

BQA NCQF Qualification Template

DNCQF.FDMD.GD03

Issue No.: 02

SECTION A: QUALIFICATION DETAILS															
QUALIFICATION DEVELOPER			Institute of Development Management (IDM)												
TITLE	Certificate V in Public Administration & Management (CPAM)										NCQF LEVEL		5		
FIELD	Business, Commerce and Management Studies			SUB-FIELD		Public Administration and Management					CREDIT VALUE		120		
New Qualification							Review of Existing Qualification							√	
SUB-FRAMEWORK		General Education						TVET			√		Higher Education		
QUALIFICATION TYPE		Certificate	I	II	III	IV	V	√	Diploma		Bachelor				
		Bachelor Honours		Post Graduate Certificate						Post Graduate Diploma					
		Masters							Doctorate/ PhD						
RATIONALE AND PURPOSE OF THE QUALIFICATION															
RATIONALE: <p>Administrative staff operates in a wide variety of roles within the administration and management structures of various organizations. Often, they work in diverse operating and service delivery circumstances. Therefore, they must be knowledgeable and aware of the unique characteristics and challenges of public administration and management. Certificate V in Public Administration and Management is therefore meant to improve the quality and efficiency of service delivery in public organizations. It is a versatile qualification which offers administrative, managerial and knowledge and communication skills that contributes to improved service delivery in the public sector. It is thus the most appropriate qualification for people who:</p> <ul style="list-style-type: none"> Want to extend their range of skills and knowledge of Public Administration and Management so that they can become knowledgeable and effective public administrators. Have recently taken up a position in Public Administration and Management without background education in this field. Have not yet acquired the skills and competences required for learning higher level Public 															

Administration and Management.

Nevertheless, stakeholders were consulted to determine the necessity of public administration and management professionals in Botswana. The results have shown that Public Administration and Management as a course is still very relevant and necessary in Botswana. Further research has shown that Public Administration is still very relevant if carefully designed to address socio-political challenges facing the country. Hence the introduction of the concept of management which emphasizes the achievements of results, efficiency and effectiveness in the public service. Thus, the name of the qualification; Certificate in Public Administration and Management.

Botswana is regularly rated among the best in Africa on global indicators of governance (e.g., Ibrahim Index of African Governance; Transparency International Corruption Perceptions Index). Effective checks and balances exist in government, and institutions overall remain robust, inclusive, and transparent (World Bank, 2015). Several researchers have hailed the country with accolades for its exceptionality in good governance depicted in the prudent management of public resources (Leith, 2005; Molebatsi, 2012). However, according to Botswana Systematic Country Diagnostic Report (World Bank, 2015), questions are increasingly being asked as to whether the approach to government that served Botswana so well in the past, when the emphasis was on state-building and broad service delivery, is still appropriate in an environment where the role for government is more as a facilitator, and where efficiency and effectiveness are paramount. However, according to the Ibrahim Index of African Governance (2014), Botswana trails non-regional peers in the World Governance Indicators rating on “Government Effectiveness” and, like its regional peers; Botswana has seen its rating deteriorate over the past decade. Anecdotally, concerns around capacity and skills in government are widespread. Hence the need for a more refined qualification that addresses the challenges currently affecting public service.

CPAM is therefore a qualification which develops learners’ administrative, managerial, knowledge and communication skills needed for the efficient and effective delivery of services in the public sector. It is also useful for people who work in other sectors of the economy which interact with the public sector and hence they want to have a clearer understanding of government operations. CPAM will therefore enable learners:

- To develop their range of administrative, management and communication skills as well as to equip them with broad knowledge and understanding of Public Administration and Management in general

so that they can become efficient and effective workers in the public service.

- To be resourceful in their role as support staff for executives in the public service.
- To exhibit professionalism in their different positions in Public Administration and Management.
- Prepare themselves for the acquisition of skills and competences required for learning Public Administration and Management at a higher level.

CPAM introduces learners to concepts of governance, administration and management for public, private and non-governmental organisations with the view to equipping such learners with knowledge and skills so as they can effectively and efficiently perform duties relating to the daily operations of the said establishments. It further introduces learners to the theory, practice and techniques that are consistent with transforming and developing public entities. These skills can be used immediately upon completion of the course. Upon completion of the CPAM programme, graduates will be able to demonstrate broad technical knowledge and understanding of underlying concepts and principles as well as standard codes of practice in the area of public administration and management. Graduates of this programme will be competitive because they would acquire 21st century skills like critical thinking, creativity, collaboration, effective communication, information and technology literacy.

PURPOSE:

The purpose of this qualification is to produce graduates who have skills and competences to

- Implement Public Policies
- Deliver public services in different departments.
- Contribute to Public Finance and Budgeting
- Participate in the transformation of public and private organisations.
- Carry out day to day administrative duties in different departments.

ENTRY REQUIREMENTS (including access and inclusion)

- Certificate IV, NCQF level 4 (General Education or TVET)
- Candidates with Certificate III (General Education or TVET) may be considered through Recognition of Prior Learning in accordance with applicable policies.

SECTION B	
QUALIFICATION SPECIFICATION	
GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA
LO1 Demonstrate broad knowledge and understanding of the fundamental concepts and principles of Public Administration and Management.	1.1 Explain the politics-administration dichotomy model. 1.2 Differentiate administration and management. 1.3 Distinguish Public Administration and Business Administration. 1.4 Identify the major epochs in the evolution of public administration. 1.5 Describe bureaucracy, public institutions and types of government. 1.6 Explore emerging issues in Public Administration and Management. 1.7 Identify and describe public sector reforms.
LO2 Demonstrate knowledge of the basic principles of management.	2.1 Apply principles of management to solve managerial problems at the workplace. 2.2 Interpret the global context of management. 2.3 Describe the managerial functions of planning, leading, organizing, and controlling and how they can be executed in a variety of circumstances. 2.4 Identify different situations, including opportunities and threats that can impact on management of organizations. 2.5 Explain the role of ethics in managing both public and private institutions.
LO3 Demonstrate understanding of the basic concepts and fundamentals of human resource management.	3.1 Implement recruitment and selection procedures as well as employee training and development policies. 3.2 Administration of employee pensions and benefits. 3.3 Contribute to job design and job analysis.

	<p>3.4 Interpret employment laws, policies and procedures to advise line managers and other employees.</p> <p>3.5 Implement employee relations policies.</p>
LO4 Apply the essential concepts and principles relating to the use of computers, records and information management.	<p>4.1 Explain the key concepts relating to ICT, computers, devices and software.</p> <p>4.2 Operate a computer effectively.</p> <p>4.3 Apply safety, security and well-being considerations when using ICT.</p> <p>4.4 Manage records and information effectively.</p> <p>4.5 Apply preventive preservation techniques in records and information storage.</p>
LO5 Apply the basic principles of effective communication and academic writing.	<p>5.1 Remember ways of utilizing a variety of study resources and services, both manual and electronic.</p> <p>5.2 Make various types of summaries for specific purposes.</p> <p>5.3 Utilize knowledge of critical thinking and analytical skills in reading and writing.</p> <p>5.4 Communicate effectively both orally and in academic writing.</p> <p>5.5 Apply the Harvard style of referencing in academic writing.</p>
LO6 Demonstrate understanding of the legal aspects of public administration.	<p>6.1 Interpret statutory instruments governing the affairs of public institutions.</p> <p>6.2 Explain why legal requirements must be integrated into general administrative processes and practices.</p> <p>6.3 Describe the process of managing public sector institutions constitutionally or legally.</p>
LO7 Demonstrate knowledge of the fundamental concepts of business statistics.	<p>7.1 Explain the purpose of business statistics in relation to a manager's role.</p> <p>7.2 Explain the concept of probability and its application in a business context.</p>

	<p>7.3 Describe available sources of information, types and ways of collecting, analyzing and presenting statistical data.</p> <p>7.4 Classify, describe and apply statistical methods of sampling, collecting and analyzing statistical data.</p> <p>7.5 Apply statistical measures of central tendency (mode; median, mean/ average).</p> <p>7.6 Describe, with the aid of a diagram the possible relationship that exists between two variables.</p> <p>7.7 Understand how to organize and summarize data by using <u>descriptive statistics</u>.</p>
L08 Demonstrate professionalism in office management.	<p>8.1 Exhibit professional attitude when communicating and interacting with colleagues, visitors and customers.</p> <p>8.2 Outline the characteristics of an office and describe its key functions.</p> <p>8.3 Implement policies, established processes and procedures in an office.</p> <p>8.4 Apply the principles of effective public relations and customer care.</p> <p>8.5 Draft office communication documents.</p> <p>8.6 Conduct business meetings and draft associated documents.</p> <p>8.7 Use information technology (IT) in office management.</p>
L09 Demonstrate understanding of the fundamental concepts and principles of economics.	<p>9.1 Plot supply and demand curves and show how markets move to an equilibrium position.</p> <p>9.2 Explain the key concepts of revenue, cost, cash flow and profit.</p> <p>9.3 Classify the elements of macroeconomics and microeconomics.</p> <p>9.4 Differentiate the causes and remedies between the various types of unemployment.</p> <p>9.5 Describe the impact of Fiscal Policy on the</p>

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		economy.			
		9.6 Describe the impact of Monetary Policy on the economy.			
		9.7 Explain the concepts of Demand Pull and Cost Push Inflation in terms of their effects on the economy.			
SECTION C		QUALIFICATION STRUCTURE			
FUNDAMENTAL COMPONENT Subjects/ Courses/ Modules/Units	TITLE	Credits Per Relevant NCQF Level			Total (Per Subject/ Course/ Module/ Units)
		Level [5]	Level [6]	Level [7]	
	International Computer Driving Licence (Essentials, Word, Online essentials and Spreadsheets)	12			12
	Communication and Academic Writing Skills	12			12
	Introduction to Records and Information Management	12			12
				Sub-Total	36
CORE COMPONENT Subjects/Courses/ Modules/Units	Introduction to Public Administration	12			12
	Introduction to Principles of Management	12			12
	Introduction to Business Statistics	12			12
	Office Management	12			12
	Legal Aspects of Public Administration	12			12

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	Introduction to Economics	12			12
	Introduction to Human Resource Management	12			12
				Sub-Total	84
ELECTIVE/ OPTIONAL COMPONENT Subjects/Courses/ Modules/Units	N/A	N/A			N/A
	Grand Total				120

SUMMARY OF CREDIT DISTRIBUTION FOR EACH COMPONENT PER NCQF LEVEL

TOTAL CREDITS PER NCQF LEVEL

NCQF Level	Credit Value
5	12
TOTAL CREDITS	120

Rules of Combination:

(Please Indicate combinations for the different constituent components of the qualification)

The credit value for the award of the CPAM qualification is 120 credits.

Fundamentals = 36 Credits (30%)

Core Component = 84 Credits (70%)

Elective = 0 Credits, no elective provided for this qualification.

Minimum total number of credits at exit level 5 = 120 Credits

ASSESSMENT ARRANGEMENTS

ASSESSMENT

All assessments leading/contributing to the award of credits or a qualification shall be based on learning outcomes.

Formative assessment

Formative assessment will contribute 40% of the final grade.

Summative assessment

Summative assessment will contribute 60% of the final grade.

Assessment shall be carried out by BQA registered and accredited assessors

MODERATION ARRANGEMENTS

Moderation

Both internal and external moderation shall be done in accordance with applicable policies and regulations and shall be carried out by BQA registered and accredited moderators.

RECOGNITION OF PRIOR LEARNING (if applicable)

There will be provision of awarding this qualification through RPL and CAT in line with BQA RPL policy and the well-established ETP RPL Policy.

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

Horizontal Articulation.

Holders of the CPAM qualification may consider pursuing related qualifications for purposes of multi skilling and retooling. For example:

- Certificate in Public Health
- Certificate in Office Management
- Certificate in Human Resource Management
- Certificate in Community Development

Vertical Articulation.

Graduates credited with a CPAM qualification can progress to:

- Diploma in Public Administration and Management (DPAM)
- Diploma in Human Resources Management (DHRM)
- Diploma in Public Management (DPM)
- Diploma in Local Government Administration

Diagonal Pathways

Holders of the CPAM qualification may consider pursuing other qualifications which are not directly related

to Public Administration and Management for the purpose of multi-skilling and retooling. For example:

- Diploma in Public Health
- Diploma in Community Development
- Diploma in Public Relations

Employment Pathways

Holders of Certificate in Public Administration and Management (CPAM), can be employed in the public, private and the NGO sector as a

- Public Administrator
- Administrative Assistant
- Administrative Secretary
- Administration Officer
- Public Relations Officer,
- HR Assistant

QUALIFICATION AWARD AND CERTIFICATION

- For a Candidate to be awarded this qualification they must have acquired a minimum of 120 credits.
- The candidate should have passed all the core modules as well as the fundamental modules prescribed herein to be awarded a Certificate V in Public Administration & Management

REGIONAL AND INTERNATIONAL COMPARABILITY

Summary

The comparability matrix attached shows that the CPAM qualification compares very well regionally and internationally with regard to modules offered and the duration of study. Although there are some differences with other institutions of higher learning, there are some similarities in terms of scope and content coverage across major subjects such as: Public Administration, Human Resource Management, Communication and Academic Writing, Legal Aspects of Public Administration, Economics and Principles of Management. While undergraduate certificate qualifications are mainly elementary in nature, CPAM has an advantage in that participants will acquire the necessary 21st Century Skills like: critical thinking, creativity, collaboration, effective communication, as well as information and technology literacy, in addition to the administrative, managerial and communication skills needed in the contemporary public service.

Benchmarking was done through comparison to Unit Standards/Outcomes of learning against some countries both regionally and internationally. The South Africa Qualification Authority (SAQA) Unit Standards on Public Administration, their National Certificate of Public Administration compares favorably against CPAM and similar certificate qualifications found in the SADC region (<http://allqs.saga.org.za>). See for instance; <https://www.milpark.ac.za> and Nsamizi Training Institute of Social Development, in Uganda, (<https://www.nsamizi.ac.ug>).

Canada, The Canadian Information Centre for International Credentials (CICIC), <https://www.cicic.ca>. Also



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see Alberta Credential Framework (ACF) - At a Glance, <https://open.alberta.ca>. Certificate in Public Administration at Athabasca University is registered with the ACF. Their Certificate program's typical duration is one year or less with 32 credits. The Certificate in Public Administration offered at Athabasca is comparable to the CPAM programme in content and duration. See for instance, <https://www.athabascau.ca>.

Please see **Appendix** for the comparability matrix.

REVIEW PERIOD

Every five (5) years.