

BQA NCQF QUALIFICATION TEMPLATE

SECTION A: QUALIFICATION DETAILS																		
QUALIFICATION DEVELOPER (S)			Rankuke Training Institute															
TITLE		Diploma in Cooperative Management								NCQF LEVEL		6						
STRANDS (where applicable)		None																
FIELD		Business, Commerce and Management Studies								CREDIT VALUE		360						
SUB FIELD		Management Studies																
New Qualification		✓		Legacy Qualification						Renewal Qualification								
										Registration Code								
SUB-FRAMEWORK		General Education						TVET		✓		Higher Education						
QUALIFICATION TYPE		Certificate		I		II		III		IV		V		Diploma		✓	Bachelor	
		Bachelor Honours						Post Certificate				Graduate		Post Graduate Diploma				
		Masters										Doctorate/ PhD						
RATIONALE AND PURPOSE OF THE QUALIFICATION Cooperatives are internationally recognised as key drivers of inclusive economic growth, financial inclusion, rural development, and citizen economic empowerment. Botswana's Vision 2036, National Development Plans, and National Policy for Cooperative Development identify cooperatives as strategic instruments for poverty eradication, employment creation, and community wealth-building. However, many cooperative enterprises in Botswana and the region face persistent challenges in governance, financial management, regulatory compliance, digital transformation, and operational sustainability due to limited managerial and technical capacity.																		

This Diploma in Cooperative Management is designed to address these capacity gaps by producing competent cooperative managers, officers, and development practitioners equipped with advanced knowledge, practical skills, ethical competence, and digital capabilities aligned with national regulatory frameworks and international cooperative development standards, including the International Cooperative Alliance (ICA) principles and ILO Recommendation 193 on the Promotion of Cooperatives.

PURPOSE OF THE QUALIFICATION

The purpose of this qualification is to produce graduates with advanced knowledge, skills, and competence to

- Apply cooperative principles and governance frameworks in managing cooperative enterprises in accordance with applicable legislation, governance standards, and organisational policies to ensure accountability, transparency, and member participation.
- Manage cooperative operations effectively and responsibly using management principles, organisational procedures, and ethical standards to support efficient service delivery and sustainable performance.
- Apply human resource management, organisational development, and member relations strategies in line with cooperative principles and labour legislation to enhance workforce effectiveness and institutional performance.
- Participate in research, monitoring, evaluation, and performance management using appropriate methodologies to support evidence-based decision-making and continuous improvement.
- Develop and implement financial and resource management strategies in accordance with accounting standards and financial control systems.

MINIMUM ENTRY REQUIREMENTS (including access and inclusion)

Minimum Entry Requirements:

NCQF Level 4 qualification (e.g., BGCSE or equivalent);

Recognition of Prior Learning (RPL):

Candidates may be admitted based on demonstrated competence through RPL in accordance with institutional and national frameworks.

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Access and inclusion provisions shall be applied in accordance with national education and training policies to ensure equitable participation by persons with disabilities, women, youth, and marginalised groups.

Foundational modules provide academic levelling.



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SECTION B QUALIFICATION SPECIFICATION	
GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA
LO1: Apply cooperative principles and governance frameworks in the management of cooperative enterprises in accordance with applicable cooperative legislation, governance standards, and organisational policies to ensure accountability, transparency, and member participation.	1.1 Identify and interpret cooperative principles, values, and governance frameworks in line with the Cooperative Societies Act, ICA principles, and organisational governance policies, and apply them to real or simulated cooperative management scenarios. 1.2 Analyse legal and regulatory requirements governing cooperative organisations, including statutory compliance obligations and regulatory reporting requirements, and assess their implications for cooperative governance and operations. 1.3 Develop governance policies, by-laws, and codes of conduct for cooperative enterprises in accordance with cooperative legislation, governance standards, and organisational requirements, ensuring alignment with best practice in cooperative management. 1.4 Demonstrate the ability to implement governance structures and decision-making processes within cooperative organisations by applying democratic control principles, board governance practices, and organisational procedures in practical or simulated environments. 1.5 Monitor compliance with governance and ethical standards by applying internal control systems, audit procedures, and regulatory frameworks, and prepare structured compliance reports for relevant stakeholders. 1.6 Evaluate governance effectiveness using performance indicators, audit findings, and governance assessment frameworks, and recommend corrective actions to

	improve accountability, transparency, and organisational performance.
LO2: Manage cooperative operations effectively and responsibly through the application of management principles, organisational procedures, and ethical standards to ensure efficient service delivery and sustainable cooperative performance.	2.1 Prepare and maintain financial records for cooperative organisations in accordance with applicable accounting standards (e.g., IFRS/SME standards), cooperative financial policies, and regulatory requirements, ensuring accuracy, completeness, and audit readiness. 2.2 Analyse financial statements and interpret key financial performance indicators by applying financial analysis techniques and reporting frameworks and assess their implications for cooperative sustainability and decision-making. 2.3 Develop budgets, cash flow projections, and financial plans for cooperative organisations using accepted budgeting methodologies, financial planning tools, and organisational objectives, to support operational efficiency and financial sustainability. 2.4 Manage credit operations, loan portfolios, and delinquency control mechanisms within cooperative financial systems by applying credit risk management principles, internal control procedures, and regulatory guidelines, to maintain portfolio quality and minimise default risk. 2.5 Prepare statutory and regulatory financial reports for submission to relevant authorities by applying legal reporting requirements, financial disclosure standards, and cooperative regulatory frameworks, ensuring compliance and transparency. 2.6 Evaluate financial risks affecting cooperative organisations by applying risk assessment frameworks, financial modelling techniques, and internal control systems, and recommend appropriate mitigation

	strategies to enhance financial stability and governance.
LO3: Analyse and interpret financial and operational information using appropriate accounting principles, financial management techniques, and performance measurement tools to support informed decision-making within cooperative enterprises.	3.1 Conduct feasibility studies and market analyses for cooperative projects and enterprises using appropriate analytical tools, market research techniques, and economic evaluation frameworks, and apply findings to assess project viability within cooperative development contexts. 3.2 Develop cooperative business plans aligned with organisational strategic objectives by applying business planning frameworks, cooperative development models, and financial planning principles, ensuring sustainability and member value creation. 3.3 Design project implementation plans, including timelines, budgets, and resource allocation, using project planning methodologies and organisational procedures, to support effective execution of cooperative development initiatives. 3.4 Apply project management tools and techniques, such as work breakdown structures, scheduling tools, and risk management frameworks, to plan, implement, and control cooperative development projects in real or simulated environments. 3.5 Monitor and evaluate project performance by applying monitoring and evaluation (M&E) frameworks, performance indicators, and reporting systems, and prepare structured implementation reports for stakeholders. 3.6 Recommend improvements and sustainability strategies for cooperative projects by analysing project outcomes, financial performance, and stakeholder feedback, and

	applying continuous improvement and sustainability principles within cooperative enterprises.
LO4: Apply human resource management, organisational development, and member relations strategies in cooperative enterprises in accordance with cooperative principles, labour legislation, and organisational policies to enhance workforce effectiveness, member participation, and institutional performance.	4.1 Develop human resource policies, recruitment plans, and performance management systems for cooperative organisations in accordance with labour legislation, cooperative governance frameworks, and organisational policies, to support effective workforce management and institutional performance. 4.2 Apply organisational development strategies to improve cooperative efficiency and effectiveness by using organisational development models, change management frameworks, and performance improvement tools, within cooperative operational contexts. 4.3 Manage member relations, communication strategies, and stakeholder engagement processes by applying cooperative principles, stakeholder management frameworks, and organisational communication policies, to enhance member satisfaction and stakeholder participation. 4.4 Facilitate member participation, democratic decision-making, and conflict resolution mechanisms by applying cooperative governance principles, dispute resolution techniques, and organisational procedures, in real or simulated cooperative environments. 4.5 Evaluate organisational performance using performance management systems, monitoring tools, and governance indicators, and recommend capacity-building interventions aligned with organisational objectives and cooperative development frameworks.

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LO5: Participate in the conduct of research, monitoring and evaluation, and performance management in cooperative organisations using appropriate research methodologies, monitoring frameworks, and performance management systems to support evidence-based decision-making and continuous organisational improvement.	5.1 Participate in the design of research and data collection instruments relevant to cooperative management by applying appropriate research methodologies, sampling techniques, and ethical guidelines, ensuring alignment with cooperative operational and regulatory contexts. 5.2 Participate in the collection, analysis, and interpretation of qualitative and quantitative data using statistical tools, data analysis techniques, and reporting frameworks, and apply findings to support decision-making within cooperative organisations. 5.3 Participate in the development of monitoring and evaluation (M&E) frameworks and performance indicators for cooperative organisations by applying M&E models, logical frameworks, and organisational performance measurement systems, to assess programme and operational effectiveness. 5.4 Participate in the preparation of research and evaluation reports with actionable recommendations by applying professional reporting standards, data interpretation methods, and organisational requirements, ensuring clarity, relevance, and usability for stakeholders. 5.5 Participate in the application of evidence-based decision-making in cooperative management contexts by integrating research findings, monitoring data, and performance indicators, and aligning decisions with cooperative policies, strategic objectives, and regulatory requirements.
LO6: Apply emerging digital technologies and cybersecurity practices to enhance cooperative management information systems and support secure, efficient, and innovative cooperative operations.	6.1 Identify and utilise cooperative management information systems and digital tools by applying ICT frameworks, organisational information system requirements, and cooperative operational needs, to support efficient data processing and decision-making. 6.2 Apply digital record-keeping, data management, and

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	reporting systems in cooperative operations in accordance with data management standards, organisational policies, and regulatory reporting requirements, ensuring data accuracy, integrity, and accessibility. 6.3 Implement basic FinTech applications within cooperative credit and financial services by applying digital financial service models, payment systems, and regulatory guidelines, to enhance service delivery and financial inclusion. 6.4 Apply data protection, cybersecurity, and digital governance principles by adhering to relevant data protection laws, cybersecurity frameworks, and organisational ICT policies, to safeguard cooperative information assets and ensure secure operations. 6.5 Evaluate the effectiveness of digital systems and tools used in cooperative organisations by applying system performance indicators, user feedback mechanisms, and governance frameworks, and recommend improvements to enhance efficiency, security, and operational effectiveness.
LO7: Demonstrate ethical leadership, corporate social responsibility, and sustainable cooperative development practices	7.1 Develop ethical leadership frameworks and organisational codes of ethics for cooperative enterprises by applying cooperative principles, governance standards, and relevant regulatory and organisational policies, to promote integrity, accountability, and ethical conduct. 7.2 Design and implement corporate social responsibility (CSR) and sustainability initiatives within cooperative organisations by applying sustainability frameworks, community development models, and organisational strategies, to enhance social impact and stakeholder value.

- 7.3 Assess environmental, social, and governance (ESG) risks and opportunities in cooperative operations by applying ESG frameworks, risk assessment tools, and regulatory guidelines, to support responsible and sustainable cooperative management.
- 7.4 Monitor and report on sustainability performance indicators by applying performance measurement systems, reporting standards, and organisational monitoring frameworks, and communicate findings to relevant stakeholders.
- 7.5 Recommend strategies for sustainable cooperative growth and community development by analysing ESG performance, stakeholder needs, and organisational objectives, and applying sustainable development principles and cooperative development frameworks.

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SECTION C		QUALIFICATION STRUCTURE			
		One credit represents 10 notional learning hours.			
COMPONENT	TITLE	Credits Per Relevant NCQF Level			Total Credits
		Level [5]	Level [6]	Level [7]	
FUNDAMENTAL COMPONENT Subjects/ Courses/ Modules/Units	Communication skills	10			10
	Business Mathematics and Statistics	10			10
	Digital Literacy and Cooperative Management Information Systems	10			10
	Academic and Research Skills	10			10
	Entrepreneurship and Innovation	10			10
	Employability and Professional Practice	10			10
	Environmental Sustainability and ESG in Cooperatives	10			10
	Occupational safety and health practices	10			10
TOTAL CREDITS					80
CORE COMPONENT Subjects/Courses/ Modules/Units	Principles and Philosophy of Cooperatives		20		20
	Cooperative Law, Governance and Policy		20		20
	Cooperative Economics and Development		20		20
	Cooperative Accounting and Financial Management		20		20

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	Cooperative Credit and Banking Systems		20		20
	Human Resource Management in Cooperatives		20		20
	Marketing and Member Relations in Cooperatives		20		20
	Cooperative Auditing and Risk Management		20		20
	Project Management and Cooperative Development		20		20
	Digital Transformation and FinTech for Cooperatives		20		20
	Strategic Management in Cooperatives			20	20
TOTAL CREDITS					220

ELECTIVE STREAMS (Select one stream)	Subjects/ Courses/ Modules/Units	Credits Per Relevant NCQF Level			Total Credits
		Level [5]	Level [6]	Level [7]	
Stream A: Cooperative Agriculture and Agribusiness	Agricultural Cooperative Operations		20		20
	Agribusiness Value Chain Management		20		20
Stream B: Cooperative Financial Services	Microfinance and SACCO Management		20		20
	Credit Risk and Loan Portfolio Management		20		20

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Stream C: Community and Social Economy Development	Community Development and Social Entrepreneurship		20		20
	Social Impact Measurement and Reporting		20		20
WORK-INTEGRATED LEARNING (WIL)	Supervised Industrial Attachment (minimum 12 weeks) OR Cooperative Project Report (where workplace placement is not feasible)		20		20

SUMMARY OF CREDIT DISTRIBUTION FOR EACH COMPONENT PER NCQF LEVEL	
TOTAL CREDITS PER NCQF LEVEL	
NCQF Level	Credit Value
5	80
6	260
7	20
TOTAL CREDITS	360
Rules of Combination: (Please Indicate combinations for the different constituent components of the qualification)	
To be awarded the Diploma in Cooperative Management, a learner must successfully complete all prescribed fundamental, core, one elective stream and work-integrated learning components and accumulate a total of 360 credits in accordance with the qualification structure.	
Duration	

The qualifications will be offered over a two-year period of two semesters each. The modes of delivery are full-time, distance learning, and blended learning. Students doing the part-time or blended learning mode have a minimum of three years and a maximum of five years to complete the course



ASSESSMENT ARRANGEMENTS

Assessment will comprise formative (70%) and summative (30%) components in line with competency-based education principles.

Assessment will be conducted in accordance with the institution's approved assessment and moderation policy.

Assessors will possess relevant academic and/or professional qualifications at a minimum of one level above the qualification, with appropriate industry experience.

Both internal and external moderation will be applied to ensure the validity, reliability, and consistency of assessment decisions

PASS REQUIREMENTS

- Minimum weighted pass mark of 60% per module.
- Mandatory pass in Cooperative Law, Cooperative Finance, and Work-Integrated Learning modules.

MODERATION ARRANGEMENTS

Moderation will be conducted in accordance with the institution's approved assessment and moderation policy. Both internal and external moderation will be applied to ensure validity, reliability, fairness and consistency of assessment decisions.

Moderators will possess relevant academic and/or professional qualifications at a minimum of one level above the qualification, with appropriate industry experience.

RECOGNITION OF PRIOR LEARNING

Recognition of Prior Learning (RPL) for the award may be applied in accordance with institutional policy and national guidelines.

CREDIT ACCUMULATION AND TRANSFER

Credit Accumulation and Transfer (CAT) for Award may be applied in accordance with institutional and national frameworks.

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PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

Horizontal Articulation (related qualifications of similar level that graduates may consider):

Graduates may consider related qualifications of a similar level, such as:

- Diploma in Business Management
- Diploma in Community Development
- Diploma in Financial Management
- Diploma in Public Administration

Vertical Articulation (pathways which the holders may progress to): Graduates may progress to higher qualifications, such as:

- Bachelor of Commerce in Cooperative Management
- Bachelor of Business Administration
- Bachelor of Public Administration
- Bachelor of Community Development

Employment Pathways: Graduates can pursue various roles in the field, such as:

- Cooperative Manager
- Sacco/Microfinance Manager
- Community Development Officer
- Financial Analyst for Cooperatives
- Cooperative Auditor
- Cooperative Development Consultant/Officer
- Project Manager for Cooperative Initiatives
- Loan Officer/Manager in Credit Unions

QUALIFICATION AWARD AND CERTIFICATION

A learner will be awarded the Diploma in Cooperative Management upon successful completion of a total of 360 credits.

The institution will issue an official certificate and academic transcript upon completion.

REGIONAL AND INTERNATIONAL COMPARABILITY

Introduction

Graduates of this qualification will possess advanced knowledge, practical skills, and professional competence to manage cooperative enterprises, ensure regulatory compliance, promote cooperative

development, and apply digital and innovative solutions in cooperative operations. Graduates will demonstrate ethical leadership, accountability, and autonomy in cooperative management roles.

In addition, graduates will demonstrate:

- **Knowledge:** Advanced theoretical and practical knowledge of cooperative management, governance, finance, and development.
- **Skills:** Cognitive, analytical, and practical skills to solve complex cooperative management problems and implement solutions.
- **Responsibility and Autonomy:** Ability to operate independently, supervise others, and take responsibility for cooperative management decisions.

This qualification is comparable to:

- Diploma in Management of Cooperatives (University of Zululand, South Africa)
- Diploma in Cooperative Management (Co-operative University of Kenya)
- Diploma in Co-operative Business Management (National Cooperative College, Mauritius)
- International Cooperative Alliance (ICA) education frameworks
- ILO Recommendation 193 on Cooperative Promotion

Similarities and Differences Observed (Regional and International Benchmarking)

The developed Diploma in Cooperative Management is broadly comparable to similar qualifications offered in South Africa, Mauritius, and Kenya in terms of purpose, level, and core curriculum focus. Like the University of Zululand's Diploma in Management of Co-operatives (South Africa), the developed qualification is positioned at NCQF Level 6 and emphasises cooperative governance, business management, accounting, and banking systems, with a strong applied orientation and work-integrated learning components. Similarly, the National Co-operative College (Mauritius) and the Co-operative University of Kenya offer diplomas that focus on cooperative philosophy, law, financial management, marketing, leadership, and ICT, reflecting a common global competency framework for cooperative managers. Across all qualifications, there is a shared emphasis on cooperative principles, enterprise management, member relations, and practical industry exposure, demonstrating alignment with international cooperative education standards and industry needs.

Notable differences exist in qualification structure, duration, and pedagogical approach. The South African qualification is typically longer and carries a higher credit load (approximately three years and

up to 390 credits), reflecting a more comprehensive academic depth and stronger articulation into undergraduate degrees. The Mauritian diploma adopts a highly practice-oriented model with continuous assessment, study visits, and project-based learning, and in some cases does not rely on traditional written examinations, indicating a strong competency-based training approach. Kenyan diploma qualifications are structured around modular TVET curricula with strong foundations in economics, business law, cooperative banking, and entrepreneurship, often forming pathways into higher education qualifications and professional practice. Compared to these qualifications, the RTI Diploma qualification incorporates enhanced digital transformation, risk management, and elective specialisation streams, positioning it as a modern, flexible, and industry-responsive qualification aligned with emerging global cooperative management trends.

Summary on Employment Pathways

Graduates of the Diploma in Cooperative Management are equipped to assume operational and supervisory roles within cooperative and related sectors, including cooperative societies, financial cooperatives, community-based enterprises, and development organisations. Typical employment opportunities include:

- Cooperative Manager
- Sacco/Microfinance Manager
- Community Development Officer
- Financial Analyst for Cooperatives
- Cooperative Auditor
- Cooperative Development Consultant/Officer
- Project Manager for Cooperative Initiatives
- Loan Officer/Manager in Credit Unions

REVIEW PERIOD

The qualification shall be reviewed every five (5) years.

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For Official Use Only:

CODE (ID)			
REGISTRATION STATUS	BQA DECISION NO.	REGISTRATION START DATE	REGISTRATION END DATE
LAST DATE FOR ENROLMENT		LAST DATE FOR ACHIEVEMENT	



BOTSWANA
Qualifications Authority