BOTSWANA
Qualifications Authority

IGNITE

CORPORATE STRATEGY

2026-2030

BOTSWANA QUALIFICATIONS AUTHORITY

Innovate | Guide | Nurture | Inspire | Transform | Excel

Document Acceptance

Approval of the Corporate Strategy

The Botswana Qualifications Authority (BQA) Board of Directors is responsible for approving this corporate strategy, which will come into effect on April 1st 2026 and lapse on 31st March 2030. By affixing his signature below, the Board Chairperson on behalf of the BQA Board of Directors, certifies that they exercised this responsibility on the date of the signature.

The BQA Executive team is responsible for the execution of this corporate strategy which will come into effect, and subsequently end, on the stipulated dates above. By affixing her signature below, the Chief Executive Officer (CEO) of BQA on behalf of the Executive Committee accepts responsibility for the execution of this corporate strategy.

Both parties acknowledge having read this document including all the attached schedules and diagrams and further agree that any subsequent amendments to this document or its accompanying appendices, schedules and diagrams must be documented in writing and affixed as a superseding version of this copy.

Signature:		Signature:	
Full Name:	**GABAAKE GABAAKE**	Full Name:	**BOITUMELO WATLHAGA**
Capacity:	CHAIRPERSON	Capacity:	Acting CHIEF EXECUTIVE OFFICER
Date:	05/03/2026	Date:	05/03/2026

Table of Contents

List of Tables and Figures

Acronyms and Abbreviations

Table 1: *Acronyms and Abbreviations*

Acronym	Definition
ACQF	African Continental Qualifications Framework
BCP	Business Continuity Plan
BDF	Botswana Defence Force
BETP	Botswana Economic Transformation Programme
BIDPA	Botswana Institute for Development Policy Analysis
BOTA	Botswana Training Authority
BOBS	Botswana Bureau of Standards
BPR	Business Process Re-engineering
BQA	Botswana Qualifications Authority
BQA Act	Botswana Qualifications Authority Act
BPSC	Botswana Public Service College
CAT/CATS	Credit Accumulation and Transfer System
CEO	Chief Executive Officer
CIPA	Companies and Intellectual Property Authority
CPD	Continuous Professional Development
CRM	Customer/Constituent Relationship Management
DBD	Director: Business Development
DCEO	Deputy Chief Executive Officer
DFA	Director: Finance & Administration
DHR	Director: Human Resources
DTEF	Department of Tertiary Education Financing
DRP	Disaster Recovery Plan
ECED	Early Childhood Education and Development
ERP	Enterprise Resource Planning
ETP	Education and Training Provider
EVOKE	Equity, Vision, Outcome, Knowledge, Engagement
EVP	Employee Value Proposition
GE	General Education
GECAF	General Education Curriculum and Assessment Framework
HAQAA	Harmonisation of African Higher Education Quality Assurance and Accreditation
HE	Higher Education
HRDC	Human Resource Development Council
ICT	Information & Communication Technology
IQA	Institutional Quality Assurance
IT	Information Technology

Acronyms and Abbreviations

Continued

KPI	Key Performance Indicator
King IV	King IV Report on Corporate Governance
L&D	Learning & Development
LP	Learning Programme
M&E	Monitoring & Evaluation
MoHE	Ministry of Higher Education
MOU	Memorandum of Understanding
NCQF	National Credit & Qualifications Framework
NDP 12	National Development Plan 12
NQF	National Qualifications Framework
PMS	Performance Management System
PMO	Project Management Office
QMS	Quality Management System
QA	Quality Assurance
R&A	Registration and Accreditation
RPL	Recognition of Prior Learning
SADCQF	Southern African Development Community Qualifications Framework
SRC	Student Representative Council
TAT	Turnaround Time
TNE	Transnational Education
TOM	Target Operating Model
TVET	Technical & Vocational Education & Training

Definitions of Terms

Table 2: *Definitions of Terms*

TERMS	DEFINITIONS
Accreditation	A process of ensuring that education and training providers, and any programme of education and training offered, conform to any quality assurance standards
Alignment Imperatives	Essential guidelines that ensure coherence and consistency among various strategies, policies and practices within an organisation
Alignment Testing	A Necessary condition for organizational effectiveness that ensures appropriate connection between operations and strategy
Botswana Economic Transformation Programme (BETP)	Botswana's new national economic reform blueprint aimed at diversifying the economy, reducing dependency on diamonds, and transitioning the country towards a services-led, knowledge-based, high-income economy.
Botswana Training Authority (BOTA)	Government organisation in Botswana that focused only on vocational education and skills development before BQA was established
Business Model	A framework outlining how an organisation creates, delivers, and captures value, detailing its offerings, target market, revenue streams and operational structure.
Document analysis	A research method that involves evaluating and interpreting documents to extracts meaningful information, patterns and insights.
General Education (GE)	All formal, informal and non-formal education and training other than tertiary education.
Global Benchmarks	Standards or references used to measure and compare the performance, quality or outcomes on an international scale
Higher Education (HE)	Any studies undertaken beyond the level of secondary education, but excluding technical and vocational education and training (TVET)
Learning Programme	Means the sequential learning activities, associated with curriculum implementation, leading to the achievement of a particular qualification
Legacy Learning Programmes	A legacy learning programme refers to any educational or training programme that was developed, approved, and quality assured before the establishment of the Botswana Qualifications Authority (BQA) and before the introduction of the National Credit and Qualifications Framework (NCQF).
Maturity Assessment	A process for evaluating the level of development or sophistication of an organisation's practices, processes or capabilities
National Credit and Qualifications Framework (NCQF)	An instrument developed for the classification of qualifications according to a set of criteria, for specified levels of learning achieved.
Operating Model	A blueprint of how an organisation delivers value to its customers and operates internally
Organizational Effectiveness	A measure of how well an organisation achieves its goals in relation to its resource use.
Performance & Business Reviews	A periodic assessment of performance and operations, to assess the progress made, challenges encountered and identify performance and business improvement initiatives

Definitions of Terms

Continued

Qualification	A formal outcome of an assessment and validation process which is obtained when a competent body determines that an individual has achieved learning outcomes to given standards
Quality Assurance	Means input and output factors, processes and procedures for ensuring that a qualifications system, including qualifications, assessment and programme delivery, meet such standards as determined.
Situational Analysis	A systematic assessment of the current environment, conditions, and factors affecting an organisation or project
Strategic Analysis	Evaluation of an organisation's internal and external environment
Strategic Benefits Realization Framework	Structured approach to identifying, planning, managing, and measuring the benefits of strategic initiatives
Strategic Plan	A blueprint that outlines an organisation's long-term goals, objectives and strategies to achieve them
Strategic Plan Development Pathway	A pathway, that guide the planning process, for purposes of ease of reference.
Strategic Planning	An analysis and consideration of a broader array of factors, including but not limited to organization-wide business systems, core processes, technology, people capabilities, and culture. It also involves taking into consideration internally and externally focused information in the decision-making, thus maximizing certainty, minimizing risk, and optimizing results and outcomes
Strategic Planning Approach	Method used to define an organization's direction and make decisions on resource allocation to pursue that direction
Strategic Planning Model	Structured representation of the process involved in strategic planning, outlining the key components, steps, and relationship within the planning process
Strategic Resilience	The ability of an organisation to adapt, respond to, and recover from disruptions or challenges while maintaining its core functions and pursuing its strategic goals
Strategic Risk Assessment	A systematic, continuous process for an organization to identify its strategic risks and understand how those risks are being managed across the business
Strategy Evaluation	The process of analysing organizational strategic plan and assessing how well the organization has done against achieving the goals in the strategy
Strategy Implementation Monitoring & Control	The process of examining progress towards achievement of strategic goals, creating feedback about the performance of the strategy and its execution to allow for appropriate adjustment
Strategy Management	A continuous process that appraises the business and industries in which the organization is involved; appraises its competitors; and fixes goals to meet all the present and future competitor's and then reassesses each strategy
Strategy Management Framework	A structured approach to creating, implementing, managing and evaluating an organisation's strategy.
Strategy Map	A visual representation that outlines organisation strategic objectives and shows relationship between them
Technical and Vocational Education & Training (TVET)	A branch of education that equips individuals with practical skills and knowledge for specific trade or occupations
Turnaround Strategy	A comprehensive plan implemented by an organization facing significant challenges or declining performance to restore its viability and profitability

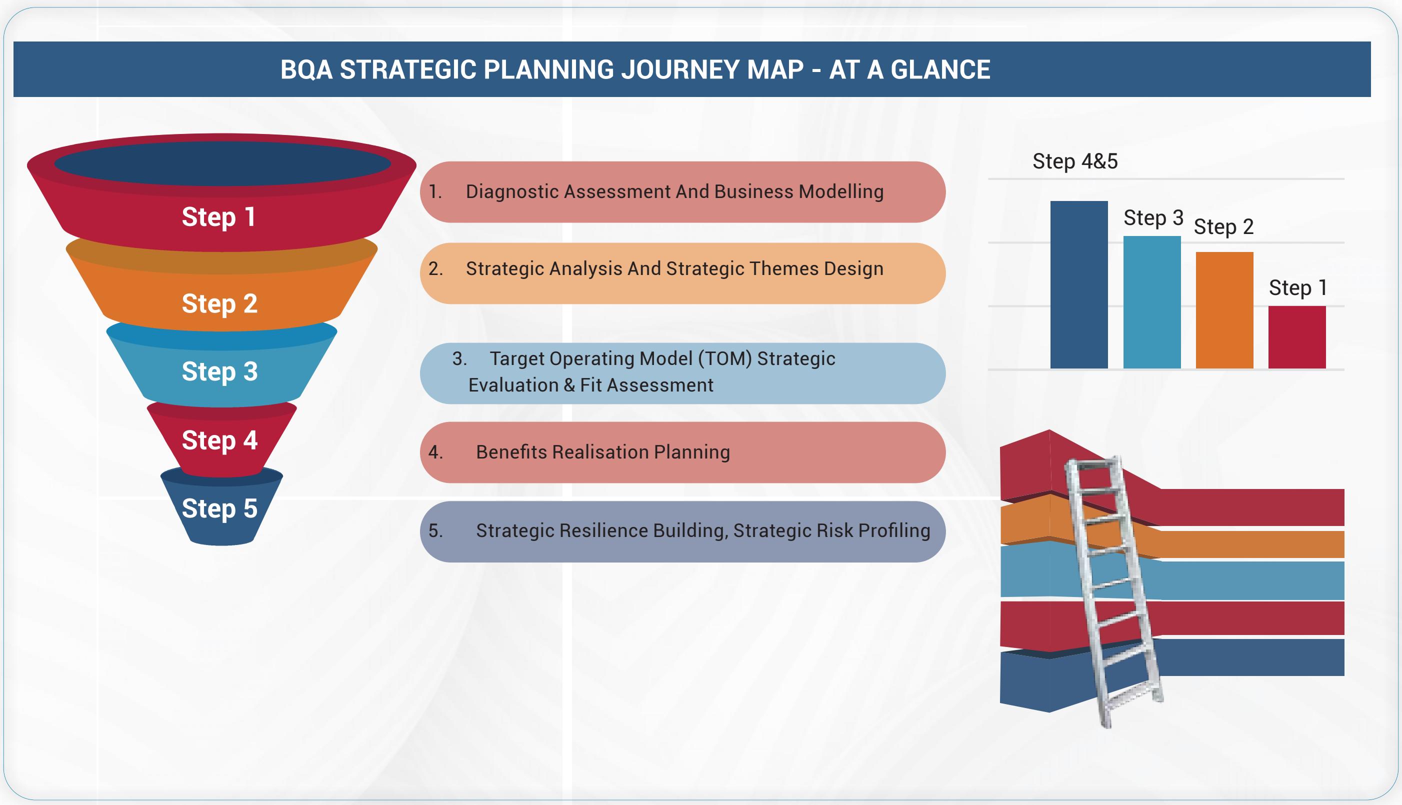
1 PREFACE

The Botswana Qualifications Authority (BQA) was established through an Act of Parliament dubbed the BQA Act of 2013, succeeding Botswana Training Authority (BOTA). Summarily, BQA has been established to:

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

BQA, ended its 2022-25 EVOKE Corporate Strategy in March 2025, and intently ventured into a simultaneous process of developing a bridging operational plan for 2025/26, while developing its strategic plan for 2026-2030, for purposes of fulfilling its strategic continuity, and observing full compliance to the primary stakeholder and governance protocol (as per the BQA Act). In a bid to attain this continuum, BQA embarked upon a methodical and data-driven process of developing a strategically responsive and adaptive strategic plan. Essentially, the organization modelled its strategic plan through an incremental process, reflected below.

Figure 1: *Strategic Planning Journey*



2 FOREWORD BY THE CHAIRPERSON OF BQA

~ Mr. Gabaake Gabaake

It is my privilege, on behalf of the Board of the Botswana Qualifications Authority, to present our Strategic Plan for the period 2026–2030.

This strategy marks a defining moment in BQA's evolution. Building on the achievements and learnings of the 2022-2025 EVOKE Strategy, it positions the Authority to respond decisively to the rapid transformation of education, skills development, and the labour market both in Botswana and globally.

The Board is confident that this plan is robust, forward-looking, and aligned with national priorities, including the Vision 2036, NDP 12 and the National Human Resource Development Strategy. The strategy covers aspirations of the Botswana Economic Transformation Programme (BETP), ensuring that BQA's initiatives in quality assurance, compliance, and skills development directly support national priorities for economic diversification and competitiveness.

Through extensive stakeholder consultation and rigorous evaluation of our previous strategy, BQA has crafted a roadmap that emphasizes quality assurance, innovation, inclusivity, and stronger regulatory compliance across the entire education and training ecosystem.

As the oversight body, the Board commits to providing strategic guidance, ensuring accountability, and creating an enabling environment for management and staff to execute this plan with excellence. The deliberate prioritization of business-critical elements that guarantee strategic alignment reflects our commitment to sound governance and sustainable impact, and Improving Quality of Education, through measurable benefits realisation initiatives.

A Call to Action and Gratitude

The successful implementation of this strategy demands coordinated effort and unwavering commitment from everyone. We must cultivate a culture where accountability and collaboration are second nature, ensuring that everyone understands their role and the value they bring to achieving our shared objectives. This Strategic Plan must not become just another well-written document that gathers dust, a common pitfall in strategy planning. Instead, it must serve as a living, actionable guide that drives measurable results, informs decision-making, and inspires accountability across the organization.

As we move forward, we must also recognize the economic hardships facing government and the implications for our operations. This strategy calls for greater self- sustainability, driving efficiency, innovation, and resource optimization to reduce reliance on government and external funding while maintaining the highest standards of quality and service delivery.

We extend our appreciation to BQA management, staff, and all stakeholders who contributed to this inclusive strategy formulation process. The Board has every confidence that, working together, we will deliver a qualifications framework that produces globally competitive, innovative, and employable human capital for the prosperity of Botswana.

Let us unite in purpose and action to make this Strategic Plan a lived reality.

2 FOREWORD BY THE Ag. CHIEF EXECUTIVE OFFICER OF BQA

~ Ms. Boitumelo Watlhaga

It is with great pride that I present the Botswana Qualifications Authority's Strategic Plan for 2026–2030. This plan represents a bold step forward, building on the foundation laid by our just ended 2022-2025 EVOKE Strategy. It encapsulates the lessons learned from that journey and positions BQA to deliver even greater impact in the years ahead.

This strategy document represents the culmination of dedicated effort across our entire organization and serves as a unified roadmap to the future. Our success will depend not only on individual contributions but on our ability to align and coordinate efforts toward a shared vision one that embraces government priorities, reflects the voice of our customers, and benchmarks against global best practices.

Our mission remains clear: to promote an integrated and quality-assured education and training ecosystem that supports sustainable skills development in the knowledge-based economy. This new strategy strengthens that commitment by focusing on agility, innovation, and inclusivity ensuring that Botswana's qualifications framework remains relevant and future-ready.

Guided by our vision to be a catalyst for the development of globally competitive and innovative human capital. We have set ambitious goals aligned with national priorities and global trends. This plan is not just about continuity; it is about transformation, impact, and creating opportunities for all.

Building on the foundation laid by EVOKE, the IGNITE Strategy marks our next phase of growth and transformation. Through IGNITE, BQA commits to Innovate, Guide, Nurture, Inspire, Transform and Excel as we strengthen Botswana's qualifications system, advance quality assurance, and contribute meaningfully to the country's socio-economic transformation.

This Strategic Plan is built on a foundation of rigorous evaluation, stakeholder engagement, and forward-thinking analysis. It sets clear priorities, measurable outcomes, and a robust benefits realisation framework to guide our efforts. Most importantly, it reflects our commitment to excellence, transparency, and impact.

In addition, the strategy places a deliberate focus on strengthening compliance among Education and Training Providers (ETPs), ensuring that all institutions meet regulatory requirements and uphold the highest standards of quality and integrity across the education and training ecosystem.

Our work will be anchored in the values that define who we are: Integrity, Customer Focus, Innovation, Collaboration, Inclusivity, Accountability, and Excellence. These principles will guide every decision and action as we implement this strategy. Unity will be our driving force as we work together to propel BQA toward new horizons of excellence and impact. Let us embrace this plan with determination and pride, knowing that our collective efforts will shape the future of education and skills development in Botswana

I invite all stakeholders to embrace this plan as a collective commitment to advancing education and skills development in Botswana. Together, we will uphold the reputation of BQA and contribute meaningfully to the country's socio-economic transformation. As Peter Drucker wisely said, 'The best way to predict the future is to create it.' Together, let us lead with clarity, purpose, and commitment to shaping the future of education and skills development in Botswana."

3 THE IGNITE STRATEGY

3.1 Introduction to IGNITE

The Botswana Qualifications Authority (BQA) enters the 2026-2030 strategic period at a pivotal moment in Botswana's development journey. Rapid technological advancement, evolving labour market demands, economic transformation imperatives, and increasing expectations for quality education and skills development require BQA to strengthen its role as the custodian of qualifications and quality assurance in Botswana.

Building on the foundation established through the EVOKE Strategy (2022-2025), which focused on strengthening the Authority, enhancing stakeholder engagement, and improving access and quality within the education and training ecosystem, BQA now embarks on a new phase of institutional transformation and strategic renewal. The 2026-2030 Strategic Plan is therefore presented under the strategic identity IGNITE, reflecting BQA's commitment to innovation, leadership, transformation and excellence in advancing Botswana's qualifications and quality assurance ecosystem.

IGNITE symbolizes the catalyst for a transformative era in Botswana's qualifications and education ecosystem. It reflects BQA's commitment to accelerating innovation, quality assurance, governance excellence, digital transformation, stakeholder value creation, and financial sustainability, while contributing towards the aspirations of Vision 2036, the Botswana Economic Transformation Programme (BETP), National Development Plan 12 (NDP 12), and the sustainable development of nationally relevant human capital.

As Botswana transitions towards a knowledge-based and globally competitive economy, BQA seeks to ignite new opportunities for learners, education and training providers, employers, industry, regulators, and society at large through a qualifications system that promotes quality, relevance, accessibility, mobility, and international recognition.

3.2 What IGNITE Means

The IGNITE strategy is represented by six interconnected pillars that collectively define BQA's strategic direction and institutional aspirations for the period 2026-2030.

Figure 2: *IGNITE Corporate Strategy Diagram*

THE IGNITE STRATEGY *Continued*

I

INNOVATE

Drive innovation and digital transformation across BQA and the broader education and training ecosystem through modern technologies, data-driven decision-making, process automation, research, and continuous improvement.

G

GUIDE

Provide strategic leadership and regulatory guidance that ensures alignment between qualifications, skills development, labour market requirements, and national development priorities.

N

NURTURE

Develop institutional capability, strengthen organisational culture, and support lifelong learning and skills development that prepare citizens and institutions for the future.

I

INSPIRE

Inspire confidence among stakeholders through meaningful partnerships, excellent service delivery, stakeholder engagement, transparency, accountability, and a high-performance organisational culture.

T

TRANSFORM

Transform governance, compliance, oversight, quality assurance systems, and organisational effectiveness to ensure a responsive, credible, and sustainable qualifications system.

E

EXCEL

Pursue operational excellence, financial sustainability, international recognition, and measurable impact through the delivery of high-quality services and strategic outcomes.

3.3 IGNITE and BQA's Strategic Priorities Alignment

Table 3: *Strategic Priorities Alignment*

IGNITE	Strategic Priority Area
Innovate	Digital Transformation
Guide	Strategic Alignment
Nurture	Human Capital Management and Skills Development
Inspire	Stakeholder Engagement, Partnerships and Brand Equity
Transform	Governance Oversight, Enforcement and Organisational Effectiveness
Excel	Financial Sustainability and Operational Excellence

THE IGNITE STRATEGY *Continued*

The IGNITE framework directly aligns with the six strategic focus and priority areas of the Authority and serves as the overarching lens through which all strategic objectives, initiatives, and performance targets will be pursued.

Through these pillars, BQA will strengthen implementation of its mandate, improve quality assurance systems, enhance compliance across Education and Training Providers, expand recognition pathways, strengthen stakeholder confidence, and position Botswana's qualifications framework for regional and international recognition.

3.4 Our Strategic Commitment

The IGNITE Strategy is a call to action for every employee, stakeholder, partner, learner, provider, and policymaker involved in Botswana's education and skills development ecosystem.
It represents BQA's commitment to:

- Igniting innovation in quality assurance and qualifications development.
- Guiding the education and training sector towards national priorities.
- Nurturing talent, institutional capability, and lifelong learning.
- Inspiring confidence through collaboration and stakeholder value creation.
- Transforming systems, processes, governance, and organisational culture.
- Excelling in service delivery, impact, sustainability, and global competitiveness.

By pursuing this agenda, BQA aspires to unlock the full potential of Botswana's qualifications system and contribute meaningfully to the development of globally competitive, innovative, adaptable, and future-ready human capital that will drive the nation's socio-economic transformation.

4 BQA OPERATING ENVIRONMENT INSIGHT

The results obtained from studying the BQA operating environment are very critical and indicative in so far as the planning context is concerned. Therefore, a full appreciation and comprehension of the operating environment create a base for effective strategic planning.

4.1 Local Economic Outlook

Botswana has enjoyed a status of stability built on diamond wealth. However, the country now faces growing challenges. Fiscal sustainability is under pressure from declining mineral revenues and rigid expenditure, which have widened deficits and nearly doubled public debt in recent years. Botswana's economic stability—historically anchored in diamond revenues—has weakened over the past five years. GDP rose from USD 18.75 billion in 2021 to USD 20.32 billion in 2022 before falling to USD 19.41 billion in 2023, reflecting volatility in global markets (Worldometers, 2026). In 2024, GDP contracted by 3%, with a further 0.9% decline projected in 2025 according to IMF estimates (Worldometers, 2026).

According to the Ministry of Finance 2025, "The National Debt of Botswana has heightened to USD 2.8b in 2025 with a debt to GDP ratio of 14.66%". Following a 3 percent GDP contraction in 2024, Botswana's economy remained weak in early 2025, with a fifth consecutive quarterly decline, down 0.3 percent year-on-year in Q1 2025 after a 2 percent decline in Q4 2024. These challenges were exacerbated by declining mineral revenues.

Diamond Market Trends (2021–2025)

During 2021–2023, Debswana production remained strong, contributing 30–40% of government revenue and over 80% of export earnings (M&J Group, 2025). However, in 2024 Botswana produced 18 million carats, but global demand weakened due to the rise of lab-grown diamonds and economic slowdown (Independent, 2026). By 2025, inventories surged to 12 million carats—nearly double the allowable target of 6.5 million—worsening revenue contractions (Business Insider Africa, 2026).
Macroeconomic Performance (Five-Year Trend Summary)
GDP Trend Summary:

- **2021:** USD 18.75B (Worldometers, 2026)
- **2022:** USD 20.32B (Worldometers, 2026)
- **2023:** USD 19.41B (Worldometers, 2026)
- **2024:** −3.0% (World Bank, 2024)
- **2025:** −0.9% (IMF, 2025)

This low economic growth and weak fiscal position have had adverse effects on public institutions like BQA as they are dependent on Government subvention for their operations.

The planning process for BQA, coincides with a series of global economic shocks which have limited growth potential and prolonged across most economic jurisdictions. Consistent with global economic developments, the domestic economic performance remains subdued, directly impacted by the stated slump the diamond market. The prevalent economic strain results in reduced financial support to State Owned Enterprises, BQA included.

The above status quo impels BQA to raise its efforts to attain financial sustainability, thus the organization has designed a results-oriented financial sustainability strategy, aimed at leveraging on opportunities within the supplementary revenue generation avenues and aligning with the government's plan of reducing financial support to SOE's (Budget Speech, 2025). Further to ensuring financial sustainability, BQA will ensure that government aspirations of diversifying the economy to knowledge based economy through human capital investment (SONA, 2025) is kept on check through improved quality of education driven by registering qualifications that address labour market needs.

4.2 Industry, Sector & Market Highlights

The Botswana Qualifications Authority (BQA) operates in an environment that is non-competitive(monopolistic) in terms of its core regulatory function but faces impelling operating requirements in terms of credibility, efficiency, and influence, as per the key sector players' expectations.

Resultantly, this covers requirements from Professional Bodies (The Co-Creators), requirements from Awarding Bodies (The Standard-Setters), requirements from Institutional Internal Quality Assurance (IQA)Systems (The Co-Regulators), requirements from Service Expectation (The Public Trust Challenge). Therefore, it is imperative for BQA to improve its efficiency to address the requirements relating to the effective delivery of its mandate.

BQA OPERATING ENVIRONMENT INSIGHT *Continued*

4.3 Global Benchmarks

Results of the benchmarking exercises and review of regional and continental Qualifications Authorities, revealed that the most successful entities, have made headway and gained strides in formulating and entrenching operating policies, frameworks, coupled with supportive Legislation, and best suited human resourcing at all-organizational structures and levels. These learnings form a blueprint that BQA uses to inform its strategic direction and continuous improvement plans.

4.4 Educational Overview

Education policies in Botswana are intently connected to the mandate and operations of the Botswana Qualifications Authority (BQA), as they offer the policy framework within which BQA assures quality and relevance across the education and training system. National education policies guide BQA in implementing the National Credit and Qualifications Framework (NCQF), regulating and accrediting education and training providers, and ensuring that qualifications meet agreed national standards. These policies emphasise access, equity, quality, and relevance, requiring BQA to promote learner mobility, recognition of prior learning, and alignment of qualifications with labour market and national development needs. BQA operationalises education policies by translating them into standards, guidelines, and regulatory decisions that enhance confidence in Botswana's education system and its qualifications, both locally and internationally

Key education policies and policy instruments in Botswana that directly affect the mandate, functions, and operations of the Botswana Qualifications Authority (BQA), are inclusive of the following:

- **Revised National Policy on Education (RNPE) 1994** Provides the overarching direction for Botswana's education system, influencing. BQA's role in ensuring quality, relevance, access, and progression across general, TVET, and tertiary education.
- **National Credit and Qualifications Framework (NCQF) 2016** Guides the structuring, registration, comparability, and recognition of qualifications, forming the core policy framework that BQA implements and maintains.
- **TVET Policy and Skills Development Policies 2025** Emphasise skills relevance, employability, and responsiveness to labour market needs, shaping BQA's accreditation standards for vocational and occupational qualifications.
- **Higher Education Policy 2008** Affects BQA's regulation and accreditation of tertiary institutions and programmes, including quality standards, governance, and academic integrity requirements.
- **Recognition of Prior Learning (RPL) Policies 2025** Influence BQA's frameworks for recognising informal and non-formal learning, promoting access, mobility, and skills recognition.

- **National Employment Policies 2021** Shape BQA's focus on aligning qualifications with national skills needs, economic diversification, and workforce development priorities.
- **Internationalisation and Regional Integration Policies** Affect BQA's benchmarking of qualifications against regional and international frameworks to support portability and global recognition.

Progressively, for Botswana Qualifications Authority (BQA) to strengthen education quality, relevance, and system coherence in Botswana, in relation to the above policies, the below captioned Strategic Initiatives serve as an opportunistic strategic leverage.

1. **Strengthen NCQF Implementation and Integration** Enhance the implementation of the National Credit and Qualifications Framework (NCQF) across all education and training sectors by tightening alignment of learning outcomes, credits, and qualification levels. Promote seamless progression pathways and credit transfer between general, TVET, and higher education.

2. **Deepen Labour Market Alignment of Qualifications** Institutionalise structured engagement with industry, professional bodies, and sector regulators to ensure qualifications remain responsive to current and future skills needs. Introduce regular labour market intelligence reviews as a requirement in programme accreditation and review processes.
3. **Enhance Quality Assurance and Risk-Based Regulation** Shift progressively towards a risk-based quality assurance model that differentiates oversight based on provider performance, maturity,

BQA OPERATING ENVIRONMENT INSIGHT *Continued*

and compliance history. This will improve regulatory efficiency while maintaining standards.

4. **Expand Recognition of Prior Learning (RPL) and Lifelong Learning Pathways** Strengthen RPL policies and guidelines to recognise informal and non-formal learning, particularly for working adults and TVET learners. This will support inclusivity, upskilling, and workforce mobility.

5. **Improve Provider Capacity and Compliance Support** Complement regulation with structured capacity-building programmes for education and training providers, focusing on curriculum design, assessment, governance, and quality management systems.

6. **Strengthen Learner Protection Frameworks** Enhance policies on learner protection by introducing clearer requirements for financial sustainability, teach-out plans, and transparent learner information to safeguard students against institutional failure.

7. **Leverage Digitalisation and Data for Quality Assurance** Invest in integrated digital systems for accreditation, monitoring, and data analytics to improve decision-making, transparency, and real-time tracking of quality indicators and outcomes.

8. **Promote International Benchmarking and Recognition** Align BQA standards more closely with regional and international qualifications and quality assurance frameworks to enhance cross-border recognition and the global competitiveness of Botswana's qualifications.

9. **Enhancement of Governance and Infrastructure** Align the organisation's strategic drive and agenda with the enhancement of Decentralization, Maintenance of Buildings and Research and Data, which serve as one of the key leverages.

5 BQA STRATEGIC PLANNING CONTEXT

The sequenced BQA planning context was quite elemental in shaping the organizational generative strategic planning exercise, with clarity on the suitable planning approach in relation to the BQA planning context. Additionally, indicatively, BQA noted the areas that are salient in shaping its strategic positioning and orientation, taking full cognizance of the National Strategic Priorities

Figure 3: *Strategic Context VS Strategic Planning Approach*

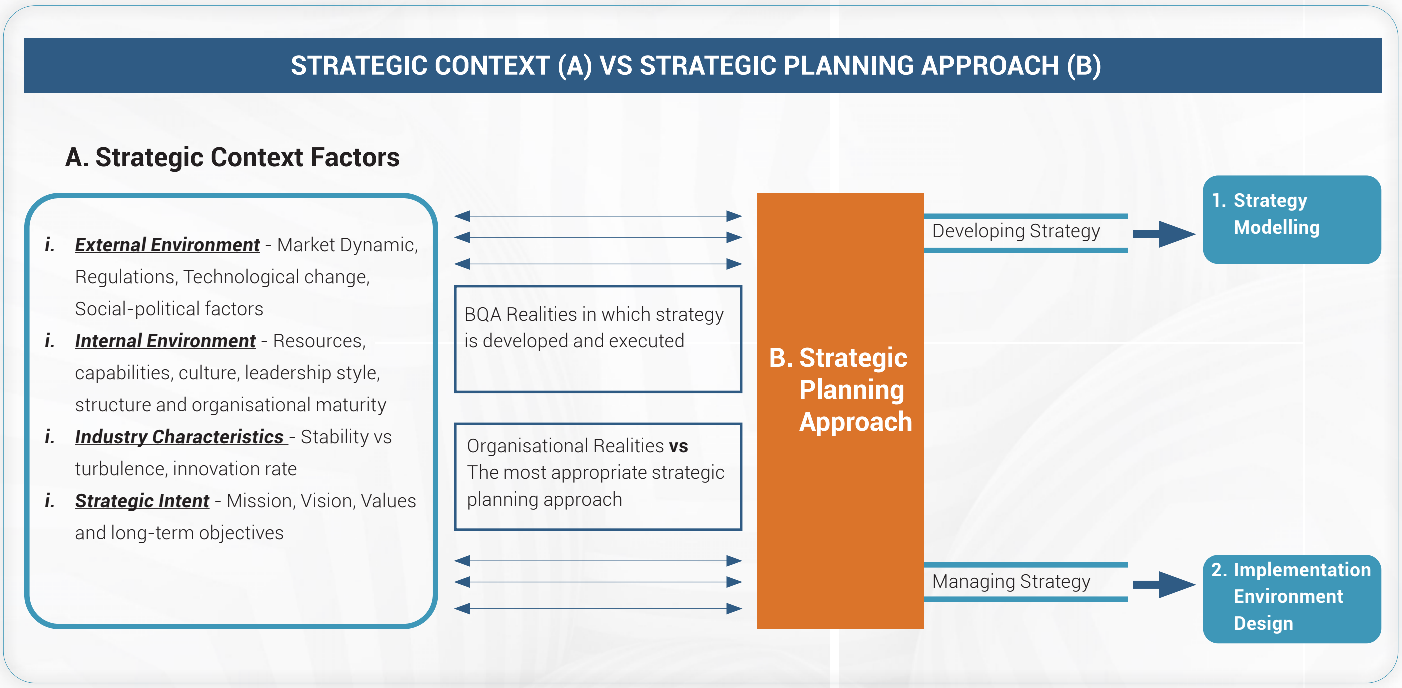
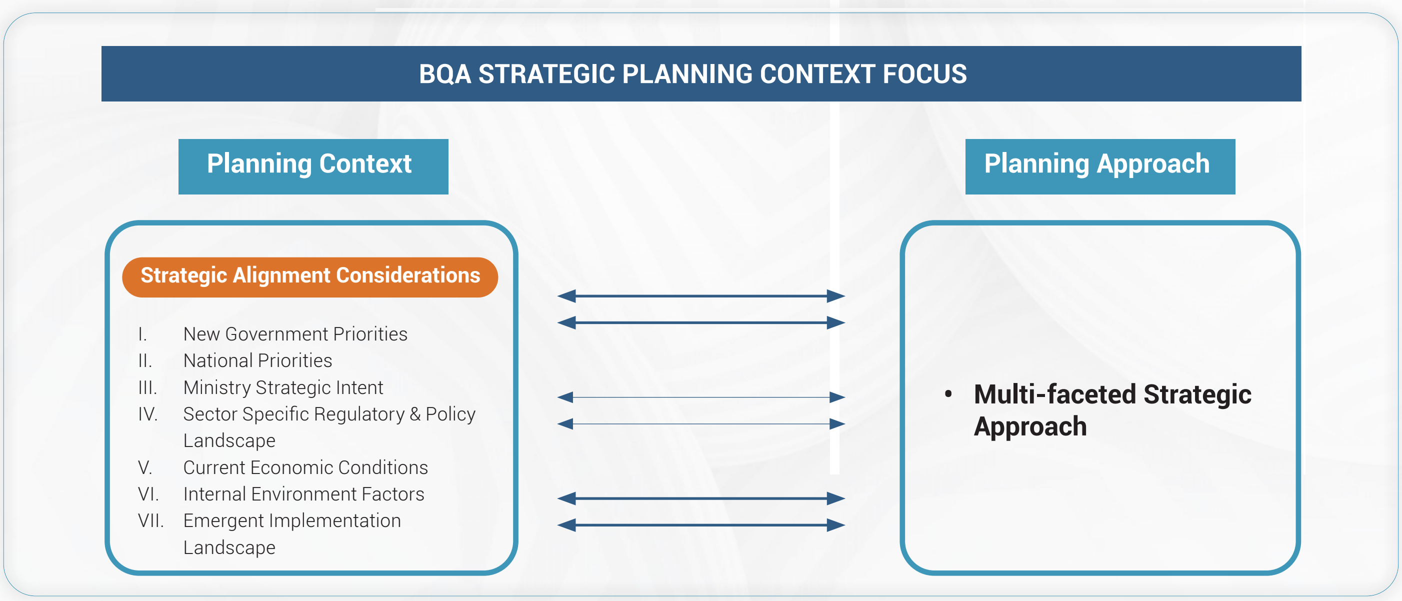


Figure 4: *Strategic Planning Context Focus*



6 BQA STRATEGIC ALIGNMENT IMPERATIVES

Pointedly and categorically, BQA mapped out the nucleus of the alignment factors, resulting in a thorough consideration of the below-mentioned priority areas.

I. Ministry of Higher Education Strategic Intent
II. National Vision 2036
III. Botswana Economic Transformation Programme
IV. National Development Plan 12

Table 4: *BQA Strategic Alignment Imperatives*

STRATEGIC ALIGNMENT AREAS	KEY ALIGNMENT IMPERATIVES	BQA ALIGNMENT FOCUS AREAS
Ministry of Higher Education	• Competitive Higher Education • High Quality Learning Programmes • Develop and maintain a database of students and learning programmes • Enhance capacity building and Learning Programme Experts • Enhance research on developments in higher education • Enhance quality assurance audits and learning programmes • Enhance surveillances and inspections • Improve on the delivery of entrepreneurial and employable skilled graduates • Reviewing and improving policies, regulations and governance structure that guides the operation of higher education institutions	BQA, in taking full cognizance of all the alignment requirements pronounced herein, will model its targeted strategic results and stakeholder management, strategic partnerships and collaborations priorities in accordance with these.
Ministry of Child Welfare and Basic Education	• A need to harmonize the implementation of curriculum and assessment competency-based approach through the ongoing General Education Curriculum and Assessment Framework (GECAF)	
Vision 2036	• Emphasis on technical and vocational skills • The education curriculum will be aligned to the needs of the economy and business	

BQA STRATEGIC ALIGNMENT IMPERATIVES *Continued*

National Development Plan 12 Programme	• Strengthening Educational & Industrial Partnerships • TVET Revitalization • Optimization and Development of Multi-disciplinary Centres of Excellence • Upgrading & Rationalization of Institute of Health Sciences (e.g. upgrading its curriculum, introducing new programmes) • Transformation of Teacher Education	BQA, in taking full cognizance of all the alignment requirements pronounced herein, will model its targeted strategic results and stakeholder management, strategic partnerships and collaborations priorities in accordance with these. *Continued*
Botswana Economic Transformation Programme	• True North – To cultivate globally competitive and innovative human capital, high-quality, and future ready education system that empowers every Motswana for economic prosperity. • Increase Institutions compliance with BQA's Quality Assurance Standards from 33% to 80% • Enhancing Skills Education (Revitalization of TVET) • Strengthen Education & Industrial Partnerships	
National Policies	• National Policy on Vocational Education and Training (TVET) 2025 • Tertiary Education Policy 2008 • National Employment Policy (NEP) 2021	

7 BQA SITUATIONAL ANALYSIS

The strategic planning process prioritized the situational analysis and organizational diagnostic assessment exercise, as the nub and pivotal part for strategic planning exercise. As a means of fulfilling the structured and systematic manner for conducting this exercise, BQA established the focus of the situational analysis as well as the meaningful approach, for guiding the entire exercise.

7.1 Situational Analysis Focus

The organization deliberately used a broad-based focus for the situational analysis, with a view to raise its successful identification of all topical areas that should be noted and used in shaping the organizational strategic direction. The below stated sixteen (16) critical factors were instrumental in studying and gaining a full appreciation all the areas for improvement within the organization's strategic environment.

Figure 5: *Organisational Diagnosis & Situational Analysis Focus*

BQA Organisational Diagnosis & Situational Analysis Focus

1. Strategic Imperatives & Resourcing
2. Strategic Alignment & Strategic Clarity
3. Strategic Impact Intent Awareness (Across BQA)
4. Enterprise level Strategic Focus & Strategic Capacity Fit Review
5. Effective delivery on Objects of the BQA Act (Mandate-Focus)
6. Policy & Legislative Environment Review Effectiveness
7. Industry & Market Intelligence Effectivenss
8. Leveraging on Core Competencies
9. Stakeholder Awareness & Impact
10. Creating a conducive Organisational Culture
11. Leadership Drive & Effectiveness
12. Human Capital Effectiveness
13. Staff Satisfaction & Engagement
14. Governance, Implementation Structures & Processes Effectiveness
15. Portfolio-specific Projects Management Efficacy
16. Change & Transformation Management Effectivenss

Notably, the situational analysis exercise was carried out through a more inclusive, collective and very generative process, that covered both internal and external stakeholders. BQA observe the rudimentary planning principle of laying much emphasis on inclusive stakeholder engagement.

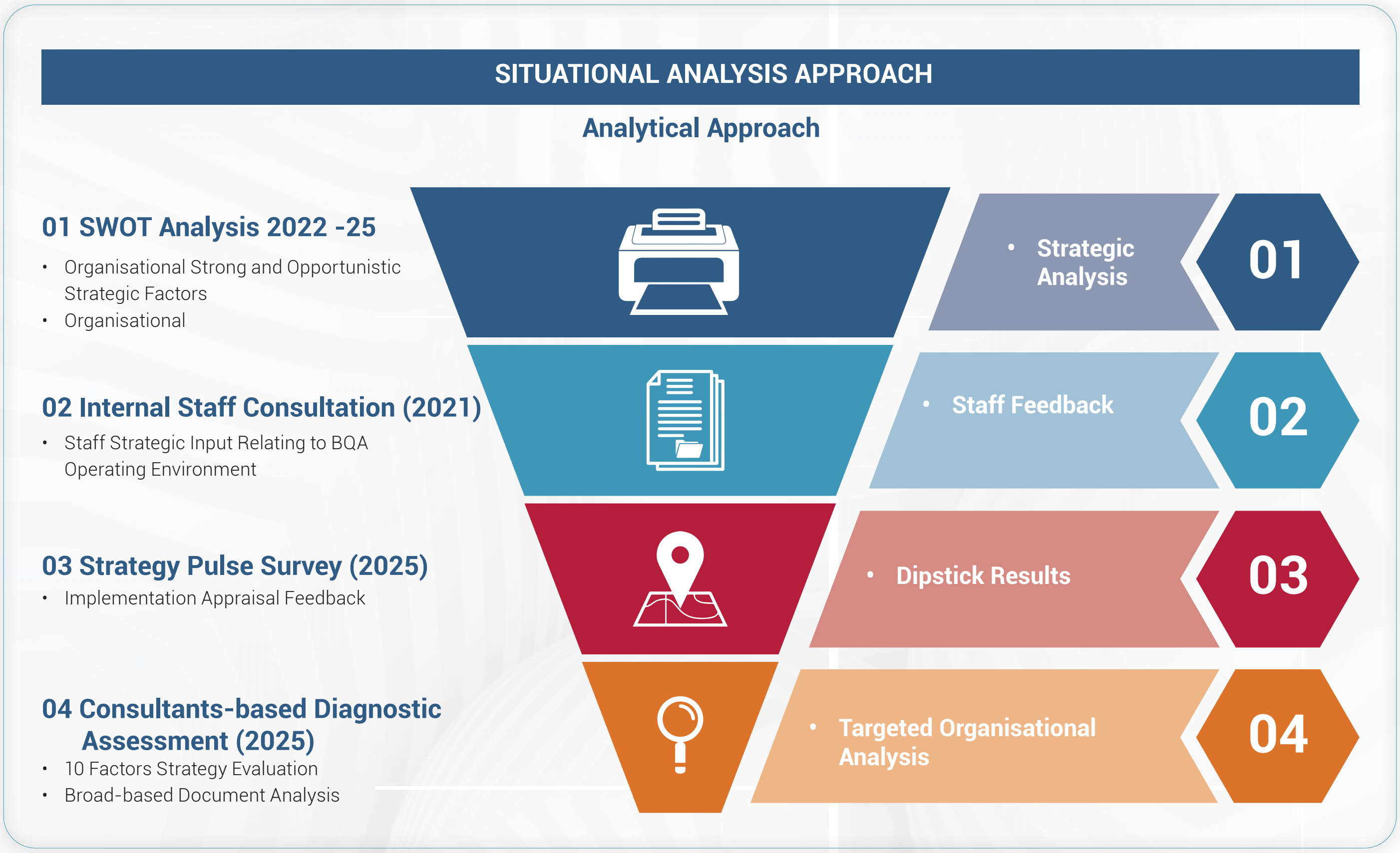
BQA SITUATIONAL ANALYSIS

Continued

7.2 Situational Analysis Results Synopsis

The results of the situational analysis exercise were anchored and predicated on the findings of the focused diagnostic assessment, supplemented by historical organizational review & assessments results.

Figure 6: *Situational Analysis Approach*



Markedly, the situational analysis exercise was carried out through a multifaceted approach, focusing on four (4) key analytical factors. Indicatively, this covered BQA self-assessment exercises which included engagements with internal and external stakeholders. Additional to this, was a diagnostic assessment by means of strategy evaluation and comprehensive document analysis. The scope of the situational analysis was intently designed to produce a lucid account of the organizational situation in relation to its strategic and operating environment. The results of the situational analysis, which formed part of the components of the strategy analysis and planning process led to the emergence of an array of strategic and operational factors falling under the following categories.

7.2.1. Situational Analysis Results Highlights

Emergent strategic and operational factors from the situational analysis are predicated on the below captioned;

BQA SITUATIONAL ANALYSIS

Continued

A. *BQA Successes & Achievements*

Pointedly, the organisation has managed to attain strides in numerous strategic and operational areas related to the below captioned.

Table 5: *BQA Successes & Achievements 2022 - 2025*

BQA Success and Achievement Elements	Success Indicators
Qualifications Registered on the NCQF	530
ETPs Registered and Accredited	121
Accredited Learning Programmes	910
Evaluated Qualifications	2674
Registered and Accredited Assessors and Moderators	1545

B. *Areas for Improvement*

Noticeably, the organisational diagnostic assessment indicated that targeted effort is required in providing a redress for the following:

i. Strategic Alignment -

b. Inadequate strategic fit between strategy and mandate
c. Misalignment of strategy to current industry needs
d. Disconnect between the strategy and institutional daily work

ii. Strategic Awareness & Strategic Clarity -

a. Institution-wide inadequate understanding the Authority's mandate
b. Low levels of understanding of the Authority's strategic agenda by stakeholders.

iii. Leadership & Management -

a. Leadership ineffectiveness
b. Insufficient and inconsistent communication of strategic priorities by leadership
c. Overall Inadequate engagement of staff by leadership

iv. Human Resource Management -

a. Inadequate resourcing of the institutional core function (financially and human capital)
b. Inadequate staff welfare and recognition initiatives

v. Organizational Implementation Environment & Operational Effectiveness -

a. Poor implementation monitoring
b. Ineffective stakeholder management

vi. Organizational Culture & Team Dynamics -

a. Poor Organizational Culture
b. Lack of team synergies

vii. Strategic Opportunities - In addressing the notable areas for improvement, beneficial leverage lies in exploring and taking advantage of the following

BQA SITUATIONAL ANALYSIS

Continued

a. Digital Transformation and Innovation
b. Unlocking effective and outcome-based partnerships & collaborations, (locally and internationally), a factor that goes against its targeted growth aspirations.
c. Efficient and engaged leadership that will create an enabling environment to support the institution's strategic intent and mandate
d. Definition of Institutional Culture and entrenchment thereof
e. Strategic Engagement and Public awareness
f. Capacity building and Human Capital Development
g. Policy and Regulatory Advancements
h. Regional and Global Recognition
i. Resource Mobilization and Sustainability
j. Research and Innovation

7.2.2. Key Learnings from the Implementation of EVOKE Strategic Plan

A thorough assessment and evaluation of the implementation of the past strategic plan (EVOKE Strategic Plan-2022-2025), revealed the following as the main critical success factors that BQA ought to give more prominence.

Table 6: *Key Lessons from the EVOKE 2022-25 Strategy*

Key Lessons (Critical Success Factors)	Key Considerations
Strategic Factors	• Well defined strategic intent and targets • Interpretation and Understanding of the institutional mandate • Leveraging on Stakeholder Input • Legal and Policy Framework
Leadership Factors	• Strong, Effective and Engaged Leadership • Ownership and Institution-wide Support • Stability in leadership
Client and Learner Centricity	• Effective Learner Protection • Client and Learner Relationship Management • Effective Client service Management • Leading Education and Training Environment for Learners
Raising BQA Brand Presence	• Intensify Public Education and Awareness
Institutional Resourcing	• Strive for adequacy in both financial and human resourcing of the core function • Earnest drive for sustainability relating to projects and initiatives (in accordance with a sustainable funding model)
Organizational Culture	• Collaborative and Inclusive team culture, devoid of silos and favouritism • Team Synergies • Robust Performance Management Framework • Effective Change and Transformation Management
Operational Factors (Structures, Policies and Processes)	• Well defined and functional operating structures • Empowered Organizational Core Functions • Effective Governance Structures • Enhanced awareness of applicable policies and frameworks • Effective Operational Processes and Turnaround Times
Implementation Monitoring and Evaluation	• Effective implementation monitoring of the strategic plan, employee performance and projects & initiatives
Industry, Sector and Market Intelligence	• Establishment of well structured, integrated, and systematic intelligence gathering framework. • Data-driven Decision making • Leveraging on Digital Platforms (in accordance with digital transformation)

BQA SITUATIONAL ANALYSIS

Continued

7.2.3. Stakeholder Analysis

The Stakeholder Analysis brought about the interests that the Authority has to take into cognisance when delivering this strategy.

Table 7: *Stakeholder Analysis*

NO	CATEGORY	STAKEHOLDER	INTERESTS
1	Primary	Learners	• Access to Quality Education • Timely Registration and Accreditation of ETPs • Timely Accreditation of Learning Programmes • Timely Registration of Qualifications on the NCQF • Timely Evaluation of Qualifications • Employability • Transparency
2	Primary	Education and Training Providers	• Availability of Quality Assurance Standards • Availability of the NCQF Level Descriptors • Registration and Accreditation of ETPs • Accreditation of Learning Programmes • Registration of Qualifications on the NCQF • RPL and CATS guidelines
3	Primary	Ministry of Higher Education	• Implementation of the BQA Mandate and Policies • Timely submission of Reports • Prudent management of resources • Availability of Quality Assurance Standards
4	Primary	Ministry of Child welfare and Basic Education	
5	Secondary	Government Ministries and Departments	• Implementation of the BQA Mandate and Policies • Timely submission of Reports • Prudent management of resources • Availability of Quality Assurance Standards • Information on BQA services • Availability of Labour Market Needs
6	Secondary	Professional Bodies and Regulatory Bodies	• Availability of Quality Assurance Standards • Availability of the NCQF Level Descriptors • Clear guidelines on endorsement of Qualifications and Learning Programmes • Registration and Accreditation of ETPs • Accreditation of Learning Programmes • Registration of Qualifications on the NCQF • RPL and CATS guidelines
7	Secondary	Awarding Bodies	• Availability of Quality Assurance Standards • Availability of the NCQF Level Descriptors • Registration and Accreditation of ETPs • Accreditation of Learning Programmes • Registration of Qualifications on the NCQF • RPL and CATS guidelines
8	Secondary	General Public	• Access to Quality Education • Timely Registration and Accreditation of ETPs • Available information on Accredited Learning Programmes • Available information on registered Qualifications • Timely Evaluation of Qualifications • Capacity Building on BQA Services
9	Secondary	External Quality Assurance and Cooperating Bodies	• Benchmarking and sharing of best practices • Adherence to the ACQF and SADCQF
10	Secondary	Foreign Qualifications Authorities	• Collaboration in Evaluation of Qualifications • Available information on qualifications recognised by BQA
11	Secondary	Labour Market and Industry	• Availability of Qualifications aligned to labour markets • Employment ready graduates • Recognition of Prior Learning

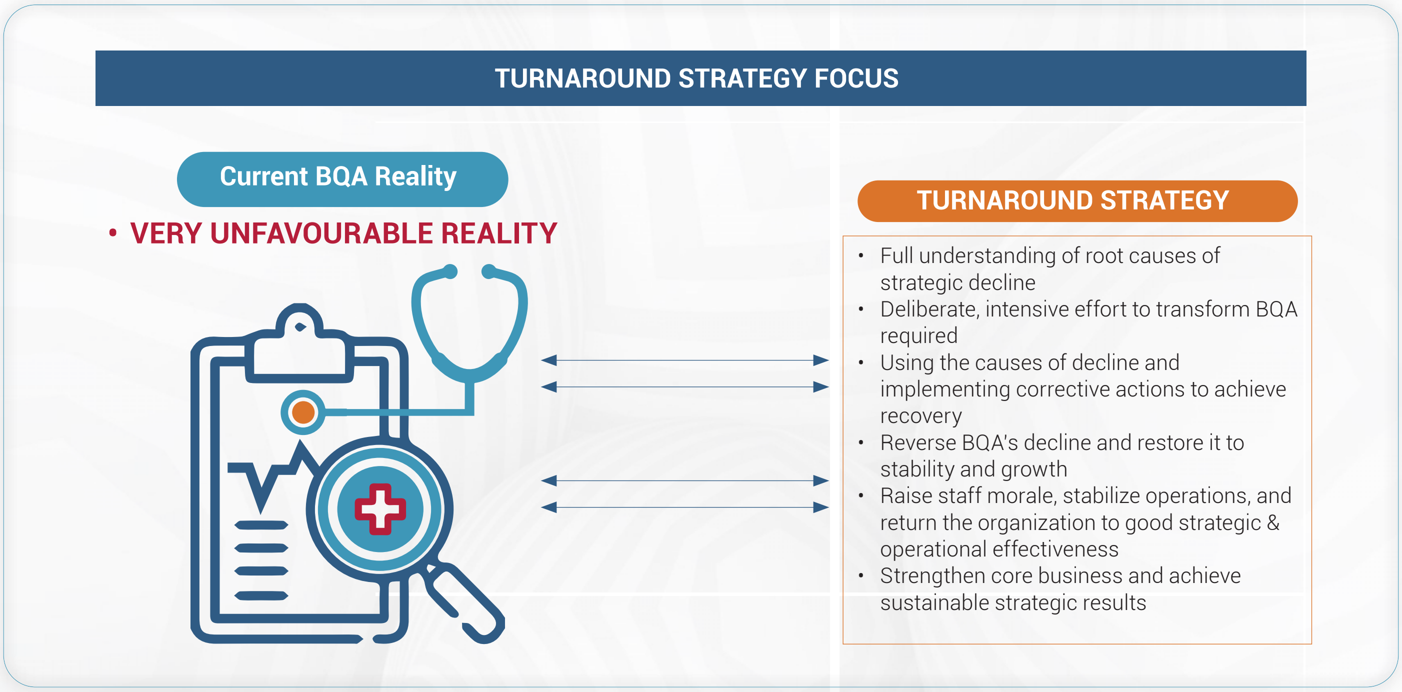
8 BQA SUITABLE STRATEGIC RESPONSE (TURNAROUND STRATEGY)

The in-depth consideration of the situational analysis results revealed that the organization should venture into a transformational process, to offer a best-suited panacea to the existing, and in most cases, recurrent unfavourable strategic and operational factors. Implicitly, a turnaround strategy is the best form of strategic response for the organization.

8.1 Turnaround Strategy Focus

The focus of the fitting turnaround strategy was to model a well-tailored strategy that leveraged on identification of well-aligned, context-specific and impactful strategic interventions, that fully considered the root-causal factors of the present unfavourable strategic & operational conditions. The below graphic outlines the current BQA reality and key factors that were the epicentre of modelling the organizational turnaround strategy

Figure 7: *Turnarround Strategy Focus*



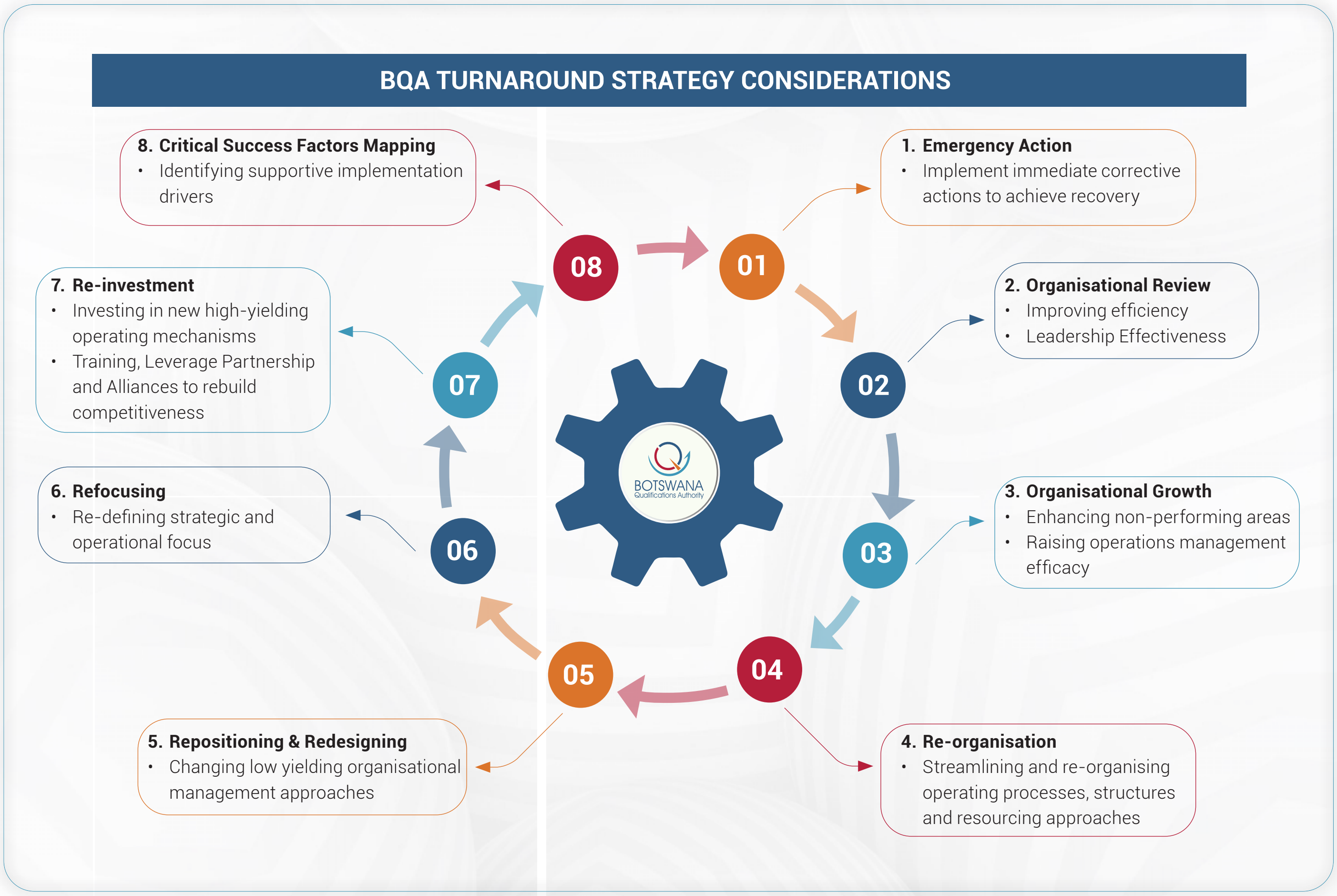
8.2 Turnaround Strategy Considerations

The planning process was guided by well defined planning considerations, that covered fundamental aspects on cross-cutting organizational perspectives, as shown below;

I. Emergency Actions
II. Key organizational renewal factors
III. Organizational growth indicators
IV. Organizational realignment and reconfiguration considerations
V. Requirements for refocusing key strategic and operational organizational areas
VI. Re-investment considerations
VII. Critical success factors

BQA SUITABLE STRATEGIC RESPONSE (TURNAROUND STRATEGY) *Continued*

Figure 8: *Turnarround Strategy Considerations*



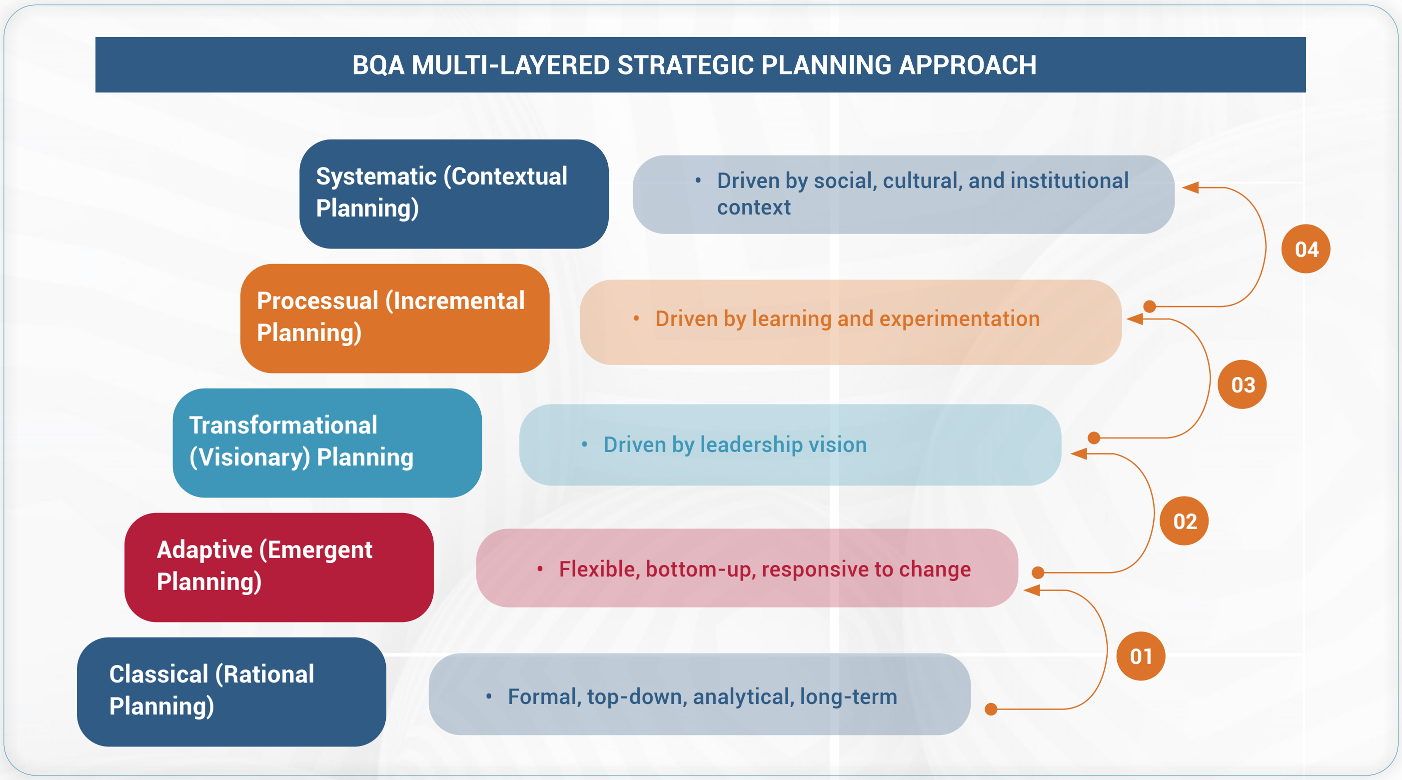
9 STRATEGIC PLANNING APPROACHES AND MODEL

9.1 Strategic Planning Approaches

The strategy development approach was a multi-layered hybrid approach, that fused together varied planning approaches respectively, as per the model below, that factors key planning approaches namely.

- Classical planning approach
- Adaptive planning approach
- Transformational planning approach

Figure 9: *Multi-Layered Strategic Planning Approach*



STRATEGIC PLANNING APPROACHES AND MODEL *Continued*

9.2 Strategic Planning Model

The selected multi-faceted planning approach considered the following significant planning processes. The below captioned are significant elements of the selected planning process-approach, that informed the entire planning exercise.

Figure 10: *Strategic Planning Process Insight*

10 STRATEGIC PLAN DEVELOPMENT PATHWAY

In developing the strategic plan, there was a linear based pathway, that guided the planning process, for purposes of ease of reference.

Figure 11: *Integrated Planning Pathway*

INTEGRATED PLANNING PATHWAY

Building Collectivism in Planning & Effective Delivery

01 Project Initiation Process
- Project Kick-start

02 Strategic Engagement & Organisational Diagnostic Assessment
- Generative stategic and business engagement

03 Broad-based Stakeholder Engagement
- Results & Outcome based stakeholder engagement

04 Operating Environment & Document Analysis
- Organisational Diagnostic Assessment

05 Strategic Modelling & Design and Implementation Environment Design
- Strategic Plan Design and Requisite Environment Design

06 Change Management and Handholding
- Change & Transformation Management

11 STRATEGIC FOUNDATIONS

The following elemental strategic foundations define BQA's targeted growth trajectory, as well as the supportive value system to raise the organization's implementation focus and culture.

VISION:

- To be a catalyst for the development of globally competitive and innovative human capital.
- Go nna motlhotlheletsi wa thuto e tlhabololang batho go nna le bokgoni le botlhale jo bosha gape bo phadisana le jwa mafatshe-fatshe.

MISSION:

- Promote an integrated and quality-assured education and training ecosystem that support sustainable skills development in the knowledge - based economy.
- Re loga seelo se ka sone re kalang gore dithuto tse moithuti a di fiwang ke tsa boleng jwa go mo thusa go nna le seabe mo go godiseng itsholelo ya lefatshe.

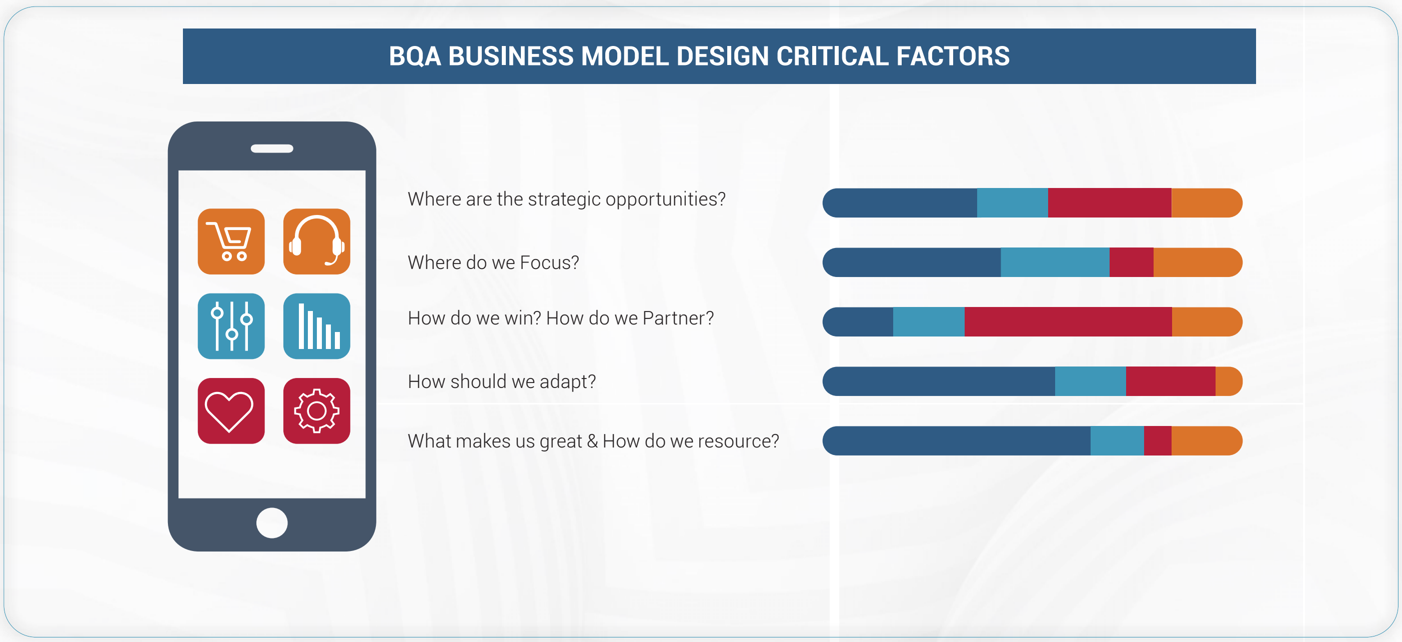
OUR VALUES

Integrity/ Boikanyego	Innovation/ Ntšhafatso	Collaboration/ Tirisano-mmogo	Inclusivity/ Kakaretso ya botlhe	Excellence/ Bonokopila
We shall conduct ourselves in a reputable manner in order to uphold the reputation to BQA by being ethical, honest and truthful in delivering our Mandate.	We embrace new ideas and new ways of working in pursuit of our desired outcomes.	We collaborate both internally and externally with strategic partners in the execution of our mandate.	We are impartial in our provision of equal access to opportunities and resources for all.	We uphold ourselves to high performance standards and best practice.
Re tla itshwara ka mokgwa o o tlotlegang go somarela leina le le ntle la BQA, ka go supa botho, nnete le boammaaruri le go ikanyega mo tirong ya rona.	Re amogela megopolo e mesha le ditsela tse di ntšhwa tsa go bereka go bona maduo a re a eletsang.	Re berekisanya mmogo le banale seabe botlhe ba ba botlhokwa go diragatsa maitlamo a rona.	Re isa ditirelo ko sechabeng ka go fa ditshono le didirisiwa ka tekatekano go botlhe.	Re dira tiro ya rona ka bonatla le ditsela tse di gaisang tsa go bereka mo go nang le boleng.

12 BQA BUSINESS MODEL

BQA business model is strategically significant as it provides a coherent framework through which the authority creates and delivers value by aligning core-mandate based services with elemental aspects relating to sector, strategic opportunities, partnership considerations, adaptive approaches, and effective resourcing considerations.

Figure 12: *Business Model Design Critical Factors*



By integrating Strategy to mainstream operational activities, resources, while serving stakeholder needs, the business model enhances organizational effectiveness, and sustainability, enabling the authority to remain responsive to a dynamic education and training environment while safeguarding the credibility and relevance of qualifications in Botswana

BQA BUSINESS MODEL

Continued

Figure 13: *BQA Business Model*

BQA BUSINESS MODEL

1. Value Proposition
- Safeguard Quality Education by registering & accrediting fit for purpose qualifications that address industry and learners

2. Our Key Activities
- Processing of Applications for R&A for all BQA Core Processes and services.
- Monitoring and Compliance Enforcement
- Stakeholder engagement (Stakeholder support & communication)
- Customer Support & Capacity Building
- Development of Policies, Instuments and Standards for maintenance of NCQF and QA
- Research and Policy Advocacy
- Human Resource Planning

9. Our Customer Segment
- Customers
- ETPs
- International education and quality assurance bodies
- Industries
- Employers and industry bodies
- Stakeholder
- Learners and Job seekers (members of the public)
- Government
- Donor Agencies

3. Our Revenue Streams
- Fees for services
- Project Funding
- Subvention
- Capacity Building
- Knowledge products

8. Our Relation Management Approach/ Ideals
- Collaborative partnerships
- Consultative partnerships
- Capacity building and support
- Pitso (conference, seminars)
- MOUs
- Targeted Portfolio Relationship Management

6. Our Key Resources
- Our people
- Physical Resources
- Financial resources
- Technology
- Partnerships & Networks
- Legal Mandate

5. Our Channels
- Government Gazette
- Official Website
- Digital Platforms (i.e Social media platforms
- Stakeholder engagement workshop
- Segwana
- Satellite Offices
- Mobile Offices
- Media Platforms
- Kgotla

4. Our Cost Structure
- Human Resources
- Facilities & Admin Costs
- Systems licensing fees
- Tools of Trade
- Emoluments
- Contracted Services
- Training & capacity Building Costs
- Benchmarking activities
- Continuos Professionals Development
- QA operations

Our Cost Containment Efforts
- Automate processes
- Introduce shared digital platforms
- Centralise procurement
- Monitor budget performance
- Foster partnerships and donor support to co-fund projects

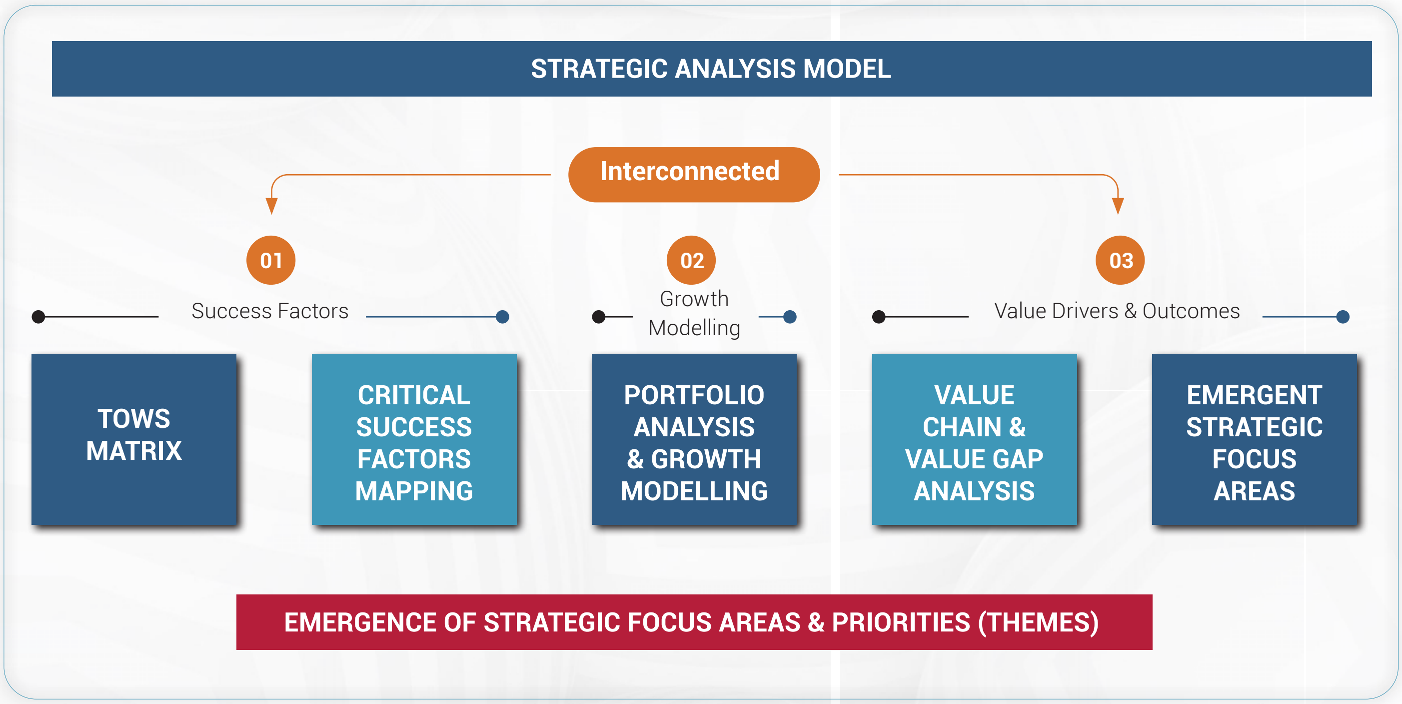
7. Our Key Partners
- Professional and Regulatory Bodies
- DTEF
- HRDC
- Ministries of Education
- ETPs and Awarding Bodies
- Employees Union
- Subject Matter Experts/ Reviewers
- Suppliers
- Regional and International Qualifications Agencies (eg. ACQF, SADCQF...)
- Peer Regulatory Authority
- SRC from various Institutions

Who else should BQA partner with?
- Business Botswana
- CIPA
- OMANG
- BIDPA

13 STRATEGIC ANALYSIS

The strategic analysis process, aimed at supplementing findings from the situational analysis, was conducted using a five (5) factor approach that focused on the assessment of the BQA internal operating environment against its mandate, stakeholder requirements and strategic agenda

Figure 14: *Strategic Analysis Model*



13.1. Internal Assessment (SWOT ANALYSIS - TOWS)

Botswana Qualifications Authority (BQA) conducted a comprehensive internal assessment to strengthen its strategic positioning and organisational performance. This exercise utilised the SWOT analysis framework to identify the Authority's internal strengths and weaknesses and to examine the external opportunities and threats that influence its operating environment.

To translate these insights into actionable strategic choices, BQA applied the TOWS matrix, an extension of the SWOT framework. TOWS goes beyond identifying issues, it systematically cross-matches the elements of SWOT to develop strategic responses. Through this approach, organisations generate four categories of strategies:

- **SO (Strength–Opportunity)** strategies that leverage strengths to capitalise on opportunities,
- **WO (Weakness–Opportunity)** strategies that use opportunities to overcome internal weaknesses,
- **ST (Strength–Threat**) strategies that deploy strengths to mitigate external threats, and
- **WT(Weakness–Threat)** strategies that minimise vulnerabilities and protect the organisation from risks.

STRATEGIC ANALYSIS

Continued

Figure 15: *SWOT Analysis Matrix*

SWOT ANALYSIS MATRIX

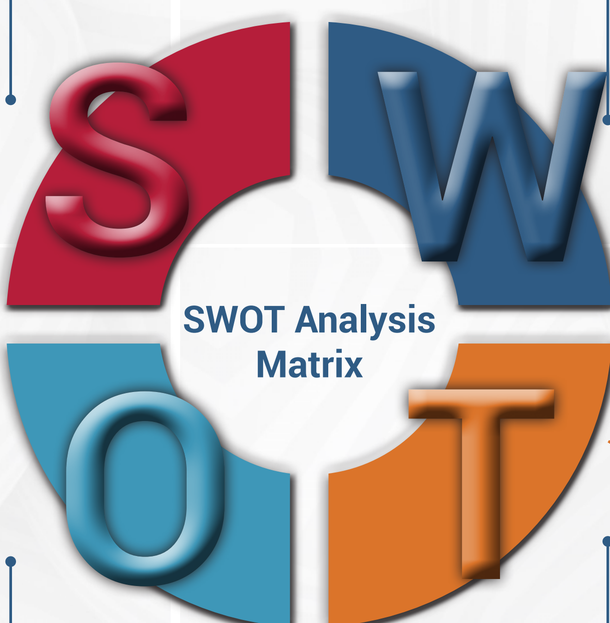
STRENGTHS

- Legislated coordination of all three (3) sub-frameworks
- Skilled Manpower
- Sound IT Systems
- Committed Board of Directors
- Committed Staff

WEAKNESS

- Poor work culture
- Leadership Ineffectiveness
- Inadequate strategic fit between strategy and mandate
- Disconnect between the strategy and institutional daily work
- Under-resourced Core Functions
- Inadequate staff welfare and recognition initiatives
- Inadequate common understanding of key operational concepts
- Ineffective Implementation Monitoring
- Inadequacies in employee performance management
- Gaps in the BQA ACT
- Inadequate engagement of staff by leadership
- Ineffective stakeholder management
- Lack of team synergie

INTERNAL FACTORS



EXTERNAL FACTORS

OPPORTUNITIES

- Emerging Technologies
- Existing local and International organizations with complimentary mandate
- Review of the BQA ACT and Regulations
- Availability of quality assurance & accreditation bodies

THREATS

- Loss of confidence by Stakeholders
- Negative perceptions
- Reduced Government funding
- Change in Government priorities (SOE merging/ Streamlining)
- Insufficient subject matter expects.

STRATEGIC ANALYSIS

Continued

13.2. TOWS Matrix

By applying the TOWS methodology, BQA was able to convert its SWOT output into a set of targeted, evidence-based strategic interventions. This process ensures alignment between the Authority's capabilities, the demands of its environment, and its long-term strategic priorities.

Table 8: *TOWS Matrix*

SO STRATEGIC OPTIONS
1. Skilled manpower-Forged strategic partnership to enhance capacity building and quality assurance (Job shadowing and benchmarking, CPD, consultancy work) 2. Legislated coordination of the 3 sub frameworks - harmonise the Act with other relevant statutes to enhance regulator effectiveness 3. Sound IT systems - Emerging technology (Interactive applications to improve operational efficiency)
WO STRATEGIC OPTIONS
1. Gaps in the BQA act-review of the BQA ACT with suggested improvements 2. Ineffective implementation monitoring- Use emerging technologies to enhance monitoring 3. Poor work culture- Providing staff engagement activities 4. Leadership ineffectiveness-Leadership development programs (Leadership assessments0 5. Inadequate strategic fit between strategy and mandate- Ensure alignment during strategy development 6. Under resourced core functions- Proper planning and resource allocation 7. Inadequate staff welfare and recognition initiatives-Employee value proposition
ST STRATEGIC OPTIONS
Sound IT vs Loss of Confidence by Stakeholders – utilizing IT systems to ensure process compliance IT Systems vs Poor work culture - Utilize productivity tools (Bitrix) Skilled manpower vs: Negative public perception – Public education campaigns Committed Board of Directors vs Negative public perception – avail resources for brand visibility Legislated coordination of all three(3) sub-frameworks vs Negative public perception – effectively implement the mandate
WT STRATEGIC OPTIONS
Gaps in the BQA Act vs Loss of Confidence by Stakeholders – Targeted review and amendment of the Act to strengthen regulatory effectiveness and maintain stakeholder confidence.

STRATEGIC ANALYSIS

Continued

13.3. BQA CRITICAL SUCCESS FACTORS AND PORTFOLIO & VALUE CHAIN GROWTH MODELLING

In firming up the organizational internal assessment, the organization conducted a review of the factors that will serve as critical enablers. This was coupled with the identification of significant strategic and operational initiatives that will enable the organization to grow its portfolio and amplify the effectiveness of its value chains, for heightened strategic delivery and organizational impact

Table 9: *Success Factors Portfolio and Value Chain Growth Modelling*

STRATEGIC ANALYSIS ELEMENTS	STRATEGIC ANALYSIS RESULTS HIGHLIGHTS
BQA CRITICAL SUCCESS FACTORS	An impelling need for the organization to amplify its strategic and operational efforts in the following areas; • Strategy Execution Effectiveness • Leadership Effectiveness • Transformation of organizational culture • Operational Effectiveness • Human Resource Management efficacy • Stakeholder Management & Partnerships Effectiveness • Industry, Sector and Market Intelligence • Global Benchmarks • Organizational governance and Compliance • Project, Risk and Employee Performance management Effectiveness • Organizational Impact Assessment
PORTFOLIO ANALYSIS & GROWTH MODELLING	A targeted review of the internal value chains was conducted in reference to prevalent good performing areas, gaps and opportunities, revealing required results-based strategies in the following areas; • Registration of Qualifications • Aligning Qualifications with National Labour market Needs • Development of TVET and GE Sub-Frameworks • Accreditation • Customer Enquiries Management • Service Level Agreements and Service Standards • Quality Assurance • Institutional Audits • Team Synergies, Staff Satisfaction and Engagement • Public Education • Professional Development • Safeguarding the Interests of Learners • Recognition of Qualifications

STRATEGIC ANALYSIS
Continued

STRATEGIC ANALYSIS ELEMENTS	STRATEGIC ANALYSIS RESULTS HIGHLIGHTS
VALUE CHAIN & VALUE GAP ANALYSIS	A targeted review of the internal value chains was conducted in reference to prevalent good performing areas, gaps and opportunities, revealing required results-based strategies in the following areas; • Registration of Qualifications • Aligning Qualifications with National Labour market Needs • Development of TVET and GE Sub-Frameworks • Accreditation • Customer Enquiries Management • Service Level Agreements and Service Standards • Quality Assurance • Institutional Audits • Team Synergies, Staff Satisfaction and Engagement • Public Education • Professional Development • Safeguarding the Interests of Learners • Recognition of Qualifications

14 STRATEGIC FOCUS AND PRIORITY AREAS

A two-pronged consideration of strategic analysis results and situational analysis results revealed an array of areas that BQA ought to give prominence. Notwithstanding this, for purposes of enhanced focus and strategic clarity, a thorough assessment of the numerous focus areas resulted in the below mentioned six (6) key focus and priority areas.

Table 10: *.Strategic Focus And Priority Areas*

STRATEGIC FOCUS & PRIORITY AREAS	STRATEGIC RESULTS
Digital Transformation	• Results-driven implementation of the Digital Transformation Strategy -Effective implementation of ERP System • Data-driven decision-making
Strategic Alignment	• Full implementation of the mandate • Continuous effective alignment of organizational strategic and operational agenda to the National and Ministry Strategic Priorities • Industry Partnerships & Collaborations • Alignment to stakeholder needs and expectations
Human Capital Management & Skills Development	• Improved staff productivity • Leadership Effectiveness
Internal Operating Environment Effectiveness	• Evidence based approval of learning programmes and qualifications • Effective Implementation of QMS • Improved adherence to TATs • Quality Assurance Certification (BOBS and HAQAA) • Improved Customer Service and Customer Relationship Management
Governance Oversight & Enforcement	• Established Sub-Frameworks Structures • Implementation of National Policies (RPL, CAT, Referencing & Articulation Assessment Policies • Organizational Governance
Financial Sustainability	• Maximization of revenue from services - Planning and Resources deployment • Strategic Prioritization

Table 11: *.Top Seven (7) Deliverables*

TOP SEVEN (7) DELIVERABLES
1. Alignment of NCQF to SADCQF and ACQF (Include Micro Credentials in the Framework)
2. BQA Quality Assurance Certification (ISO 9001 and HAQAA)
3. Implementation of the National Policies (RPL and CATS, Referencing & Articulation Assessment Policies)
4. Hosting of an International Conference on Quality Assuarance in Education and Training
5. Evaluation of NCQF impact
6. Digitalisational Transformation Strategy
7. Financial Sustainability Strategy

15 BQA INTEGRATED STRATEGY MAP

Figure 16: *Strategic Map*

VISION: To be a Catalyst for the Development of Globally Competitive and Innovative Human Capital

MISSION: Promote an integrated and quality-assured education and training ecosystem that support sustainable skills development in the knowledge - based economy.

VALUES: Integrity | Innovation | Collaboration | Inclusivity | Excellence |

Perspective	Strategic Objectives			
Business Results Perspective	Enhance Strategic Alignment & Impact	Improve Quality of Education & Training	Raise BQA Brand Equity	
Stakeholder & Customer Perspective	Improve Education & Training Providers (ETPs) Compliance	Improve Stakeholder Management & Partnership		
Financial Perspective	Strengthen Financial Sustainability			
Internal Process Perspective	Elevate Strategy & Project Implementation Effectiveness	Improve BQA Operations Management	Strengthen Governance & Internal Control Environment	Intensify Organisational Digitalisation Drive
Employee Value Perspective	Improve Employee Value Creation	Improve Organisational Effectiveness		

IGNITE: Innovate | Guide | Nurture | Inspire | Transform | Excel |

BQA STRATEGIC OBJECTIVES DEFINITIONS

15.1. Strategic Objectives

The Authority commits to pursuing the following Strategic Objectives in the next four (4) years

Table 12: *Strategic Objectives Definitions*

OBJECTIVES	DEFINITION
1. Enhance Strategic Alignment & Impact	Ensure that all initiatives are aligned to the Authority's strategic priorities, mandate, and national reforms, while delivering measurable system level impact reflected through improved public value, enhanced graduate mobility, labour market relevance, and strengthened international recognition of Botswana's qualifications.
2. Improve Quality of Education & Training	Enhance the standards, relevance, and effectiveness of qualifications and LPs offered by ETPs ensuring that learners acquire the right knowledge, skills, and competencies needed to meet industry demands.
3. Raise BQA Brand Equity	BQA will strengthen its brand reputation, visibility, and stakeholder trust by consistently delivering valuable services.
4. Improve ETPs Compliance	BQA will Ensure that Education and Training Providers (ETPs) consistently comply with accreditation requirements, quality assurance standards, and regulatory statutes.
5. Improve Stakeholder Management & Partnership	BQA will strengthen its relationship and collaboration with its key stakeholders.
6. Strengthen Financial Sustainability	BQA will ensure long-term financial health and stability by diversifying revenue sources, optimising resource allocation, and improving financial governance
7. Elevate Strategy & Project Implementation Effectiveness	The Authority's capacity to effectively plan, execute, monitor, and review strategic initiatives and projects to ensure the timely delivery of results
8. Improve BQA Operations Management	Systematic improvement of processes and structures to enable BQA to translate its strategic goals into actionable and measurable outcomes and enhanced decision making
9. Strengthen Governance & Internal Control Environment	Reinforce compliance, governance, risk management, and audit practices to ensure organisational transparency, accountability, and integrity
10. Intensify Organizational Digitalization Drive	The Authority will improve and upgrade its IT infrastructure to enhance data management and service delivery
11. Improve Employee Value Creation	BQA will align employees' capabilities with organizational requirements
12. Improve Organizational Effectiveness	BQA will improve its human resource capacity through strengthening workforce performance to ensure the Authority operates at its optimal

16 BQA FOUR (4) YEAR SCORECARD BUSINESS RESULTS PERSPECTIVE

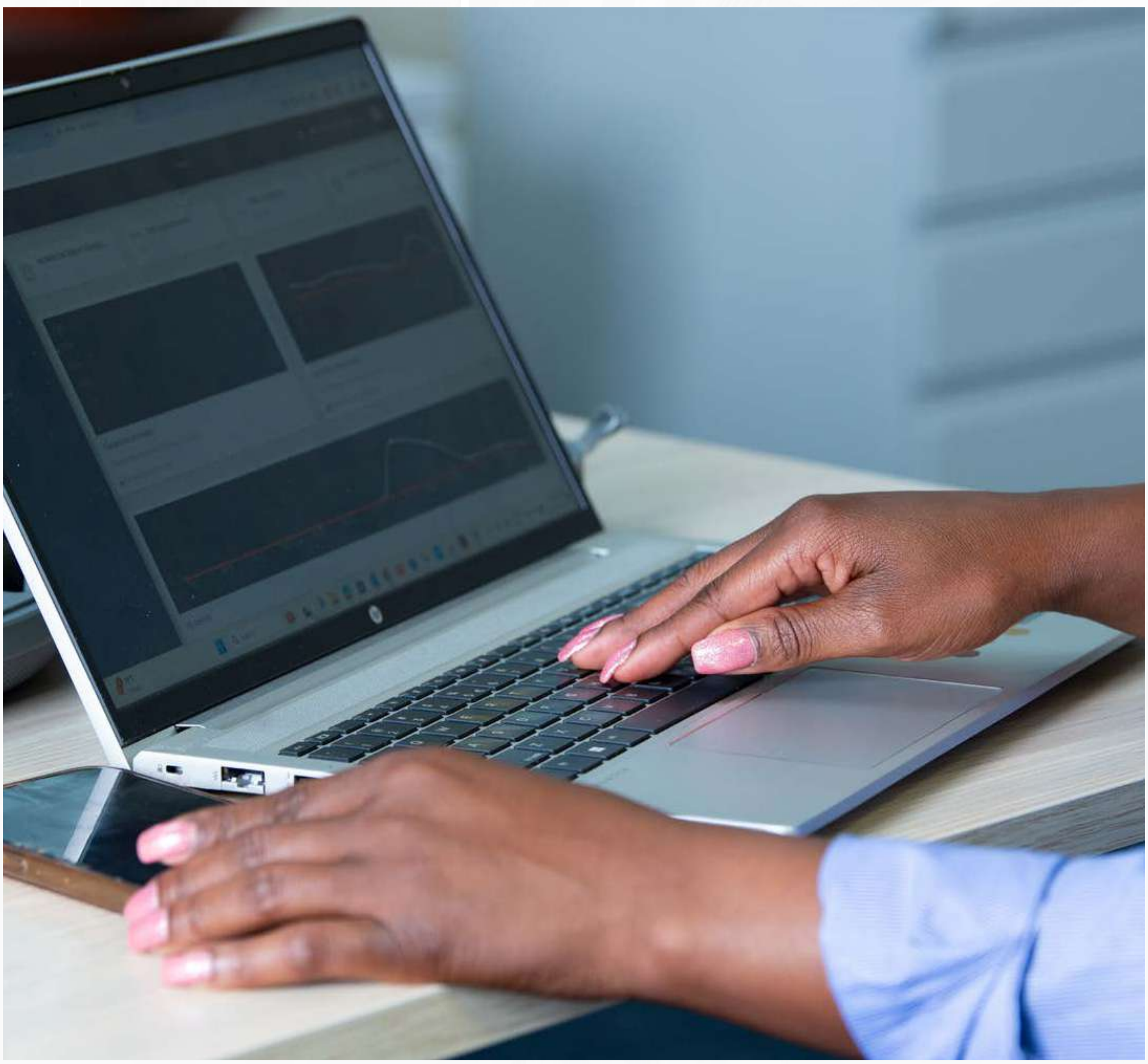
The Authority strives for long-term sustainability. In order to achieve this, there is an impelling need to enhance alignment to a number of factors, including but not limited to mandate and national priorities. Additionally, the organization prioritises strategic impactfulness nationally and globally.

Table 13: *Business Results Perspective*

STRATEGIC OBJECTIVE	KPI	BASE LINE	TARGET				STRATEGIC INITIATIVES
			YR1	YR2	YR3	YR4	
Enhance Strategic Alignment & Impact	Level of Alignment to National Priorities	TBD (New)	65%	70%	75%	80%	I. Conduct Strategic Alignment Testing II. Develop an Impact Assessment Framework III. *Review BQA Act and Regulations IV. Develop and Implement a Policy Advocacy Programme
	Graduate Employability Rate	TBD (New)	N/A	N/A	N/A	45%	I. Develop and implement a Graduate Tracer Study Programme
	Number of Research studies completed	TBD (New)	65%	75%	75%	75%	I. Develop and Implement a Research and Development Programme (Include Industry & Market Intelligence milestone)
	% Qualifications registered against HRDC Priority Skills List	TBD (New)	65%	75%	85%	95%	I. Conduct a baseline analysis of all registered qualifications to determine current alignment percentage to HDRC priority skills
	% Qualifications recognised internationally	TBD (New)	N/A	25%	35%	45%	I. Establish partnerships with international quality assurance bodies II. Align the NCQF to ACQF/SADCQF and other regional/ global quality standards
Improve Quality of Education and Training	% Implementation of Partnership Projects	70%	75%	75%	75%	75%	I. Implement partnerships projects derived from MOUs
	% Of planned Quality Standards and frameworks developed and approved	40%	50%	60%	70%	80%	I. Develop & implement Standards & Frameworks (GE, HE and TVET) II. Develop Quality Assurance Framework for Education training and skills development III. Develop E-Learning Quality Assurance Framework IV. Develop and implement National Policy for each of the Sub-Framework structures V. Lead and Coordinate development of national qualifications VI. *Conduct an evaluation of NCQF Implementation VII. *Evaluate Implementation of the Quality Assurance System. VIII. Host an international Conference on Quality Assurance in Education and Training
	% Implementation of quality standards and frameworks	40%	n/a	50%	60%	70%	

BQA FOUR (4) YEAR SCORECARD BUSINESS RESULTS PERSPECTIVE *Continued*

STRATEGIC OBJECTIVE	KPI	BASE LINE	TARGET				STRATEGIC INITIATIVES
			YR1	YR2	YR3	YR4	
							IX. Develop and Implement Norms and Standards Programme X. Develop an Implementation Programme for RPL, CATS and Assessment Policies XI. Develop a framework for Micro-Credentials.
Raise BQA Brand Equity	Brand Perception Index	TBD	60%	65%	75%	95%	I. Develop and Implement Brand and Marketing Strategy



BQA FOUR (4) YEAR SCORECARD STAKEHOLDER & CUSTOMER PERSPECTIVE

STAKEHOLDER & CUSTOMER PERSPECTIVE

The crux of this perspective is for the Authority to focus its efforts in delivering the needs and expectations of its stakeholders and customers. The perspective observes that there must be concerted efforts to add value in terms of ensuring that education providers are highly compliant with all the necessary requirements. Moreover, the Authority, through this perspective, will continuously engage all its stakeholders to attain value adding strategic input from their end.

Table 14: *Stakeholder & Customer Perspective*

STRATEGIC OBJECTIVE	KPI	BASE LINE	TARGET				STRATEGIC INITIATIVES
			YR1	YR2	YR3	YR4	
Improve Education and Training Providers (ETPs) Compliance	Level of ETPs compliance	33%	45%	50%	70%	80%	I. Develop and implement Institutional Audit Plan II. Develop and Implement Capacity Building strategy and plan. III. Implement Protection of Enrolled Learners Policy
Improve Stakeholder Management & Partnership	% Customer Satisfaction	38%	50%	60%	70%	75%	I. Develop and Implement Stakeholder Management and Communication Strategy and plan
	% Stakeholder Satisfaction	62%	65%	70%	75%	80%	
	% Compliance to MOUs-joint objectives	TBD	50%	70%	75%	80%	

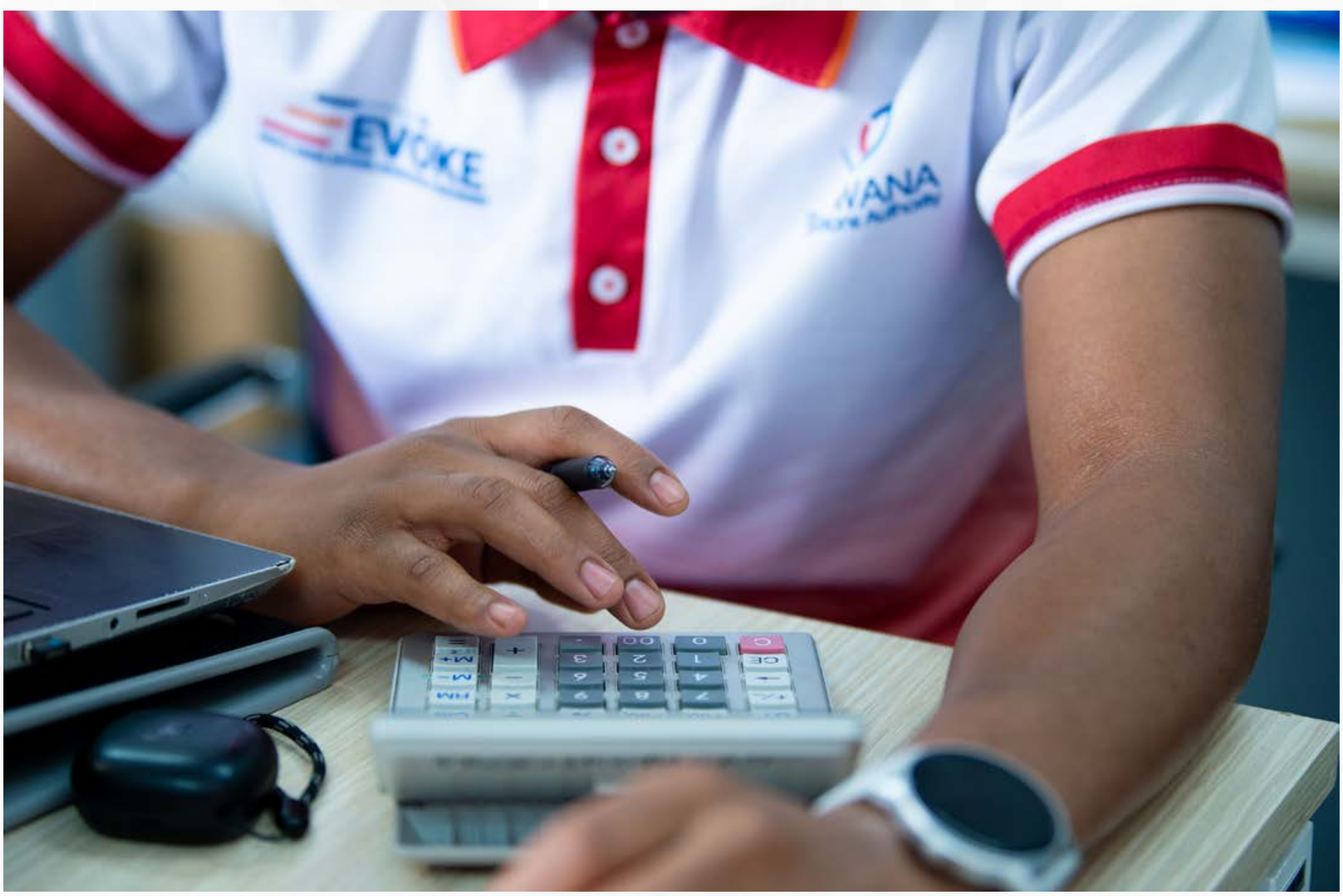
BQA FOUR (4) YEAR SCORECARD FINANCIAL PERSPECTIVE

FINANCIAL PERSPECTIVE

In this strategic tenure, BQA strives to focus on sustainability. This requires sound financial management where there will be demonstrations of, among other things, adequate cash flow to support operations, demonstrable accountability and transparency.

Table 15: *Financial Perspective*

STRATEGIC OBJECTIVE	KPI	BASE LINE	TARGET				STRATEGIC INITIATIVES
			YR1	YR2	YR3	YR4	
Strengthen Financial Sustainability	Grant Funds attracted against Revenue Budget	1%	1%	1%	1%	2%	I. Develop and Implement Financial Sustainability Strategy and Index II. Review Fee Regulations (For Maximization of Revenue from BQA Services) III. Review and Implement Cost Containment Guidelines and plan
	% Of 3rd Stream income generated against revenue budget	3%	5%	5%	5%	5%	
	% Adherence to budget	95%	95%	95%	90%	90%	



BQA FOUR (4) YEAR SCORECARD
INTERNAL PROCESSES PERSPECTIVE

INTERNAL PROCESSES PERSPECTIVE

The efficiency and effectiveness of organizational Internal processes & operations are crucial in the achievement of all the targeted organizational goals. The Authority will forge operational efficacy through leveraging on technology as well as enhancing overall implementation effectiveness.

Table 16: *Internal Processes Perspective*

STRATEGIC OBJECTIVE	KPI	BASE LINE	TARGET				STRATEGIC INITIATIVES
			YR1	YR2	YR3	YR4	
Enhance Strategy and Project Implementation Effectiveness	% Of strategic objectives achieved	50%	55%	60%	70%	85%	I. Develop and Implement Project Management Framework II. Implement Strategy Management Framework III. Conduct an organization-wide Strategy & Project Management Maturity Assessment IV. Develop and Implement a Monitoring and Evaluation Framework
	% Compliance to strategy management framework	50%	55%	60%	70%	85%	
	% Projects completed within scope and timeline	50%	80%	85%	90%	90%	
Improve BQA Operations Management	% Compliance to processes	40%	70%	90%	100%	100%	I. Develop and Implement a Quality Management System II. Monitor Compliance to TATs & Service Standards III. *Redesign Support Business Processes
	% Compliance to TATs and service standards	40%	60%	80%	90%	95%	
Strengthen Governance & Internal Control Environment	% Compliance Level to Regulatory Requirements	31%	70%	75%	80%	85%	I. Develop a Regulatory Universe and implement its monitoring Plan II. Implement Risk Management Framework and Strategy III. Implement Internal Audit Plan and monitor closure of audit findings IV. Risk profile current Audit findings to the new risk matrix framework V. Implement Organizational Governance Framework VI. Develop and Implement a Data Protection Governance Framework
	% Level of Closure of Audit Findings (Internal and External)	2.5%	50%	50%	75%	75%	
	Risk Treatment Effectiveness Score	TBD (New)	85%	85%	90%	90%	
	% Compliance level to adopted governance principles (King IV Code)	TBD (New)	85%	85%	90%	90%	
Intensify Organizational Digitalization Drive	% Implementation of organizational digitalization strategy	25%	25%	50%	90%	100%	I. Develop and Implement Enterprise Resource Planning (ERP) system (Comprises of Automations and Artificial Intelligence) II. Develop and Implement an IT Strategy III. Implement a Cyber Security Framework IV. Automate Strategy Management dashboard

BQA FOUR (4) YEAR SCORECARD EMPLOYEE VALUE PERSPECTIVE

EMPLOYEE VALUE PERSPECTIVE

This perspective offers a lucid account of how the Authority will leverage on the value of its employees to deliver its strategic aspirations

Table 17: *Employee Value Perspective*

STRATEGIC OBJECTIVE	KPI	BASE LINE	TARGET				STRATEGIC INITIATIVES
			YR1	YR2	YR3	YR4	
Improve Employee Value Creation	% Implementation of EVP	50%	65%	70%	75%	80%	I. Develop and Implement Employee Value Proposition (EVP) II. Conduct Staff Satisfaction Survey
	Staff Satisfaction Index	60%	N/A	65%	N/A	70%	
Improve Organizational Effectiveness	Leadership Effectiveness Index	38%	N/A	50%	N/A	60%	I. Review and implement a fit-for-purpose organizational structure II. Implement Talent Management and Succession Framework III. Develop and implement learning and development plan IV. Implement leadership coaching and mentoring programme V. Review and Implement Change Management Strategy
	Average Employee performance	73%	80%	85%	90%	90%	
	% Implementation of the change management plan	40%	55%	65%	75%	85%	
	% Of positions filled against optimal staff establishment	76%	80%	85%	95%	95%	
	% Implementation of talent and succession plan	TBD (New)	N/A	80%	85%	95%	

17 STRATEGIC INITIATIVES IMPLEMENTATION PLAN

This 4-Year Implementation Plan is designed to map out the fundamental priorities and their success

Table 18: *Initiatives Implementation Plan*

STRATEGIC OBJECTIVE	PROJECTS & INITIATIVES	SUCCESS INDICATORS (OUTCOMES)	TARGETED IMPLEMENTATION PERIOD			
			YR1	YR2	YR3	YR4
Enhance Strategic Alignment & maximise Impact	Conduct Strategic Alignment Testing	• All projects and initiatives are systematically tested for alignment to the organization's objectives and national priorities, resulting in a focused portfolio where misaligned work is adjusted	X	X	X	X
	Develop an Impact assessment Framework	• BQA strategic initiatives aligned with the ministries of education road maps • Improved contribution to national development outcomes	X			
	* Review BQA Act & Regulations	• Reviewed Act and Regulations • Improved alignment to the best international standards & practice in quality assurance and NQFS	X	X	X	
	Develop and Implement a Policy Advocacy Programme	• Enhanced influence in shaping national policy and regulatory reforms. • Evidence-based contributions to policy development. • Improved alignment with national priorities and sector strategies. • Increased responsiveness to legislative and regulatory changes.	X	X	X	
	Develop and Implement a Research and Development Programme (Include Industry & Market Intelligence milestone)	• Increased credibility of BQA as a national knowledge and research leader • Enhanced internal research capability and staff competence. • Improved quality and volume of research and analytical outputs. • Evidencebased decisionmaking across BQA's regulatory functions.	X	X	X	
	Develop and implement a Graduate Tracer Study Programme	• Accurate national data on graduate employment outcomes • Improved alignment between qualifications and labour market needs • Evidence based decision making for Learning Programmes and Qualifications development	X	X	X	X
	* Conduct an evaluation of the NCQF implementation	• NCQF Alignment and gaps identified • Enhanced education system that aligns to Labor Market	X	X		
	Conduct a baseline analysis of all registered qualifications to determine current alignment percentage to HDRC priority skills	• Availed Baseline Alignment data (by sector/ level) and prioritized gap analysis used to inform maintenance of the NCQF	X	X	X	X
	Establish partnerships with international quality assurance bodies	• Enhanced quality, relevance and global recognition of Botswana's education and training system	X	X	X	X

STRATEGIC INITIATIVES IMPLEMENTATION PLAN *Continued*

STRATEGIC OBJECTIVE	PROJECTS & INITIATIVES	SUCCESS INDICATORS (OUTCOMES)	TARGETED IMPLEMENTATION PERIOD			
			YR1	YR2	YR3	YR4
Enhance Strategic Alignment & maximise Impact (Continued)	Align the NCQF to ACQF/SADCQF and other regional/global quality standards	• Improved recognition and referencing of NCQF by SADCQF and ACQF, with QA processes aligned to regional standards.	X	X	X	X
Improve Quality of Education and Training	Develop and implement Quality Standards and Frameworks (GE, HE, and TVET)	• Improved consistency and quality across all education sub-sectors.	X	X	X	X
	Develop Quality Assurance Framework for Education training and skills development	• Improved quality and consistency of education and training provision • Enhanced integrity and reliability of assessment systems • Better learner outcomes, protection, and progression pathways • Higher trust, transparency, and accountability in the education and training system		X	X	X
	Develop E-Learning Quality Assurance Framework	• An E-Learning Quality Assurance Framework is developed to guide consistent standards for Open, Distance and Flexible Learning (ODFL)	X	X		
	Develop and implement National Policy for each of the sub-framework structures	• Approved, published, and operational policies that ensure vertical and horizontal coherence across sub-frameworks	X	X		
	*Lead and Coordinate development of National Qualifications	• Relevant and uptodate national qualifications aligned to industry and national development priorities. • Consistent, highquality qualification standards across all sectors and levels. • Strengthened coordination and participation of stakeholders in qualification development. • Improved learner mobility, progression, and articulation through a coherent qualifications framework. • Enhanced credibility and recognition of national qualifications by employers and international partners.	X	X	X	X
	*Evaluate implementation QA System	• Increased Alignment and coherence • Transparency and accountability improved			X	
	Host an International Conference on Quality Assurance in Education and training	• successfully hosted conference, attracting diverse global and regional participants • Improved knowledge exchange in QA.	x	x		

STRATEGIC INITIATIVES IMPLEMENTATION PLAN *Continued*

STRATEGIC OBJECTIVE	PROJECTS & INITIATIVES	SUCCESS INDICATORS (OUTCOMES)	TARGETED IMPLEMENTATION PERIOD			
			YR1	YR2	YR3	YR4
Improve Quality of Education and Training (Continued)	Develop and Implement Norms and Standards Programme	• Norms and Standards fully implemented across all accredited HE & TVET, and GE ETPs • Consistent compliance with quality benchmarks. • Improved programme design and delivery	X	X	X	X
	Develop an Implementation programme for RPL, CATS and Assessment Policies	• RPL, CATS, and Assessment policies are fully implemented across all education sub-frameworks	X	X	X	X
	Develop a framework for Micro-credentials	• A comprehensive framework for micro-credentials is implemented, • Assessment quality and integrity strengthened			X	X
Raise BQA Brand Equity	Develop and Implement Brand and Marketing Strategy	• Enhanced Brand visibility • Positive brand perception	X	X	X	X
Improve ETPs Compliance	Develop and Implement Institutional Audit Plans.	• Improved compliance and quality • Institutions address audit	X	X	X	X
	Develop and Implement Capacity Building strategy and plan.	• Institutional readiness strengthened • Consistent application of QA standards	X	X	X	X
	Implement Protection of Enrolled Learners Policy	• Strengthened safety, welfare, and rights of enrolled learners across all registered education and training institutions. • Reduced disruption to learning through effective and consistent teachout, transfer, or refund mechanisms when providers fail or close. • Increased accountability and compliance among providers regarding learner protection obligations.	X	X	X	X
Improve Stakeholder Management & Partnership	Develop and Implement Stakeholder Management and Communication Strategy and Plan.	• Clear and Effective communication channels established • Functional Feedback mechanisms • Established and active Partnerships • Successful Implementation of joint projects	X	X	X	X
Strengthen Financial Sustainability	Develop and Implement Financial Sustainability Strategy and Plan	• Improved financial resilience	X	X	X	X
	Review Fee Regulations (For Maximization of Revenue from BQA Services)	• Revised fee structure that ensures all BQA services identified are paid for • Fair and competitive pricing • Financial sustainability	X			
	Review and Implement Cost Containment Guidelines and Plan.	• Improved financial resilience • Data-driven insights from the financial	X	X	X	X

STRATEGIC INITIATIVES IMPLEMENTATION PLAN *Continued*

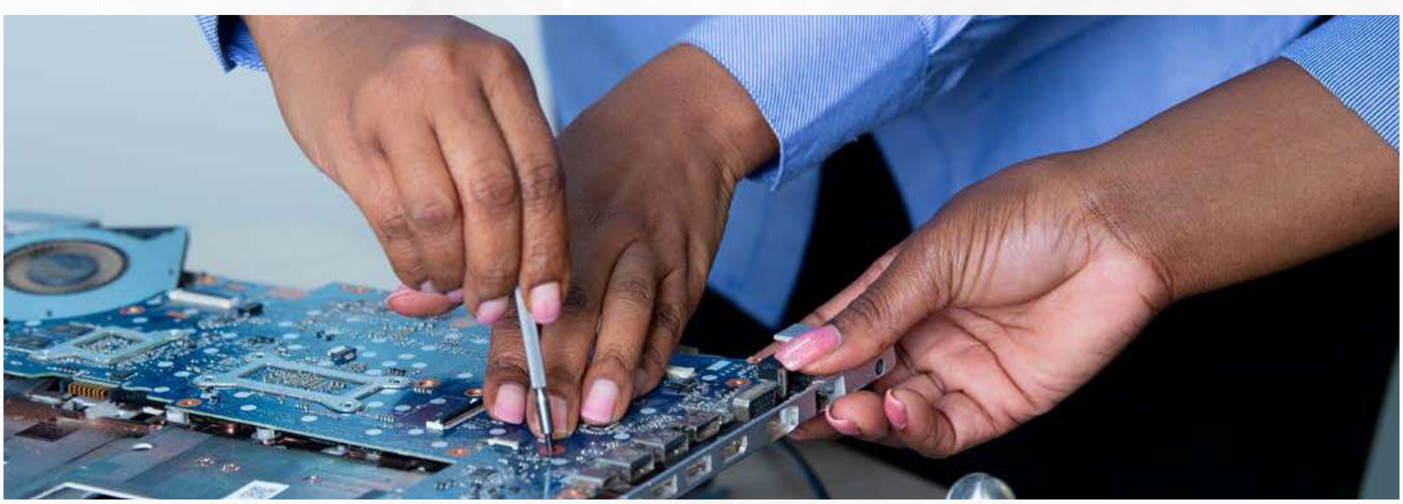
STRATEGIC OBJECTIVE	PROJECTS & INITIATIVES	SUCCESS INDICATORS (OUTCOMES)	TARGETED IMPLEMENTATION PERIOD			
			YR1	YR2	YR3	YR4
Enhance Strategy & Project Implementation Effectiveness	Develop and Implement Project Management Framework	• Enhanced Project execution efficiency across the organization • Standardized project delivery • Strengthened accountability • Improved strategy monitoring	X	X	X	X
	Implement the Strategy Management Framework	• Improved strategy execution and organisational performance • Improved strategy monitoring in a • consistent and standardised manner • Continuous improvement and quick • Response • Clear accountability structures • Better alignment between corporate, departmental, and individual plans • Stronger evidencebased decisionmaking	X	X	X	X
	Conduct an Organization-wide Strategy & Project Management Maturity Assessment	• Gap analysis and remedial action • Clear understanding of maturity level • Defined roadmap for improvement		X		X
	Develop and implement a Monitoring and Evaluation Framework	• Improved organisational performance and strategy execution. • Timely, accurate, and standardised performance reporting. • Evidencebased decisionmaking at all management levels. • Strengthened transparency and accountability. • Enhanced service delivery and programme impact.	X	X	X	X
Improve BQA Operations Management	Develop and Implement a Quality Management System (QMS)	• Standardised process • Improved customer satisfaction • Increased operational efficiency	X	X	X	X
	Monitor Compliance to TATs & Service Standards.	• Improved service delivery and customer satisfaction • Increased operational efficiency • Improved compliance	X	X	X	X
	* Redesign Support Business Processes	• Improved productivity • Improved efficiency	X	X		

STRATEGIC INITIATIVES IMPLEMENTATION PLAN *Continued*

STRATEGIC OBJECTIVE	PROJECTS & INITIATIVES	SUCCESS INDICATORS (OUTCOMES)	TARGETED IMPLEMENTATION PERIOD			
			YR1	YR2	YR3	YR4
Strengthen Governance & Internal Control Environment	Develop a Regulatory Universe and Implement its Monitoring Plans.	• Regulatory Universe established • Improved compliance assurance • Integrated reporting & transparency	X	X	X	X
	Implement Risk Management Frameworks, and Strategy	• Improved risk identification • Improved risk assessment, and mitigation strategies • Standardised risk management approach • Improved compliance	X	X	X	X
	Implement Internal Audit Plan and monitor closure of audit findings	• Improved internal control environment • Continuous improvement • Improved Closure of Audit Findings	X	X	X	X
	Risk profile current audit findings to the new risk matrix framework.	• All current audit findings are reassessed and mapped to the new enterprise risk matrix • A unified risk register, prioritized treatments, and strengthened oversight	X			
	Implement Organizational Governance Framework	• Improved decision making and accountability • Strengthened compliance and risk management	X	X	X	
	Develop and Implement a Data Protection Governance Framework	• Improved protection of personal and sensitive data • Enhanced compliance with data protection laws	X	X		
Intensify Organizational Digitalization Drive	Develop and Implement the Enterprise Resource Planning (ERP) System	• Integrated efficient and effective system • Improved operational efficiency	X	X		
	Develop and Implement an IT Strategy	• A clear, integrated, and futureoriented IT roadmap • Modernized for reliability, scalability, and security • Improved data quality and analytics capability for decision making	X	X	X	X
	Implement a cyber security framework	• Stronger protection of organisational data and systems • Integrated efficient and effective system • Improved operational efficiency • Higher cybersecurity maturity and readiness for emerging threats	X	X	X	X
	Automate Strategy performance dashboard	• Faster and more accurate performance reporting. • Enhanced progress monitoring. • Early identification of risks, delays, and underperformance. • Increased transparency and evidencebased decisionmaking. • Better support for strategic plan execution and M&E functions.	X			

STRATEGIC INITIATIVES IMPLEMENTATION PLAN *Continued*

STRATEGIC OBJECTIVE	PROJECTS & INITIATIVES	SUCCESS INDICATORS (OUTCOMES)	TARGETED IMPLEMENTATION PERIOD			
			YR1	YR2	YR3	YR4
Improve Employee Value Creation	Develop and Implement Employee Value Proposition (EVP)	• Increased Talent Attraction • Improved Employee Retention • Enhanced Employee Engagement • Better Alignment of Rewards and Expectations	X	X	X	X
	Conduct Staff Satisfaction survey	• Improved understanding of employee needs, concerns, and motivations. • Enhanced employee engagement, morale, and workplace satisfaction. • Strengthened organisational culture and performance. • Better alignment between leadership actions and employee expectations.		X		X
Improve Organizational Effectiveness	Review and implement a fit-for-purpose organizational structure	• Clear roles and responsibilities • Improved efficiency and productivity • Fit for purpose remuneration structure	X			
	Implement Talent Management and Succession Framework	• Leadership continuity • Enhanced and built trust • Enhanced transparency • Talent pools		X	X	X
	Develop and implement learning and development plan	• Skills development • Clear path for succession • Improve productivity • High performance culture • Quality employee	X	X	X	X
	Review and Implement Change Management Strategy	• Reduced resistance to change • Informed employee • Successful implementation of projects • Improved employee readiness to adopt change	X	X	X	X
	Implement leadership coaching and mentoring programme	• Leadership capability enhanced • Retention and engagement increased • Organizational performance improved	X	X	X	X



18 ENABLING FACTORS FOR THE BQA 2026 -2030 STRATEGIC PLAN

The successful execution of the BQA 2026–2030 Strategic Plan relies on several critical enabling factors. These include preconditions—elements within BQA's control that must be in place and assumptions, which are external factors necessary for the achievement of the Strategy.

18.1. PRECONDITIONS

18.1.1 Adequate, competent and motivated human capital
BQA will maintain a fully staffed organisational structure with personnel who possess relevant qualifications, capabilities, and a strong commitment to delivering the Authority's mandate.

18.1.2 High performance and collaborative work culture
BQA staff will embrace a culture of teamwork, accountability, innovation and service excellence to consistently meet the needs of stakeholders.

18.1.3 Effective Board governance and leadership support
The BQA Board will provide strategic oversight, guidance and timely decisionmaking to enable successful implementation of the Strategy.

18.1.4 Robust organisational infrastructure and digital systems BQA will have sufficient physical infrastructure, digital platforms, ICT systems and operational tools required to deliver efficient, transparent, and technologyenabled services.

18.1.5 Sufficient operational tools and logistics
Functional office equipment, learning resources, vehicles, software and other logistics will be reliably available to support efficient operations and field activities.

18.1.6 Enterprise wide ownership of the Strategy
All BQA units and staff will understand, internalise and actively support strategic priorities, aligning annual plans, personal work plans, and budgets with the Strategy.

18.1.7 Proactive Enterprise Risk Management
BQA will maintain systems for timely identification, assessment and mitigation of risks that may hinder the delivery of the mandate, ensuring organisational resilience.

18.2. ASSUMPTIONS

18.2.1 Sufficient funding
Government will provide adequate, timely financial resources to support effective execution of the Strategy.

18.2.2 Supportive national regulatory and policy environment
A stable and enabling policy environment within the education and training sector will support BQA's quality assurance and regulatory functions.

18.2.3 Strong stakeholder engagement and cooperation
Education and training providers, government ministries, industry, Professional Bodies, and development partners will support and actively participate in the implementation of BQA initiatives.

18.2.4 Advancements in digital and quality assurance technologies
Continued evolution of relevant technologies (including automation, data systems, and quality assurance tools) will be accessible and applicable to BQA processes.

18.2.5 Stable socioeconomic environment
Macroeconomic conditions such as inflation, labour stability and exchange rates will remain conducive to service delivery, investment in education, and overall implementation of the Strategy.

19 BQA OPERATING MODEL

The implementation agenda of the BQA, was coupled with the below best suited target operating model, to raise the organizational implementation efficacy

Figure 17: *BQA Operating Model*

BQA Operating model provide a structured framework that aligns the entity's governance, processes, people, technology, and partnerships with its strategic imperatives to enhance its implementation efficacy.

Service Delivery & Customer Relationship Management
- Implement an end-to end TAT Management System
- Strengthen Stakeholder Engagement & Communication
- Standardise and Improve Communication Processes

Operating Business Processes Management
- Implement an Integrated Enterprise Resource Planning (ERP) System
- Strengthen Quality Management System (QMS) and Change Management
- Optimize Digital System Usage and Process Monitoring

Operating HR Structure (Numbers & Skills)
- Restructure and Strengthen HR Governance
- Review and Implement a fit-for Purpose Org Structure
- Accelerate Recruitment and Workforce Planning
- Enhance Skills Development & Compensation Framework

ICT Systems and Data Management
- Upgrade ICT Infrastructure and Tools
- Integrate Systems and Streamline Processes
- Strengthen Data Governance Framework

Team Drive & Culture
- Establish a Comprehensive Employee Engagement & Recognition Framework
- Implement Culture Transformation Project
- Develop a Continuous Professional Development (CPD) and Skills Enhancement Plan

Research & Development and Industry/ Sector/ Market Intelligence
- Develop a Policy and Regulatory Framework for Intelligence Gathering
- Resuscitate and Modernize the Resource Centre
- Build Research and Analytical Capacity

Internal Synergies and Linkages
- Review the Organisational Design & Integration Initiatives
- Establish a Middle Management Engagement Forum
- Create an Enterprise Communication & Collaboration Framework

Operational Effectiveness Assessment
- Establish a Robust Performance Management and Evaluation Framework
- Strengthen Strategy and Project Implementation Capacity
- Establish an Enterprise Risk Management (ERM) Framework
- Improve the standardized Business Management Processes Repository (BMS)

Effective Partnerships & Collaborations
- Develop and Implement a Stakeholder Engagement Framework
- Strengthen MOU Management and Operationalization
- Enhance Internal and External Communication on Partnerships

Operational Policies & Framework
- Establish a Dedicated Policy Development and Governance Unit
- Implement a Policy Monitoring and Compliance Framework
- Improve Policy Accessibility and Interpretation

20 STRATEGIC RESILIENCE

In reference to the dynamic organizational operating environment, BQA deliberately assessed the current trends and patterns within the operating environment in accordance with PESTEL elements, to uncover strategies to safeguard its continued strategic relevance.

Table 19: *Strategic Resilience*

STRATEGIC FOCUS	PESTEL ELEMENTS	NOTICEABLE TRENDS (KEY DRIVERS & TRENDS)	POSSIBLE SCENARIOS (OVER THE NEXT 5 TO 10 YEARS)	BQA COURSE OF ACTION (5-10 YEARS) TO REMAIN RELEVANT
Enhance Strategic Alignment & Impact	• Political • Environmental • Economic	• Delta driven decision making/ purpose driven leadership • Cross-sector partnerships • Outcome-based measurements • Transparency and reporting • Misalignment between mandate and stakeholder expectation • Emphasis on TVET • Demand for alignment to regional, continental qualifications framework and conventions	• Strong stakeholder engagement and trust for opportunity maximisation • Manageable regulatory requirements • Strong M & E function • Policy shift to elevate TVET • Increased mobility of learners and recognition of qualifications	• Align our standard to the National TVET Strategy • Align NCQF to regional, continental qualifications framework and conventions
Improve Quality of Education & Training	• Political • Social • Technology • Economic	• Learner driven and personalized learning • Competency based education • Social & Emotional Learning • Increased E-learning platforms/ virtual learning • Increased AI usage • Emphasis on teacher training and professional development • Data driven quality assurance	• AI supported personalised learning • Hybrid learning models • Higher student engagement and performance • Rapid growth in micro-credentials skill-based learning	• Establish mechanism for digitisation of quality assurance • Increased stakeholder engagement consultative meetings • Promote innovation in training and learning • Invest in capacity building • Invest in robust IT infrastructure • Develop framework for regulating TNE (TransNational Education)
Raise BQA Brand Equity	• Technology • Social • Legal • Political	• Footprint in social media • Increased recognition of BQA brand by external clients	• Improved credibility and public perception • Increased trust and reputation • Enhanced reigional recognition	• Develop and implement brand management strategies • Increase advocacy and corporate citizenship • Enhance public education and stakeholder engagement • Embrace technology to monitor brand perception and feedback • Enhance strategic partnerships to improve BQA credibility

STRATEGIC RESILIENCE

Continued

STRATEGIC FOCUS	PESTEL ELEMENTS	NOTICEABLE TRENDS (KEY DRIVERS & TRENDS)	POSSIBLE SCENARIOS (OVER THE NEXT 5 TO 10 YEARS)	BQA COURSE OF ACTION (5-10 YEARS) TO REMAIN RELEVANT
Improve Education & Training Providers (ETPs) Compliance	• Technology • Legal • Economic (budget constraints for compliance and funding)	• Blended & Flipped learning • Artificial Intelligence in Education • Learner protection, welfare and safety • Increased mobility of ETP human resources • Emerging transNational Education delivery	• Increased and advanced utilization of technological platforms in educational quality assurance and ETPs compliance assessment • Proliferation of micro-credentials and digital learning • Increased non-compliance to QA education arrangements by ETPs offering on TNE delivery arrangement	• Benchmarking and adoption of new trends in compliance monitoring • Regulation of micro-credentials and digital learning • Implement framework for regulating TNE (TransNational Education)
Improve Stakeholder Management & Partnership	• Social • Economic • Legal	• Growing Demand for Transparency • Digital Engagement Norms using Social Media • Increased emphasis on corporate social responsibility • Growing focus on shared value partnership • There is a movement towards shared digital platforms among stakeholders	• Greater emphasis on co-creation of standards and frameworks, Policies • Increased reliance on digital platforms for engagement.	• Leverage key stakeholder Digital Platforms through establishment of common digital interface • Institutionalize Feedback Loops • Optimize shared digital platforms for stakeholders • Enhance strategic partnerships to improve BQA credibility
Strengthen Financial Sustainability	• Economic • Political	• Good financial governance and prudence • Government subvention	• Call for SOEs to be self sustainable • Need to rationalise plans and projects • Increase/ develop revenue streams for sustainability	• Develop and implement third stream income • Develop and implement cost management strategies
Elevate Strategy & Project Implementation Effectiveness	• Economic	• Demand for value-for-Money Projects • Fluctuating national and global economic conditions	• Performance-Driven project funding • Resource-constrained environment	• Adopt Robust Project Management Framework Implement a PMO • Develop and implement a robust self sustainability strategy to diversify funding sources

STRATEGIC RESILIENCE

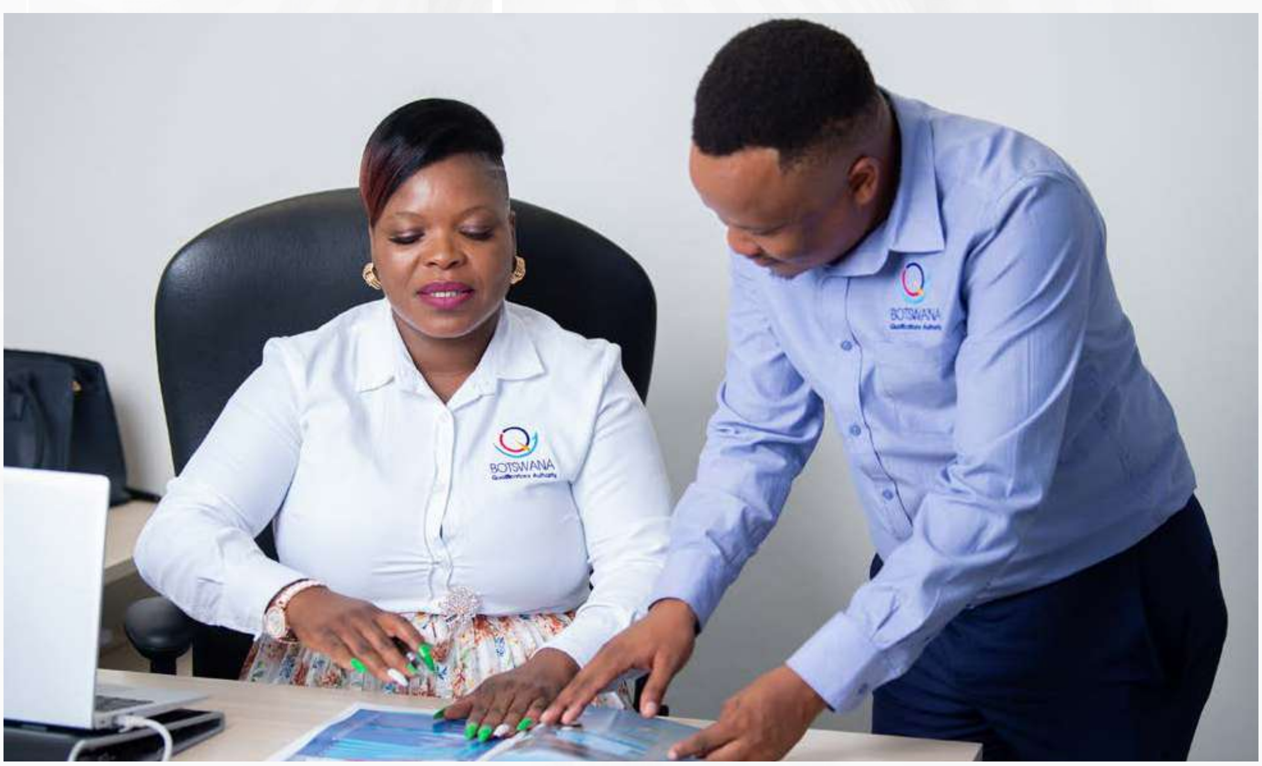
Continued

STRATEGIC FOCUS	PESTEL ELEMENTS	NOTICEABLE TRENDS (KEY DRIVERS & TRENDS)	POSSIBLE SCENARIOS (OVER THE NEXT 5 TO 10 YEARS)	BQA COURSE OF ACTION (5-10 YEARS) TO REMAIN RELEVANT
Improve BQA Operations Management	• Political • Technology • Social • Economic	• Talent and skills management • Regulatory strength • Digitisation and process reengineering • Policy and framework for sub framework coordination • Collaboration with strategic stakeholders	• Improved turnaround times • Improved customer and stakeholder experience • Increased internal efficiency • Data driven decision making • Improved accountability and performance culture • Enhanced M & E and Quality Assurance practices	• Promote life-long learning • Strengthen internal capacity and staffing • Develop and implement BQA M&E system • Develop mechanisms for implementing research outputs into actionable policy and practices • Improve stakeholder engagement and communication • Invest in modern IT infrastructure and cyber security measures to support digital transformation • Develop collaborative framework for internal and external stakeholders to align goals and expectations
Strengthen Governance & Internal Control Environment	• Legal • Environmental	• Data Protection & Privacy Laws • Increasing Regulatory Requirements • Anti-Corruption and Transparency • Review of various legal framework	• Coherence of the regulatory environment • Rising emphasis on data (safeguarding customer, learner and institutional data) • Stronger enforcement of governance and ethical standards in public institutions	• Develop a Legal Compliance Framework: Align all internal controls with evolving national and international laws. • Legal Capacity Building: Train staff on emerging legal requirements (data privacy, anti-corruption, cross-border laws).
Intensify Organisational Digitalisation Drive	• Political • Legal • Economic • Social • Technology	• Digital transformation and technology integration • Digitisation and AI integration • Virtual classrooms • Data Protection Laws	• Reliance on AI tools • Reduction in conventional classrooms • Paper based processes are eliminated • Cloud based learning administration • Restricted personal data usage	• Develop and Implement E-Learning Quality Assurance Standards • Train and capacitate employees on AI tools • Develop Data Protection Frameworks to improve compliance

STRATEGIC RESILIENCE

Continued

STRATEGIC FOCUS	PESTEL ELEMENTS	NOTICEABLE TRENDS (KEY DRIVERS & TRENDS)	POSSIBLE SCENARIOS (OVER THE NEXT 5 TO 10 YEARS)	BQA COURSE OF ACTION (5-10 YEARS) TO REMAIN RELEVANT
Improve Employee Value Creation	• Economic • Technology • Social	• Reduced staff turnover • Employee engagement • Motivated staff • Organisational Hybrid working options • Rewards culture • Skills development and continuous learning • Employee wellbeing and engagement	• Improved staff morale and motivation • Improved productivity and performance • Increased employee engagement • Improved performance and service delivery • Reduced stress and work burnout • Improved work efficiency/ effectiveness	• Develop and implement PMS and L&D Plan • Enhance internal mobility for learning and professional growth • Enhance career growth opportunities • Review organisational structure, roles, and career progression. • Improve employee welfare and support • Develop a competitive remuneration package
Improve Organisational Effectiveness	• Political • Environmental • Social • Technology • Economic • Legal	• Improved communication and transparency • Workforce shift and talent expectations • Regulatory and policy changes	• Accelerated transformation • Fast adoption of digital systems • Stakeholder expectations aligned with digital change • Automation of processes	• Engage staff through transparent communication and change initiatives. • Promote staff engagement through transparent change communication. • Develop and implement change management strategy • Develop and implement a criss and disaster management framework • Train and capacitate employees • Continued engagement with staff and labour movements



21 STRATEGIC EVALUATION

The elemental focus areas for the strategic evaluation were chiefly the human resources &, financial capacity, operational processes, policy environment, governance structures, BQA Strategic imperatives and BQA Act Objects. Effectively, this scaled the feasibility of the developed implementation programme, with a view to identifying the required improvement plans. Resultantly, a fitting Organizational Improvement Programme has been developed and will be monitored through the inbuilt implementation monitoring and control processes.

Table 20: *Strategic Evaluation*

(A) BQA STRATEGIC PROGRAMME FOCUS (WHAT WE WANT TO ACHIEVE?) : TO BE				Assessment of BQA Implementation Environment (AS IS) Against the (TO Be)	(B) STRATEGIES FOR IMPROVING BQA IMPLEMENTATION ENVIRONMENT (WHAT WE HAVE TO DO TO RAISE OUR CHANCES OF SUCCESS?)		
Strategic Perspective	*Strategic Focus (Strategic Objective only)*	*Outcome*	*Success Indicators (Expected Strategic Results)*	*Strategic (Fit) Evaluation Elements (These elements are what we use to assess our (AS IS) against the (TO BE)*	*▪ Strategic Alignment & Fit considerations ▪ Current State (Notable Shortfalls and areas for improvement)*	*Required Incremental Improvement Plan*	*Strategic Enablers & Key Success Factors*
Organizational Balanced Scorecard Perspective	Organizational Strategic Objectives	Expected Outcomes	Targeted Results	Alignment to Vision			
				Alignment to BQA Act and Regulations			
				HR Requirements			
				Financial Requirements			
				Business Processes			
				ICT Systems & Data Management			
				Partnerships & Collaborations			

22 STRATEGIC RISK PROFILE

The BQA's risk assessment of its implementation course offers an opportunity to closely monitor both existing and emerging risks, evaluating their potential impact on business operations, employees, customers, and other stakeholders, to safeguard effective strategic implementation. The below-caption outlines the BQA Strategic Risk Profile

Table 21: *Strategic Risk Profile*

INHERENT RISK EXPOSURE LEVEL			RESIDUAL RISK EXPOSURE LEVEL				
Strategic Focus	***Identified Risk***	**Inherent Risk Rating**	***Existing Operational Controls (Outline of controls across all the risks)***	***Control Effectiveness Ranking (Ineffective, Partially effective, Effective)***	***Risk Mitigating Measure (An outline of risk mitigating measures at Residual level)***	***Risk Owner (Lead)***	***Implementation Period***
Enhance Strategic Alignment & Impact	• Misalignment between organizational structure, processes, and BQA's statutory mandate • Lack of clarity on roles and responsibilities across divisions • Weak linkage between mandate-driven functions and resource allocation • Limited measurement of BQA's impact on national education and training outcomes	**High**	i. BQA Act and mandate clearly defined ii. Organizational structure in place with functional divisions	Partially effective	i. Conduct organizational structure review to ensure alignment with mandate ii. Develop mandate-driven KPIs and embed them in departmental scorecards iii. Implement cross-functional collaboration mechanisms to reduce silos iv. Strengthen internal communication and cascading of mandate priorities v. Train leadership and staff on mandate issues	CEO	Q1FY2026 onwards
Improve Quality of Education & Training	• Misalignment of qualifications with labor market needs • Inadequate quality assurance frameworks and standards • Delays in policy development and implementation • Limited capacity for monitoring and evaluation of education providers	**Medium High**	i. NCQF framework established ii. Accreditation and Institutional audit processes in place iii. Existence of QA standards	Partially effective	i. Establish a supply and demand value driver as per BPR Project ii. Develop and implement updated QA policies and standards iii. Strengthen monitoring and evaluation mechanisms iv. Introduce capacity-building programs for Education and Training Providers (ETPs) v. Automate QA processes and integrate ICT systems for compliance tracking	DCEO	Q1FY2026 onwards

STRATEGIC RISK PROFILE

Continued

INHERENT RISK EXPOSURE LEVEL			RESIDUAL RISK EXPOSURE LEVEL				
Strategic Focus	***Identified Risk***	**Inherent Risk Rating**	***Existing Operational Controls (Outline of controls across all the risks)***	***Control Effectiveness Ranking (Ineffective, Partially effective, Effective)***	***Risk Mitigating Measure (An outline of risk mitigating measures at Residual level)***	***Risk Owner (Lead)***	***Implementation Period***
Raise ETPs Compliance Monitoring	• Low compliance levels among Education and Training Providers (ETPs) • Inconsistent enforcement of accreditation and quality assurance standards • Delays in institutional audits and validation processes • Limited capacity for monitoring and follow-up on corrective actions	**High**	i. Accreditation and registration processes in place ii. Institutional audits conducted periodically iii. QA frameworks and compliance guidelines established	Partially effective	i. Implement annual institutional audit plan with strict timelines ii. Automate compliance monitoring through ICT systems iii. Develop and enforce corrective action tracking framework iv. Strengthen capacity-building programs for ETPs on compliance requirements v. Introduce penalties for noncompliance and escalate unresolved cases to EXCO and the Board	DCEO	Q1FY2026 onwards
Improve Stakeholder Management and Partnerships	• Weak stakeholder engagement leading to poor collaboration and trust • Inadequate communication and feedback mechanisms • Failure to operationalize signed MOUs and partnership agreements • Limited visibility and awareness of BQA's mandate among stakeholders • Fragmented coordination across ministries, Professional Bodies	**Medium High**	i. Stakeholder engagement policy and communication guidelines exist ii. MOUs signed with key partners iii. Public awareness campaigns conducted periodically	Partially effective	i. Develop and implement a comprehensive Stakeholder Management and Communication Strategy ii. Establish structured stakeholder mapping and prioritization framework iii. Operationalize MOUs with clear implementation plans and monitoring mechanisms Introduce iv. CRM system for stakeholder engagement tracking	DBD	Q1FY2026 onwards

STRATEGIC RISK PROFILE

Continued

INHERENT RISK EXPOSURE LEVEL				RESIDUAL RISK EXPOSURE LEVEL			
Strategic Focus	***Identified Risk***	**Inherent Risk Rating**	***Existing Operational Controls (Outline of controls across all the risks)***	***Control Effectiveness Ranking (Ineffective, Partially effective, Effective)***	***Risk Mitigating Measure (An outline of risk mitigating measures at Residual level)***	***Risk Owner (Lead)***	***Implementation Period***
Raise BQA Brand Equity	i. Reputational risk ii. Stakeholder dissatisfaction iii. Communication risk (poor messaging and branding iv. Social media backlash v. Brand dilution v. Decline in brand trust caused by service delays or reputational incidents	**High**	i. Developed stakeholder management policies and strategies	Partially effective	i. Effective Communication and ii. Stakeholder iii. Engagement Effective strategic partnerships and collaborations Effective implementation of stakeholder management policies and strategies	DBD	Q1FY2026 onwards
Strengthen financial sustainability	Revenue instability and budget pressures reducing service capacity	**High**	i. Budget is controlled with variances tracked and analysed both monthly and quarterly. ii. Financial policies and procedures have been documented and iii. communicated to guide financial conduct iv. Cost-optimization by reducing nonvalue adding activities Budget monitoring and forecasting	Partially effective	i. Formulate and implement a funding ii. diversification strategy in order to generate additional revenue iii. Actively pursue deferred revenue and any uncollected debt/ revenue.	DFA	Q1FY2026 onwards
Improve BQA operations management	Process inefficiencies causing delays, low service quality and service delivery failures	**Medium High**	i. Service quality monitoring ii. through performance iii. management system Quality assurance frameworks are in place Workflows have been automated in some areas	Partially effective	i. Implementation of ERP ii. Implementation of QMS iii. Extend BPR to support functions iv. Develop enterprise-wide KPI dashboard v. Strengthen staff capacities vi. Enhance coordination across departments vii. Strengthen risk management viii. Strengthen internal coordination ix. (improve team synergies)Full implementation and utilisation of resourcesImplement a stable/optimal/fit-for-purpose	DCEO	Q1FY2026 onwards

STRATEGIC RISK PROFILE

Continued

INHERENT RISK EXPOSURE LEVEL			RESIDUAL RISK EXPOSURE LEVEL				
Strategic Focus	***Identified Risk***	**Inherent Risk Rating**	***Existing Operational Controls (Outline of controls across all the risks)***	***Control Effectiveness Ranking (Ineffective, Partially effective, Effective)***	***Risk Mitigating Measure (An outline of risk mitigating measures at Residual level)***	***Risk Owner (Lead)***	***Implementation Period***
Strengthen governance and internal control environment	Delayed or failed projects affecting value delivery resulting from challenges in adapting to or implementing new initiatives and inadequate strategy cascading.	**Medium High**	• Project governance framework in place which includes the existence of a projects management and programmes office • PMO tools such as the PPA reporting dashboards • Reporting controls requiring quarterly reporting on projctes implementation progression	Partially effective	i. Implementation of the project governance framework ii. Enhance project management skills Enhance strategy communication and cascading iii. Project prioritization to focus resources on high-value initiatives iv. Development of contingency plans for risk mitigation	CEO	Q1FY2026 onwards
	Control failures resulting in compliance breaches and repeat unresolved audit findings Data and information risk Regulatory non-compliance risk	**High**	• Audits are performed with clear action recommended whose resolution/ implementation are also tracked on a quarterly basis by the Internal Audit function and reported to Board. • Developed data protection policies and frameworks	Partially effective	i. Establish a centralized compliance management system to map controls to regulatory requirements and automate key deadlines. ii. Implement a continuous quality assurance function to independently validate the effective operation of high-risk controls. iii. Formalize a corrective action plan tracking framework with clear executive ownership and mandatory oversight by the Board Committee. iv. Improve on the quality of the audit and compliance process (QAIP) v. Strengthen compliance to data integrity regulatory requirements and industry standards Strengthen compliance to governance/ regulatory requirements and industry standards vi. Implement a culture of ethics and accountability	CEO	Q1FY2026 onwards

STRATEGIC RISK PROFILE

Continued

INHERENT RISK EXPOSURE LEVEL			RESIDUAL RISK EXPOSURE LEVEL				
Strategic Focus	***Identified Risk***	**Inherent Risk Rating**	***Existing Operational Controls (Outline of controls across all the risks)***	***Control Effectiveness Ranking (Ineffective, Partially effective, Effective)***	***Risk Mitigating Measure (An outline of risk mitigating measures at Residual level)***	***Risk Owner (Lead)***	***Implementation Period***
Intensify organizational digitalization drive	System failures, cyber threats, low adoption of digital tools/systems	**Medium High**	i. ICT policies exist to guide employee behavioural conduct around IT systems utilisation ii. Cybersecurity controls which including firewalls and penetration attempts reporting exist. iii. There is a clear digital roadmap guide where the Authority should transition to digitally.	Partially effective	i. Develop and implement and IT strategy Implement virtual IT internal training mechanisms to improve on staff upskilling for IT systems and IT risk management awareness. ii. Develop a business continuity plan (BCP) iii. Develop a disaster recovery plan (DRP) with clear periodic simulations and testing. iv. Implement change management activities to drive system adoption and uptake	CEO	Q1FY2026 onwards
Improve employee value proposition	i. Low morale, staff turnover, skills shortages, inadequate training and retention challenges affecting productivity and continuity ii. Misalignment of EVP initiatives with employee needs iii. Over-promising/ under-delivering. iv. External market shifts v. Inconsistent implementation /practices due to absence of HR policies/ standards	**High**	i. Reward programme is in place (pay structure) ii. Employee engagement surveys and engagement forums such as Tekodiso as well as Bitrix information dissemination platform	Partially effective	i. Review/Implement people retention strategy. ii. Develop employee-centric EVP initiatives iii. Align EVP with organizational values and mission iv. Market benchmarking of EVP offerings Training and development plan implementation. v. Developed and implement succession planning framework. vi. Development and implement human resources policies. vii. Implementation of change management and internal communications initiatives (purposedriven culture)	DHR	Q1FY2026 onwards
Improve organizational effectiveness	Capacity and performance gaps reducing efficiency	**High**	i. Skills needs assessment/ training plans developed ii. Performance management system iii. Organizational Structure reviews iv. Developed change management strategy and plan	Partially effective	i. Implement L&D plan ii. Implement PMS policy iii. Complete review of the org structure (optimal & fit-for-purpose) iv. Strengthen partnerships with training institutions (BPS, BPSC, BDF, etc) v. Improve training budgeting and forecasting	DHR	Q1FY2026 onwards

STRATEGIC RISK PROFILE

Continued

INHERENT RISK EXPOSURE LEVEL			RESIDUAL RISK EXPOSURE LEVEL				
Strategic Focus	***Identified Risk***	**Inherent Risk Rating**	***Existing Operational Controls (Outline of controls across all the risks)***	***Control Effectiveness Ranking (Ineffective, Partially effective, Effective)***	***Risk Mitigating Measure (An outline of risk mitigating measures at Residual level)***	***Risk Owner (Lead)***	***Implementation Period***
Intensify change and transformation management	Resistance to change and low adoption rates among stakeholders undermining organisational transitions.	**High**	i. Change champions are utilized to drive and embed change ii. There is communications planning for change management iii. There is leadership oversight for Change management	Partially effective	i. Develop and implement a structured change management framework ii. Increase staff engagements and communication to enhance buy-in.	DHR/ MCM	Q1FY2026 onwards

STRATEGIC RISK PROFILE

Continued

Inherent Risk Level	Rating	Management Response / Mitigation Strategy	Examples of Known Risk Factors	Strategic Objectives Primarily Exposed at This Risk Level
High	> 16	This risk is unacceptable and requires immediate escalation to Executive Management and/or the Board. The risk must be avoided, transferred, or significantly reduced through robust controls. Continued exposure without treatment is not permitted.	Serious regulatory or statutory non-compliance Major governance or internal control failures Significant reputational damage Material financial loss or litigation	Enhance Strategic Alignment & Impact Improve Quality of Education & Training Raise ETPs Compliance Monitoring Strengthen Governance & Internal Control Environment Strengthen Financial Sustainability Raise BQA Brand Equity Improve Employee Value Proposition (EVP)
Medium–High	> 9 to 16	This risk is material and must be actively managed. Risk treatment actions shall be implemented within approved timeframes, supported by management oversight and regular monitoring.	Recurrent operational control weaknesses Delays in accreditation or regulatory enforcement Weak third-party oversight Moderate reputational or financial exposure	Improve BQA Operations Management Improve Stakeholder Management & Partnerships Intensify Organisational Digitalisation Drive Raise/Drive Organisational Effectiveness
Medium–Low	> 4 to 9	This risk is moderate. Management shall determine whether to mitigate or accept the risk, based on a documented cost–benefit analysis and alignment with BQA's risk appetite.	Isolated process inefficiencies Minor policy deviations Emerging change-related risks Limited service delivery disruptions	*(No strategic objectives are primarily positioned at this level; risks at this level are operational and efficiency-related.)*
Low	≤ 4	This risk is minimal and acceptable. The risk may be tolerated and managed through routine controls and monitoring. Any losses will be absorbed at operating unit level.	Minor administrative errors Routine delays or rework Low-value financial exposure	*(No strategic objectives are primarily positioned at this level; risks at this level are operational and efficiency-related.)*

23 STRATEGIC BENEFITS REALISATION FRAMEWORK

The organization finds it to be value-adding to plan for the effective attainment of the targeted strategic results akin to its strategic initiatives. This will invariably raise the implementation efficacy of the organization. The organization developed integrated benefits realization plans for all is strategic initiatives as per the below framework. Noticeably, this will form part of the organization's implementation monitoring and control processes.

Table 22: *Strategic Benefits Realisation Framework*

Strategic Objectives	Expected Benefits/ Outcomes	Key Success Indicators	Key Success Drivers	Key Activities	Lead Implementors	Delivery Period (of Activities)	Effectiveness Test Period
	• BQA used this Framework to develop Benefits Realisation Plan for all Strategic Initiatives, which will be motivated within the organisation's implementation monitoring environment.						

ACKNOWLEDGEMENT

Botswana Qualifications Authority (BQA) extends its sincere appreciation to the BQA Board, whose leadership, guidance, and strategic insights were instrumental in steering the development of this Strategic Plan. Appreciation is also give to management and staff for their dedication, technical input, and active participation significantly enriched the strategy development process. Gratitude is also extended to all stakeholders for their invaluable contributions, perspectives, and continued collaboration, which ensured that the Strategic Plan is responsive, inclusive, and forward-looking.

BQA also acknowledges the invaluable technical support provided by Alpha-Stratex Pty (Ltd). Their expertise in strategy evaluation, situational analysis, strategic analysis, and facilitation of the strategy development process contributed meaningfully to the successful formulation of this Strategic Plan.

Progressively, the ownership of this Strategic Plan and most importantly, its successful implementation remains the primary responsibility of BQA.

BOTSWANA
Qualifications Authority

Plot 66450, Block 7, Gaborone
Private Bag BO 340, Gaborone, Botswana
Tel: (+267) 365 7200, **Fax:** (+267) 395 2301
SMS/Whatsapp: (+267) 75671114
Tollfree: 0800 600 934
E-mail: customerservice@bqa.org.bw
Website: www.bqa.org.bw
Facebook: BotswanaQualificationsAuthority
Twitter: @BQA_BWUpdates
Skype : BQA_Botswana Qualifications Authority
Ethics Hotline: Mascom-7111978, BTC/BeMobile-0800 600 644, Orange- 1144