



BOTSWANA
Qualifications Authority

Annual **Integrated Report 2024/25**

"Building a seamless Education and Training System"

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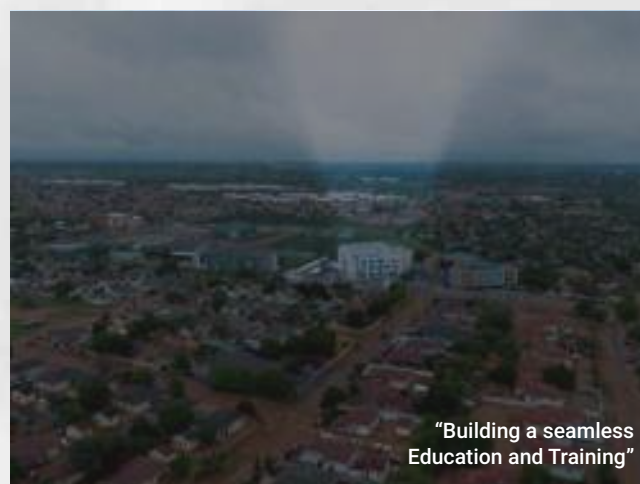
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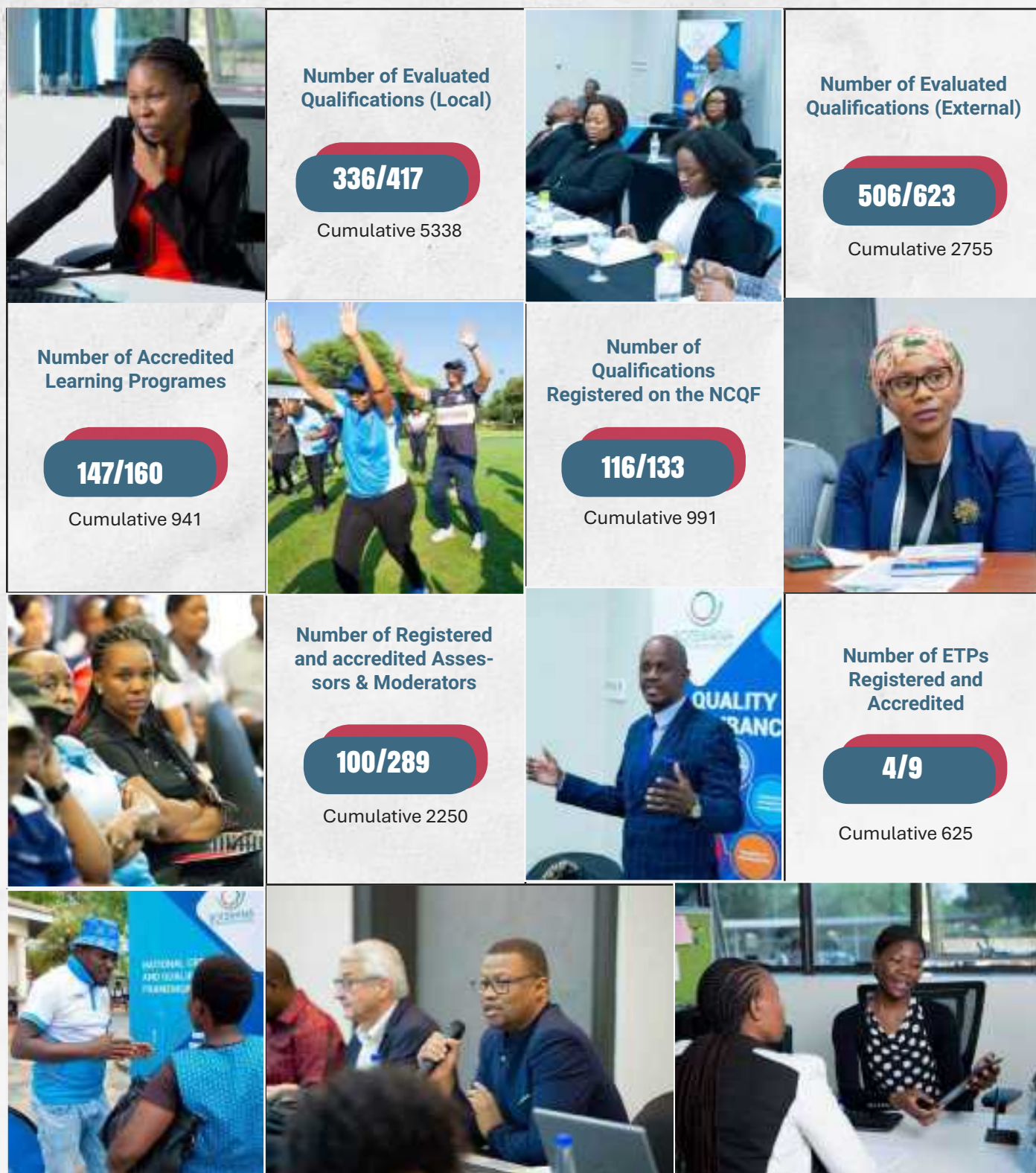




Performance through
the Lens

1.0 Performance through the Lens

Below we set out performance for the year (with targets and comparatives) on several key ratios, together with other notable developments



2.0 About this Report

Botswana Qualifications Authority Annual Integrated Report 2024/25 provides a balanced and accurate assessment of the Authority's strategic and financial performance for the period 1 April 2024 to 01 April 2025 to our stakeholders.

Scope and Boundary

This Annual Integrated Report highlights milestones and achievements of Botswana Qualifications Authority for the financial year 2024/25 and set out key objectives for the last year of EVOKE Strategy 2022-2025.

The Annual Integrated Report 2024/25 also outlines the Authority's importance to our stakeholders, highlighting on issues of governance, the Authority's business model and risk opportunities. In this report, we include material information for our stakeholders about our financial, economic, social and environmental performance and demonstrates our performance against our Corporate Strategy (EVOKE).

Key Reporting Frameworks Applied

To the best of our knowledge and belief, we confirm that the Annual Integrated Report 2024/25 has been prepared in accordance with the guidelines based on the following frameworks:



Table 1: Applied Frameworks

Key Reporting Frameworks Applied	Integrated Report	Financial Statements
Botswana Qualifications Authority Act, 2013	✓	✓
The International <IR> Framework, 2021	✓	
King IV Report on Corporate Governance, 2016	✓	✓
Financial Reporting Act of 2020		✓
Board and Committees Charters	✓	✓
International Financial Reporting Standards (IFRS)		✓

SECTION

This report is split into two sections comprising:

- Integrated report
- Annual financial statements

Materiality

This report provides information about matters that we believe could substantially affect the Authority's ability to create value over the short, medium and long term. The process of identifying material matters included the review of matters that had the potential to affect the Authority's corporate strategy and implementation of its mandate. These matters were subjected to the requirements of Integrated Reporting materiality of relevance, importance and prioritisation. The determination of materiality considered whether these matters were of financial impact, whether there was impact on stakeholder needs and whether a matter was of priority to stakeholders.

Forward Looking Statement

This report includes forward-looking statements that outline the anticipated performance of the Botswana Qualifications Authority as of March 31, 2025. While these statements reflect our expectations and judgments regarding future outcomes, actual results may vary significantly from these projections due to various known and unknown risks or uncertainties that could impact our operations and performance. Additionally, discrepancies may arise if our

estimates or assumptions are found to be inaccurate.

This annual report may contain forward-looking statements. The Authority advises that the materialisation of these statements cannot be guaranteed, and accordingly, readers are cautioned against placing undue reliance on such forward-looking information. The Authority explicitly disclaims any intention or obligation to update or revise any forward-looking statement contained herein, regardless of new information or future events, unless mandated by applicable legislation or regulation. Furthermore, it should be noted that the external auditor and assurance providers have not provided assurance on these forward-looking statements.

Approval of the Annual Integrated Report 2024/25

This Integrated Report was developed, reviewed and approved by a number of internal stakeholders. The Risk and Audit Committee (RAC) submitted the Annual Integrated Report 2024/25 to the Board for approval. The Board confirmed that the report fairly reflects the operations, the performance, information and financial affairs of the Authority and future prospects.

The Board approved the report on

2.0 About this Report



Signatures

Mr Gabaake Gabaake
Board Chairperson

Dr Gloria Somolekae
Member

Mr Edward Tswaipe
Member

Dr Gaelebele Tsheko
Member

Dr Patrick Malope
Member

Dr Keletso Tladi
Member

Prof Richard Tabulawa
Member

Mr Collen Lesole
Member

Prof Richie Moalosi
Member

Ms Tigelo Christinah Nwosu
Member

Ms Mercy Conlon Phuthago
Member

Ms Kgomo Kereeng
Member

Ms Erica Ndlovu
Member

Boitumelo Watlhaga
Member

* The Board of directors were appointed from 1st April 2025

3.0 Abbreviations



Abbreviations	Definitions
AC	Appeals Committee
BQA	Botswana Qualifications Authority
BS	Board Secretary
CEO	Chief Executive Officer
DCEO	Deputy Chief Executive Officer
DBD	Director Business Development
DFA	Director Finance and Administration
DNCQFS	Director National Credit and Qualifications Framework Services
DQA	Director Quality Assurance
ETP	Education and Training Provider
EVOKE	Equity, Vision, Outcome, Knowledge and Engagement
EXCO	Executive Committee
FC	Finance Committee
GE	General Education
HE	Higher Education
HR	Human Resource
ICT	Information and Communications Technology
IR	Integrated Report
MQAC	Management Quality Assurance Committee
MQFMC	Management Qualifications Framework Maintenance Committee
MOESD	Ministry of Education Skill and Development
NCQF	National Credit and Qualifications Framework
TVET	Technical and Vocational Education and Training
RPL	Recognition of Prior Learning
QAC	Quality Assurance Committee
QFMC	Qualifications Framework Maintenance Committee
ESG	Environmental, Social and Governance
PEL	Protection of Enrolled Learners

4.0 Operating Context

Mandate

The Authority was established to:

- Provide for, and maintain, the National Credit and Qualifications Framework (NCQF)
- Co-ordinate the lifelong education, training & skills development quality assurance system (i.e. from early childhood to tertiary) across all three (3) subsystems of education and training: General Education (GE), Technical and Vocational Education and Training (TVET) and Higher Education (HE).

Provide for and Maintain the NCQF

- Registration of quality assured qualifications.
- Creation of a single integrated national framework for learning achievements.
- Facilitate access to, and mobility and progression within, education, training, and career paths.
- Ensure international comparability of Botswana's qualifications.
- Alignment of qualifications with industry needs.

Cordinate Quality Assurance

- Registration and Accreditation of Education and Training Providers.
- Registration and Accreditation of Awarding Bodies
- Recognition of Awarding Bodies
- Accreditation of Learning Programmes
- Institutional Audit



Vision

"To be a catalyst for the development of a world-class education and training enviroment for learners."



Mission

"We develop, implement and maintain the national credit and qualifications framework and co-ordinate Botswana's education, training and skills development quality assurance system for the benefit for all."



Values



CUSTOMER
FOCUS

Customer Focus

We are committed to putting our customers' needs in everything we do.



INNOVATION

Innovation

We embrace new ideas and new ways of working in pursuit of our desired outcomes for all our stakeholders.



INCLUSIVITY

Inclusivity

We are impartial in our provision of equal access to opportunities and resources for all.



ACCOUNTABILITY

Accountability

We perform our duties with integrity and are answerable for our actions.



TEAMWORK

Teamwork

We collaborate both internally, and with strategic partners, in the execution of our mandate.

4.0 Operating Context



Key Services

Registration and Accreditation Education and Training Providers

In line with Section 4 of the Act and relevant regulations, BQA is responsible for the registration and accreditation of Education and Training Providers (ETPs). To legally offer qualifications in Botswana, ETPs must meet specific Quality Assurance Standards. These standards aim to ensure the quality, coherence, and relevance of education and training, support learner mobility and progression, and enhance the credibility of qualifications and marketability of institutions both locally and internationally.

Registration of Qualifications on The NCQF

As per Section 4(2)(d) of the Botswana Qualifications Authority Act, 2013, BQA is responsible for the development, implementation, and maintenance of the National Credit and Qualifications Framework (NCQF). To uphold the integrity, relevance, and quality of registered qualifications, BQA has established a structured process for maintaining the NCQF. This process includes the renewal of qualifications after a five-year cycle or earlier, if necessary, amendments to existing qualifications, and the de-registration of obsolete ones.

Accreditation of Learning Programmes

Learning Programme (LP) Accreditation is the process of evaluating and approving education or training programmes that lead to qualifications registered on the NCQF. This evaluation ensures that programmes meet quality assurance standards set by Botswana Qualifications Authority (BQA). Only registered and accredited Education and Training Providers (ETPs). The primary aim of LP accreditation is

to ensure high-quality teaching and learning, maintain coherent and relevant qualifications, support learner mobility and progression, uphold education standards, and enhance the system's credibility and marketability.

Evaluation of Qualifications

Evaluation of qualifications is the process of assessing local and foreign qualifications by analysing their context, structure, and relevance compared to local qualifications.

It involves two key components: verification and comparability. Verification focuses on confirming the legitimacy of the awarding institution and the authenticity of the qualification documents, ensuring that the qualification was genuinely awarded to the

individual. Comparability involves examining how the foreign qualification aligns with the National Credit and Qualifications Framework (NCQF), based on its structure and learning outcomes. The result of this evaluation is either recognition or non-recognition of the qualification.

Registration of Assessors and Moderators

Assessment is a vital element of the NCQF, serving as the basis for determining whether learners have achieved the required qualification standards. To uphold the quality of education and assessment processes, the Authority is responsible for registering and accrediting assessors and moderators. This registration ensures that these professionals possess the necessary qualifications and can assess and moderate at the appropriate NCQF qualification levels, in line with the Assessor and Moderator regulations.

Quality assurance measures require ETPs to engage assessors and moderators who can

apply relevant assessment practices, make effective use of methods, time, resources, and evidence, and instill confidence among stakeholders that assessment outcomes accurately reflect a candidate's abilities.

Institutional Audit

Institutional audit is a post-registration and accreditation activity. All registered and accredited ETPs are monitored and audited to ensure compliance with BQA Quality Standards.

The Authority audits an ETP at least midway through the lifecycle of its registration and accreditation. The process involves auditing of resources, systems, and documentation of the accredited learning programmes following the criteria and guidelines set by the Authority. BQA also conducts unscheduled audits to investigate registered customer complaints. The ETPs must comply with the set quality standards to assure stakeholders that they are offering credible learning programmes.

Capacity Building

This is a strategic service designed to enhance skills, knowledge, and competencies of all stakeholders within the education and training sector. Through targeted training, professional development initiatives, and resource support, the BQA aims to empower individuals and organizations to achieve higher standards, adapt to industry changes, and drive innovation for sustainable growth. Capacity Building service offers guidance and support so that the NCQF is adequately provided for, and the education, training, and

skills development quality assurance system is well directed. The service also supports the generation of alternative income streams, contributing to the Authority's mission of continuous improvement and sector advancement.



5.0 Determining Materiality

In determining materiality for the Annual Integrated Report 2024/25, the Authority considered matters that had substantively affected or had a potential to affect the organization's strategy and discharge of the mandate. Matters that were considered were subjected to the requirements of IR materiality of relevance, importance and prioritisation and the following key points were considered;

Whether a matter was of financial impact

Whether a matter had an impact on stakeholder needs

Whether a matter was of priority to stakeholders

Material Matters 2024/25

STAKEHOLDER	MATERIAL MATTER	STRATEGY
Customers and Shareholder	Review of the Botswana Qualifications Act and Regulations (2013)	BQA Act Reviewed and draft proposal submitted to the Ministry on 14 December 2023. The main objective of the project is to close some legislative gaps that have been identified in the implementation of the current Act as the country has evolved economically, socially, and technologically
	Norms and Standards Development Project	The Process of developing Draft Norms and Standards for Higher Education has commenced. Project is expected to be concluded by the end of financial year 2024/25. Norms and Standards will promote the development of a higher education system that aims to define standards of quality to promote EVOKE. The project dovetails with national goals espoused in Vision 2036 (transformation of the country to a high-income status); NDP 12 Key Policy Priority Areas (Appropriate Skills, Human & Social Capital Development) and RESET Agenda (Alignment to Government machinery and Mindset change)
	Protection of Enrolled Learners (PEL)	The Learner protection Policy was developed and approved by decision-making structures. The Authority has the obligation to ensure that Education and Training Providers have the best interest of enrolled learners in their operations and that learners complete their learning programmes to obtain the intended award or qualification.
Human Resource	Organisational Review	Project aims to reconfigure the most strategic asset of the Authority, i.e., the Human Resource to ensure efficiency in the delivery of the BQA mandate The project is expected to be implemented by the end of financial year 2024/25
Regulators	Collaboration with professional bodies which have regulations impacting the Authority's operations The Public Procurement Act and the Economic Inclusion Act	The Authority continue to sign memorandum of agreement with professional bodies to harmonise operations and ensure that learning programmes endorsed by professional bodies before being accredited by BQA. The Authority carries out all its procurement activities in line with the PPRA and Economic Inclusion Act



5.0 Corporate Governance



5.0 Corporate Governance

The role and responsibility of the Board of Botswana Qualifications Authority (“BQA” or “the Authority”) is to set the strategic direction as well as guide the implementation of the corporate strategy.

Board Structure and its Composition

The Botswana Qualifications Authority Board was established by Section 5 of the BQA Act No. 24 of 2013 which denotes that it should be a thirteen (13) member Board. The Minister appoints members with experience or expertise in the areas relevant to the objects and functions of the Authority. The Chief Executive Officer is the Ex Officio member of the Board. The minister can remove or suspend a member from office should he/ she be declared bankrupt or has been convicted of any criminal offence within the period of ten (10) years immediately preceding the date of his or her appointment.

The Board exercises its powers in accordance with the BQA Act, the Board Charter and King IV Code. The Board is responsible for policy and general oversight of the Authority including ensuring that good corporate governance is adhered to.

By 31 March 2025, the Board did not have a quorum due to the lapse of all members' tenures and the ongoing process of appointing new members. Members of the Board are eligible to serve for three (3) years and can serve for two (2) terms. The Board is chaired by a Chairperson appointed by the Minister of Higher Education.

Declaration of Interest

Board members are entrusted with fiduciary responsibilities. As such, they should strive to maintain the highest standard of integrity for public confidence. Section 16 of the BQA Act requires members to disclose in writing (at every meeting), any interest that could give rise to potential conflict of interest when a member contributes to the decision taken by the Board. A member who has declared interest shall not unless the Board directs otherwise, take part in any consideration or discussion or vote on the matter.

All the disclosures are recorded in the minutes of the meeting and shall form part of the Board records. A member who fails to disclose conflict shall be liable to a fine not exceeding P2000.00 or imprisonment for a term not exceeding six months or both.

Delegation

The Board has delegated the day-to-day management of the affairs of the Authority to the Chief Executive Officer who consequently is accountable and reports quarterly to the various governance structures.

Board Evaluation

In keeping abreast with best corporate governance practices, the BQA Board and Board Committees shall, on an annual basis, conduct self-assessment to evaluate the effectiveness of the Board as a whole, as well as the Board Committees.

The objective of the evaluation is to ensure measurement of the Board's performance, efficiency, and effectiveness. Board members were not assessed during the financial year that ended 31 March 2025 by an independent service provider, as the Board and Board Committees did not have a quorum. The appointment terms for most of the Chairpersons and Vice Chairpersons ended on 30 June 2024 and 31 January 2025. BQA plans to conduct an independent assessment of the Board and Committees during the 2026/27 financial year. The results of this assessment will be disclosed the Annual Integrated Report for the respective period.

Governance Checklist

The Board commits to providing reasonable assurance in compliance with applicable laws and regulations. It is further committed to the practice of good corporate governance and subscribes to the following:

Table 2: Governance Checklist

BQA Governance Checklist	Adherence
BQA Governance Checklist Adherence	√
Botswana Qualifications Authority Act No. 24 of 2013	
BQA Regulations	√
Board and Board Committees Code of Conduct and Ethics	√
Board and Board Committee Charters	√
BQA Internal Audit Charter	√
Whistleblowing Policy	√
BQA Corporate Strategy	√
BQA Quality Manual	√
BQA Processes Manual	√



5.0 Corporate Governance

Application of the King IV Code

Applying and Explaining

The Botswana Qualifications Authority Board adopted KING IV™ on the 27th September 2022, which requires an “Apply AND Explain” approach to disclosure, as opposed to King III™ which was ‘Apply or Explain’. The application of the principles is assumed, and an explanation is disclosed on the practices that have been implemented and how these supports achieving the associated governance principle. For matters that are yet to be fully implemented, the Board has given an action plan binding for implementation.

Why the BQA Board decided to apply and explain King IV™

The BQA Board believes that good governance is beneficial for stakeholders and the Authority itself. BQA seeks to inspire the confidence of its stakeholders as a credible Authority that balances all stakeholder interests and acts in a transparent and fair manner.

The governance outcomes achieved, along with the adopted and implemented practices, will serve as the criteria for measuring the required standard of care and conduct for the BQA Board and its members as they strive for quality.

5.0 Corporate Governance

PRINCIPLE & APPLICATION	HOW BQA APPLIED THIS PRINCIPLE	REFERENCE MATERIAL
Principle 1:		
<p>The governing body should lead ethically and effectively.</p> <p>Recommended Practice</p> <p>The Board Members should conduct the business of the affairs of the Authority in a transparent manner, holding each other accountable for their actions.</p>	<p>Members of the Board and Committees disclose conflict of interest at every meeting of the Board and Committees before making decisions.</p> <p>The conflict of interest is recorded in the minutes of the Board and Committees.</p> <p>The Board or Committees make decisions without the participation of the member who has declared a presence of conflict of interest.</p> <p>Action Plan</p> <ul style="list-style-type: none"> The Board is in the process of adopting a Conflict-of-Interest Policy by September 2025. 	<ul style="list-style-type: none"> Conflict of Interest register Minutes of the Board and Committees
Principle 2:		
<p>The governing body should govern the ethics of the organisation in a way that supports the establishment of an ethical culture.</p> <p>Recommended Practice</p> <p>The Board should set the tone at the top and is responsible for monitoring the governance and ethics of the Authority.</p>	<p>The Board has approved policies to ensure an ethical environment.</p> <p>In the year under review, there has not been any disciplinary matter that could indicate a breach of ethical conduct for staff, nor has there been a complaint against the ethical conduct of a Board member.</p> <p>The provisions of the BQA Ethics and Business Conduct for Board members have not been invoked against any Board member.</p> <p>Action Plan</p> <ul style="list-style-type: none"> BQA approved a Code of Ethics and Business Conduct for Board Members in November 2025. 	<ul style="list-style-type: none"> Board Charter BQA General Conditions of Service (Code of Conduct for staff)
Principle 3:		
<p>The governing body should ensure that the organisation is seen to be a responsible citizen.</p> <p>Recommended Practice</p> <ul style="list-style-type: none"> Get the direction for good corporate citizenship, including compliance with the Constitution, laws, standards and own policies and procedures, as well as congruence with the organisation's purpose, strategy and conduct. Oversee and monitor (using agreed performance indicators and targets) the organisations status as a good corporate citizen in such areas as the workplace, economic behaviours and results, societal and environmental impacts. Disclose how corporate citizenship is managed, current and future focus areas, monitoring measures and how corporate citizenship outcomes are addressed. 	<p>Management has been spearheading Corporate Citizenship activities, this includes support to;</p> <ul style="list-style-type: none"> The Board approved the Corporate Strategy of the Authority that espouses the values of a responsible corporate citizen. The Board itself deals with matters of ensuring that the organization is and is viewed as a responsible citizen. The Board has approved a BQA Strategy Document for the year 2022-2025 and monitors its implementation. The Strategy is a Public Document shared on the BQA website. Engaged in Public education Campaign at Secondary Schools at Goodhope Senior Secondary, Lotsane, Montshiwa, Letlamoreng, and Mabogo Held Mall Activations in Palapye as part of Public Education drive CSR initiatives (donations of teaching and learning materials to Bakgopeng Community Junior Secondary School, Donation to Botswana Association of the blind Participated Career and Skills Fairs (BHRDC Fair) Held Staff Team-building session held at Blue tree Panel Participation Botswana Germany Symposium on TVET Collaborated and participated in the IC2EM'24 Conference Regional Collaboration with Namibia Qualifications Authority Hosted and engaged in Continental Dialogue with the African Association of Universities (AAU) Stakeholder Consultations on Norms and Standards for recognising Higher Education Institutions and Awarding Bodies <p>Action Plan</p> <ul style="list-style-type: none"> Board to approve the Corporate Citizen Policy by December 2025. 	<ul style="list-style-type: none"> EVOKE Corporate Strategy Document 2022 -2025 Annual Performance Plan

5.0 Corporate Governance

PRINCIPLE & APPLICATION	HOW BQA APPLIED THIS PRINCIPLE	REFERENCE MATERIAL
Principle 4:		
<p>The governing body should appreciate that the organisation's core purpose, its risk and opportunities, strategy, business model, performance and sustainable development are inseparable elements of the value creations process.</p> <p>Recommended Practice</p> <p>The governing body ensures that it approves the policies and operational plans developed by management to give effect to the approved strategy. The governing body has delegated to management the responsibility to implement and execute the approved policies and operational plans while the governing body exercises oversight.</p>	<p>The Board assumes responsibility for organisational performance by steering and setting the direction for the realisation of the organisation's core purpose and values through its strategy. The formulation and development of the organisation's short, medium and long-term strategy is delegated to Management for formulation and same is approved by the Board.</p> <p>Action Plan</p> <ul style="list-style-type: none"> • BQA Board plans to approve Enterprise Risk Management Policy by September 2024. • The BQA Board plans to approve the CEO Delegation Policy and Matrix by September 2025. • The BQA Board plans to approve further delegation of approval of NCQF Levels to Management by 2024/25. 	<ul style="list-style-type: none"> • BQA Board Charter • Botswana Qualifications Authority's Act • EVOKE strategy Document 2022-2025
Principle 5:		
<p>The governing body should ensure that reports issued by the organisation enable stakeholders to make informed assessment of its performance and its short-medium- and long-term prospects.</p> <p>Recommended Practice</p> <p>[The governing body oversees that the organisation issues an integrated report at least annually.</p> <p>The governing body oversees that the following information is published on the organisation's website, or on other platforms or through other media as is appropriate for access by stakeholders:</p> <ul style="list-style-type: none"> • Corporate governance disclosures required in terms of this Code (refer to Part 3: King IV Application and Disclosure for more detail). • Annual Financial Statements and other external reports.] 	<p>The BQA Board assumes responsibility for the organisation's reporting by setting the direction for how it should be approached and conducted. (including reporting standards) to be used, taking into account legal requirements and the intended audience and purpose of each report.</p> <p>The governing body oversees those reports such as the Annual Financial Statements, sustainability reports, or other online or printed information or reports are issued, as is necessary, to comply with legal requirements, and/ or to meet the legitimate and reasonable information needs of material stakeholders.</p> <p>Integrated Reports are published annually on BQA's website.</p>	<ul style="list-style-type: none"> • Annual Integrated Reports • Botswana Qualifications Authority Act

5.0 Corporate Governance

PRINCIPLE & APPLICATION	HOW BQA APPLIED THIS PRINCIPLE	REFERENCE MATERIAL
Principle 6		
<p>The governing body should serve as the focal point and custodian of corporate governance in the organisation.</p> <p>Recommended Practice [The governing body exercises its leadership role by:</p> <ul style="list-style-type: none"> steering the organisation and setting its strategic direction; approving policy and planning that give effect to the direction provided; overseeing and monitoring of implementation and execution by management; and ensuring accountability for organisational performance by means of, among others, reporting and disclosure. 	<p>The Board has exercised its leadership role by:</p> <ul style="list-style-type: none"> steering the organisation and setting its strategic direction; approving policy and planning that give effect to the direction provided; overseeing and monitoring of implementation and execution by management; and ensuring accountability for organisational performance by means of, among others, reporting and disclosure. <p>Action Plan The Board intends to include the Chief Executive Officer in all meetings of the Board from November 2025, except where she is personally conflicted, or where the meeting is the annual Non-Executive Board Members.</p> <p>The Board acknowledges that it has been excusing the Chief Executive Officer from some meetings of the Board without stating reasons for such and where the CEO is excluded, reasons will be given.</p>	<ul style="list-style-type: none"> EVOKE Strategy 2022-2025 Board Charter
Principle 7		
<p>The governing body should comprise of the appropriate balance of knowledge, skill, experience, diversity, and independence for it to discharge its governance role and responsibility objectively and effectively.</p> <p>Recommended Practice The governing body should consist of an appropriate balance of knowledge, skills, experience, diversity, and independence to objectively and effectively discharge its governance role and responsibilities.</p>	<p>The Board could not fully apply this principle by assuming responsibility for its composition by setting the direction and approving the processes for it to attain the appropriate balance of knowledge, skills, experience, diversity and independence to objectively and effectively discharge its governance role.</p> <p>The appointments of Board Members are by law done by the Minister of Higher Education.</p> <p>Because of the appointments are by law done by the Minister, the Board could not on its own motion:</p> <ul style="list-style-type: none"> - promote diversity in its membership - set targets for race and gender representation in its membership. <p>The principles were however achieved by the Minister in his appointment of Board Members.</p> <p>The Chairperson of the governing body is independent.</p> <p>The Board has six (6) women and three (3) men.</p> <p>Action Plan The Board plans to approve a policy aimed at enhancing the diversity of its membership, in consultation with the Minister, by November 2025.</p>	<ul style="list-style-type: none"> Botswana Qualifications Authority Act Board Charter

5.0 Corporate Governance

PRINCIPLE & APPLICATION	HOW BQA APPLIED THIS PRINCIPLE	REFERENCE MATERIAL
Principle 8		
<p>The governing body should ensure that its arrangement for delegation within its own structures promote independent judgment and assist with balance of power and the effective discharge of its duties.</p>	<p>The BQA Board has delegated authority to committees, as outlined in formal Committee Charters, which are reviewed and approved annually by the Board.</p> <p>Action Plan</p> <p>The Board has observed that the Appeals Committee consists of the same members of the Board who would have partaken in the decision making, to ensure independent judgment and assist with balance of power.</p> <ul style="list-style-type: none"> The Board shall delegate further to Management and the Board Committees by November 2025. The Board shall re constitute its Committees and terms of references by November 2025. 	<ul style="list-style-type: none"> Botswana Qualifications Authority Act Board Charter Quality Assurance Committee Charter Qualifications Framework Maintenance Charter Risk and Audit Committee Charter Human Resource Committee Charter Finance Committee Charter
Principle 9		
<p>The governing body should ensure that the evaluation of its own performance and its committee, its Chairperson, and its individual members, support continued improvement in its performance and effectiveness.</p> <p>Recommended Practice</p> <p>Appoint a lead independent director if there is no one to lead the evaluation of the chairperson.</p> <p>Ensure that every two (2) years an externally facilitated performance evaluation (or one not in accordance with the approved methodology of the governing body) is conducted on itself, its committees, its chairperson and individual members; and every alternate year reflect on the performance of itself, its committee, its chairperson and its members.</p> <p>Disclose a description of the performance evaluations, scope, formality, whether or not externally facilitated, an overview of results and remedial actions, whether it is satisfied that it is improving its performance and effectiveness.</p>	<p>The Board has not applied this principle. The Board has not assessed its performance.</p> <p>The Performance of the Chair has not been assessed.</p> <p>Action Plan</p> <ul style="list-style-type: none"> The Board will engage the services of an External Facilitator to develop a methodology for assessment for the Board by February 2027. The Board appoints an independent Board Member to assess the performance of the Chairperson by March 2027. The Board to evaluate its own performance by March 2027. 	<ul style="list-style-type: none"> Board Charter Quality Assurance Committee Charter Qualifications Framework Maintenance Charter Risk and Audit Committee Charter Human Resource Committee Charter Finance Committee Charter Appeals Committee Charter

5.0 Corporate Governance

PRINCIPLE & APPLICATION	HOW BQA APPLIED THIS PRINCIPLE	REFERENCE MATERIAL
Principle 10		
<p>The governing body should ensure that the appointment of, and delegation to, management contributes to role clarity and the effective exercise of authority and responsibility.</p>	<p>The Board has appointed the CEO who is responsible for leading the implementation and execution of approved strategy, policies and operational planning, and serves as the chief link between Management and the Board.</p> <p>The CEO is accountable, and reports to the Board. The CEO and the Board have agreed that the CEO should not take up additional professional positions, including membership of other governing bodies outside the organisation.</p> <p>The Board is yet to approve the succession plan for the Authority including for the CEO.</p> <p>Action Plan</p> <ul style="list-style-type: none"> • The Board shall delegate further to the CEO through a delegation Policy to be approved by December 2025. • The Board shall delegate to the CEO some regulatory activities which due to their nature require decisions to be made within fourteen (14) days. 	
Principle 11		
<p>The governing body should govern risk in a way that supports the organisation in setting and achieving strategic objectives.</p> <p>Recommended Practice</p> <p>Treat risk as integral part of decision making and adherence to duties, approve risk policy, evaluate and agree the risks it is prepared to take (i.e. risk appetite and risk tolerance levels)</p> <p>Delegate to management risk management Implementation</p> <p>Oversee the risk management (including assessment of risks and opportunities in relation to the triple context and use of 6 capitals, achievement of objectives, dependency on resources as well as the risk responses, business continuity and culture of the organisation).</p>	<p>The Board has not fully applied this principle. However, the board treats risk as integral to the way it makes decisions and executes its duties.</p> <p>The Board is yet to evaluate and agree on the nature and extent of the risks that the organisation should be willing to take in pursuit of its strategic objectives.</p> <p>The Board exercises ongoing oversight of risk management.</p> <p>Action Plan</p> <p>The Board will by September 2025 approve in particular:</p> <ul style="list-style-type: none"> • Risk and Compliance Management Policy • Risk Appetite and Tolerance Statement • Risk Register • Board Committee Terms and Reference • Risk Assessment and Risk Rating Framework • Code of Ethics and Standards of Conduct Policy • Risk and Compliance Operational Plan 	<ul style="list-style-type: none"> • Board Charter • Risk and Audit Charter

5.0 Corporate Governance

PRINCIPLE & APPLICATION	HOW BQA APPLIED THIS PRINCIPLE	REFERENCE MATERIAL
Principle 12		
<p>The governing body should govern technology and information in a way that supports the organisation setting and achieving its strategic objectives.</p> <p>Recommended Practice</p> <p>The governing body has assumed responsibility for the governance of technology and information by setting the direction for how technology and information should be approached and addressed in the organisation.</p>	<p>The Board has approved the Information Technology (IT) Security Policy.</p> <p>The Board drives the strategic objectives that speak to utilization of ICT facilities.</p> <p>The Board is driving the Authority to a paperless status.</p> <p>The Board has reduced paper usage for its meetings by limiting the distribution of physical documents to members.</p> <p>The Board ensures that the use of ICT facilities is safe.</p> <p>Action Plan</p> <ul style="list-style-type: none"> Digital signatures will be in place by June 2025 for all Board members. By December 2024 the use of Laptops / Notepads by all members of the Board and staff should not be a privilege but a need. 	<ul style="list-style-type: none"> IT Security Policy
Principle 13		
<p>The governing body should govern compliance with applicable laws and adopted non-binding rules, codes and standards in a way that supports the organization being ethical and a good corporate citizen.</p>	<p>The governing body has assumed responsibility for the governance of compliance with applicable laws and adopted, non-binding rules (King IVTM, codes and standards by setting the direction for how compliance should be approached and addressed in the organisation.</p> <p>The Board has delegated to Management responsibility for implementation and execution of effective compliance management.</p> <p>Action Plan</p> <p>The Board will approve a code of ethics and Business conduct for members in September 2025.</p>	<ul style="list-style-type: none"> King IVTM Board Charter
Principle 14		
<p>The governing body should ensure that the organisation remunerates fairly, responsibly, and transparently to promote the achievement of strategic objectives and positive outcomes in short, medium, and long term.</p>	<p>The Board has not yet applied this principle.</p> <p>The Board is yet to approve the remuneration policy; this has been deferred to await the organisational restructuring.</p>	
Principle 15		
<p>The governing body should ensure that assurance services and functions enable an effective control environment and that these support the integrity of information for external decision making and of the organisation's external reports.</p>	<p>The BQA Board has delegated to the Risk and Audit Committee, the responsibility for overseeing that and achieving the following objectives:</p> <ul style="list-style-type: none"> Enabling an effective internal control environment. Supporting the integrity of information used for internal decision-making by management, the governing body and its committees. Supporting the integrity of external reports. 	

5.0 Corporate Governance

PRINCIPLE & APPLICATION	HOW BQA APPLIED THIS PRINCIPLE	REFERENCE MATERIAL
Principle 16		
<p>In the execution of its governance roles and responsibilities, the governing body should adopt a stakeholder-inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interests of the organisation over time.</p> <p>Recommended Practice Direct the stakeholder approach and approve policies to this effect</p> <p>Delegate to management effective stakeholder relationship management</p> <p>Oversee the management of stakeholder relationships including methodology for identification, material stakeholders, management of stakeholder risk, formal mechanisms for engagement and communication, and measurement of quality of stakeholder engagement.</p> <p>Disclose an overview of stakeholder management, current and future focus areas and actions taken to monitor and address stakeholder engagement effectiveness.</p>	<p>The BQA Board has delegated management The stakeholder engagement.</p> <p>The Board has approved the Communication & Public Relations Strategy.</p> <p>The Key Stakeholders identified include;</p> <ul style="list-style-type: none"> • Shareholder, Ministry of Higher Education (MoHE) • Board and Union • Professional /Regulatory Bodies • Learners (SRC) • Education and Training providers (ETPs) • Awarding Bodies • BQA Staff • Media • Business and Industry 	<ul style="list-style-type: none"> • EVOKE Strategy 2022-2025 • Communications and • Public Relations Strategy 2022-2025 • Communications and Stakeholder Engagement Plan 2024/2025



5.0 Corporate Governance

Board Attendance and Remuneration (01 April 2024 – 31 March 2025)

Table 4: Board Members Remuneration

Name of Board Member	Number of scheduled Board Meetings	Number of special Meetings	Number of committee meetings	Total Number of meetings	Sitting Allowance	Retainer fee	Amount paid (BWP)
Gabaake Gabaake	1	2		3	19,500.00	21,000.00	40,500.00
Baalakani Macheke	1	2	0	3	18,000.00	28,333.33	46,333.33
Hilda Molate	1	2	2	5	30,000.00	28,333.33	58,333.33
Kgomotso Kereng	1	2	2	5	30,000.00	28,333.33	58,333.33
Mercy Conlon	1	2	4	7	42,000.00	8,500.00	50,500.00
Richie Moalosi	1	1	3	5	30,000.00	8,500.00	38,500.00
Mahali Morolong	1	2	3	6	36,000.00	8,500.00	44,500.00
Susan Makgothi	1	2	3	6	36,000.00	8,500.00	44,500.00
Boitumelo Kgarabe	0	2	4	6	36,000.00	8,500.00	44,500.00
TOTAL							425,999.99

Table 5: Committee Members (Non Board Members)

Name of Committee Member	Committee	Number of scheduled meetings	Number of special meetings	Total Number of meetings	Sitting Allowance	Retainer fee	Amount paid (BWP)
Bennett Maifala	HRC	1	0	1	666.67	-	666.67
Lesego Maedza	HRC	1	1	2	6,666.67	-	6,666.67
Ms Masego Motlhake	FC	1	0	1	666.67	-	666.67
Ms Gosego Phele	FC	1	0	1	666.67	-	666.67
Masego Pheto-Lentswe	RAC	1	2	3	12,666.67	-	12,666.67
Bakan Borupile	RAC	1	2	3	12,666.67	-	12,666.67
Letshego Moeng	RAC	1	1	2	6,666.67	-	6,666.67
Tebogo Makolobe	QAC	1	1	2	12,666.67	-	12,666.67
Thateng Johwa-Mpundisi	QAC	1	1	2	12,666.67	-	12,666.67
Mabel Bothasitse	QAC	1	1	2	12,666.67		12,666.67
Boitshoko Otlhomile	QAC	1	1	2	12,666.67		12,666.67
Ms Masego Morobela	QFMC	1	1	2	12,666.67	-	12,666.67
Prof. Richard Tabulawa	QFMC	1	0	1	666.67	-	666.67
Olefile Molwane	QFMC	1	0	1	666.67	-	666.67
Trust Masole	QFMC	1	0	1	666.67	-	666.67
TOTAL							106,000.05

5.0 Corporate Governance

Board Committees

In terms of Section 15 (1) of the BQA Act, the BQA Board had established six (6) Board Committees to assist with the execution of its responsibilities. The committees are Quality Assurance Committee, Qualifications Maintenance Framework Committee, Human Resources Committee, Finance Committee, Risk & Audit Committee and Board Appeals Committee. During the year under review the committees met to ensure proper running of the Authority. The Chairperson and Vice-Chairperson of each committee are appointed from amongst members of the Board as per the BQA Act.

The Committees meet at least four (4) times a year, except the Appeals Committee, which meets when there are appeals to consider. The Committees report and make recommendations to the Board. The table below reflects the composition and structure of the Committees.

Table 6: Board Committees and mandate

Board Committee	Mandate & Key Activities	Members	No. of Meetings
Human Resource Committee (HRC)	<p>Mandate</p> <p>The Human Resource Committee (HRC) was established with a primary responsibility to assist the Board in fulfilling its oversight responsibilities by reviewing all matters pertaining to the strategic management of human resources within the BQA and to provide the necessary recommendations and advice to the Board. The Committee assists the Board in ensuring that the BQA attracts and retains competent and engaged employees and that it remunerates all employees fairly and responsibly. The Committee further assists the Board in ensuring that the BQA's disclosure on human resources management information is accurate, complete and transparent.</p> <p>Composition and Membership</p> <p>As per the HRC Charter, the committee shall comprise of seven (7) members nominated by the Board, with the Chairperson and Vice Chairperson being members of the Board. Each member serves for a period of three (3) years</p> <p>Activities of the Committee:</p> <ul style="list-style-type: none"> • Provided oversight and strategic guidance of the function of Human Resource and reported to the Board quarterly and on special meetings as was required by the Charter. • Reviewed and considered the Talent Management and Succession Planning Strategy and Implementation Plan. • Reviewed and considered the Human Resource Audit Implementation Plan. • Reviewed and considered Quarter 1 Human Resource Operational Report on key activities of the HR Department. • Conducted interviews for and recommended to the Board appointment of Director Human Resource. • Reviewed and considered the update on the Organizational Review Project. • Considered and recommended to the Board award of 5% inflationary adjustment for BQA Staff for the Financial Year 2024/2025. 	<p>HRC constituted of the following members:</p> <p>Ms Susan Makgothi Chairperson Term expires (30th June 2024)</p> <p>Ms Mahali Moliehi Morolong Term expires (30th June 2024)</p> <p>Ms Lesego Maedza Term expires (4th April 2026)</p> <p>Mr Bennett Maifala Term expires (4th April 2026)</p>	<p>There were two (2) HRC meetings in 2024/25, held on the following dates:</p> <ul style="list-style-type: none"> • 19 April 2024 • 11 June 2024

5.0 Corporate Governance

Board Committee	Mandate & Key Activities	Members	No. of Meetings
Quality Assurance Committee (QAC)	<p>Mandate</p> <p>The Quality Assurance Committee (QAC) was established with a primary responsibility to consider and make recommendations to the Board on applications for registration and accreditation of Education and Training Providers, renewal/ suspension/ revocation/ re-assessment of registration and accreditation of Education and Training Providers and leaning programmes. As well as to oversee the quality assurance activities and processes of the Authority and to advise the Board in fulfilling its obligations and oversight responsibilities relating to the quality of education provided within the three education sub-frameworks.</p> <p>Composition and Membership</p> <p>As per the QAC Charter, the Committee shall comprise of nine (9) members nominated by the Board, with the Chairperson and Vice Chairperson being members of the Board. Each member serves for a period of three (3) years.</p> <p>Activities of the Committee</p> <ul style="list-style-type: none"> QAC considered the Registration and Accreditation of Education and Training Providers and Awarding Bodies with a scope of Accreditation at National Credit and Qualifications Framework Levels 6-7. Recommended to the Board to approve the Revocation of Registration and Accreditation of Education and Training Providers on ETPs who were not compliant to Registration and Accreditation requirements. Recommend to the Board to approve the Registration and Accreditation of Education and Training Providers and Awarding Bodies with a Scope of Accreditation at Levels 8-10 of the National Credit and Qualifications Framework. QAC considered the Accreditation of Learning programmes at Levels 6-7 of the National Credit and Qualifications Framework. Recommended to the Board to consider the Accreditation of Learning Programmes at Levels 8-10 of the National Credit and Qualifications Framework. Recommended to the Board to consider Notification of Significant Changes affecting Registration and Accreditation of ETPs. Considered the Protection of Enrolled Learner's Policy. 	<p>QAC constituted of the following members:</p> <p>Prof. Richie Moalosi Chairperson Term expires (30 June 2024)</p> <p>Ms. Masego Marobela Term expires (22 August 2026)</p> <p>Ms. Mabel Bothasitse Term expires (22 August 2026)</p> <p>Mr. Boitshoko Otlhomilwe Term expires (22 August 2026)</p> <p>Ms. Thateng Ludo Regina Johwa-Mpundisi Term expires (04 April 2026)</p> <p>Dr. Tebogo Collier Makolobe Term expires (04 April 2026)</p>	<p>There were three (3) QAC meetings in 2024/25, held on the following dates:</p> <ul style="list-style-type: none"> 16 April 2024 14 - 15 May 2024 27 May 2024

5.0 Corporate Governance

Board Committee	Mandate & Key Activities	Members	No. of Meetings
Risk and Audit Committee (RAC)	<p>Mandate</p> <p>The Risk and Audit Committee (RAC) was established with a primary responsibility for the integrity of the financial statements, the external and internal audit process, the system of internal controls and the identification and management of risks. The purpose of the Committee is to provide an independent advice to the Board on the effectiveness of governance, risk and control arrangements.</p>	<p>RAC constituted of the following members:</p> <p>Ms Mercy Conlon-Phuthago Chairperson Term Expires (30th June 2024)</p>	<p>There were three (3) RAC meetings in 2024/25, held on the following dates:</p> <ul style="list-style-type: none"> • 15 May 2024 • 17 June 2024 • 25 June 2024
	<p>Composition and Membership</p> <p>As per the Committee Charter, the Committee shall comprise of seven (7) members nominated by the Board, with the Chairperson and the Vice Chairperson being members of the Board. Each Committee shall serve for a period of three (3) years.</p> <p>Activities</p> <ul style="list-style-type: none"> • Considered and approved the Audited Financial Statements for the year ended 31 March 2024. • Considered and approved the 2024/25 Annual Internal Audit Plan. • Considered the 2024/25 Internal Audit Divisional Scorecard. • Considered the Root Cause Analysis for late submission of the Annual Integrated Report to the Ministry. • Considered and approved the Annual Integrated Report 2023/24 Structure and Production Plan. • Considered and approved the budget for additional work for the Forensic Audit Investigation. • Considered and approved the 2023/24 External Audit Plan. • Considered the Internal Audit Report on Leave Encashment. • Considered the Internal Audit Report on Minutes of Executive Management. • Noted the Internal Audit Quarter Performance Report. • Noted the Report on Progress on Implementation of Audit Recommendations. • Noted the 2023/24 Annual Integrated Report. 	<p>Mr. Bakang Borupile Term Expires (04 April 2026)</p> <p>Mr. Letshego Moeng Term Expires (04 April 2026)</p> <p>Ms. Masego Pheto-Lentswe Term Expires (04 April 2026)</p> <p>Mr. Motabaseo Lesokola Term Expires (15 April 2024)</p>	

5.0 Corporate Governance

Board Committee	Mandate & Key Activities	Members	No. of Meetings
Appeals Committee (AC)	<p>Mandate</p> <p>The Appeals Committee acts as the internal appeals body for the Authority. The Committee discharges the responsibilities of the Board relating to decisions made against any governing structure of the Authority. The Committee does not have supervisory powers over the Board.</p>	<p>AC constituted of the following members:</p> <p>Ms Mahali Moliehi Morolong Chairperson Term expires (30 June 2024)</p> <p>Mr Balaakani Macheke Term expires (30 Jan 2025)</p>	
Qualifications Framework Maintenance Committee (QFMC)	<p>Mandate</p> <p>The Qualifications Framework Maintenance Committee (QFMC) was established with a primary responsibility to oversee the development and maintenance of the National Credit and Qualifications Framework (NCQF) and to also oversee its implementation across the three (3) subsystems of education and training: General Education (GE), Technical and Vocational Education and Training (TVET) and Higher Education (HE).</p> <p>Composition and Membership</p> <p>As per the QFMC Charter, the Committee shall comprise of nine (9) members nominated by the Board, with the Chairperson and Vice Chairperson being members of the Board. Each member shall serve for a period of three (3) years.</p> <p>Activities</p> <ul style="list-style-type: none"> QFMC approved Registration of Qualifications at Level 6-7 on the National Credit and Qualifications Framework (NCQF). Recommended to the Board to approve Qualifications at Level 8-10 on the NCQF. Noted the Manual for Development, Validation, Registration and Publication of NCQF Qualifications. Noted the Policy on Recruitment and Engagement of Reviewers to the Quality Assurance Committee. Noted the decisions made by the MQFMC on Qualifications at Level 1-5 on the NCQF. 	<p>QFMC constituted of the following members:</p> <p>Dr Boitumelo Kgarebe Chairperson Term Expires (30 June 2024)</p> <p>Dr Hildah Molate Term Expires (31 January 2025)</p> <p>Prof. Richard Tabulawa Term expires (04 April 2026)</p> <p>Dr Trust Masole Term expires (22 August 2026)</p> <p>Dr Godson Gatsha Term expires (22 August 2026)</p> <p>Dr Olefile Molwane Term expires (22 August 2026)</p>	<p>There was one (1) QFMC meeting in 2024/25, held on the following date:</p> <p>16 May 2024</p>

5.0 Corporate Governance

Board Committee	Mandate & Key Activities	Members	No. of Meetings
Finance Committee (FC)	<p>Mandate</p> <p>The Finance Committee (FC) was established with a primary responsibility for financial planning and budgeting, financial reporting, accounting systems internal controls, and treasury of the Authority. As well as advising the board in fulfilling its obligations and oversight responsibilities relating to the financial planning and reporting of the Authority.</p> <p>Composition and Membership</p> <p>As per the FC Charter, the Committee shall comprise of seven (7) members nominated by the Board, with the Chairperson and the Vice Chairperson being members of the Board. Each Committee shall serve for a period of three (3) years.</p> <p>Activities</p> <ul style="list-style-type: none"> Noted and recommended to the Board the Strategic Projects updates as of 16 May 2024. Noted and recommended to the Board the Management Accounts for the period ended 31 March 2024. Noted the 2023/24 Draft Annual Financial Statements. 	<p>FC constituted of the following members:</p> <p>Ms Kgomotso Kereng Chairperson</p> <p>Term expires (31 January 2025)</p> <p>Dr Boitumelo Kgarebe</p> <p>Term Expires (30 June 2024)</p> <p>Mr Peter E. Kesitlwe</p> <p>Term Expires (20 May 2024)</p> <p>Ms Masego Motlhake</p> <p>Term Expires (20 May 2024)</p> <p>Ms Gosego Phele</p> <p>Term Expires (20 May 2024)</p>	<p>There was one (1) FC meeting in 2024/25, held on the following date:</p> <ul style="list-style-type: none"> 23 May 2024





5.0 Corporate Governance

Board of Directors



Gabaake Gabaake (Board Chairperson)

Term: 1st Nov 2021 - 31st Oct 2024

- **Master of Science - Hydrogeology** (University College of London, UK)
- **Bachelor of Science – Geology** (University of Botswana)
- *Currently Executive Director at Tlou Energy Limited (Botswana)*



Susan Makgothi (Vice Chairperson)

Term: 1st July 2021 - 30th June 2024

- **Master of Arts in Educational Planning and Management**, (UNESCO International Institute of Educational Planning, France)
- **Master of Education - Science Education** (University of Bristol, UK)
- **BSc. and concurrent Certificate in Education** (University of Botswana and Swaziland)
- *Retired from Public Service in December 2020*



Prof. Richie Moalosi (Member)

Term: 1st July 2021 - 30th June 2024

- **Ph.D. Industrial Design** (Queensland University of Technology, Australia)
- **MA Design** (University of Wolverhampton, UK)
- **Bachelor of Education – Design and Technology** (University of Botswana)
- *Currently Professor at Faculty of Engineering and Technology, University of Botswana*



Mahali Moliehi Morolong (Member)

Term: 1st July 2021 - 30th June 2024

- **Bachelor of Laws (LLB)** (National University of Lesotho, Lesotho)
- **Bachelor of Arts in Law** (National University of Lesotho, Lesotho)
- *Currently Shareholder/ Legal Advisor at Premium Mark Holdings (Pty) Ltd. (Botswana)*



Mercy Conlon-Phuthago (Member)

Term: 1st July 2021 - 30th June 2024

- **Master of Science- Strategic Management** (Derbyshire Business School, UK)
- **Master of Science Computer Information Systems-Networking** (University of Maryland Baltimore County, USA)
- **Bachelor of Science- Computer Information Systems - System Analysis and Design** (University of Maryland Baltimore County, USA)
- *Currently Managing Director at Genuine Quality (Botswana)*



Baalakani Macheke (Member)

Term: 1st Feb 2022 - 31st Jan 2025

- **BSc. (Hons) in Quantity Surveying**, (University of Central England, UK)
- *Currently Principal Quantity Surveyor at Goodhope District Council (Botswana)*

5.0 Corporate Governance

Board of Directors *Continues...*



Kgomotso Kereng (Member)

Term: 1st Feb 2022 - 31st Jan 2025

- **CIMA** (Chartered Institute of Management Accountants, BAC, Botswana)
- **Higher National Diploma in Accounting and Business Studies** (Botswana Institute of Accounting and Commerce, Botswana)
- **Global Executive Development Program** (GIBS and London Business School)
- *Currently a consultant for Exco Consulting (Australia)*



Dr Boitumelo Kgarebe (Member)

Term: 1st July 2021 - 30th June 2024

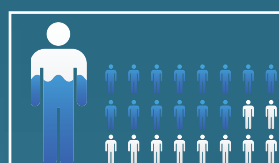
- **Ph.D. in Analytical Chemistry** (University of London, UK)
- **Master of Science in Analytical Chemistry** (University of London, UK)
- **Master of Business Administration - General** (University of Botswana)
- **BSc. (Hons) in Chemistry** (University of London, UK)
- *Currently Head of the Analytical Services Division at the National Institute for Occupational Health (NIOH) (South Africa)*



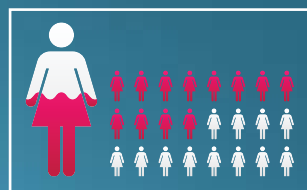
Dr Hildah Molate (Member)

Term: 1st Feb 2022 - 31st Jan 2025

- **Doctor of Chiropractic** (Palmer College of Chiropractic, USA)
- **Master of Public Health** (Curtin University of Technology, Australia)
- **Bachelor of Nursing Science** (University of Botswana, Botswana)
- **Post Basic Diploma in Community Mental Health Nursing** (Botswana)
- **Diploma in General Nursing** (Botswana)
- *Currently Chiropractor at Princess Marina Hospital, World Spine Care Clinic Gaborone*



33.33%
3 Males



66.67%
6 Females



Executive
Management

5.0 Corporate Governance

Executive Management



Prof. Botsalano T. Mosimakoko

Chief Executive Officer

Prof. Botsalano T. Mosimakoko is an Educationist with over 20 years of experience in National and International education systems from Early Childhood to Higher Education. She holds a PhD in Education with concentration in Organizational Studies, Programme Evaluation, Assessment, Policy and Leadership from University of Ottawa, Canada. She also holds a Bachelor of Education and Masters in Education, concentration in Science Education, Evaluation and Curriculum Studies from the University of Botswana. Prof Mosimakoko joined BQA in 2020 as the Chief Executive Officer.

Prof. Mosimakoko is a researcher, Program Reviewer and has conducted evaluation and assessment of educational programmes. She has chaired Research and Evaluation Committees locally and internationally, conducted both qualitative and quantitative research on participatory evaluation, student success, and explored data and how to use it to inform decisions. She is experienced in coordinating and collaborating strategic direction with senior management and full responsibility for ensuring buy-in and continued partnership with key partners. Prof. Mosimakoko has spearheaded programme improvement and delivery to increase cohesiveness, student success, achievement and improved graduation rates. She has been a columnist on "Education Policy in Botswana" in the early 2000s.

Some of her key competencies include Academic and Module Writing, designing and developing contextually based curriculum (e.g., Science Teachers Modules, Teachers' Guide

for Science Teaching), Peer Reviewing for International Associations and Report Writing. She has experience in policy formulation, implementation and designing conceptual/theoretical frameworks, consultation plans, guidelines using data systems to create an information culture in Education, research ethics and privacy, research and evaluation methodologies aligned to Board strategies. Mosimakoko has experience in lecturing locally and abroad.



Mr Ofentse Disang

Acting Deputy Chief Executive Officer

Mr. Ofentse Disang is an educationist with over 25 years of experience in the education sector, spanning teaching, curriculum development, quality assurance, and qualifications framework management. He holds a Master of Business Administration (Service Excellence) from Anglia Ruskin University in the United Kingdom, a Postgraduate Certificate in Business Administration from the University of Wales (UK), a Postgraduate Diploma in Education, and a Bachelor of Arts in Humanities from the University of Botswana.

Mr. Disang joined the Botswana Qualifications Authority (BQA) in various capacities following the transition from the Botswana Training Authority (BOTA), where he initially served as Curriculum Specialist. Over the years, he has held several technical and leadership positions within BQA, including Institutional Support Specialist, Accreditation Specialist, Institutional Audit Officer, Manager of Framework Development and Maintenance, and Acting Director of the National Credit and Qualifications Framework Services. He currently serves as Acting Deputy Chief Executive Officer.

His public service career also includes tenure at

the Ministry of Education and Skills Development, where he worked as Principal Education Officer II – Curriculum Development (Environmental Education) within the Department of Curriculum Development and Evaluation (DCDE). Prior to that, he taught Geography and Social Studies at secondary school level, holding the position of Senior Teacher I in the Humanities Department.

Mr. Disang brings extensive experience in qualifications framework design, institutional audits, curriculum development, and quality assurance. He is passionate about aligning education systems with national development goals through policy implementation, institutional capacity building, and stakeholder collaboration.



Ms. Boitumelo Watlhaga

Director, Finance and Administration

Ms. Boitumelo Watlhaga is a seasoned finance professional with over 28 years of experience, in strategic planning, budgeting, and financial management. She has strong leadership abilities and focus. She has proven the ability to develop and lead high performing teams, implemented robust financial controls as well as leading transformative initiatives such implementation of financial systems, stakeholder engagement, Board reporting and cross-functional collaboration.

She is a Chartered Accountant and a fellow member of the Association of Chartered Certified Accountants (ACCA, UK). She is also an Associate Certified Professional Accountant (ACPA) at the Botswana Institute of Accountancy (BICA).

Ms. Watlhaga joined the Authority in October

5.0 Corporate Governance

2018 as Finance Manager and was appointed Director, Finance and Administration in December 2021. She is currently responsible for leading and managing the financial and administrative functions of the Authority. This includes financial planning, budgeting, accounting, procurement, facilities, and administration services.

Her career started at Collins Newman & Co. attorneys in 1997 as Accounts Assistant. She later joined the National Development Bank in 1999 as Assistant Accountant where she progressed to the position of Finance and Administration Manager in 2009. She has experience in Financial Management, Budgeting and Control, Cost Management, Cashflow Management, Facilities Management, Procurement, Treasury Management, Leadership, People Management, and Performance Management.

Ms. Watlhaga brings wealth of knowledge, strong leadership, strategic thinking, and experience to the BQA Management.



Mr Thabo Mmolai

Director, Human Resources

Mr. Thabo Mmolai is a seasoned Human Resources professional with a strong background in organisational effectiveness, people strategy, and business alignment. He holds a Master of Science in Strategic Management from the University of Derby, a Bachelor of Business Administration (Management) from the University of Botswana, and a Postgraduate Certificate in Enterprise Risk Management from Botswana Accountancy College. He is also certified as a BOS ISO 9001:2008 Lead Auditor by the Botswana Bureau of Standards.

Mr. Mmolai brings over 15 years of experience in Human Capital Management across both the public and private sectors. Before joining the Botswana Qualifications Authority as Director of Human Resources, he served as HR Manager at G4S Botswana and Organisational Effectiveness Practitioner at Tati Nickel Mining Company, where he also held the roles of HR Officer and Graduate Trainee. His career began at Botswana Insurance Company as an Underwriting Graduate Trainee, giving him early exposure to risk and compliance principles.

Throughout his career, Mr. Mmolai has demonstrated expertise in strategic workforce planning, organisational restructuring, performance management, and leadership development. He is passionate about creating agile HR systems that respond to evolving organisational needs while promoting staff engagement and productivity.



Dr Samuel Mosweu

Ag Director, Quality Assurance

Dr Samuel Mosweu is an educationist with over 26 years of experience. He holds a Doctor of Philosophy in Environmental Science from the North-West University (RSA), Master of Science, Post Graduate Diploma in Education, Bachelor of Science from the University of Botswana and Post Graduate Certificate in Quality Assurance in Education from Botswana Open University. Dr Mosweu joined BQA in 2016 as a Quality Assurance Officer where he rose through the ranks.

He is an accomplished researcher and academic who has published several research articles in various journals and presented research papers

at both local and international conferences. He has also participated in several national and international research projects, peer review panels and panel discussions. Dr Mosweu has vast experience in Quality Assurance, Management and Control in education.

He has worked at the University of Botswana as a lecturer from the year 2000-2013 and moved to the University of Fort Hare (RSA) from the year 2013-2016 where he was the Head of Department of Geography and Environmental Science.



Ms Letlhogonolo Paulo

Acting Director, Business Development

Ms. Letlhogonolo Paulo is a highly motivated, resilient, and self-driven Communications and Marketing Specialist and Media Academic with more than 20 years of experience. She is a Corporate Communications and PR professional, experienced in Policy and Strategy Development. She is well-versed in areas such as Publicity and Media Relations, Stakeholder Management, Crisis Management, Brand Management, Marketing, Event Management, Digital Marketing, and Public Speaking, etc.

Ms Paulo holds a Master of Communication (Public Relations) from Limkokwing University of Creative Technology and a Bachelor of Technology in Journalism from the Durban University of Technology (RSA). She also holds a National Diploma in Journalism from the Durban Institute of Technology (RSA). Ms Paulo joined Botswana Qualifications Authority in 2022 as Manager, Communications and Public Relations, and was appointed Acting Director in October 2024.

5.0 Corporate Governance

Executive Management *Continues...*

Ms Paulo's career started at the Durban University of Technology in 2024, where she worked at the Centre for Research and Professional Development as media personnel in 2004. She also worked as a freelancer for the Greater Durban Television. She contributed immensely to the life of the African Perspectives Newspaper (Durban). She has worked as a Columnist and Sub-editor for the defunct Monday Times Newspaper.

In 2007, Ms. Paulo joined Limkokwing University of Technology as a Communications and Media lecturer, where she rose through the ranks over the years to become the Head of the Faculty of Communication, Media, and Broadcasting. In 2017, she was appointed by the University to lead the Academic Management and Corporate Communications team in Sierra Leone. In Sierra Leone, Ms Paulo was responsible for Academic Management and overseeing recruitment, marketing, and corporate communications. Upon her return from Sierra Leone, Ms Paulo was appointed the Coordinator for the Centre for Professional Development (Botswana campus) in 2021. She was instrumental in driving the institution's growth by identifying new opportunities, building strategic partnerships, and expanding market reach.



Ms Boitumelo Mogaleemang
Manager, Internal Audit

Boitumelo Mogaleemang is a seasoned Auditor with over twenty years of experience in both external and internal audit services. She holds a Master of Business Administration and a Bachelor of Accountancy, both from the University of Botswana. She is a member of both the Institute of Internal Auditors Botswana (IIAB) and Botswana Institute of Chartered Accountants. Ms. Mogaleemang joined

Botswana Qualifications Authority in July 2019, as Manager, Internal Audit. She is also an ISO Certified Lead Auditor.

Her career started at Debswana Diamond Company in August 2004, where she was employed on as an Accounts Clerk. She later joined the Office of the Auditor General (OAG) in January 2005 as an Assistant Auditor, where she was responsible for auditing of Local Authorities. She progressed across various positions in the organisation her last being Principal Auditor I- a position she assumed in May 2016 and left in June 2019 at the Francistown Regional Office.

During her fourteen (14) years at the OAG, she became a Change Agent involved in projects aimed at improving the quality of the audit services and ensuring compliance with the International Standards of Supreme Audit Institutions (ISSAIs). In her role she worked with the African Organisation of English-speaking Supreme Audit Institutions (AFROSAI-E) where among other things she participated in reviewing Audit Manuals and capacity building activities that included training other auditors in the English-Speaking region. She was part of the Peer Advise Team for the AFROSAI-E and INTOSAI Development Initiative (IDI) Bilateral support project to SAI Somalia offering training, guidance, and support on Audit Manuals. She was part of the Peer Advise Team for the AFROSAI-E and INTOSAI Development Initiative (IDI) Bilateral support project to SAI Somalia, offering training, guidance, and support on Audit Manuals.



Mr Letlhogonolo Gatang
Acting Manager, Strategy and Programmes

Mr. Letlhogonolo Anthony Gatang is a strategic planning and monitoring professional with a rich blend of experience in project management, quality assurance, and education policy implementation. He holds a Master of Science

in Project Management from The Copperbelt University in Zambia, and a Bachelor of Education in Design and Technology from the University of Botswana. He has also acquired specialised training including a Foundation Certificate in Project Management (University of Cape Town), Green Belt Lean Six Sigma (MF Treinamentos Brazil), and ISO 9001:2015 QMS Lead Auditor certification (Botswana Bureau of Standards).

Currently the Acting Manager of Strategy Management and Programmes at BQA, Mr. Gatang has held several key positions within the organisation including Acting Manager for Quality Management Systems, Projects Monitoring and Evaluation Officer, and Quality Assurance Officer.

His earlier roles include Principal Education Officer II – Inspectorate at the Ministry of Education and Skills Development, where he provided oversight and mentorship in curriculum delivery and compliance. He also worked as a Secondary School Teacher for both Design and Technology and Computer Awareness, where he developed his foundational skills in education delivery and learner engagement.

Mr. Gatang is a Certified Monitoring and Evaluation Professional and has led cross-functional projects aimed at driving institutional performance and evidence-based decision-making. His competencies include strategy development, performance measurement, stakeholder alignment, and institutional effectiveness.



Ms Thato Outlule
Board Secretary

Ms. Thato Outlule is a qualified legal practitioner and corporate governance professional with experience in both the public and financial services sectors. She holds a Bachelor of Laws (LLB) from the University of Botswana and

5.0 Corporate Governance

Executive Management *Continues...*

has completed a Management Development Programme (MDP) with Stellenbosch Business School.

Ms. Outlule currently serves as Board Secretary at the Botswana Qualifications Authority, where she provides strategic support to the Board and its Committees to ensure sound governance and compliance. She brings a strong track record in legal advisory, board management, and institutional governance.

Prior to joining BQA, she was Manager – Governance at Stanbic Bank Botswana Limited, where she was responsible for strengthening corporate governance frameworks. She also served as Manager – Board Services at Botswana Unified Revenue Service (BURS) and previously worked as Senior Legal Officer at Botswana Development Corporation. Her career began as State Counsel II in the International and Commercial Division of the Attorney General's Chambers.

Ms. Outlule's professional strengths lie in corporate law, compliance, governance reporting, contract negotiation, and regulatory advisory. She is committed to advancing transparency and accountability through robust governance practices.



Lesego Lisa Barakanye

Ag. Director, National Credit and Qualifications Framework

Ms. Lesego Lisa Barakanye is an experienced educationist and qualifications expert with a strong background in framework development, quality assurance, and public sector governance. She holds a Master of Science in Strategic Management from the University of Derby, United Kingdom, a Postgraduate Diploma in Education, and a Bachelor of Arts (English) from the University of Botswana. She also holds a Postgraduate Certificate in Enterprise Risk Management from Botswana Accountancy

College, as well as a Management Development Programme certificate from the University of Stellenbosch in South Africa.

Ms. Barakanye has served the Botswana Qualifications Authority (BQA) in several capacities, including Manager of Framework Development and Maintenance, Standards Specialist, and currently as Acting Director of the National Credit and Qualifications Framework (NCQF). In these roles, she has contributed to the development and maintenance of national qualifications standards and instruments that support Botswana's lifelong learning agenda.

Her extensive career includes experience as a Senior Lecturer at the Botswana Institute of Administration and Commerce (BIAC), Assistant Lecturer at the University of Botswana, and Validation Expert under the former Botswana Training Authority. She has also served as a moderator and examiner for various local institutions and has taught Business Communication at BOCODOL, ABM University, and the Institute of Development Management (IDM).

She is a trained ISO 9001 Quality Management System Lead Auditor and has gained international exposure through job shadowing engagements with the Seychelles Qualifications Authority. Ms. Barakanye brings a wealth of experience in curriculum development, quality assurance, stakeholder engagement, and education policy implementation.



Herbert Ronald Thibedi

Manager Risk and Compliance

Ronald Thibedi is a highly experienced leader in risk management, compliance, and assurance services, with a distinguished career spanning over 21 years. His expertise is deeply rooted in robust internal control systems, honed through extensive experience with "Big Four" audit firms, and a comprehensive understanding of

regulatory frameworks.

Mr. Thibedi is pivotal in advancing the BQA's strategic objectives, and his responsibilities include leading enterprise-wide risk management initiatives, ensuring regulatory compliance, conducting thorough risk assessments, and providing critical risk analytics and reporting to executive leadership and board committees.

Mr. Thibedi has worked as the Risk and Compliance Officer at Metropolitan Life of Botswana for over five years, where he was central to coordinating risk management activities, assuring industry and regulatory compliance programs, and overseeing Anti-Money Laundering (AML) & Counter Financing of Terrorism (CFT) initiatives. His extensive career also encompasses impactful roles as an Advisor and Internal Auditor within the Risk and Compliance Services at KPMG Botswana, and various accounting and auditing positions that have broadened his expertise across diverse sectors, including Financial Services, Insurance, Utilities, Retail, Information Technology, and Manufacturing.

Academically, Mr. Thibedi holds a Master of Finance and Control from Amity University and a Bachelor's degree in Accountancy from the University of Botswana. He also holds an International Diploma in Computer Studies from Botswana Accountancy College, advanced diplomas in Risk Management and Project Management, and a Certificate of Proficiency in Long-Term Insurance (COP Longterm). His professional credentials include being a Chartered Global Sanctions Compliance Leader (CGSCL™), a Certified Compliance Risk and Internal Control Manager (CCR™), a Certified Risk Management FMEA ISO 31000 Expert, and an Associate (AIISA) of the Insurance Institute of South Africa. His comprehensive skill set encompasses deep knowledge of IFRS, Financial Reporting Standards, King III, IPPF, corporate governance, financial accounting and analysis, and proficiency in various accounting and data analysis software.

A results-oriented professional, Mr. Thibedi is recognized for his exceptional people skills, high motivation, and unwavering commitment to meeting deadlines while maintaining composure under pressure. His strong analytical capabilities, coupled with excellent communication, negotiation, and report writing skills, enable him to effectively manage relationships and contribute significantly to strategic decision-making.

7.0 Board Chairperson Statement



Gabaake Gabaake
Board Chairperson

7.0 Board Chairperson Statement

It is my honour to present the Botswana Qualifications Authority's Integrated Report and Audited Financial Statements for the 2024–2025 financial year.

This report provides a comprehensive overview of the Authority's corporate performance over the past year, offering valuable insights into our strategic achievements, operational milestones, and financial stewardship. It reflects not only our commitment to transparency and accountability but also the resilience and dedication of the entire BQA team in navigating a challenging fiscal environment.

Despite financial constraints, the Authority has remained steadfast in its mandate, and this report captures the progress made in strengthening the National Qualifications Framework and enhancing the Quality Assurance System.

I invite you to engage with the report as we reflect on the year's accomplishments and reaffirm our commitment to quality education and training in Botswana.

The Authority's Mandate

At the heart of the Botswana Qualifications Authority (BQA) lies a clear and purposeful mandate: of providing for and maintaining the National Credit and Qualifications Framework (NCQF), ensuring that all qualifications are coherent, credible, and aligned with both national development goals and international standards. Furthermore, BQA's mandate covers coordinating the Education, Training, and Skills Development Quality Assurance System—safeguarding the quality, relevance, and integrity of education and training across all sectors. and coordinating the quality assurance system across all education and training providers in Botswana. This mandate is central to our role in shaping a skilled, competent, and competitive workforce that meets national and global demands. Our mandate positions BQA not only as a regulator but as a catalyst for transformation in Botswana's education and training landscape.

Our vision *"To be a catalyst for the development of a world-class education and training environment for learners", reflects our aspiration to inspire excellence, drive innovation, and empower learners to thrive in a competitive global environment. To achieve this, we rely on our core values—the principles that shape our culture and drive our success:*

- **Customer Focus:** We are committed to serving our stakeholders with empathy, responsiveness, and professionalism, ensuring that their needs remain central to our service delivery.
- **Innovation:** We embrace change and continuously seek smarter, more effective ways to enhance our systems, processes, and impact.

- **Accountability:** We uphold the highest standards of integrity and transparency, taking full responsibility for our actions and decisions.
- **Inclusivity:** We believe in equitable access to quality education and training for all, regardless of background or circumstance.
- **Teamwork:** We foster a collaborative spirit, recognising that our collective efforts are essential to achieving sustainable and meaningful outcomes.

Together, our mandate, vision, mission, and values form the foundation of a resilient, forward-looking Authority—one that is committed to building a quality-assured education and training system that transforms lives and contributes to national development. For the period under review, the Authority registered 70 qualifications on the Framework, with a total of 997 qualifications from inception. 147 Learning programmes were accredited for the year 2024/25 and a cumulative total of 941 LPs have been accredited from inception.

Strategic Focus

Over the past year, BQA has advanced its strategic priorities by strengthening the National Credit and Qualifications Framework, enhancing digital service delivery through commencement of the Enterprise Resource Planning (ERP) project, and deepening stakeholder engagement. These efforts are aligned with national development goals and are central to our mission of developing, implementing and maintaining the NCQF and coordination of Botswana's education, training and skills development quality assurance system.

Our governance remains robust, guided by transparency, and accountability. The Board has ensured that risk management, compliance, and sustainability are embedded in our operations and decision-making even though the Risk and Compliance function is relatively new, our dedication to this cause is high.

Beyond regulatory achievements, we are proud of our growing social impact supporting inclusive access to learning, promoting lifelong learning and integrating digital skills into our operations for both qualifications and quality assurance systems. These initiatives reflect our broader role in shaping a resilient, skilled, and inclusive society. Looking ahead, BQA will continue to innovate and collaborate to ensure our qualifications and quality assurance systems remain relevant in a rapidly evolving global landscape. We are committed to delivering value for all stakeholders today and into the future.

Reflecting on the year 2024/25

The 2024/25 financial year was a pivotal period for the Botswana Qualifications Authority (BQA), marked by both strategic achievements and operational challenges. Despite a constrained environment, the Authority remained resolute in advancing its mandate of promoting quality education and training in Botswana.

Strategic Achievements

Legislative and Regulatory Developments: BQA made good progress in the review of the BQA Act and its Regulations, strengthening the legislative framework for qualifications and quality assurance in Botswana. Subsequent to submitting the draft review of the BQA Act, we went a step further to review our Regulations which have since been submitted to the Ministry of Higher Education for consideration

Norms and Standards: Following the development of Higher Education Norms and Standards for promoting consistency, transparency and accountability in the provision of education and training providers (ETPs). The project has now been rescoped to include the TVET Norms and standards in an endeavour to support the Ministry of Higher Education's TVET drive.

Cybersecurity Project: Since the digital threat is on the rise, in response to growing digital threats, BQA advanced its cybersecurity initiatives, enhancing the protection of its digital infrastructure and safeguarding sensitive data.

Enterprise Resource Planning (ERP)

Project: A major milestone during the year was the commencement of the ERP project, aimed at streamlining internal processes, improving data integration, and enhancing service delivery. This project is expected to significantly boost operational efficiency and stakeholder engagement.

Challenges Encountered were mainly a decline in government funding which posed financial constraints, requiring the Authority to prioritize initiatives and optimize resource utilization. One other challenge was the rise in **non-compliance cases among Education and Training Providers**, necessitating intensified reflection on the Authority's regulatory oversight methods and interventions that would drive ETPs to uphold quality standards.

Despite these challenges, BQA demonstrated resilience and strategic focus, delivering on key initiatives that lay the groundwork for a more robust and future-ready education and training system in Botswana.

8.0 Chief Executive Officer Statement



Boitumelo Watlhaga
Ag Chief Executive Officer

8.0 Chief Executive Officer Statement

It is my distinct pleasure to present an overview of the Botswana Qualifications Authority's Annual Integrated Report for the financial year 2024/25.

The report provides a detailed account of the Authority's corporate performance, strategic priorities, and financial position in the prior year. It reflects our continued efforts to deliver the Botswana Qualifications Authority's mandate amidst a constrained fiscal environment. It further highlights progress made in strengthening regulatory oversight, enhancing stakeholder engagement, and improving service delivery.

The Authority remains committed to building a robust and credible National Credit and Qualifications Framework and a formidable Quality Assurance System that supports the development of an educated, skilled and competitive nation.

The insights contained in this report are a testament to the dedication of our staff, the guidance of our Board, and the support of our partners. I trust that this report will provide stakeholders with a clear understanding of our achievements and challenges.

Strategic & Operational Highlights

The Authority is unwavering in its commitment to exceed the expectations of our customers and stakeholders through focused execution of our strategic plan. We strive to continually improve our services in an endeavour to deliver high quality services, foster innovation, teamwork, and uphold excellence.

Some of the key projects such as the Business Process Re-design (BPR), Norms and Standards for the Recognition of Higher Education Providers, Enterprise Resource Planning (ERP) projects, were strategically selected to advance our goal of achieving operational efficiency within the organisation and have made significant progress.

The Norms and Standards for the Recognition of Higher Education Providers are a regulatory instrument critical to ensuring transparency and accountability in the quality assuring the education and training sector. Education and Training Providers will be expected to meet the standards prescribed in the Norms and Standards for the Recognition of Higher Education Providers Instrument once they are launched.

Our commitment to enhancing our organisational culture is reflected in our ongoing initiatives to promote talent. The Talent Management and Succession Planning Strategy was approved during the financial year under review. The strategy aims at enhancing our effort to attract, develop, and retain a high Caliber workforce critical to achieving our organizational goals.

The Authority further embarked on the review of the BQA Act and regulations and the project is on going. The review aims to address legislative gaps and align our regulatory framework to be responsive to emerging regulatory challenges.

To optimize our functional units into a cohesive value chain, ensuring alignment with our mandate and fostering a fit-for purpose organisational structure, the Authority is undergoing an reorganizational review and restructuring. The Organisational Review Project is still at an initial stage. The aim of this project is to ensure functional effectiveness and operational efficiency which will deliver a more agile and responsive organisation.

Our people

At the heart of the Botswana Qualifications Authority (BQA) is a dedicated team of professionals committed to excellence, integrity, and service. Our staff is driven by a shared vision to enhance the quality, integrity and credibility of education and training in Botswana. Through teamwork, innovation, and a strong work ethic, BQA employees continuously strive to deliver on our mandate and contribute meaningfully to national development.

Commitment to Corporate Governance

BQA is deeply committed to upholding the highest standards of corporate governance. We operate with integrity, ethical leadership, and sound risk management. We actively promote a culture of accountability, zero tolerance for corruption, and continuous improvement through internal and external audits. The Authority has adopted King IV Code in implementing ethical practices, ensuring performance, and creating sustainable value

Outlook and Future Prospects

Through a series of collaborative initiatives and partnerships, we will continue to strengthen our collaborations within the education and training sector, nationally, regionally and internationally. These collaborations are crucial as they enhance our capacity to influence and adapt to global education trends and standards

Further, moving forward our focus will be to leverage on digital innovation and process improvements to enhance regulatory effectiveness, transparency, accountability and trust on the achievement of the BQA mandate. To remain agile and responsive in regulating the education and training system, the Authority has and is in the process of integrating digital solutions into its Quality Assurance and Qualifications Frameworks. This comes as a response to the transformative wave of the Fourth Industrial Revolution. By taking a lead in this space, our ETPs would be encouraged to embrace online learning platforms, virtual learning environments, and AI-driven tools.

Appreciation

I wish to extend my sincere appreciation to the BQA Management and staff for their steadfast commitment and hardwork. To our Board of Directors, thank you for your visionary leadership and unwavering support. Your resilience and dedication have been commendable and inspiring. Despite the challenges, you have continued to uphold the Authority's mandate with integrity and diligence.

Conclusion

As we look ahead, I am confident that the same spirit of perseverance and excellence will continue to guide our work. Let us remain united in purpose and steadfast in our pursuit of a robust and credible national qualifications framework and, a formidable Education, Training and Skills development Quality Assurance System for Botswana.

Boitumelo Watlhaga
Acting Chief Executive Officer

9.0 BQA Value Creation Model

BQA Creates Sustainable Value

Botswana Qualifications Authority relies on the six capitals to create financial and non-financial outcomes. The Authority draws on these relationships and resources to create value for its stakeholders. The Authority's Value Creation Model (VCM) is intended to show how we deploy and transform these capitals through our activity's outcomes and outputs. We summarise our activities, products, services into five sections being Inputs, Business activities, Outputs, Outcomes and impact or shared value for stakeholders.

Our Core Activities

Provide for, and maintain, the National Credit and Qualifications Framework (NCQF)

- Register Qualifications
- Evaluation of Qualifications
- Registration and accreditation of Assessors and Moderators

Coordinate the Education, Training & Skills Development Quality Assurance System

- Register and Accredite Education Training Providers
- Register and Accredite Learning programmes

Effective delivery of the Quality Education, Training & Skills Development

- Monitoring and Compliance

Effective engagement with external stakeholders

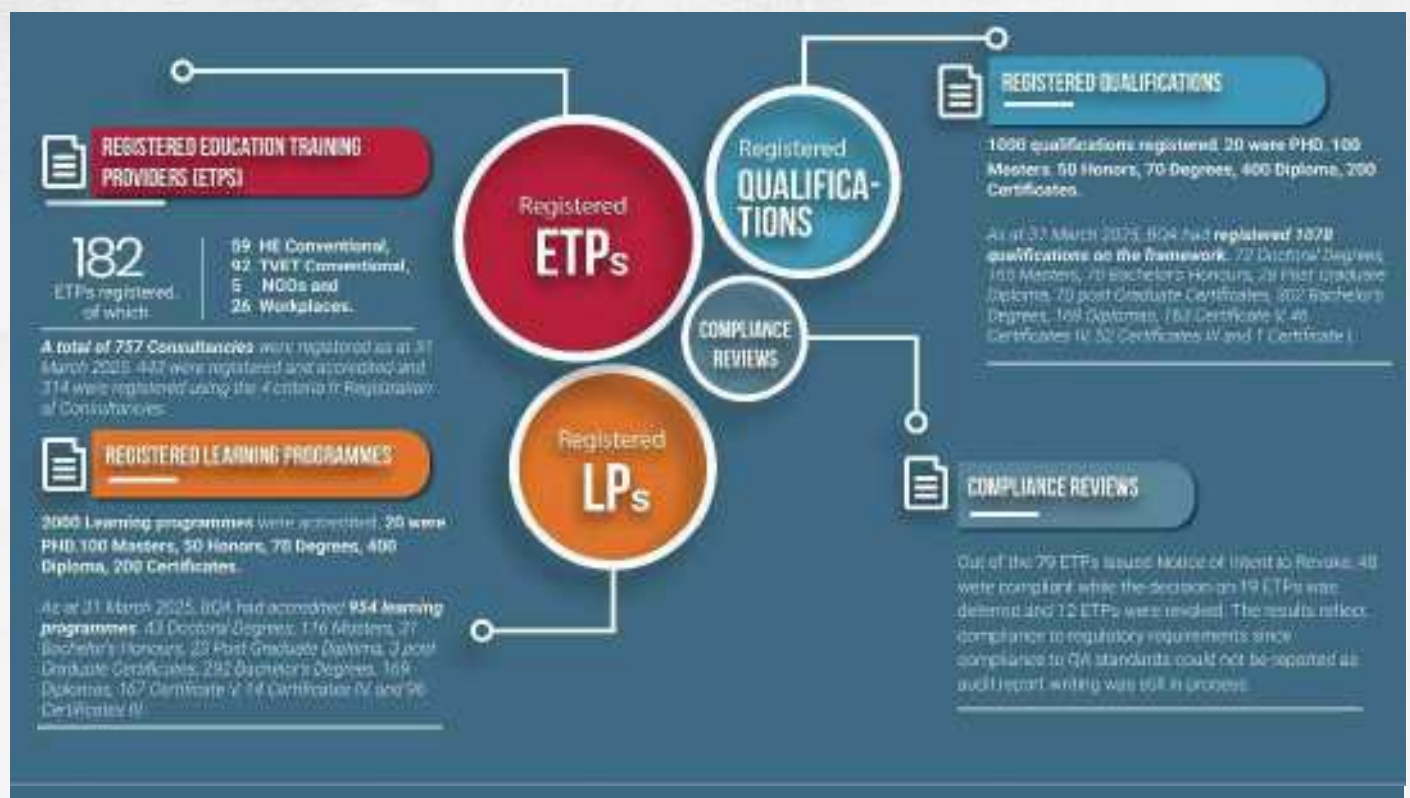
- Learner protection and empowerment
- Research with social impact

Effective and proactive administration and communication

- Internal communication and employee engagement
- External communication, regulation publications and presentations



Our Outputs as a Regulator



9.0 BQA Value Creation Model

Six Capitals

Table 7: Business Model

Capital	Inputs	Outputs	Outcomes	Impact/Shared value for stakeholder
 Financial: Strategically allocating financial resources to priority areas creates value and enables the Authority to maintain the NCQF and Coordinate the Education, Training & Skills Development Quality Assurance System	First stream - Government Subvention, amortised grants Second stream - BQA Services Third stream – Investment income	85% of Total Income 11% of Total Income 4% of Total Income	<ul style="list-style-type: none"> Enhanced funding for National Credit and Qualification Framework maintenance and Quality assurance services Long term financial sustainability from effective management of financial capital Accumulated Surplus funds for the year. 	Global competitiveness of Botswana Appropriate skills and human and social development Sustainable economic Development Continued delivery of the Authority's mandate in line With the Country's Vision 2036
 Human: Our employees are the driving force behind BQA success and value creation. We encourage an environment that cultivates excellence and empower employees to reach their full potential.	Improving leadership capability Enhance skills and knowledge Attracting and retaining talent	Staff costs P73,140,099. Developed Talent management and succession strategy P93,500.00	<ul style="list-style-type: none"> Career progression Retention of critical skill Employee wellbeing 	Committed and knowledgeable team
 Intellectual: BQA is a unique organisation where value creation comprises knowledge and expertise. We leverage on this invaluable resource.	Development of Cyber Security Framework Maintain adequate Internal controls Keep up to date policies and procedures	Development of Cyber Security Framework P1,082,385 <ul style="list-style-type: none"> 35 reviewed and improved processes 5 policies developed and approved 	Enhanced operational efficiency, ability to ensure regulatory compliance. Ability to identify vulnerabilities, strengthen defence, and improve overall security posture.	High standards in quality assurance of the education system Improved standards of quality assurance of education system
 Manufactured: We develop and maintain our manufactured capital (buildings, equipment and technology) to create an environment where our core activities take place.	Awarded a tender for implementation of an Enterprise Resource Planning System	Commencement of the ERP project implementation to automate key processes	<ul style="list-style-type: none"> Increased adoption of digitalization and transformation. Conducive work environment and Improved operational efficiency 	Improved confidence in the quality of the service offered by the authority Improved standards of quality assurance of education system
 Social and Relationship: The extensive networks we cultivate with various stakeholders hold immense value. Nurturing these connections creates opportunities for collaboration, knowledge and resource sharing. This enhances our reputation and drives positive societal impact.	Employee engagement and motivation Partnerships and collaboration with professional bodies and State-owned Entities contribute to our success and impact.	Participation at BUIST Conference Developed Norms and Standards for Higher Education P457,242	Improved stakeholder linkages. Facilitated collaboration, knowledge sharing which improved quality assurance of the education training and skills development.	Prevention against data breaches, malware attacks, and other cyber threats, ultimately protecting sensitive information and maintaining business continuity.
 Natural: We are committed to promoting environmentally sustainable and responsible usage of natural resources.	Optimise water consumption by using grey water for the garden. Installed energy saving bulbs and day light switches to reduce electricity consumption.	13% Reduction in electricity and water cost	<ul style="list-style-type: none"> Driving towards paperless operations 	

10.0 Corporate Strategy

Our Strategy 2024-2025

Our Overall Corporate performance as at 31 March 2025 reporting year marks the conclusion of the Botswana Qualifications Authority's (BQA) three-year corporate strategy, EVOKE (2022–2025)—a transformative roadmap that has guided the Authority's efforts to strengthen Botswana's education and training quality assurance ecosystem.

The EVOKE Strategy was developed through a comprehensive and inclusive process that integrated insights from a PESTEL analysis, SWOT assessment, and extensive feedback from our valued customers and stakeholders. This approach ensured that the strategy was both evidence-based and responsive to the dynamic external environment and internal capabilities.

Through our strategic thinking process, we found it befitting to embrace **Equity, Vision, Outcome, Knowledge, and Engagement** into our strategy which gave birth to the acronym EVOKE detailed as:

EQUITY	VISION	OUTCOME	KNOWLEDGE	ENGAGEMENT
<ul style="list-style-type: none"> Promote culture of fairness, quality of service, access of learners. Equity seen across all levels of ETPs, Students, Faculty, and Governing bodies. 	<ul style="list-style-type: none"> Education that supports learning and well-being Integrating education for sustainable development and use of Indigenous Knowledge-Disruptive technology for innovative minds. Learners with characteristics and skills needed to succeed in the world. Education and training for success- Inspiring Learning Environments. 	<ul style="list-style-type: none"> Measuring quality and student success Expansion & strengthening collaboration with stakeholders to strategically support improved access and learner success. Capitalize on the number of outreach activities and quality by regular, and sustainable working relationship. More coordination to mitigate expectation that burden the organization. 	<ul style="list-style-type: none"> Measuring students' achievements and success Expand and strengthen collaboration with students to strategically support their engagement in their learning programmes. Draw on collaborations to internally develop student success framework. 	<ul style="list-style-type: none"> Measuring students' Engagement through their voice Promote learning programmes that foster resilience. Draw on collaborations to internally develop student success framework.

EVOKE was anchored on three strategic themes:

- Organizational Renewal: Focused on cultivating a high-performing and engaged workforce through cultural transformation and structural alignment.
- Operational Efficiency: Prioritized the development of streamlined processes, robust policies, and digital systems to enhance service delivery.
- Shaping BQA's Future: Emphasized proactive stakeholder engagement and strategic foresight to ensure institutional resilience and relevance.

These themes were operationalized through the strategic objectives, ranging from

- Enhancing performance culture,
- Improving Leadership Capability,
- Driving talent Management,
- Creating an open and Consultative Environment,
- Improving Service Delivery through process and Technology Enhancement,
- Adhering to the Annual Performance Plan, and
- Playing a Proactive role in Shaping BQA's future Operating Environment and Conditions.

Throughout the strategy period, BQA implemented a suite of strategic projects, including the development of Norms and Standards for Higher Education, the rollout of an Enterprise Resource Planning (ERP) system which at the reporting time was at confirmation of Statement of User Requirements (SOUR), the review of the BQA Act and Regulations and Implementation of the Cyber Security. These initiatives were instrumental

in driving performance, improving turnaround times, and aligning BQA's operations with national development priorities and international best practices.

As EVOKE concludes, BQA reflects on the significant institutional gains achieved and the strengthened foundation laid for the next strategic cycle. The Authority remains committed to continuous improvement, innovation, and stakeholder collaboration as it transitions into a new phase of strategic planning and execution.

Performance

Results Chain Framework

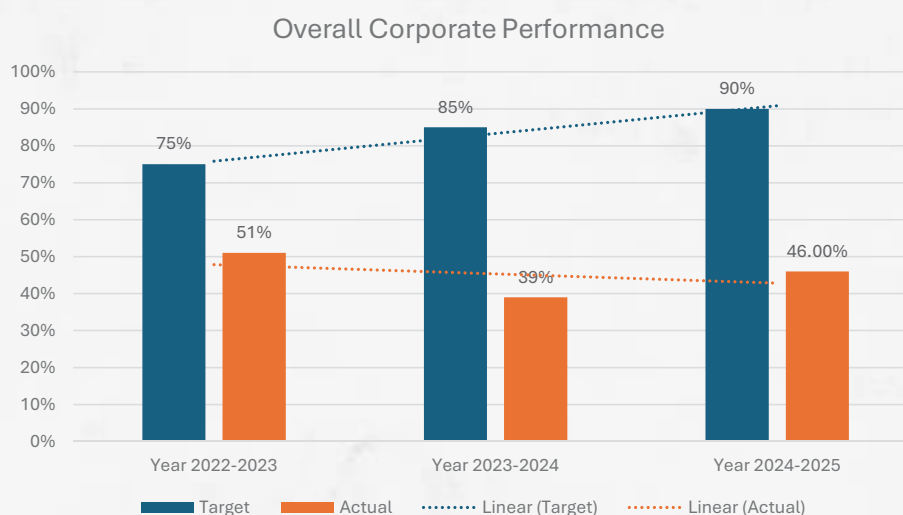
The EVOKE Strategy was structured around a Results Chain Framework that linked strategic inputs to measurable outcomes. Through this framework, the Authority ensures that every action taken is purposefully aligned with its strategic objectives and national development priorities. It also supports performance monitoring, accountability, and continuous improvement.:

- Inputs: Financial and Human Resources.
- Activities: Strategic projects and initiatives aligned with national and international priorities.
- Outputs: Improved service delivery, stakeholder engagement, and regulatory frameworks.
- Outcomes: Enhanced quality assurance, stakeholder satisfaction, and institutional performance.
- Impact: A world-class education and training environment for Learners.

10.0 Corporate Strategy



Corporate Performance trends for the past 3 years of the strategy



Summary of Performance

Key performance highlights for the year 2022-2023

- 76% of Legacy Qualifications were registered on the framework against a target of 100%. This was for our Big Hairy Audacious Goal (BHAG) of 100% registration legacy qualifications on to the NCQF in 12 months.
- The Authority continued its quest for improved stakeholder engagement through public consultative meetings with Business Botswana, Professional Bodies, Ministerial briefings. We played a pivotal role at the BHRDS career fair and the Ministry of Education's TVET symposium.
- Key Service Stats

Table 8: Key Performance Highlights for the year 2022-2023

Item	No
Qualifications Registered on the NCQF	297
ETPs Registered and Accredited	30
Accredited Learning Programmes	313
Evaluated Qualifications	1019
Registered and Accredited Assessors and Moderators	655

Key Performance Highlights for the Year 2023-2024

- 94% of Legacy Qualifications were registered on the framework against a target of 100%. This was for our Big Hairy Audacious Goal (BHAG) of 100% registration legacy qualifications on to the NCQF in 12 months.
- Commencement of the Business Process Redesign Project resulting in the improvement of Turn around times of 14 days for Evaluation of Qualifications and Assessor and Moderator services. Other projects that were progressive during this term were Talent management, Norms and Standards, BQA Act and Regulations Review.
- Key services stats

Table 9 Key Performance Highlights for the year 2023-2024

Item	No
Qualifications Registered on the NCQF	116
ETPs Registered and Accredited	87
Accredited Learning Programmes	450
Evaluated Qualifications	813
Registered and Accredited Assessors and Moderators	846

1. 72% of Legacy Qualifications were registered on the framework against a target of 100%. This was for our Big Hairy Audacious Goal (BHAG) of 100% registration legacy qualifications on to the NCQF in 12 months.
2. Cyber Security Framework Project has been completed and has beginning to yield results as it has been able to thwart attempted cyber-attacks from external players from China and Russia. ERP project has been launched which would improve service delivery and turnaround times.
3. In a quest for quality education, the Authority Collaborated with BIUST to host an International Conference on Engineering Education and Management in September 23rd -24th - 2024

Table 10: Key Performance Highlights for the year 2024-2025

Corporate Performance 2024-25

Overall Corporate 31 March 2025

	Target	Actual	Weight	Weight Score	Corporate Score
CUSTOMER	85%	24%	35%	8.4%	<div><div>45.8%</div><div>Target 90%</div></div>
FINANCIAL	85%	62%	20%	12.5%	
INTERNAL PROCESSES	95%	54%	30%	16.1%	
LEARNING & GROWTH	95%	59%	15%	8.9%	

Key Legend:

Exceeds Target Above 101%	On Target 85%-100%	Moderate 65%-84%	Below Target 64% and below	Not Implemented/ Not Measure
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The corporate performance for 2024_25 recorded an average score of 45.8 % which is below the target of 90 %, a slight improvement of 7% from the results of 2023-2024 which were 39%, and a drop of 5% from the results achieved in the first year of the strategy, 2022-2023. Customer perspective which had 2 objectives scored 24 % against a target of 85 %, Financial perspective had 1 objective and scored 62 % against 85 % target. Internal processes target of 95 % could not met as the Authority scored 54 % and learning and growth managed to score 59 % against the target of 95 %. It is concerning that the Authority has failed to meet target on all its objectives but there is significant progress in some of the initiatives and/or measures and areas for improvement will be noted and planned for in year 2025-26.

Compliance to Turn around times (TATs), Auditing of Legacy programmes, ETPs audited/Compliance to QA Standards, Learning and Development Plan, Staff engagement.

The Authority needs to be strategy focused and ensure that Management communicates strategic issues in all the gatherings and change management efforts are geared towards strategic issues. A deeper strategy evaluation is required to unearth any underlying issues affecting the Authority's strategy performance.

10.0 Corporate Strategy

Table 11: Performance Analysis

BSC Perspective	Strategic Objective	Target (2024/25)	Actual (2024/25)	Results	Performance Analysis
Customer	To Play a Proactive role in shaping BQA's Future Operating environment and conditions.	80%	18%	22%	<p>Analysis</p> <p>Developed Service Level Agreements to assist in the monitoring of turn around times. The Authority has conducted Tracer study to measure the relevance of Qualifications and LPs in the market and analysis of results is ongoing. The last customer satisfaction survey was done in 2023/24, and implementation of recommendations is ongoing. Management decided to do the survey every 2 years to allow for implementation of recommendations and measure impact made. Depending solely on customer survey to gauge and provide data for this measure has been detrimental to its performance. Although the survey was not conducted, there is customer feedback report which is produced every quarter showing how service was provided and as of Dec 2024, it was at 71%. More efforts and methodologies of getting customer feedback needs to be employed throughout the year to inform and measure the customer experiences that would inform status and suggest areas of improvement. Failure by BQA to attend these important conferences means missed opportunities for peer review and engagements to gain support on similar issues</p> <p>Issues</p> <p>Scheduled conferences/conventions conferences could not be attended due to budget reprioritization (cost savings measures). Additionally, two high level impact surveys on Relevance of NCQF Qualifications and accredited learning programmes to the market of Botswana and Evaluation of the implementation of the NCQF could not be carried out as planned as Management is revisiting the modalities and magnitude/scope of the research.</p> <p>Mitigation & Actions for the future</p>
	To adhere to the annual budget.	85%	48%	62%	<p>Analysis</p> <p>Expenditure was reduced by 14% as a response to government call on cost cutting. Generated income of 3.3m against a target of 2.2m through fixed deposit and other miscellaneous avenues.</p> <p>Issues</p> <p>Subvention reduced by 50%, Missed planned income by 18%. Projects expenditure very low. Tight budget controls causing plans to be abandoned , Uncertainties in funding, Projects delayed due to low expenditure.</p> <p>Mitigation & Actions for the future</p> <p>Implement third stream income generation strategy, Explore funding avenues apart from government. Implement Project Management Policy and Framework. Implement and monitor SLA and OLA.</p>



10.0 Corporate Strategy

BSC Perspective	Strategic Objective	Target (2024/25)	Actual (2024/25)	Results	Performance Analysis
Learning and Development.	To enhance the performance culture.	90%	23%	26%	<p>Analysis</p> <p>The results show a noticeable improvement in the staff satisfaction index which was recorded at 62.6 % compared to 38.2%. This may be to efforts in staff engagements through quarterly Tekodiso meeting, continuous information sharing through BITRIX and emails. However, implementation of the action plan and recommendation is still underway. On staff engagement level is still low, at 49.7% and this can be translated to the low numbers in average staff performance and organizational performance achieved. Organizational review project has taken longer than expected to be implemented and this has affected the employees development, productivity and overall organizational performance.</p> <p>Issues</p> <p>The Authority still experiences challenges in the implementation and monitoring of this objective. Poor work performance presents numerous challenges, including decreased productivity, lower employee morale, increased turnover, and potential damage to employee-employer relations. Insufficient meaningful employee engagement and gaps in communication means the employee are unable to fully maximize their potential. The issue of undefined and properly constituted performance management system is one contributing factor that BQA fails to address poor performance effectively and continues to face ongoing challenges and a cycle of underperformance. Moreover, delay in the organizational review project has affected the employees' morale and performance and poor service delivery persist.</p> <p>Mitigation & Actions for the future</p> <p>The authority has to expedite organizational review project which has affected issues of operational structures for implementation of the mandate. Additionally, BQA will develop and implement a robust Performance Management System (PMS) policy including the development and implementation of an Employee Value Proposition (EVP).</p>
	To improve leadership capability.	90%	21%	23%	<p>Analysis</p> <p>Only Four (4) trainings were done at a total cost of P232, 373.88 leaving a balance of P998, 622.12, translating to 2.4 % adherence level. A lack of training within an organization leads to a number of workplace issues such as reduced efficiency, lower employee morale, and potentially unsafe work environments, ultimately impacting productivity, profitability, and employee retention. Untrained employees or the pressure to perform duties without the necessary skills and tools may lead to tasks taking longer to complete due to struggles with complex processes hence lack of adherence to turn around times.</p> <p>Issues</p> <p>Implementation of Learning & Development Plan only utilized 2.4 % (P232, 373.88) training budget P1,231,000, only having managed to carry out 4 trainings This was mainly due to cost containment measures. This translated to staff not being developed and trained as planned thus failing to address performance and skills gaps identified.</p> <p>Mitigation & Actions for the future</p> <p>Leadership targeted training and mentorship will be considered in FY 2025/26 to augment leadership gaps identified. Training and development, leadership capacity building, coaching & mentoring, career development and regular employee engagements were some of the key issues or recommendations in the last 360° survey. This will be implemented as per the action plan developed in year 2025/26. Management appreciates that having a strong training and development plan is essential for recruitment and retention of employees and efforts will continue to be put in place to ensure employees receive such admits the hard financial times.</p>

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BSC Perspective	Strategic Objective	Target (2024/25)	Actual (2024/25)	Performance Analysis
To drive talent management.	45%	50%	111%	<p>Analysis</p> <p>5 prioritized positions were all filled by internal employees were promoted in 2024 for the positions of Director-NCQFS, Manager- Framework Development & Maintenance, Manager-Institutional Audit, Manager-Procurement Oversight, Human Resources Officer and Procurement Officer. Moreover, the Authority managed to conduct onboarding for the 10 employees who joined the Authority in 2024 and another batch of employees who joined between 2022-2023 who did not get proper on boarding at the time of their employment within the Authority.</p> <p>Issues</p> <p>Implementation of the Recruitment Plan only focuses on prioritised positions because of the ongoing Organisation Review project hence the high vacancy rate noted. Implement Learning & Development Plan: Only 2.4 % of targeted L & D plan was implemented. This has led to staff not being developed and trained as planned thus not addressing performance and skills gaps identified. Although the Talent Management & Succession Strategy has been developed its implementation will be done once approved by the Board of Directors.</p> <p>Mitigation & Actions for the future</p> <p>The implementation of the Talent & succession planning strategy once approved will address some of the challenges. The Authority only focused on one aspect of internal hire and did not take consideration of other facets of talent management such as succession planning, employee onboarding initiatives, coaching and mentoring efforts, and performance management and rewards systems. These will help in identifying, developing and retaining future leaders within the organizations.</p>



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Corporate Strategic Projects

Project KPI	PR 01 Norms & Standards	PR 02 BPR	PR 03 Talent Management	PR 04 ERP	PR 05 Org Review	PR 06 Act Review	PR 07 Cyber Security	PR 08 Auditing of Legacy LP
Schedule	95% ●	100% ●	100% ●	20% ●	50% ●	75% ●	95% ●	10% ●
Approved Budget	P1,504,200.00	P1,111,400	P165,000	P16,000,000	P32,000,000	P500,000	P1,276,800	P4,045,000
Budget Spent	P457,242.20	P1,109,151	P93,500	P2,850,855	P618,979	P301,584	P1,060,686	P10,172

Eight (8) strategic projects were carried out during the period under review and two have been completed namely, Business process reengineering and Talent Management and Succession Planning Strategy. The development of the Norms and Standards for Higher Education is at 95 % complete together with Implementation of the Cyber Security Framework. The remaining projects are at different stages of implementation but though behind schedule there is some traction. The projects that are currently red flagged are implementation of the Organizational review and Auditing of Legacy Learning Programmes. Although projects seem to be going on, projects budget spent is very low at 12 %.

Performance by Key Services

Institutional Audit Performance 2024/25

The following are the activities that the Institutional Audit Division undertook in the 2024/25 financial year.

Evaluation of Annual Reports

Registered and Accredited Education and Training Providers (ETPs) submitted annual reports to the Authority as requested for the execution of a requirement of the Botswana Qualifications Authority (Registration and Accreditation of Education and Training Providers) Regulations, 2016 Regulation 13, which states that: 'The Authority shall monitor, and audit registered and accredited education and training providers...'

Twenty-six (26) annual reports were evaluated and feedback given to the ETPs in the 2024/25 financial year. Most of the submitted annual reports lacked a portfolio of evidence to substantiate the claims made by the ETPs in their reports. Some of the ETPs did not report on what transpired in the reporting year but just provided a general overview of their plans and processes. The Division has resolved to capacitate ETPs on how to report during interactions with ETPs through virtual meetings and during the planned on-site audits.

Compliance Checks

The Division embarked on compliance checks of different requirements like legal status (CIPA registration), payment of annual fees, submission of annual reports, and accreditation of learning programmes within 12 months of registration. Non-compliant ETPs were written with intent to revoke letters. Ninety-four (94) intent to revoke letters were dispatched to ETPs with the majority of ETPs being those which did not pay annual fees and those that did not submit annual reports.

Table 13: Annual Fees paid from April 2024 to March 2025

Period (2024/25)	Amount (BWP)
Q1	96,000.00
Q2	236,000.00
Q3	143,600.00
Q4	248,000.00
Total	723,600.00

Monitoring of Corrective Action Plans (CAPs)

Monitoring of CAPs was done with some CAPs being closed after verifications and some still pending as some gaps remained unattended. Thirty-one (31) CAPs were monitored and with only sixteen (16) being closed. The observation made is that ETPs don't prioritize closure of audit findings and take too long to close the findings. The division has resolved to closely monitor the closure of these CAPs during the conduct of statutory audits.

Auditing of Education and Training Providers (ETPs)

There were no audits planned for the 2024/25 financial year as focus was on inception of statutory audits and preparatory work was done to initiate the conduct of statutory audits. A pre-audit workshop was conducted for reviewers to familiarize them with the audit process and other aspects

10.0 Corporate Strategy

regarding conduct of audits. Self-evaluation reports were requested from ETPs, and some ETPs submitted while some did not. Seventy-three (73) requests for submission of SERs letters were dispatched to ETPs and only thirty-five (35) managed to submit. More than half of the ETPs failed to submit SERs and this could be attributed to payment of audit fees that is supposed to accompany the submission of the SERs.

Management of Complaints and Investigations

The division received some complaints and investigations to resolve. Nineteen (19) complaints and investigations were received and seven (7) were resolved. Some complaints take longer than expected to be closed because of some missing information and delayed responses from ETPs.

Evaluation Of Qualifications Performance

Botswana Qualifications Authority continues to receive applications for evaluation of qualifications for different purposes including employment, further studies, registration with professional bodies, and immigration, amongst others. The applications are categorised as applications for evaluation for Local Qualifications for verification and External Qualifications for recognition. The annual target for both local and external qualifications evaluation was set at 95% of the received applications]

Applications for Evaluation of Local Qualifications

During the year under review, the Authority received a total of 1105 applications for evaluation of which a total of 931 were evaluated, 51 were not complete and were closed, and 64 were yet to be evaluated.

Table 14: Number of Local Qualifications Received for Evaluation

	2024/25
Qualifications Brought Forward from previous year	40
Qualifications Received during the year under review	1065
Total	1105
Qualifications Evaluated	931
Closed applications	53
Pending as at 31 March 2025	121

Applications for Evaluation of External qualifications

During the year under review, the Authority received a total of 439 applications for evaluation, of which a total of 378 were evaluated, 12 were not complete and were closed, and 49 were yet to be evaluated.

Table 15: Number of Local Qualifications Received for Evaluation

	2024/25
Qualifications Brought Forward from previous year	14
Qualifications Received during the year under review	425
Total	439
Qualifications Evaluated	378
Closed applications	12
Pending as at 31 March 2025	49

During the year under review, the Authority received a total of 666 external qualifications for evaluation of which a total of 553 were evaluated, 41 were incomplete and were closed, and 72 were yet to be evaluated.

Table 16: Number of External Qualifications Received for Evaluation

	2024/25
Qualifications Brought Forward from previous year	26
Qualifications Received	666
Total	666
Qualifications Evaluated	553
Closed applications	41
Pending as of 31 March 2025	72

Evaluation of Qualifications by Countries of Origin

In the year 2024/25, most of the external qualifications evaluated were from United Kingdom at 25.5% followed by South Africa 15.8%, India (11.3%) and the rest 14.1% were distributed sparingly across other parts of the world. Most qualifications are from the United Kingdom, South Africa and India because some local Education and Training Providers are affiliated to institutions and/or awarding bodies in the three countries. The evaluated external qualifications were distributed as shown in Table 3.

Table 17: Percentage of Evaluated External Qualifications by Countries of Origin

Country of Origin	Number of Qualifications Evaluated	Percentage to the nearest %
Australia	56	08
China	46	07
India	75	11
South Africa	105	16
United Kingdom	170	26
United States	22	03
Zambia	35	05
Zimbabwe	63	09
Other Countries	94	14
TOTAL	666	

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Challenges in the Evaluation of Qualifications and Mitigation

The main challenge encountered in the evaluation of qualifications, particularly for external qualifications, during the year under review, was the delay in confirmation of recognition status of awarding bodies and the qualifications they awarded from some quality assurance authorities, contributing to most qualifications being processed beyond the stipulated

turnaround timelines during the year.

The Authority continues to collaborate with the Ministry of Home Affairs, Foreign Embassies and Competent Authorities such as ECCTIS (UK ENIC) to facilitate the evaluation of external qualifications.

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Registration of Qualifications on the National Credit and Qualifications Framework

The Authority registers qualifications based on occupational skills needs as identified by the HRDC through its biennial priority skills reports. Qualification developers, identify possible Skills areas for which qualifications are to be developed. The qualifications registered and published, therefore, reflect the needs of the market.

As of 31st March 2025, the Authority has registered 997 qualifications cumulatively on the NCQF for the different fields of learning. During the reporting period, the Authority experienced a decline in registrations. Among the reasons for this decline is the fact that Board committees did not meet to consider applications, as the Board had not yet been constituted. ETPs have registered qualifications and are now focusing on the Renewal of Registered qualifications and the development of learning programs for these qualifications.

Table 18: Registration Since Inception

Field of Learning	Doctoral Degree	Master's Degree	Bachelor's Degree Honours	Post-Graduate Diploma	Post-Graduate Certificate	Bachelor's Degree	Diploma	Certificate V	Certificate IV	Certificate III	Certificate I	Grand Total
Agriculture and Nature Conservation	5	13	0	0	0	24	8	7	2	6	0	65
Business, Commerce and Management Studies	8	26	6	12	7	97	33	45	5	0	0	239
Culture, Arts & Crafts	2	3	6	0	0	15	12	12	2	6	0	58
Education and Training	23	30	1	7	2	28	11	7	0	0	0	109
Generic Skills	0	0	0	0	0	0	0	0	0	0	1	1
Health & Social Services	6	28	4	5	1	34	21	13	0	1	0	113
Humanities and Social Sciences	10	28	0	1	0	25	9	5	0	0	0	78
Information & Communication Technology	3	6	8	0	0	29	11	7	3	1	0	68
Law & Security	0	2	1	1	0	4	10	11	0	0	0	29
Manufacturing, Engineering and Technology	6	9	23	0	0	5	34	32	21	21	0	151
Mining	1	1	2	0	0	1	0	3	0	2	0	10
Natural, Mathematical and Life Sciences	8	15	15	1	0	27	1	0	0	1	0	68
Physical Planning and Construction	0	4	2	1	0	6	7	7	6	9	0	42
Services	0	0	2	0	0	7	12	14	7	5	0	47
Grand Total	72	165	70	28	10	302	169	163	46	52	1	1078

Table 19: Registration of Qualifications of the NCQF for the year 2024/25

Field of Learning	Doctoral Degree	Master's Degree	Bachelor's Degree Honours	Post-Graduate Diploma	Bachelor's Degree	Diploma	Certificate V	Certificate IV	Certificate III	Certificate I	Grand Total
Agriculture and Nature Conservation	0	0	0	0	0	0	2	0	0	0	2
Business, Commerce and Management Studies	2	3	0	0	1	1	0	0	0	0	7
Culture, Arts & Crafts	1	1	0	0	0	1	0	0	0	0	3
Education and Training	2	4	0	0	0	0	1	0	0	0	7
Generic Skills	0	0	0	0	0	0	0	0	0	1	1
Health & Social Services	1	2	0	1	1	0	0	0	0	0	5
Humanities and Social Sciences	0	1	0	0	0	1	0	0	0	0	2
Information & Communication Technology	1	1	0	0	0	1	2	0	0	0	5
Law & Security	0	1	0	0	0	1	0	0	0	0	2
Manufacturing, Engineering and Technology	2	3	1	0	0	2	6	4	1	0	19
Natural, Mathematical and Life Sciences	1	3	0	0	0	0	0	0	0	0	4
Physical Planning and Construction	0	1	0	0	0	0	2	2	0	0	5
Services	0	0	0	0	1	1	3	1	2	0	8
Grand Total	10	20	1	1	3	8	16	7	3	1	70

10.0 Corporate Strategy

Qualification Registration

Decreased Demand or Interest

- **Market Saturation:** Certain qualification areas may be saturated, reducing the need for new registrations.
- **Shifts in Industry Needs:** Emerging industries or changing job market demands might have shifted focus away from traditional qualifications registered on the NCQF.

Administrative and Operational Issues

- **Processing Delays:** Staffing shortages, operational inefficiencies, or technical difficulties with the registration platform may have slowed the registration process.
- **Backlogs:** A build-up of applications pending approval by Board Committees could have limited new registrations within the current period.

Qualification Review and Withdrawal

- **Qualification Phasing Out:** Some qualifications may have been withdrawn or merged with others, reducing the overall number eligible for registration.
- **Ongoing Review Processes:** Periodic reviews to improve quality might have temporarily paused the registration of new qualifications.

997

As of 31st March 2025, the Authority has registered 997 qualifications cumulatively on the NCQF.

70

During the 2024/25 reporting period, the Authority has registered 70 qualifications on the NCQF.



10.0 Corporate Strategy

Quality Assurance

Annual Report 2024/2025 Submission

During the 2024-2025 reporting period, the Botswana Qualifications Authority (BQA) in an endeavor to strengthen the quality and accessibility of education and training, made progress in its Quality Assurance services. These achievements underscore our commitment to contributing to the development and regulation of education, training and skills development in Botswana. The Authority continued to deliver on its mandate through Accreditation of Learning Programmes, Registration and Accreditation of ETPs, with notable achievements outlined below

1. Registration and Accreditation of Education and Training Providers (ETPs)

4 out of 9 targeted ETPs were Registered and Accredited. The cumulative total reached 625 ETPs. How many were Public and how many were private

2. Accredited Learning Programmes

Table 20. Learning programmes accredited during the reporting period

Learning Programme Type	2020	2021	2022	2023	2024	2025	Grand Total
Certificate III	0	0	0	86	9	1	96
Certificate IV	0	0	2	3	9	0	14
Certificate V	1	2	58	74	32	0	167
Diploma	0	7	42	71	46	3	169
Bachelor's Degree	14	14	78	132	51	3	292
Bachelor's Degree Honours	0	2	2	13	14	0	31
Post-Graduate Certificate	0	0	0	3	0	0	3
Post Graduate Diploma	0	1	3	18	1	0	23
Master's Degree	0	3	8	80	23	2	116
Doctoral Degree	0	0	0	31	9	3	43
Grand Total	15	29	193	511	194	12	954

The number of applications for learning programme accreditation shows decline over the years. The submission has been dominated by the Bachelor's degree which constituted 31% of the total number of accredited learning programmes. Post-Graduate Certificate learning programmes were the least submitted, contributing 0.3% of the total submissions. Higher Education and Training Providers submitted 65% of the accredited learning programmes, while the remaining 35% was submitted by TVET Education and Training Providers (Table z)

Table 21. below shows the Learning Programmes by sub framework

Sub Framework	No. of Applications
HE	623
TVET	331
Grand Total	954

3. Challenges and Mitigations for the Quality Assurance services

- iv. Delay in processing of endorsement for professional learning programmes.
- v. Slow response by ETPs when required to submit requested to submit additional information.



11.0 Stakeholder Engagement

Stakeholder Engagement at BQA

BQA recognises that involving stakeholders is essential for clearly defining strategic direction, making informed decisions, and enhancing performance across economic, social, and governance dimensions. Our strategic objectives therefore emphasise open communication and effective stakeholder interactions, grounded in the principles of transparency, accountability, and collaboration.

Stakeholder Landscape

Our stakeholder landscape comprises a diverse group of individuals and organisations that have a vested interest in the quality and relevance of Education and Training in Botswana. Stakeholders are identified based on their roles, influence, and interest in the national education and training system. During the year under review, BQA employed a systematic approach to stakeholder identification through stakeholder mapping and analysis, ensuring that all relevant parties are recognised and engaged appropriately.

Key stakeholders identified include;

- Education and Training Providers (ETPs),
- Student Representative Councils (SRCs)
- Employers and Industry
- Professional and Regulatory Bodies,
- Government, Ministries and Departments
- State-Owned Enterprises (SOEs),
- General public.
- Media

Stakeholder Engagement Approach and Strategy

During this reporting period, the Authority adopted a stakeholder-inclusive approach aimed at balancing the diverse needs, interests, and expectations of all relevant stakeholders to support the long-term success and sustainability of the organization. This strategic approach is aligned with Principle 16 of the King IV Code, which underscores the importance of considering the impact of decisions on all stakeholder groups and the imperative to create sustainable value over time. In accordance with the requirements of this principle, the BQA Board fulfilled its oversight responsibilities to ensure effective implementation of stakeholder-inclusive governance practices.

BQA's stakeholder engagement strategy was guided by the BQA Communications and Public Relations Strategy (2022–2025), from which a detailed Stakeholder Engagement Plan (2024–2025) was developed. This plan outlined all stakeholder engagement initiatives scheduled for implementation during the reporting period, ensuring a structured and strategic approach to fostering meaningful engagement across all stakeholder groups.

Stakeholder Prioritisation

The engagements with stakeholders provided valuable insights into stakeholder perspectives and needs, facilitated the establishment of mutual expectations, and promoted collaborative efforts toward the continuous improvement of Botswana's education and training system. During the year under review, we identified our key stakeholders and their areas of concern, as detailed below;

Table 22: Key Stakeholders and their areas of concern for the year 2024-2025

STAKEHOLDER	MAIN ISSUES IN FY2024-25	MODE OF ENGAGEMENT
Customers	<ul style="list-style-type: none"> • Accreditation and Registration Processes • Qualification Recognition and Authenticity • Communication and Feedback • Digital Transformation & Accessibility • Compliance Requirements • Stakeholder Engagement • Qualification Equivalency & International Benchmarking 	<ul style="list-style-type: none"> • Consultative Meetings • Annual Reports • Brochures • Public Notices • Website & Social media updates. • Walk-ins • Informal discussions • Fairs & Exhibitions • Public Education efforts
Education & Training Providers (ETPs)	<ul style="list-style-type: none"> • Turn Around times (TATs) • Capacity Building • Registration & Accreditation Processes • Compliance • Communication & Customer Services • NCQF Services • Registration of Consultancies • Registration & Accreditation of Assessors and Moderators • Reviewers Database 	<ul style="list-style-type: none"> • Letters • Emails • Integrated Annual Reports • Consultative Meetings • Workshops and Seminars • Website and social media updates • Public Notices • One on One meetings



11.0 Stakeholder Engagement

STAKEHOLDER	MAIN ISSUES IN FY2024-25	MODE OF ENGAGEMENT
Learners (SRC)	<ul style="list-style-type: none"> Registration & Accreditation of ETPs Accreditation of Learning Programmes Protection of Enrolled Learners Evaluation of Qualifications Learning Resources & Infrastructure Assessment Criteria 	<ul style="list-style-type: none"> SRC Workshops Social Media platforms Brochures and Pamphlets Annual Report Radio Interviews Exhibitions & Fairs School Tours/visits (Learner Education)
Ministry SOEs	<ul style="list-style-type: none"> Quality & Relevance of Training Programmes Coordination on Sector Skills Planning Labour Market Intelligence Sharing Articulation & Progression Pathways Alignment of NCQF Levels with School Qualifications Qualification Authenticity & Standardisation Accreditation Status of Institutions & Programmes Registers of Accredited Providers 	<ul style="list-style-type: none"> Letters Emails Integrated Annual Reports Consultative Meetings Workshops and Seminars Website and social media MOUs/MOAs Joint Projects/Partnerships
Industry Partners	<ul style="list-style-type: none"> Concerns over the gap between graduate qualifications and the skills demanded by industry. Alignment of training programmes and qualifications with current and emerging labour market needs. Industry participation in curriculum reviews for training institutions. Collaboration in programme accreditation processes to ensure relevance to economic sectors. Recognition of industry contributions to workplace learning in the qualification process. Periodic tracer and employer satisfaction studies to inform programme improvement. 	<ul style="list-style-type: none"> Letters Emails Integrated Annual Reports Consultative Meetings Workshops and Seminars Website and social media updates Speeches MOUs Public Notices
BQA Employees	<ul style="list-style-type: none"> Updates on the implementation of the BQA Strategic Plan Conditions of Service Compliance with labour laws Discussions on enhancing quality assurance practices, turnaround times, and responsiveness to stakeholders. Encouraging a Culture of Accountability & continuous improvement in service delivery. Succession Planning & Talent Management. Clear & fair performance appraisal systems. Addressing underperformance Reinforcing BQA's core values 	<ul style="list-style-type: none"> Tekodiso Staff General Meeting Bitrix Email Internal Staff Notice Facebook Departmental/Divisional Meetings Staff Committees Team Building Exercise Segwana (Internal Newsletter) Informal Discussions
Professional Bodies	<ul style="list-style-type: none"> Professional Qualifications & certifications alignment with the NCQF. Harmonization of Sectoral Qualifications with National Standards Joint Quality Assurance of Training Providers offering industry-specific professional courses. Clarifying the roles and responsibilities of BQA and Professional Bodies in regulating qualifications, training, and professional licensing. 	<ul style="list-style-type: none"> Letters Emails Integrated Annual Reports Consultative Meetings Workshops and seminar. Website and Social Media
Staff Representation (Union)	<ul style="list-style-type: none"> Salary structures, adjustments, and benefits (housing, transport, medical aid). Working hours, leave entitlements, overtime policies, & acting allowances. Contract terms (permanent, fixed-term, probation periods). Negotiations on staff welfare & employment terms. Development & review of Collective Labour Agreements. Participation in consultation forums to address workforce concerns. 	<ul style="list-style-type: none"> JNCC Meetings Consultative meetings Emails Letters
Community / General Public	<ul style="list-style-type: none"> Access to information on services offered by the Authority Update on events and activities taking place in the organisation Customer Service (Transparency and Accountability) Registered and Accredited ETPs Accredited Learning Programmes 	<ul style="list-style-type: none"> Public Notices Social Media Updates Radio Interviews Brochures Exhibition and Fairs

11.0 Stakeholder Engagement

Acknowledgement of Stakeholder Feedback

BQA acknowledged stakeholder feedback through a range of structured and responsive mechanisms that promoted transparency and continuous improvement. Feedback received during consultations, meetings, or written submissions were formally acknowledged, with responses often provided through direct communication such as emails or official correspondence. The Authority ensured that stakeholder input was considered in the development and review of policies, procedures, and strategic plans, thereby reinforcing participatory decision-making.

Additionally, feedback was systematically analysed and integrated into internal planning and review processes, enabling the Authority to identify trends and address recurring concerns. Tools such as stakeholder satisfaction surveys and graduate tracer studies further captured input, which was acknowledged through follow-up communication and reflected in ongoing programme improvements and engagement strategies. These efforts demonstrate BQA's commitment to meaningful stakeholder engagement and inclusive governance.

Stakeholder Engagement Enabled BQA to:

- Enhance understanding of stakeholder expectations, aspirations, and interests, particularly in relation to education quality, training relevance, and national skills development.
- Strengthen transparency and accountability, reinforcing trust and collaboration with education and training providers, learners, employers, and regulatory partners.
- Incorporate stakeholder concerns and priorities into the formulation of BQA's strategic objectives, policies, and regulatory frameworks.

- Ensure alignment of qualifications and learning programmes with national development goals, labour market needs, and international best practices.
- Support the development of a credible and responsive NCQF through continuous stakeholder input.
- Promote mutual ownership and shared responsibility in the pursuit of quality assurance, recognition of qualifications, and learner protection.

Measuring Stakeholder Satisfaction

Stakeholder satisfaction survey was conducted to measure stakeholder satisfaction regarding BQA's engagement efforts with its stakeholders. Key highlights from the report revealed that the satisfaction level for stakeholders was 64%. The score resonated with 63% measure of BQA as a reputable organization, 64% measure of meeting stakeholder expectations, and 54% measure of BQA as an ethical organization. Summary is provided in table 1.

Table 23: Key Results

Key Results	Stakeholder Score
Stakeholder satisfaction level	64%
BQA as a reputable organization	63%
Meeting stakeholders' expectations	64%
Provides outstanding service delivery	58%
BQA as an ethical organization	54%

Organizational Integrity

Table 24: Measures of Organizational Integrity

Categories of Integrity	Strongly Agree [SA]	Agree [A]	Total [SA&A]	Neither agree nor disagree	Disagree [D]	Strongly Disagree [SD]	Total [D&SD]
BQA effectively implements its mandate	11.3%	46.8%	58.1%	30.6%	9.7%	1.6%	11.3%
BQA has ethical leadership	16.1%	43.5%	59.6%	35.5%	3.2%	1.6%	4.8%
BQA employees are dedicated to ethical conduct	11.3%	50.0%	61.3%	33.9%	4.8%	0	4.8%

Meeting Stakeholder Needs

Less than half of the surveyed stakeholders (44.1%) indicated that BQA meets their expectations (mostly and completely), while more than a quarter (27.1%) indicated that their expectations are not met (partially or not at all). Meeting stakeholder expectation is critical to boost stakeholder confidence in the delivery of the mandate of the Authority. In efforts to deliver NCQF, stakeholders are key for delivery of credible NCQF and Quality Assurance system.

12.0 Internal Audit & Risk Management



Internal Audit

BQA has an independent Internal Audit function that reports functionally to the Risk and Audit Committee (RAC) and administratively to the Chief Executive Officer (CEO). The function provides independent and objective assurance and advice on the adequacy and effectiveness of governance, risk management, information systems, and operations. It augments and safeguards the Authority's value through the delivery of impartial assurance and insights.

The Internal Audit Charter sets out the independence and objectivity of the Internal Audit office and was approved and adopted by the RAC. The Charter aims to ensure compliance with the Institute of Internal Auditors International Professional Practices Framework (IPPF) on activities undertaken by the function. The function is also guided by the King IV Code on Corporate Governance adopted by the BQA Board of Directors.

This function aids the Board, the Risk and Audit Committee and Management in realising their goals by employing a methodical approach to assess and enhance the efficiency of risk management, controls and governance processes within the Authority's environment.

Summary of internal audit activity report during 2024/25:

During the year under review, the Internal Audit function conducted activities such as implementation of the audit plan, monitoring of implementation of audit corrective action plans and monitoring the ethics hotline.

The following are key activities achieved in the 2024/25

- 80% completion of the internal audit plan
- Supervision of the statutory and forensic audit investigations activities to ensure timely completion of the audits.
- Monitoring of agreed action monthly, these reports prompted discussions about potential corrective actions to be undertaken by management.

Risk Management

The Board has a crucial, ultimate responsibility for risk management within the Authority. While they don't handle day-to-day operations, they are responsible for ensuring BQA has a robust risk management framework, setting the overall risk appetite, and overseeing its implementation and effectiveness. With the approval of the Board, a risk and compliance function has been established during the last quarter of year under

review to assist the Board Governance and Risk Committee to effectively discharge its duties of risk management and advising the Board on the governance of risk. The function is mandated to assist the Management in improving the performance across the Authority.

The function is currently developing a comprehensive framework that will manage risks and ensure adherence to relevant laws, regulations, and internal policies. This includes identifying potential risks, developing mitigation strategies, conducting audits, and reporting on compliance status to executive management and relevant stakeholders. The implementation of the framework will be reported in the next financial year.

During the reporting period, the Authority sponsored members of the Executive team and staff to a Compliance and Risk Management Roundtable to equip them with the knowledge and skills to effectively manage compliance and risks within the Authority.



Sustainability

13.0 Sustainability

BQA's Commitment to Sustainability

Botswana Qualifications Authority (BQA) is committed to sustainable development, aligning its activities with national priorities and global standards, including the UN Sustainable Development Goals (SDGs). During the 2024/25 financial year, BQA integrated Environmental, Social and Governance (ESG) principles into its operations and stakeholder engagements, reinforcing its mandate to promote quality education while contributing to a more sustainable future. On the social front, BQA enhances educational quality and supports local economic growth. Through such initiatives, we not only champion sustainability in real estate but also align our business objectives with broader societal goals, including the UN SDGs.



BQA remains steadfast in its commitment to sustainability, quality assurance, and inclusive education. This report captures the Authority's endeavours in environmental, social and governance throughout the financial year 2024 - 2025. Our Sustainability strategy will continue to evolve in response to changing societal needs, strengthening our role in shaping Botswana's knowledge-based economy.

Environmental Stewardship

Though the Authority's operations have a low environmental impact, we continue to prioritise environmental responsibility within our operations. This section addresses how BQA interacts with the natural environment, and the impact of its operations on ecosystems, resources, and climate.

During the reporting period, BQA implemented various initiatives aimed at enhancing our environmental sustainability efforts. These initiatives focused on reducing waste generation, energy usage, and water consumption across all our facilities. In parallel, we continued to promote awareness among staff through regular briefings on environmentally responsible practices, such as proper disposal of paper and kitchen waste. The ultimate objective of these actions is to improve waste separation and recycling, minimize resource consumption, and foster a culture of sustainability within the Authority's operations and across its property portfolio.

Efforts to reduce our environmental footprint included:

- **Resource Efficiency:** Ongoing initiatives to reduce water consumption across offices and improve waste segregation practices. The Authority also employed some energy-efficient office measures to reduce energy usage. Staff were sensitised on responsible waste disposal and recycling through regular briefings.
- **Printing Reduction:** As part of our office sustainability practices, BQA significantly reduced the use of printers, promoting alternatives of using online applications to transfer information and raising awareness internally.
- **Reviewed Procurement** processes to support sustainable sourcing

Through these interventions, the Authority is nurturing a culture of environmental consciousness in line with national sustainability goals.

Social Impact And Stakeholder Engagement

1. Promoting Quality Education

BQA played an active role in advancing inclusive and equitable education:

- **Public Education Campaigns:** Outreach programmes were conducted in Secondary Schools around the country (Goodhope Senior Secondary School, Lotsane Senior Secondary School, and a selection of junior secondary schools, including Montshiwa, Letlamoreng, and Mabogo) through Mall Activations in Palapye, focusing on the BQA mandate, registration, accreditation, and learner protection.
- **CSR Initiatives:** As part of its ongoing commitment to social development and inclusivity, BQA undertook two key CSR initiatives during the reporting period. The Authority donated teaching and learning materials to Bakgopeng Community Junior Secondary School to enhance the quality of classroom learning environments and support learners' academic development. Additionally, BQA contributed towards the procurement of a Basic D V5 Braille Embosser and Braille paper for the Botswana Association of the Blind and Partially Sighted (BABPS). This donation is expected to significantly improve the organisation's operational capacity and service delivery. These initiatives reflect BQA's continued dedication to promoting empowerment, equity, and inclusive access to education and information for all members of society. This is our commitment in assisting the government to transform the education system by ensuring that learners have adequate resources for effective and efficient learning.

13.0 Sustainability

- **Career and Skills Fairs:** In alignment with our mandate to promote quality education and training, BQA actively participated in key national events in 2025, including the Botswana Human Resource Development Skills Fair and the Botswana Consumer Fair. These platforms were leveraged to engage with learners and stakeholders, providing guidance on selecting accredited institutions and recognised programmes, thereby supporting informed career and education choices. BQA participated in the 2024 TVET Graduation, which celebrated over 1,100 graduates from Brigades and technical colleges across Botswana. Held under the theme “TVET Skills for a New Era: Shaping Botswana’s Innovative Entrepreneurs,” the event highlighted the role of TVET in economic diversification and skills development. BQA set up an information stall to guide graduates on choosing registered institutions and accredited programmes, reinforcing our commitment to quality education and informed career choices.

2. Team building for Stronger Workplace Collaboration

- **Team-building session was held under the theme, ‘Building Trust and Strengthening Relations in the Workplace.’** The session aimed to enhance collaboration, trust, and alignment with BQA’s core values. By promoting communication and teamwork, the initiative encouraged employees to work together toward shared goals. It helped employees reconnect with their purpose, boosted morale, and reinforced motivation to align with the organization’s mandate. Ultimately, the event fostered a more cohesive, energized workforce, positioning BQA for greater success and impact.
- **Employee Well-being and Economic Resilience:** As part of our commitment to social sustainability, we recognize that our employees are the foundation of our success. In response to ongoing economic challenges and rising cost-of-living pressures, we implemented a salary and benefits adjustment during the reporting period. This proactive measure was designed to support our workforce’s financial well-being, enhance resilience, and demonstrate our continued investment in the people who drive our mission forward.

3. Youth Engagement and Leadership

- In a concerted effort to enhance the understanding of Quality Assurance among the student body, BQA capacitated SRCs on their role in Quality Assurance in an interactive meeting with Student Representative Councils (SRCs) from various local Education and Training Providers (ETP’s). The purpose of the meeting was to educate the SRC’s on the Authority’s mandate, the role of SRC in Quality Assurance, Protection of Enrolled Learners (PEL), and the complaints procedures at the Authority. The meeting was held with several institutions that included Limkokwing, BUAN and Logan Business, just to mention a few.
- **Participated in the 2nd National Youth Employment Forum, under the theme: ‘Tackling Youth Unemployment Challenges-Innovative Solutions from Think Tanks’,** contributing to policy dialogues on youth unemployment and skills mismatch. The forum called for young people, policy-makers, and social partners to exchange views on youth employment. The BQA mandate is key to addressing the quality of education and the issues of skills mismatch, which create challenges for young people who aspire to penetrate the job market

Governance Strategic Partnerships

Governance excellence is key to the Authority’s operations. BQA governance structures are designed to ensure accountability, transparency, and ethical decision-making. As part of its commitment to sustainable development, BQA has reinforced its governance framework through ongoing collaboration with both local and international stakeholders. This includes the refinement of structures, policies, and practices that promote accountability, fairness, and transparency, ensuring that sustainability principles are embedded in all aspects of corporate conduct.

- **Panel Participation:** BQA’s CEO took part in a panel at the Botswana–Germany Symposium on TVET, discussing quality assurance and the future of skills development. The panel discussion, which was the second for the day was centred on improving the quality and relevance of TVET programmes
- **IC2EM’24 Conference:** Botswana Qualifications Authority (BQA) in collaboration with Botswana International University of Science and Technology (BIUST), Engineering Registration Board (ERB) and Human Resource Development Council (HRDC), hosted an International Conference on Engineering Education and Management, IC2EM’24 under the theme “Enhancing Sustainable Quality Engineering Education for a Knowledge-Based Society.” The conference aimed to enhance a sustainable quality engineering education for knowledge-based society Botswana. The BQA CEO was also a guest speaker at the Conference.
- **Regional Collaboration:** Hosted a benchmarking visit by Namibia Qualifications Authority, sharing best practices on governance and accreditation. The NQA team highlighted their keen interest in adopting effective governance models and methodologies used by BQA to advance its mission. The discussions between the two entities focused on several key aspects of BQA’s operations, including an overview of BQA’s governance and management structure, the primary mandate of BQA’s quality assurance processes, and how the processes are implemented to maintain high standards across training institutions.



13.0 Sustainability

- **Continental Dialogue:** African Association of Universities (AAU) engaged with BQA and local institutions on continental credit system as part of the implementation of the third phase of the Harmonization, Quality Assurance and Accreditation in Africa (HAQAA) initiative, on the development of an African credit and transfer system, to discuss and validate the data provided during the survey on the state of the art of the credit system in Botswana, to enable the AAU to come up with a proposal for a harmonized continental credit system.



Norms and Standards for recognising Higher Education Institutions and Awarding Bodies: Botswana Qualifications Authority (BQA) hosted Education and Training Providers (ETPs), State-Owned Enterprises, and Professional Bodies to a series of consultative meetings focused on the Development of Norms and Standards for Recognition of Higher Education Institutions and Awarding Bodies. BQA's commitment to quality assurance is integral to the Authority's role in coordinating and enhancing

the education, training, and skills development quality assurance system across the nation.

Economic Sustainability

In the context of Botswana, economic sustainability in the public sector refers to "the government's ability to meet its service delivery and financial obligations while ensuring long-term environmental preservation and resource management, both in the present and for future generations." For Botswana Qualifications Authority this is a critical consideration, as it receives partial government funding. Despite facing funding challenges, BQA has continued its efforts to reprioritise and manage costs effectively. By doing so, it optimally utilises both its government funding allocation and additional funds raised to fulfill its mandated functions as outlined in the BQA Act, 2013.

Sustainability Outcomes Summary

Botswana Qualifications Authority (BQA) remains committed to fostering a sustainable future through responsible governance, inclusive education policies, and operational excellence. This Sustainability Outcomes Summary highlights key contributions and initiatives integrated throughout this Annual Integrated Report, reflecting our dedication to environmental stewardship, social development, and sound economic practices. By embedding sustainability into our core operations, we aim to create lasting value for our stakeholders, support national development goals, and uphold our responsibility to future generations. The summary below outlines the critical areas where BQA has made measurable progress and impact over the reporting period.

SUSTAINABILITY PILLARS	INITIATIVES
ENVIRONMENT We are committed to reducing our environmental footprint through responsible resource management and sustainable operations, while fostering environmentally conscious leadership.	<ul style="list-style-type: none"> ✓ Recycling initiatives in the office ✓ Reduce in travel and shifting to digital workshops ✓ Decrease in printing due to digitalisation of processes ✓ Reduction in use of electricity by automating the Airconditioning and use of lights ✓ Backup water storage
SOCIAL We are committed to fostering a positive societal impact promoting inclusive practices, supporting the wellbeing of our stakeholders, and championing ethical leadership across the director community.	<ul style="list-style-type: none"> ✓ Training and development of our employees (Risk and Compliance, Cybersecurity Awareness Workshop) ✓ Staff Team Building Session ✓ BQA also participated in Diacore Gaborone Marathon-2024 ✓ Increase in Housing allowances ✓ Inhouse Gym facilities for use by staff
GOVERNANCE We are dedicated to embedding responsible governance, maintaining robust oversight, transparent policies, and sound ethical standards to ensure accountability, fairness, and transparency in corporate conduct.	<ul style="list-style-type: none"> ✓ Application of King IV on the Annual Integrated report ✓ Whistleblowing line ✓ Member of various governance-related forums and initiatives in Botswana.

Sustainability at BQA is a guiding principle that connects us to the communities we serve. Actively practising sustainability enables the Authority to operate ethically, support local development, and uphold transparency in all decisions. Through meaningful social impact and responsible corporate citizenship, BQA fosters sustainable relationships with its stakeholders. By promoting diversity, inclusion, and employee engagement, it cultivates a positive workplace culture that drives morale and productivity. This ultimately ensures that BQA remains in harmony with the environment it serves, reinforcing its image as a caring and accountable institution.

14.0 Outlook



As BQA, we acknowledge that while information on the challenges and uncertainties likely to be encountered in pursuing our corporate strategy is covered throughout this report, we highlight some summary information here.

Economic Pressure

Botswana has consistently allocated substantial funding to education, BQA as a regulator has been receiving a subvention of BWP 90m as benefit to the said allocation. Ongoing economic pressure caused by global events, has caused government to reduce the subvention by over 50% over the years. To manage economic pressure while maintaining quality of education, the Authority is developed a Business sustainability Strategy whose intent is to Diversify Revenue Resources. The initiatives to drive the sustainability strategy are but not limited to

Facility Rentals and Event Hosting

Commercialization and sales of the BQA merchandise

Related Strategic Objectives.

The above initiatives have a handshake with our strategic Objective F2 "To Diversify Revenue Resources"

Related Risk

- Implementation of the strategic Initiatives would be possible
- Implementation of the mandate would be hampered

Changes in Regulatory and Legal Environment

The Botswana Qualifications Authority's regulatory function is steadily maturing, marked

by a significant increase in institutional audits and the subsequent revocation of non-compliant Education and Training Providers (ETPs). This evolution reflects the Authority's commitment to upholding quality assurance in Botswana's education and training sector. However, the rise in revocations has also exposed the Authority to growing legal challenges and litigations, as affected institutions contest decisions that impact their operations and reputations.

Related Strategic Objectives;

The above initiatives have a handshake with our strategic Objective P5 "To Improve Corporate Governance"

Related Risk

The Authority is faced with a high risk of litigation and reputational damage

To address and mitigate the growing risk of litigation, the following strategies are recommended:

Public Capacity Building

Enhance public understanding of BQA's mandate through targeted awareness campaigns. This includes educating stakeholders—ETPs, learners, and the general public—on the importance of compliance and the consequences of non-adherence.

Transparent Communication

Ensure that revocation decisions are accompanied by clear, well-documented audit findings and procedural fairness. This transparency can reduce disputes and foster trust.

Stakeholder Engagement Forums

Host regular forums with ETPs to discuss regulatory expectations, share best practices, and provide guidance on compliance.

Technological Advancements

In response to the evolving landscape of education and the increasing demand for flexible learning modalities, the Botswana Qualifications Authority (BQA) envisages to take a technological leap by developing comprehensive Quality Assurance Standards (QAS) to regulate online and virtual classes. This initiative aligns with BQA's mandate to Co-ordinate the lifelong education, training & skills development quality assurance system. Over and above development of QA standards on the Online and Virtual Classes, As part of transformation, BQA is implementing an Enterprise Resource Planning (ERP) project aimed at streamlining internal operations, enhancing data management, and improving service delivery across all departments. The ERP system will serve as a backbone for integrating quality assurance and NCQF processes, including the monitoring and evaluation of our core services. By automating workflows and centralizing data, the ERP will enable BQA to respond more efficiently to the dynamic needs of education providers and learners, ensuring that standards are upheld consistently across both traditional and virtual learning environments.

Related Strategic Objectives;

The objective that this Technological advancement seeks to address in one on Improving service delivery under the Internal Processes Perspective.

Related Risk and Opportunities;

While this is a move in the direction of 4IR, there are eminent risks associated with the technological advancement;

Digital Divide: Learners in remote or underserved areas may face challenges accessing online education, leading to inequality.

Lack of Capacity by BQA: The Authority needs to build capacity in this area prior to introducing regulatory standards for online and virtual learning environment. Failure build capacity could lead to academic fraud and unfair practice hidden behind technology.

Great opportunities can be realized through the technology advancement being

- Data-driven Decision Making

15.0 Peoples Management

BQA recognizes the importance of effective people management in achieving its strategic objectives. The Authority's people management practices are designed to attract, retain, and develop a skilled and motivated workforce. The Human Resource function manages talent, employee benefits, learning and development, labour relations, and wellness in the workplace. Fundamental to this function is the realization that the BQA mandate requires competent, skilled, and highly engaged employees. BQA endeavours to create a work environment that recognizes its workforce and the need to nurture and support them.

Staff Headcount Update

At the end of March 2025, the headcount for the Authority stood at one hundred and eighteen (114) against an approved complement of one hundred fifty-five (155). This is comprised of 48 employees on fixed-term contracts, 63 on permanent and pensionable terms, and 3 interns.

Staff Complement

As of 31st March 2025, BQA had a total staff complement of 117 employees, against 114 staff complement, representing a 1.98% increase from the previous year.

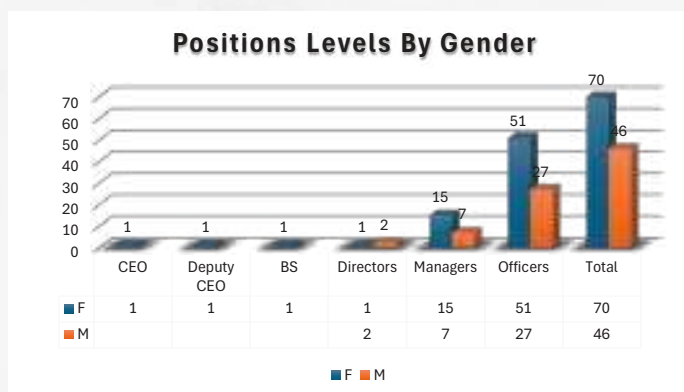
Training and Development

The learning and development budget was approved at P1,000,000.00, as of 31st March 2025, P875,614.94, thus, 87.6% of the budget had been utilized in training and development programs, resulting in thirty-five (35) employees acquiring new skills and qualifications.

Employee Engagement

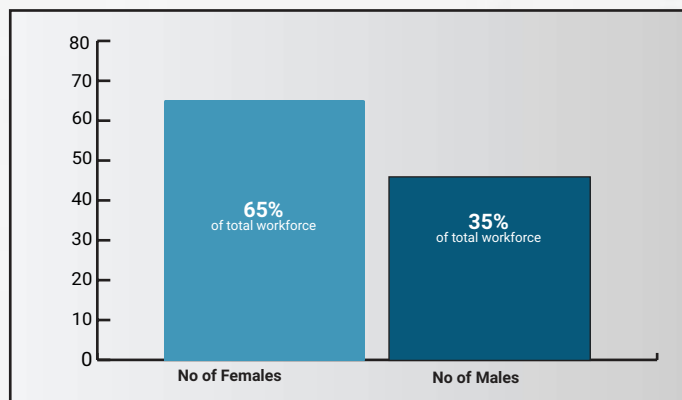
About eighty-three percent of employees (82.8%) reported satisfaction with the ability of BQA employees to collaborate and work as a team. The implication is that there have been successful teamwork endeavours that support satisfaction with teamwork. Only 17% of employees reported dissatisfaction regarding the ability of BQA employees to work as a team. This indicates a positive and supportive workplace culture.

Workforce Gender Diversity by Positions



The above graph represents a gender diversity analysis that illustrates the distribution of male and female employees across different position levels within the Authority. The data indicates that the Authority has a female-dominated workforce, with women occupying the majority of roles across all positions. This reflects a significant level of gender inclusivity, particularly in high-level decision-making roles. When aggregated, the

overall workforce composition shows;



Strategic Initiatives

Leadership Development Program

BQA launched a leadership development program aimed at equipping Senior Managers with strategic leadership and decision-making skills. The implementation will be reported in the next financial year.

Employee Wellness Program

The Authority introduced a wellness program focusing on mental health, physical well-being, and financial literacy to enhance employee engagement and productivity. The implementation will be reported in the next financial year.

Performance Management

BQA has Performance Management System (PMS) which is aimed at significantly boosting employee engagement by providing clear expectations, ongoing feedback, and opportunities for growth. This, in turn, can lead to increased motivation, productivity, and a stronger sense of belonging within the organization.

The Performance Management System was reviewed and updated to ensure alignment with strategic objectives and to promote fairness, transparency and accountability within the organisation.

Challenges And Opportunities

Skills Shortages

The Authority faces challenges in attracting and retaining specialized skills in certain areas. This presents an opportunity to strengthen our recruitment strategies, enhance employee value propositions, and invest in targeted training and development programs to bridge skill gaps.

Employee Retention

BQA recognizes the need to improve employee retention rates to maintain organisational stability and reduce turnover costs. To achieve this, the Authority is implementing enhanced reward and recognition strategies designed to;

- Celebrate employee achievements through regular recognition programs.
- Offer competitive compensation and benefits to improve satisfaction.

15.0 Peoples Management

- Support career growth through mentorship, training, and development programs.
- Foster a positive work culture through open communication, employee feedback mechanisms, and team building initiatives.

Future Plans

Talent Management

The Authority has plans to develop a talent management framework to identify, develop, and retain high-potential employees. BQA is currently working on expanding training opportunities to build technical and leadership capabilities aligned with organizational goals. This will be reported in the coming year.

Regarding diversity and inclusion, the Authority is developing initiatives to increase representation of persons with disabilities in the workforce. The HR function is working on maintaining and strengthening gender balance at all levels of the organisation. In addition, through ongoing awareness and education campaigns, the Authority is promoting an inclusive culture.

The Authority remains committed to creating a conducive work environment that supports the growth and development of our employees. We will continue to review and refine our people management practices to drive organizational growth and success.





Annual Financial Statements

For the year ended 31 March 2025

BOTSWANA QUALIFICATIONS AUTHORITY

(Established under the Botswana
Qualifications Authority Act No.24 of 2013)

Annual Financial Statements

For the year ended 31 March 2025

AUDITED ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2024

AUTHORITY INFORMATION

Domicile, legal form and principal business activity:

The Botswana Qualifications Authority (BQA) is a corporate body domiciled in Botswana, established under the Botswana Qualifications Authority Act No. 24 of 2013. Its mandate is to provide and maintain a National Credit and Qualifications Framework and coordinate the Education, Training, and Skills Development quality assurance system.

Physical address Plot 66450, Block 7
Gaborone

Members of the Board	Name and Surname	Date Appointed	Date Ended
	Chairperson – Mr Gabaake Gokatweng Gabaake	21 November 2021	31 October 2024
	Ms Susan Makgothi	22 July 2021	30 June 2024
	Professor Richie Moalosi	22 July 2021	30 June 2024
	Dr Boitumelo Kgarebe	22 July 2021	30 June 2024
	Ms Mercy Conlon	22 July 2021	30 June 2024
	Ms Mahali Morolong	22 July 2021	30 June 2024
	Dr Hildah Molate	01 February 2022	31 January 2025
	Mr Baalakani Macheke	25 February 2022	31 January 2025
	Ms Kgomotso Kereng	25 February 2022	31 January 2025
Board Secretary	Ms Thato Outlule	03 June 2024	
Chief Executive Officer	Professor Botsalano Mosimakoko	02 September 2019	

Postal address: Private Bag B0340
Gaborone

Auditors: Grant Thornton Botswana

Bankers: First National Bank of Botswana Limited
Stanbic Bank Botswana Limited

Fund Managers iPRO Botswana

Parent Ministry Ministry of Education and Skills Development

ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2024

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Statement of Responsibility by the Board of Directors

For the year ended 31 March 2025

The Board of Botswana Qualifications Authority are responsible for the annual financial statements and all other information presented therewith. Their responsibility includes the maintenance of true and fair financial records and the preparation of annual financial statements in accordance with International Financial Reporting Standards and in the manner required by the Botswana Qualifications Authority Act, No 24 of 2013.

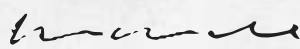
The Botswana Qualifications Authority ("BQA"/ "Authority") maintains systems of internal control, which are designed to provide reasonable assurance that the records accurately reflect its transactions and to provide protection against serious misuse or loss of Authority's assets. The directors are also responsible for the design, implementation, maintenance and monitoring of these systems of internal financial control. These controls are mandatory throughout the Authority and all employees are required to maintain the highest ethical standards in ensuring that the Authority's business is conducted in a manner that in all reasonable circumstances is above reproach. Nothing has come to the attention of Directors to indicate that any significant breakdown in the functioning of these systems has occurred during the year under review.

The going concern basis has been adopted in preparing the annual financial statements (Note 12). The members of the Board have no reason to believe that the Authority will not be a going concern in the foreseeable future, based on the continuous support from the Government of Botswana through the Ministry of Higher Education.

The directors have reviewed the Authority's cashflow forecast for the year 2025/26 and in light of this review and its current ratio, they are satisfied that the Authority is able to meet its obligations when they become due.

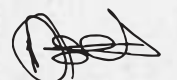
Our external auditors conduct an examination of the financial statements in conformity with International Standards on Auditing, which include tests of transactions and selective tests of internal accounting controls. Regular meetings are held between Management and External auditors to review matters relating to internal controls and financial reporting. The external auditors have unrestricted access to the Authority's financial records and members of the Board.

The annual financial statements on pages 71 to 104 and supplementary information were authorised for issue by the Board on **27 June 2025** and are signed on its behalf by:



Mr Gabaake Gabaake

Chairperson



Ms Tigelo Christinah Nwosu

Board Member

Independent Auditors Report

Confidential Document

Chartered Accountants

Grant Thornton
Acumen Park, Plot 50370
Fairgrounds, Gaborone
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twitter.com/GrantThorntonBW

Independent Auditor's Report

To the Members of Botswana Qualifications Authority

Report on the annual financial statements

Opinion

We have audited the annual financial statements of Botswana Qualifications Authority set out on pages 8 to 47, which comprise the statement of financial position as at 31 March 2025, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the annual financial statements, including material accounting policy information.

In our opinion, the annual financial statements give a true and fair view of, the financial position of Botswana Qualifications Authority as at 31 March 2025, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and requirements of Section 23 of the Botswana Qualifications Authority Act of 2013.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the annual financial statements section of our report. We are independent of the Authority in accordance with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (Parts 1,3 and 4A) (IESBA Code) and other independence requirements applicable to performing audits of annual financial statements in Botswana. We have fulfilled our other ethical responsibilities in accordance with the IESBA Code and in accordance with other ethical requirements applicable to performing audits in Botswana. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements, and in forming our opinion thereon.

We have no key audit matters to report.

Independent Auditors Report

Confidential Document

Other information

The directors are responsible for the other information. The other information comprises the information included in the document titled “Botswana Qualification Authority annual financial statements for the year ended 31 March 2025”, which includes Director’s report and the detailed Income Statement, which we obtained prior to the date of this report. Other information does not include the annual financial statements and our auditor’s report thereon.

Our opinion on the annual financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the annual financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the annual financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Annual Financial Statements

The directors are responsible for the preparation and fair presentation of the annual financial statements in accordance with International Financial Reporting Standards, and for such internal control as the directors determine is necessary to enable the preparation of annual financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the annual financial Statements, the directors are responsible for assessing the Authority’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Authority or to cease operations, or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Authority’s financial reporting process.

Auditor’s responsibilities for the audit of the Annual Financial Statements

Our objectives are to obtain reasonable assurance about whether the annual financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual financial statements.

Independent Auditors Report

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As part of an audit in accordance with International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the annual financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the annual financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the annual financial statements, including the disclosures, and whether the annual financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all the relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the directors, we determine these matters that were of most significance in the audit of the annual financial statements of the current year and are therefore the key audit matters. We describe these matters in our auditor's report unless law and regulation preclude public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Independent Auditors Report

Confidential Document

Report on legislative requirements

As required under Section 23(3) of the Botswana Qualifications Act, 2013, we

- a) We have received all the information and explanation which, to the best of our knowledge and belief, were necessary for the performance of our duties.
- b) The accounts and related records of the Authority have been properly kept.
- c) The Authority has complied with all the financial provision of this act with which it is its duty to comply with; and
- d) The statement of accounts prepared by the Authority was prepared on a basis consistent with that of the preceding year and represents a true and fair view of the transactions and financial affairs of the Authority.

Grant Thornton
Firm of Certified Auditors
Practising Member: Madhavan Venkatachary: CAP 0017 2025

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Statement of Financial Position

As at 31 March 2025

	Note	2025 P	2024 P
ASSETS			
Non-Current Assets			
Property, Plant and Equipment	5.1	32,745,693	30,763,037
Intangible Assets	5.2	474,622	614,793
Right of Use Asset	5.3	396,238	13,882
		33,616,553	31,391,712
Current Assets			
Receivables and Prepayments	4.1	1,149,872	2,233,518
Cash and Cash Equivalents	4.2	65,706,907	104,019,139
Total Current Assets		66,856,779	106,252,657
TOTAL ASSETS		100,473,332	137,644,369
RESERVES AND LIABILITIES			
RESERVES			
Accumulated Funds	6.1	8,021,146	11,902,122
Non-Current Liabilities			
Capital Grants	5.4	29,965,908	28,281,045
Lease Liability	5.3.1	198,963	-
Project Funds	5.5	13,148,859	14,948,310
		43,313,730	43,229,355
Current liabilities			
Capital Grant	5.4	3,254,409	3,096,784
Lease Liability	5.3.1	209,304	18,414
Projects Funds	5.5	17,672,555	48,350,557
Deferred revenue	5.7	13,754,760	13,365,900
Trade and Other Payables	4.3	3,002,055	4,102,171
Employee Benefit Obligations	5.6	11,245,373	13,579,066
Total Current Liabilities		49,138,456	82,512,892
Total Liabilities		92,452,186	125,742,247
TOTAL RESERVES AND LIABILITIES		100,473,332	137,644,369

Statement of Comprehensive Income

For the year ended 31 March 2025

	Note	2025 P	2024 P
Income			
Government Subvention	1	69,777,924	62,703,365
Revenue from BQA Services	1	10,254,000	18,901,382
		80,031,924	81,604,747
Amortisation of capital grants	5.4	3,254,409	3,096,784
Amortisation of project funds	5.4	2,375,445	1,826,683
Other income and miscellaneous items	2.1	3,273,370	4,096,839
Total income		88,935,148	90,625,053
Expenditure			
Accreditation and Registration Expert fees		(1,426,948)	(215,318)
Advertising and promotion		(879,962)	(795,782)
Amortisation of intangible assets	5.2	(140,169)	(215,157)
Audit fees		(307,725)	(333,282)
Computer expenses		(3,922,017)	(3,585,145)
Consultancy expenses		(2,584,630)	(2,598,505)
Depreciation of property, plant and equipment	5.1	(3,114,240)	(2,881,627)
Depreciation right of use	5.3	(188,227)	(193,617)
Finance Charges	5.3.1	(27,319)	(6,740)
Maintenance costs		(1,053,028)	(1,313,049)
Movement in expected credit loss	4.1.1	495,101	1,335,489
Photocopier running costs		(146,351)	(194,609)
Staff costs		(73,140,099)	(61,961,995)
Travel and accommodation expenses		(332,850)	(361,773)
Workshops and conferences		(746,588)	(260,063)
Other operating expenses	2.2	(5,301,072)	(6,100,876)
Total expenditure		(92,816,124)	(79,682,049)
(Deficit) / Surplus for the year		(3,880,976)	10,943,004

Statement of Changes in Funds

For the year ended 31 March 2025

	Note	Accumulated funds P
For the year ended 31 March 2024		
Balance at 1 April 2023		959,118
Surplus for the year		10,943,004
Balance at 31 March 2024		11,902,122
For the year ended 31 March 2025		
Balance at 1 April 2024		11,902,122
Deficit for the year		(3,880,976)
Balance at 31 March 2025		8,021,146

Statement of Cash Flows

For the year ended 31 March 2025

	Notes	2025 P	2024 P
Cash flows from operating activities			
(Deficit) / Surplus for the year		(3,880,976)	10,943,004
<i>Adjustment for non cash items:</i>			
Amortisation of deferred capital grants	5.4	(3,254,409)	(3,096,784)
Depreciation of property, plant and equipment	5.1	3,114,240	2,881,627
Amortisation of intangible assets	5.2	140,171	215,157
Interest on lease liability	5.3.1	27,319	6,740
Depreciation on Right of Use Assets	5.3	188,227	193,617
Gain from sale of assets	2.1	(2,621)	(266,078)
Interest income	2.1	(3,229,617)	(3,747,441)
Amortisation of project funds - operating expenses	5.5	(2,375,445)	(1,826,683)
Transfer to subvention	5.5	(28,300,782)	-
Subvention- project funds	5.5	2,909,644	24,743,398
Transfer to repairs and maintenance & travel	5.5	(242,446)	-
<i>Changes in working capital</i>			
Trade and other receivables		1,083,646	(215,408)
Employee benefit obligations		(2,333,693)	2,553,553
Trade and other payables		(1,100,116)	(2,667,072)
Contract liability (deferred income)		388,860	(1,990,516)
Net cash (used) generated from operating activities		(36,867,999)	27,727,115
Cash flows from investing activities			
Purchase of property, plant and equipment	5.1	(5,101,144)	(2,931,755)
Purchase of Intangible Asset	5.2	-	(13,481)
Subvention- capital grant	5.4	628,476	2,734,582
Interest received	2.1	3,229,617	3,747,441
Property, Plant and Equipment Disposed	5.1	6,867	266,078
Net cash (used) from investing activities		(1,236,184)	3,802,865
Cash flows from financing activities			
Payment of lease liability	5.3.1	(208,049)	(209,304)
Net cash (used) from financing activities		(208,049)	(209,304)
Net movement in cash and cash equivalents		(38,312,232)	31,320,673
Cash and cash equivalents at beginning of year		104,019,139	72,698,466
Cash and cash equivalents at end of year	4.2	65,706,907	104,019,139

Notes to the Financial Statements

For the year ended 31 March 2025

1	Income		
	1.1 Government Subvention		
	Government subvention	2025 P	2024 P
	Less: amount transferred to capital grants (Note 5.4)	45,015,260	90,030,520
	Add: capital grants adjustment (Note 5.4)	(632,721)	(2,734,582)
	Less: amount transferred to BQA Deferred Capital Projects (Note 5.5)	-	109,598
	Add: capital grants adjustment (Note 5.4)	(2,909,644)	-
	Add/(Less) : BQA Projects Funds (Note 5.5)	4,248	41,228
		28,300,782	(24,743,398)
		69,777,924	62,703,365
	1.2 Revenue from BQA Services	2025 P	2024 P
	Income recognised from deferred revenue (Note 5.7.4)	9,532,200	18,265,782
	Annual Registration and Accreditation fees	721,800	635,600
		10,254,000	18,901,382
2	Other income and expense items		
2.1	Other income and miscellaneous items	2025 P	2024 P
	Interest received on short term investments	3,229,617	3,747,441
	Miscellaneous income	41,132	83,320
	Gain on sale of assets	2,621	266,078
		3,273,370	4,096,839
2.2	Administration expenses	2025 P	2024 P
	Accreditation and Registration Expert fees	(1,426,948)	(215,318)
	Advertising and promotion	(879,962)	(795,782)
	Amortisation of intangible assets (Note 5.2)	(140,169)	(215,157)
	Audit fees	(307,725)	(333,282)
	Computer expenses	(3,922,017)	(3,585,145)
	Consultancy expenses	(2,584,630)	(2,598,505)
	Depreciation of property, plant and equipment (Note 5.1)	(3,114,240)	(2,881,627)
	Depreciation right of use	(188,227)	(193,617)
	Finance charges	(27,319)	(6,740)
	Maintenance and running costs	(1,053,028)	(1,313,049)
	Movement in expected credit loss	495,101	1,335,489
	Photocopier running costs	(146,351)	(194,609)
	Staff costs (Note 2.2.1)	(73,140,099)	(61,961,995)
	Travel and accommodation expenses	(332,850)	(361,773)
	Workshops and conferences	(746,588)	(260,063)
	Operating expenses	(87,515,052)	(73,574,433)
	Board fees and expenses	(978,947)	(2,037,119)
	Insurance	(737,489)	(835,007)
	Legal expenses	(285,577)	(152,311)
	Printing and stationery	(245,651)	(184,436)
	Rates	-	(989)
	Security	(442,088)	(320,829)
	Water and Electricity	(738,788)	(846,804)
	Other expenses	(1,872,532)	(1,723,381)
	Other operating expenses	(5,301,072)	(6,107,616)
	Total administrative expenses	(92,816,124)	(79,682,049)

Notes to the Financial Statements

For the year ended 31 March 2025

2.2.1 Breakdown of Staff Costs

	2025 P	2024 P
Salaries and wages	55,333,930	44,931,537
Gratuity and Severance	8,228,988	8,298,295
Pension	2,644,629	2,282,663
Medical expenses	2,264,827	2,039,525
Leave	3,055,820	2,262,997
Other staff costs	1,611,905	2,146,978
	73,140,099	61,961,995
Number of Employees	120	113

The staff cost increase is attributed to the Board decision to adjust salaries for inflationary and adjust allowances.

3 Income tax

No provision for taxation is made as the Authority is exempt from taxation in terms of the second schedule of the Income Tax Act (Chapter 52:01).

4 Financial assets and financial liabilities

The Authority holds the following financial instruments:

Financial assets	Notes	Financial assets at amortised cost P	Total P
At 31 March 2025			
Trade and other receivables	4.1	309,439	309,439
Cash and cash equivalents	4.2	65,706,907	65,706,907
		66,016,346	66,016,346
At 31 March 2024			
Trade and other receivables*	4.1	1,300,945	1,300,945
Cash and cash equivalents	4.2	104,019,139	104,019,139
		105,320,084	105,320,084

*excluding prepayments

Notes to the Financial Statements

For the year ended 31 March 2025

4 Financial assets and financial liabilities (continued)

Financial liabilities		Notes	Liabilities at amortised cost P
At 31 March 2025			
Other payables		4.3	<u>3,002,055</u>
At 31 March 2024			
Other payables		4.3	<u>4,102,171</u>

The Authority's exposure to various risks associated with financial instruments is discussed in Note 8. The maximum exposure to credit risk at the end of the reporting period is the carrying amount of each class of financial assets mentioned above. The carrying amounts of all short term financial assets and liabilities carried at amortised cost approximate to their fair value. (IFRS 7.29(a)).

4.1 Receivables and Prepayments

	2025 P	2024 P
Trade receivables	2,136,800	3,440,480
Less: Provision for impairment (Note 4.1.1)	(2,136,800)	(2,631,901)
	-	808,579
Interest receivable from money market and fixed deposit	45,238	320,030
Prepayments	840,433	932,573
Other receivables	264,201	172,336
	<u>1,149,872</u>	<u>2,233,518</u>

4.1.1 Provision for impairment on receivables

	2025 P	2024 P
Balance at the beginning of the year	2,631,901	3,967,390
Movement in expected credit losses	(495,101)	(1,335,489)
Balance at end of the year	2,136,800	2,631,901

Notes to the Financial Statements

For the year ended 31 March 2025

4.2 Cash and cash equivalents

Bank balances

Cash on hand

2025 P	2024 P
65,700,907	104,013,139
6,000	6,000
65,706,907	104,019,139

(i) Reconciliation to cash flow statement

The above figures reconcile to the amount of cash shown in the statement of cash flows at the end of the financial year as follows:

Stanbic Bank Botswana Limited
Stanbic Bank Botswana Limited Fixed Deposit
Botswana Savings Bank Fixed Deposit
First National Bank of Botswana
iPRO Botswana Limited
Cash on hand

2025 P	2024 P
30,225	30,627
-	56,806,738
1,000	-
57,816,767	26,966,849
7,852,915	20,208,925
6,000	6,000
65,706,907	104,019,139

(ii) Classification as cash equivalents

Fixed Term deposits are presented as cash equivalents if they have a maturity of six months or less from the date of investment. iPRO Botswana is a money market fund and is callable within 48 hours notice with no loss of interest. Management has made an assessment to the fixed term deposit and iPRO money market fund and they are classified as low risk short term deposits. See Note 13.7 for the Authority's other accounting policies on cash and cash equivalents.

4.3 Trade and other payables

Current liabilities

Audit fees accrual

Accruals

Suppliers payments

2025 P	2024 P
332,850	333,282
2,032,029	3,160,891
637,176	607,998
3,002,055	4,102,171

The Trade and other payables comprise amounts owing for general supplies, utilities and accruals for ongoing expenses. The members of the board considered that carrying amounts of trade and other payables approximate their fair value.

Notes to the Financial Statements

For the year ended 31 March 2025

BOTSWANA QUALIFICATIONS AUTHORITY
(Established under the Botswana Qualifications Authority Act No. 24 of 2013)
NOTES TO THE FINANCIAL STATEMENTS

5 Non-financial assets and liabilities

5.1	Property, plant and equipment	Land and buildings (cost) P	Plant and machinery (cost) P	Motor vehicles (cost) P	Furniture and fittings (cost) P	Office equipment (cost) P	Computer equipment (cost) P	Library books (cost) P	Work in progress (cost) P	Total P
Cost/valuation										
	Balance at 1 April 2023	29,071,068	5,923,565	4,190,226	7,808,179	1,763,927	6,892,619	395,716	38,106	56,083,406
	Additions	774,393	45,218	1,458,198	315,534	177,934	160,478	-	-	2,931,755
	WIP addition								(38,106)	(38,106)
	Transfer									-
	Disposal		(7,250)	(250,975)	(84,029)	(274,721)	(867,297)	-	-	(1,484,271)
	Balance at 31 March 2024	29,845,461	5,961,533	5,397,449	8,039,684	1,667,140	6,185,800	395,716	-	57,492,784
	Additions	414,802	-	-	50,253	141,557	1,806,884	-	2,687,648	5,101,144
	Transfer									-
	Disposal		-	-	-	-	(31,751)	-	-	(31,751)
	Balance at 31 March 2025	30,260,263	5,961,533	5,397,449	8,089,937	1,808,697	7,960,933	395,716	2,687,648	62,562,177
Accumulated depreciation										
	Balance at 1 April 2023	8,901,589	2,986,675	2,004,835	4,213,378	1,395,707	5,329,534	391,092	-	25,222,794
	Charge for the year	596,178	287,599	739,926	599,810	112,126	545,902	87	-	2,881,628
	Disposal	-	(2,820)	(193,632)	(71,639)	(271,172)	(835,411)	-	-	(1,374,674)
	Balance at 31 March 2024	9,497,767	3,271,454	2,551,130	4,741,549	1,236,661	5,040,025	391,179	-	26,729,749
	Charge for the year	930,824	-	890,048	614,435	121,644	557,202	87	-	3,114,240
	Disposal		-		-		(27,505)			(27,505)
	Balance at 31 March 2025	10,428,591	3,271,454	3,441,178	5,355,984	1,358,305	5,569,722	391,266	-	29,816,484
Carrying amount										
	At 31 March 2024	20,347,694	2,690,080	2,846,319	3,298,135	430,478	1,145,775	4,537	-	30,763,035
	At 31 March 2025	19,831,672	2,690,079	1,956,271	2,733,953	450,392	2,391,211	4,450	2,687,648	32,745,693

Notes to the Financial Statements

For the year ended 31 March 2025

5.1 Property, plant and equipment (continued)

(i) Depreciation methods and useful lives

Depreciation is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives or, in the case of leasehold improvements and certain leased plant and equipment, the shorter of the lease term as follows:

Leasehold land and buildings	50 years
Plant and machinery	20 years
Motor vehicles	6 years
Furniture and fittings	10 years
Office equipment	6 years
Computer equipment	6 - 7 years
Library books	2 years

See note 13.7 for other accounting policies relevant to property, plant and equipment.

Notes to the Financial Statements

For the year ended 31 March 2025

5.2 Intangible assets

Cost

Balance at 1 April 2023

Additions

Transfer from Work In Progress

Balance at 31 March 2024

Balance at 1 April 2024

Additions

Transfer from Work In Progress

Balance at 31 March 2025

Accumulated amortisation

Balance at 1 April 2023

Amortisation charge

Balance as 31 March 2024

Balance at 1 April 2024

Amortisation charge

Balance as 31 March 2025

Carrying amount

At 31 March 2024

At 31 March 2025

P

5,066,814

13,481

38,106

5,118,402

5,118,402

-

-

5,118,402

4,288,452

215,157

4,503,609

4,503,609

140,171

4,643,780

614,793

474,622

Intangible assets consists of computer software which is a purchased asset. There were no individual assets that are material to the annual financial statement of the Authority as a whole.

Amortisation is calculated using the straight-line method to allocate the cost (net of their residual values) over their estimated useful lives

Computer software

4 - 7 years

Notes to the Financial Statements

For the year ended 31 March 2025

5.3 Right of Use Asset - Leased Photocopiers

Cost	P
Balance at 1 April 2023	580,852
Additions	-
Balance at 31 March 2024	580,852
Balance at 1 April 2024	580,852
Additions	570,583
Balance at 31 March 2025	1,151,435
Accumulated Depreciation	
Balance at 1 April 2023	373,353
Charge for the year	193,617
Balance as 31 March 2024	566,970
Balance at 1 April 2024	566,970
Charge for the year	188,227
Effects of changes in VAT	-
Balance as 31 March 2025	755,197
Carrying amount	
At March 2024	13,882
At March 2025	396,238

The Authority leased six photocopier machines for a period of three (3) years effective 15 April 2021. The lease contract expired on 14 April 2024 and was renewed for another three years. Depreciation is calculated using straight line method over the lease period.

Notes to the Financial Statements

For the year ended 31 March 2025

5.3.1 Lease liabilities

	2025 P	2024 P
Balance at 1 April	18,414	220,978
Lease liability	570,583	-
Lease payment	(208,049)	(209,304)
Finance Charges (lease liability interest)	27,319	6,740
Balance at 31 March	408,267	18,414
The current and non current split of lease liability is		
To be amortised within one year	209,304	18,414
To be amortised thereafter	198,963	-
	408,267	18,414

The Authority has a three year photocopier lease contract with Altron Botswana which commenced on 15 April 2021. The lease contract expired on 14 April 2024 and was renewed for another three years.

5.4 Capital grants

	2025 P	2024 P
Balance at 1 April	31,377,829	31,600,868
Purchase of assets from Government subvention	632,721	2,734,582
Purchase of assets from deferred project funds	1,780,776	248,760
Transfer to Work In Progress	2,687,648	-
Property, plant and equipment disposed	(4,248)	(109,598)
Property, plant and equipment amortisation during the year	(3,114,240)	(2,881,627)
Intangible assets amortisation during the year	(140,169)	(215,157)
Balance at 31 March	33,220,317	31,377,829
The non-current and current split of capital grants are:		
To be amortised within one year	3,254,409	3,096,784
To be amortised thereafter	29,965,908	28,281,045
	33,220,317	31,377,829

The portion of the grants recognised as income during the year relates to the depreciation of property, plant and equipment and amortisation of intangible assets which were funded by the capital grants. The total amortisation during the period amounted to P3,254,409

Notes to the Financial Statements

For the year ended 31 March 2025

5.5 Project funds

	2025 P	2024 P
Balance at 1 April	63,298,867	40,630,911
Amortisation of project funds - operating expenses	(2,375,445)	(1,826,683)
Transfer to repairs and maintenance & travel	(242,446)	-
Transfer to subvention	(28,300,782)	-
Transfer to capital grants	(1,780,776)	(248,760)
Transfer to Work In Progress	(2,687,648)	-
Deferred capital projects	2,909,644	24,743,398
Balance at 31 March	30,821,414	63,298,867

Closing balance relates to project funds in respect to:

	2025 P	2024 P
Implementation of an Enterprise Resource Planning (ERP) System	13,148,859	14,948,310
Review of the BQA Organisational Structure	8,873,391	31,804,904
Repairs and maintenance of BQA Office building	5,144,898	5,527,937
Implementation of General Education System	2,214,624	2,228,264
Development of Norms and Standards for Quality Education	1,046,958	1,462,803
Review of BQA Act and Regulations	198,415	382,873
Cyber Security Framework	194,269	1,276,800
Accreditation of Learning programme project	-	1,415,112
Auditing of Legacy Learning programmes	-	4,034,828
Enhancement of the Business Processes	-	52,035
Development of Talent Management and Succession Strategy	-	165,000
Balance at 31 March	30,821,414	63,298,867

Closing balance relates to project funds as non current liabilities

	2025	2024
Implementation of an Enterprise Resource Planning (ERP) System	13,148,859	14,948,310

Closing balance relates to project funds as current liabilities

	2025	2024
Review of the BQA Organisational Structure	8,873,391	31,804,904
Repairs and maintenance of BQA Office building	5,144,898	5,527,937
Implementation of General Education System	2,214,624	2,228,264
Development of Norms and Standards for Quality Education	1,046,958	1,462,803
Review of BQA Act and Regulations	198,415	382,873
Cyber Security Framework	194,269	1,276,800
Accreditation of Learning programme project	-	1,415,112
Auditing of Legacy Learning programmes	-	4,034,828
Enhancement of the Business Processes	-	52,035
Development of Talent Management and Succession Strategy	-	165,000

Notes to the Financial Statements

For the year ended 31 March 2025

Implementation of an Enterprise Resource Planning (ERP) System

A total of P16,000,000 has been deferred for the development, deployment and implementation of an Enterprise Resource Planning (ERP) system. Implementation commenced in September 2024 with total utilisation of P2,851,141 during the period under review. As of 31 March 2025, there was a balance of P13,148,859 to continue with the implementation of the project.

Review of the BQA Organisational Structure

The Authority commenced the organisational structure review project in financial year 2020-21. The project was allocated P32,000,000. During 2024-25, P22,507,630 was reinstated to subvention to finance operations of the Authority. As at 31 March 2025, there was a balance of P8,873,391 to continue with the implementation of the project. Any further funds needed to complete the project will be sourced from the Ministry of Higher Education.

Repairs and maintenance of BQA Office building

Botswana Government on the 16th January 2014 authorised the Authority to use the funds which remained during the construction of the office building for maintenance purposes. During the financial year 2023-24, an additional P4,948,474.00 was deferred for the installation of centralised air conditioning system. As of 31 March 2025, additional P1,800,000 was deferred as per the air conditioning system tender amount. The closing balance as at year end is P5,114,898 for aircon installation and building maintenance.

Implementation of General Education System

The Authority received the sum of P5,000,000.00 from the Ministry of Basic Education in 2017-18 for capacity building in the General Education System. Implementation started in June 2019 and as of 31 March 2025, there was a balance of P2,214,624.00 to continue with the implementation of the project.

Accreditation of Learning programme project

The Authority launched a project for the accreditation of learning programmes in December 2021. The approved project budget was P6,795,588.00. During financial year 2024-25, the remaining balance of P1,415,112.00 was reinstated to subvention.

Notes to the Financial Statements

For the year ended 31 March 2025

5.6 Employee benefit obligations

	Severance P	Leave P	Gratuity P	Total P
Balance as at 1 April 2023	21,011	2,484,457	8,520,045	11,025,513
Provisions for the year	59,342	2,262,996	8,238,955	10,561,293
Payments during the year	(43,832)	(1,939,397)	(5,045,789)	(7,029,018)
Advances			(978,722)	(978,722)
Balance as at 31 March 2024	36,521	2,808,056	10,734,489	13,579,066
Provisions for the year	94,157	3,055,820	8,134,831	11,284,808
Payments during the year	(71,418)	(2,644,457)	(10,053,409)	(12,769,284)
Advances			(849,217)	(849,217)
Balance as at 31 March 2025	59,260	3,219,419	7,966,694	11,245,373

Gratuity

Employees receive terminal gratuities in accordance with their contracts of employment. An accrual is made for the estimated liability towards such employees up to the end of the reporting period. With effect from 1 April 2005, annual provisions for gratuity for officers of autonomous organisations funded by the Government are required to be placed in trust funds that cannot be spent on any other activity, including bridging finance. In order to comply with this requirement the Authority has opened a money market investment with iPRO Botswana for employee obligations. The account has a balance of P7,852,915.00 (2024: P20,208,925.00). The balance of P7,000,000 was placed in a fixed deposit with Botswana Savings Bank which matured on the 25 March 2025. As at 31st March 2025 the funds were held in the FNBB call account pending transfer to the money market account.

Leave pay

Leave provision is calculated based on accrued leave days not taken during the year. The entire amount of the obligation of P3,219,419 (2024: P2,808,056.00) is presented as current, since the Authority does not have an unconditional right to defer settlement of this obligations.

The provisions in respect of the gratuity and leave pay are in accordance with the conditions of employment. The obligations are payable on the date of termination of employment or the end of the contract of service, whichever is earlier. These calculations are based on management assessment as of the reporting date. Management has assumed that all employees may request their dues within 12 months, hence the entire provisions are classified as a current liability.

5.7 Deferred revenue from contracts with customers

	2025 P	2024 P
Balance at 1 April	13,365,900	15,356,416
Received during the year	9,921,060	16,275,266
Recognised during the year	(9,532,200)	(18,265,782)
Balance at 31 March	13,754,760	13,365,900

Deferred revenue comprises fees received in advance for services provided by the Authority. All service contracts are fixed price and short-term. The nature of the Authority's performance obligation is at a specific point in time. The Authority sends a written response at a specific point in time when an application has gone through decision-making.

5.7.1 Disaggregation of deferred revenue from contracts with customers - Type of service

	2025 P	2024 P
Registration and Accreditation of Education and Training Providers (ETPs)	281,000	260,100
Registration and Accreditation of Awarding Bodies	137,100	96,500
Accreditation of Learning Programmes	11,018,560	12,177,600
Approval of Short Courses	45,300	50,600
Evaluation of Qualifications	228,300	112,300
Registration and Accreditation of Assessors and Moderators	353,000	60,400
Institutional Audits	1,200,000	-
Capacity building fees	-	52,000
Appeals	10,000	10,000
Notification of ETP Administrative Changes	300,300	165,500
Change of ETP Type	35,900	-
Registration of Consultancies	145,300	380,900
Balance at 31 March - Aggregate amount of transaction price allocated to unsatisfied obligations	13,754,760	13,365,900

Notes to the Financial Statements

For the year ended 31 March 2025

5.7.2 Disaggregation of deferred revenue from contracts with customers - Type of customer

	2025 P	2024 P
Awarding body	137,100	96,500
Education Training Provider	12,891,060	12,715,800
Individuals	581,300	172,700
Consultancies	145,300	380,900
Balance at 31 March - Aggregate amount of transaction price allocated to unsatisfied obligations	13,754,760	13,365,900

5.7.3 Disaggregation of deferred revenue Expected dates of discharging the unsatisfied performance obligation

	2025 P	2024 P
2024-2025	-	10,692,720
2025-2026	11,003,808	2,673,180
2026-2027	2,750,952	-
Balance at 31 March - Aggregate amount of transaction price allocated to unsatisfied obligations	13,754,760	13,365,900

As of 31 March 2025, the Authority had P13,754,760 allocated to unsatisfied performance obligations. The Authority expects to satisfy 80% of the obligations and recognise revenue during the financial year 2025-26, and 20% in the financial year 2026-27. The transaction prices are as defined in the BQA fees regulations of 2016 and 2018.

5.7.4 Disaggregation of revenue recognised during the year from contract liability - Type of service

	2025 P	2024 P
Registration and Accreditation of Education and Training Providers (ETPs)	50,900	319,100
Registration and Accreditation of Awarding Bodies	-	10,310
Accreditation of Learning Programmes	5,553,800	13,881,852
Approval of Short Courses	5,300	53,100
Evaluation of Qualifications	1,590,300	1,720,610
Registration and Accreditation of Assessors and Moderators	678,700	855,810
Capacity building fees	52,000	-
Notification of ETP Administrative Changes	45,000	-
Institutional Audits	-	60,300
Registration of Consultancies	1,556,200	1,364,700
Balance at 31 March	9,532,200	18,265,782

5.7.5 Disaggregation of revenue recognised during the year from contract liability- Type of customer

	2025 P	2024 P
Awarding body	-	10,310
Education Training Provider	5,707,000	14,314,352
Individuals	2,269,000	2,576,420
Consultancies	1,556,200	1,364,700
Balance at 31 March	9,532,200	8,265,782

5.7.6 Disaggregation of revenue recognised during the year from contract liability - Date when funds was received

	2025 P	2024 P
2018-2019	-	31,900
2019-2020	-	321,900
2020-2021	47,300	321,900
2021-2022	453,300	2,361,400
2022-2023	1,139,900	7,226,230
2023-2024	3,720,900	8,002,452
2024-2025	4,170,800	-
Balance at 31 March	9,532,200	18,265,782

6 Reserves

6.1 Accumulated Funds

	2025 P	2024 P
Balance 1 April	11,902,122	959,118
surplus for the year	(3,880,976)	10,943,004
Balance 31 March	8,021,146	11,902,122

The Authority's Statement of Financial Position under reserves and liabilities consists of accumulated funds from prior years. The objective is to manage reserves and safeguard its ability to continue as a going concern in order to implement its core mandate.

Notes to the Financial Statements

For the year ended 31 March 2025

7 Critical accounting estimates and judgments

The preparation of financial statements requires the use of accounting estimates which, by definition, will seldom equal the actual results. Management also needs to exercise judgement in applying the Authority's accounting policies.

This note provides an overview of the areas that involved a higher degree of judgement or complexity, and of items which are more likely to be materially adjusted due to estimates and assumptions turning out to be wrong. Detailed information about each of these estimates and judgements is included in notes 1 to 6 together with information about the basis of calculation for each affected line item in the financial statements.

7.1 Significant estimates and judgements

The areas involving significant estimates or judgements and that are believed to be reasonable under the circumstances are:

7.1.1 Measurement of the expected credit loss allowance – Note 4.1

The measurement of the Expected Credit Loss (ECL) allowance for financial assets measured at amortised cost is an area that requires the use of models and significant assumptions about future economic conditions and credit behaviour (e.g. the likelihood of customers defaulting and the resulting losses).

A number of significant judgements are also required in applying the accounting requirements for measuring ECL, such as:

- Choosing appropriate models and assumptions for the measurement of ECL;
- Establishing groups of similar financial assets for the purposes of measuring ECL.

7.1.2 Residual value and useful lives of property, plant and equipment

The Authority follows the guidance of IAS 16 (revised) and determines the residual values and useful lives of assets at each reporting date. This determination requires significant judgement. In making this judgement management evaluates amongst other factors, the purpose for which the respective asset is acquired, market conditions at the reporting date and the practice adopted by similar organisations. Residual values are based on current estimates of the value of these assets at the end of their useful lives.

Estimates and judgements are continually evaluated. They are based on historical experience and other factors, including expectations of future events that may have a financial impact on the entity and that are believed to be reasonable under the circumstances.

7.1.3 Useful lives of intangible assets

The Authority follows the guidance of IAS 38 and determines the useful lives of assets at each reporting date. This determination requires significant judgement. In making this judgement management evaluates amongst other factors, the purpose for which the respective asset is developed, market conditions at the reporting date and the practice adopted by similar organisations.

7.1.4 Treatment of grants received from Government (Note 1)

Taking into account its nature and substance, the Authority considers amounts that it receives from the Government to fall within the scope of IAS 20 Accounting for Government Grants and Disclosure of Government Assistance. In reaching this conclusion, the Authority considers the terms attached to each of the grants received and the current practice adopted by other parastatals in Botswana. Accordingly, the Authority recognises the amounts received in accordance with the accounting policy as included in note 14.3.

7.1.5 Treatment of leases (Note 5.3.1)

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension or termination option. The assessment is reviewed if a significant event or change in circumstances occurs which affects this assessment. During the current financial year, there was no material financial effect of revising lease terms to the effect of exercising extension or termination options.

Notes to the Financial Statements

For the year ended 31 March 2025

8 Financial risk management

This note explains the Authority's exposure to financial risks and how these risks could affect the Authority's future financial performance. Current year surplus and deficit information has been included where relevant to add further context.

Risk	Exposure arising from	Measurement	Management
Market risk -interest rate	Deposits at variable rates	Sensitivity analysis	Assets/liabilities matched to the extent possible by holding assets earning variable rates of interest.
Credit risk	Cash and cash equivalents and trade receivables	Aging analysis Credit ratings	Diversification of bank deposits, credit limits and active debtor management.
Liquidity risk	Deferred revenue and other Liabilities	Cash flow forecasts	Matching of cash and cash equivalents to commitments and liabilities.

The Authority's risk management is carried out by Management under policies approved by the Board of Directors. The Board provides principles for overall risk management, as well as policies covering specific areas, such as interest rate risk, credit risk and investment of excess liquidity.

8.1 Market risk

(i) Cash flow and fair value interest rate risk

Financial instruments that are sensitive to interest rate risk are bank balances on call. The Authority invests excess cash resources in call deposit accounts which earn interest on a daily basis. Interest earned on the call deposit accounts is at market rates from commercial banks.

A 0.5% increase in interest rates would result in an increase in interest received on short-term investments for the year by P16,148 (2024: P17,687.00), while a decrease in interest rates by a similar margin would result in the equal and opposite effect on the investments for the year. A 0.5% variation is considered the most likely movement in interest rates based on the past interest rate adjustments announced by the Bank of Botswana.

(ii) Foreign exchange risk

The Authority did not have any foreign exchange risk exposure during the financial year 2024-25.

(iii) Price risk

The Authority did not have any price risk exposure during the financial year 2024-25.

Notes to the Financial Statements

For the year ended 31 March 2025

(iv) Cash equivalent

	2025 P	2024 P
Stanbic Bank Botswana Limited	30,225	30,627
Stanbic Bank Botswana Limited Fixed Deposit	-	56,806,738
Botswana Savings Bank Fixed Deposit	1,000	-
First National Bank of Botswana	57,816,767	26,966,849
IPRO Botswana Limited	7,852,915	20,208,925
	65,700,907	104,013,139

The Authority only deposit cash with financial institutions regulated by the Bank of Botswana and the Non-Bank Financial Institutions Regulatory Authority (NBFIRA). The Authority have deposits with Botswana Savings Bank, Stanbic Bank Botswana, First National Bank of Botswana Limited and IPRO Botswana Limited. The banks are listed companies and have reported sound financial results and continued compliance with minimum capital adequacy requirements by the Bank of Botswana and the Non-Bank Financial Institutions Regulatory Authority (NBFIRA). Fully performing financial assets have not been re-negotiated during the year.

Botswana Savings Bank (BSB) is a government-owned financial institution established in 1992 by an Act of Parliament. BSB's primary mandate is to mobilize domestic savings and provide financial services to the people of Botswana, with a focus on financial inclusion and accessibility.

Stanbic Bank Botswana Limited is a long-established bank in Botswana and a subsidiary of Standard Bank of South Africa. Standard Bank of South Africa is listed on the Johannesburg Stock Exchange and has a credit rating of F1 for short-term credits (Fitch rating) and BB- for long term credits with a stable outlook.

First National Bank of Botswana Limited is listed on the Botswana Stock Exchange and is a subsidiary of First Rand Bank Limited, a Bank listed on the Johannesburg Stock Exchange. The long term credit rating assigned to the bank by Moody's is Baa3 (stable). The long-term credit rating assigned to the bank by Standard & Poor's is BBB+ (capacity to meet financial commitments). First Rand Bank rating reflects the bank's strong market position as one of the big four banks in South Africa as well as its focused strategy, good core profitability, financial flexibility, robust risk management and sound capitalisation.

IPRO Botswana is a Botswana based Investment Management Company, registered and licensed with the NBFIRA. It commenced operations in 2007.

Notes to the Financial Statements

For the year ended 31 March 2025

8.2 Credit Risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Authority. As of 31 March 2025, the Authority's maximum exposure to credit risk which will cause a financial loss due to failure to discharge an obligation by the counterparties arises from the carrying amount of the respective recognised financial assets as stated in the Statement of Financial Position.

In order to minimise credit risk, the Authority has adopted appropriate policies and procedures to ensure that follow-up action is taken to recover overdue debts. Furthermore, the Authority reviews the recoverable amount of each trade debt on an individual basis at the end of each reporting period to ensure that adequate loss allowance is made for irrecoverable amounts. The Authority does not hold any collateral or other credit enhancements to cover the credit risks associated with its financial assets.

Financial assets of the Authority, which are subject to credit risk, consist mainly of trade and other receivables and cash resources. The Authority holds cash deposits with reputable financial institutions.

The Authority applies the simplified approach to providing for expected credit losses prescribed by IFRS 9, which permits the use of the lifetime expected loss provision for all short-term receivables. To measure the expected credit losses, short-term receivables have been grouped based on shared credit risk characteristics and the days past due. The probability of default (PD) approach has been used to derive PDs and the default is set at 180 days past due. The model has taken into consideration the debt recovery rate and the Loss given default (LGD) is expected to be 100% of the debt due over 180 days. The loss allowance as at 31 March 2025 is determined as follows:

Trade Receivables: Expected Credit loss Default Rates(%)					
Date	Current	1-30 Past due	61-90 Past Due	91-180 Past due	Over 180 past due
1-Apr-24	22.98%	58.67%	68.40%	88.78%	100.00%
31-Mar-25	0.00%	0.00%	0.00%	0.00%	100.00%

Trade Receivables: Gross Carrying Amounts (Pula)						
Date	Current	1-30 Past due	61-90 Past Due	91-180 Past due	Over 180 past due	Total
1-Apr-24	490,813	821,381	284,667	10,164	1,833,455	3,440,480
31-Mar-25	-	-	-	-	2,136,800	2,136,800

Trade Receivables: Expected Credit Losses (Pula)						
Date	Current	1-30 Past due	61-90 Past Due	90-180 Past due	Over 180 past due	Total
1-Apr-24	112,798	481,907	194,717	9,023	1,833,455	2,631,900
31-Mar-25	-	-	-	-	2,136,800	2,136,800

Notes to the Financial Statements

For the year ended 31 March 2025

8.3 Liquidity risk

The Authority's capital and operational expenditure is funded by the Government of Botswana in the form of a subvention. The Authority's substantial financial liabilities will be settled within twelve months after year-end. Employee obligations are funded from a 48hrs money market investment account that has been set up as disclosed in Note 5.5.

Maturities of current assets and current liabilities

31 March 2025

	0-6 month P	6 - 12 months P	More than 12 months P	Total P
Current Assets				
	65,706,907	-	-	65,706,907
Total	65,706,907	-	-	65,706,907
Current Liabilities				
Deferred capital grants	(1,627,205)	(1,627,205)		(3,254,410)
Deferred project funds	(8,344,555)	(9,328,000)		(17,672,555)
	(2,063,000)	(11,691,760)		(13,754,760)
Trade and other payables	(3,002,055)	-	-	(3,002,055)
	(2,735,969)	(8,554,901)		(11,290,870)
	(104,652)	(104,652)		(209,304)
Total	(17,877,436)	(31,306,518)	-	(49,183,954)
Net liquidity gap	47,829,471	(31,306,518)	-	16,522,953
Cumulative liquidity gap	47,829,471	16,522,953	16,522,953	

As of 31 March 2024

	0-6 month P'000	6 - 12 months P'000	More than 12 months P'000	Total P'000
Current Assets				
Cash and Cash Equivalents	104,019,139	-	-	104,019,139
Total	104,019,139	-	-	104,019,139
Current Liabilities				
Deferred capital grants and funds	(51,447,341)	-	-	(51,447,341)
Deferred revenue	(13,365,900)	-	-	(13,365,900)
Trade and other payables	(4,102,171)	-	-	(4,102,171)
Employee Benefit Obligations	(7,199,152)	(6,379,913)		(13,579,066)
Lease Liability	(18,414)			(18,414)
Total	(76,132,979)	(6,379,913)		(82,512,892)
Net liquidity gap	27,886,160	(6,379,913)		21,506,247
Cumulative liquidity gap	27,886,160	21,506,247		

8.4 Reserves risk management

The Authority's reserves comprises of accumulated funds. The Authority's objective when managing its reserves is to ensure sufficient positive operating cash flows in order to meet its commitments and to safeguard its ability to continue as a going concern. The Authority is supported by the Government of the Republic of Botswana which provides the necessary grants to sustain its operations.

During the period under review, the Authority did not have borrowings.

Notes to the Financial Statements

For the year ended 31 March 2025

9 Capital commitments

The Authority's capital commitments as of 31 March 2025 are as below:

	2025 P	2024 P
Information Technology Systems	80,489	230,284
Information Technology Hardware	-	1,516,188
Office furniture	109,645	-
	190,134	1,746,472

Notes to the Financial Statements

For the year ended 31 March 2025

10 Related party transactions and balance

The Authority maintains a relationship with the Government of Botswana which is the sole shareholder. The Government of Botswana provides significant income to the Authority through subvention. Transactions directly with the Government of Botswana are treated as related party transactions. The Authority is a State Owned Enterprise under the Ministry of Higher Education.

10.1 Subvention Received from Botswana Government (Ministry of Higher Education):

	2025 P	2024 P
Subvention received from the Government (Note 1)	45,015,260	90,030,520

10.2 Transactions with Board and Committee Members

Transactions consist of short-term benefits paid to Board and Committee Members as retainer fee and sitting allowances during the financial year.

	2025 P	2024 P
Board sitting and retainer allowances	426,000	725,597
Committee sitting allowances	106,000	482,509
Transactions with Board and Committee Members	532,000	1,208,106

10.3 Key Management Personnel Compensation:

Key personnel refers to the Chief Executive officer, Deputy Chief Executive officer, Directors and Board Secretary. Remuneration consists of short term employee benefits and post employment benefits.

Short-term benefits

	2025 P	2024 P
Salaries and Allowances	6,491,319	4,179,886
Gratuity pay	1,038,672	274,331
Leave pay	163,932	49,925
Total	7,693,923	4,504,142

Post Employment benefits

	2025 P	2024 P
Leave	377,791	273,401
Gratuity	1,860,985	1,689,153
Total	2,238,776	1,962,554

Total Key Management Personnel Compensation

	2025 P	2024 P
Total Key Management Personnel Compensation	9,932,699	6,466,695

Advances against gratuity

	2025 P	2024 P
Advances against gratuity	331,223	647,232

Like any other employee of the Authority, key management personnel become eligible for an advance against gratuity when they have served a minimum of two (2) years on their current employment contract. The advance against gratuity is recovered from the employee's gratuity at the end of their contract.

10.4 Three most highly paid employees

The Authority has adopted King Code IV as its corporate governance framework and discloses salaries of the three most highly paid employees.

	2025 P	2024 P
Professor Botsalano Mosimakoko	2,940,621	1,576,160
Dr Gillian Mmolotsa	1,140,804	1,042,143
Ms Boitumelo Watlhaga	1,099,461	-
Mr Ofentse Disang	-	1,024,987
Total	5,180,886	3,643,289

Notes to the Financial Statements

For the year ended 31 March 2025

11 Going Concern Assessment

The Authority's ability to continue as a going concern is dependent on the Government of Botswana for support. As guided by continual engagement, the Ministry of Higher Education has shown commitment to support the national credit and qualifications framework maintenance and the quality assurance services now and in the foreseeable future, as provision of quality and equitable education to all Batswana is a priority to the Government.

The Government of Botswana through Ministry of Higher Education in its letter dated 27 March 2025, reference MoHE 3/3/2 I (11) confirmed the approval of P90,030,520.00 as Subvention for 2025/26. Furthermore, the approved budget for 2025/26 indicates a budget surplus of P935,447 to cover uncertainties that may arise.

The 2024-25 annual financial statements have been prepared on a going concern basis. This basis presumes that support from the Ministry of Higher Education in the form of funds will continue to be available to finance the Authority's operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

12 Events After The Reporting Date

In accordance with the Botswana Qualifications Authority Act, No 24 of 2013 and applicable public sector governance requirements, a new Board of Directors was appointed by the Ministry of Higher Education in April 2025. The appointments were made following the expiry of term for the previous Board members.

Notes to the Financial Statements

For the year ended 31 March 2025

13. Summary of material accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. Unless otherwise stated, these policies have been consistently applied to all the years presented.

13.1 Basis of preparation

The annual financial statements of the Authority have been prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB) and in the manner required by the Botswana Qualifications Authority Act, 2013. The annual financial statements have been prepared on a historical cost basis and are presented in Botswana Pula which is the functional currency. All values are rounded to the nearest one pula.

Estimates and judgments are continually evaluated based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 7.

13.2 New Accounting Standards and Interpretation

Standards and amendments effective for the first time for year end March 2025 and are applicable to the Authority

Standard	Effective date	Impact on these Financial Statements
<i>Amendments to IFRS 16 -Lease Liability in Sale and Leaseback</i> The amendment specifies subsequent measurement requirements for sale and leaseback transactions.	Annual periods beginning on or after 1 January 2024	The amendment has no material impact on the Authority
<i>Amendments to IAS 1 -Presentation of Financial Statements</i> Non-current liabilities with covenants" introduces additional disclosures for liabilities with covenants within 12 months of the reporting period. These disclosures are to enable financial statement users to understand the risks of the loans becoming repayable within 12 months of the reporting date	Annual periods beginning on or after 1 January 2024	The amendment has no material impact on the Authority
<i>Amendments to IAS 7 -Statement of Cash Flows and IFRS 7Financial Instruments</i> Supplier finance arrangements, amendment to IAS & and IFRS 7 is done to address the disclosure requirements to enhance the transparency of supplier finance arrangements and their effects on a company's liabilities, cash flows and exposure to liquidity risk	Annual periods beginning on or after 1 January 2024	The amendment has no material impact on the Authority
<i>Amendments to IAS 21 -Lack of Exchangeability</i> Specifies how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking An entity's objective in estimating the spot exchange rate is to reflect the rate at which an orderly exchange transaction would take place at the measurement date between market participants under prevailing economic conditions	Annual periods beginning on or after 1 January 2025	The amendment has no material impact on the Authority

Notes to the Financial Statements

For the year ended 31 March 2025

Standards and interpretation issued but not yet effective and applicable to the Authority

Standard	Effective date	Objective	Expected impact
<i>Amendments IFRS 9 and IFRS 7 regarding the classification and measurement of financial instruments</i>	Annual reporting periods beginning on or after 1 January 2026	<p>Introduces additional disclosure requirements to enhance transparency for investors regarding investments in equity instruments designated at fair value through other comprehensive income and financial instruments with contingent features, for example features tied to ESG-linked targets</p> <p>Clarifying the classification of financial assets with environmental, social and corporate governance (ESG) and similar features; and Clarifying the date on which a financial asset or financial liability is derecognised when a liability is settled through electronic payment systems. These amendments also introduce an accounting policy option to allow a company to derecognise financial liability before it delivers cash on the settlement date if specified criteria are met.</p>	Application of this standard will not have material on the Authority
<i>IFRS 18 Presentation and Disclosure in Financial Statements</i>	Annual reporting periods beginning on or after 1 January 2027	<p>Introduces three sets of new requirements to improve companies' reporting of financial performance and give investors a better basis for analysing and comparing companies:</p> <p>Improved comparability in the statement of profit or loss (income statement) through the introduction of three defined categories for income and expenses—operating, investing and financing—to improve the structure of the income statement, and a requirement for all companies to provide new defined subtotals, including operating profit. Enhanced transparency of management-defined performance measures with a requirement for companies to disclose explanations of those company-specific measures that are related to the income statement.</p>	Application of this standard will have material on the Authority
<i>IAS 7 Statement of Cash Flows -</i>	Annual reporting periods beginning on or after 1 January 2026	Narrow scope amendment to replace the term 'cost method' with 'at cost' following the earlier removal of the definition of 'cost method' from IFRS Accounting Standards.	Application of this standard will not have material on the Authority

Notes to the Financial Statements

For the year ended 31 March 2025

13.3 Foreign currency translation

The Authority's presentation and functional currency is the Botswana Pula ("P").

(i) Functional and presentation currency

Items included in the financial statements are measured using the currency of the primary economic environment in which the entity operates (the functional currency). The financial statements are presented in Botswana Pula, which is the Authority's functional and presentation currency.

(ii) Transactions and balances

Foreign currency transactions are translated into functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of comprehensive income. Such monetary assets and liabilities are translated at the exchange rates prevailing at year-end.

13.4 Deferred revenue

The Authority receive fees in advance for the provision of registration, accreditation and audit services. All contracts are fixed price and short-term.

The funds are recorded as a liability until the Authority fulfills its obligation to provide service to the customers.

Consequently, revenue is recognized at a specific point when the application has been fully processed.

13.5 Revenue recognition

(i) Government subvention and grants

Government grants are recognised at their fair value where there is a reasonable assurance that the grants will be received, and the Authority has complied with all attached conditions.

Capital grants are recognised in the statement of financial position on receipt as deferred income and are released to the statement of comprehensive income on a basis matching the depreciation charge on the assets purchased using the grant.

(ii) Interest income

Interest income is recognised in the statement of comprehensive income as it accrues, considering the effective yield on the asset.

(iii) Quality Assurance fees (Registration, Accreditation and Audit Services)

The Authority provides registration, accreditation, and auditing in order to provide qualifications framework services. The Authority receive fees in advance for the provision of registration, accreditation and audit services. All contracts are fixed price and short-term. The Authority sends a written response at a specific point in time when an application has gone through decision-making. Consequently, revenue is recognized at a specific point when the application has been fully processed.

Revenue is measured based on the consideration to which the Authority expects to be entitled in a contract with a customer and excludes amounts collected on behalf of third parties.

Revenue recognition follows a five-step model framework as follows:

Step 1: Identify the contract(s) with a customer.

Step 2: Identify the performance obligations in the contract.

Step 3: Determine the transaction price.

Step 4: Allocate the transaction price to the performance obligations in the contract.

Step 5: Recognise revenue when (or as) the entity satisfies a performance obligation.

13.6 Impairment of non-financial assets

Non-financial assets are reviewed annually for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value, which has less costs to sell and value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets that

Notes to the Financial Statements

For the year ended 31 March 2025

suffered impairment are reviewed for possible reversal of the impairment at the end of each reporting period date.

As a minimum, Management considers the existence of the following external and internal indicators at the end of each reporting period date which individually or collectively may indicate impairment on non-financial assets.

External sources of information

- An unexpected significant decline in the market value of an asset.
- A significant change in the technological, market, economic or legal environment within which the Authority operates or in the market to which an asset has been dedicated, that adversely affects the Authority.
- Market interest rates or other market rates of return on investments have increased during the period, and those increases are likely to affect the discount rate used in calculating an asset's value in use and decrease the asset's recoverable amount materially.
- The carrying amount of the net assets of the Authority is more than its market capitalisation.

Internal sources of information

- Evidence is available of obsolescence or physical damage of an asset.
- Significant changes with an adverse effect on the Authority have taken place during the period or are expected to take place soon, in the extent to which, or manner in which, an asset is used or is expected to be used.
- Evidence is available from internal reporting that indicates that the economic performance of an asset is, or will be, worse than expected.

13.7 Financial Assets and Liabilities

Measurement methods

Amortised cost and effective interest rate

The amortised cost is the amount at which the financial asset or financial liability is measured at initial recognition minus the principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount and, for financial assets, adjusted for any loss allowance.

The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial asset or financial liability to the gross carrying amount of a financial asset (i.e., its amortised cost before any impairment allowance) or to the amortised cost of a financial liability. The calculation does not consider expected credit losses and includes transaction costs, premiums or discounts and fees and points paid or received that are integral to the effective interest rate, such as origination fees.

When the Authority revises the estimates of future cash flows, the carrying amount of the respective financial assets or financial liability is adjusted to reflect the new estimate discounted using the original effective interest rate. Any changes are recognised in profit or loss.

Interest income

Interest income is calculated by applying the effective interest rate to the gross carrying amount of financial assets and is recognised on an accrual basis.

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the entity becomes a party to the contractual provisions of the instrument.

At initial recognition, the Authority measures a financial asset or financial liability at its fair value plus or minus, in the case of a financial asset or financial liability not at fair value through profit or loss, transaction costs that are incremental and directly attributable to the acquisition or issue of the financial asset or financial liability, such as fees and commissions. Transaction costs of financial assets and financial liabilities carried at fair value through profit or loss are expensed in profit or loss. Immediately after initial recognition, an expected credit loss allowance (ECL) is recognised for financial assets measured at amortised cost which results in an accounting loss being recognised in profit or loss when an asset is newly originated.

When the fair value of financial assets and liabilities differs from the transaction price on initial recognition, the Authority recognises the difference as follows:

- When the fair value is evidenced by a quoted price in an active market for an identical asset or liability (i.e., a Level 1 input) or based on a valuation technique that uses only data from observable markets, the difference is recognised as a gain or loss.
- In all other cases, the difference is deferred, and the timing of recognition of deferred day one profit or loss is determined individually. It is either amortised over the life of the instrument, deferred until the instrument's fair value can be determined using market observable inputs or realised through settlement.

Notes to the Financial Statements

For the year ended 31 March 2025

Classification and subsequent measurement

The classification requirements for debt measured at amortised cost are described below:

Cash and Cash Equivalent

For the purpose of presentation in the statement of cash flows, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash, and which are subject to an insignificant risk of changes in value, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities in the statement of financial position.

Trade receivables and prepayments

Trade and other receivables excluding prepayments are classified as financial assets recognised initially at fair value and subsequently measured at amortised cost less provision for impairment.

Trade receivables are amounts due from customers for services performed in the ordinary course of operation. If collection is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.

Impairment of financial assets

The Authority recognises a loss allowance for expected credit losses (ECL) on investments in debt instruments that are measured at amortised cost which include lease receivables, trade receivables and contract assets. The amount for expected credit losses is updated at each reporting date to reflect changes in credit risk since the initial recognition of the respective financial instrument.

The Authority always recognises lifetime ECL for trade receivables, contract assets and lease receivables. The expected credit losses on these financial assets are estimated using a simplified ECL model based on the provision matrix. The ECL model considers Authority's historical credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions, and an assessment of both the current as well as the forecast direction of conditions at the reporting date. Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument.

Derecognition of financial assets

The Authority derecognises a financial asset only when the contractual rights to the cash flow from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. If the Authority neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Authority recognises its retained interest in the asset and an associated liability for the amounts it may have to pay.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received, and receivable is recognised in profit or loss.

Financial liabilities

All financial liabilities are measured subsequently at amortised cost using the effective interest method. The effective interest method is a method of calculating the amortised cost of financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability.

Derecognition of financial liabilities

The Authority derecognises financial liabilities when, and only when, the Authority's obligations are discharged, cancelled, or have expired. The difference between the carrying amount of financial liability derecognised and the consideration paid and payable is recognised in profit or loss.

Offsetting of financial instruments

Financial assets and financial liabilities are offset, and the net amount is reported if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

13.8 Property, plant, and equipment

The Authority's accounting policy for land and buildings, plant and machinery, motor vehicles, furniture & fittings, office equipment, computer equipment, computer software and library books are explained in Note 5.1. All assets are stated at historical cost less accumulated depreciation and accumulated impairment. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Authority and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised when replaced.

Notes to the Financial Statements

For the year ended 31 March 2025

All other repairs and maintenance are charged to profit or loss during the reporting period in which they are incurred.

The depreciation methods and periods used by the Authority are disclosed in note 5.1.

The assets' residual values and useful lives are reviewed and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with carrying amounts. These are included in profit or loss.

13.9 Intangible assets

Computer Software

Intangible assets comprise computer software. Costs associated with maintaining computer software programmes are recognised as an expense incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the Authority are recognized as intangible assets when the following criteria are met:

- it is technically feasible to complete the software product so that it will be available for use.
- management intends to complete the software product and use or sell it.
- it can be demonstrated how the software product will generate probable future economic benefits:
- adequate technical, financial, and other resources to complete the development and to use or sell the software product are available; and
- the expenditure attributable to the software products during its development can be reliably measured.

Directly attributable costs that are capitalised as part of the software product include the software development employee's costs and an appropriate portion of relevant overheads. Computer software costs recognised as assets are amortized over their useful life on a straight-line basis.

Other development expenditures that do not meet these criteria are recognised as an expense incurred. Development costs previously recognized as an expense are not recognized as an asset in a subsequent period.

13.10 Trade and other payables

These amounts represent liabilities for goods and services provided to the Authority prior to the end of the financial year which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition. Trade and other payables are presented as current liabilities unless payment is not due within 12 months after the reporting period. They are recognised initially at their fair value and subsequently measured at amortised cost using the effective interest method.

13.11 Projects and capital grants

Capital grants comprise grants received from the Government of the Republic of Botswana (Government) and other donors to finance major capital projects. Funds received are initially credited to the Projects Fund. Expenditure incurred on the capital projects is capitalised and an equivalent amount is transferred to capital grants. Expenditure incurred on non-capital projects is charged to the statement of comprehensive income. All other capital and non-capital expenditure are financed through the annual subvention from the Government.

An amount equivalent to the depreciation charge of property, plant and equipment funded by the capital grants is recognised as income in the statement of comprehensive income. Subsequent movement of property, plant, and equipment in terms of sale and impairment are treated accordingly in the capital grants.

13.12 Provisions

Provisions for legal claims, service warranties and make-good obligations are recognised when the group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount can be reliably estimated. Provisions are not recognised for future operating losses.

Where there are several similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Notes to the Financial Statements

For the year ended 31 March 2025

Where the effect of discounting to present value is material, provisions are adjusted to reflect the time value of money.

13.13 Employee benefits

The Authority provides gratuity and severance benefits to employees on fixed-term contracts in line with the employment act chapter 47:01 and the relevant employment contracts. Provision for terminal payments has been made in these financial statements. Employee entitlement to annual leave, contractual gratuity and severance are recognised when they accrue to employees because of services rendered by employees up to the statement of financial position date.

The Authority operates a defined contribution pension Authority for its permanent employees. The Authority contributes 16% of the pensionable earnings of the members to the Authority, and the employees contribute an additional 4% of their pensionable earnings. The Authority's contributions are charged to the statement of comprehensive income in the year in which they accrue. The management of the pension fund has been outsourced to Alexander Forbes.

The Authority recognise employees' right to annual leave accrued as of the reporting date. The recognition is made each year and is calculated based on accrued leave days not taken during the year.

13.14 Related parties

Related parties are defined as those parties:

- (a) directly, or indirectly through one or more intermediaries, the party that:
 - (i) controls are controlled by or are under common control with, the entity.
 - (ii) has an interest in the entity that gives it significant influence over the entity; or
- (b) that are members of the key management personnel of the entity.

All dealings with related parties are transacted on normal commercial terms and conditions and accordingly included in profit or loss for the year.

13.15 IFRS 16 leases

Authority as the lessee

- All leases are accounted for by recognising a right-of-use asset and a lease liability except for:
- Leases of low-value assets; and
- Leases with a duration of twelve months or less.

Lease liabilities are measured at the present value of the contractual payments due to the lessor over the lease term, with the discount rate determined by reference to the rate inherent in the lease unless (as is typically the case) this is not readily determinable, in which case the Authority's incremental borrowing rate on commencement of the lease is used. Variable lease payments are only included in the measurement of the lease liability if they depend on an index or rate. In such cases, the initial measurement of the lease liability assumes the variable element will remain unchanged throughout the lease term.

Other variable lease payments are expensed in the period for which they relate.

On initial recognition, the carrying value of the lease liability also includes:

- Amounts expected to be payable under any residual value guarantee.
- The price of any purchase option granted in favor of the Authority if it is reasonably certain to assess that option.
- Any penalties are payable for terminating the lease, if the term of the lease has been estimated on the basis that the termination option is being exercised.

Right-of-use assets are initially measured at the amount of the lease liability, reduced for any lease incentives received, and increased for:

Notes to the Financial Statements

For the year ended 31 March 2025

- Lease payments made at or before the commencement of the lease;
- Initial direct costs incurred; and
- The amount of any provision recognised where the Authority is contractually required to dismantle, remove, or restore the leased asset (typically leasehold dilapidations)

Subsequent to initial measurement lease liabilities increase as a result of interest charged at a constant rate on the balance outstanding and are reduced for lease payments made. Right-of-use assets are amortised on a straight-line basis over the remaining term of the lease or over the remaining economic life of the asset if, rarely, this is judged to be shorter than the lease term.

When the Authority revises its estimate of the term of any lease (because, for example, it re-assesses the probability of a lessee extension or termination option being exercised), it adjusts the carrying amount of the lease liability to reflect the payments to make over the revised term, which is discounted at the same discount rate that applied at the lease commencement. The carrying value of lease liabilities is similarly revised when the variable element of future lease payments dependent on a rate or index is revised. In both cases, an equivalent adjustment is made to the carrying value of the right-of-use asset, with the revised carrying amount being amortized over the remaining (revised) lease term

Detailed Income Statement

	2025 P	2024 P
Income		
Government subvention	69,777,924	62,703,365
Quality assurance fees	10,254,000	18,901,382
	80,031,924	81,604,747
Amortisation of deferred capital grants	3,254,409	3,096,784
Amortisation of deferred project funds	2,375,445	1,826,683
Other income		
Miscellaneous	41,132	83,320
Profit on sale of assets	2,621	266,078
	43,753	349,398
Finance income	3,229,617	3,747,441
Total income	88,935,148	90,625,053
Total Expenditure	(92,816,124)	(79,682,049)
Operating (Deficit) / Surplus for the year	(3,880,976)	10,943,004
Expenditure		
Accreditation and Registration Expert fees	(1,426,948)	(215,318)
Advertising and promotion	(879,962)	(795,782)
Amortisation charge	(140,169)	(215,157)
Archiving	(29,959)	(30,010)
Audit fees	(307,725)	(333,282)
Bank charges	(195,897)	(197,487)
Board fees and expenses	(978,947)	(2,037,119)
Strategy Expenses	(150,612)	-
Casual labour	(13,075)	(13,065)
Computer expenses	(3,922,017)	(3,585,145)
Depreciation of property, plant and equipment	(3,114,240)	(2,881,627)
Depreciation right of use	(188,227)	(193,617)
Entertainment expenses	(25,196)	(25,444)
Gardening services	(16,200)	(16,936)
Rates	-	(989)
Movement in allowance for credit losses	495,101	1,335,489
Insurance	(737,489)	(835,007)
Legal fees	(285,577)	(152,311)
Finance Charges	(27,319)	(6,740)
Maintenance and running costs	(1,053,028)	(1,313,049)
Photocopier running costs	(146,351)	(194,609)
Motor vehicle expenses	(263,863)	(291,011)
Office cleaning	(472,639)	(684,345)
Postage and courier	(43,274)	(44,447)
Printing and stationery	(245,651)	(184,436)
Protective clothing	(21,485)	(10,400)
Consultancy expenses	(2,584,630)	(2,598,505)
Security	(442,088)	(320,829)
Staff costs	(73,140,099)	(61,961,995)
Subscriptions	(200,022)	(84,182)
Telephone and fax	(440,310)	(326,054)
Travel and accommodation	(332,850)	(361,773)
Water and electricity	(738,788)	(846,804)
Workshops and conferences	(746,588)	(260,063)
	(92,816,124)	(79,682,049)
Operating (Deficit) / Surplus for the year	(3,880,976)	10,943,004





