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		Issue No.	01
		Effective Date	04/02/2020

SECTION A: QUALIFICATION DETAILS												
<b>QUALIFICATION DEVELOPER (S)</b>		Institute of Development Management										
<b>TITLE</b>	Post Graduate Diploma in Monitoring and Evaluation										<b>NCQF LEVEL</b>	8
<b>FIELD</b>	Humanities and Social Sciences		<b>SUB-FIELD</b>		Monitoring and Evaluation					<b>CREDIT VALUE</b>	130	
New Qualification					√	Review of Existing Qualification						
<b>SUB-FRAMEWORK</b>		General Education			TVET			Higher Education		√		
<b>QUALIFICATION TYPE</b>	Certificate	I	II	III	IV	V	Diploma	Bachelor				
	Bachelor Honours			Post Graduate Certificate				Post Graduate Diploma		√		
	Masters					Doctorate/ PhD						
<b>RATIONALE AND PURPOSE OF THE QUALIFICATION</b>												
<p><b>RATIONALE:</b></p> <p>Worldwide there is growing pressure on governments and other entities to be more responsive to demands from stakeholders for good governance, accountability and transparency, effectiveness, and results. A study by Lahey in 2015 in five (5) countries including Botswana found major challenges in human resource expertise, inadequate officials trained in M&amp;E and little or no local training in M&amp;E.</p> <p>Botswana has experienced rapid economic development over the past decade. Although the country has enjoyed economic success there are challenges that the government is also experiencing. One of the major</p>												

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challenges that government is facing is lack of efficient and effective qualification implementation strategies at both national and district levels. This is partly attributed to the limited options for practical Monitoring & Evaluation (M&E) training. However, the Botswana National Development Plan (NDP) 11 has a key priority area of establishment of an effective M&E system requiring Institutional Strengthening and Capacity Building as well as designing of a comprehensive M&E Human Resources Training and Development Strategy. In addition, Botswana's Vision 2036 envisages a responsive, efficient and effective public sector, making M&E an integral component of the national strategy.


Several studies identified shortage of human capacity in M&E as a major challenge in the country. The National Health Service Situation Analysis (NHSSA) Report of 2009 identified human capacity as a challenge in terms of requisite skills and numbers. The study noted a general shortage of the required skill in the areas of M&E, Information Technology (IT) and informatics. Furthermore, study noted that lack of human capacity in terms of required skill and numbers impacted negatively on M&E functions in the Ministry of Health. Furthermore, a stakeholder engagement workshop conducted by IDM from 26<sup>th</sup> – 27<sup>th</sup> March 2018 aimed at identifying the need for a qualification in M&E, agreed that there is a need for the qualification within Botswana. The workshop participants echoed that the current implementation of NDP 11 and the National M&E system as well as the establishment of M&E department across ministries pointed to a great demand for the graduates of the qualification (see attached report). To address this, Botswana established the National Strategy Office (NSO) as means for institutionalizing M&E practices and capacity building in the country.

It is within this brief background that Monitoring, and Evaluation (M&E) is recognized as an indispensable tool that can assist the public, private, and non-governmental organizations improve performance.

#### **PURPOSE:**

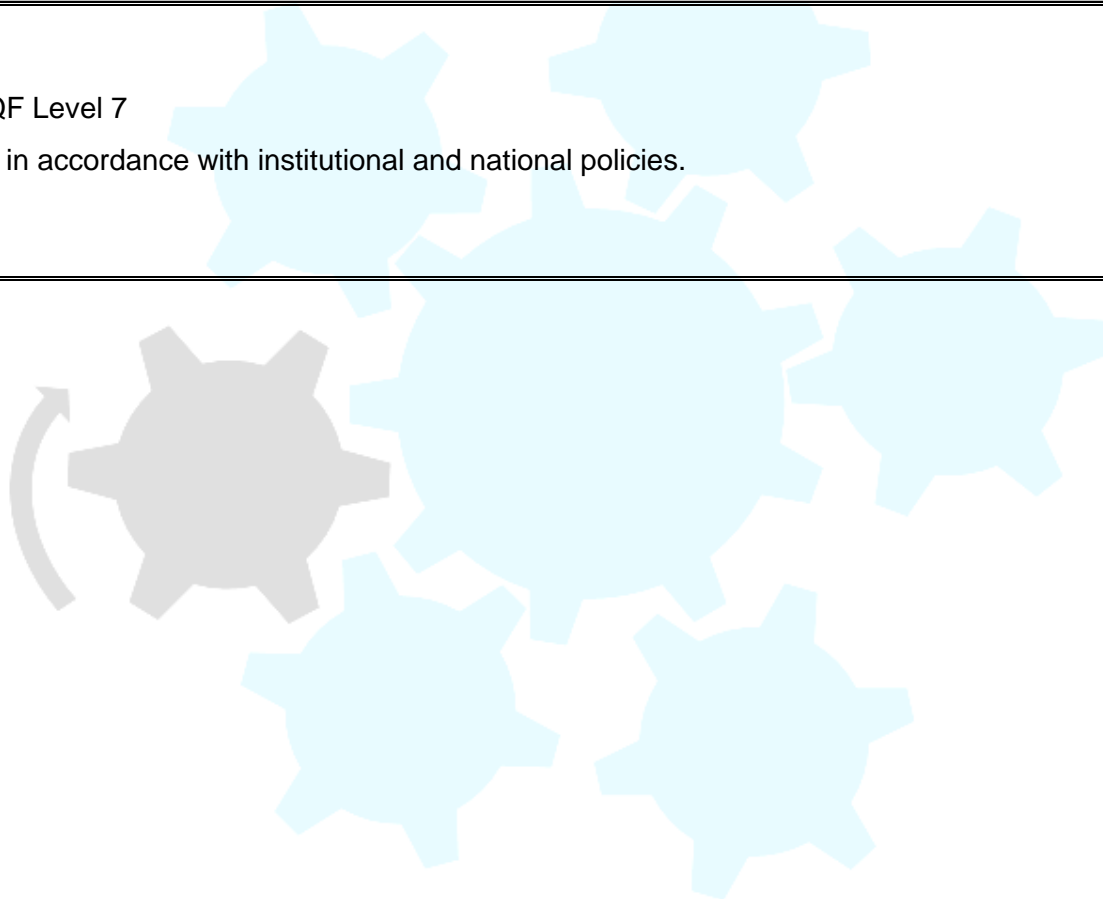
The purpose of this qualification is to produce graduates with knowledge, skills, and competences to:


- Apply Monitoring and Evaluation tools and concepts.
- Design a Monitoring and Evaluation system.
- Manage data, monitor, and evaluate qualifications and projects.
- Evaluate projects/qualifications in different settings.

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### ENTRY REQUIREMENTS (including access and inclusion)

- NCQF Level 7
- RPL in accordance with institutional and national policies.




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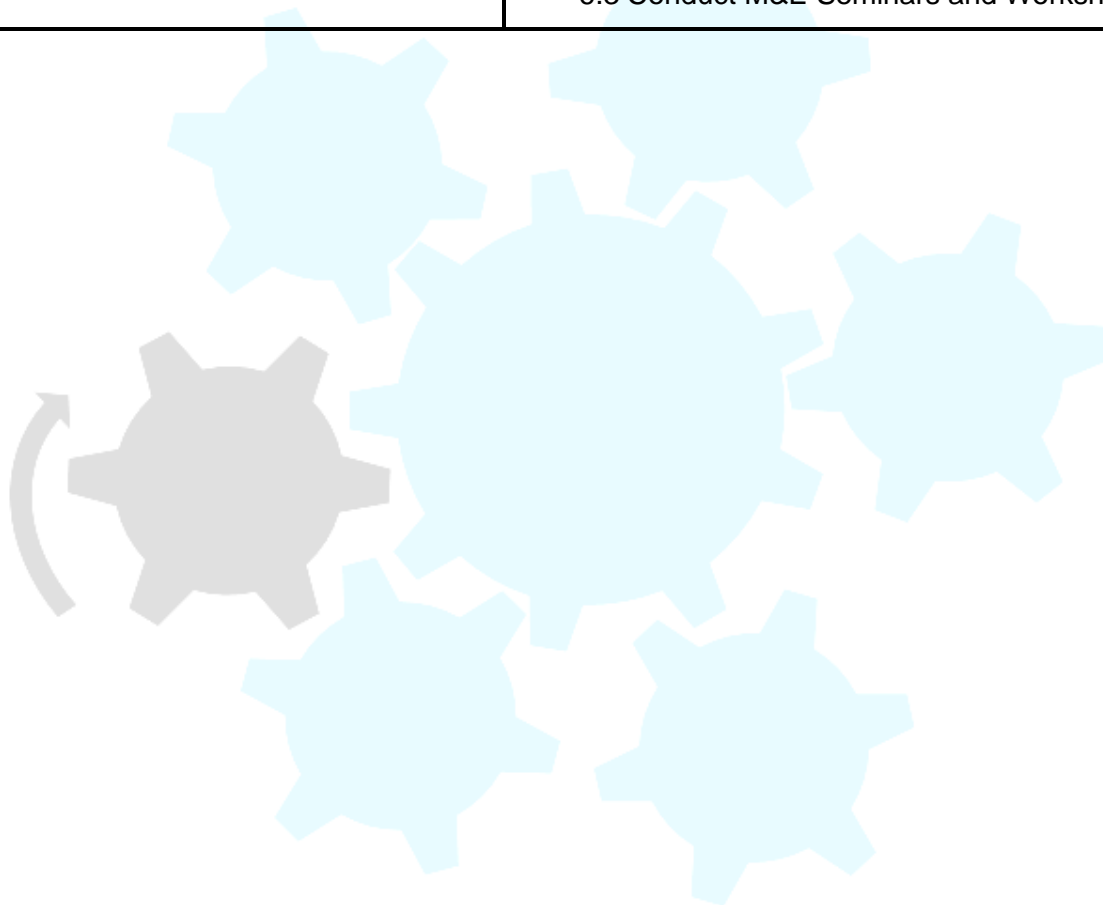
<b>SECTION B QUALIFICATION SPECIFICATION</b>	
<b>GRADUATE PROFILE (LEARNING OUTCOMES)</b>	<b>ASSESSMENT CRITERIA</b>
LO1: Apply M&E theoretical approaches and models.	1.1 Appraise M&E theoretical approaches for qualification management. 1.2 Choose appropriate M&E framework(s) to guide M&E.
LO2: Develop M&E plan for relevant qualification or project.	2.1 Advocate for the need for the M&E Plan. 2.2 Assess information needs for the M&E plan. 2.3 Assess information systems capabilities to address information needs. 2.4 Formulate and select appropriate M&E indicators 2.5 Engage stakeholders to solicit buy in for the M&E plan. 2.6 Develop guidelines for the review of the M&E plan.
LO3: Design settings.	3.1 Conduct needs analysis for the M&E system. 3.2 Standardize M&E indicators for a project/qualification. 3.3 Scope the major M&E events and functions. 3.4 Collect monitoring and evaluation data for the system. 3.5 Analyse monitoring and evaluation data for the system. 3.6 Develop a budget for implementing a functional M&E system.


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	3.7 Communicate key aspects of the M&E system to stakeholders.
LO4: Manage M&E data in a variety of settings.	4.1 Classify data into different categories. 4.2 Collect monitoring data. 4.3 Analyse monitoring data. 4.4 Conduct Evaluation surveys. 4.5 Compile M&E report. 4.6 Dissemination M&E reports to key stakeholders. 4.7 Use M&E information for decision making 4.8 Comply with data quality assurance policies and procedures.
LO5: Evaluate projects/qualifications for the variety of settings.	5.1 Demonstrate understanding of the Qualification/project Evaluation process. 5.2 Design project/qualification Evaluation methodology. 5.3 Review the scopes of work for hiring external firms and consultants for evaluation projects/qualification. 5.4 Review of Evaluation instruments and tools. 5.5 Manage the evaluation process. 5.6 Use evaluation findings for projects/qualifications improvement.
LO6: Conduct stakeholder engagement.	6.1 Generate stakeholder maps/tree diagrams at all levels of the project/qualification. 6.2 Collaborate with stakeholders on assessing project/qualification progress and dealing with


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	critical issues. 6.3 Conduct M&E Seminars and Workshops.
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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 ]	Level [ 9 ]	
<b>FUNDAMENTAL COMPONENT</b>  Subjects/ Courses/ Modules/Units	Project Management	✓			10
	Introduction to Monitoring and Evaluation: Principles and Approaches		✓		10
	Monitoring and Reporting		✓		10
	Process Evaluation		✓		10
	Data collection methods for evaluation research		✓		10
	<b>Sub-Total</b>				<b>50</b>
<b>CORE COMPONENT</b>  Subjects/Courses/ Modules/Units	Managerial Statistical and Qualitative Methods for Evaluation Research		✓		10
	Designing and Implementing M&E System		✓		10


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	Impact Evaluation and Assessment		✓		10
	M&E Practicum		✓		30
	<b>Sub-Total</b>				60
<b>ELECTIVE/ OPTIONAL COMPONENT (choose two)</b> Subjects/Courses/ Modules/Units	Introduction to Public Policy	✓			10
	Risk Management	✓			10
	Leadership and Management	✓			10
	<b>Sub-Total</b>				20 (Two modules)
	<b>Grand-Total</b>				130



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SUMMARY OF CREDIT DISTRIBUTION FOR EACH COMPONENT PER NCQF LEVEL	
TOTAL CREDITS PER NCQF LEVEL	
NCQF Level	Credit Value
7	30
8	100
<b>TOTAL CREDITS</b>	<b>130</b>
<b>Rules of Combination:</b> <b>(Please Indicate combinations for the different constituent components of the qualification)</b>	
<p>The total credit value for the qualification is 130 divided as follows: Fundamental Component 50 credits; Core Component 60 credits and two Electives modules worth 20 credits.</p>	

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## ASSESSMENT ARRANGEMENTS

Assessment shall be administered by registered and accredited personnel.

### **Formative assessment (40%)**

Formative assessment or continuous assessment contributing towards the award of credits for this module shall be based on course outcomes for each module. The contribution of the continuous assessment to the final grade is 40% of module mark.

### **Summative assessment (60%)**

There shall be a mandatory examination paper for each module at the end of the semester, with a minimum pass mark of 50% and constituting 60% of the module mark.

## MODERATION ARRANGEMENTS


Moderation will be conducted in accordance with institutional and national policies and both the internal and external moderations shall be conducted by registered and accredited moderators.

## RECOGNITION OF PRIOR LEARNING

Candidates may submit evidence of prior learning and current competence and/or undergo appropriate forms of RPL assessment for the award of credits towards the qualification in accordance with applicable institute RPL policies and relevant national-level policy and legislative framework. Implementation of RPL shall also be consistent with requirements, if any, prescribed for the field or sub-field of study by relevant national, regional, or international professional bodies.

## CREDIT ACCUMULATION AND TRANSFER

Credit Accumulation Transfer will be applied, where applicable, in the award of this qualification and in accordance with national policy.

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## PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

### Employment Pathways:

Upon successful completion of this qualification the holder may be absorbed in the job market as:

- Strategic Information Specialist.
- Monitoring and Evaluation Specialist.
- Qualification Manager with M&E Focus.
- Evaluation Specialist.
- Monitoring & Evaluation Coordinator.
- Monitoring & Evaluation Officer.

### Learning Pathways

#### Horizontal Pathways

- Post Graduate Diploma in Project Management (NCQF 8).


#### Vertical Pathways

- Master's degree in Monitoring and Evaluation (NCQF Level 9).
- Master's degree in Project Management (NCQF Level 9).
- Master's degree in Strategic Management (NCQF Level 9).
- Master's degree in Development Studies (NCQF Level 9).

## QUALIFICATION AWARD AND CERTIFICATION

**Award of qualification:** To be awarded Post Graduate Diploma in Monitoring and Evaluation, a learner needs to have satisfied the applicable academic regulations and having accumulated a minimum total of 130 credits.

**Certification:** A certificate will be awarded upon successful completion of the qualification.

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## REGIONAL AND INTERNATIONAL COMPARABILITY

The Post-Graduate Diploma in Monitoring and Evaluation qualification was benchmarked with the following regional and international qualifications:

- Witwatersrand University Level 8: Post Graduate Diploma in Public and Development Sector Monitoring and Evaluation: South Africa.
- Stellenbosch University level 8: Postgraduate Diploma in Monitoring and Evaluation Methods, (South Africa).
- Uganda Management Institute Level 8: Postgraduate Diploma in Monitoring and Evaluation (Uganda).
- Massey University Level 8: Postgraduate Diploma in Public Health (120 Credits) New Zealand.
- Carleton University (Canada): Graduate Diploma in Public Policy and Qualification Evaluation.

### Comparability Statement

- The proposed Qualification compares well with qualifications within the SADC region and beyond. The South African qualification offered at Stellenbosch University bears similarities with the present qualification in terms of exit level outcomes. Upon exiting, the learner from both Botswana and Stellenbosch qualifications would have acquired skills aimed at improving project/qualification performance. Similarly, the Witwatersrand University offers a qualification aimed at building technical skills which enable the learner to design results-based M&E system and use M&E data to improve decision making. The learners for the Wits qualification exit with knowledge skills in various logic form and approaches needed for the development of evaluation study.
- At International level, the qualification offered at Carleton University (Canada) and Massey University (New Zealand) provide learners with competencies in evaluating project/qualifications, which is one core element of the Botswana-IDM qualification. However, the international qualifications are focused more on acquiring skills in evaluation of qualification whereas the proposed qualification places emphasis on

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acquiring both monitoring and evaluation skills.

- It is worth noting that all comparison qualifications constitute at least 120 credits and are offered at NCQF level 8.

#### REVIEW PERIOD

The qualification will be reviewed every five years or as and when required depending on changing needs of the market.