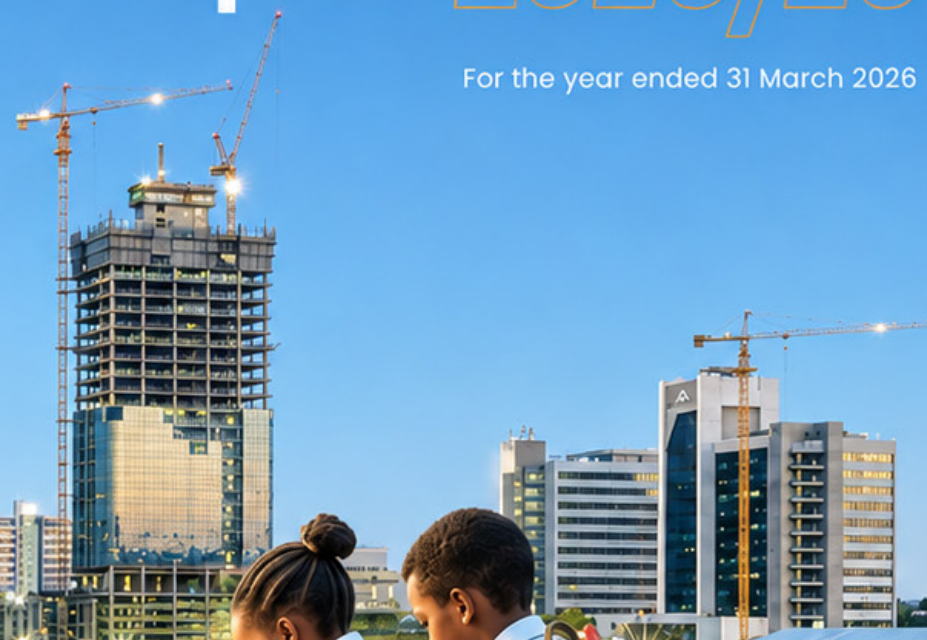


Annual Integrated Report *2025/26*

For the year ended 31 March 2026



01 / INTRODUCTION



NAVIGATING THE REPORT



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| 2.0/Performance through the Lens



Below we set out performance for the year on several key ratios, together with other notable developments.

Number of Evaluated
Qualifications (Local)

407/513

Number of Evaluated
Qualifications (External)

503/705

Number of Accredited
Learning Programmes

318

Number of Qualifications
Registered on the NCQF

229

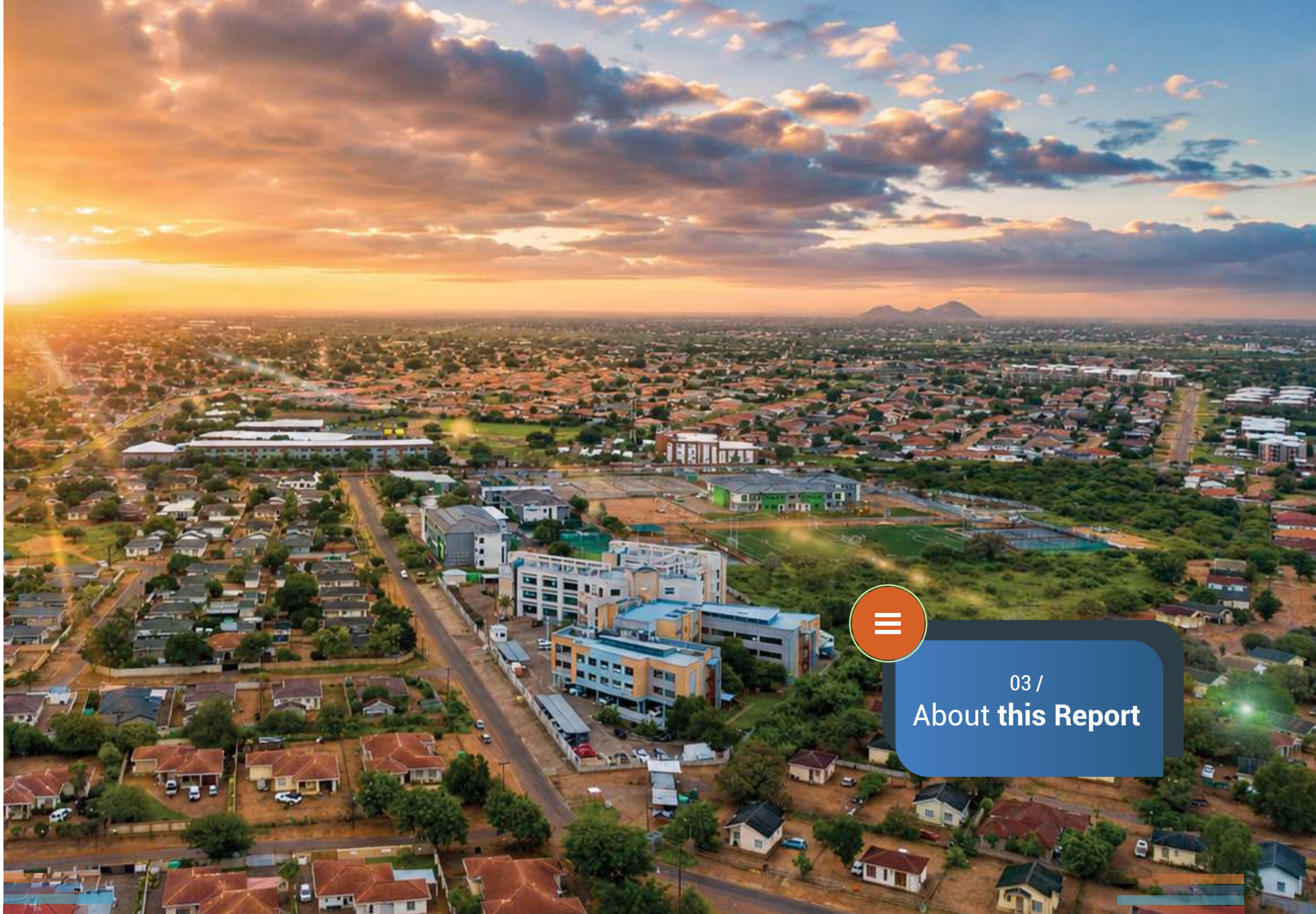
Number of Registered and
Accredited Assessors &
Moderators

802

Number of ETPs
Registered and Accredited

2/11





03 /
About this Report

Botswana Qualifications Authority Annual Integrated Report provides a balanced and accurate assessment of the Authority's strategic and financial performance for the period ended 31st March 2026 to our stakeholders.

> Scope and Boundary

This Annual Integrated Report highlights milestones and achievements of Botswana Qualifications Authority for the financial year 2025/26 and sets out key objectives for the last year of EVOKE Strategy 2022-2025.

The Annual Integrated Report 2025/26 also outlines the Authority's importance to our stakeholders, highlighting issues of governance, the Authority's business model and risk opportunities. In this report, we include material information for our stakeholders about our financial, economic, social and environmental performance and demonstrates our performance against our Corporate Strategy (EVOKE).

> Key Reporting Frameworks Applied

To the best of our knowledge and belief, we confirm that the Annual Integrated Report 2025/26 has been prepared in accordance with the guidelines based on the following frameworks:

Table 1: Applied Frameworks

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

SECTION

This report is divided into two sections:

1 INTEGRATED REPORT

2 ANNUAL FINANCIAL STATEMENTS

> Materiality

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

> Forward-Looking Statement

This report includes forward-looking statements that outline the anticipated performance of the Botswana Qualifications Authority as of March 31 2026. While these statements reflect our expectations and judgments regarding future outcomes, actual results may vary significantly from these projections due to various known and unknown risks or uncertainties that could impact our operations and performance. Additionally, discrepancies may arise if our estimates or assumptions are found to be inaccurate.

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

> Approval of the Annual Integrated Report 2025/26

This Integrated Report was developed, reviewed and approved by a number of internal stakeholders. The Board Audit and Finance Committee (BAFC) submitted the Annual Integrated Report 2025/26 to the Board for approval. The Board confirmed that the report fairly reflects the operations, the performance, information and financial affairs of the Authority and future prospects.

The Board approved the report on 17 September 2026





SIGNATURES

Mr Gabaake Gabaake
Board Chairperson

Dr Gaelebale Tsheko
Member

Prof Richard Tabulawa
Member

Ms Christinah Nwosu
Member

Dr Gloria Somolekae
Vice Chairperson

Prof Patrick Malope
Member

Mr Collen Lesole
Member

Ms Mercy Conlon-Phuthogo
Member

Mr Edward Tswaipe
Member

Dr Keletso Tladi
Member

Prof Richie Moalosi
Member

Ms Kgomotso Kereng
Member

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





05 /
OPERATING CONTEXT



Vision

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



Mission

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

MANDATE

Botswana Qualifications Authority (BQA) is a State-Owned Enterprise (SOE) under the Ministry of Higher Education, established by the Botswana Qualifications Authority Act No. 24 of 2013, to:

- provide for and maintain a national credit and qualifications framework and
- co-ordinate the education, training and skills development quality assurance system.

Provide for and Maintain the NCQF

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

Coordinate Quality Assurance

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

Values

Customer Focus



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

Innovation



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

Inclusivity



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

Accountability



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

Teamwork



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



KEY SERVICES

01

Registration & Accreditation of Education and Training Providers

- In line with Section 4 of the Act, BQA is responsible for the registration and accreditation of ETPs. To legally offer qualifications in Botswana, ETPs must meet specific Quality Assurance Standards – ensuring the quality, coherence, and relevance of education and training, supporting learner mobility and progression, and enhancing the credibility of qualifications and marketability of institutions locally and internationally.

02

Registration of Qualifications on The NCQF

- Per Section 4(2)(d) of the BQA Act, 2013, BQA is responsible for the development, implementation, and maintenance of the National Credit and Qualifications Framework (NCQF). BQA upholds the integrity, relevance, and quality of registered qualifications through a structured process that includes five-year renewal cycles, amendments to existing qualifications, and de-registration of obsolete ones.

03

Accreditation of Learning Programmes

- Learning Programmes Accreditation evaluates and approves education or training programmes leading to qualifications on the NCQF. Only registered and accredited ETPs may offer qualifications. Programmes must meet BQA Quality Assurance Standards, ensuring coherent, relevant qualifications that support learner mobility and marketability.

04

Evaluation of Qualifications

- BQA assesses local and foreign qualifications against the NCQF by analysing context, structure, and relevance. Two components guide this: verification (legitimacy of the awarding institution) and comparability (alignment with the NCQF). Outcomes are either recognition or non-recognition of the qualification.

05

Registration of Assessors & Moderators

- The Authority registers and accredits assessors and moderators to uphold quality education and assessment processes. Professionals must possess the necessary qualifications and assess at the appropriate NCQF qualification levels, in line with Assessor and Moderator regulations.

06

Institutional Audit

- A post-registration activity in which all accredited ETPs are monitored and audited for compliance with BQA Quality Standards. The Authority audits an ETP at least midway through its registration lifecycle, covering resources, systems, and documentation. BQA also conducts unscheduled audits to investigate customer complaints.

07

Capacity Building

- A strategic service enhancing the skills, knowledge, and competencies of all education and training stakeholders. Through targeted training and professional development, BQA empowers individuals and organisations to achieve higher standards. The service also supports generation of alternative income streams, contributing to continuous improvement and sector advancement.

6.0 / Determination of Material Matters 2025/26

Material matters are identified based on their significance to the achievement of the mandate and strategic objectives of Botswana Qualifications Authority. The determination process considers the extent to which each matter influences value creation, stakeholder confidence, institutional sustainability, and the Authority's ability to deliver on its regulatory and quality assurance responsibilities.

The assessment is guided by the principles of Integrated Reporting (IR), particularly relevance, strategic alignment, stakeholder significance, and prioritisation. Matters included are those that have the greatest potential to impact organisational performance, public trust, governance outcomes, and the quality of the national qualifications system. In determining materiality for the Annual Integrated Report 2025/26, the Authority considered matters that had substantively affected or had the potential to affect ability of Botswana Qualifications Authority to create value and effectively deliver on its mandate. The matters considered were assessed against the IR materiality criteria of relevance, importance and prioritisation..

The following material matters were identified for the 2025/26 reporting period:

Table 3: Material Matters

Material Matter	Description and Basis for Materiality	Strategic Importance / Stakeholder Impact	Priority
Quality Assurance	Quality assurance remains central to BQA's statutory mandate. The effectiveness of accreditation processes and institutional compliance directly influence the credibility and integrity of Botswana's education and training system.	Maintains public confidence, protects learners, enhances qualification credibility, and strengthens trust in the national qualifications system.	High
NCQF Implementation and Continental Alignment	The implementation of the National Credit and Qualifications Framework (NCQF) supports harmonisation, comparability, and recognition of qualifications nationally and regionally.	Enhances regional and continental recognition of qualifications, supports skills mobility, and aligns Botswana with SADC and African qualification frameworks.	High
Stakeholder Engagement and Strategic Collaboration	Effective collaboration with Government, institutions, regulators, professional bodies, industry, and student stakeholders is essential for successful policy implementation and compliance.	Strengthens stakeholder trust, supports informed decision-making, and improves adoption of quality assurance initiatives and policies.	High
Digital Transformation and Systems Efficiency	The increasing demand for efficient and transparent service delivery requires integrated digital systems for accreditation, monitoring, reporting, and records management.	Improves operational efficiency, service delivery, transparency, data integrity, and evidence-based decision-making.	Medium
Financial Sustainability and Resource Optimisation	Sustainable financial management and prudent resource allocation are essential for effective implementation of BQA's mandate and strategic objectives.	Supports operational continuity, programme sustainability, institutional resilience, and stakeholder confidence.	High
Governance, Risk, and Compliance	Strong governance structures and compliance frameworks are necessary to manage legal, operational, and reputational risks effectively.	Promotes accountability, ethical leadership, transparency, and effective risk mitigation while safeguarding institutional reputation.	High
Institutional Performance and Compliance Monitoring	The performance of education and training institutions directly affects the quality and relevance of qualifications and learner outcomes.	Enables evidence-based oversight, strengthens institutional accountability, and supports quality enhancement across the sector.	Medium
Human Capital Development and Organisational Capacity	Skilled, competent, and motivated employees are critical to effective service delivery and implementation of strategic priorities.	Enhances operational effectiveness, innovation, productivity, and institutional performance.	Medium
Monitoring and Evaluation of Education Outcomes	Monitoring and evaluation processes provide critical evidence on the effectiveness and impact of quality assurance interventions and education outcomes.	Supports continuous improvement, strategic planning, policy refinement, and informed decision-making.	Medium
Brand Positioning and Public Trust	BQA's reputation and public image influence stakeholder confidence, institutional credibility, and overall effectiveness in executing its mandate.	Enhances visibility, stakeholder confidence, public awareness, and trust in the Authority and the national qualifications system.	Medium

The identified material matters represent the most significant areas affecting the ability of Botswana Qualifications Authority to create value and effectively deliver on its mandate during the 2025/26 reporting period. These matters will continue to guide strategic focus, performance reporting, stakeholder engagement, and resource allocation across the organisation.

7.0 / Corporate Governance and Board Oversight

The Botswana Qualifications Authority Board was established by Section 5 of the BQA Act No. 24 of 2013 which denotes that it should be a thirteen (13) member Board. The Board is accountable for providing strategic direction, ensuring sound governance, and overseeing organisational performance, compliance, and value creation in line with the Authority's mandate.

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

Board Mandate and Responsibilities

The Board is responsible for:

- Providing strategic leadership and oversight
- Approving strategy, APPs, and key policies
- Ensuring effective governance and ethical conduct
- Overseeing performance, risk, compliance, and audit functions
- Ensuring financial accountability and sustainability
- Monitoring delivery of the Authority's mandate

Board Structure and its Composition

The Minister appoints members with experience or expertise in the areas relevant to the objects and functions of the Authority. The Chief Executive Officer is the Ex Officio member of the Board. The Minister can remove or suspend a member from office should he/ she be declared bankrupt or has been convicted of any criminal offence within the period of ten (10) years immediately preceding the date of his or her appointment.

BQA began its 2025-26 financial year with a fully constituted Board, comprising of thirteen (13) members. By 31 March 2026, two (2) members had resigned and the Board had eleven (11) members. Members of the Board are eligible to serve for three (3) years and can serve for two (2) terms. The Board is chaired by a Chairperson appointed by the Minister of Higher Education.

During the 2025/26 financial year, the Board provided oversight over strategy execution, regulatory functions, quality assurance systems, financial stewardship, and institutional transformation initiatives. The Board applies the King IV Corporate Governance Principles and adopts an "apply and explain" approach to governance disclosure.

Table 4: Board Composition Summary (2025/26)

Category	Number
Board Members (Start of Year)	13
Board Members (End of Year)	11
Chairperson	1
Vice Chairperson	1
Executive Member (CEO – Ex Officio)	1
Non-Executive Members	10–12 (varied during year)

Governance Framework

The Board operates within the following governance instruments:

- BQA Act No. 24 of 2013
- Board Charter and Committee Charters
- King IV Corporate Governance Code
- Internal Audit Charter
- Risk and Compliance Framework
- Whistleblowing Policy
- Corporate Strategy and APP

Board and Board Committee Charters

- Board Charter
- Board Appeals Committee (BAC) Charter
- Board Strategy Committee (BSC) Charter
- Board Quality Assurance and Framework Maintenance Committee (QAFMC) Charter
- Board Human Resource and Nominations Committee (HRNC) Charter
- Board Audit and Finance Committee (BAFC) Charter
- Board Governance, Risk and Compliance Committee (GRCC) Charter

Declaration of Interest

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

All the disclosures are recorded in the minutes of the meeting and shall form part of the Board records. A member who fails to disclose conflict shall be liable to a fine not exceeding Two Thousand Pula only (P2000.00) or imprisonment for a term not exceeding six (6) months or both.

Delegation

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

Board Evaluation

No independent Board evaluation was conducted during the 2025/26 financial year due to transitional governance arrangements and Board restructuring during the period.

An independent Board and Committee evaluation is planned for the 2026/27 financial year to allow the newly constituted Board to operate for a financial year to ensure that the assessment will be objective.

| 7.0 / Corporate Governance and Board Oversight

Board Committees and Structure

In terms of Section 15 (1) of the BQA Act, the BQA Board had established six (6) Board Committees to assist with the execution of its responsibilities. The committees are Board Quality Assurance and Framework Maintenance Committee (QAFMC), Board Human Resource and Nominations Committee (HRNC), Board Audit and Finance Committee (BAFC), Board Strategy Committee (BSC), Board Governance, Risk and Compliance Committee (GRCC) and Board Appeals Committee (BAC).

During the year under review the committees met to ensure proper running of the Authority. The Chairperson and Vice-Chairperson of each committee are appointed from amongst members of the Board as per the BQA Act.

The Committees meet at least four (4) times a year, except the Board Appeals Committee, which meets as and when there are appeals to consider. The Committees report and make recommendations to the Board. The Committee shall have no authority to direct or commit the Authority unless specifically authorised by the Board.

The Committees report their progress and activities to the Board at each quarterly Board meeting and at any time as deemed necessary. The Board may confirm, vary or revoke any decision taken by the Committee.

The table below reflects the Committees, and their core focus.

Table 5: Board Committees Overview (2025/26)

Committee	Meetings	Core Focus
HRNC	9	Human capital, governance of HR, remuneration
QAFMC	7	Quality assurance, NCQF, accreditation
BAFC	7	Audit, finance, internal controls
BSC	6	Strategy and performance oversight
GRCC	4	Governance, risk and compliance
BAC	2	Appeals and adjudication

Key Governance Challenges

- Board transitions and resignations affecting continuity
- Committee restructuring during the year
- Limited capacity during transitional governance phase
- Need for strengthened Board evaluation and succession planning
- Enhancing integration between governance, risk, and performance systems

Governance Improvement Priorities (2026/27)

- Strengthening Board continuity and effectiveness
- Conducting independent Board evaluation
- Enhancing integrated governance reporting systems
- Strengthening oversight of performance, risk, and compliance
- Improving Board induction and succession planning processes
- Enhancing digital governance dashboards and reporting tools



Application of the King IV Code

Applying and Explaining

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

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

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

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

King IV™ Application Register for the Year Ended 31 March 2026

King IV Principle	Principle Description	BQA Application During 2025/26
Principle 1	The governing body should lead ethically and effectively.	The Board exercised oversight in accordance with its fiduciary responsibilities, promoted integrity, accountability and transparency, and ensured that conflicts of interest were declared by all members and appropriately managed. i. BQA has a Board level Conflict of Interest Policy i. Conflict of Interest Policy
Principle 2	The governing body should govern the ethics of the organisation in a way that supports an ethical culture.	BQA maintained policies, procedures and awareness initiatives that promote ethical conduct, integrity, accountability and compliance throughout the Authority. i. BQA has an approved Code of Ethics and Standards for Conduct Policy for staff ii. It also has a Board level version of the Code of Ethics and Standards for Conduct Policy
Principle 3	The governing body should ensure that the organisation is and is seen to be a responsible corporate citizen.	The Authority executed its statutory mandate in support of national skills development and educational quality objectives while considering stakeholder expectations and public interest. This was evidenced by an extended EVOKE Strategy. BQA has an approved Corporate Citizenship Policy to guide the corporate citizenship programmes.
Principle 4	The governing body should appreciate that the organisation's core purpose, risks and opportunities, strategy, business model, performance and sustainable development are all inseparable elements of the value creation process.	Strategic planning, risk management and performance monitoring processes were integrated to support sustainable achievement of organisational objectives. Risk governance codes were approved: i. Compliance Risk Management Policy ii. Code of Ethics and Standards for Conduct iii. Risk Assessment and Risk Rating Framework iv. Establishment of Risk Register v. Authority-wide cascading of risk assessment and rating framework vi. Risk Strategy vii. Combined Assurance Framework i. Risk and Compliance Manual ii. Whistleblowing Policy iii. Quarterly Compliance Reporting to GRCC - Institutionalized regular compliance reporting to the Governance, Risk and Compliance Committee (GRCC), improving oversight and monitoring.
Principle 5	The governing body should ensure that reports enable stakeholders to make informed assessments of the organisation's performance and prospects.	BQA prepared statutory and management reports that provided balanced information on governance, performance, financial results, risk management and strategic progress.
Principle 6	The governing body should serve as the focal point and custodian of corporate governance.	The Board retained overall responsibility for governance and discharged its duties through Board meetings, approved governance frameworks and delegated committee structures.

7.0 / Corporate Governance and Board Oversight

King IV Principle	Principle Description	BQA Application During 2025/26
Principle 7	The governing body should comprise the appropriate balance of knowledge, skills, experience, diversity and independence.	Board appointments were made in accordance with applicable legal and governance requirements, ensuring a mix of competencies relevant to BQA's mandate.
Principle 8	The governing body should ensure that its arrangements for delegation promote independent judgement and assist with balance of power and effective discharge of duties.	The Board delegated specific responsibilities to Board Committees and management while retaining accountability for governance and organisational performance. Various Board committees existed with properly laid down Charters: i. Strategy Committee ii. Quality Assurance Framework Maintenance Committee iii. Human Resource and Nominations Committee iv. Finance and Audit Committee v. Governance Risk and Compliance Committee
Principle 9	The governing body should ensure that the evaluation of its own performance and that of its committees, chairperson and members supports continued improvement.	Board and committee effectiveness was monitored through governance processes, meeting evaluations and continuous improvement initiatives.
Principle 10	The governing body should ensure that the appointment and delegation to management contribute to role clarity and effective exercise of authority and responsibilities.	Clear delegations of authority, performance agreements and accountability structures guided management's execution of operational responsibilities.
Principle 11	The governing body should govern risk in a way that supports the organisation in setting and achieving its strategic objectives.	BQA maintained an Enterprise Risk Management Framework, risk registers, risk reporting mechanisms and oversight through the Audit and Risk Committee.
Principle 12	The governing body should govern technology and information in a way that supports the organisation setting and achieving its strategic objectives.	Technology and information governance processes were maintained to oversee cybersecurity, information management, digital initiatives and ICT-related risks.
Principle 13	The governing body should govern compliance with applicable laws and adopted non-binding rules, codes and standards.	Compliance obligations were identified, monitored and reported through the Compliance Management Framework and related governance processes.
Principle 14	The governing body should ensure that the organisation remunerates fairly, responsibly and transparently.	Remuneration practices remained aligned with Government policies, approved conditions of service and principles of fairness and transparency.
Principle 15	The governing body should ensure that assurance services and functions enable an effective control environment and support the integrity of information.	BQA applied a combined assurance model involving management, risk management, compliance, internal audit, external audit and Board oversight structures.
Principle 16	In the execution of its governance role and responsibilities, the governing body should adopt a stakeholder-inclusive approach.	The Authority engaged Government, education and training providers, learners, industry representatives and other stakeholders through consultations, forums and communication platforms. BQA has an approved Communications and Stakeholder Engagement Policy to guide its stakeholder communications and engagement programmes.
Principle 17	The governing body of an institutional investor should ensure that responsible investment is practised by the organisation to promote good governance and value creation.	This principle is not directly applicable to BQA as a public sector regulatory authority. However, the Authority promotes prudent stewardship of public resources, sound financial management and value-for-money principles.

7.0 / Board Attendance and Remuneration

Table 6: Board Attendance and Remuneration

Name of Board Member	Number of scheduled board Meetings	Number of Special Meetings	Number of Committee Meetings	Total Number of Meetings	Sitting Allowance	Retainer Fee	Amount paid (BWP)
Gabaake Gabaake	2	2		4	26,000.00	36,000.00	62,000.00
Mercy Conlon	3	2	5	10	62,000.00	34,000.00	96,000.00
Keletso Tladi	3	2	9	14	84,000.00	34,000.00	118,000.00
Gaelebale Tsheko	3	2	9	14	84,000.00	34,000.00	118,000.00
Kgomotso Kereng	3	2	8	13	78,000.00	34,000.00	112,000.00
Richie Moalosi	3	2	7	12	74,500.00	34,000.00	108,500.00
Gloria Somolekae	3	2	7	12	74,000.00	34,000.00	108,000.00
Collen Lesole	3	2	9	14	84,500.00	34,000.00	118,500.00
Richard Tabulawa		2	1	3	18,000.00	17,000.00	35,000.00
Tigelo Nwosu	3	2	6	11	68,500.00	34,000.00	102,500.00
Patrick Malope	3	2	5	10	60,000.00	34,000.00	94,000.00
Edward Tswaipe	3	2	5	10	62,500.00	34,000.00	96,500.00
Erica Ndlovu		1		1	6,000.00	25,500.00	31,500.00
TOTAL					782,000.00	418,500.00	1,200,500.00

Committee Members (Non Board Members)

Name of Committee Member	Committee	Number of Scheduled Meetings	Number of Special Meetings	Total Number of meetings	Sitting Allowances	Retainer Fee	Total amount paid (BWP)
Lesego Maedza	HRC	4	1	5	30,000.00		30,000.00
Bennett Maifala	HRC	1		1	6,000.00		6,000.00
Masego Marobela	QAFMC	4		4	24,000.00		24,000.00
Tebogo Makolobe	QAFMC	4		4	24,000.00		24,000.00
Trust Masole	QAFMC	4		4	18,000.00		18,000.00
TOTAL					102,000.00		102,000.00

Board Committees

In terms of Section 15 (1) of the BQA Act, the BQA Board had established six (6) Board Committees to assist with the execution of its responsibilities. The committees are Board Quality Assurance and Framework Maintenance Committee (QAFMC), Board Human Resource and Nominations Committee (HRNC), Board Audit and Finance Committee (BAFC), Board Strategy Committee (BSC), Board Governance, Risk and Compliance Committee (GRCC) and Board Appeals Committee (BAC). The Chairperson and Vice-Chairperson of each committee are appointed from amongst members of the Board as per the BQA Act.

Table 7: Board Committees and Mandates

Board Committee	Mandate & Key Activities	Members	No. of Meetings
Board Appeals Committee (BAC)	Mandate The Board Appeals Committee acts as the internal appeals body for the Authority. The Committee determines appeals lodged by affected parties, ensures that all Appellant's are afforded a fair hearing and reviews relevant evidence and submissions by Appellants and the Secretariat relating to each appeal. Composition and Membership As per the Committee Charter, the Committee shall comprise of four (4) Members nominated by the Board, with the Chairperson and the Vice Chairperson being members of the Board. Each Committee shall serve for a period of three (3) years. Activities Considered an appeal lodged by an entity on the decision by the Management Approvals Committee's to revoke its Registration and Accreditation as an ETP.	BAC constituted of the following members: * Mr. Collen Lesole Chairperson Term expires: (29 September 2027) * Ms. Tigelo Nwosu Term expires : (29 September 2027) * Ms. Mercy Conlon-Phuthego Term expires: (30 March 2028)	There was one (1) BAC meeting in 2025/26, held on the following date: 17 October 2025 - 21 October 2025 (continuation)

Board Committee	Mandate & Key Activities	Members	No. of Meetings
Board Audit and Finance Committee (BAFC)	Mandate The Board Audit and Finance Committee (BAFC) was established with a primary responsibility for the financial planning and budgeting, financial reporting, treasury of the Authority, audit responsibility for the integrity of the financial statements, the external and internal audit process, and the system of internal controls. Composition and Membership As per the Committee Charter, the Committee shall comprise of four (4) Non-Executive Board Members nominated by the Board, with the Chairperson and the Vice Chairperson being members of the Board. Each Committee shall serve for a period of three (3) years. Activities - Reported to the Board quarterly as required by the Charter. - Considered and recommended the Audited Financial Statements for the year ended 31 March 2025. - Considered and approved the Annual Internal Audit Plan. - Considered and approved the Annual Internal Audit Plan. - Considered and approved the Fixed Assets Report. - Considered and recommended to the Board to approve the Annual Budget. - Considered and recommended to the Board to approve the BQA Virement Policy. - Considered and recommended to the Board to approve the 2024/25 Audited Financial Statements and its accompanying reports (Management Letter and Audit Opinion). - Considered and recommended to the Board to approve the signing of the 2023/24 Annual Integrated Report. - Considered and recommended to the Board to approve the 2024/25 Annual Integrated Report structure and plan. - Considered and recommended to the Board to approve Action Plans for audits. - Considered and recommended to the Board to approve the External Auditors Assessment Tool. - Considered and recommended to the Board to approve the ratification of additional operational activities. - Considered and recommended to the Board to approve the BQA Debt Management Policy. - Considered and recommended to the Board to approve the BQA Financial Policies and Procedures Manual. - Considered and recommended to the Board to approve the Cost Containment Guidelines and action plan. - Considered and recommended to the Board to approve the Annual Integrated Report 2024/25. - Considered and recommended to the Board to note the 2025 Botswana Accountancy Oversight Authority (BAOA) Corporate Governance Re-Review Report. - Considered and recommended to the Board to approve the Corrective Action Plan for the 2025 Botswana Accountancy Oversight Authority (BAOA) Corporate Governance Re-Review Report and its submission to BAOA. - Noted Internal Audit reports. - Noted Quarterly Internal Audit Performance Reports - Noted the BAOA Governance Review Report. - Noted Progress Reports on Implementation of Internal and External Audit Recommendations. - Noted the Quarterly Management Accounts and Liquidity Position.	BAFC constituted of the following members: Ms. Tigelo Nwosu Chairperson Term Expires: (29 September 2027) * Prof. Patrick Malope Term Expires: (29 September 2027) * Ms. Kgomotso Kereng Term Expires: (30 March 2028)	There were seven (7) BAFC meetings in 2025/26, held on the following dates: 15 May 2025 24 June 2025 28 August 2025 30 October 2025 26 February 2026 26 May 2026 22 June 2026

Board Committee	Mandate & Key Activities	Members	No. of Meetings
Board Governance, Risk and Compliance Committee (GRCC)	Mandate The Board Governance, Risk and Compliance Committee (GRCC) was established to assist the Board in fulfilling its oversight responsibilities in relation to corporate governance, holistic risk management, and regulatory compliance within the Authority. The Committee's mandate is to promote sound governance structures and practices, ensure effective risk identification, assessment and mitigation, and oversee compliance with applicable laws, regulations, policies and ethical standards. Composition and Membership As per the GRCC Charter, the Committee shall comprise of four (4) Non-Executive Board Members nominated by the Board and shall include the Chief Executive Officer), with the Chairperson and the Vice Chairperson being members of the Board. Each Committee shall serve for a period of three (3) years. Activities - Reported to the Board quarterly as was required by the Charter. - Considered and recommended to the Board to approve the Combined Assurance Framework. - Considered and recommended to the Board to approve the BQA Risk Strategy. - Considered and recommended to the Board to approve the Stakeholder Communications and Engagement Policy. - Considered and recommended to the Board to approve the Risk and Compliance Operational Plan. - Considered and recommended to the Board to approve the Risk Register. - Considered and recommended to the Board to approve the Risk Assessment and Rating Framework. - Considered and recommended to the Board to approve the Risk and Compliance Management Policy. - Considered and recommended to the Board to approve the Code of Ethics and Standards for Conduct Policy. - Considered and recommended to the Board to approve the Data Protection Policy. - Considered and approved the Whistleblowing Policy. - Considered and recommended to the Board to note the Quarterly Reported Whistleblowing Incidents. - Considered and approved the Corporate Citizenship Policy. - Noted the Risk and Compliance Manual. - Noted the Risk Events and Incidents Register Template. - Noted the Risk Management Operations Report - Noted the 2025 BAOA Re-Review Report.	GRCC constituted of the following members: Dr. Gloria Somolekae Chairperson Term expires :(30 March 2028) * Ms. Kgomotso Kereng Term Expires :(30 March 2028) * Mr. Collen Lesole Term Expires :(29 September 2027) * Prof. Richard Tabulawa Term Expires: (02 October 2025)	There were four (4) GRCC meeting in 2025/26, held on the following dates: 26 August 2025 30 October 2025 18 February 2026 17 June 2026

Board Committee	Mandate & Key Activities	Members	No. of Meetings
Board Human Resource and Nominations Committee (HRNC)	Mandate The Board Human Resource and Nominations Committee (HRNC) was established with a primary responsibility to support the Board's oversight of human capital strategy, executive performance, ethical employment practices, remuneration and reward governance, leadership appointments and succession, nominations oversight, and fair remuneration. Composition and Membership As per the HRNC Charter, the Committee shall comprise of five (5) Non-Executive Board Members nominated by the Board, with the Chairperson and Vice Chairperson being members of the Board. Each member serves for a period not exceeding of three (3) years. Activities of the Committee: • Provided oversight and strategic guidance of the function of Human Resource and reported to the Board quarterly and on special meetings as was required by the Charter. • Considered and recommended to the Board to approve the Remuneration & Benefits Policy. • Considered and recommended to the Board to approve the Retrenchment Policy. • Considered and recommended to the Board to approve the Leave Management Policy. • Considered the BQA Staff General Conditions of Service and other HR Policies and granted Management the mandate to negotiate the same with the Staff Union. • Considered and approved the establishment of a Data Protection function. • Considered and approved the Talent and Succession Planning Strategy. • Considered and approved the appointment of a Co-opted Member to the Board Quality Assurance and Framework Maintenance Committee. • Considered and approved Committee Tenures of Co-Opted Members of the former Sub-Committees to current Board Sub-Committees. • Considered and reviewed the Human Resource Operational Reports on key activities of the Department. • Approved updates on the Organisational Review Project. • Ratified Organisational Structure Changes. • Reviewed and considered the Performance Management System Policy & Procedure. • Noted the Board Benefits Policy. • Noted the review of the Collective Labour Agreement. • Noted the Acting Allowance Interpretation. • Noted updates on the Chief Executive Officer and Deputy Chief Executive Officer. • Noted the Training & Development Policy.	HRNC constituted of the following members: * Mr. Edward Tswaipe (Chairperson) Term expires (29 September 2027) * Mr. Collen Lesole Term expires: (29 September 2027) * Dr. Keletso Tladi Term expires (30 March 2028) * Prof. Richard Tabulawa Term expires (02 October 2025) * Ms Lesego Maedza Term expires: (04 April 2026) * Mr Bennett Maifala Term expires: (04 April 2026)	There were eight (8) statutory and two (2) special HRNC meetings in 2025/26, held on the following dates: • 19 May 2025 • 25 August 2025 • 12 June 2025 • 21 October 2025 • 1 December 2025 • 3 December 2025 • 17 February 2026 • 16 June 2026 • 2 June 2025 -special • 19 May 2026 - special

Board Committee	Mandate & Key Activities	Members	No. of Meetings
Board Strategy Committee (BSC)	Mandate The Board Strategy Committee (BSC) was established with a primary responsibility to oversee the development and maintenance of the National Credit and Qualifications Framework (NCQF) and to also oversee its implementation across the three (3) subsystems of education and training: General Education (GE), Technical and Vocational Education and Training (TVET) and Higher Education (HE). Composition and Membership As per the BSC Charter, the Committee shall comprise of four (4) Members (inclusive of the Chief Executive Officer) nominated by the Board, with the Chairperson and Vice Chairperson being members of the Board. Each member shall serve for a period of three (3) years. Activities - Reported to the Board quarterly as was required by the Charter. - Considered and approved the 2025-26 interim Annual Performance Plan (APP). - Considered and approved the BQA Corporate Strategic Plan 2026-2030. - Considered and approved the 2026-27 Annual Performance Plan (APP). - Noted the Quarterly Corporate Performance Reports.	BSC constituted of the following members: * Ms. Mercy Conlon-Phuthego Chairperson Term Expires: (30 March 2028) Dr. Keletso Tladi Term Expires (30 March 2028) Dr. Gaelebale Tsheko Term expires (29 September 2027)	There were six (6) BSC meeting in 2024/25, held on the following dates: 28 May 2025 26 August 2025 22 October 2025 18 February 2026 15 January 2026 17 June 2026

Board Committee	Mandate & Key Activities	Members	No. of Meetings
Board Quality Assurance and Framework Maintenance Committee (QAFMC)	Mandate The Board Quality Assurance and Framework Maintenance Committee (QAFMC) was established with a primary responsibility to support the Board's oversight of quality assurance activities and processes of the Authority for Registration, Accreditation, Renewal, Revocation and reassessment of Education and Training Providers (ETPs), and of Learning Programmes, to oversee the development and maintenance of the national credit and qualifications framework (NCQF) and implementation across the three (3) subsystems of education and training: General Education (GE), Technical and Vocational Education and Training (TVET) and Higher Education (HE). Composition and Membership As per the QAFMC Charter, the Committee shall comprise of seven (7) Non-Executive Members nominated by the Board, with the Chairperson and Vice Chairperson being members of the Board. Each member serves for a period not exceeding of three (3) years. Activities of the Committee - Reported to the Board quarterly as was required by the Charter. - Considered and approved the Registration of Qualifications at Level 9-10 on the National Credit and Qualifications Framework (NCQF). - Considered and approved the Registration of Non-National Credit and Qualifications Framework (NCQF) Learning Programmes. - Considered and approved the Registration and Accreditation of Education and Training Providers (ETPs) and Awarding Bodies. - Considered and approved the Accreditation of Learning Programmes at Level 9 of the National Credit and Qualifications Framework. - Considered and approved an application for change of name by a Higher Education ETP. - Considered and recommended to the Board to approve the Model for Coordination of Qualifications Development by BQA. - Considered and recommended to the Board to approve the Policy for Development and Registration of Qualifications and Part-Qualifications on the NCQF. - Considered and recommended to the Board to approve the Policy and Guidelines for the Design and Implementation of Assessments for Qualifications and Part-Qualifications Registered on the NCQF. - Considered and recommended to the Board to approve the Policy and Guidelines on Recognition of Prior Learning (RPL). - Considered and recommended to the Board to approve the Policy and Implementation Guidelines on Credit Accumulation and Transfer (CAT). - Considered and recommended to the Board to approve the Norms and Standards for the Recognition of Higher Education (HE) Institutions and Awarding Bodies. - Considered and recommended to the Board to approve the Norms and Standards for the Recognition of Technical and Vocational Education and Training (TVET) Institutions and Awarding Bodies. - Considered and recommended to the Board to approve the Standard for Accreditation of Doctoral Degree Learning Programmes. - Considered and approved Significant Changes to ETPs. - Considered and approved the draft amendments to the BQA Act and Regulations. - Considered and recommended to the Board to approve the proposed approach towards the Registration and Accreditation of ETPs (Consultancies) and Non-Credit Bearing Short Courses. - Considered and recommended to the Board to approve the delegation of Authority to the Management Approvals Committee for NCQF Levels 9-10, Registration and Accreditation of ETPs, Notification of Significant Changes (excluding change of site and changes in governance, which will be reviewed after one (1) year to assess Management's performance on the same) and expansion of scope applications. - Ratified decisions made by the Management Approvals Committee on Significant Changes to ETPs.	QAFMC constituted of the following members: * Prof. Richie Moalosi (Chairperson) Term expires: (30 March 2028) * Dr. Gloria Somolekae - Term expires: (30 March 2028) * Dr. Gaelebele Tshoko - Term expires: (29 September 2027) * Ms. Masego Marobela - Term expires: (22 August 2026) * Dr. Tebogo Makolobe - Term expires: (04 April 2026) * Dr. Trust Masole - Term expires (22 August 2026)	There were seven (7) QAFMC meetings in 2025/26, held on the following dates: 04 June 2025 20 June 2025 28 August 2025 23 October 2025 19 February 2026 26 March 2026 18 June 2026

7.0 / Corporate Governance and Board Oversight

Board Committee	Mandate & Key Activities	Members	No. of Meetings
	- Noted one hundred and fourteen (114) decisions on NCQF Levels 1-8 Applications made through the Delegation of Authority. - Noted the ETP Monitoring and Compliance Report. - Noted the Pending Applications Status Report. - Noted the update on the referencing of NCQF to ACQF Project. - Noted the update on the Harmonisation of African Higher Education Quality Assurance and Accreditation (HAQAA) Review of the BQA Quality Assurance System. - Noted the extension of the compliance period for ETPs with circumstances that impede compliance. - Noted the list of non-compliant consultancies that the Management Approvals Committee revoked through the Delegation of Authority. - Approved the issuance of formal written warnings to all ETPs that complied after the stipulated deadline. - Noted the draft Quality Assurance Standard 1 – Criteria and Guidelines for Registration and Accreditation of ETPs – General Education (GE) prior to Management undertaking stakeholder engagements. - Noted the Quarterly Core operations Report. - Noted the Update on BQA Core Projects, Review of Instruments and Processes.		

Committee Performance Summary

Human Resource and Nominations Committee (HRNC)

Provided oversight on organisational structure, HR policies, remuneration frameworks, succession planning, and workforce governance.

Quality Assurance and Framework Maintenance Committee (QAFMC)

Oversaw accreditation of ETPs, registration of qualifications, NCQF implementation, QA standards, and regulatory frameworks.

Board Audit and Finance Committee (BAFC)

Oversaw financial reporting, internal controls, audit processes, and approval of audited financial statements.

Board Strategy Committee (BSC)

Oversaw strategic planning processes including approval of the 2026–2030 Corporate Strategy and Annual Performance Plans.

Governance, Risk and Compliance Committee (GRCC)

Oversaw governance frameworks, compliance systems, ethics policies, and risk management structures.

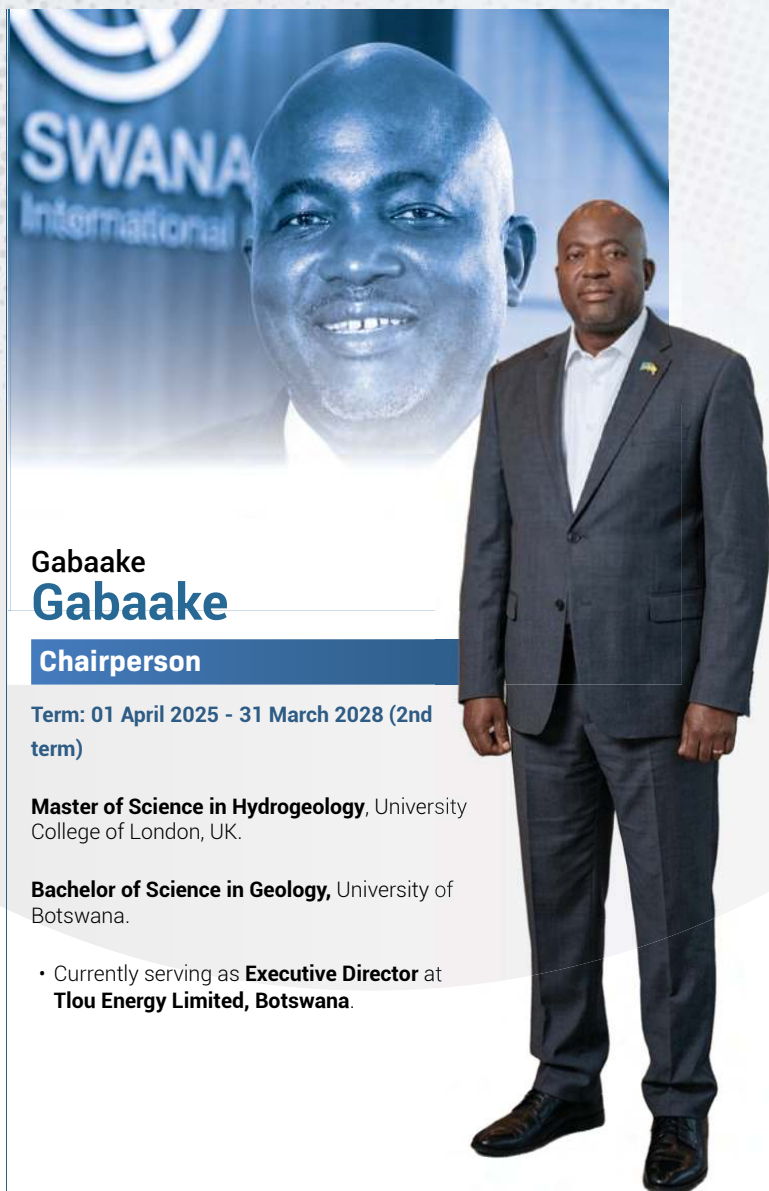
Board Appeals Committee (BAC)

Considered institutional appeals and ensured fair administrative decision-making.





08 |
BOARD OF DIRECTORS



**Gabaake
Gabaake**

Chairperson

Term: 01 April 2025 - 31 March 2028 (2nd term)

Master of Science in Hydrogeology, University College of London, UK.

Bachelor of Science in Geology, University of Botswana.

- Currently serving as **Executive Director** at **Tlou Energy Limited, Botswana**.



**Dr. Gloria
Somolekae**
(Vice Chairperson)

Term: 01 April 2025 - 31 March 2028

Doctor of Philosophy in Public Administration - Syracuse University, USA

Master of Arts in Public Policy and Administration - Institute of Social Studies

Bachelor of Arts in Public Administration and Political Science - University of Botswana and Swaziland

- Currently **Executive Director** at Botswana Institute for Development Policy Analysis (BIDPA)



**Prof. Richard
Tabulawa**

Board Member

Term: 01 April 2025 - 03 October 2025

Doctor of Philosophy (PhD)- University of Birmingham, UK

Master of Education (Curriculum Development) Victoria University of Manchester, UK

Postgraduate Diploma in Education - University of Botswana

Bachelor of Arts (Humanities) University of Botswana, Botswana

Currently a **lecturer** at University of Botswana



Prof. Richie Moalosi

Board Member

Term: 01 April 2025 - 31 March 2028 (2nd term)

PhD in Industrial Design - Queensland University of Technology, Australia

Master of Arts in Design - University of Wolverhampton, UK

Bachelor of Education in Design and Technology - University of Botswana

- Currently serving as **Professor at Faculty of Engineering and Technology**, University of Botswana



Dr. Keletso Tladi

Board Member

Term: 01 April 2025 - 30 September 2027

Doctor of Philosophy; Business Psychology - Atlantic International University, USA.

Executive Masters in Business Administration - Guglielmo Marconi University, Italy.

Advanced Diploma; International Business - Eaton Business School

- Currently serving as **Managing Director** at **Kelsi Investment (Pty) Ltd.**



Edward Tswaibe

Board Member

Term: 01 April 2025 - 30 September 2027

MSc in Applied Labour Economics for Development - University of Turin, Italy

Executive Master - University of Sciences Po, France

BA Economics - University of Botswana

- Currently **Employee Relations Superintendent** at **Khomecau**



Prof. Patrick Malope

Board Member

Term: 01 April 2025 - 30 September 2027

Doctor of Philosophy - University of Manchester, UK

Master of Science; Agricultural Economics - University of London, UK

Bachelor of Art; Economics - University of Botswana

- Currently **Associate Professor** at **Botswana University of Agriculture and Natural Resources (BUAN)**



Mercy Conlon-Phuthogo

Board Member

Term: 01 April 2025 - 31 March 2028 (2nd term)

Master of Science- Strategic Management - Derbyshire Business School, UK

Master of Science Computer Information Systems-Networking - University of Maryland Baltimore County, USA

Management Development Programme - University of Stellenbosch Business School, South Africa

Bachelor of Science - Computer Information Systems - System Analysis and Design - University of Maryland Baltimore County, USA

- Currently **Managing Director** at **Genuine Quality (Botswana)**



Kgomotso Kereng

Board Member

Term: 01 April 2025 - 31 March 2028 (2nd term)

Chartered Institute of Management Accountants (CIMA) - Botswana Accountancy College

Higher National Diploma in Accountancy & Business studies - BIAC

Global Executive Programme (GEDP) - GIBS & London Business School

- Currently **Executive Director** at **Exco Consulting (Australia)**



Tigelo Nwosu

Board Member

Term: 01 April 2025 - 30 September 2027

Bachelor of Commerce - University of Botswana

Master of Science in Forensic Accounting - University of Portsmouth, UK

- Currently **Accountant** at **Letshego**



Dr. Gaelebele Tsheko

Board Member

Term: 01 April 2025 - 30 September 2027

Doctor of Philosophy - University of Pittsburgh

M.A (Research Methodology) - University of Pittsburgh

B.Ed (Science Education) - University of Botswana, Botswana

- Currently serving as a **Lecturer** at **University of Botswana**



**Collen
Lesole**

Board Member

Term: 01 April 2025 - 30 September 2027

Bachelor of Laws - University of Botswana

- Currently **Managing Attorney** at **Collen Legal Practice**



**Boitumelo
Watlhaga**

Ex Officio Board Member

Chartered Accountant and a fellow member of the Association of Chartered Certified Accountants - (ACCA, UK).

Associate Certified Professional Accountant (ACPA) - Botswana Institute of Accountancy (BICA)

BOARD OF DIRECTORS

Name	Role	Term	Expiry
Gabaake Gabake	Chairperson	2nd Term	31 Mar 2028
Dr Gloria Somolekae	Vice Chairperson	1st Term	31 Mar 2028
Prof Richie Moalosi	Member	2nd Term	31 Mar 2028
Prof. Richard Tabulawa	Member	1st Term	03 Oct 2025
Kgomotso Kereng	Member	2nd Term	31 Mar 2028
Mercy Conlon-Phuthago	Member	2nd Term	31 Mar 2028
Collen Lesole	Member	1st Term	30 Sep 2027
Dr Keletso Tladi	Member	1st Term	31 Mar 2028
Dr Gaelele Tsheko	Member	1st Term	30 Sep 2027
Prof Patrick Malope	Member	1st Term	30 Sep 2027
Edward Tswaipe	Member	1st Term	30 Sep 2027
Tigelo Nwosu	Member	1st Term	30 Sep 2027
Boitumelo Watlhaga	Ex-Officio Member	1st Term	-



09 | EXECUTIVE MANAGEMENT



**Ms Boitumelo
Watlhaga**

Ag Chief Executive Officer

Ms Boitumelo Watlhaga is a seasoned finance professional with over 28 years of experience in strategic planning, budgeting, financial management and organisational leadership. Prior to joining the Botswana Qualifications Authority (BQA) in 2018, she held progressively senior positions at the National Development Bank, including Finance and Administration Manager, and began her career at Collins Newman & Co. as an Accounts Assistant. She is a Chartered Accountant and Fellow of the Association of Chartered Certified Accountants (ACCA, UK), and an Associate Certified Professional Accountant (ACPA) with the Botswana Institute of Accountancy. At BQA, she has served as Finance Manager and Director, Finance and Administration, and brings extensive expertise in financial controls, resource management, stakeholder engagement and strategic leadership.



**Mr Ofentse
Disang**

Ag Deputy Chief Executive Officer

Mr Ofentse Disang is an educationist with over 25 years of experience spanning teaching, curriculum development, quality assurance and qualifications framework management. Prior to and during his transition to BQA, following the Botswana Training Authority (BOTA), he served as Curriculum Specialist and subsequently held roles at the Ministry of Education and Skills Development, including Principal Education Officer II, and previously worked as a Senior Teacher in Humanities. He holds a Master of Business Administration (Service Excellence) from Anglia Ruskin University, a Postgraduate Certificate in Business Administration from the University of Wales, a Postgraduate Diploma in Education and a Bachelor of Arts in Humanities from the University of Botswana. At BQA, he has held several technical and leadership positions, including Institutional Support Specialist, Accreditation Specialist, Institutional Audit Officer and Manager of Framework Development and Maintenance, bringing extensive expertise in qualifications frameworks, institutional audits, curriculum development and quality assurance.



**Mr Thabo
Mmolai**

Director Human Resource

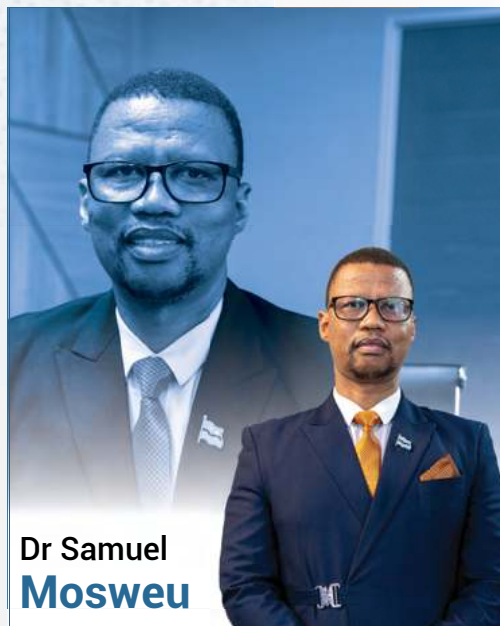
Mr Thabo Mmolai is a Human Resources professional with over 15 years of experience in human capital management, organisational effectiveness and strategic workforce development across the public and private sectors. Prior to joining BQA, he served as HR Manager at G4S Botswana and held several positions at Tati Nickel Mining Company, including Organisational Effectiveness Practitioner, HR Officer and Graduate Trainee, having begun his career as an Underwriting Graduate Trainee at Botswana Insurance Company. He holds a Master of Science in Strategic Management from the University of Derby, a Bachelor of Business Administration (Management) from the University of Botswana and a Postgraduate Certificate in Enterprise Risk Management from Botswana Accountancy College and is a BOS ISO 9001:2008 Lead Auditor. At BQA, he provides leadership in human capital management, with expertise in strategic workforce planning, organisational restructuring, performance management and leadership development.



**Ms Baarabi
Maupong**

Ag Director, Finance & Administration

Ms Baarabi Gaone Maupong is a finance professional with over 18 years of experience spanning financial management, financial reporting in accordance with International Financial Reporting Standards (IFRS), treasury and investment management, budgeting and cash flow management, procurement, and internal controls. Her career experience includes roles at the Botswana Qualifications Authority (BQA), Botswana International University of Science and Technology (BIUST), Botswana Public Officers Pension Fund (BPOPF), and Fleming Asset Management Botswana. Before joining BQA, she served as Manager – Financial Services at BIUST. She began her career at Fleming Asset Management Botswana as an Accounts Assistant, progressing through the roles of Accountant and Fund Accountant.



**Dr Samuel
Mosweu**

Ag Director, Quality Assurance

Dr Samuel Mosweu is an educationist and academic with over 26 years of experience in education, quality assurance, research and environmental science. Prior to joining BQA in 2016, he served as a lecturer at the University of Botswana and subsequently as Head of the Department of Geography and Environmental Science at the University of Fort Hare in South Africa. He holds a Doctor of Philosophy in Environmental Science from North-West University, a Master of Science, Postgraduate Diploma in Education and Bachelor of Science from the University of Botswana, as well as a Postgraduate Certificate in Quality Assurance in Education from Botswana Open University. At BQA, he has progressed from Quality Assurance Officer to Acting Director, Quality Assurance, and brings extensive experience in quality assurance, research, academic leadership and national and international research initiatives.



**Thato
Outlule**

Board Secretary

Ms Thato Outlule is a qualified legal practitioner and corporate governance professional with experience spanning the public and financial services sectors. Prior to joining BQA, she served as Manager – Governance at Stanbic Bank Botswana Limited, Manager – Board Services at the Botswana Unified Revenue Service and Senior Legal Officer at Botswana Development Corporation, having begun her career as State Counsel II in the International and Commercial Division of the Attorney General's Chambers. She holds a Bachelor of Laws (LLB) from the University of Botswana and has completed a Management Development Programme with Stellenbosch Business School. As Board Secretary, she provides strategic support to the Board and its Committees, drawing on expertise in corporate law, compliance, governance reporting, contract negotiation and regulatory advisory.



**Letlhogonolo
Paulo**

Ag Director, Business Development

Ms Letlhogonolo Paulo is a seasoned Communications, Marketing and Public Relations professional with more than 20 years of experience in strategic business development, corporate communications, public relations, media, marketing, stakeholder engagement and partnership development. Prior to joining BQA in 2022, she held academic and leadership positions at Limkokwing University of Creative Technology Botswana, including Head of the Faculty of Communication, Media and Broadcasting, and provided leadership in Academic Management and Corporate Communications in Sierra Leone, having earlier worked in media and professional development roles.

She holds a Master of Communication from Limkokwing University of Creative Technology, a Bachelor of Technology in Journalism, and a National Diploma in Journalism from institutions in South Africa. At BQA, she has served as Manager, Communications and Public Relations and currently serves as Acting Director, Business Development, bringing expertise in business and partnership development.



Boitumelo Mogaleemang

Manager, Internal Audit

Ms Boitumelo Mogaleemang is an audit professional with over 20 years of experience in external and internal audit, assurance and institutional compliance. Prior to joining BQA in 2019, she worked at the Office of the Auditor General, where she progressed from Assistant Auditor to Principal Auditor I, and previously began her career as an Accounts Clerk at Debswana Diamond Company. She holds a Master of Business Administration and Bachelor of Accountancy from the University of Botswana, is a member of the Institute of Internal Auditors Botswana and Botswana Institute of Chartered Accountants and is an ISO Certified Lead Auditor. At BQA, she leads the Internal Audit function and brings extensive experience in audit quality improvement, ISSAI compliance, capacity building and international audit initiatives, including engagements with AFROSAI-E and the INTOSAI Development Initiative.



Letlhogonolo Anthony Gatang

Manager, Strategy and Programmes

Mr. Letlhogonolo Anthony Gatang is a strategic planning and monitoring professional with extensive experience in project management, quality assurance, and education policy implementation. He holds a Master of Science in Project Management from The Copperbelt University and a Bachelor of Education in Design and Technology from the University of Botswana. He also possesses specialised certifications in project management, Lean Six Sigma, and ISO 9001:2015 Quality Management Systems, reflecting his commitment to operational excellence and continuous improvement.



Ronald H. Thibedi

Manager, Risk and Compliance

Mr Ronald Herbet Thibedi is a risk management, compliance and assurance professional with over 21 years of experience spanning financial services, insurance, utilities, retail, information technology and manufacturing. Prior to joining BQA, he served as Risk and Compliance Officer at Metropolitan Life of Botswana and held advisory, internal audit, accounting and auditing positions at KPMG Botswana and other organisations. He holds a Master of Finance and Control from Amity University, a Bachelor of Accountancy from the University of Botswana, an International Diploma in Computer Studies from Botswana Accountancy College and additional qualifications in risk and project management, together with professional credentials in sanctions compliance, compliance risk, internal controls and risk management. At BQA, he leads enterprise-wide risk management and compliance initiatives, drawing on expertise in risk assessment, regulatory compliance, internal controls, corporate governance, financial reporting and strategic risk analysis.



Lesego Barakanye

Ag Director, National Credit & Qualifications Framework

Ms Lesego Lisa Barakanye is an educationist and qualifications specialist with extensive experience in qualifications framework development, quality assurance, education policy and public sector governance. Prior to her current role at BQA, she served as a Senior Lecturer at the Botswana Institute of Administration and Commerce, Assistant Lecturer at the University of Botswana and Validation Expert under the former Botswana Training Authority and has also undertaken teaching and moderation assignments across several institutions. She holds a Master of Science in Strategic Management from the University of Derby, a Postgraduate Diploma in Education, Bachelor of Arts in English from the University of Botswana, Postgraduate Certificate in Enterprise Risk Management and a Management Development Programme certificate from the University of Stellenbosch. At BQA, she has served as Manager of Framework Development and Maintenance and Standards Specialist and currently leads the National Credit and Qualifications Framework function, contributing to national qualifications standards, lifelong learning and education policy implementation.



“

It is my pleasure to present the Botswana Qualifications Authority (BQA) **Annual Integrated Report for the financial year ended 31 March 2026**. This report reflects the Authority's continued commitment to promoting quality, credibility, and excellence within Botswana's education, training, and skills development system, while creating sustainable value for our stakeholders and the nation at large.

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Gabaake Gabaake : Board Chairperson



It is my pleasure to present the Botswana Qualifications Authority (BQA) Annual Integrated Report for the financial year ended 31 March 2026. This report reflects the Authority's continued commitment to promoting quality, credibility, and excellence within Botswana's education, training, and skills development system, while creating sustainable value for our stakeholders and the nation at large.

The 2025/26 financial year was marked by significant progress in strengthening the quality assurance landscape and positioning BQA as a responsive and forward-looking regulator. Against a backdrop of

evolving national and global education trends, the Board remained steadfast in providing strategic oversight and ensuring that the Authority effectively delivered on its statutory mandate.

A defining milestone during the year was the successful development of the Norms and Standards for the Registration and Accreditation of Education and Training Providers and Awarding Bodies. This transformative initiative establishes a modern, transparent, and outcomes-based quality assurance framework that responds to the changing needs of the education and training sector. Developed through extensive stakeholder engagement and benchmarking against regional and international best practices, these Norms and Standards reinforce the integrity and international comparability of Botswana's qualifications system and provide a solid foundation for continuous improvement across the sector.

The Board also continued to strengthen institutional governance by embedding the principles and outcomes of King IV™ on Corporate Governance. Through effective oversight of strategy, risk, performance, ethics, and compliance, the Board sought to ensure that the Authority operated in a manner that promotes accountability, transparency, and responsible stewardship of public resources.

Our commitment to sound governance remains central to building and maintaining the trust and confidence of our stakeholders. During the reporting period, BQA continued to advance strategic initiatives aimed at enhancing quality assurance, promoting

Recognition of Prior Learning (RPL), and strengthening collaboration with education and training providers, industry partners, government institutions, and regional and international quality assurance bodies.

These partnerships are essential to ensuring that Botswana's qualifications framework remains relevant, responsive, and aligned with the country's aspirations for economic diversification and human capital development.

The Board is particularly encouraged by the Authority's continued efforts to drive innovation and improve service delivery through digital transformation and enhanced stakeholder engagement. These initiatives have strengthened operational efficiency and improved access to quality assurance services, thereby contributing to a more effective and inclusive education and training ecosystem.

The Board maintained close oversight of the Authority's financial sustainability, enterprise risk management, and internal control environment. I am pleased to report that BQA continued to uphold prudent financial management practices and maintained robust governance structures that support long-term organisational resilience and sustainable value creation.

On behalf of the Board, I wish to express our sincere appreciation to the Honourable Minister and the Ministry responsible for Higher Education for their continued guidance and support. We are equally grateful to our stakeholders, including education and training

providers, professional bodies, industry partners, development agencies, and the public, for their collaboration and confidence in the work of the Authority.

I also wish to commend the Acting Chief Executive Officer, the Executive Management Team, and all employees of BQA for their unwavering dedication, professionalism, and resilience throughout the year. Their collective efforts and commitment to excellence have enabled the Authority to achieve the milestones reflected in this report.

As we look ahead, the Board has approved a new strategy IGNITE Corporate Strategy, that provides strategic direction for the Authority as it embarks on the implementation of the revised Norms and Standards and other key strategic priorities. We are confident that, through collaboration, innovation, and sound governance, BQA will continue to strengthen the quality and credibility of Botswana's qualifications system and contribute meaningfully to the country's sustainable socio-economic development.

It is therefore my honour to present the Botswana Qualifications Authority Annual Integrated Report for the 2025/26 financial year.

Gabaake Gabaake

Board Chairperson



“ Operational excellence remained a strategic priority throughout the year. Continued investment in digitalisation initiatives, enterprise resource planning (ERP) implementation, and organisational change management strengthened the foundation for improved service delivery and organisational effectiveness. ”

Boitumelo Watlhaga: **Ag Chief Executive Officer**

It is my pleasure to present the Botswana Qualifications Authority (BQA) Annual Integrated Report for the financial year ended 31 March 2026. This report reflects the Authority's continued commitment to strengthening Botswana's qualifications system through effective regulation, quality assurance, and collaboration with stakeholders across the post-school education and training sector.

The 2025/26 financial year was characterised by focused implementation of strategic priorities aimed at enhancing the quality, integrity, and responsiveness of Botswana's qualifications system. Against a backdrop of increasing demand for accreditation and quality assurance services, the Authority remained committed to delivering its mandate while improving operational efficiency, strengthening governance, and advancing reforms that support national human capital development.

A significant achievement during the reporting period was the finalisation of the Norms and Standards for the Recognition of Higher Education Institutions and Awarding Bodies and the Norms and Standards for the Recognition of Technical and Vocational Education and Training (TVET) Institutions and Awarding Bodies. These frameworks provide a strengthened regulatory foundation for accreditation and quality assurance by promoting greater consistency, transparency, and accountability in the recognition of institutions, awarding bodies, and qualifications across the Education and Training System.

The Authority continued to implement its core mandate through the accreditation, monitoring, and evaluation of education and training providers and learning programmes. During the year, notable progress was achieved in strengthening regulatory

oversight through improved provider and programme audits, reinforcing confidence in the quality of education and training offered within Botswana's education and training system.

To further enhance service delivery, the Authority implemented governance and process improvements aimed at accelerating regulatory decision-making. Selected operational approval functions were delegated from the Board to Management through the establishment of the Management Approval Committee, enabling timely decision-making and improved turnaround times for several accreditation and regulatory processes. Together with ongoing process optimisation and enhanced systems utilisation, these measures contributed to improved operational efficiency while enabling the Board to maintain its strategic oversight role.

The reporting period also saw important progress in strengthening the policy and regulatory framework. The Recognition of Prior Learning (RPL) Policy was approved, providing a mechanism for recognising knowledge, skills, and competencies acquired through workplace experience and informal learning. This policy will play an important role in expanding access to qualifications, promoting lifelong learning, and supporting inclusive skills development. In addition, the approval of the Credit Transfer and Accumulation Policy establishes a framework that will facilitate learner mobility, progression, and articulation across education and training pathways, further strengthening the flexibility and accessibility of Botswana's qualifications system.

Recognising that quality assurance is strengthened through partnership, the Authority continued to deepen collaboration with education and training providers, industry, professional bodies, government institutions, and regional partners. These

engagements contributed to improved alignment between qualifications, labour market needs, and national development priorities while sustaining stakeholder confidence in the Authority's regulatory role.

Operational excellence remained a strategic priority throughout the year. Continued investment in digitalisation initiatives, enterprise resource planning (ERP) implementation, and organisational change management strengthened the foundation for improved service delivery and organisational effectiveness. While these initiatives, together with governance reforms, resulted in measurable improvements in turnaround times and operational performance, increasing demand for services, institutional capacity constraints, and application backlogs continued to place pressure on some regulatory processes. Addressing these challenges remains a key management priority.

The Authority also continued to strengthen its governance, enterprise risk management, and internal control environment. Progress was made in implementing recommendations arising from internal audits, enhancing compliance processes, and reinforcing accountability across the organisation. While significant improvements were realised, the resolution of outstanding audit matters and continued strengthening of compliance systems will remain areas of management focus.

Another key milestone during the year was the development and approval of the BQA Corporate Strategy 2026–2030. The new strategy provides a clear roadmap for addressing institutional priorities, including improving turnaround times, eliminating regulatory backlogs, strengthening organisational capacity, enhancing monitoring and evaluation, accelerating digital transformation, and promoting

a customer-centred service culture. These strategic priorities position the Authority to deliver more efficient, responsive, and high-quality regulatory services while safeguarding the credibility and integrity of Botswana's National Qualifications Framework.

As we look ahead, the Authority will prioritise the implementation of the Norms and Standards, further strengthen accreditation and quality assurance systems, expand digital service delivery, enhance data-driven decision-making, and deepen stakeholder collaboration. These initiatives will support the Authority's commitment to continuous improvement and ensure that Botswana's qualifications system remains responsive to national development needs and the evolving world of work.

I extend my sincere appreciation to the Board for its strategic leadership and guidance, the Ministry for its continued support, and our stakeholders for their valued partnership and collaboration throughout the year. I also wish to acknowledge the dedication, professionalism, and resilience of the management team and all BQA employees, whose commitment continues to drive the successful delivery of the Authority's mandate.

It is my privilege to present the Botswana Qualifications Authority Annual Integrated Report for the 2025/26 financial year.



Boitumelo Watlhaga

Acting Chief Executive Officer

| 12.0 / BQA Value Creation Model

Botswana Qualifications Authority recognises that sustainable value creation depends on the effective utilisation of multiple forms of capital and their interconnectivity in supporting strategic decision-making, operational execution and long-term institutional impact.

This section presents the Authority's Value Creation Model (VCM), demonstrating how inputs (capitals) are transformed through core business activities into outputs, outcomes and ultimately long-term impact and shared value for stakeholders. It explains how BQA creates, preserves and enhances value in delivering its mandate in support of national development objectives and Vision 2036.

BQA Value Proposition

The Authority's value proposition is centred on ensuring the credibility, relevance and quality of Botswana's qualifications system. Through its regulatory and quality assurance mandate, BQA promotes confidence in education and training systems, strengthens skills development pathways and supports national human capital development, economic competitiveness and sustainable development.

Value Creation Overview

The table below summarises how the Authority creates value through the use of its six capitals.

Table 8: Six Capitals Value Summary

Capital	Key Inputs	Key Outputs (2025/26)	Key Outcomes	Value / Impact
Financial	Subvention; service revenue	Funding of operations	Efficient resource utilisation	Sustained mandate delivery
Human	Staff expertise; Board oversight	Service delivery capacity	Improved performance and productivity	Skilled and capable institution
Intellectual	Policies; systems; frameworks	Improved processes and controls	Enhanced efficiency and governance	Knowledge-driven organisation
Manufactured	ICT systems; infrastructure	Automation of services	Improved service efficiency	Digitalised operations
Social & Relationship	Partnerships; stakeholders	Engagement programmes; MOUs	Stronger collaboration	Increased trust and confidence
Natural	Energy; water; resources	Reduced consumption initiatives	Improved sustainability practices	Environmentally responsible operations

Value Creation Process

The Authority's value creation process demonstrates how resources are transformed through mandate execution into measurable results and long-term societal impact.

Table 9: Value Creation Model Summary

Stage	Description	BQA Application	Evidence Required
Inputs	Resources and capitals	Funding, staff, systems, partnerships	Financial and HR data
Activities	Core mandate functions	QA of programmes, ETPs, NCQF management, accreditation	Operational reports
Outputs	Direct deliverables	Evaluations, audits, accreditations, registrations	KPI results
Outcomes	Medium-term effects	Improved efficiency, compliance, service delivery	Performance reports
Impact	Long-term value	Skills development, credibility of qualifications, Vision 2036 contribution, BTEP	Sector indicators



OUR CORE ACTIVITIES

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

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

Coordinate the Education, Training & Skills Development Quality Assurance System

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

Effective delivery of the Quality Education, Training & Skills Development

- Monitoring and Compliance

Effective engagement with external stakeholders

- Learner protection and empowerment
- Research with social impact

Effective and proactive administration and communication

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

OUR OUTPUTS AS A REGULATOR

Registered Education Training Providers (ETPs)

- Conventional (170) HE - 63, TVET - 107
- Workplaces (27)
- Consultancies (889) - Old System - 441, New System -
- Awarding Bodies (28)

Table 10: Registered Qualifications

1175 qualifications registered

Certificate I	1
Certificate III	53
Certificate IV	49
Certificate V	173
Diploma	180
Bachelor' s Degree	324
Bachelor' s Degree Honours	75
Post-Graduate Certificate	10
Post-Graduate Diploma	34
Master' s Degree	189
Doctoral Degree	87

Table 11: Registered Learning Programmes

LP Type	No of LPs
Certificate III	125
Certificate IV	85
Certificate V	195
Bachelor's Degree	356
Diploma	210
Bachelor's Degree Honours	59
Post-Graduate Certificate	5
Post Graduate Diploma	26
Master's Degree	155
Doctoral Degree	58

SIX CAPITALS

Table 12: Value Creation Model

Capital	Inputs	Outputs	Outcomes	Impact/Shared value for stakeholder
Financial: Strategically allocating financial resources to priority areas creates value and enables the Authority to maintain the NCQF and Coordinate the Education, Training & Skills Development Quality Assurance System	First stream - Government Subvention, amortised grants Second stream - BQA Services Third stream – Investment income	79% of Total Income 16% of Total Income 5% of Total Income	- Enhanced funding for National Credit and Qualification Framework maintenance and Quality assurance services - Long term financial sustainability from effective management of financial capital - Diversification of revenue sources - Accumulated funds for the year (Reserves).	Global competitiveness of Botswana Appropriate skills and human and social development Sustainable economic Development
Human: Our employees are the driving force behind BQA success and value creation. We encourage an environment that cultivates excellence and empower employees to reach their full potential.	- Enhancing Performance & Productivity - Improving leadership capability - Employee Engagement - Targeted Training - Attracting and retaining talent	Staff costs P73,049,459.00	- Career progression - Retention of critical skill - Employee wellbeing	Continued delivery of the Authority's mandate in line With the Country's Vision 2036
Intellectual: BQA is a unique organisation where value creation comprises knowledge and expertise. We leverage on this invaluable resource.	Establishment of a Data Protection Unit Development of TVET Norms and Standards	- Data Protection Unit established and operational - Data privacy policies, procedures and registers implemented - Staff sensitised/trained on data protection requirements Approved Norms and Standards for recognition of TVET	- Improved compliance with data protection requirements - Strengthened management of personal and sensitive information - Reduced risk of data breaches and regulatory non-compliance - Improved confidence in BQA's information governance and service delivery	Committed and knowledgeable team High standards in quality assurance of the education system Improved standards of quality assurance of education system
Manufactured: We develop and maintain our manufactured capital (buildings, equipment and technology) to create an environment where our core activities take place.	Awarded a tender for implementation of an Enterprise Resource Planning System	Implementation of the ERP project to automate key processes	- Increased adoption of digitalization and transformation. - Conducive work environment and Improved operational efficiency	- Enhanced protection of learner, provider, staff and stakeholder information - Increased trust and confidence in BQA as a regulator - Improved institutional accountability and continuity of services
Social and Relationship: The extensive networks we cultivate with various stakeholders hold immense value. Nurturing these connections creates opportunities for collaboration, knowledge and resource sharing. This enhances our reputation and drives positive societal impact.	Employee engagement and motivation Partnerships and collaboration with professional bodies and State-owned Entities contribute to our success and impact.	Developed Norms and Standards for Higher Education P457,242 Developed Norms and Standards for TVET Signed 3 Memoranda of Understanding with stakeholders	Improved stakeholder linkages. Facilitated collaboration, knowledge sharing which improved quality assurance of the education training and skills development.	Prevention against data breaches, malware attacks, and other cyber threats, ultimately protecting sensitive information and maintaining business continuity.
Natural: We are committed to reducing our environmental footprint through responsible resource management and sustainable operations while fostering environmentally conscious leadership.	- Digitalisation of processes. - Installation of energy efficient equipment - Electronic records management - Virtual meetings to reduce fuel usage	Implementation of the ERP project to automate key processes. Installation of modern energy efficient air-conditioning systems. Policy on Electronic records management	- Decrease in printing and use of paper - Reduction in electricity consumption	Prevention against data breaches, malware attacks, and other cyber threats, ultimately protecting sensitive information and maintaining business continuity.

13.0 / Strategic Performance and Future Outlook

This section presents an overview of the Botswana Qualifications Authority's strategic performance during the 2025/26 financial year and outlines the Authority's future outlook. It highlights performance monitoring and reporting mechanisms, key performance trends, major achievements and value created, implementation challenges and lessons learned, as well as the strategic priorities and initiatives that will drive organisational performance in the forthcoming financial year.

The reporting period represented a year of transition and institutional consolidation. The Authority's EVOKE Strategy came to an end on 31 March 2025, necessitating interim measures to ensure continuity in strategic direction and operations. Consequently, the Authority implemented an abridged Annual Performance Plan (APP) during the year to provide sufficient time for the onboarding and orientation of the newly constituted Board, incorporation of emerging Government priorities, and completion of strategic projects carried over from the previous planning cycle.

The transitional approach enabled the Authority to maintain momentum on key initiatives while laying the foundation for the development of the 2026–2030 Corporate Strategy. Throughout the year, emphasis was placed on strengthening governance, improving organisational stability, enhancing financial prudence and positioning the Authority for the next strategic cycle.

Strategic Performance Overview

The 2025/26 financial year marked a transitional period for the Authority following the conclusion of the EVOKE Strategy. The abridged Annual Performance Plan focused on maintaining continuity in mandate delivery, strengthening governance and completing strategic initiatives initiated under the previous planning cycle, while simultaneously preparing for the implementation of the 2026–2030 Corporate Strategy.

Despite operating under a transitional framework, the Authority recorded progress in strengthening governance systems, enhancing financial management, improving audit follow-up and strengthening project monitoring and reporting. Significant work was also undertaken to develop the 2026–2030 Corporate Strategy and the Integrated Strategy Management Framework (ISMF), which are intended to strengthen execution discipline and institutional performance.

Notwithstanding these achievements, performance in selected operational areas remained constrained by resource limitations, vacancies in critical positions, delayed project implementation, and varying levels of compliance among Education and Training Providers (ETPs). These challenges underscored the importance of strengthening organisational alignment, enhancing implementation monitoring

and improving the integration of planning, performance and resource management processes.

Overall Performance Summary

Table 13: Year to date Status

Strategic Objective	No. of KPIs	Average YTD	Status
C1. Create an open and consultative environment	4	68.6%	Moderate
C2. Shape BQA's future operating environment	5	82.4%	Moderate
F1. Improve financial prudence	3	101.8%	Exceeds Target
F2. Diversify revenue resources	2	77.5%	Moderate
P1. Improve service delivery	12	36%	Below Target
P2. Improve management and maintenance of the NCQF	7	74%	Moderate
P3. Coordinate the quality assurance system	9	49.4%	Below Target
P4. Improve corporate governance	4	46.8%	Below Target
L1. Develop and maintain a high-performance culture	6	60.4%	Below Target
L2. Improve leadership capability	2	88.2%	On Target
L3. Drive talent and succession management	1	74%	Moderate

The analysis shows that Financial Prudence was the strongest strategic objective. Service Delivery, Quality Assurance, Corporate Governance and High-Performance Culture were the weakest areas and require focused management intervention in FY2026/27.

Figure 8: YTD KPI Distribution

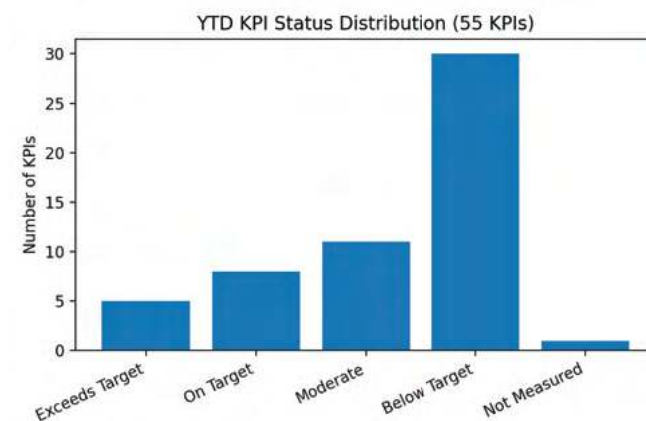


Table 14: Year to date Status

YTD Status	Number of KPIs
Exceeds Target	5
On Target	8
Moderate	11
Below Target	30
Not Measured	1

Table 15: Performance Category

Performance Category	Performance
Strategic Objectives Exceed Target	09%
Strategic Objectives On Target	14.5%
Strategic Objectives Moderate	20%
Strategic Objectives Below Target	54%
Strategic Objectives Not Measure	1.8%
Overall Organisational Performance Rating	Moderate

The overall assessment of the Corporate Scorecard for FY2025/26 was 72.1%, placing the Authority within the Moderate Performance category. While strong results were achieved in certain areas, particularly Financial Prudence, overall performance was constrained by challenges in service delivery, quality assurance, corporate governance, and the development of a high-performance culture.

Key interventions will include the implementation of approved policies and standards, clearance of application backlogs, improvement of turnaround times, strengthening of institutional audits, and improved resourcing of critical operational areas. Through these strategic initiatives, the Authority aims to enhance organisational effectiveness, improve stakeholder satisfaction, and achieve stronger performance outcomes over the tenure of its new Corporate strategy 2026-2030 strategy.



Monitoring, Evaluation and Reporting

Performance Monitoring Frameworks and Tools

The Authority utilised a structured performance management framework anchored on the Annual Performance Plan, the Balanced Scorecard, quarterly corporate performance reviews, project portfolio monitoring, internal audit follow-up mechanisms and management reporting systems.

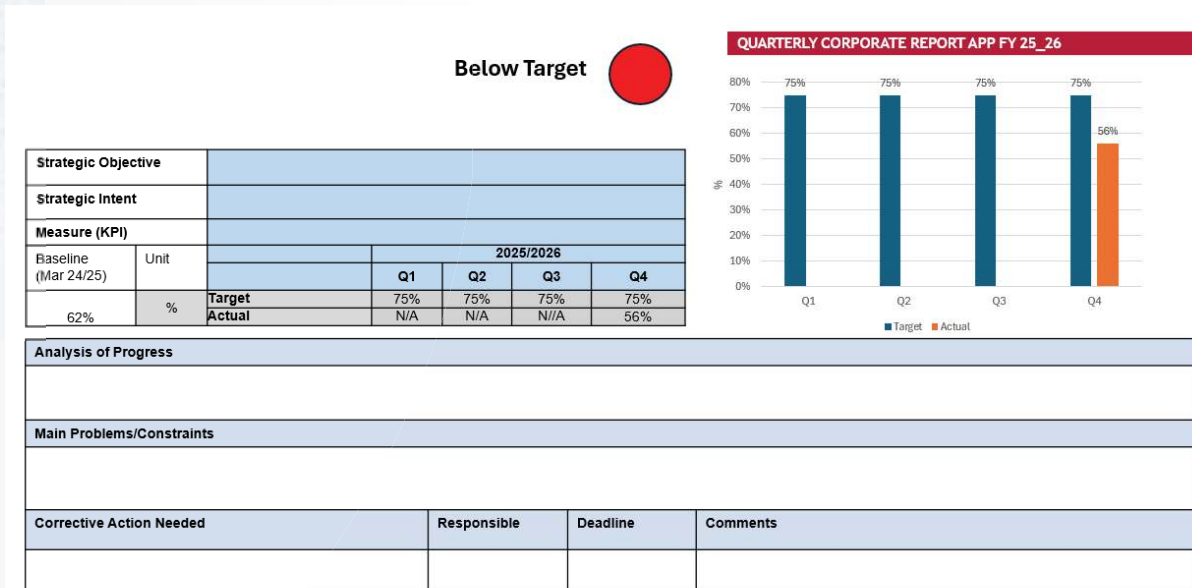
Performance was monitored through clearly defined strategic objectives, key performance indicators, baselines, targets, quarterly milestones and data sources. Institutional systems and portfolio reports provided evidence to support progress tracking and facilitate timely interventions where required.

The principal monitoring tools employed during the year included:

- Annual Performance Plan;
- Balanced Scorecard;
- Quarterly Corporate Performance Reviews;
- Project Portfolio Monitoring Framework;
- Internal Audit Follow-up Reports;
- Financial Performance Reports; and
- Management and Board Reporting Processes.

Below is a sample of the Strategic Objective template used for reporting

Figure 1: Strategic Objective template



Frequency and Effectiveness of Performance Reporting

Strategic performance reporting was undertaken primarily quarterly through Management and Board reporting structures. These reports were supplemented by financial performance reports, project implementation reports, audit closure reports, and service delivery reports.

During the year, the Authority continued to strengthen governance, planning, and reporting disciplines. However, internal assessments highlighted the need for more integrated and timely feedback, stronger implementation monitoring and more consistent follow-up on corrective actions. The reporting period further demonstrated the need to strengthen the integration of performance, projects and budget information to support evidence-based decision-making.

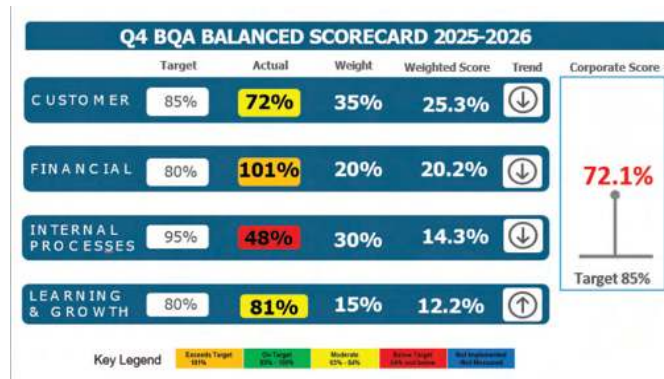
Key Performance Trends and Insights

Performance trends reflected gradual strengthening in governance follow-through and operational execution. Improvements were observed in financial prudence, audit closure and project monitoring, contributing to improved organisational stability and accountability.

However, some strategic priorities experienced challenges in translating plans into measurable outcomes. Persistent gaps remained in strategy execution, communication and feedback mechanisms, staff engagement and organisational alignment, all of which require continued management attention.

13.0 / Strategic Performance and Future Outlook

Figure 2: Balanced Scorecard 2025-2026



Integration of Performance Information into Decision-Making

Performance information informed management reviews, prioritisation of corrective actions, monitoring of strategic initiatives and oversight by governance structures.

The reporting period highlighted the need for stronger integration of performance, project and budget information to ensure that decisions are increasingly informed by timely and coordinated evidence. Consequently, the Authority continues to strengthen dashboards, quarterly review mechanisms, implementation tracking and performance-based management discussions to improve accountability and responsiveness.

Major Achievements and Value Created

Despite operating within a transitional environment, the Authority continued to create value for stakeholders through strengthened governance, enhanced quality assurance systems and improved institutional effectiveness.

Major Achievements During the Year

Key achievements may include:

- Development and approval of the 2026–2030 Corporate Strategy;

- Continued implementation of the Enterprise Resource Planning (ERP) System;
- Strengthening of governance and internal controls;
- Improved closure of audit findings;
- Progress in quality assurance and regulatory initiatives;
- Enhanced stakeholder engagement and public awareness;
- Improved financial prudence and expenditure management; and
- Development of the Integrated Strategy Management Framework (ISMF).

Value Created for Stakeholders

Through the execution of its mandate, the Authority continued to create value for key stakeholders by strengthening confidence in qualifications, enhancing learner protection and supporting quality assurance within the education and training sector.

Table 16: Stakeholder Value Creation

Stakeholder	Value Created
Learners	Improved learner protection and confidence in qualifications
Education and Training Providers	Enhanced regulatory guidance and quality assurance support
Government	Contribution to national human capital development objectives
Industry	Increased confidence in qualifications and skills systems
Employees	Improved governance and organisational effectiveness
Regional and International Partners	Strengthened collaboration and alignment with international frameworks

Strategic Context and Emerging Opportunities

The Authority operated within an evolving environment characterised by changing stakeholder expectations, increasing demand for quality assurance and learner protection, digital transformation imperatives and regional and international developments in qualifications frameworks.



In preparation for the development of the 2026–2030 Corporate Strategy, the Authority undertook extensive environmental scanning through SWOT Analysis, PESTEL Analysis and the TOWS Matrix. These analyses provided valuable insights into internal and external factors affecting organisational performance and informed strategic interventions aimed at strengthening institutional sustainability and relevance.

Emerging opportunities identified during the reporting period included:

- Digital transformation and ERP implementation;
- Policy and regulatory reforms;
- Strengthened partnerships and Memoranda of Understanding;
- Enhanced quality assurance systems;
- Increased public awareness and stakeholder engagement;
- Improved sector coordination; and
- Stronger alignment with national, regional and international qualifications and quality assurance developments.

Figure 3: SWOT Analysis Summary

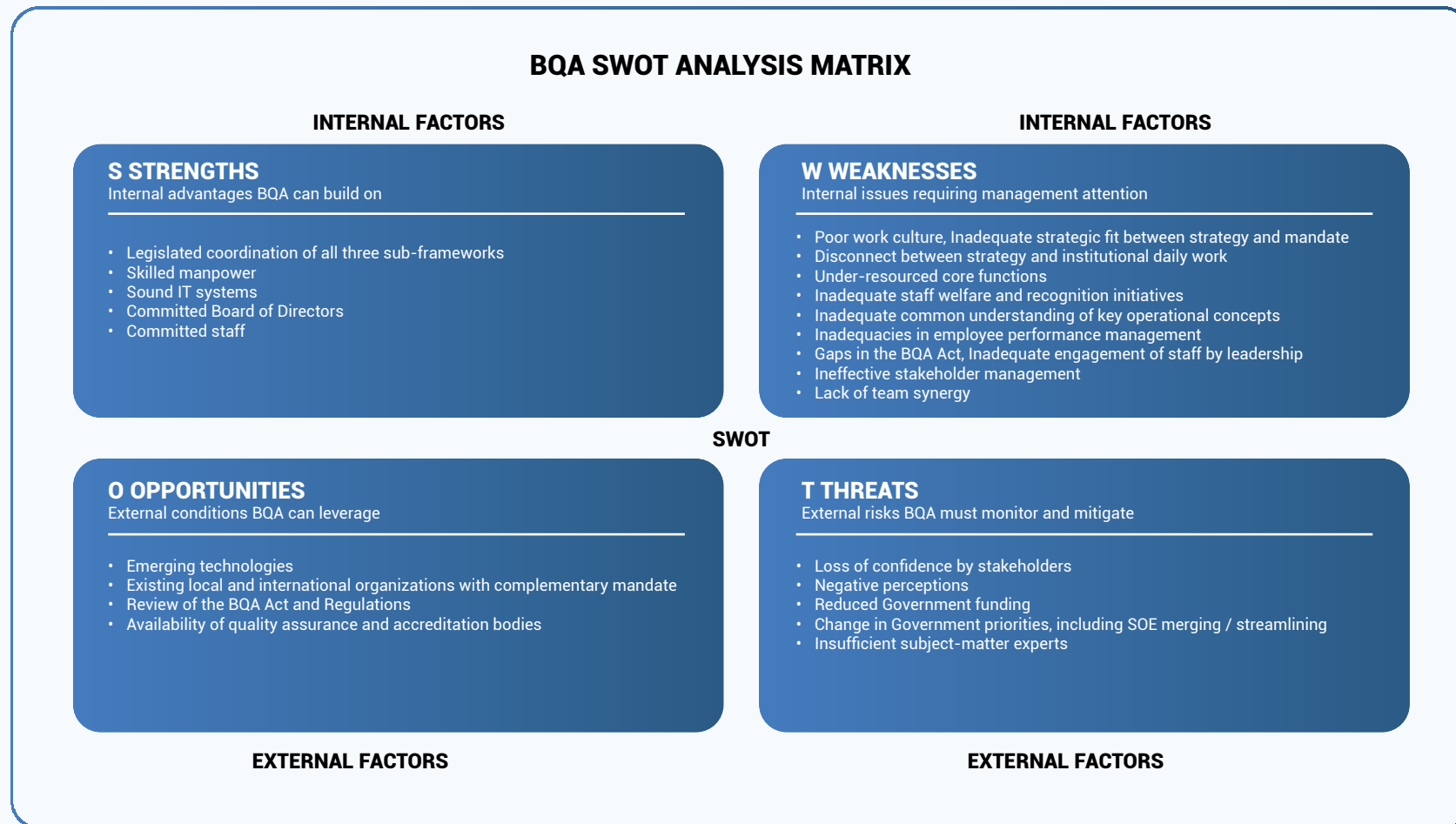
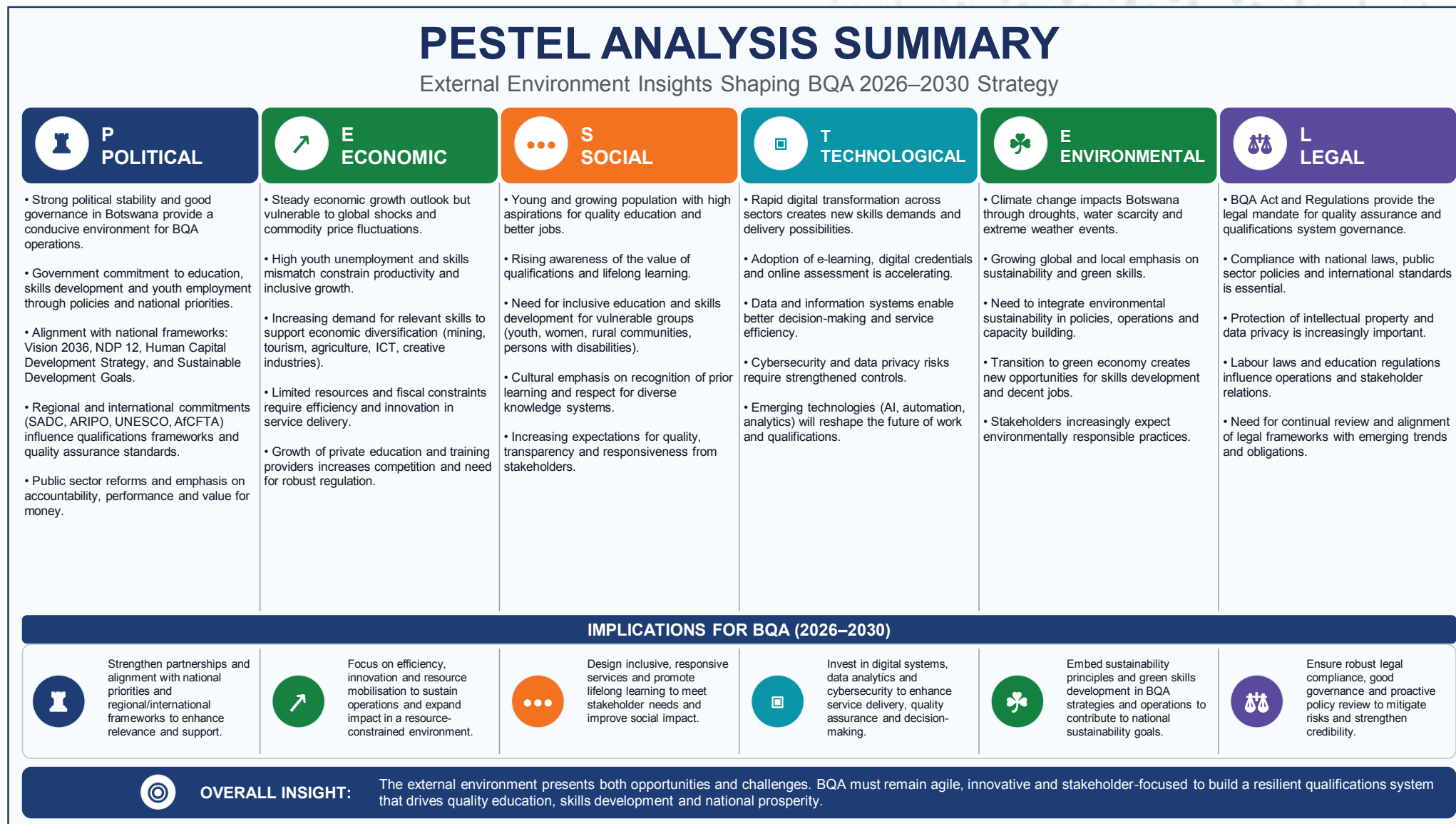


Figure 4: PESTEL Analysis Summary



13.0 / Strategic Performance and Future Outlook

TOWS Matrix

Using the TOWS methodology, BQA translated its SWOT findings into targeted, evidence-based strategic interventions. This approach aligns the Authority's capabilities with its operating environment and long-term strategic priorities.

Figure 9: TOWS Matrix and Strategic Interventions

SO STRATEGIC OPTIONS

Skilled manpower-Forged strategic partnership to enhance capacity building and quality assurance (Job shadowing and benchmarking, CPD, consultancy work)
Legislated coordination of the 3 sub frameworks - harmonise the Act with other relevant statutes to enhance regulator effectiveness
Sound IT systems - Emerging technology (Interactive applications to improve operational efficiency)

WO STRATEGIC OPTIONS

Gaps in the BQA act-review of the BQA ACT with suggested improvements
Ineffective implementation monitoring- Use emerging technologies to enhance monitoring
Poor work culture- Providing staff engagement activities
Leadership ineffectiveness-Leadership development programs (Leadership assessments)
Inadequate strategic fit between strategy and mandate- Ensure alignment during strategy development
Under resourced core functions- Proper planning and resource allocation
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.

Challenges, Performance Variances and Mitigation Measures

Implementation of strategic priorities during the reporting period was affected by structural, operational and resource-related challenges.

Table 17: Key Challenges and Mitigation Measures

Challenge	Impact	Mitigation Measures
Human capital shortages due to frozen recruitment and competing priorities	Operational backlogs and delayed processing	Prioritise critical resourcing, temporary support and workload redistribution
Low ETP compliance	Weak quality assurance outcomes	Strengthen compliance monitoring and enforcement
Limited availability of Subject Matter Experts	Delays in audits and report completion	Expand and train the SME pool
Turnaround time challenges	Delays in evaluation and processing activities	Streamline workflows and strengthen monitoring
Weak monitoring and project execution	Delayed projects and audit closure	Strengthen project management and reporting discipline

Table 13: Performance Variances

Area	Variance	Root Cause	Corrective Action
Turnaround Time	Below Target	Capacity constraints	Workflow optimisation
Project Delivery	Delays	Resource limitations	Enhanced project management
Compliance Monitoring	Partial Achievement	Low ETP compliance	Strengthened enforcement
Audit Closure	Delays	Capacity limitations	Improved follow-up mechanisms

Lessons Learned and Critical Success Factors

The reporting period reaffirmed that successful strategy execution depends on strong alignment between mandate and strategic priorities, effective leadership, adequate resources and disciplined implementation.

Key lessons learned included the importance of:

- Maintaining leadership stability and institutional support;
- Strengthening strategy cascading and organisational alignment;
- Enhancing communication and feedback mechanisms;
- Improving monitoring and accountability;
- Promoting collaboration and a performance-oriented culture; and
- Supporting decision-making through integrated intelligence and data.

13.0 / Strategic Performance and Future Outlook

Table 18: Critical Success Factors

Critical Success Factor	Key Considerations
Strategic Alignment	Clear direction and measurable targets
Leadership Stability	Ownership and continuity
Client and Learner Centricity	Enhanced service delivery
Institutional Resourcing	Adequate financial and human resources
Organisational Culture	Collaboration and performance management
Governance and Processes	Efficient structures and systems
Monitoring and Evaluation	Strong execution and accountability
Industry and Market Intelligence	Evidence-based decision-making

Future Outlook

Looking ahead, the Authority's priorities will focus on strengthening mandate delivery, enhancing service quality, improving organisational effectiveness and deepening stakeholder confidence.

Strategic Priorities for 2026/27

Strategic Alignment

- Effective implementation of the organisational mandate;
- Alignment with national and ministerial priorities;
- Strengthened industry partnerships and collaborations; and

Improved responsiveness to stakeholder expectations.

Internal Operating Environment Effectiveness

- Evidence-based approval of programmes and qualifications;
- Effective implementation of the Quality Management System;
- Improved turnaround times;
- Achievement of Harmonisation of African Higher Education Quality Assurance and Accreditation (HAQAA) requirements; and
- Enhanced customer service and relationship management.

Governance Oversight and Enforcement

- Implementation of Recognition of Prior Learning (RPL), Credit Accumulation and Transfer (CAT), Referencing and Articulation initiatives; and
- Strengthened governance systems and oversight mechanisms.

Human Capital Management and Skills Development

- Improved staff productivity; and
- Enhanced leadership effectiveness.

Digital Transformation

- Implementation of the Digital Transformation Strategy; and
- Increased use of data and analytics in decision-making.

Financial Sustainability

- Increased revenue generation from services; and
- Continued financial prudence.

Strengthening Strategy Execution and Organisational Effectiveness

To improve execution discipline and organisational performance, the Authority developed an Integrated Strategy Management Framework (ISMF), which seeks to strengthen strategic focus and improve alignment between strategy, performance, projects and resources.

In addition, the Authority will undertake a Business-Wide Review of Functions and Departments to enhance organisational efficiency, optimise resource utilisation, clarify responsibilities and improve service delivery.

Planned improvements include:

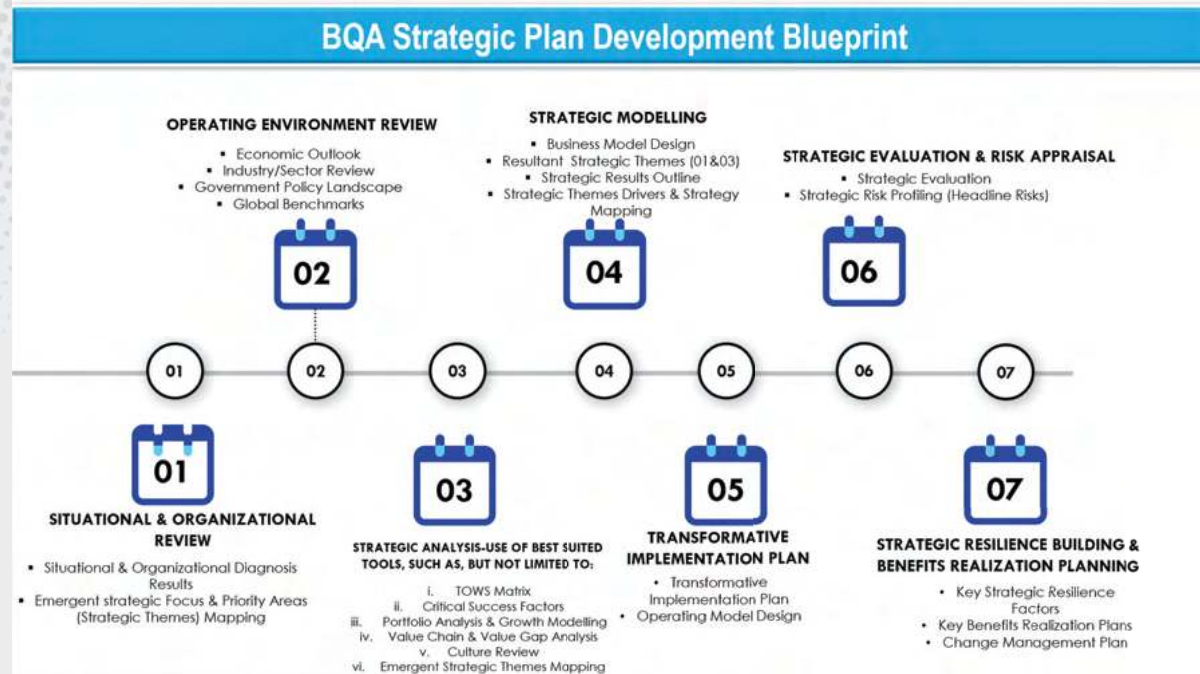
- Stronger strategy cascading across the organisation;
- Enhanced implementation monitoring;
- Improved project management discipline;
- Strengthened governance and accountability mechanisms;

- Increased use of dashboards and structured quarterly reviews; and
- Performance-based management discussions.



13.0 / Strategic Performance and Future Outlook

Figure 5: Integrated Strategy Management Framework



Strengthening Integrated Planning, Monitoring and Reporting Systems

The Authority intends to strengthen integrated planning, monitoring and reporting systems to ensure that performance, projects and budgets are managed in a coordinated manner. This approach will support evidence-based decision-making, improve organisational agility and enhance the quality and timeliness of management and governance reporting.

Organisational Readiness

The Authority anticipates an increasingly dynamic operating environment shaped by legislative reforms, evolving stakeholder expectations, increasing demand for quality assurance and learner protection, digital transformation requirements and continued regional and international harmonisation of qualifications systems.

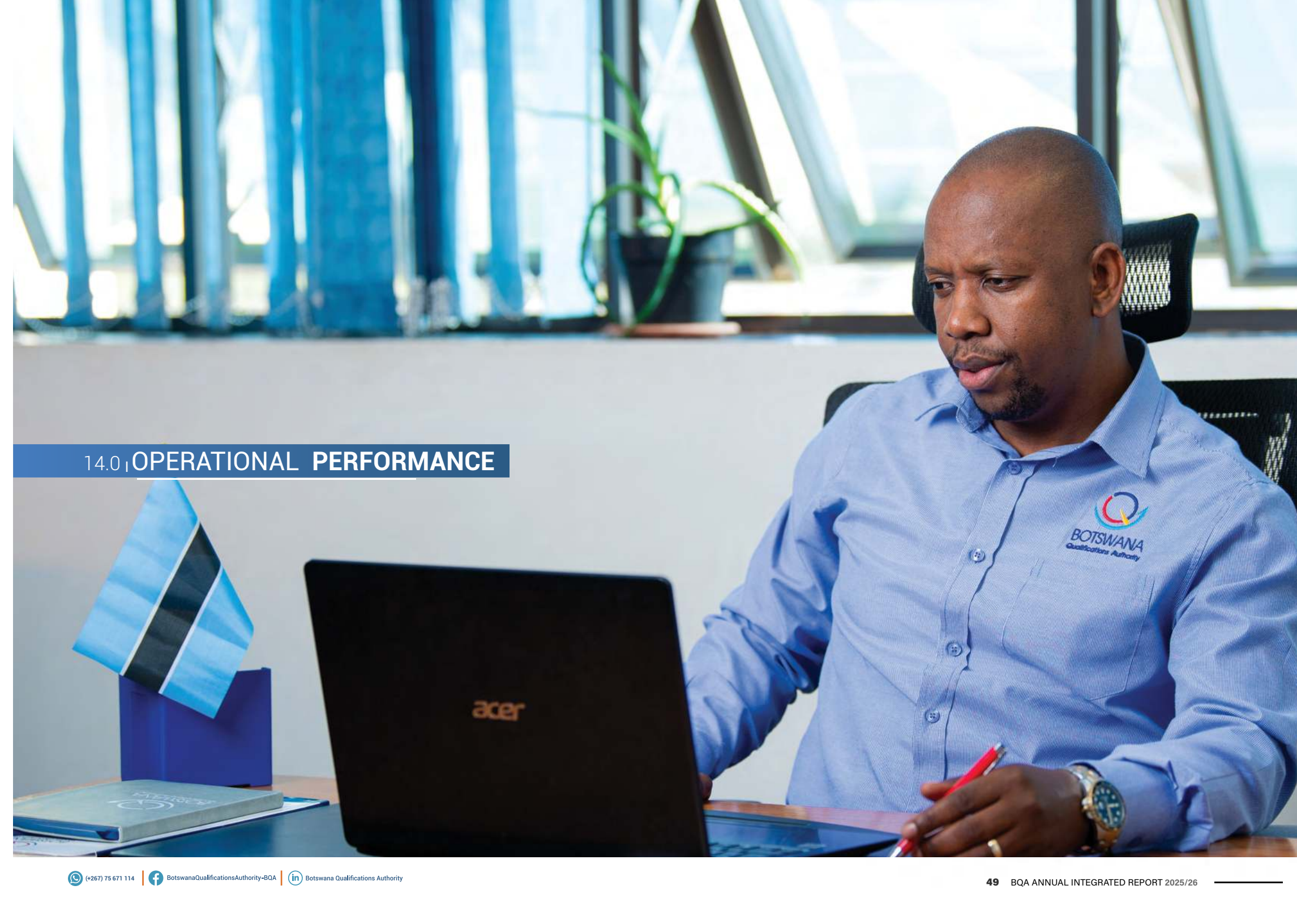
In response, the Authority is positioning itself to enhance organisational readiness through stronger governance systems, improved controls, enhanced stakeholder engagement, digital transformation and a sustained focus on resilience, compliance and service delivery excellence.

The 2025/26 financial year represented a period of transition, consolidation and strategic repositioning for the Botswana Qualifications Authority. Following the conclusion of the EVOKE Strategy, the Authority adopted an abridged Annual Performance Plan to facilitate Board onboarding, accommodate emerging Government priorities and complete outstanding strategic initiatives, while simultaneously laying the foundation for the 2026–2030 Corporate Strategy.

Despite operating within a challenging environment characterised by resource constraints and implementation pressures, the Authority continued to strengthen governance systems, improve financial prudence and reinforce performance oversight. The lessons and insights derived from the reporting period have informed a renewed strategic direction and the development of the Integrated Strategy Management Framework, both of which are expected to enhance execution discipline and institutional resilience.

Going forward, the Authority remains committed to improving service delivery, strengthening stakeholder confidence and creating sustainable value for learners, Education and Training Providers, industry and the nation.





14.0 | OPERATIONAL PERFORMANCE

National Credit and Qualifications Framework (NCQF) Implementation

The Authority continued to advance the implementation of the National Credit and Qualifications Framework (NCQF) as Botswana's unified system for the classification, registration, articulation and recognition of qualifications.

During the 2025/26 financial year, the NCQF was further operationalised across education, training and skills development sub-sectors, strengthening national coherence in qualifications development, quality assurance and lifelong learning pathways.

The framework continues to serve as a central instrument for improving transparency, comparability and mobility within the national qualifications system.

Strategic Focus Areas

Key focus areas during the reporting period included:

- Operationalisation of the NCQF across all education and training sub-sectors
- Strengthening institutional capacity for qualification development and alignment
- Enhancement of NCQF policies, guidelines and tools
- Expansion of stakeholder engagement and technical support
- Improved coordination for qualification endorsement and registration

Strategic Performance Highlights and Key Milestones

Key Milestones Achieved

The Authority recorded the following key milestones:

- Finalisation and implementation of NCQF operational guidelines
- Renewal and refinement of the NCQF classification system
- Registration of new qualifications and rollout of part-qualification guidelines
- Implementation of the Policy for Development, Registration and Publication of Qualifications
- Establishment of sector-based qualification development task

teams

- Development of Botswana's first General Education qualification under the NCQF
- Increased institutional participation in qualification development processes
- Strengthening of Recognition of Prior Learning (RPL) and Credit Accumulation and Transfer (CAT) frameworks

Sectoral Impact

These milestones resulted in:

- Improved transparency and comparability of qualifications
- Stronger alignment between qualifications and labour market needs
- Expanded access to Recognition of Prior Learning (RPL) pathways
- Increased stakeholder confidence in the national qualifications system

Qualifications Registered on the NCQF

Table 19: Qualifications Registered During the Reporting Year (2025/26)

Row Labels	Certificate III	Certificate IV	Certificate V	Diploma	Bachelor's Degree	Bachelor's Degree Honours	Post-Graduate Certificate	Post-Graduate Diploma	Master's Degree	Doctoral Degree	Grand Total
Agriculture and Nature Conservation	1	1	1	0	1	0	0	0	2	3	9
Business, Commerce and Management Studies	0	0	2	10	28	1	1	4	4	3	53
Culture, Arts & Crafts	0	0	0	1	1	0	0	0	0	1	3
Education and Training	1	0	0	4	3	1	0	1	6	4	20
Health & Social Services	0	0	1	8	6	3	0	2	6	1	27
Humanities and Social Sciences	0	0	1	2	5	0	0	0	1	0	9
Information & Communication Technology	0	0	0	2	10	0	0	1	2	0	15
Law & Security	0	0	0	0	2	0	0	1	2	0	5
Manufacturing, Engineering and Technology	0	1	9	11	1	1	0	0	8	8	39
Mining	0	0	2	0	0	0	0	0	1	1	4
Natural, Mathematical and Life Sciences	0	0	0	2	4	3	0	0	7	3	19
Physical Planning and Construction	0	1	2	2	2	3	0	0	4	3	17
Services	0	0	0	1	7	0	0	0	1	0	9
Grand Total	2	3	18	43	70	12	1	9	44	27	229

Registered qualifications are classified according to the 14 BQA field of learning. Qualification registration is mostly dominant within the Business, Commerce and Management Studies (53), followed by 39 qualifications falling within Manufacturing, Engineering and Technology fields. Industries such as Law and Security and Mining are underrepresented.

Table 20: Cumulative Qualifications Registered on NCQF (Inception to 31 March 2026)

Row Labels	Certificate I	Certificate III	Certificate IV	Certificate V	Diploma	Bachelor's Degree	Bachelor's Degree Honours	Post-Graduate Certificate	Post-Graduate Diploma	Master's Degree	Doctoral Degree	Grand Total
Agriculture and Nature Conservation	2	6	3	7	8	23	0	0	0	15	8	70
Business, Commerce and Management Studies	2	0	5	45	34	99	7	7	14	25	9	245
Culture, Arts & Crafts	0	6	2	11	12	16	6	0	0	3	2	58
Education and Training	0	1	0	7	11	25	1	2	7	31	25	110
Generic Skills	1	0	0	0	0	0	0	0	0	0	0	1
Health & Social Services	0	1	0	13	21	34	5	1	6	31	6	118
Humanities and Social Sciences	0	0	0	5	10	28	0	0	1	29	10	83
Information & Communication Technology	0	1	3	7	12	36	7	0	1	8	3	78
Law & Security	0	0	0	11	10	5	1	0	2	4	0	33
Manufacturing, Engineering and Technology	0	21	22	40	39	6	24	0	0	14	10	176
Mining	0	2	0	4	0	1	2	0	0	1	1	11
Natural, Mathematical and Life Sciences	0	1	0	0	2	28	15	0	1	18	10	75
Physical Planning and Construction	0	9	7	9	8	8	5	0	1	7	3	57
Services	0	5	7	14	13	10	2	0	0	1	0	52
Grand Total	1	53	49	173	180	319	75	10	33	187	87	1167

Registered qualifications are classified according to the 14 BQA field of learning. Qualification registration is mostly dominant within the Business, Commerce and Management Studies (245), followed by 172 qualifications falling within Manufacturing, Engineering and Technology fields. Industries such as Law and Security and Mining are underrepresented.

Qualifications Alignment and Institutional Uptake

Progress continued in aligning both legacy and newly developed qualifications to the NCQF.

Key developments included:

- Ongoing reclassification of existing qualifications
- Increased submission and renewal of qualifications for NCQF registration
- Expanded participation of HEIs, TVET institutions and training providers
- Strengthened articulation pathways (vertical, horizontal and diagonal mobility)
- Increased adoption of NCQF-aligned qualification structures and credit systems

Outcome

Institutional uptake of the NCQF continues to demonstrate increasing system maturity and confidence in the framework.

Quality Assurance and Compliance Performance

Quality assurance remained central to NCQF implementation.

Key activities included:

- Verification and quality assurance of qualifications prior to registration
- Monitoring compliance with NCQF policies and standards
- Capacity building and technical support to institutions
- Continuous improvement of workflows and digital systems (including ERP and QA platforms)

- Enhancement of qualification management systems

Impact

- Strengthened integrity and credibility of qualifications
- Improved consistency in qualification standards
- Enhanced compliance culture across institutions

Strategic Alliances and Framework Integration

The NCQF continued to strengthen regional and international alignment through strategic partnerships.

Regional and Continental Collaboration

- Engagement within SADC qualifications framework initiatives
- Participation in African Union ACQF referencing processes
- Collaboration on harmonisation of qualifications systems across Africa

Benchmarking and Referencing

- Comparative analysis of level descriptors and credit systems
- Alignment with ACQF governance and quality assurance frameworks
- Adoption of international best practices (including AQRF insights)

Strategic Outcomes

- Improved regional recognition of qualifications
- Enhanced learner and labour mobility
- Strengthened transparency and credibility of NCQF
- Increased international cooperation in skills development

Innovation and System Enhancements

Key innovations included:

- Review and refinement of NCQF classification system
- Development of ERP-based qualification management tools
- Digitisation of qualification submission and approval processes
- Establishment of multi-sector task teams

Quality Assurance

During the 2025/26 financial year, the Botswana Qualifications Authority (BQA) continued to strengthen its Quality Assurance mandate by accrediting Education and Training Providers (ETPs) and approving learning programmes.

Quality Assurance remains central to safeguarding the integrity, credibility, and relevance of Botswana's education and training system. It ensures that providers and programmes comply with prescribed quality standards that support learner progression, employability, and national skills development priorities. The Authority continued to implement its mandate through registration and accreditation of Education and Training Providers and accreditation of learning programmes across all sub-frameworks.

Registration and Accreditation of Education and Training Providers (ETPs)

During the 2025/26 financial year, the Authority received eleven (11) applications for registration and accreditation of ETPs, of which two (2) were successfully registered and accredited, as at 31st March 2026.

Table 21: ETP Registration and Accreditation Performance (2025/26)

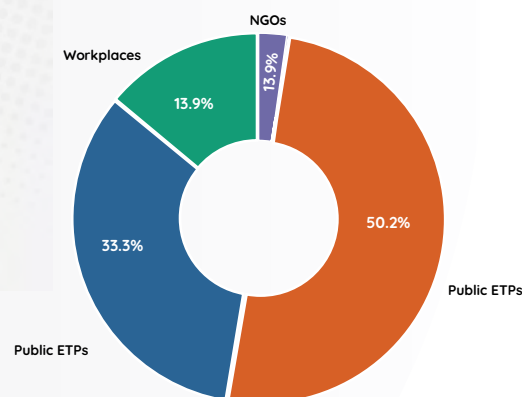
Category	Received	Achieved (Accredited)	Variance
ETPs Registered and Accredited	11	2	9

Table 22: Cumulative ETPs by Ownership Type (2025/26)

Type of ETP	Number	Percentage
Public ETPs	67	33.3
Private ETPs	101	50.2
NGOs	5	2.5
Workplaces	28	13.9
Total	201	

The cumulative number of registered and accredited Education and Training Providers reached 201 ETPs as of 31 March 2026.

Figure 6: Pie chart: Public vs Private ETP distribution



Private ETPs account for the largest share of education and training providers, at 50.2% (101 providers). This points to market dominance; private ETPs have more agility in introducing specialised niche skills programmes aligned with current industry needs.

Public ETPs account for 33.3% (67 providers). Public institutions have a lower intake as they heavily rely on state subsidy; the numbers are relatively fair. Their inability to introduce new market-niche skills also hinders rapid growth.

Workplaces represent 13.9% (28 providers). These institutions are designed to train their own Staff, hence low numbers. NGOs make up the remaining 2.4% (5 providers). The target market here is more on community development, adult literacy, or marginalised populations, hence low numbers. These NGO ETPs largely depend on grant funding and donations, and these limit their growth capacity.

Accreditation of Learning Programmes

A total of 318 learning programmes were accredited during the reporting period (2025/26) across multiple qualification levels.

Table 23: Learning Programmes Accredited (2025/26 Distribution)

Qualification Type	Number
Certificate III	29
Certificate IV	70
Certificate V	27
Diploma	40
Bachelor's Degree	65
Bachelor's Honours	28
Postgraduate Certificate	2
Postgraduate Diploma	3
Master's Degree	39
Doctoral Degree	15
Total	318

Key Observations

- Certificate Programmes account for 40% share
- Diploma programmes translate to 13 % share
- Bachelor's Degrees accounted for the highest share (29%)
- Postgraduate Certificate programmes remained the lowest (18%)
- Higher Education submissions dominated (53%) compared to TVET (47%)

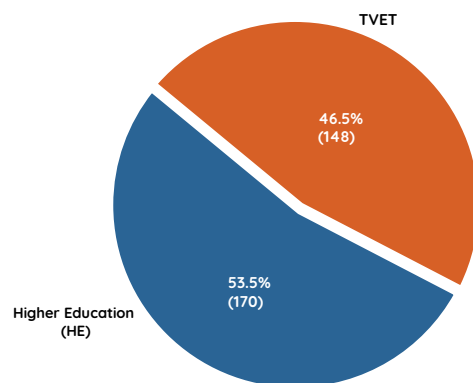
Key Insight

A growth for TVET leaning programmes is observed. The market could be responding to TVET revitalisation to address economic challenges and escalating unemployment rates

Table 24: Programme Distribution by Sub-Framework

Sub-Framework	Number	Share
Higher Education (HE)	170	53%
TVET	148	47%
Total	318	100%

Figure 7: Distribution by Sub-Framework (Total:318)



Key insights

The Higher Education and TVET bracket present a near equal trend between academic and vocational education. This high proportion of TVET programmes indicates strong alignment with practical technical skills needs. While the academic or Higher Education is skewed towards leadership in professional degrees. A rise in TVET is indicative of a more embracing approach towards TVET skills.

Performance Analysis

The 2025/26 period reflects a fairly balanced distribution between TVET and HE Programmes. This reflects overcoming academic bias and a need to gravitate more towards vocational and technical skills to address economic challenges. A near equal distribution signals that applied technical expertise (TVET) and conceptual academic knowledge (HE) are equally essential to economic growth. This indicates strong advocacy for TVET revitalisation.

Quality Assurance Challenges and Mitigation Measures

Table 25: Key Challenges and Responses (2025/26)

Challenge	Impact	Mitigation
Delay in endorsement of professional programmes	Slowed approval processes	Strengthened coordination with professional bodies
Slow response from ETPs on additional information requests	Processing delays	Improved communication and follow-up mechanisms
Incomplete submissions	Rework and inefficiencies	Strengthened application screening and guidance
High volume of HE applications	Processing pressure	Prioritisation and workflow optimisation
Understaffing at Quality Assurance	Processing delays	Recruit more staff for the processing Department
HE Division fully engaged at HAQAA3 Project	Processing pressure	Distribute assignment evenly

Key Achievements (2025/26)

- Accreditation of 318 learning programmes
- Strengthened standardisation of QA processes
- Improved stakeholder engagement and advisory support
- Enhanced digital processing of QA applications
- Self Assessment Report Writing for HAQAA3 Project

Efficiency Metrics

Average turnaround time for:

- ETP accreditation -51 Days without gaps 71 days with gaps
- Programme accreditation -51 Days without gaps 71 days with gaps

Backlog & Pipeline

Education and Training Providers

- Pending applications at year-end: 15 ETPs were pending conclusion by 31 March 2026
- Ageing analysis of pending cases - one (1) Application was for 2023, five (5) Applications were for 2024, and nine (9) were for 2025



14.0 / Operational Performance

Table 26: Learning Programmes

Age	Total no of LPs
2021	1
2022	1
2023	15
2024	5
2025	66

Learning Programme Renewals

By 31 March 2026 Quality Assurance has received a total of 25 Applications submitted for Renewals. This signals growth and implementation of Learning Programmes.

Quality Metrics

- Approval vs rejection rates reflect more approvals. The year 2025/2026 has seen only one rejection
- The common rejection reasons point to unavailability of physical resources
- Resubmission frequency is on the lower side

The 2025/26 financial year reflects continued strengthening of the Authority's Quality Assurance function through the accreditation of Education and Training Providers and learning programmes. While strong performance was recorded in programme accreditation, challenges related to processing efficiency, stakeholder responsiveness, and submission completeness were observed. The Authority will continue to strengthen systems, stakeholder engagement, and digital processing capabilities to improve turnaround times and enhance the overall effectiveness of the quality assurance system.



Evaluation of Qualifications



The Authority is mandated in terms of the Botswana Qualifications Authority Act, 2013, to evaluate, verify and recognise both local and external qualifications. This includes developing standards for the recognition of external qualifications and ensuring consistency in the evaluation of qualifications for academic, professional and employment purposes.

Through this mandate, the Authority assures the authenticity and comparability of qualifications, and supports decision-making for:

- Academic progression
- Employment and career placement
- Professional registration
- Immigration and mobility purposes

The Authority also provides advisory services to stakeholders on the recognition status of qualifications and awarding bodies.

Evaluation of Qualifications Performance Overview

During the 2025/26 financial year, the Authority received and processed applications for evaluation of both local and external qualifications. The annual performance target was set at 90% of applications processed.

Table 27: Overall Applications for Evaluation

Category	Received	Evaluated	Closed (Incomplete)	Pending (31 Mar 2026)	Completion Rate
Local Qualifications	513	407	5	101	79%
External Qualifications	705	503	25	153	71% (approx.)
Total	1,219	910	30	279	~75% overall

Local Qualifications Evaluation

Local qualifications are evaluated for verification purposes. A total of 513 local qualification applications were processed during the year, comprising:

Table 28: Local Qualifications Breakdown

Status	Number
Brought forward	52
Received during year	461
Total	513
Evaluated	407
Closed (incomplete)	5
Pending	101

This reflects a local qualification evaluation performance of approximately 79% completion rate.

External Qualifications Evaluation

External qualifications are evaluated for recognition against established criteria. A total of 705 external qualification applications were processed during the reporting period, as per the table below.

Table 29: External Qualifications Breakdown

Status	Number
Brought forward	54
Received during year	651
Total	705
Evaluated	503
Closed (incomplete)	25
Pending	153

Country of Origin of External Qualifications

Table 30: External Qualifications by Country

Country	Number	Percentage
United Kingdom	173	34%
India	94	19%
South Africa	65	13%
Zimbabwe	47	9%
United States of America	18	6%
Australia	23	5%
Zambia	22	4%
China	20	4%
Others	40	8%
Total	705	100%

The concentration of qualifications from the United Kingdom, India and South Africa is largely influenced by institutional linkages and articulation arrangements between local Education and Training Providers and foreign awarding bodies.

14.0 / Operational Performance

Performance Analysis and Trends

Table 31: Key Performance Indicators

Indicator	Target	Actual	Variance	Comment
Overall processing rate	90%	~75%	-15%	Below target due to backlog
Local evaluation completion	-	79%	-	Capacity constraints
External evaluation completion	-	71%	-	High volume & complexity
Pending applications	0 backlog target	279	High	Requires intervention

Recognition Framework and Decision Integrity

All qualification evaluation decisions are made in accordance with the Authority's approved Policy for Evaluation of Qualifications (Local and External), ensuring consistency, fairness and standardisation of outcomes.

The Authority maintains a centralised database of:

- Evaluated and recognised qualifications
- Non-recognised or rejected qualifications
- Historical decisions to ensure consistency in similar cases

This system supports transparency, institutional memory and standardisation in evaluation outcomes.

Table 32: Decision Governance Framework

Component	Description
Policy Framework	Evaluation of Qualifications Policy
Decision Criteria	Qualification comparability, authenticity, and accreditation status
Quality Control	Central database of decisions
Consistency Mechanism	Historical decision referencing system
Outcome Types	Recognised / Not recognised / Deferred

Stakeholder Collaboration

The Authority continued to collaborate with key national and international stakeholders to support effective evaluation of qualifications. These collaborations strengthen the integrity, authenticity verification and international comparability of qualification evaluation processes.



Table 33: Key Collaboration Partners

Category	Stakeholders	Purpose
Government	Ministry of Labour and Home Affairs; Ministry of Defence & Security	Verification support
Regulatory Bodies	Professional councils	Recognition alignment
International Bodies	ECCTIS (UK ENIC), Qualifications Check	Authentication & equivalency
Diplomatic Missions	Foreign embassies	Document verification

Challenges and Mitigation Measures

Table 34: Challenges and Responses

Challenge	Impact	Mitigation
Staff shortages	Backlog and delays	Recruitment of additional staff
High incomplete applications	Processing inefficiencies	Improved application requirements
Manual processes	Delayed turnaround times	ERP system enhancement
High workload volume	Processing pressure	Prioritisation of cases

The Evaluation of Qualifications service remains a critical component of the Authority's mandate, ensuring the credibility, comparability and recognition of both local and international qualifications. While progress has been achieved in processing significant volumes of applications, performance was constrained by capacity limitations and system inefficiencies. The Authority continues to strengthen its processes, systems and human resource capacity to improve turnaround times, reduce backlog, and enhance service delivery quality in support of national skills development and labour mobility objectives.

Institutional Audit

The Authority, through the Institutional Audit unit is responsible for ensuring the quality assurance, compliance monitoring, and continuous improvement of registered and accredited Education and Training Providers (ETPs) and Awarding Bodies.

During the 2025/26 financial year, the Authority implemented statutory audits, compliance surveillance, annual report evaluation, and investigations in line with the Botswana Qualifications Authority mandate and regulatory framework.

The function contributes directly to safeguarding the credibility of the National Qualifications Framework (NQF) and strengthening institutional quality assurance systems across the education and training sector.

Strategic Performance Highlights

Audit Delivery Performance

The Authority achieved strong execution of its audit plan despite operational constraints.

Performance Dashboard (At A Glance)

Table 35: Key Performance Indicators (KPIs)

KPI	Result	Target/ Benchmark	Status
Audit Completion Rate	97%	≥95%	Achieved
ETP Compliance Level	42%	≥70%	Below Target
Complaint Resolution Rate	74%	≥80%	Moderate
Annual Report Evaluation	61%	100%	In Progress
Non-Compliant ETPs Identified (Consultancies)	155 / 200	0	High Risk Exposure
Learning Programmes Suspended	2	0	Enforcement Action

Table 36: Audit performance summary:

Audit Type	Planned	Completed	Performance
ETP Statutory Audits	33	31	94%
NCQF Learning Programmes	48	48	100%
Legacy Programmes	19	17	89%
Total	67	65	97%

- 97% overall audit completion rate achieved against the annual plan
- 31 of 33 planned ETP statutory audits completed
- 100% completion of NCQF-based learning programme audits
- 89% completion of legacy programme audits

This reflects sustained operational efficiency in executing statutory quality assurance responsibilities.

Institutional Compliance Outcomes

Audit outcomes indicate that overall institutional compliance remains a key area of concern within the sector.

- Average compliance level: 42%
- All audited ETPs were assessed within the Limited Confidence / Medium to High Risk categories
- Two learning programmes were recommended for suspension of new enrolments due to non-compliance

These findings highlight ongoing weaknesses in internal quality assurance systems among regulated institutions.

Compliance Monitoring and Enforcement

Regulatory Actions and Market Surveillance

Institutional Audit intensified compliance surveillance and enforcement activities during the reporting period.

Key outcomes include:

- 12 ETPs had registration and accreditation revoked due to non-

compliance

- Following appeals, four (4) ETPs regained compliance status after corrective action
- Two (2) ETPs remain under active monitoring

In the consultancy sector, a large-scale compliance assessment was undertaken:

- 200 consultancy ETPs assessed
- 155 found non-compliant
- Cases scheduled for consideration for enforcement action in the next reporting cycle

These results demonstrate strengthened regulatory enforcement but also highlight persistent compliance challenges in the sector.

Annual Report Evaluation

The implementation of mandatory annual reporting continued in line with regulatory requirements. Performance highlights:

- 64 annual reports received (2024/25 cycle)
- 39 reports evaluated (61% completion rate)
- 25 reports remain in backlog
- 42 additional reports received for 2025/26 cycle

Capacity constraints resulted in evaluation backlogs and delayed feedback to institutions.

Complaints and Investigations Management

The Authority continued to manage institutional complaints and investigations related to quality assurance and service delivery.

Performance summary:

- 42 total complaints handled (including prior backlog)
- 31 complaints resolved
- 74% resolution rate achieved

Most complaints were related to teaching and learning delivery, indicating areas requiring improved institutional oversight and learner protection mechanisms.



Key Performance Insights

The reporting period reveals the following system-wide trends:

- Compliance levels among ETPs remain low and require targeted intervention
- Internal quality assurance systems in many institutions are not fully functional
- Consultancy ETPs show particularly high levels of non-compliance
- Complaint trends suggest recurring challenges in teaching and learning quality
- Administrative reporting requirements are placing pressure on both institutions and the regulator

Operational Challenges

The following constraints were encountered, which impacted performance:

- Limited report writing capacity among subject matter experts, affecting turnaround times
- Insufficient human resource capacity relative to the increasing workload



- High volume of annual reports resulting in evaluation backlogs
- Weak compliance culture among regulated institutions
- Variability in quality and completeness of institutional submissions
- Concerns regarding remuneration structure for technical experts involved in audits

Mitigation Measures and Responses

To address identified challenges, the following interventions were implemented:

- Alignment of annual reporting timelines to institutional anniversary dates, integrated into ERP systems
- Development of differentiated reporting templates for consultancy and conventional ETPs to improve submission quality
- Capacity-building workshops for ETPs and Assessment Bodies on reporting and compliance requirements

- Strengthening of human resource capacity through fixed-term appointments and recruitment of interns to support audit and compliance functions

These measures are expected to improve efficiency, enhance compliance, and reduce system backlogs over the medium term.

Outlook

Going forward, the Authority will focus on:

- Strengthening risk-based audit approaches
- Enhancing compliance enforcement mechanisms
- Improving turnaround times for audit and report evaluation
- Deepening institutional compliance culture across the sector
- Leveraging digital systems to improve monitoring and reporting efficiency

15.0 / Stakeholder Engagement

Stakeholder engagement remains central to the Botswana Qualifications Authority's ability to deliver on its mandate, create sustainable public value, and strengthen confidence in the national qualifications system. During the 2025/26 reporting period, BQA continued to engage proactively with internal and external stakeholders through structured, transparent, and inclusive engagement platforms.

The Authority recognises that meaningful stakeholder relationships contribute directly to:

- Enhanced institutional legitimacy and trust;
- Improved service delivery and stakeholder experience;
- Better policy and regulatory outcomes;
- Increased accountability and transparency;
- Collaborative national development;
- Sustainable value creation over the short, medium, and long term.

During the reporting period, BQA enhanced collaboration with government institutions, industry, learners, and Education and Training Providers to strengthen quality assurance systems and qualifications recognition processes.

The engagements focused on:

- Improving sector responsiveness;
- Enhancing qualifications comparability;
- Addressing stakeholder concerns;
- Strengthening policy coordination;
- Promoting national human capital development.

The collaborative approach improved institutional relationships and contributed positively to stakeholder confidence and service delivery.

Stakeholder Engagement Philosophy

BQA applies a stakeholder-centric approach that recognises stakeholders as strategic partners in the achievement of its regulatory, quality assurance, and qualifications recognition mandate. The organisation seeks to:

Table 37: Stakeholder Approach

Strategic Intent	Description
Build Trust and Confidence	Strengthen stakeholder confidence in the national qualifications system and BQA services.
Promote Transparency	Ensure stakeholders receive timely, accurate, and accessible information.
Enhance Responsiveness	Respond proactively to stakeholder concerns, expectations, and emerging needs.
Foster Collaboration	Encourage strategic partnerships and inter-institutional cooperation.
Improve Service Delivery	Use stakeholder feedback to improve operational effectiveness and customer experience.
Support National Development	Align stakeholder engagements with national human capital and skills development priorities.

Stakeholder Governance Framework

Stakeholder engagement oversight is exercised through governance and management structures that ensure accountability and strategic alignment.

Table 38: Governance Responsibilities

Governance Structure	Stakeholder Engagement Responsibility
Board of Directors	Provides strategic oversight and ensures stakeholder inclusiveness in decision-making.
Executive Management	Implements stakeholder engagement strategy and monitors stakeholder relations.
Communications & Public Relations	Coordinates communication, media relations, stakeholder engagement, and reputation management.
Operational Departments	Conduct direct stakeholder engagements and provide technical support.
Internal Audit & Risk	Monitors stakeholder-related risks and governance compliance.

Stakeholder Identification and Prioritisation

BQA conducts periodic stakeholder mapping and materiality assessments to identify stakeholders who significantly influence or are affected by the organisation's operations and strategic objectives.

Table 39: Stakeholder Mapping Matrix

Stakeholder Category	Stakeholder Interest	Level of Influence	Engagement Priority
Ministry of Higher Education	Policy implementation and regulatory compliance	High	High
Education and Training Providers	Accreditation, audits, compliance, support	High	High
Learners	Qualification quality and recognition	Medium	High
Employers and Industry	Skills relevance and qualification standards	High	High
Professional Bodies	Recognition and professional alignment	Medium	Medium
Development Partners	Collaboration and sector development	Medium	Medium
Staff	Organisational culture and performance	High	High
Media	Public information and reputation	Medium	Medium
Regulatory Institutions	Compliance and coordination	High	High
General Public	Transparency and service accessibility	Medium	Medium



15.0 / Stakeholder Engagement

Key Stakeholder Engagements During the Year

Table 40: Major Engagement Highlights

Engagement Initiative	Stakeholders Engaged	Purpose	Outcome
National Stakeholder Consultative Forums	ETPs, regulators, industry	Policy consultation and sector engagement	Enhanced collaboration and stakeholder feedback integration
Accreditation Compliance Workshops	ETPs	Capacity building and compliance support	Improved compliance awareness
Media Briefings and Interviews	Media houses and the public	Public information dissemination	Increased public awareness and visibility
Industry Engagement Sessions	Employers and industry bodies	Skills relevance discussions	Strengthened industry collaboration
Student Outreach Programmes	Learners and institutions	Awareness of qualifications and recognition	Improved public understanding
Government Engagements	Ministries and regulators	Strategic alignment and coordination	Strengthened inter-governmental cooperation
Internal Staff Engagement Forums	Employees	Organisational communication and alignment	Enhanced employee engagement
International Cooperation Meetings	Regional and international partners	Qualifications recognition collaboration	Strengthened regional cooperation

Stakeholder Inclusivity and Responsiveness

In alignment with King IV principles, BQA ensured that stakeholder engagement processes were inclusive, ethical, and responsive.

Key Practices Implemented

- Integration of stakeholder perspectives into decision-making processes;
- Timely communication of organisational developments and policy changes;
- Structured grievance and complaints management processes;
- Stakeholder feedback surveys and continuous improvement initiatives;
- Proactive engagement on emerging sector issues.

Digital Stakeholder Engagement

BQA continued to leverage digital platforms to improve stakeholder reach, responsiveness, and operational efficiency.

Table 41: Digital Engagement Platforms

Platform	Purpose
Corporate Website	Service information and stakeholder updates
Social Media Platforms	Public engagement and awareness creation
Online Accreditation Systems	Service delivery and process automation
Virtual Meetings and Webinars	Remote stakeholder engagement
Email Communication	Official stakeholder correspondence
SMS Notifications	Service updates and stakeholder alerts



Stakeholder-Related Risks and Mitigation

BQA recognises that ineffective stakeholder management may affect institutional reputation, service delivery, and stakeholder confidence.

Table 42: Stakeholder Risk Management

Stakeholder Risk	Potential Impact	Mitigation Measures
Negative public perception	Reputational damage	Proactive communication and media engagement
Delayed stakeholder responses	Reduced stakeholder confidence	Strengthened service standards and monitoring
Policy misalignment	Stakeholder dissatisfaction	Continuous stakeholder consultations
Digital communication disruptions	Reduced accessibility	Improved ICT infrastructure and contingency measures
Stakeholder misinformation	Public confusion	Timely dissemination of accurate information

Looking Ahead

In the 2026/27 financial year, BQA will continue to strengthen stakeholder engagement through:

Table 43: Strategic Stakeholder Engagements

Strategic Focus Area	Planned Intervention
Digital Transformation	Expansion of digital engagement and service platforms
Public Awareness	Intensified nationwide awareness campaigns
Stakeholder Experience	Enhanced customer-centric service delivery
Strategic Partnerships	Increased collaboration with national and international stakeholders
Research and Feedback	Expanded stakeholder perception and satisfaction studies
Internal Engagement	Strengthened employee communication and culture initiatives

BQA remains committed to maintaining constructive, transparent, and mutually beneficial relationships with all stakeholders. Through continuous engagement, collaboration, and responsiveness, the organisation seeks to strengthen confidence in the national qualifications system and create sustainable value for stakeholders and the nation. Stakeholder engagement will continue to play a critical role in advancing BQA's strategic objectives, institutional sustainability, and contribution to Botswana's human capital development agenda.



| 16.0 / Risk Management, Compliance and Internal Audit

During the 2025/26 financial year, BQA strengthened its foundational systems for risk management, compliance management, governance and assurance. The Authority established and approved key governance instruments, developed structured risk and compliance monitoring tools, and strengthened oversight arrangements to support accountability, internal control, regulatory compliance and organisational resilience.

The reporting period was characterised by the establishment and consolidation of the Risk and Compliance function, including the development of the Regulatory Universe and a risk-based Compliance Risk Monitoring Plan (CRMP) methodology. These initiatives provide a platform for progressively embedding risk-informed and compliance-conscious decision-making across the Authority.

Risk Management

The Authority strengthened its enterprise risk management capability by establishing foundational frameworks and governance structures aligned with good-practice principles. These arrangements provide a structured basis for identifying, assessing, treating, monitoring and reporting risks across the organisation.

Risk Management Framework and Governance Arrangements

During the reporting period, the Board approved seven foundational governance instruments: the Risk and Compliance Management Policy; Risk Assessment and Rating Framework; Risk Strategy; Risk and Compliance Manual; Combined Assurance Framework; Code of Ethics and Standards for Conduct Policy; and Whistleblowing Policy.

Risk oversight was exercised through established Board committees and management structures, supporting accountability for risk ownership and treatment and strengthening institutional resilience.

Key Risks Identified

The principal risk categories identified during the reporting period included strategic risks relating to regulatory effectiveness and stakeholder expectations; operational risks relating to process inefficiencies and system dependencies; financial risks associated

with budget constraints and resource allocation; reputational risks arising from service delivery and stakeholder perceptions; emerging cybersecurity and digital-systems dependency risks; changes in the regulatory and compliance environment; and capacity and resource constraints affecting implementation.

Table 44 : March 2026 is the year-end baseline for subsequent risk movement.

RISK CATEGORY	31 MAR 2026
Overall residual exposure	Medium High
Strategic Risk	Medium High
Operational Risk	Medium High
Compliance & Regulatory	Medium High
Financial Risk	High
Reputational Risk	Medium High
Cyber Security Risk	Medium High
Technological Risk	Medium High
External Risk	Medium High

Risk Assessment and Monitoring

The Authority applied structured risk identification and assessment processes supported by enterprise risk registers, management engagement sessions, periodic performance and risk reviews, and a likelihood-and-impact risk-rating methodology. Risk reporting and monitoring practices are being progressively strengthened to improve consistency, integration and decision-usefulness across the organisation.

Risk Mitigation and Effectiveness

Risk mitigation measures focused on strengthening internal controls, improving monitoring systems and reinforcing management accountability for risk treatment. Progress was made in addressing priority risks; however, the effectiveness and consistency of mitigation measures will continue to improve as the risk management function matures and becomes more fully embedded across the Authority.

Compliance Management

The Authority continued to strengthen its compliance management capability to support adherence to applicable laws, regulations, standards and internal policies. The focus during the year was

on establishing a structured compliance management approach, identifying applicable regulatory obligations, and developing systems to support monitoring and reporting.

Compliance Monitoring Framework

A Regulatory Universe was developed to identify and risk-rate applicable compliance obligations. Based on this universe, a risk-based Compliance Risk Monitoring Plan (CRMP) methodology is being implemented to prioritise monitoring activities.

The approach enables the Authority to focus resources on high-risk compliance areas, strengthen oversight and accountability, improve the efficiency of compliance monitoring, and support a structured compliance-maturity pathway.

Compliance Reviews and Non-Compliance

Formal compliance audits had not yet commenced during the reporting period as the compliance function remained in its developmental phase. Compliance reviews are planned for implementation in subsequent reporting periods. Where compliance gaps are identified, corrective action is managed through engagement with management, action planning, and follow-up monitoring.

Strengthening the Compliance Culture

Awareness and engagement initiatives were implemented to promote a stronger compliance culture across the Authority. These initiatives supported understanding of compliance obligations and reinforced accountability for meeting applicable requirements.

Governance and Assurance

Risk and compliance matters were overseen through established Board and management governance structures, specifically the Governance, Risk and Compliance Committee (GRCC). These arrangements supported accountability and oversight and promoted alignment between risk, compliance and organisational performance. Governance arrangements are being progressively strengthened to improve reporting quality, decision-making effectiveness and integration across governance functions.

Key Achievements

- Establishment of the Risk and Compliance function in January 2025.
- Approval of seven foundational governance frameworks and policies.
- Development of the Regulatory Universe and CRMP methodology.
- Strengthened risk and compliance awareness across the Authority.
- Improved engagement between risk, compliance and operational functions.
- Continued monitoring and follow-up of corrective actions arising from assurance activities.

Challenges and Mitigation Measures

The principal challenges were limited capacity within the Risk and Compliance function, evolving regulatory requirements, and gaps in systems and reporting integration. These challenges affected the pace and coverage of implementation, increased the complexity of compliance mapping and constrained consolidated reporting. Mitigation focused on prioritising high-risk areas, progressively developing the frameworks and tools, and pursuing incremental systems integration and stakeholder engagement.

Forward Outlook – 2026/27

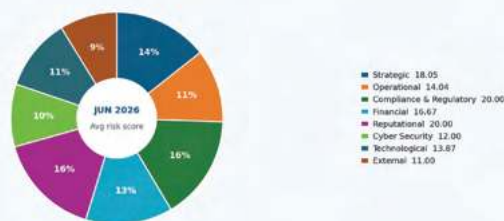
During 2026/27, the Authority plans to strengthen risk and compliance frameworks and tools, expand compliance monitoring coverage, and refine risk-based monitoring plans. Governance and assurance enhancements will focus on better integration of risk, compliance and performance reporting, stronger internal controls and enhanced coordination among assurance providers.

Capacity development will include targeted training and awareness programmes, stronger organisational ownership of risk management, and continued expansion of functional capacity within the Risk and Compliance function.

The Authority will continue to mature its risk management, compliance, governance and assurance capabilities to support a resilient, accountable and performance-driven organisation and to enhance stakeholder confidence in the quality and integrity of its operations.

Forward Risk Outlook & Treatment Effectiveness

Post-year-end monitoring: June 2026 / Q1 FY2026/27; 31 March 2026 remains the year-end baseline.



Risk treatment effectiveness - Q1 FY2026/27

58.9%	85%	56 / 95
Actual effectiveness	Q1 target	Actions managed

The Q1 review indicated adequate risk identification capability, but gaps remained in control execution and evidence documentation. Control maturity was predominantly "Initial", with management attention focused on 10 high residual risks, closing the treatment-action gap, and addressing resourcing constraints.

Internal Audit

The Internal Audit function provides independent, objective assurance and advisory services to support risk management, operational improvement and achievement of the Authority's strategic objectives. The function is structured to support independence and objectivity, reporting functionally to the Board through the Board Audit and Finance Committee and administratively to the Chief Executive Officer (CEO). Its activities are guided by the Global Internal Auditing Standards.

Implementation of the Annual Internal Audit Plan

Eight (8) audits were planned for the year and were at different stages of completion at the end of the financial year. Planning was completed for all eight audits; fieldwork was completed for seven; and five reports had been issued by year-end.

Table 45 : Internal Audits conducted

Stage	Planned	Achieved
Planning completed	8	8
Fieldwork completed	8	7
Reports issued	8	5

BQA Whistleblowing Anonymous Hotline

The Internal Audit function oversees the Whistleblowing Anonymous Hotline and receives reports submitted through the channel. Five incidents were reported during the year. Two were closed and three remained under investigation or follow-up at year-end.

Monitoring of Corrective Action Plans

Following issuance of final audit reports, Management develops corrective action plans setting out actions to address identified gaps. Progress is monitored quarterly and reported to the Board Audit and Finance Committee and the Board. An improvement was noted in the closure of prior-year audit findings.

Liaison with External Audit

Internal Audit facilitated coordination between external auditors and management. This included supporting the review and approval of audit plans, engagement letters, management letters and audited financial statements by the Board Audit and Finance Committee and the Board. Internal and external audit maintained a collaborative and consultative relationship in support of the combined assurance model.

Compliance with Professional Bodies

The Internal Audit team maintained membership in good standing with the Botswana Institute of Chartered Accountants (BICA) and the Institute of Internal Auditors Botswana (IIAB).

Independence of Internal Audit

No significant activities or conditions were identified during the year that threatened the independence of the Internal Audit function. The function continued to conduct its work objectively and in a manner intended to add value to the Authority.

Table 46: Annual Internal Audit Plan – Performance Summary

Stage	Planned	Achieved
Planning completed	8	8
Fieldwork completed	8	7
Reports issued	8	5



17.0 | Sustainability, Innovation and Social Impact



Sustainability, innovation, and social impact remain central to Botswana Qualifications Authority's long-term value creation strategy and institutional resilience. During the 2025/26 financial year, the organisation continued to strengthen sustainable operational practices, digital transformation initiatives, stakeholder-centric innovation, and community engagement in support of its mandate and national development priorities.

BQA recognises sustainability as the ability to create enduring value while balancing economic, social, governance, technological, and environmental considerations. Innovation is a strategic enabler for improving operational efficiency, enhancing stakeholder experience, and strengthening regulatory effectiveness. Social impact reflects the organisation's commitment to extending value beyond regulatory functions into communities and the broader education and skills ecosystem.

The organisation's approach is aligned to:

- National Vision and Human Capital Development priorities
- Sustainable Development Goals (SDGs)
- King IV principles on ethical leadership and sustainable value creation
- International Integrated Reporting Framework
- BQA Corporate Strategy

Sustainability Philosophy and Strategic Focus

BQA's sustainability approach seeks to balance institutional performance with long-term public value creation.

Table 47: Sustainability Strategic Priorities

Strategic Area	Objective
Institutional Sustainability	Ensure long-term operational resilience and governance effectiveness
Digital Transformation	Improve efficiency, accessibility, and stakeholder experience
Environmental Responsibility	Promote environmentally responsible operational practices
Human Capital Development	Build institutional capability and employee well-being
Stakeholder Value Creation	Strengthen trust and service responsiveness
Innovation and Continuous Improvement	Drive operational excellence through innovation

Sustainability Governance

Oversight of sustainability and innovation is embedded within the organisation's governance framework.



Table 48: Governance Responsibilities

Structure	Responsibility
Board of Directors	Provides strategic oversight on sustainability and innovation
Executive Management	Drives implementation of sustainability initiatives
Strategy & Risk Functions	Monitors risks and strategic alignment
IT Function	Leads digital innovation and transformation
Human Resource	Supports workforce sustainability
All Departments	Embed sustainability in operations

Innovation and Digital Transformation

BQA accelerated digital transformation to improve efficiency, service delivery, and stakeholder experience.

Table 49: Key Innovation Initiatives

Initiative	Purpose	Impact
Digitalisation of Processes	Improve efficiency	Reduced manual processing and turnaround times
Online Engagement Platforms	Improve accessibility	Expanded stakeholder reach
Electronic Document Management	Improve governance	Enhanced records access and compliance
Digital Communication Channels	Strengthen engagement	Increased visibility and awareness
Data Analytics and Reporting	Improve decision-making	Enhanced performance insights
Virtual Meetings and Webinars	Improve collaboration	Reduced costs and increased participation

Environmental Sustainability

Although primarily a regulatory institution, BQA contributes to environmental sustainability through operational efficiencies.

Table 50: Key Initiatives

Initiative	Objective	Outcome
Paperless Operations	Reduce paper use	Improved efficiency and reduced waste
Virtual Meetings	Reduce travel	Lower carbon footprint
Energy Efficiency Practices	Responsible consumption	Improved sustainability awareness
Digital Communication Systems	Reduce printing	Operational efficiency
Environmental Awareness	Promote green practices	Improved staff participation

Human Capital Sustainability

Employees remain central to innovation and institutional sustainability

Focus Areas

- Skills development and capacity building
- Employee wellness and support
- Leadership development
- Digital competency enhancement
- Employee engagement
- Performance management culture



Outcomes

- Improved capability and technical competence
- Stronger innovation culture
- Increased organisational agility
- Enhanced employee engagement and morale

Innovation Culture and Continuous Improvement

BQA continues to foster a culture of innovation through:

- Cross-functional collaboration
- Technology-driven service delivery
- Continuous learning and improvement
- Stakeholder-centric innovation
- Automation and process optimisation
- Employee-driven improvement initiatives

Table 51: Sustainability Risks and Opportunities

Area	Risk/Opportunity	Response
Digital Transformation	Cybersecurity risks	Strengthened ICT governance
Human Capital	Skills gaps	Enhanced training programmes
Stakeholder Expectations	Demand for digital services	Platform expansion
Regulatory Environment	Policy changes	Continuous engagement
Environmental Sustainability	Resource inefficiencies	Increased digitalisation
Innovation	Resistance to change	Change management initiatives

Table 52: Contribution to Sustainable Development Goals (SDGs)

SDG	Contribution
SDG 4: Quality Education	Quality assurance in education and training
SDG 8: Decent Work	Skills development and qualifications recognition
SDG 9: Industry, Innovation	Digital transformation and innovation
SDG 17: Partnerships	Stakeholder collaboration and engagement

Enhancing Stakeholder Accessibility Through Digital Innovation

BQA strengthened digital systems to improve accessibility and responsiveness.

Key Achievements

- Increased use of digital engagement platforms
- Improved responsiveness to enquiries
- Reduced manual processes
- Enhanced access to information and services
- Strengthened internal collaboration

Corporate Citizenship and Social Impact

BQA's corporate citizenship approach reflects its commitment to contributing positively to society beyond its regulatory mandate. The organisation continues to support national education priorities, public awareness, stakeholder inclusivity, and skills development through targeted outreach initiatives.

Table 53: Key Corporate Citizenship Initiatives

Initiative	Purpose	Impact
African Teachers Professionals Conference Support	Sector development support	Strengthened education collaboration
Public Education Sessions (Different Regions)	Awareness creation	Improved public understanding
Expos and Career Fairs	Stakeholder engagement	Increased visibility and outreach
Mall Activations	Community engagement	Improved accessibility
Qualification Fraud Campaigns	Public protection	Increased awareness of fraud risks
Radio and Media Engagements	Information dissemination	Expanded national reach



Table 54: Social Impact Outcomes

Area	Outcome
Public Awareness	Improved understanding of qualifications systems
Stakeholder Inclusivity	Broader national reach across regions
Education Sector Support	Stronger partnerships and collaboration
Public Trust	Increased confidence in qualifications integrity
Skills Awareness	Enhanced understanding of learning pathways

Community Engagement Philosophy

BQA remains committed to:

- strengthening stakeholder inclusivity
- enhancing public access to information
- supporting national human capital development
- promoting qualifications integrity
- contributing to education and skills development awareness

Table 55: Future Sustainability, Innovation and Social Impact Priorities (2026/27)

Focus Area	Initiative
Digital Transformation	Expansion of integrated digital platforms
Process Automation	Increased automation of core processes
Stakeholder Experience	Enhanced digital service delivery
Innovation Culture	Institutional innovation programmes
Human Capital Development	Expanded leadership and digital training
Sustainability Reporting	Improved ESG measurement and reporting
Strategic Partnerships	Increased collaboration with partners

BQA remains committed to integrating sustainability, innovation, and social impact into its governance, operations, and stakeholder engagement frameworks. Through continued investment in digital transformation, human capital development, operational efficiency, and community engagement, the organisation is strengthening its institutional resilience and contribution to Botswana's national development agenda.

The organisation will continue to pursue sustainable and innovative approaches that enhance service delivery, strengthen stakeholder value, and support the advancement of Botswana's qualifications and skills development ecosystem.



18.0 / Human Capital and Work force Performance

18.0 / Human Capital and Workforce Performance

BQA recognises human capital as its most strategic asset, embodied in the knowledge, skills, and commitment of its employees. The Authority's overarching objective is to attract, develop, and retain a capable, innovative, and high-performing workforce that enables the effective delivery of its mandate as set out in the BQA Act.

In this regard, BQA promotes a values-driven culture anchored on innovation, inclusion, agility, diversity, and excellence, aimed at fostering a cohesive, productive, and future-fit organisation.

Workforce Management Overview

Table 56: Workforce Profile Snapshot

Indicator	2025/26 Result
Approved Establishment	155
Filled Positions	117
Vacancy Rate	26.5%
Total Turnover	4 employees
Executive Posts Filled	1 (interim/permanent clarification if needed)
Managerial Posts Filled	2

The Authority's approved organisational establishment comprises 155 positions. As at 31 March 2026, the staff complement stood at 117 employees, reflecting ongoing efforts to balance operational requirements with fiscal constraints.

During the reporting period, two managerial positions were successfully filled, strengthening leadership capacity within the organisation. A total of four employee exits were recorded, comprising one executive-level, one managerial-level, and two at officer level.

Employees remain central to the Authority's ability to deliver on its strategic objectives. In recognition of this, BQA continues to foster a supportive and enabling work environment that promotes performance, engagement, and employee wellbeing. To strengthen retention, the Authority continues to enhance its Employee Value Proposition (EVP) through initiatives focused on:

- Competitive compensation and benefits;
- Continuous learning and development opportunities; and
- Promotion of work-life balance.

These interventions are aimed at attracting and retaining talent while aligning employee aspirations with organisational priorities, thereby sustaining long-term institutional resilience.

Talent Management and Development

Strategic Partnerships, Recruitment and Capacity Building

Table 57: Recruitment and Development Outcomes

Area	Key Achievement
Recruitment support	Partnership with Public Service Assessment Services Centre
Critical appointments	Director: Quality Assurance appointed
Training interventions	Project Management, Monitoring & Evaluation
Strategic value	Improved recruitment integrity and capability

The Authority has strengthened collaboration with the Public Service Assessment Services Centre at the Botswana Public Service College, which provides professional recruitment and assessment services at no cost. This partnership contributed to the successful recruitment of the Director: Quality Assurance, enhancing the integrity and efficiency of recruitment processes.

BQA also continues to leverage this partnership to support employee capacity development. During the reporting period, employees benefited from targeted training interventions in areas such as Project Management and Monitoring and Evaluation, thereby strengthening internal capability for improved programme delivery and oversight.

These initiatives demonstrate the Authority's commitment to building a skilled, resilient, and future-ready workforce, while maximising strategic partnerships to enhance institutional performance within a constrained fiscal environment.

Employee Relations and Wellness

Employee Wellness

The Authority continues to prioritise employee wellbeing through structured wellness interventions aimed at enhancing morale, psychological safety, and organisational cohesion.

Table 58: Wellness and Engagement Initiatives

Initiative	Purpose	Frequency
Team building sessions	Psychological safety & cohesion	Annual/Periodic
Psycho-social support	Mental health support	Ongoing
Tekodiso sessions	Employee engagement	Quarterly
Staff surveys	Feedback & alignment	Annual/Periodic
Social events	Culture building	Annual

Key initiatives include facilitated team-building sessions led by external professionals, which provide safe platforms for open dialogue on workplace matters. In addition, psycho-social support services are provided to strengthen emotional resilience and mental wellbeing.

Employee engagement is further supported through regular staff surveys, quarterly Tekodiso sessions, general staff meetings, and structured communication platforms that promote transparency, feedback, and alignment.

Social and recognition initiatives, including annual end-of-year gatherings, continue to reinforce teamwork, belonging, and organisational culture. Collectively, these interventions reflect BQA's people-centred approach to fostering a motivated, engaged, and productive workforce.

Industrial Relations

Botswana Qualifications Authority remains committed to compliance with applicable labour legislation and upholding principles of fairness, transparency, and integrity in employee relations.

| 18.0 / Human Capital and Workforce Performance

As at 31 March 2026, two trade disputes were registered at the High Court and remain pending determination.

Constructive engagement continues between the Authority and the recognised Trade Union. In this regard, the revised BQA General Staff Conditions of Service and the Collective Labour Agreement (CLA) have been submitted to the Union for review, with a view to achieving mutual agreement and formalisation.

HR Policies, Systems and Compliance

During the year under review, the Authority initiated the review of eight (8) Human Resource policies to strengthen governance, accountability, and operational efficiency.

These policies provide a structured framework for the management of human capital and support alignment with organisational strategic objectives and compliance requirements.

Performance Management System (PMS)

The Authority's Performance Management System is anchored on the Balanced Scorecard framework and operates within a Plan-Do-Check-Act (PDCA) cycle as the overarching governance mechanism.

Strategic alignment is ensured through a cascading process following Board approval of the enterprise-wide strategy. To reinforce alignment, all performance agreements undergo a structured validation process by the Human Resource function, assessing:

- Traceability;
- Coverage;
- Ownership;
- Balance; and
- Specificity.

This process has resulted in improved quality, consistency, and timeliness of performance agreements in FY2025/26.

Looking ahead, the Authority is pursuing the automation of the

Performance Management System to enhance efficiency, strengthen data integrity, and enable real-time performance visibility across the organisation.

Change Management

The Authority has implemented a comprehensive Change Management Strategy and Plan for strategic initiatives, approved by EXCO and guided by the ADKAR change management model.

A key focus area is the rollout of the Human Resources module of the Enterprise Resource Planning (ERP) system, aimed at strengthening system adoption and enabling seamless transition to integrated digital processes.

The implementation of this module represents a significant milestone in enhancing efficiency, automation, and data integrity in the management of the Authority's human capital.

Challenges and Mitigation

The Authority continues to face challenges associated with prolonged acting appointments, particularly at executive level. While such arrangements ensure operational continuity, extended reliance may impact leadership stability, organisational morale, and strategic continuity.

In addition, ongoing budgetary constraints within the broader national fiscal environment continue to limit optimal recruitment. In response, the Authority adopts a prioritised and strategic approach to workforce planning, focusing on critical roles and efficient utilisation of existing capacity.

Key Achievements and Strategic Initiatives

A major milestone during the reporting period was the continued implementation of the Enterprise Resource Planning (ERP) system, advancing the Authority's digital transformation agenda.

The rollout of core HR modules including Payroll, Job Profile Management,

Personnel Administration, Performance Management, and Recruitment has significantly improved process integration, data centralisation, and operational efficiency.

The ERP system positions BQA to enhance governance, improve service delivery, and support long-term institutional sustainability through digital enablement.

Forward Planning (2026/27)

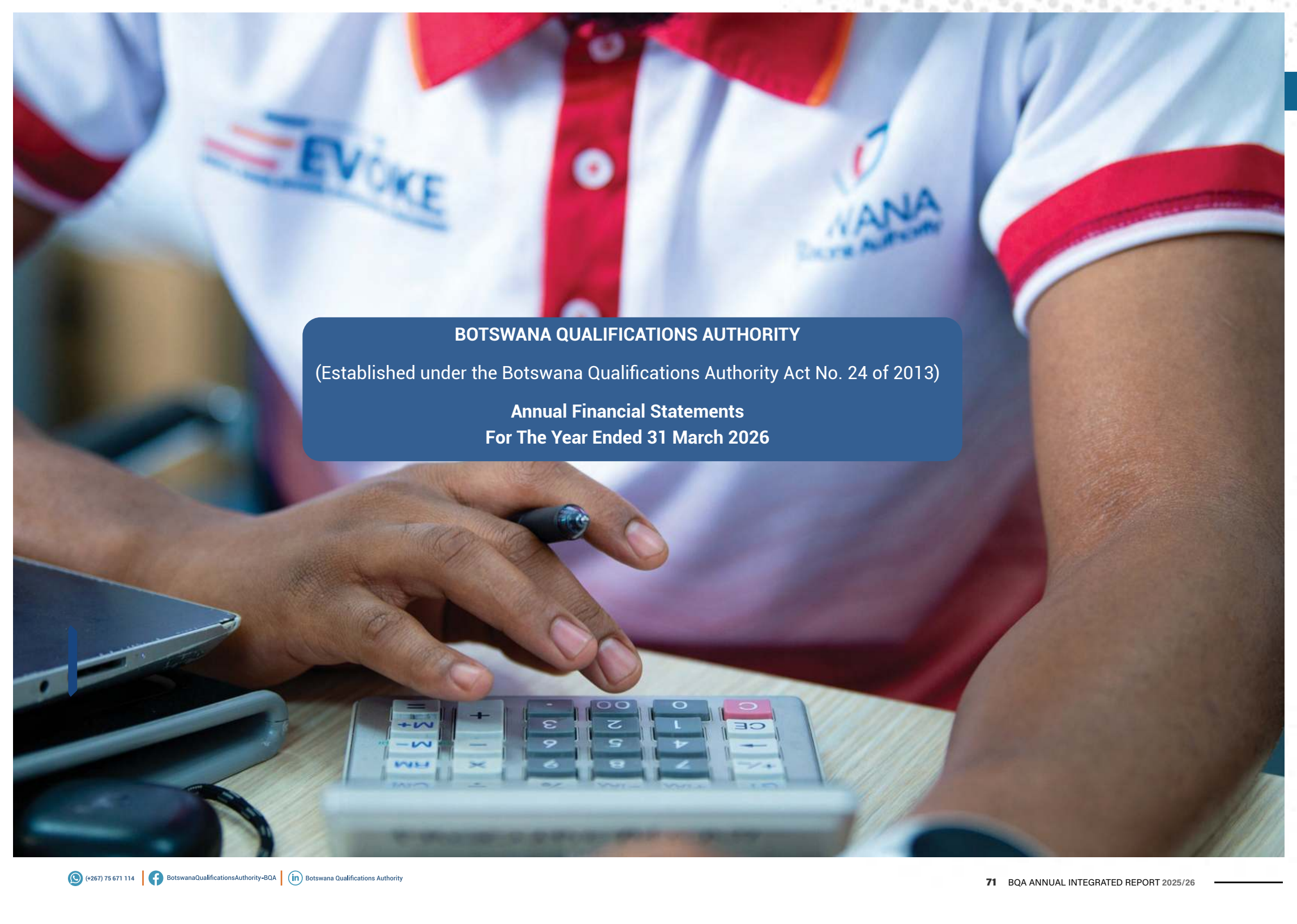
In the 2026/27 financial year, the Authority will continue aligning workforce planning with emerging skills requirements, leadership development needs, and evolving operational demands.

Key HR priorities include:

- Development of an enhanced Employee Value Proposition (EVP) Framework;
- Establishment of a Talent Management and Succession Planning Framework;
- Implementation of a High-Performance Culture Framework; and
- Continued investment in digital HR transformation and automation.

These initiatives aim to build an agile, digitally enabled, and values-driven workforce capable of sustaining organisational performance and delivering on the Authority's long-term strategic mandate.





BOTSWANA QUALIFICATIONS AUTHORITY

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

Annual Financial Statements For The Year Ended 31 March 2026

Domicile, legal form and principal business activity:

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

Physical address	Plot 66450, Block 7 Gaborone
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Members of the Board	Name and Surname	Date Appointed	Term Ended
	Chairperson – Mr Gabaake Gokatweng Gabaake	01 April 2025	
	Vice Chairperson-Dr. Gloria Somolekae	01 April 2025	
	Prof. Richie Moalosi	01 April 2025	
	Ms. Kgomotso Kereng	01 April 2025	
	Mr. Collen Lesole	01 April 2025	
	Ms. Mercy Conlon-Phuthego	01 April 2025	
	Dr. Keletso Tladi	01 April 2025	
	Dr. Gaelebale Tsheko	01 April 2025	
	Prof. Patrick Malope	01 April 2025	
	Mr. Edward Tswaibe	01 April 2025	
	Ms. Tigelo Nwosu	01 April 2025	
	Prof. Richard Tabulawa	01 April 2025	03 October 2025
	Ms. Erica Ndlovu	01 April 2025	01 December 2025

Board Secretary	Ms Thato Outlule	03 June 2024
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Chief Executive Officer	Dr. Botsalano Mosimakoko	02 September 2019
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Postal address: Private Bag B0340
Gaborone

Auditors:	Grant Thornton Botswana
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Bankers: First National Bank of Botswana Limited

Fund Managers:	iPRO Botswana
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Parent Ministry: Ministry of Higher Education

Report of the Board Audit and Finance Committee

The Committee comprises non-executive directors.

The external and internal auditors attend Audit Committee meetings by invitation.

The Committee meets at least four times a year and assists the Board in discharging its responsibilities for ensuring that the Authority's financial and accounting systems provide accurate and up-to-date information on its current financial position and performance, and that the Authority's published financial statements present a fair reflection of this position and performance.

The Committee also ensures that appropriate accounting policies, control and compliance procedures are in place.

The objectives of the Committee are:

- To assist the Board of Directors in its evaluation of the adequacy and efficiency of the internal control systems, accounting practices and auditing processes applied in the day-to-day management of the business;
- To provide a forum for communication between the Board of Directors, Management, and the internal and external auditors; and
- To introduce such measures as it considers necessary to enhance the credibility and objectivity of the financial statements of the Authority.

The Committee has met its objectives and has found no material weaknesses in internal controls. The Committee is satisfied that the consolidated and separate financial statements have been prepared in accordance with IFRS Accounting Standards and in compliance with the BQA Act.



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STATEMENT OF RESPONSIBILITY BY THE BOARD OF DIRECTORS

For the year ended 31 March 2026

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

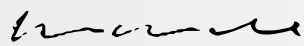
The Botswana Qualifications Authority ("BQA"/ "Authority") maintains systems of internal control, which are designed to provide reasonable assurance that the records accurately reflect its transactions and to provide protection against serious misuse or loss of the Authority's assets. The directors are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

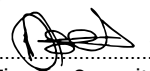
The going concern basis has been adopted in preparing the annual financial statements (Note 12). The members of the Board have no reason to believe that the Authority will not be a going concern in the foreseeable future, based on the continuous support from the Government of Botswana through the Ministry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

The directors have reviewed the Authority's cash-flow forecast for the year 2026-27 and in light of this review and the Authority's current ratio, they are satisfied that the Authority is able to meet its obligations when they become due.

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

The annual financial statements on pages 8 to 50 and supplementary information were authorised for issue by the Board on 27 September 2026 and are signed on its behalf by:


.....
Board Chairperson


.....
Board Audit and Finance Committee Chairperson



Independent Auditor's Report

To the Members of Botswana Qualifications Authority

Report on the audit of the Annual Financial Statements

Opinion

We have audited the annual financial statements of Botswana Qualifications Authority set out on pages 8 to 50, which comprise the statement of financial position as at 31 March 2026, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the annual financial statements, including material accounting policy information.

In our opinion, the annual financial statements give a true and fair view of, the financial position of Botswana Qualifications Authority as at 31 March 2026, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards issued by the International Accounting Standards Board and requirements of Section 23 of the Botswana Qualifications Authority Act of 2013.

Basis for opinion

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

Key audit matters

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

We have no key audit matters to report.

Botswana Accountancy Oversight Authority registration number: FAP 005 2026 (Audit Firm of Public Interest Entity)
Botswana Institute of Chartered Accountants membership number: MeFBW11013 (Non-Audit)

Partners

Kalyanaraman Vijay (Managing), Aswin Vaidyanathan*, Madhavan Venkatachary*, Anthony Quashie, Sunny K Mulakulam*, Apama Vijay* (*Indian)

Chartered Accountants

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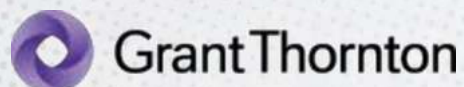
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Other information

The directors are responsible for the other information. The other information comprises the information included in the document titled “Botswana Qualification Authority annual financial statements for the year ended 31 March 2026”, which includes the statement of responsibility by the Board of Directors and the detailed income statement, which we obtained prior to the date of this auditor’s report. Other information does not include the annual financial statements and our auditor’s report thereon.

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

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

Responsibilities of the directors for the Annual Financial Statements

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

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

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





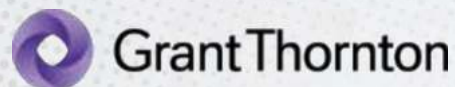
Auditor's responsibilities for the audit of the Annual Financial Statements

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

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

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





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

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

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

Report on legislative requirements

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

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

A handwritten signature in black ink, appearing to read "Grant Thornton", written over a horizontal line.

Grant Thornton

Firm of Certified Auditors

Practising Member: Madhavan Venkatachary (CAP 0017 2026)

24 September 2026
Gaborone

STATEMENT OF FINANCIAL POSITION

For the year ended 31 March 2026

As at 31 March 2026

	Note	2026 P	2025 P
ASSETS			
Non-Current Assets			
Property, Plant and Equipment	5.1	35,809,232	32,745,693
Intangible Assets	5.2	334,519	474,622
Right of Use Asset	5.3	206,044	396,238
		36,349,794	33,616,553
Current Assets			
Receivables and Prepayments	4.1	1,998,254	1,149,872
Cash and Cash Equivalents	4.2	50,597,154	65,706,907
Total Current Assets		52,595,408	66,856,779
TOTAL ASSETS		88,945,202	100,473,332
RESERVES AND LIABILITIES			
RESERVES			
Accumulated Funds	6.1	8,974,134	8,021,146
Non-Current Liabilities			
Capital Grants	5.4	33,463,675	29,965,908
Lease Liability	5.3.1	10,563	198,963
Project Funds	5.5	9,542,594	13,148,859
		43,016,832	43,313,730
Current liabilities			
Capital Grant	5.4	2,680,075	3,254,409
Lease Liability	5.3.1	209,304	209,304
Projects Funds	5.5	10,177,291	17,672,555
Deferred revenue	5.7	9,883,300	13,754,760
Trade and Other Payables	4.3	3,341,542	3,002,055
Employee Benefit Obligations	5.6	10,662,723	11,245,373
Total Current Liabilities		36,954,235	49,138,456
Total Liabilities		79,971,068	92,452,186
TOTAL RESERVES AND LIABILITIES		88,945,202	100,473,332

STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31 March 2026

	Note	2026 P	2025 P
Income			
Government Subvention	1	69,892,693	69,777,924
Revenue from BQA Services	1	15,112,060	10,254,000
		85,004,753	80,031,924
Amortisation of capital grants	5.4	2,680,075	3,254,409
Amortisation of project funds	5.4	2,386,798	2,375,445
Other income and miscellaneous items	2.1	4,941,492	3,273,370
Total income		95,013,117	88,935,148
Expenditure			
Accreditation and Registration Expert fees		(616,750)	(1,426,948)
Advertising and promotion		(310,131)	(879,962)
Amortisation of intangible assets	5.2	(118,836)	(140,169)
Audit fees		(241,793)	(307,725)
Computer expenses		(4,290,615)	(3,922,017)
Consultancy expenses		(1,776,894)	(2,584,630)
Depreciation of property, plant and equipment	5.1	(2,561,239)	(3,114,240)
Depreciation right of use	5.3	(190,194)	(188,227)
Finance Charges	5.3.1	(20,904)	(27,319)
Maintenance costs		(1,390,388)	(1,053,028)
Movement in expected credit loss	4.1.1	377,459	495,101
Photocopier running costs		(142,481)	(146,351)
Staff costs	2.2.1	(73,049,459)	(73,140,099)
Travel and accommodation expenses		(993,534)	(332,850)
Workshops and conferences		(507,305)	(746,588)
Other operating expenses	2.2	(8,231,065)	(5,301,072)
Total expenditure		(94,064,129)	(92,816,124)
Surplus / (Deficit) for the year		948,988	(3,880,976)

STATEMENT OF CHANGES IN FUNDS

For the year ended 31 March 2026

	Note	Total Accumulated Funds P
For the year ended 31 March 2025		
Balance at 1 April 2024		8,067,389
Deficit for the year		20,209,674
Balance at 31 March 2025		11,567,100
For the year ended 31 March 2026		
Balance at 1 April 2025		8,025,146
Surplus for the year		948,988
Balance at 31 March 2026		8,974,134

STATEMENT OF CASH FLOWS

For the year ended 31 March 2026

	Notes	2026 P	2025 P
Cash flows from operating activities			
Surplus / (Deficit) for the year		948,988	(3,880,976)
<i>Adjustment for non cash items:</i>			
Amortisation of deferred capital grants	5.4	(2,680,075)	(3,254,409)
Depreciation of property, plant and equipment	5.1	2,561,238	3,114,240
Amortisation of intangible assets	5.2	118,836	140,171
Interest on lease liability	5.3.1	20,904	27,319
Depreciation on Right of Use Assets	5.3	190,194	188,227
Gain from sale of assets	2.1	(126,357)	(2,621)
Interest income	2.1	(4,657,126)	(3,229,617)
Amortisation of project funds - operating expenses	5.5	(2,386,798)	(2,375,445)
Transfer to subvention	5.5	(9,145,373)	(28,300,782)
Subvention- project funds	5.5	6,402,386	2,909,644
Transfer to repairs and maintenance & travel	5.5	(429,977)	(242,446)
Assets write off		24,191	-
<i>Changes in working capital</i>			
Trade and other receivables		(848,382)	1,083,646
Employee benefit obligations		(582,650)	(2,333,693)
Trade and other payables		339,487	(1,100,116)
Movement in work in progress	5.1	(5,407,931)	-
Contract liability (deferred income)		(3,871,460)	388,860
Net cash (used) generated from operating activities		(19,529,903)	(36,867,998)
Cash flows from investing activities			
Purchase of property, plant and equipment	5.1	(846,879)	(5,101,144)
Purchase of Intangible Asset	5.2	-	-
Subvention- capital grant	5.4	373,184	628,476
Interest received	2.1	4,657,126	3,229,617
Property, Plant and Equipment Disposed	5.1	446,023	6,867
Net cash generated / (used) from investing activities		4,629,455	(1,236,184)
Cash flows from financing activities			
Payment of lease liability	5.3.1	(209,304)	(208,049)
Net cash (used) from financing activities		(209,304)	(208,049)
Net movement in cash and cash equivalents		(15,109,753)	(38,312,232)
Cash and cash equivalents at beginning of year		65,706,907	104,019,139
Cash and cash equivalents at end of year	4.2	50,597,154	65,706,907

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2026

1 Income

1.1 Government Subvention

Government subvention
Less: amount transferred to capital grants (Note 5.4)
Less: amount transferred to BQA Deferred Capital Projects (Note 5.5)
Add: capital grants adjustment (Note 5.4)
Add/(Less) : BQA Projects Funds (Note 5.5)

1.2 Revenue from BQA Services

Income recognised from deferred revenue (Note 5.7.4)
Annual Registration and Accreditation fees

2 Other income and expense items

2.1 Other income and miscellaneous items

Interest received on short term investments
Miscellaneous income
Gain on sale of assets

2.2 Administration expenses

Accreditation and Registration Expert fees
Advertising and promotion
Amortisation of intangible assets (Note 5.2)
Audit fees
Computer expenses
Consultancy expenses
Depreciation of property, plant and equipment (Note 5.1)
Depreciation right of use
Finance charges
Maintenance and running costs
Movement in expected credit loss
Photocopier running costs
Staff costs (Note 2.2.1)
Travel and accommodation expenses
Workshops and conferences

Operating expenses

Board fees and expenses
Insurance
Legal expenses
Accreditation certificates
Printing and stationery
Security

Water and Electricity

Other expenses

Other operating expenses

Total administrative expenses

2026 P	2025 P
67,522,890	45,015,260
(713,042)	(632,721)
(6,402,386)	(2,909,644)
339,858	4,248
9,145,373	28,300,781
69,892,693	69,777,924
2026 P	2025 P
14,121,060	9,532,200
991,000	721,800
15,112,060	10,254,000
2026 P	2025 P
4,657,126	3,229,617
158,009	41,132
126,357	2,621
4,941,492	3,273,370
2026 P	2025 P
(616,750)	(1,426,948)
(310,131)	(879,962)
(118,836)	(140,169)
(241,793)	(307,725)
(4,290,615)	(3,922,017)
(1,776,894)	(2,584,630)
(2,561,239)	(3,114,240)
(190,194)	(188,227)
(20,904)	(27,319)
(1,390,388)	(1,053,028)
377,459	495,101
(142,481)	(146,351)
(73,049,459)	(73,140,099)
(993,534)	(332,850)
(507,305)	(746,588)
(85,833,064)	(87,515,052)
(2,015,467)	(978,947)
(984,441)	(737,489)
(789,366)	(285,577)
(178,543)	-
(182,104)	(245,651)
(544,385)	(442,088)
(976,334)	(738,788)
(2,560,425)	(1,872,532)
(8,231,065)	(5,301,072)
(94,064,129)	(92,816,124)

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2026

2.2.1 Breakdown of Staff Costs

Salaries and wages
Gratuity and Severance
Pension
Medical expenses
Leave
Other staff costs

Number of Employees

2026 P	2025 P
56,835,525	55,333,930
6,772,936	8,228,988
3,533,416	2,644,629
2,307,638	2,264,827
2,643,144	3,055,820
956,800	1,611,905
73,049,459	73,140,099
117	120

3 Income tax

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

4 Financial assets and financial liabilities

The Authority holds the following financial instruments:

Financial assets	Notes	Financial assets at amortised cost P	Total P
At 31 March 2026			
Trade and other receivables	4.1	1,465,327	1,465,327
Cash and cash equivalents	4.2	50,597,154	50,597,154
		52,062,481	52,062,481
At 31 March 2025			
Trade and other receivables*	4.1	309,439	309,439
Cash and cash equivalents	4.2	65,706,907	65,706,907
		66,016,346	66,016,346

4 Financial assets and financial liabilities (continued)

Financial liabilities	Notes	Liabilities at amortised cost P
At 31 March 2026		
Other payables	4.3	3,341,542
At 31 March 2025		
Other payables	4.3	3,002,055

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

4.1 Receivables and Prepayments

	2026 P	2025 P
Trade receivables	2,504,400	2,140,800
Less: Provision for impairment (Note 4.1.1)	(1,759,341)	(2,136,800)
	745,059	4000
Interest receivable from money market and fixed deposit	398,042	45,238
Prepayments	532,927	840,433
Other receivables	322,226	264,201
	1,998,254	1,153,872

4.1.1 Provision for impairment on receivables

	2026 P	2025 P
Balance at the beginning of the year	2,136,800	2,635,901
Movement in expected credit losses	(377,459)	(495,101)
Balance at end of the year	1,759,341	2,140,800

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2026

4.2 Cash and cash equivalents

Bank balances
Cash on hand

(i) Reconciliation to cash flow statement

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

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

(ii) Classification as cash equivalents

Fixed Term deposits are presented as cash equivalents if they have a maturity of six months or less from the date of investment.

iPRO Botswana is a money market fund and is callable within 48 hours notice with no loss of interest. Management has made an assessment to the fixed term deposit and iPRO money market fund and they are classified as low risk short term deposits.

See Note 13.7 for the Authority's other accounting policies on cash and cash equivalents.

4.3 Trade and other payables

Current liabilities

Audit fees accrual
Accruals
Suppliers payments

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

2026 P	2025 P
50,591,154	65,700,907
6,000	6,000
50,597,154	65,706,907

2026 P	2025 P
-	30,225
-	1,000
21,893,209	57,816,767
28,697,945	7,852,915
6,000	6,000
50,597,154	65,706,907

2026 P	2025 P
241,793	332,850
2,131,180	2,032,029
968,569	637,176
3,341,542	3,002,055

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2026

5 Non-financial assets and liabilities

5.1 Property, plant and equipment	Land and buildings (cost) P	Plant and machinery (cost) P	Motor vehicles (cost) P	Furniture and fittings (cost) P	Office equipment (cost) P	Computer equipment (cost) P	Library books (cost) P	Work in progress (cost) P	Total P
Cost/valuation									
Balance at 1 April 2023	29,071,068	5,923,565	4,190,226	7,808,179	1,763,927	6,892,619	395,716	38,106	56,083,406
Additions	774,393	45,218	1,458,198	315,534	177,934	160,478	-	-	2,931,755
WIP addition								(38,106)	(38,106)
Transfer									-
Disposal		(7,250)	(250,975)	(84,029)	(274,721)	(867,297)	-	-	(1,484,271)
Balance at 31 March 2024	29,845,461	5,961,533	5,397,449	8,039,684	1,667,140	6,185,800	395,716	-	57,492,784
Additions	414,802	-	-	50,253	141,557	1,806,884		6,005,391	8,418,887
Transfer					-			-	-
Disposal		-	-		-	(31,751)			(31,751)
Balance at 31 March 2025	30,260,263	5,961,533	5,397,449	8,089,937	1,808,697	7,960,933	395,716	6,005,391	65,879,920
Accumulated depreciation									
Balance at 1 April 2023	8,901,589	2,986,675	2,004,835	4,213,378	1,395,707	5,329,534	391,092	-	25,222,794
Charge for the year	596,178	287,599	739,926	599,810	112,126	545,902	87	-	2,881,628
Disposal	-	(2,820)	(193,632)	(71,639)	(271,172)	(835,411)	-		(1,374,674)
Balance at 31 March 2024	9,497,767	3,271,454	2,551,130	4,741,549	1,236,661	5,040,025	391,179	-	26,729,749
Charge for the year	930,824	-	890,048	614,435	121,644	557,202	87		3,114,240
Disposal		-		-		(27,505)			(27,505)
Balance at 31 March 2025	10,428,591	3,271,454	3,441,178	5,355,984	1,358,305	5,569,722	391,266	-	29,816,484
Carrying amount									
At 31 March 2024	20,347,694	2,690,080	2,846,319	3,298,135	430,478	1,145,775	4,537	-	30,763,035
At 31 March 2025	19,831,672	2,690,079	1,956,271	2,733,953	450,392	2,391,211	4,450	6,005,391	36,063,436

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2026

5.1 Property, plant and equipment (continued)

(i) Depreciation methods and useful lives

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

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

See note 14.8 for other accounting policies relevant to property, plant and equipment.

5.2 Intangible assets

Cost

Balance at 1 April 2024
Additions
Transfer from Work In Progress
Balance at 31 March 2025

Balance at 1 April 2025
Additions
Transfer from Work In Progress
Write off adjustment

Balance at 31 March 2026

Accumulated amortisation

Balance at 1 April 2024
Amortisation charge
Balance as 31 March 2025

Balance at 1 April 2025
Amortisation charge
Write off adjustment
Balance as 31 March 2026

Carrying amount

At 31 March 2025

At 31 March 2026

P
5,118,402
-
-
5,118,402
5,118,402
-
-
(692,111)
4,426,291
4,503,609
140,171
4,643,780
4,643,780
118,836
(670,845)
4,091,771
474,622
334,519

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

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

Computer software 4 - 7 years

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2026

5.3 Right of Use Asset - Leased Photocopiers

Cost

Balance at 1 April 2024
Additions
Balance at 31 March 2025

Balance at 1 April 2025
Additions
Balance at 31 March 2026

Accumulated Depreciation

Balance at 1 April 2024
Charge for the year
Balance as 31 March 2025

Balance at 1 April 2025
Charge for the year
Effects of changes in VAT
Balance as 31 March 2026

Carrying amount

At March 2026

At March 2026

P
580,852
570,583
1,151,435
1,151,435
-
1,151,435
566,970
188,227
755,197
755,197
190,194
-
945,391
396,238
206,044

The Authority leased six photocopier machines for a period of three (3) years effective 14 April 2024. Depreciation is calculated using straight line method over the lease period.

5.3.1 Lease liabilities

Balance at 1 April
Lease liability
Lease payment
Finance Charges (lease liability interest)
Balance at 31 March

2026 P	2025 P
408,267	18,414
-	570,583
(209,304)	(208,049)
20,904	27,319
219,867	408,267

The current and non current split of lease liability is

To be amortised within one year	209,304
To be amortised thereafter	198,963
	408,267

209,304	209,304
10,563	198,963
219,867	408,267

The Authority has a three year photocopier lease contract with Altron Botswana which commenced on 14 April 2024.

5.4 Capital grants

Balance at 1 April
Purchase of assets from Government subvention
Purchase of assets from deferred project funds
Transfer to Work In Progress
Property, plant and equipment disposed
Property, plant and equipment amortisation during the year
Intangible assets amortisation during the year
Property, plant and equipment write off
Balance at 31 March

2026 P	2025 P
33,220,317	31,377,829
713,042	632,721
133,836	1,780,776
5,407,931	2,687,648
(339,858)	(4,248)
(2,561,239)	(3,114,240)
(118,836)	(140,169)
(311,443)	
36,143,750	33,220,317

The non-current and current split of capital grants are:

To be amortised within one year	2,680,075
To be amortised thereafter	29,965,908
	33,220,317

2,680,075	3,254,409
33,463,675	29,965,908
36,143,750	33,220,317

The portion of the grants recognised as income during the year relates to the depreciation of property, plant and equipment and amortisation of intangible assets which were funded by the capital grants. The total amortisation during the period amounted to P2,680,075

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2026

5.5 Project funds

Balance at 1 April

Amortisation of project funds - operating expenses
Transfer to repairs and maintenance & travel
Transfer to subvention
Transfer to capital grants
Transfer to Work In Progress
Deferred capital projects

Balance at 31 March

Closing balance relates to project funds in respect to:

Implementation of an Enterprise Resource Planning (ERP) System
Repairs and maintenance of BQA Office building
Clearance of backlog
Implementation of General Education System
Information Technology
Review of the BQA Organisational Structure
Auditing of Legacy Learning programmes
Development of Norms and Standards for Quality Education
Review of BQA Act and Regulations
Cyber Security Framework

Balance at 31 March

Closing balance relates to project funds as non current liabilities

Implementation of an Enterprise Resource Planning (ERP) System

Closing balance relates to project funds as current liabilities

Repairs and maintenance of BQA Office building
Clearance of backlog
Implementation of General Education System
Information Technology
Review of the BQA Organisational Structure
Auditing of Legacy Learning programmes

2026 P	2025 P
30,821,414	63,298,867
(2,386,798)	(2,375,445)
(429,977)	(242,446)
(9,145,373)	(28,300,782)
(133,836)	(1,780,776)
(5,407,931)	(2,687,648)
6,402,386	2,909,644
19,719,885	30,821,414

2026 P	2025 P
9,542,594	13,148,859
3,144,252	5,144,898
2,335,915	-
2,072,074	2,214,624
1,866,220	-
372,693	8,873,391
267,585	-
118,552	1,046,958
-	198,415
-	194,269
19,719,885	30,821,414

2026	2025
9,542,594	13,148,859

2026	2025
3,144,252	5,144,898
2,335,915	-
2,072,074	2,214,624
1,866,220	-
372,693	8,873,391
267,585	-



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2026

Implementation of an Enterprise Resource Planning (ERP) System

A total of P16,000,000 has been deferred for the development, deployment and implementation of an Enterprise Resource Planning (ERP) system. Implementation commenced in September 2024 with total utilisation of P6,457,406 during the period under review. As of 31 March 2026, there was a balance of P9,542,594 to continue with the implementation of the project.

Repairs and maintenance of BQA Office building

During the financial year 2023-24, the Authority undertook installation of centralised air conditioning system at allocated funds of P4,948,474.00, intallation is ongoing at with projected project closure date of 31 July 2026. The closing balance as at 31 March 2026 is P3,144,252 for air conditioniong system installation and building maintenance.

Clearance of backlog

During the financial year 2025-26, the Authority undertook operational project in efforts to improve customer satisfaction rate and to clear applications aged 2 years and above. As at 31 March 2026 the closing balance was P2,335,915.

Implementation of General Education System

The Authority received the sum of P5,000,000 from the Ministry of Basic Education in 2017-18 for capacity building in the General Education System. Implementation started in June 2019 and as of 31 March 2026, there was a balance of P2,072,074 to continue with the implementation of the project.

Information Technology

The Authority as at 31 March 2026 had deferred funds for supply and installation of aruba network switches and supply and delivery of laptops at a total of P1,866,220.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2026

5.6 Employee benefit obligations

Balance as at 1 April 2024

Provisions for the year
Payments during the year
Movement in advances

Balance as at 31 March 2025

Provisions for the year
Payments during the year
Movement in advances

Balance as at 31 March 2026

Gratuity

Employees receive terminal gratuities in accordance with their contracts of employment. An accrual is made for the estimated liability towards such employees up to the end of the reporting period. With effect from 1 April 2005, annual provisions for gratuity for officers of autonomous organisations funded by the Government are required to be placed in trust funds that cannot be spent on any other activity, including bridging finance. In order to comply with this requirement the Authority has opened a money market investment with iPRO Botswana for employee obligations. The account has a balance of P28,697,945 (2025: P7,852,915).

Leave pay

Leave provision is calculated based on accrued leave days not taken during the year. The entire amount of the obligation of P3,134,983 (2025: P3,219,419) is presented as current, since the Authority does not have an unconditional right to defer settlement of this obligations.

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

Severance P	Leave P	Gratuity P	Total P
36,521	2,808,056	10,734,489	13,579,066
94,157	3,055,820	8,134,831	11,284,808
(71,418)	(2,644,457)	(10,053,409)	(12,769,284)
		(849,217)	(849,217)
59,260	3,219,419	7,966,694	11,245,373
51,710	2,643,144	6,721,226	9,416,080
(87,234)	(2,727,580)	(7,140,534)	(9,955,349)
		(43,381)	(43,381)
23,736	3,134,983	7,504,005	10,662,723

5.7 Deferred revenue from contracts with customers

Balance at 1 April
Received during the year
Recognised during the year
Balance at 31 March

2026 P	2025 P
13,754,760	13,365,900
10,249,600	9,921,060
(14,121,060)	(9,532,200)
9,883,300	13,754,760

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

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

Registration and Accreditation of Education and Training Providers (ETPs)
Registration and Accreditation of Awarding Bodies
Accreditation of Learning Programmes
Approval of Short Courses
Evaluation of Qualifications
Registration and Accreditation of Assessors and Moderators
Institutional Audits
Capacity building fees
Appeals
Notification of ETP Administrative Changes
Change of ETP Type
Registration of Consultancies

Balance at 31 March - Aggregate amount of transaction price allocated to unsatisfied obligations

2026 P	2025 P
229,200	281,000
40,600	137,100
6,397,200	11,018,560
15,300	45,300
362,000	228,300
41,500	353,000
2,040,000	1,200,000
6,000	-
15,000	10,000
300,300	300,300
20,600	35,900
415,600	145,300
9,883,300	13,754,760

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2026

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

Awarding body
Education Training Provider
Individuals
Consultancies
Balance at 31 March - Aggregate amount of transaction price allocated to unsatisfied obligations

2026 P	2025 P
20,300	137,100
9,043,900	12,891,060
403,500	581,300
415,600	145,300
9,883,300	13,754,760

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

2023-2024
2025-2026
2026-2027
Balance at 31 March - Aggregate amount of transaction price allocated to unsatisfied obligations

2026 P	2025 P
-	-
-	11,003,808
9,883,300	2,750,952
9,883,300	13,754,760

As of 31 March 2026, the Authority had P9,883,300 allocated to unsatisfied performance obligations. The Authority expects to satisfy 100% of the obligations and recognise revenue during the financial year 2026-27. The transaction prices are as defined in the BQA fees regulations of 2016 and 2018.

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

Registration and Accreditation of Education and Training Providers (ETPs)
Registration and Accreditation of Awarding Bodies
Accreditation of Learning Programmes
Approval of Short Courses
Evaluation of Qualifications
Registration and Accreditation of Assessors and Moderators
Capacity building fees
Notification of ETP Administrative Changes
Institutional Audits
Registration of Consultancies
Balance at 31 March

2026 P	2025 P
143,000	50,900
96,500	-
10,346,060	5,553,800
30,000	5,300
1,501,600	1,590,300
953,300	678,700
-	52,000
105,300	45,000
80,000	-
865,300	1,556,200
14,121,060	9,532,200

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

Awarding body
Education Training Provider
Individuals
Consultancies
Balance at 31 March

2026 P	2025 P
20,300	-
10,780,560	5,707,000
2,454,900	2,269,000
865,300	1,556,200
14,121,060	9,532,200

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

2018-2019
2019-2020
2020-2021
2021-2022
2022-2023
2023-2024
2024-2025
2025-2026
Balance at 31 March

2026 P	2025 P
-	-
83,300	-
50,300	47,300
389,300	453,300
1,707,300	1,139,900
3,627,900	3,720,900
3,369,760	4,170,800
4,893,200	-
14,121,060	9,532,200

| NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2026

6 Reserves 6.1 Accumulated Funds

Balance 1 April
surplus for the year
Balance 31 March

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

2026 P	2025 P
8,025,146	11,906,122
948,988	(3,880,976)
8,974,134	8,025,146

7 Critical accounting estimates and judgments

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

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

7.1 Significant estimates and judgements

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

7.1.1 Measurement of the expected credit loss allowance – Note 4.1

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

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

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

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

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

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

7.1.3 Useful lives of intangible assets

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

7.1.4 Treatment of grants received from Government (Note 1)

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

7.1.5 Treatment of leases (Note 5.3.1)

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

8 Financial risk management

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

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

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

8.1 Market risk

(I) Cash flow and fair value interest rate risk

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

A 0.5% increase in interest rates would result in an increase in interest received on short-term investments for the year by P23,286 (2025: P16,148), while a decrease in interest rates by a similar margin would result in the equal and opposite effect on the investments for the year. A 0.5% variation is considered the most likely movement in interest rates based on the past interest rate adjustments announced by the Bank of Botswana.

(ii) Foreign exchange risk

The Authority did not have any foreign exchange risk exposure during the financial year 2025-26.

(iii) Price risk

The Authority did not have any price risk exposure during the financial year 2025-26.

(iv) Cash equivalent

Stanbic Bank Botswana Limited
Botswana Savings Bank Fixed Deposit
First National Bank of Botswana
IPRO Botswana Limited
Cash in Hand

2026 P	2025 P
-	30,225
-	1,000
21,893,209	57,816,767
28,697,945	7,852,915
6,000	6,000
50,597,154	65,706,907

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

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

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

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

IPRO Botswana is a Botswana-based asset management company, registered, licensed and regulated by NBFIRA with assets under management reported to be approximately P3 billion. It commenced operations in 2007.

8.2 Credit Risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Authority. As of 31 March 2026, the Authority's maximum exposure to credit risk which will cause a financial loss due to failure to discharge an obligation by the counterparties arises from the carrying amount of the respective recognised financial assets as stated in the Statement of Financial Position.

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

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

The Authority applies the simplified approach to providing for expected credit losses prescribed by IFRS 9, which permits the use of the lifetime expected loss provision for all short-term receivables. To measure the expected credit losses, short-term receivables have been grouped based on shared credit risk characteristics and the days past due. The probability of default (PD) approach has been used to derive PDs and the default is set at 180 days past due. The model has taken into consideration the debt recovery rate and the Loss given default (LGD) is expected to be 100% of the debt due over 180 days. The loss allowance as at 31 March 2026 is determined as follows:

Trade Receivables: Expected Credit loss Default Rates(%)					
Date	Current	1-30 Past due	61-90 Past Due	91-180 Past due	Over 180 past due
1-Apr-25	0.00%	0.00%	0.00%	0.00%	100.00%
31-Mar-26	0.00%	28.80%	33.70%	33.33%	100.00%

Trade Receivables: Gross Carrying Amounts (Pula)						
Date	Current	1-30 Past due	61-90 Past Due	91-180 Past due	Over 180 past due	Total
1-Apr-25	-	-	-	-	2,136,800	2,136,800
31-Mar-26	708,600	66,300	-	-	1,729,500	2,504,400

Trade Receivables: Expected Credit Losses (Pula)						
Date	Current	1-30 Past due	61-90 Past Due	90-180 Past due	Over 180 past due	Total
1-Apr-25	-	-	-	-	2,136,800	2,136,800
31-Mar-26	22,529	7,313	-	-	1,729,500	1,759,342

8.3 Liquidity risk

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

Maturities of current assets and current liabilities

31 March 2026

	0-6 month P	6 - 12 months P	Total P
Current Assets			
Cash and Cash Equivalents	50,597,154	-	50,597,154
Total	50,597,154	-	50,597,154
Current Liabilities			
Deferred capital grants	(1,340,038)	(1,340,038)	(2,680,076)
Deferred project funds	(849,291)	(9,328,000)	(10,177,291)
Deferred revenue	(4,500,000)	(5,383,300)	(9,883,300)
Trade and other payables	(3,341,542)	-	(3,341,542)
Employee Benefit Obligations	(3,385,000)	(7,277,723)	(10,662,723)
Lease Liability	(104,652)	(104,652)	(209,304)
Total	(13,520,523)	(23,433,713)	(36,954,236)
Net liquidity gap	37,076,631	(23,433,713)	13,642,918
Cumulative liquidity gap	37,076,631	13,642,918	

As of 31 March 2025

	0-6 month P'000	6 - 12 months P'000	Total P'000
Current Assets			
Cash and Cash Equivalents	65,706,907	-	65,706,907
Total	65,706,907	-	65,706,907
Current Liabilities			
Deferred capital grants and funds	(1,627,205)	(1,627,205)	(3,254,411)
Deferred project funds	(8,344,555)	(9,328,000)	(17,672,556)
Deferred revenue	(2,063,000)	(11,691,760)	(13,754,761)
Trade and other payables	(3,002,055)	-	(3,002,056)
Employee Benefit Obligations	(2,735,969)	(8,554,901)	(11,290,871)
Lease Liability	(104,652)	(104,652)	(209,304)
Total	(17,877,436)	(31,306,518)	(49,183,959)
Net liquidity gap	47,829,471	(31,306,518)	16,522,953
Cumulative liquidity gap	47,829,471	16,522,953	

8.4 Reserves risk management

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

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

| NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2026

9 Contingent liabilities

The Authority's contingent liabilities for the financial year 2025/26 relate to human-resources or staff litigation matters.

Litigation

The Authority has two (2) open cases at the courts relating to the employee-relation matters, as at 31st March 2026 the court dates had not been communicated.

10 Capital commitments

The Authority's capital commitments as at 31st March 2026 are as follows:

Information Technology Systems
Information Technology Hardware
Office furniture

2026 P	2025 P
	80,489
1,866,220	-
-	109,645
1,866,220	190,134

The Authority as at 31st March 2026 had deferred funds and capital commitments for supply and installation of Aruba network switches and supply and delivery of laptops at a total of P1,866,220.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2026

11 Related party transactions and balance

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

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

	2026 P	2025 P
Subvention received from the Government (Note 1)	67,522,890	45,015,260
Sundry Debtors - Ministry of Higher Education	51,000	-
	67,573,890	45,015,260

11.2 Transactions with Board and Committee Members

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

	2026 P	2025 P
Board sitting and retainer allowances	1,200,500	426,000
Committee sitting allowances	102,000	106,000
Transactions with Board and Committee Members	1,302,500	532,000

11.3 Key Management Personnel Compensation:

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

Short-term benefits

	2026 P	2025 P
Salaries and Wages	5,994,239	7,693,923

Post Employment benefits

Gratuity and leave payable	2,785,924	2,238,776
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Total Key Management Personnel Compensation

	8,780,163	9,932,699
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11.4 Three most highly paid employees

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

	2026 P	2025 P
Employee 1	1,744,521	2,940,621
Employee 2	1,419,570	1,140,804
Employee 3	1,414,745	1,099,461
Total	4,578,836	5,180,886

12 Going Concern Assessment

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

The Government of Botswana through Ministry of Higher Education in its letter dated 23 October 2025, reference MoHE 3/3/2 I (56) confirmed the ceiling for subvention of P85,529,000 for the financial year 2026-27. Furthermore, the approved budget for 2026-27 indicates a budget surplus of P1,000,039 to cover uncertainties that may arise.

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

13 Events After The Reporting Date

In accordance with the Botswana Qualifications Authority Act, No 24 of 2013 and Botswana Staff conditions of service, the Board made changes to the Executive Management.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2026

14. Summary of material accounting policies

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

14.1 Basis of preparation

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2026

14.2 New Accounting Standards and Interpretations

Standards and amendments effective for the first time for year-end March 2026 and are applicable to the Authority

Standard	Effective date	Impact on these Financial Statements
Amendments to IAS 21 -Lack of Exchangeability Specifies how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking. An entity's objective in estimating the spot exchange rate is to reflect the rate at which an orderly exchange transaction would take place at the measurement date between market participants under prevailing economic conditions	Annual periods beginning on or after 1 January 2025	The amendment has no material impact on the Authority

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

Standard	Effective date	Objective	Expected impact
<i>Amendments to IFRS 10 and IAS 28: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture</i>	Annual reporting periods beginning on or after 1 January 2027	The Amendments clarify that in a transaction involving an associate or joint venture, the extent of gain or loss recognition depends on whether the assets sold or contributed constitute a business, such that: • a full gain or loss is recognized when a transaction between an investor and its associate or joint venture involves the transfer of an asset or assets which constitute a business (whether it is housed in a subsidiary or not), while • a partial gain or loss is recognized when a transaction between an investor and its associate or joint venture involves assets that do not constitute a business, even if these assets are housed in a subsidiary.	Application of this standard will not have material impact on the Authority.
<i>Amendments IFRS 9 and IFRS 7 regarding the classification and measurement of financial instruments</i>	Annual reporting periods beginning on or after 1 January 2026	Introduces additional disclosure requirements to enhance transparency for investors regarding investments in equity instruments designated at fair value through other comprehensive income and financial instruments with contingent features, for example, features tied to ESG-linked targets Clarifying the classification of financial assets with environmental, social and corporate governance (ESG) and similar features; and Clarifying the date on which a financial asset or financial liability is derecognized when a liability is settled through electronic payment systems. These amendments also introduce an accounting policy option to allow a company to derecognize financial liability before it delivers cash on the settlement date if specified criteria are met.	Application of this standard will not have material impact on the Authority.
<i>Amendments IFRS 9 and IFRS 7 – Contracts referencing nature-dependent electricity</i>	Annual reporting periods beginning on or after 1 January 2026	The amendments amend “own-use” requirements to allow net settlement and introduce new hedge accounting and disclosure rules for volatile renewable output. The amendments to IFRS 9 and IFRS 7 apply to contracts referencing nature-dependent electricity. These contracts are characterized by contractual features exposing an entity to variability in the underlying quantity of electricity, as the electricity is generated from sources dependent on uncontrollable natural conditions. This variability is typically associated with renewable energy sources, such as sun and wind power. For instance, solar electricity generation fluctuates according to uncontrollable natural factors like daylight availability and weather conditions such as cloud cover. Contracts referencing nature-dependent electricity encompass both contracts to purchase or sell nature-dependent electricity (i. e., physical delivery PPAs) and financial instruments that reference such electricity (i. e., virtual PPAs⁵	Application of this standard will not have material impact on the Authority.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2026

Standard	Effective date	Objective	Expected impact
<i>IFRS 18 Presentation and Disclosure in Financial Statements</i>	Annual reporting periods beginning on or after 1 January 2027	Introduces three sets of new requirements to improve companies' reporting of financial performance and give investors a better basis for analysing and comparing companies: Improved comparability in the statement of profit or loss (income statement) through the introduction of three defined categories for income and expenses—operating, investing and financing—to improve the structure of the income statement, and a requirement for all companies to provide new defined subtotals, including operating profit. Enhanced transparency of management-defined performance measures with a requirement for companies to disclose explanations of those company-specific measures that are related to the income statement.	Application of this standard will have material impact on the Authority
<i>IFRS 19 Subsidiaries without Public Accountability: Disclosures</i>	Annual reporting periods beginning on or after 1 January 2027	IFRS 19 allows eligible subsidiaries to apply IFRS Accounting Standards with the reduced disclosure requirements of IFRS 19. A subsidiary may choose to apply the new standard in its consolidated, separate or individual financial statements provided that, at the reporting date: • it does not have public accountability. • its parent produces consolidated financial statements under IFRS Accounting Standards. A subsidiary applying IFRS 19 is required to clearly state in its explicit and unreserved statement of compliance with IFRS Accounting Standards that IFRS 19 has been adopted.	Application of this standard will not have material impact on the Authority
<i>Amendments to IAS 21 -Translation to a Hyperinflationary Presentation Currency</i>	Annual periods beginning on or after 1 January 2027	Entities with a non-hyperinflationary functional currency but a hyperinflationary presentation currency must now translate all amounts (assets, liabilities, equity, income, expenses, including comparatives) at the closing rate at the date of the most recent statement of financial position. Previously, assets and liabilities were translated at the closing rate, but income and expenses were translated at transaction rates. This change ensures all amounts are expressed in terms of a current measuring unit, improving comparability and usefulness for users of financial statements. When an entity applies IAS 29 'Financial Reporting in Hyperinflationary Economies' and translates the results and financial position of a foreign operation with a non-hyperinflationary functional currency, comparative amounts for the foreign operation should be restated using a general price index, not the closing rate. This exception reduces preparation costs and maintains consistency in financial ratios.	The amendment has no material impact on the Authority

Standard	Effective date	Objective	Expected impact
<i>Annual Improvements to IFRS Accounting Standards - Volume 11</i>	Annual periods beginning on or after 1 January 2026	In this volume of improvements, the IASB makes minor amendments to IFRS 9 Financial Instruments and to a further four accounting standards¹. The amendments to IFRS 9 address: a conflict between IFRS 9 and IFRS 15 Revenue from Contracts with Customers over the initial measurement of trade receivables; and how a lessee accounts for the derecognition of a lease liability under paragraph 23 of IFRS 9. The amendments to IFRS 9 require companies to initially measure a trade receivable without a significant financing component at the amount determined by applying IFRS 15. They also clarify that when lease liabilities are derecognized under IFRS 9, the difference between the carrying amount and the consideration paid is recognized in profit or loss. ¹ IFRS 1 First-time Adoption of International Financial Reporting Standards; IFRS 7 Financial Instruments: Disclosures; IFRS 10 Consolidated Financial Statements and IAS 7 Statement of Cash Flows	The amendment has no material impact on the Authority
<i>IAS 36, IFRS 18, IAS1, IAS37, IAS 8 and IFRS 7</i> <i>Disclosures about uncertainties in the Financial statements</i>	No effective date	The objective of the revision is to provide a global benchmark for the preparation of management commentary accompanying financial statements including sustainability-related financial disclosures	The amendment will have material impact on the Authority

14.3 Foreign currency translation

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

(i) Functional and presentation currency

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

(ii) Transactions and balances

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

14.4 Deferred revenue

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

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

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

14.5 Revenue recognition

(i) Government subvention and grants

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

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

(ii) Interest income

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

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

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

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

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

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

Step 2: Identify the performance obligations in the contract.

Step 3: Determine the transaction price.

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

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

14.6 Impairment of non-financial assets

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

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

External sources of information

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

Internal sources of information

- Evidence is available of obsolescence or physical damage of an asset.
- Significant changes with an adverse effect on the Authority have taken place during the period or are expected to take place soon, in the extent to which, or manner in which, an asset is used or is expected to be used.

Evidence is available from internal reporting that indicates that the economic performance of an asset is, or will be, worse than expected.

14.7 Financial Assets and Liabilities

Measurement methods

Amortised cost and effective interest rate

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

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

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

Interest income

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

Initial recognition and measurement

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

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

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

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

Classification and subsequent measurement

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

Cash and Cash Equivalent

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

Trade receivables and prepayments

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

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

Impairment of financial assets

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

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

Derecognition of financial assets

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

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

Financial liabilities

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

Derecognition of financial liabilities

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

Offsetting of financial instruments

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

14.8 Property, plant, and equipment

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

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

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

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

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

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

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

14.9 Intangible assets

Computer Software

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

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

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

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

14.10 Trade and other payables

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

at their fair value and subsequently measured at amortised cost using the effective interest method.

14.11 Projects and capital grants

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

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

14.12 Provisions

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

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

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

14.13 Employee benefits

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

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

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

14.14 Related parties

Related parties are defined as those parties:

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

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

14.15 IFRS 16 leases

Authority as the lessee

All leases are accounted for by recognising a right-of-use asset and a lease liability except for:

- Leases of low-value assets; and
- Leases with a duration of twelve months or less.

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

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

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

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

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

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

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

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

DETAILED INCOME STATEMENT

For the year ended 31 March 2026

	2026 P	2025 P
Income		
Government subvention	69,892,692	69,777,924
Quality assurance fees	15,112,060	10,254,000
	85,004,752	80,031,924
Amortisation of deferred capital grants	2,680,075	3,254,409
Amortisation of deferred project funds	2,386,798	2,375,445
Other income		
Miscellaneous	158,009	41,132
Profit on sale of assets	126,357	2,621
	284,366	43,753
Finance income	4,657,126	3,229,617
Total income	95,013,117	88,935,148
Total Expenditure	(94,064,129)	(92,816,124)
Operating Surplus / (Deficit) for the year	948,988	(3,880,976)
Expenditure		
Accreditation and Registration Expert fees	(616,750)	(1,426,948)
Accreditation Certifications	(178,543)	-
Advertising and promotion	(310,131)	(879,962)
Amortisation charge	(118,836)	(140,169)
Archiving	(30,129)	(29,959)
Audit fees	(241,793)	(307,725)
Bank charges	(149,021)	(195,897)
Board fees and expenses	(2,015,467)	(978,947)
Strategy Expenses	(541,191)	(150,612)
Casual labour	(13,325)	(13,075)
Computer expenses	(4,290,615)	(3,922,017)
Depreciation of property, plant and equipment	(2,561,239)	(3,114,240)
Depreciation right of use	(190,194)	(188,227)
Entertainment expenses	(12,671)	(25,196)
Gardening services	(14,400)	(16,200)
Movement in allowance for credit losses	377,459	495,101
Write off	(24,191)	-
Insurance	(984,441)	(737,489)
Legal fees	(789,366)	(285,577)
Finance Charges	(20,904)	(27,319)

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2026

Maintenance and running costs	(1,390,388)	(1,053,028)
Photocopier running costs	(142,481)	(146,351)
Motor vehicle expenses	(339,524)	(263,863)
Office cleaning	(558,858)	(472,639)
Postage and courier	(32,852)	(43,274)
Printing and stationery	(182,104)	(245,651)
Protective clothing	(12,495)	(21,485)
Consultancy expenses	(1,776,894)	(2,584,630)
Security	(544,385)	(442,088)
Staff costs	(73,049,459)	(73,140,099)
Subscriptions	(447,332)	(200,022)
Telephone and fax	(384,436)	(440,310)
Travel and accommodation	(993,534)	(332,850)
Water and electricity	(976,334)	(738,788)
Workshops and conferences	(507,305)	(746,588)
	(94,064,129)	(92,816,124)
Operating Surplus / (Deficit) for the year	948,988	(3,880,976)
This detailed income statement does not form part of the financial statements covered by the audit opinion on pages 4 to 7.		

[illegible]

[illegible]

[illegible]



BOTSWANA
Qualifications Authority

