		
Diploma	6	240	Awards up to Diploma (NCQF Level 6).	College or Awarding Body that has Awarding Rights

17.0 APPLICATION FOR REGISTRATION OF AWARDING BODIES

- 17.1** An application for registration of an Awarding Body shall be in the manner determined by the Authority and accompanied by an application fee.
- 17.2** The Authority may require additional information from an applicant. If the applicant fails to submit the required information within the period determined by the Authority, the application shall be rejected.
- 17.3** Where the Authority is satisfied that an entity has the potential capacity to establish and maintain an Awarding Body that satisfies the Norms and Standards, it shall:
- 17.3.1** Grant, to the entity, Registration for the Awarding Body in the manner determined by the Authority.
 - 17.3.2** Record the particulars of the Registration in the register of Awarding Bodies recognised under Registration.
- 17.4** An entity granted Registration for an Awarding Body by the Authority shall, within a period not exceeding three (3) years from the date of issue, subject to an extension for a period not exceeding two (2) years, which the Authority may grant, commence and complete the establishment of physical resources, infrastructures, relevant systems, and arrangements required for the operation of the Awarding Bodies.
- 17.5** An Awarding Body granted Registration shall not:
- 17.5.1** Commence any operations.
 - 17.5.2** Advertise its activities, services and products.
 - 17.5.3** Award qualifications.
- 17.6** Registration granted to an entity for an Awarding Body by the Authority shall lapse:
- 17.6.1** Upon granting a Letter of Interim Authority to the entity, by the Authority, in respect of the Awarding Body.
 - 17.6.2** Upon its revocation by the Authority.

- 17.6.3** On application to the Authority by the entity to cease the establishment of the Awarding Body.
- 17.6.4** If an entity recognised outside Botswana as an Awarding Body by a Competent Body loses its recognition status as an Awarding Body in the country of origin.
- 17.7** An entity granted Registration for an Awarding Body shall, before the expiry of its Registration, submit a Letter of Intent in the manner determined by the Authority, stating its intention and plans to commence the operation of the Awarding Body.
- 17.8** Where the Authority is satisfied that an entity has met the prescribed requirements, it shall:
- 17.8.1** Respond to a Letter of Intent by granting, to the entity, a Letter of Interim Authority for the Awarding Body in the manner determined by the Authority.
- 17.8.2** Permit the entity to commence the operation of the Awarding Body.
- 17.8.3** Grant, to the Awarding Body, Qualification Awarding Rights to award qualifications up to the NCQF level determined by the Authority.
- 17.8.4** In case of an External Awarding Body, grant to the Awarding Body, Qualification Awarding Rights to award qualifications within the scope determined by the Authority.
- 17.8.5** Record the particulars of the Letter of Interim Authority in the register of Awarding Bodies recognised and operating under a Letter of Interim Authority.
- 17.9** An entity granted a Letter of Interim Authority for an Awarding Body shall:
- 17.9.1** Periodically review its Policies, plans, processes, systems, qualifications and learning programmes to maintain their fitness for purpose.

- 17.9.2** Maintain relevant structures for managing and coordinating the establishment, implementation and maintenance of the institutional Strategic Plans and Policies.
- 17.9.3** Undergo quality assurance review activities determined by the Authority.
- 17.9.4** Submit reports and pay fees to the Authority in the manner determined by the Authority.
- 17.10** A Letter of Interim Authority granted to an Awarding Body by the Authority shall lapse:
- 17.10.1** After the expiry of a period not exceeding five (5) years from the date of issue, as the Authority may specify, subject to an extension for a period not exceeding three (3) years, which the Authority may grant.
- 17.10.2** Upon failure to commence operation of an Awarding Body within a period not exceeding two (2) years from the date of issue, as the Authority may specify.
- 17.10.3** Upon accreditation of an Awarding Body.
- 17.10.4** On application by an entity to cease operation.
- 17.10.5** Upon its revocation by the Authority.
- 17.10.6** If an entity recognised outside Botswana as an Awarding Body by a Competent Body loses its recognition status as an Awarding Body in the country of origin.
- 17.11** An Awarding Body whose Letter of Interim Authority lapses may be required to wind up in accordance with the processes and guidelines determined by the Authority.

18.0 APPLICATION FOR ACCREDITATION OF AWARDING BODIES

- 18.1** An Awarding Body, after operating under a Letter of Interim Authority in Botswana for not less than four (4) years from the date of Registration, shall apply to the Authority for accreditation.
- 18.2** An application for accreditation of an Awarding Body, accompanied by an application fee determined by the Authority, shall be lodged with the Authority at least six (6) months before expiry of the Letter of Interim Authority.
- 18.3** The Authority may require additional information from the Awarding Body. If the Awarding Body fail to submit the required information within the period determined by the Authority, the application shall be rejected.
- 18.4** The Authority may require an Awarding Body whose application for accreditation is rejected to wind up in the manner determined by the Authority, or continue operating under such conditions, as the Authority may determine.
- 18.5** Where the Authority is satisfied that an applicant has met the prescribed Standards, it shall:
- 18.5.1** Issue, to the applicant, a Certificate of Accreditation for an Awarding Body, in the manner determined by the Authority.
- 18.5.2** Record the particulars of the Certificate of Accreditation in the register of accredited Awarding Bodies.
- 18.6** An Awarding Body granted a Certificate of Accreditation shall:
- 18.6.1** Periodically review its Policies, plans, processes, systems, qualifications and learning programmes to maintain their fitness for purpose.
- 18.6.2** Maintain relevant structures for managing and coordinating the establishment, implementation and maintenance of the institutional Strategic Plans and Policies.
- 18.6.3** Undergo quality assurance review activities determined by the Authority.

- 18.6.4** Submit reports and pay fees to the Authority in the manner determined by the Authority.
- 18.6.5** At least six (6) months before the period of accreditation expires, apply for renewal of accreditation in the manner determined by the Authority.
- 18.7** Where the Authority is satisfied that an Awarding Body meets the requirements for renewal of accreditation, it shall renew the accreditation of the Awarding Body under the conditions determined by the Authority.
- 18.8** The Authority may require an Awarding Body whose application for renewal of accreditation is rejected to wind up in the manner determined by the Authority, or continue operating under such conditions, as the Authority may determine.
- 18.9** A Certificate of Accreditation granted by the Authority to an Awarding Body shall lapse:
- 18.9.1** After the expiry of a period not exceeding ten (10) years from the date of issue, as the Authority may specify in the Certificate of Accreditation.
- 18.9.2** On application by the Awarding Body to cease operation.
- 18.9.3** Upon its revocation by the Authority.
- 18.9.4** If an entity recognised outside Botswana as an Awarding Body by a Competent Body loses its recognition status as an Awarding Body in the country of origin.
- 18.10** An Awarding Body whose Certificate of Accreditation lapses may be required to wind up in the manner determined by the Authority.

19.0 NORMS AND STANDARDS FOR THE REGISTRATION AND ACCREDITATION OF AWARDING BODIES

19.1 A Higher Education Institution registered or accredited by the Authority shall, when applying to the Authority to be registered or accredited as an Awarding Body for other Education and Training Providers, be exempted from the requirements of the following Standards:

19.1.1 **STANDARDS 1:** Legal status of a Sponsoring Body

19.1.2 **STANDARD 2:** Ownership

19.1.3 **STANDARD 3:** Governance and Management

19.1.4 **STANDARD 4:** Financial Viability

19.1.5 **STANDARD 5:** Physical Resources and Infrastructure

19.1.6 **STANDARD 6:** Human Resources

19.1.7 **STANDARD 7:** Learner Support Services

19.1.8 **STANDARD 8:** Quality Management

19.1.9 **STANDARD 9:** Information and Data Management

19.1.10 **STANDARD 10:** Assessment and Moderation

19.2 The Authority may require information from a registered or accredited Higher Education Institution on any of the Standards mentioned in *Part 19.1.1 to 19.1.9* when it determines that the information it possesses, in respect of the Higher Education Institution, is not sufficient to facilitate processing of an application.

19.3 NORM 1: LEGAL STATUS OF A SPONSORING BODY

An application for registration or accreditation of an Awarding Body shall be submitted to the Authority by a Sponsoring Body.

19.3.1 STANDARD 1: LEGAL STATUS OF A SPONSORING BODY

19.3.1.1 In the case of an entity duly established and recognised in Botswana, a Sponsoring Body shall be a Society, Trust, Company or Governing Body.

19.3.1.2 In the case of an entity recognised outside Botswana as an Awarding Body by a Competent Body and having registered in Botswana, a Sponsoring Body shall be a Society, Trust or Company.

19.3.1.3 In the case of an entity recognised outside Botswana as an Awarding Body by a Competent Body, and has not registered as a Society, Trust or Company, evidence of recognition as an Awarding Body by a Competent Body in the country of origin shall include information on the legal status of the Sponsoring Body.

19.4 NORM 2: OWNERSHIP

A Society, Trust, Company or a Governing Body wishing to apply for registration or accreditation of an Awarding Body shall, in respect of its ownership, be compliant with the Act under which it was established, the Botswana Qualifications Authority Act and Regulations, and relevant legal and contractual obligations applicable to its products, services, and activities.

19.4.1 STANDARD 2: OWNERSHIP

19.4.1.1 A Sponsoring Body shall in the case of a Company, Society or Trust provide information on its registration status and demonstrate that the person(s) listed in the Articles of Association are fit and proper in accordance with the criteria determined by the Authority.

19.4.1.2 In the case of an entity whose Sponsoring Body is a Governing Body, demonstrate that the person(s) listed in the membership of the Governing Body are fit and proper

in accordance with the criteria determined by the Authority.

19.5 NORM 3: RATIONALE FOR ESTABLISHMENT AND OPERATION

A rationale showing how the establishment and operation of an Awarding Body is aligned with the human resources development needs of Botswana and the global socio-economic demands shall be provided.

19.5.1 STANDARDS 3: RATIONALE FOR ESTABLISHMENT AND OPERATION

An Awarding Body shall:

19.5.1.1 Conduct a feasibility study, needs assessment or market survey and produce a report demonstrating how the establishment of an Awarding Body is aligned with the human resources development needs of Botswana and the global socio-economic demands.

19.5.1.2 Submit the feasibility study, needs assessment or market survey report to the Authority in the manner determined by the Authority.

19.6 NORM 4: GOVERNANCE AND MANAGEMENT

An Awarding Body shall have governance and management structures.

19.6.1 STANDARD 4: GOVERNANCE AND MANAGEMENT

An Awarding Body shall establish, implement, and maintain:

19.6.1.1 A Governing Body.

19.6.1.2 Policies, regulations, and processes for governance and management.

19.6.1.3 A process for establishing and maintaining partnership agreements with registered or accredited Higher Education Institutions recognised by the Authority and offering learning programmes leading to the awards granted in its name.

19.6.1.4 A process for notifying the Authority, in writing, of any change to the governance and partnership arrangements.

19.7 NORM 5: FINANCIAL VIABILITY

Management of financial resources of an Awarding Body shall be conducted within the framework for financial strategies, Policies, and processes, that are aligned to the mission, vision and strategic plans of the Awarding Body and financial standards and principles. An Awarding Body may be subjected to a forensic audit if the Authority is satisfied that there are sufficient grounds to conduct the audit.

19.7.1 STANDARD 5: FINANCIAL VIABILITY

An Awarding Body shall establish, implement, and maintain:

19.7.1.1 A policy on financial management and planning.

19.7.1.2 Financial resources capacity that demonstrates financial viability and supports its mandate and functions.

19.7.1.3 Books of accounts operated in the name of the Awarding Body and not in the name of any other body.

19.7.1.4 Effective systems of enterprise risk management, regulatory compliance, internal controls, and contingency management.

19.7.1.5 A process for the preparation of financial statements in accordance with international financial reporting standards and principles.

19.8 NORM 6: PHYSICAL RESOURCES AND INFRASTRUCTURE

An Awarding Body shall have access to adequate and appropriate physical resources and infrastructures to effectively support its mandate and functions.

19.8.1 STANDARD 6: PHYSICAL RESOURCES AND INFRASTRUCTURE

An Awarding Body shall establish, implement, and maintain:

19.8.1.1 Physical facilities and infrastructures that are adequate for the effective discharge of its mandate and functions.

19.8.1.2 Adequate and furnished offices with sufficient space and appropriate equipment for staff.

19.8.1.3 A policy on Information and Communication Technology.

19.8.1.4 A policy on Safety, Health, and Environmental management that is consistent with relevant legal requirements.

19.8.1.5 A policy on Safety, Health, and Environmental management that provides for the adaptation of national or international Safety, Health, and Environmental management systems.

19.8.1.6 A process for auditing, at specified regular intervals, the Safety, Health, and Environmental Management Systems.

19.8.1.7 A process for periodic review of the effectiveness of the Safety, Health, and Environmental Management Systems by the governing body, to ensure its alignment to strategic direction of the Awarding Body and fitness for purpose.

19.8.1.8 Adequate Information and Communication Technology facilities.

19.8.1.9 Relevant agreements, approved by the Authority, where physical facilities, infrastructures, equipment or specialist materials are leased or loaned.

19.9 NORM 7: HUMAN RESOURCES

An Awarding Body shall have policies on human resources that are inclusive, and that ensure recruitment and retention of adequate number of appropriately qualified and competent staff to achieve its mandate and functions.

19.9.1 STANDARD 7: HUMAN RESOURCES

An Awarding Body shall establish, implement, and maintain:

19.9.1.1 Policies on recruitment, selection, and promotion of staff which provide for the recruitment of an adequate number of staff with relevant qualifications, equality of opportunities, and inclusivity.

19.9.1.2 A policy on staff development and continuous professional development.

19.9.1.3 Adequate number of appropriately qualified and competent staff.

19.9.1.4 A process for periodic monitoring, evaluation, and appraisal of staff.

19.9.1.5 A process for ensuring appropriate staff-Learners' ratios for all learning programmes offered.

19.10 NORM 8: LEARNER SUPPORT SERVICES

An Awarding Body shall provide learner support services that are proportionate to the learners' population and needs of the Higher Education Institutions that offer learning programmes leading to the awards granted in its name.

19.10.1 STANDARD 8: LEARNER SUPPORT SERVICES

An Awarding Body shall establish, implement, and maintain:

19.10.1.1 A policy on learner support.

19.10.1.2 A Disciplinary Policy and processes for learners.

19.10.1.3 A process for establishing Memorandums of Agreement on hired or outsourced learner support services.

19.10.1.4 A structure for managing and coordinating the provision of learner support services.

19.10.1.5 Rules, regulations, and processes for managing grievances of learners.

19.10.1.6 A process for advising learners on accessible learner support services.

19.11 NORM 9: QUALITY MANAGEMENT

An Awarding Body shall be responsible for the academic standards of awards and transcripts of the qualifications granted in its name.

19.11.1 STANDARD 9: QUALITY MANAGEMENT

An Awarding Body shall establish, implement, and maintain:

19.11.1.1 A policy on internal quality management that is consistent with its mission, vision, and strategic plans.

19.11.1.2 A policy on internal quality management that provides for the adaptation of a national or international quality management system to assure internal quality.

19.11.1.3 A Quality Management System that facilitates continual improvement, compliance with the requirements of the Authority and promote a quality culture.

19.11.1.4 Processes for the implementation, monitoring, and evaluation of the Quality Management System.

19.11.1.5 A Process for auditing, at specified regular intervals:

a) Its own Quality Management System.

b) The Quality Management System of any Higher Education Institution that offers learning programmes leading to awards granted in its name.

19.11.1.6 Processes for application and approval of Higher Education Institutions that wish to offer learning programmes leading to awards granted in its name.

19.11.1.7 A process for periodic review of the effectiveness of the Quality Management System by the governing body, to ensure its alignment to the strategic direction of the Awarding Body and fitness for purpose.

19.12 NORM 10: INFORMATION AND DATA MANAGEMENT SYSTEM

An Awarding Body shall collect, analyse, and utilise relevant information to effectively manage its functions and services taking into account the requirements of the Authority and relevant legal obligations regarding data management and security.

19.12.1 STANDARD 10: INFORMATION AND DATA MANAGEMENT SYSTEM

An Awarding Body shall establish, implement, and maintain:

19.12.1.1 A policy on Information and Data Management that is consistent with its mandate, functions, and legal requirements.

19.12.1.2 Processes for collecting, analysing, utilizing, and storing data.

19.12.1.3 Processes for communication.

19.13 NORM 11: ASSESSMENT AND MODERATION

Consistent with the policies on assessment and moderation determined by the Authority, an Awarding Body shall conduct systematic, fair, and transparent assessment and moderation.

19.13.1 STANDARD 11: ASSESSMENT AND PROGRESSION

An Awarding Body shall establish, implement, and maintain:

19.13.1.1 Policies and processes on assessment and moderation that are consistent with its mandate and functions and satisfy the Policies determined by the Authority.

19.13.1.2 Processes for ensuring that reports on assessment and moderation as well as feedback from learners, assessors, moderators, and relevant stakeholders are used for continual improvement of assessment practices.

19.13.1.3 Appeals process for learners who may feel aggrieved by the assessment processes or results.

19.13.1.4 Processes for ensuring that assessment procedures, materials, and data are secure.

19.14 NORM 12: QUALIFICATION DEVELOPMENT AND REVIEW

An Awarding Body shall develop, periodically review, and continually improve a qualification to ensure that they are consistently fit for purpose.

19.14.1 STANDARD 12: QUALIFICATION DEVELOPMENT AND REVIEW

An Awarding Body shall establish, implement, and maintain:

19.14.1.1 Policies on qualification development and review in accordance with the policies, Standards, guidelines, and processes determined by the Authority.

19.14.1.2 Processes for amending or phasing out qualifications in accordance with the policies, Standards, guidelines, and processes determined by the Authority.

19.14.1.3 A process for stakeholder engagement during qualification development and review.

19.15 NORM 13: REGISTRATION AND CERTIFICATION OF LEARNERS

An Awarding Body shall have policies on registration and certification of learners that provide for access and equity and shall not issue digital certificates without prior approval by the Authority or Competent Body.

19.15.1 STANDARD 13: REGISTRATION AND CERTIFICATION OF LEARNERS

An Awarding Body shall establish, implement, and maintain:

19.15.1.1 A policy and processes on registration of learners.

19.15.1.2 A policy and processes on certification in line with the *Norms and Standards on Certification for Higher Education Awarding Bodies*.

19.15.1.3 Data management system that provides for the management of data on registration and certification.

19.15.1.4 A process for issuing duplicate or replacement certificates.

19.15.1.5 A process for the revocation or withdrawal of certificates.

19.15.1.6 Overt and covert security design features on certificates for security purposes.

19.15.1.7 Processes for ensuring the security of the assessment procedures, materials, data, and places for producing certificates.

19.16 NORM 14: MALPRACTICE AND MALADMINISTRATION

An Awarding Body shall have policies on malpractice and maladministration regarding its operations.

19.16.1 STANDARD 14: MALPRACTICE AND MALADMINISTRATION

An Awarding Body shall establish, implement, and maintain:

19.16.1.1 A policy on assessment malpractice and maladministration.

19.16.1.2 Processes for investigating suspected malpractice and maladministration.

19.16.1.3 Process for engaging and informing the Authority about incidents of malpractice and maladministration.

19.16.1.4 A whistleblowing policy.

19.17 NORM 15: WITHDRAWAL OF QUALIFICATIONS

Consistent with the *Guidelines on Withdrawal of Qualifications*, determined by the Authority, an Awarding Body shall have arrangements for withdrawing qualifications recognised under its name.

19.17.1 STANDARD 15: WITHDRAWAL OF QUALIFICATIONS

An Awarding Body shall establish, implement, and maintain:

19.17.1.1 A policy and processes on withdrawal of qualifications.

19.17.1.2 A process for communicating, to the Authority, learners and relevant stakeholders, its intentions and plans to withdraw a qualification.

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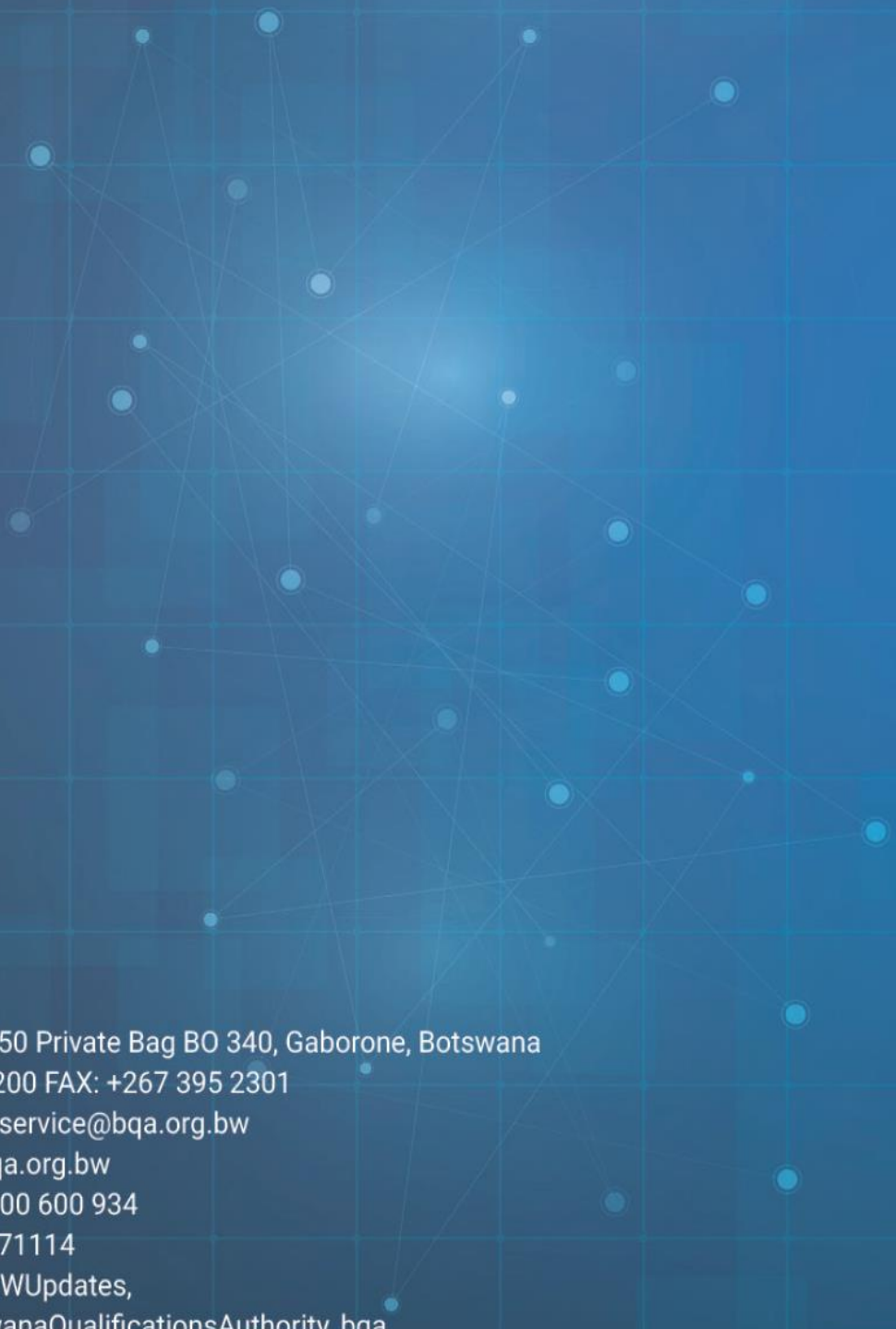
APPROVAL

These Norms and Standards for the Recognition of Higher Education Institutions and Awarding Bodies were approved by the Botswana Qualifications Authority Board on 18 March 2026.



BOTSWANA
Qualifications Authority

"Building a seamless Education and Training System"



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