SECTION A:	**QUALIFICATION DETAILS**									

QUALIFICATION DEVELOPER (S)	Botswana Accountancy College

TITLE	Postgraduate Certificate in Monitoring and Evaluation	**NCQF LEVEL**	*8*

FIELD	Business, Commerce and Management Studies	**SUB-FIELD**	Evaluation and Monitoring	**CREDIT VALUE**	*60*

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:

Monitoring and evaluation are recognised as the cornerstone for effective programme management and is critical for organisational sustainability (HRDC, 2016). Botswana jumped into the bandwagon of public sector reforms in the 1990s through interventions such as Performance-based Management Systems. The focus was almost entirely on performance enhancement to the neglect of performance measurement through a result-based Monitoring and Evaluation (M&E) framework. However, in 2009, the government decided to mainstream M&E into the development planning regime (ESSP, 2015-2020; NDP 11). Since the M&E tool is still in draft form, Botswana is very favorably circumstanced to learn from others (Botlhale, 2015; HRDC, 2016). When monitoring and evaluation is done and applied correctly, it strengthens the basis for managing resources for results (Valadez, 1994).

Skills to track and report on monitoring and evaluation remain a critical challenge in the country. In the 2016 Human Resource Development Council Planning Report (HRDC), monitoring and evaluation was flagged as a

concern. Pressure on government to spend less and do more is forcing the national treasury to demand closer monitoring and evaluation (NDP 11). Public pressure has pushed the government to mainstream monitoring and evaluation as part of the development planning process in the country (Botswana Vision 2036; Botlhale, 2015). All of these illustrate its importance and the urgent need to develop the requisite skills to support the practice (Botlhale 2010). An industry needs-assessment undertaken in 2019, (see Appendix 1), shows that monitoring and evaluation skill is required in Botswana's economy. In the survey, 88% of respondents indicated that the qualification is relevant, and more than two thirds (67.6%) of the respondent felt the qualification is in high demand. The industry needs survey involved various stakeholders including professional bodies, captains of industry, government and non-government organisations. It was very clear from this survey that the qualification was important.

In the HRDC occupation report (HRDC, 2019), monitoring and evaluation is captured as an essential skill that cuts across various occupations. For instance, education, industrial electronics, agriculturalists, and telecommunication engineers. This illustrates that the qualification is of value to numerous occupational areas.

The rationale for the development and implementation of this qualification is to: (a) develop a qualification, which provides an entry criterion to management and development planning; (b) provide current and prospective project teams with a professional qualification, which is career related; and (c) provide a formal professional qualification, which is consistent with the job profile of development project leaders and managers in the public and private sector.

PURPOSE:

The qualification aims to equip managers across a variety of sectors with the knowledge and skills to successfully design and implement sound monitoring and evaluation systems from qualification/project initiation to close-out. Students get the chance to explore the variety of tools and techniques used to measure project progress and to report outcomes to the appropriate internal and external stakeholders – including donors, funders, supervisors, or the population being served. Students get the chance to design relevant and effective frameworks and learn the required methods to conduct effective data collection, statistical analysis, and reporting. More specifically, graduates are able to:

- Apply concepts, principles, processes and framework for monitoring and evaluation systems in development agendas.
- Use result-based tools for development project planning; and apply monitoring and evaluation tools for qualitative and Design and develop monitoring and evaluation systems and design and conduct and evaluation.

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- Formulate results and change oriented indicators for monitoring and evaluation.

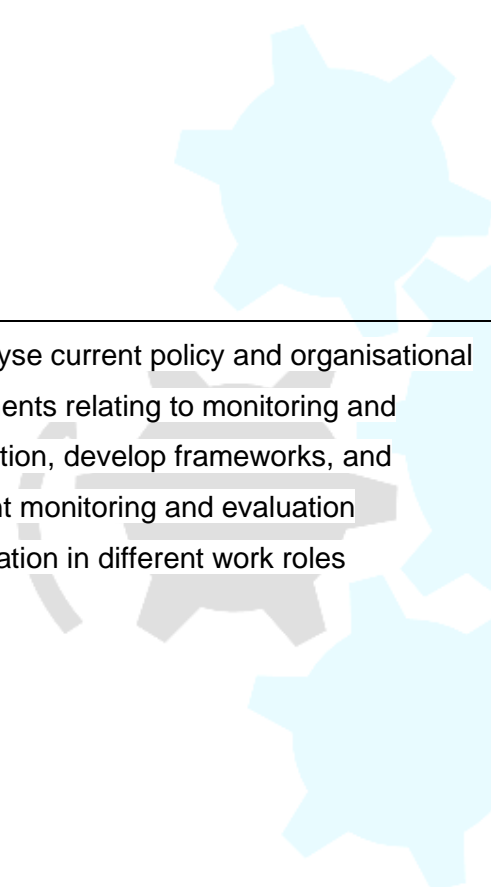| ENTRY REQUIREMENTS (including access and inclusion) |
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To be eligible for enrolment into the qualification, candidates should have the following:

- NCQF Level 7 (e.g. A bachelor's degree or equivalent in any field
  Or

- RPL and CAT: experience (5 years) plus NCQF level 6, as per the national policy on RPL and CAT.

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SECTION B	QUALIFICATION SPECIFICATION

GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA
LO1: Demonstrate grounded understanding of the fundamentals of Monitoring and Evaluation.	1.1 Explain monitoring and evaluation and apply this understanding to initiate projects. 1.2 Explain theories, concepts, models and techniques of monitoring and evaluation and use these to make decisions. 1.3 Apply different theories of monitoring and evaluation in different professional situations requiring critique and decision making 1.4 Develop monitoring and evaluation project plans in accordance with established processes and critique and provide alternatives to mitigates the pitfalls. 1.5 Align the Monitoring and Evaluation practices with all aspects of an organisation system to ensure responsibility and accountability. 1.6 Determine cultural and ethical dilemmas in the Monitoring and Evaluation processes and apply these in outcomes decision making.
LO2: Assess legislative, strategic, and operational framework of monitoring and evaluation for purposes of project implementation alignment	2.1 Critique and apply different legislative provisions in the assessment of the performance of projects, institutions and programmes. 2.2 Critique and apply (a) conceptual frameworks, (b) results frameworks and (c) logic models and implement the appropriate frameworks to assessment performance of projects/programmes /institutions. 2.3 Analyse monitoring and evaluation strategy, and its purpose, strengths and pitfalls in organisational projects and provide remedial solutions. 2.4 Critique the process involved in developing and implementing appropriate Monitoring strategy and Evaluation plan in terms of fit for purpose

	2.5 Determine the key challenges facing organisational leaders or managers at different stages of the monitoring process and how these may be mitigated in the development of the monitoring strategy. 2.6 Assess the role of monitoring and evaluation in management at, strategic and operational levels and re-design the roles to address the identified inequities.
LO3 Analyse current policy and organisational documents relating to monitoring and evaluation, develop frameworks, and present monitoring and evaluation information in different work roles	3.1 Compare concepts related to monitoring and evaluation by scrutinising a range of policy documents to establish if the policy aids decision making with respect to the processes. 3.2 Integrate monitoring and evaluation processes at macro, meso and micro levels in order to support policy decision and drive holistic development. 3.3 Assess and distinguish the roles of key institutions/ units/ divisions in implementing the performance information management and strategies to ensure quality assurance. 3.4 Support the alignment of plans and implementation structures for organisation and/or programme performance in different sectors. 3.5 Critique different roles and responsibilities in a monitoring and evaluation process with reference to reporting structures and the strategic goals of an organisation and offer alternatives for achieving the goals. 3.6 Evaluate the application of a monitoring and evaluation system in specific roles in terms of positive and negative implications and suggest the best approach. 3.7 Develop the framework for a monitoring and evaluation system to assess the performance of an organisation, project or programme

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LO4: Evaluate monitoring and evaluation approaches and tools to assess an organisation or programme's performance in a specific context and undertake reporting	4.1 Evaluate different approaches in terms of their relevance for a specific sector or organisation, and effectiveness in measuring the success of an intervention.
	4.2 Analyse different research design options in order to select an appropriate research design that links a perceived problem to monitoring and evaluation goals.
	4.3 Develop research tools with reference to the purpose and application in a specific context.
	4.4 Conduct situational analysis in order to understand the nature of an identified problem.
	4.5 Apply a research design process to develop a monitoring and evaluation plan for an intervention.
	4.6 Develop baseline data for project component and for all project indicators, and analysing and interpreting collated data.
	4.7 Present written and oral reports on Monitoring and Evaluation findings for decision making to targeted audience.

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SECTION C	QUALIFICATION STRUCTURE			
COMPONENT	TITLE	Credits Per Relevant NCQF Level		Total (Per Subject/ Course/ Module/ Units)
		Level [7]	Level [8]	
FUNDAMENTAL COMPONENT	Fundamentals of Monitoring and Evaluation	10		10
CORE COMPONENT Subjects/Courses/ Modules/Units	Designing monitoring systems		15	15
	Research and Evaluation methods		15	15
	Monitoring and Evaluation reporting		20	20
	Total	10	50	60
ELECTIVE/ OPTIONAL COMPONENT	N/A			

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SUMMARY OF CREDIT DISTRIBUTION FOR EACH COMPONENT PER NCQF LEVEL	
TOTAL CREDITS PER NCQF LEVEL	
NCQF Level	Credit Value
8	60
TOTAL CREDITS	60

Rules of Combination:

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

The qualification consists of both a fundamental and core component, with all components being compulsory. The fundamental component carries 10 credits, and the core carries 50 credits. This gives a total of 60 cumulative credits. The minimum duration for the qualification is 6 months.

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ASSESSMENT ARRANGEMENTS

Both formative and summative Assessments form part of the qualification assessment methods. The assessment components and their weightings are: -

- Coursework assessment _100%

Formative: Examination/ Case studies. Summative: Class tests/Group projects/Individual or group assignments/ Portfolio of Evidence

MODERATION ARRANGEMENTS

There will be internal and external moderation for the qualification. Assessors and moderators must be BQA registered and accredited.

Both internal and external moderation will be done in-line with the national moderation policy expectations.

RECOGNITION OF PRIOR LEARNING ,CREDIT ACCUMULATION AND TRANSFER

Candidate may gain part of the qualification through Recognition of Prior Learning (RPL), prior experience (RPE) or Credit Accumulation Transfer (CAT). RPL allows for the recognition of knowledge and skills acquired through formal learning experience. In applying for RPL/RPE or CAT, candidates will submit documentary evidence in the form of a learning portfolio.

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

Horizontal progression (within the qualification)

The qualification can articulate horizontally unto a

- Post Graduate Diploma in Monitoring and Evaluation,
- Bachelor (Hons) in Finance' or
- Bachelor (Hons) of Project Management

Vertical progression

The qualification can articulate vertically unto a

- Master of Science in Project Management,
- Master of Science in Finance

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Employment pathway

For employment, graduates may take up opportunities in:

- Monitoring and Evaluation officer
- Project management officer
- Monitoring and Evaluation consultant
- Project Manager

QUALIFICATION AWARD AND CERTIFICATION

The award structure is presented below,

Final Exit Points	Award
Completion of 60 Credits	Postgraduate Certificate in Monitoring and Evaluation
A certificate will be given to candidate who successfully complete the qualification	

REGIONAL AND INTERNATIONAL COMPARABILITY
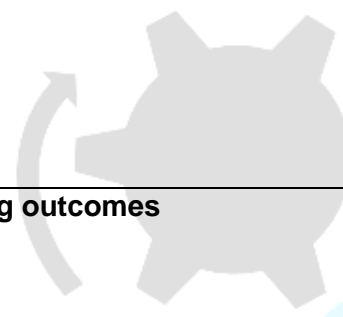
Regional:

Some Southern African Universities and Colleges offer Monitoring and Evaluation qualification. Great care was taken to ensure all major syllabus areas for the module were covered adequately while being adapted for the Botswana environment.

International

Various international institutions do offer Monitoring and evaluation qualifications.

Comparison factor/ Institution	University of Cape Town South Africa	University of Melbourne Australia
Qualification and duration	Certificate in Monitoring and Evaluation 8 weeks	Master of Evaluation 12 months full time/24 months part time
NCQF level	Level 8	Level 9
Credits	60	100
Modules	Diagnosis: Problem Analysis	1. Practice of Evaluation

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	Design: Building and theory of change Planning and Design: Design Tools and M&E framework Planning and design: Operational Planning Implementation: managing programme, teams and basic finances. Implementation: implementing adaptive monitoring systems Programme outcome: evaluation and economic efficiency. Managing stakeholders for programme success	2. Applied Research Methodology 3. Foundations of Evaluation 4. Optional subject: evaluation capstone
Learning outcomes	You'll walk away with: a) the practical skills needed to navigate the complexities involved in managing and evaluating a large programme, b) and with a deeper understanding of the impact that your programme can have on wider society.	Students who have completed the Master of Evaluation course will be able to: a) demonstrate advanced knowledge and understanding of evaluation theory and practice. b) make effective use of evaluation literature and research. c) apply understandings of evaluation theory and methods to a range of professional settings; and d) demonstrate an appreciation of professional responsibilities and ethical principles that should characterise leaders in the evaluation field.

REVIEW PERIOD

The qualification will be reviewed every 5 years so that it remains relevant to learners, industry and the economy.

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