

SECTION A: QUALIFICATION DETAILS																		
QUALIFICATION DEVELOPER (S)				Institute of Development Management Botswana														
TITLE		Diploma in Project Management						NCQF LEVEL		6								
STRANDS (where applicable)		Not Applicable																
FIELD		Business, Commerce and Management Studies						CREDIT VALUE		240								
SUB FIELD		Management Studies																
New Qualification				Legacy Qualification				Renewal Qualification		✓								
								Registration Code		Q0268								
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																		
Botswana faces an overwhelming need for fast and effective service delivery. The public sector, private sector and NPOs are increasingly emphasizing outputs with clearly articulated timelines. Without effective project management, achieving acceptable and effective service delivery is unlikely, and achieving targets set by project organizations becomes far-fetched. Most projects are initiated with tighter budgets nowadays due to growing economic constraints. Furthermore project-based business operation is growing bigger every day. Managing work through projects is a big feature of working life in modern organisations. The experience of the past several years indicates that the modern business is no longer based on repetitive work. Essentially there is revival in the application of project management as an approach to business operation in many industries. Some key business plans are presently subject to a defined project plan, and with specified delivery and time constraints. The practice of project management has changed, and thus today the practice of effectual project management needs a new type of skill. Accordingly, the importance of project management training and certification is on the rise.																		

Project management, though often integrated into various programmes of study as a small segment of the course work, is an independent profession with its own body of knowledge and therefore can be studied as such.

A career in project management is well-suited to those who are looking for a challenging and diverse work environment, where no two days are ever alike. Project management competencies are in high demand in Botswana and globally because project managers play a vital role in the economic growth of a developing country such as Botswana. Therefore, project management training will help each project manager know the what, why, and how of the discipline. Along with this, project management training will help managers to understand what competencies project managers need to be more effective.

Diploma in Project Management qualification is developed in line with the Government of Botswana long term aspirations, Vision 2036, implemented through the National Transformation Strategy 2023-2030. An overarching Strategic Pillar of the national strategy is, 'Sustainable Economic Development'. This pillar has one of its key strategic outcomes as 'knowledge-based economy with increased national productivity'. Vision 2036 emphasises the development of a knowledge-based economy, increased productivity, effective implementation of national projects, and sustainable economic development. Achieving these national aspirations requires skilled personnel capable of planning, coordinating, monitoring, and implementing projects efficiently across both public and private sectors.

Directly related to this is the priority skills identified in the Human Resources Development Council (HRDC) Report 2025 as well as the many projects identified across priority industries in the National Strategy and HRDC strategy. HRDC reports on priority skills and human capital development identify the need for practical and industry-relevant technical competencies to support national development and project implementation across sectors. This creates demand for diploma-level graduates with competencies in project planning, implementation, monitoring, risk management, budgeting, and stakeholder coordination. If this dream should become a reality, it calls for development of human resource to deliver 'big fast results' within the constraints of time, cost, scope, quality, resources and risk. This is what project management can deliver with human resource developed at various levels particularly with a broad base approach.

Strategies are implemented through projects. They form a key component of a system of organisational value delivery. Project Management is also a high value addition to the Government of Botswana's strategic imperative to bolster Technical and Vocational Education Training (TVET) as espoused in the Botswana Economic Transformation Programme (BETP). The programme highlights the importance of strengthening Technical and Vocational Education and Training (TVET), entrepreneurship, productivity, and industry-relevant skills to support economic diversification and national transformation. Project management skills are essential for coordinating development initiatives, infrastructure projects, business operations, and strategic programmes identified under these national priorities. With project management approach maximum value will be derived from the technical skills that government wishes to develop and encourage workforce at a lower level to create jobs for themselves with their strong knowledge base.

There is a popularly held notion that Botswana is good at planning but poor in delivering results. Executives 'plan the work', work force at a low level 'work the plan'. For this to work there should be complementary skills both at senior management level planning and at lower level of workforce to delivering the plans. This is what makes a strong case for development of human resource in project management at artisan and technician level. That will be the route to realisation of a productive nation (Vision 2036) and related government blueprints.

PURPOSE: (itemise exit level outcomes)

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

- Demonstrate knowledge and application of project management concepts, theories, principles, and practices, within project management environments.
- Apply advanced project management tools, techniques, and methodologies to support effective project delivery within diverse business environments.
- Prepare project management plans to guide delivery and control of work/projects.
- Lead the execution, monitoring and closure of projects to meet customers and stakeholder expectations.
- Design, monitor and evaluate project management procedures and guidelines for effective project delivery.
- Manage individuals, project teams and stakeholder groups to deliver value through projects.

MINIMUM ENTRY REQUIREMENTS (including access and inclusion)

To be eligible to be enrolled into this programme candidates should have;

- 1.1 Certificate IV, NCQF level 4 (General Education such as BGCSE, IGCSE or equivalent).
- 1.2 There will be provision for access through Recognition of Prior Learning (RPL) and Credit Accumulation Transfer (CAT) as per institutional RPL and CAT policies in line with applicable national policies.

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SECTION B : QUALIFICATION SPECIFICATION

GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA
L.O.1 Apply project management tools, techniques, principles, practices, and methodologies to support effective project planning and delivery.	1.1. Apply key concepts and principles of project management in project environments. 1.2. Discuss the roles and responsibilities of project managers and project teams within project environments. 1.3. Apply PMBOK, APMBOK, Logical Framework, and PRINCE2 methodologies across various project management knowledge areas. 1.4. Analyze project constraints and their impact on project performance and delivery.

L.O.2. Utilise project appraisal tools and techniques to evaluate and select projects that address organisational needs and objectives.	2.1. Analyze the business environment and organizational strategy to develop project business cases and support project selection processes. 2.2. Apply project appraisal models and techniques to assess project feasibility and viability. 2.3. Evaluate and select appropriate projects for implementation based on organizational needs and appraisal outcomes. 2.4. Develop project cash flow projections and calculate the quantitative value of projects using appropriate financial evaluation techniques. 2.5. Assess projects based on qualitative considerations, including environmental, gender, cultural, and political factors. 2.6. Prepare project appraisal reports incorporating project costs, financial evaluations, and discounting techniques.
L.O.3. Develop project baseline plans, by integrating project management knowledge, skills, tools, and techniques to support project initiation and planning.	3.1. Analyze organizational needs to identify problems that require project-based solutions 3.2. Develop project solutions and comprehensive project baseline plans to address identified organizational needs. 3.3. Prepare project charters to support project approval and initiation processes. 3.4. Develop project management plans covering scope, schedule, cost, and quality management. 3.5. Develop subsidiary project plans for risk, resources, communication, procurement, and stakeholder management.
L.O. 4. Manage project activities throughout the execution, monitoring, control, and closure phases to ensure successful project delivery within organisational environments	4.1. Implement project execution processes to support effective project delivery. 4.2. Monitor and control project processes to ensure successful project implementation and performance. 4.3. Demonstrate interpersonal and soft project management skills during project execution. 4.4. Apply key processes involved in termination of projects. 4.5. Apply key processes of project auditing to evaluate project performance,

	4.6. compliance, and outcomes Implement records management concepts during project closure and reporting processes.
L.O. 5. Implement procurement principles and procedures to support effective acquisition and resource management in projects.	5.1. Discuss the procurement cycle and its relationship to project management processes. 5.2. Implement tendering methods and procedures within project procurement processes. 5.3. Examine the role of procurement in effective project management and project delivery. 5.4. Design procurement contracts that minimize procurement and project related risks.
L.O. 6. Utilise information technology applications and digital tools to facilitate project planning, implementation, monitoring, and reporting processes.	6.1. Use Microsoft Project, Microsoft Excel, and other relevant software applications to appraise and analyst projects. 6.2. Apply information technology applications used in project management to generate information for project planning and decision-making. 6.3. Generate and present project reports using appropriate information technology applications for stakeholder communication. 6.4. Implement relevant technologies, including Web 2.0/3.0 and mobile applications, to support collaborative project work and communication.
L.O. 7. Integrate project management processes and activities to ensure effective project coordination throughout the project life cycle.	7.1. Coordinate project management knowledge areas and project team activities to ensure effective project delivery and stakeholder satisfaction 7.2. Manage stakeholder and customer expectations, including conflicting needs, to support effective project delivery and value creation.

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SECTION C	QUALIFICATION STRUCTURE				
COMPONENT	TITLE	Credits Per Relevant NCQF Level			Total Credits
		Level [5]	Level [6]	Level [7]	
FUNDAMENTAL COMPONENT Subjects/ Courses/ Modules/Units	Academic Writing and Communication Skills	5			10
	ICDL	5			20
	Business Environment		6		10
	Business Statistics	5			10
CORE COMPONENT Subjects/Courses/ Modules/Units	Project Management Fundamentals		6		10
	Computer Applications		6		10
	Tendering and Contracting in Projects		6		10
	Project Human Resource Management		6		10
	Project Planning and Scheduling		6		10
	Financial Management		6		10
	Project Risk Management		6		10
	Quality Management in Projects		6		10
	Records and Information Management		6		10
	Strategic Management		6		10
	Research Methods		6		15
	Project Implementation and Control		6		15

	Practicum		6		30
	Project Monitoring and Evaluation			7	10
	Project Integration Management		6		20
STRANDS/ SPECIALIZATION	Subjects/ Courses/ Modules/Units	Credits Per Relevant NCQF Level			Total Credits
		Level [5]	Level [6]	Level [7]	
1.					
2.					
Electives					

SUMMARY OF CREDIT DISTRIBUTION FOR EACH COMPONENT PER NCQF LEVEL

TOTAL CREDITS PER NCQF LEVEL

NCQF Level	Credit Value
5	40
6	190
7	10
TOTAL CREDITS	240

Rules of Combination:

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

The total credits for Diploma in Project Management are 240, comprising of 50 credits Fundamental modules and 190 Core modules and no elective modules. All fundamentals and core modules are compulsory. The candidate should pass all the core modules as well as the fundamental modules in the qualification. The qualification will be awarded in accordance with the qualification composition, rules and applicable policies.

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BOTSWANA
Qualifications Authority

ASSESSMENT ARRANGEMENTS

Assessment shall include both formative and summative as applicable to the Assessment institutional policies.

Formative assessment

- Coursework component of the modules shall be assessed by Continuous Assessment (CA), which will constitute a total of 40% for every module.

Summative assessment

- There will be a mandatory examination at the end of each semester which will contribute to 60% of the final assessment grade.

MODERATION ARRANGEMENTS

Internal moderation and external moderation are conducted across modules according to established Moderation guidelines and procedures.

An Assessor/Moderator must hold a minimum of a Bachelor's degree in a relevant field of study or related postgraduate professional qualification and be registered and accredited with the Botswana Qualifications Authority (BQA) as Assessor and Moderator.

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 RPL policies and relevant national-level policy and legislative framework. The implementation of RPL shall also be consistent with any requirements prescribed for the field or sub-field of study by relevant national, regional, and international professional bodies.

CREDIT ACCUMULATION AND TRANSFER

There will be provision for awarding this qualification through CAT in accordance with national and institutional policies.

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

Graduates of this qualification may consider pursuing a related qualification to enhance their skills, re-tool, and gain expert knowledge in the project management field. Credit transfer, module mapping and exemptions can be exercised in the following programs of the NCQF level 6

Horizontal Articulation

- Diploma in Operations Management
- Diploma in Monitoring and Evaluation
- Diploma in Events Management
- Any relevant programme in the engineering and built environment

Vertical Articulation (qualifications to which the holder may progress), which is at the level of NCQF level 7

- BSc In Project Management
- BSc in Operations Management
- BSc In Supply Chain Management
- Any relevant programme in the engineering and built environment

Employment Pathways

On successful completion of this qualification the holder may work as one of the following:

- Project Planners
- Project Schedulers
- Project Controllers
- Project Auditors
- Project Officers

QUALIFICATION AWARD AND CERTIFICATION

Minimum standards of achievement for the award of the qualification

A candidate must earn the required total credits, including fundamental and core modules, to be awarded the qualification with a minimum of 240 credits.

Certification

Diploma in Project Management certificate will be awarded in accordance with the qualification composition, rules and applicable policies. Exit level will be upon fulfillment of all the requirements of the qualification.

SUMMARY OF REGIONAL AND INTERNATIONAL COMPARABILITY

This Diploma in Project Management qualification compares well regionally, and internationally benchmarked against institutions offering similar qualifications registered with the South African Qualifications Authority (SAQA), University of Namibia Business School and internationally with RMIT University, Australia, and Australia College of Skills and Education in terms of scope and content coverage across major subjects of Project Management.

It is also generally aligned to the frameworks of professional qualifications developed by such reputable bodies as the Association of Project Management (APM) and Projects in Controlled Environments (Prince2), and mostly to the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK).

Similarities

Similarities are in the core project management knowledge areas of;

- Project time management, Cost Management, Quality Management, Human Resources Management, Risk Management, procurement management and a range of computer applications relevant to project management as well as integration management which fuses the application of learning from the core areas of studies (knowledge areas).
- Assessment in all qualifications involves both formative and summative as well as work experience related assessment.
- The titles of the qualifications are the same in the institutions benchmarked with.
- The employment pathways are generally the same, graduates from the different qualifications can work in similar fields or occupations.

Differences

- Although the National Diploma in Project Management qualification registered with SAQA changed its title as well as the fact that it is at NQF Level 5 the scope and credit value is the same. While the title of the qualification at the Namibia Business School, the scope of the qualification is the same whereas the credit value and duration tends to differ.
- The modules guided by the project management knowledge areas, and performance domains, for the proposed Diploma in Project Management qualification offers additional business-related content, such as Strategic Management, Business Environment, ICDL modules, and Records and Information Management as well as Practicum among others which will broaden the learner's knowledge within the project and business environment.
- It should be noted that most organisations who value project management tend to use the qualifications offered through professional bodies such as PMI, APM and Prince2 hence most of the institutions rarely develop their local qualifications. These professional qualifications however require extensive experience in the project environment as an entry requirement.
- The credit values differ across the qualifications being compared; they are low as compared to the proposed qualification. This variation may be attributed to differences in national qualification frameworks, credit accumulation systems, and programme structuring approaches across countries.
- Although there may be differences in some aspects of the qualifications, they are considered to be generally comparable in content, context and structure.

REVIEW PERIOD

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

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