

BQA NCQF Qualification Template

DNCQF.FDMD.GD04

Issue No.: 01

QUALIFICATION SPECIFICATION							SECTION A
QUALIFICATION DEVELOPER		Botswana Accountancy College					
TITLE		Postgraduate Certificate in Project Management and Infrastructure Finance			NCQF LEVEL	8	
FIELD: 2	Business, Commerce and Management Studies	SUB-FIELD	Project Management and Infrastructure finance				
New Qualification	✓	Review of existing qualification					
SUB-FRAMEWORK	General Education		TVET		Higher Education	✓	
QUALIFICATION TYPE	Certificate	✓	Diploma		Bachelor		
	Bachelor Honours		Master		Doctor		
CREDIT VALUE: 60							
RATIONALE AND PURPOSE OF THE QUALIFICATION							

Project management is an area in which highly specialized knowledge and extensive skills capacity building are required in order to optimize a nation's ability to achieve national goals. In Botswana, these national goals include poverty reduction and make life better for citizens (Vision 2036; NDP 11). Attaining national goal priorities requires converting those intent into projects and finding the best way to finance these projects. This postgraduate qualification is designed to address the particular and daunting challenges of managing projects, finding the proper funding for public sector projects and increasing project management skills in the public and private sector. A desktop industry needs-assessment review under as part of developing this qualification in 2014 shows that advanced skills such as project management methods and project evaluation and scoping in public sector project management (HRDC 2016) are required in the economy and in addressing the HRDC-identified gaps in skills where the country has produced a lot of skilled/ qualified citizens at undergraduate level but where the postgraduate qualified stock of graduates is low. Project management is an essential skill across different occupations in mining, minerals, energy and water resources, hygienists, as well as manufacturing.

The qualification introduces project management methods and Financing 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 solve 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 project managers with some emphasis on public sector projects and financing, 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 equip to do so. The public sector project management landscape at the moment face issues, for instance with meeting project deadlines, and managing contract 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. It is also for those who want to find the best financing option for their infrastructural projects. Given this kind of focus, the qualification is most vital and value 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 tactics to support articulation into other qualifications.

PURPOSE:

In this spirit, the purpose 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 learners who can:

- Plan and monitor infrastructure projects.
- Designate project resources including the best financing for the project
- Monitor project progress and keep stakeholders informed the entire way

ENTRY REQUIREMENTS (including access and inclusion)

Candidates entering this qualification must hold:

- NCQF Level 7 (e.g. A bachelor's degree or equivalent)

OR

- Recognition for Prior Learning (RPL) and Credit Accumulation Transfer (CAT) are applicable for entry.

QUALIFICATION SPECIFICATION

SECTION B

GRADUATE PROFILE (LEARNING OUTCOMES)

ASSESSMENT CRITERIA

LO1: Demonstrate grounded understanding of the fundamentals of, and the relationship between project management and infrastructure finance.

- 1.1 Apply fundamentals of project management and infrastructure finance to manage projects and solve problems.
- 1.2 Adapt project management skills to the demand of business and socio-political context.
- 1.3 Establish and manage the relationship with all stakeholders to achieve project goals.
- 1.4 Critically analyse the inputs for project management process and their relationship to infrastructure finance and make decisions

LO2: Effectively manage projects in accordance with established approaches and standards.

- 2.1 Create plans and set targets for milestones, adhering to deadlines, and allocate resources for project.
- 2.2 Create and maintain comprehensive project documentation.
- 2.3 Identify and Perform risk management to minimize project risks.

	<p>2.4 Measure project performance using appropriate tools and techniques.</p> <p>2.5 Manage changes to the project scope using appropriate verification techniques</p> <p>2.6 Schedule a project as per stakeholders' expectations</p> <p>2.7 Manage changes to project schedule using appropriate verification techniques</p> <p>2.8 Develop and implement a project communication strategy.</p> <p>2.9 Monitor the communication strategy to achieve set targets</p>
LO3: Apply procurement and tender process management skills to undertake procurement and tender projects	<p>3.1 Participate in the definition of project scope and goals.</p> <p>3.2. Develop and implement project procurement plan</p> <p>3.3 Monitor the procurement plan as per project deliverables</p>
LO: 4 Applying skills in project finance, investment, and risk management for purposes of identifying opportunities and decision making.	<p>4.1 Estimate project costs as per user requirements</p> <p>4.2 Develop a project budget to achieve intended goals.</p> <p>4.3 Manage project budget and costs using appropriate techniques.</p> <p>4.4 Analyse trends in the infrastructure investment market to identify potential opportunities.</p> <p>4.5 Use advanced and specialised financial knowledge to select infrastructure investment opportunities.</p> <p>4.6 Analyse trends in organisational models of implementation of infrastructure investments.</p> <p>4.7 Use specialised knowledge to select the appropriate model for an organisation</p> <p>4.8 Identify the risk associated with different characteristics of infrastructure sectors and sub-sectors and develop risk mitigation strategies</p> <p>4.9 Perform due diligence on infrastructure project finance covenant for a client or an organisation</p>

<p>LO:5 Conduct research on project management and infrastructure finance and communicate results to the relevant stakeholders.</p>	<p>5.1 Apply different research approaches and design to solve project management related problems</p> <p>5.2 Develop research tools with reference to the purpose and application in a specific context.</p> <p>5.3 Conduct situational analysis in order to understand the nature of an identified problem.</p> <p>5.4 Apply research tools for data collection and analysis and interpret findings and report to stakeholders</p>
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The structure of the qualification that leads to the delivery of these outcomes are shown in Section C below.

QUALIFICATION STRUCTURE			
			SECTION C
FUNDAMENTAL COMPONENT Subjects / Units / Modules /Courses	Title	Level	Credits
	N/A		
CORE COMPONENT Subjects / Units / Modules /Courses	Management of infrastructure management	7	10
	Fundamentals of Project Management	8	10
	Project Finance and investment	8	10
	Procurement management	8	10
	Research methods (Project)	8	20
	Total credit		60
ELECTIVE COMPONENT Subjects / Units / Modules /Courses			
Rules of combinations, Credit distribution (where applicable)			
The rules of combination are:			
Fundamental components	Level 7	10 Credits	
Core components	Level 8	50 Credits	
Elective components	N/A		
Total		60 credits	

ASSESSMENT AND MODERATION ARRANGEMENTS
Assessment strategies 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 should be performed by suitable qualified individuals in the subject area.
- ✓ Both internal and external moderation will be done in-line with the moderation policy of the Institution.

RECOGNITION OF PRIOR LEARNING (if applicable)

Provision is made for award of this qualification through recognition of prior learning (RPL), prior experience (RPE) and Credit Accumulation Transfer (CAT).

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

Horizontal articulation

The qualification can articulate horizontally unto

- Bachelor (Hons) in areas of project management.
- Bachelor (Hons) in Finance

Vertical articulation

The qualification can articulate vertically unto

- Master of Science in Project Management,
- Master of Science in risk management.

Employment pathway

The qualification can lead to more complex roles such as:

- Project Manager
- Project officer

- Project supervisor
- Infrastructure investment advisor

QUALIFICATION AWARD AND CERTIFICATION

A learner must fulfil the rules of combination indicated above and must meet all the minimum credit requirement of 60 to be awarded the qualification.

The learner shall be awarded with a **Postgraduate Certificate in Project Management and Infrastructure Finance**.

Final Exit Points	Award
Completion of 60 Credits	Postgraduate Certificate in Project Management and Infrastructure Finance

REGIONAL AND INTERNATIONAL COMPARABILITY

No local institution of higher learning is offering this qualification at post graduate level. The same applies to the SADC region or the wider Africa. However, a number of international universities offer qualifications that are close to this qualification.

See comparability matrix in appendix 1. These qualifications formed a foundation in developing the Post Graduate Diploma of Project Management and Infrastructure Finance. Since the level 8 qualification will flow into level 9, the comparison matrix provided guidance on the subject matter contents that should form the basis at level 8 for graduates to progress to level 9. Modules are contextualised to reflect the country's landscape.

REVIEW PERIOD

The Qualification will be reviewed on a 5-year cycle.

Other information – please add any supplementary information to help the application for this qualification for NCQF Registration.

N/A