

BQA NCQF Qualification Template

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Issue No.: 01

**QUALIFICATION SPECIFICATION
SECTION A**

QUALIFICATION DEVELOPER		Botswana Accountancy College					
TITLE		Postgraduate Diploma in Public Sector Project Management			NCQF LEVEL	8	
FIELD: 2	Business, Commerce and Management Studies	SUB-FIELD	Project management				
New Qualification	√	Review of existing qualification					
SUB-FRAMEWORK	General Education		TVET		Higher Education	√	
QUALIFICATION TYPE	Certificate		Diploma		Bachelor		
	Bachelor Honours		Master		Doctor		
			Post Graduate Diploma	✓			
CREDIT VALUE: 130							

RATIONALE AND PURPOSE OF THE QUALIFICATION

RATIONALE

Public Sector project management can lead to a fulfilling career in the public sector or private sector. Knowing how to successfully manage a project from start to finish can be the difference between success and failure. It is an increasingly in-demand skill and studying it can boost a career in any industry by building skills capacity required to improve or elevate a country's ability to achieve national goals.

In Botswana, these national goals include poverty reduction and making life better for citizens (Vision 2036; NDP 11). Attaining national goal priorities requires converting those intent into projects. This postgraduate qualification is designed to address the particular and daunting challenges of managing public sector projects and increasing project management skills in the public sector. A Needs Assessment survey conducted in 2019 shows that advanced skills such as project management methods and project evaluation and scoping in public sector project management are required in the economy and addresses the HRDC-identified gaps in skills, where the country has produced a lot of skilled/qualified citizens at undergraduate level with few postgraduates.

The skills sector analysis report of 2016/17 published by the Human Resource Development Council (HRDC) further highlight the need for Project management in the local market. The report lists project management as one of the key top areas that require training and skills upgrade to minimize corporate scandals, improve productivity and optimize success of organizations in the country (HRDC, 2016/17). This qualification therefore develops the requisite skills, knowledge and competencies among practitioners for effective project management practices in enterprises. The broader significance of improved project management is that, more emphasis on efficiency associated with project management is highly enforced; Botswana stands a better chance to achieve its vision of greater accountability.

According to the NDP 11 (April 2017-March 2023) the development of the Education and Training Sector Strategic Plan (ETSSP 2015-2020) was completed in May 2015. Its objective amongst others was to reform the education system and address issues of poor performance in the sector. The implementation of some of its programmes and initiatives started during NDP 10 and these included among others the development of a Technical and Vocational Education and Training (TVET) Policy Framework for revitalisation of the TVET sub-sector. A National Curriculum and Assessment Framework (NCAF) for general education was also developed to improve the quality and relevance of education at this level by adopting an outcome-based education

A needs assessment survey was conducted in 2019, whose objective was to investigate the demand and attractiveness of qualifications to be offered by the ETP. The survey targeted current and prospective students as well as public and private sectors. The findings from the survey revealed that project management skills were highly sought. The findings for the Postgraduate Diploma in Public Sector Project Management and others are derived from a questionnaire that was distributed to various organizations across multiple industrial sectors. 50 questionnaires were administered and 34 were successfully completed giving a response rate of 68%. Analysis of the data was done using Jupyter Notebook and SPSS. The questionnaire sought to get feedback on the relevance, need and desirable graduate skills for the Postgraduate Diploma in Public Sector Project Management qualification. About 85.2 % of the respondents indicated that the qualification is relevant to the human resources needs in Botswana.

The qualification introduces project management methods and tools that have proven useful in both the public and private sector enterprises, and it identifies the challenges in the public sector project management area as

well as the international best practices for dealing with these challenges. This dimension of the qualification of developing learners to problem solvers by identifying project management challenges and solutions makes the qualification uniquely relevant and timely for the Botswana context since the public sector projects continue to face diverse challenges for which there seem to be no immediate solutions.

By making the qualification for public sector project managers, it allows these managers as well as emerging ones who want to optimize project outcomes and make a positive contribution to their agencies and organizations, to gain the requisite skills and be fully equipped to do so. The public sector project management landscape at the moment face issues, for instance with meeting project deadlines, and managing contracts that are formed with private sector suppliers (PPADB, 2016). The qualification addresses these issues. It is for those who have worried about meeting a deadline for a project or getting the support of their stakeholders. It is also for those private-sector project personnel who are managing projects under contract with the public sector so that they fully appreciate the challenges that go with this activity. Given this kind of focus, the qualification is most vital and valued in building relevant competency for growth and national development because contemporary project management practices, principles, theories, and concepts are required to form the basis for professional judgment in decision making on issues faced in modern public sector project management. Likewise, as evidence indicate, research-informed professional practice is required to manage, lead and deliver life-enhancing and value-adding public sector project management (CIPFA June 2013, Good Governance in the Public Sector- consultation Draft for an International Framework)

Beyond the practitioner related justification, there are also academic related significance to offer the qualification. The higher education system in the country currently is predominantly an undergraduate focused system. Few opportunities are available in the system for vertical progression in one's field of study and the area of project management is one such area. Therefore, the qualification serves to expand education access beyond the bachelor's degree; in this regard, it is a tactic to support articulation into other qualifications.

PURPOSE

The aims of the qualification are to provide the learner with first-hand knowledge across all public sector business functions through a mixture of creative and organizational tasks in managing of projects, and to place the field of public sector project management into perspective and details what the learner need and should know to succeed within it. More specifically, the qualification is an attempt to, among others:

- Develop a grounded appreciation of contemporary/ current theories, principles, concepts and practices of public sector project management.
- Critically analyze, independently review and evaluate specialized knowledge of public sector project management so as to be able to make expert recommendations on alternative courses of action that add value to stakeholders.
- Demonstrate mastery of the practice of public sector project management as an emerging profession and carry out basic research using the concepts, models and ideas of best practice in the field in a creative manner that synthesizes current knowledge and practice; and,
- Enhance learner ability to evaluate essential aspects of public sector management.
- Enhance learner ability to evaluate and use knowledge management in project management
- Enhance learner ability to use business management and strategic tools in project management

***ENTRY REQUIREMENTS (including access and inclusion)**

Candidates entering this qualification must hold:

- A bachelor's degree (NCQF level 7) or equivalent in project management

Recognition of Prior Learning (RPL):

- There will be access through Recognition of Prior Learning (RPL) and Credit Accumulation and Transfer (CAT) in accordance with the RPL and CAT National Policies.

QUALIFICATION SPECIFICATION		SECTION B
GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA	
LO1: Apply acquired expert knowledge in Administering, monitoring projects and understanding process groups and knowledge areas.	Associated assessment criteria for learning outcome #1 <ul style="list-style-type: none"> Define a project and outline project characteristics. Describe the project lifecycle and inter-relationships and approval processes. Describe relevant project documentation. Explain the importance of project monitoring and control processes and parameters. Articulate the importance of the project closure process. Describe the purpose of lessons learnt throughout the lifecycle. 	
LO2: Demonstrate specialized knowledge and understanding in public sector project management.	Associated assessment criteria for learning outcome #2 <ul style="list-style-type: none"> Evaluate public sector project management practice as an emerging alternative investment vehicle requiring highly specialized knowledge. Demonstrate research-informed mastery of current theories and models of public sector project management as an emerging profession. Demonstrate knowledge of risk management in public sector project management. Exhibit knowledge of IT software show. 	
LO3: Apply intellectual skills to public sector project management.	Associated assessment criteria for learning outcome #3 <ul style="list-style-type: none"> Synthesis ideas, concepts and issues of public sector project management in a global context. Evaluate a project and its risk management process. 	

	<ul style="list-style-type: none"> • Apply a range of specialist skills and knowledge to public sector project management. • Support public sector project management for transforming and adapting to turbulent economic, social, legal and political environments • Demonstrate autonomy, authority and accountability in dealing with emerging issues in public sector project management.
LO4: Employ transferable skills applicable to public sector project management.	<p>Associated assessment criteria for learning outcome #4</p> <ul style="list-style-type: none"> • Apply transferable skills to public sector project management. • Report effectively through oral and written communication on material risk exposures in projects. • Respond effectively to key risk that could affect the delivery of projects on time, within budget and quality. • Calculate numerical and graphical information relating to public sector project management. • Analyse data qualitatively and quantitatively to draw out key insightful messages of risks in projects.
LO5: Demonstrate ability to work collaboratively in groups and teams including political role players, professional and administrative members of public project forum.	<p>Associated assessment criteria for learning outcome #5</p> <ul style="list-style-type: none"> • Analyse scenarios of public sector project management. • Assemble networks of problem-solving teams. • Organise alliances and teams to engage in public sector project management. • Demonstrate judgment in identifying and improving work-related issues in groups. • Build professional network and collaboration.
LO6: Apply advanced knowledge in undertaking independent study and	<p>Associated assessment criteria for learning outcome #6</p>

<p>teamwork research in Public Sector Project Management.</p>	<ul style="list-style-type: none"> • Demonstrate the ability to plan and execute research in the field of public sector project management. • Interpret data collected in public sector project management. • Effectively conduct data analysis for research on public sector project management. • Apply specialized knowledge to undertake independent and teamwork research in Public Sector Project Management.
<p>LO7: Apply strategic skills to public sector project management.</p>	<p>Associated assessment criteria for learning outcome #7</p> <ul style="list-style-type: none"> • Employ strategic tools that can be used in project management. • Demonstrate social responsibilities in public sector project management. • Demonstrate understanding of knowledge management and its application to project management. • Appraise new trends and methodologies in project management
<p>LO8: Demonstrate expert skills in Identifying project goals, constraints, deliverables, performance criteria, control needs, and resource requirements in consultation with stakeholders.</p>	<p>Associated assessment criteria for learning outcome #8 (Projects and project control & scope management)</p> <ul style="list-style-type: none"> • Apply project management processes to initiate, plan, execute, monitor and control, and close projects and to coordinate all the elements of the project. • Manage projects effectively including the management of scope, time, costs, and quality, ensuring satisfying the needs for which the project was undertaken. • Analyze and manage stakeholder expectations and engagement to ensure a successful project outcome.

	<ul style="list-style-type: none"> Apply project management practices in a variety of organizational and international settings.
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QUALIFICATION STRUCTURE			
SECTION C			
FUNDAMENTAL COMPONENT Subjects / Units / Modules /Courses	Title	Level	Credits
	Fundamentals of Project Management	7	10
CORE COMPONENT Subjects / Units / Modules /Courses			
	Project Management	8	15
	Public Sector & Stakeholder Management	8	10
	Leadership & Management	8	10
	Project Control & Scope Management	8	15
	Knowledge management and integration	8	20
	Strategic management of projects	8	20
	Research Project	8	30
	Total credit		130
ELECTIVE COMPONENT Subjects / Units / Modules /Courses			
Rules of combinations, Credit distribution (where applicable)			
<p>A total of 130 credits worth of courses must be completed to obtain the Postgraduate Diploma in Public Sector Project Management. Total number of credits at Level 7 = 10 (maximum 12). According to the development, validation and registration of qualifications on the NCQF framework, the NCQF exit level for this course is 8.</p> <p>Minimum total number of credits 120: (max 120+10%) Minimum total number of credits at the exit level: 84 Maximum total number of credits at level 7: 12 The order in which a student progresses from one module to the next module is shown below:</p> <ul style="list-style-type: none"> Fundamentals of Project Management Project Management Public Sector & Stakeholder Management Leadership & Management Project Control & Scope Management Knowledge management and integration 			

- Strategic management of projects
- Research Project

ASSESSMENT AND MODERATION ARRANGEMENTS

ASSESSMENT ARRANGEMENTS

Assessment shall take two forms that is formative and summative as indicated below:

- a. **Formative assessment** shall be employed to provide students with feedback on their achievements, and to provide guidance to students on how to improve their performance. Formative assessment shall serve to support students in the learning process, and to inform module/programme development.
- b. Continuous assessment shall be designed to consider all aspects of a student's performance at various stages of the learning process. The contribution of formative assessment to the final grade shall be **40%**.
- c. **Summative assessment** – The contribution of Summative assessment shall be **60%**.

MODERATION ARRANGEMENTS

Internal and external moderators to be engaged will be BQA accredited subject specialists in relevant fields with relevant industry experience and academic qualifications.

Both internal and external moderation shall be done in accordance with applicable policies and regulations.

RECOGNITION OF PRIOR LEARNING (if applicable)

- There shall be provision for award of the qualification through Recognition of Prior Learning (RPL) in accordance with institutional Policies in line with the National RPL Policy.

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

Vertical Articulation:

- The qualification can articulate vertically to a master's degree in project management and related studies (NCQF Level 9).

Horizontal Articulation:

- The qualification can articulate horizontally into Honours Degree in areas of project management and related studies. (NCQF Level 8).

Diagonal Articulation

Students may progress diagonally between qualifications by presenting a completed qualification or credits towards a qualification in a similar study area, and must meet the minimum requirements for admission to the target qualification, which they will often do by virtue of the credits obtained towards an equivalent qualification.

For example, students may progress to a master's degree Strategic Management (level 9).

Employment pathway

Graduates will have requisite competencies and attributes to work as:

- Project coordinator
- Junior Project Manager
- Project Manager
- Project management Consultant
- Project Procurement Manager
- Facilities Manager
- Project Portfolio Manager
- Program Manager

QUALIFICATION AWARD AND CERTIFICATION

For a Candidate to achieve this qualification they must have acquired a minimum of **130** credits. The Candidate should pass all the **CORE, FUNDAMENTAL and RESEARCH PROJECT** modules.

Certification

A **Postgraduate Diploma in Public Sector Project Management** will be awarded to a Candidate upon completion of the qualification in accordance with applicable policies. A certificate and transcript will be issued at award.

REGIONAL AND INTERNATIONAL COMPARABILITY

1. MANCOSA, South Africa (Regional)
2. University of Stellenbosch, RSA (Regional)
3. Vancouver Island University, Canada (International)

Similarities

Modules offered by all institutions are similar and learning outcomes are similar.

Entry requirements are basically the same at bachelor's degree NCQF level 7. Awards are similar at NCQF level 8.

Differences

The ETP award a Postgraduate Diploma in Public Sector Project Management while MANCOSA and University of Stellenbosch offer Postgraduate Diploma in Project Management and Vancouver Island University offer Graduate Diploma in Project Management.

Vancouver Island University offers 9 modules for the qualification while the rest of the institutions offer 8 modules for the qualification.

REVIEW PERIOD

The qualification shall be reviewed on a 5-year cycle.