



BOTSWANA
Qualifications Authority

Annual Integrated Report 2023/24



Building a seamless Education and Training System

1 BQA Annual Integrated Report

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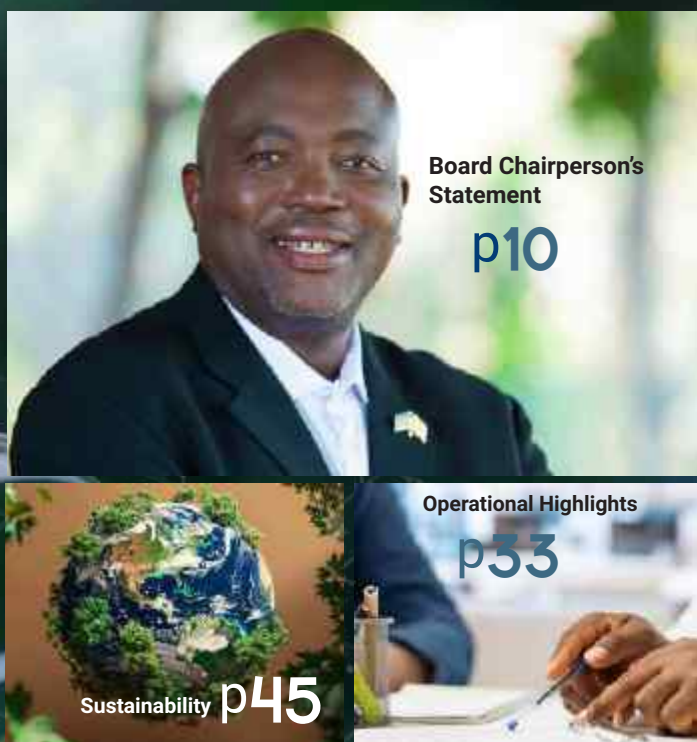
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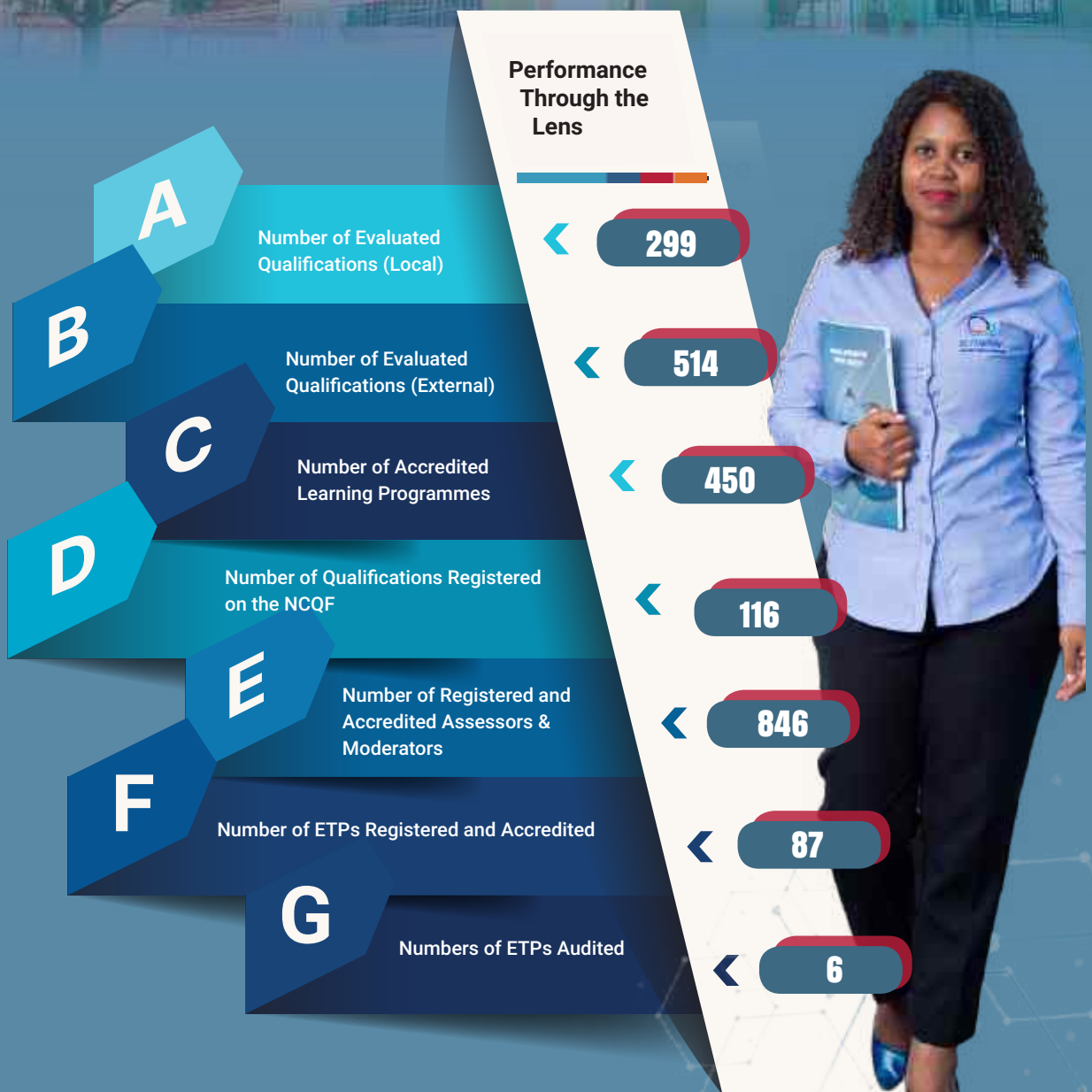
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Audited Annual Financial Statements





2 BQA 2023 – 24 Performance Through the Lens



3 About this Report

Reporting Scope & Boundary

This Annual Integrated Report highlights the milestones and achievements of the Botswana Qualifications Authority for the financial year 2023/24 and outlines key objectives for the final year of the EVOKE Strategy 2022-2025.

The Annual Integrated Report 2023/24 also outlines the Authority's importance to our stakeholders, highlighting issues of governance, the Authority's business model, and risk opportunities.

Key Reporting Frameworks Applied

To the best of our knowledge and belief, we confirm that the Annual Integrated Report 2023/24 has been prepared in accordance with the guidelines based on the following frameworks:

Table 1: Applied Frameworks

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





About this Report

Materiality

This report provides information about matters that we believe could substantially affect the Authority's ability to create value over the short, medium and long term. The process of identifying material matters included the review of matters that had the potential to affect the Authority's corporate strategy and the implementation of its mandate. These matters were evaluated based on the Integrated Reporting principles of relevance, importance, and prioritization.

The determination of materiality considered whether these matters had a financial impact, affected stakeholder needs, and were a priority to stakeholders.

Forward Looking Statement

This report contains forward-looking statements that reflect the Botswana Qualifications Authority's anticipated performance by 31 March 2025. Although these statements represent our future expectations and judgements, actual results may differ materially from these expectations, if known and unknown risks or uncertainties affect our business and performance, or if estimates or assumptions prove inaccurate.

The Authority cannot guarantee that any forward-looking statement will materialise, and, accordingly readers are cautioned not to place undue reliance on these forward-looking statements. The Authority disclaims any intention and assumes no obligation to update or revise any forward-looking statement even if new information becomes available because of future events or for any other reason, unless required to do so by law and regulation. The external auditor and assurance providers have not assured these statements.

Approval of the Annual Integrated Report 2023/24

This Integrated Report was developed, reviewed, and approved by the Authority's internal governance structures. The Risk and Audit Committee (RAC) submitted the Annual Integrated Report 2023/24 for the Board's 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 _____

Signatures

Mr Gabaake Gabaake Board Chairperson	Dr Gloria Somolekae Member	Dr Gaelebale Tsheko Member	Dr Keletso Tladi Member	Prof Richie Moalosi Member
Dr Patrick Malope Member	Prof Richard Tabulawa Member	Ms Kgomotso Kereng Member	Mr Edward Tswaipe Member	Ms Mercy Conlon Phuthego Member
Ms Tigelo Christinah Nwosu Member	Mr Collen Lesole Member	Ms Erica Ndlovu Member	Prof. Botsalano T. Mosimakoko Chief Executive Officer	



4 Operating Context



BQA Mandate

The Authority was established to:

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

Provide for and Maintain the NCQF

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

Cordinate Quality Assurance

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



VISION

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



MISSION

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

OUR 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

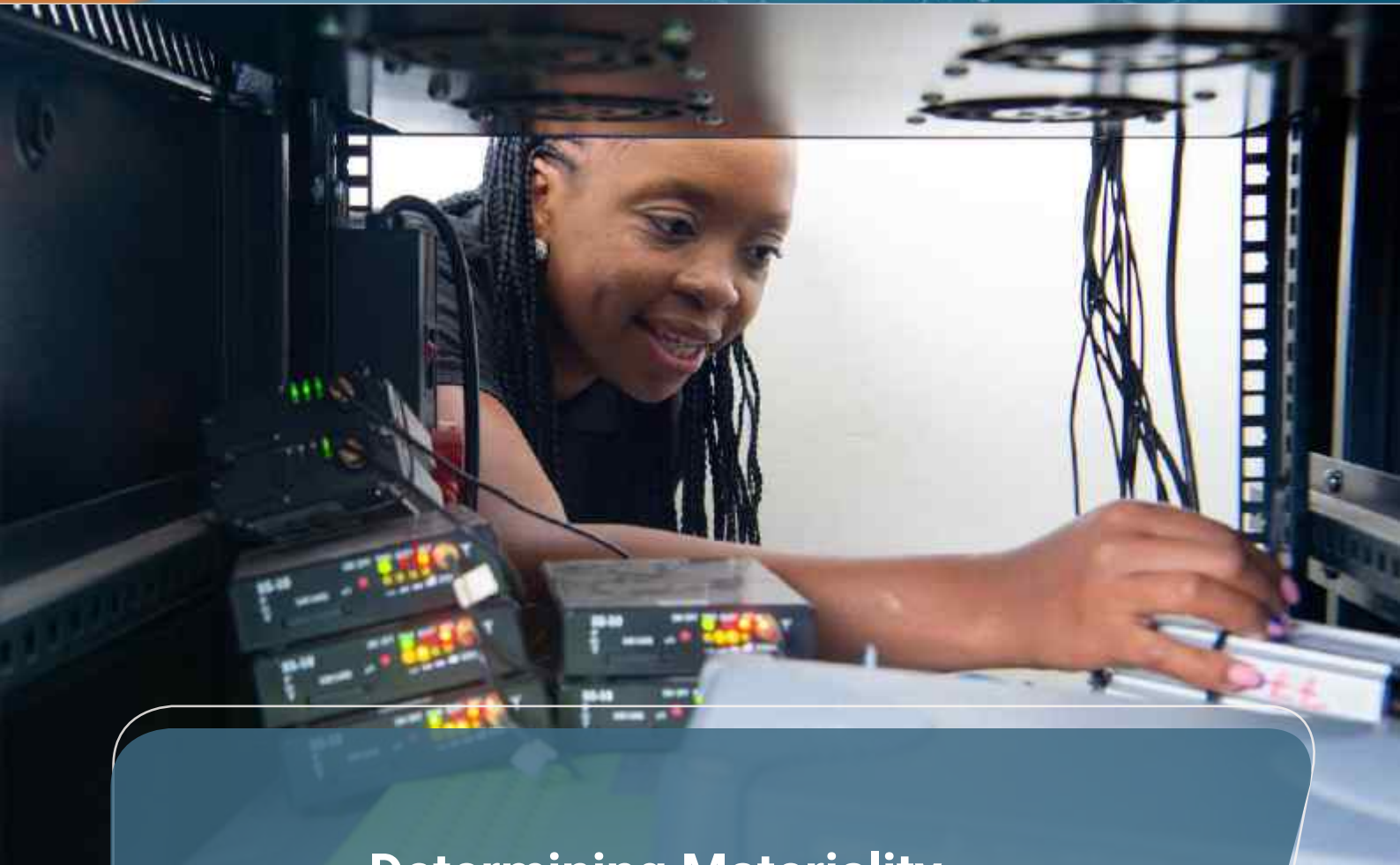
We collaborate both internally, and with strategic partners, in the execution of our mandate.

5 Glossary of Terms



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

6 Material Matters 2023/24



Determining Materiality

In determining materiality for the Annual Integrated Report 2023/24, the Authority considered matters that had substantively affected or had the potential to affect the organization's strategy and mandate execution. These matters were evaluated based on the Integrated Reporting (IR) materiality principles of relevance, importance, and prioritization. The following key points were taken into consideration:

01

The matter's financial impact

02

The matter's impact on stakeholder needs.

03

The matter's priority for stakeholders.

Material Matters 2023/24



STAKEHOLDER	MATERIAL MATTER	STRATEGY
Customers and Shareholders	Review of the Botswana Qualifications Act and Regulations (2013).	The review of the BQA Act allows the Authority to close some legislative gaps that have been identified in the implementation of the current Act as the country has evolved economically, socially, and technologically.
	Development of Norms and Standards for Recognition of Higher Education	The purpose of the Norms and Standards for Recognition of Higher Education and Training Providers is to establish the threshold minimum Standards against which the quality of education and training in Botswana shall be assessed.
	Protection of Enrolled Learners Policy (PEL)	The Authority has the obligation to ensure that Education and Training Providers have the best interest of enrolled learners in their operations and that learners complete their learning programmes to obtain the intended award or qualification.
Human Resources	Organisational Review	BQA aims to reconfigure the most strategic asset of the Authority, i.e., the Human Resource to ensure efficiency in the delivery of the BQA mandate
Regulators	Collaboration with professional bodies which have regulations impacting the Authority's operations	The Authority continue to sign memorandum of agreement with professional bodies to harmonise operations and ensure that learning programmes endorsed by professional bodies before being accredited by BQA.
	The Public Procurement Act and the Economic Inclusion Act	The Authority carries out all its procurement activities in line with the PPRA and Economic Inclusion Act



7

Board Chairperson's Statement

Mr Gabaake Gokatweng Gabaake
Board Chairperson

Foreword

Dear Shareholders, on behalf of the Board of Directors of Botswana Qualifications Authority (BQA), it is my privilege to present to you the 2023/24 Integrated Annual Report and audited financial statements of the organisation.

This report gives a holistic view of the strategy, operational highlights, financial performance and governance of BQA, reflecting on the year 2023/24. As a principal practice within the organisation, the Integrated Annual Report was crafted following the International Integrated Reporting (IR) Framework 2021, as outlined in the King IV Code on corporate Governance.

The Authority's Mandate

The Authority's mandate, which includes maintaining the National Credit and Qualifications Framework (NCQF) and coordinating Botswana's education, training, and skills development quality assurance system, serves as the foundation for all operational activities. This mandate is driven by our core values: Customer Focus, Innovation, Inclusivity, Accountability, and Teamwork.

The mandate advocates for; an inclusive education and training system where all learners are given access to quality education by enhancing access to, mobility and advancement within education, training, and career paths. The Authority through the NCQF continues to promote equality in education, training and employment opportunities by monitoring, maintaining and enhancing the quality of our education system. For the period

under review, the Authority managed to register one hundred and sixteen (116) Qualifications on the Framework, and to date, nine hundred and six (906) since its inception in 2013.

Strategic Focus

Aligning with National Development Plans and Programs is crucial for the development and implementation of our strategy. Accordingly, the organisation carefully formulated its strategy by identifying initiatives and policies guided by the aspirations of Vision 2036, the National Transformation Strategy, the Transitional National Development Plan, the Reset and Reclaim Agenda, and the National Human Resource Development Strategy.

This can be deduced from our careful selection of our strategic themes which reflect a focus on;

- i. achieving a culture of high performance through mind-set change and by providing employee growth opportunities that lead to improved performance and employee engagement,
- ii. improving service delivery through targeted policy and standards enhancements and business process re-design and automation for optimal performance, and
- iii. acknowledging that the future is unpredictable and that external factors beyond the organisation's control can affect its operations, therefore we will not be passive recipients of

7 Board Chairpersons Statement



external changes but will instead proactively engage with our critical stakeholders to understand external uncertainties in order to influence our own trajectory positively ensuring resilience and adaptability in a dynamic environment.

Reflecting on the year 2023/24

The organisation continues to diligently monitor the performance of its key services as part of its ongoing commitment to excellence. This practice is essential for identifying trends, addressing challenges, and ensuring optimal service delivery to our clients and stakeholders. During the period under review, fluctuations were observed across all key services, with some experiencing declines while others demonstrated improvements or maintained steady progress throughout the year.

One of the notable achievements for the year was the Evaluation of Qualifications and the Registration and Accreditation of Assessors and Moderators, which met the 14-day turnaround time. The Business Process Redesign (BPR), completed in February 2024, is expected to bring substantial improvements to processes and turnaround times.

Additionally, the Enterprise Resource Planning (ERP) Project, which is planned to commence in the upcoming year, will further enhance the organisation's operational efficiencies.

The organisation has also maintained rigorous standards in regard to the Registration and Accreditation of Education and Training Providers (ETP's), ensuring that accreditation of institutions and professional bodies meet stringent quality assurance requirements. This process ensures that the education and training provided by the entities maintain high standards of excellence and relevance. The accreditation of learning programs has been robust and thorough, ensuring they meet the Authority's criteria for quality, relevance, and effectiveness. This practice is a deliberate effort to safeguard the Authority's goal of ensuring that learners receive education that is aligned with industry needs and standards and prepares them effectively for their chosen careers.

Institutional audits are a critical tool in identifying areas for improvement with educational institutions and these audits have been a cornerstone of our efforts to enhance the quality of education and training in the country. These audits aim to foster a culture of continuous improvement in the delivery of educational services.

Our commitment to maintaining high educational standards has remained unwavering, albeit the challenges we have encountered along the way, including operational adjustments, among others.

I commend our team in their continued effort to uphold the organisation's mandate with resilience and dedication.

We will continue refining our quality assurance frameworks to adapt to evolving educational landscapes and regulatory requirements, ensuring our services remain relevant and promote excellence across the education and training system.

The approval of the 2024/25 Annual Performance Plan in March 2024 also marked the commencement of the last leg of our current strategic plan. This means that while our efforts will be concentrated on achieving the initiatives outlined in the plan, the organisation remains cognisant of the impending need to revise the strategy later in the year to adapt to evolving circumstances and ensure continued organisational relevance and success.

The BQA's unwavering commitment to excellence and stakeholder satisfaction can be observed in the strides we have made in the 2023/24 financial year. A testament to this is our increased Customer Satisfaction Score including advancements in strategic initiatives that reflect not only our proactive approach to addressing regulatory challenges but also our dedication to operational effectiveness. We remain focused on fostering innovation, enhancing organisational resilience, and delivering sustained value to our stakeholders.

Acknowledgement

I extend my heartfelt gratitude to our devoted and esteemed Board Members, our devoted Management team, and supportive stakeholders for their invaluable contributions to our collective achievements. Together, we are prepared to navigate future opportunities and challenges with confidence and resolve.

Thank you.

Mr Gabaake Gokatweng Gabaake
Board Chairperson



Chief Executive Officer Statement

Prof. Botsalano Mosimakoko (PhD)

Foreword

It is with a sense of great accomplishment that I present the Botswana Qualifications Authority's 2023/2024 Integrated Annual Report.

Over the past year, we have navigated unprecedented challenges while seizing new opportunities for growth and innovation. As we reflect on our achievements and challenges, it is clear that our resolute focus and commitment to creating long-term value for all stakeholders has been pivotal to the success of the 2023/2024 Integrated Annual Report.

Strategy & Operational Highlights

Botswana Qualifications Authority continues to make significant strides in implementing its strategic vision by optimizing available resources to strengthen operations and meet customer and stakeholder expectations.

During the year under review, some of our projects have made significant progress while others were showing a lapse in progress for a myriad of reasons that include delays primarily due to lack of our procurement processes and competencies in bidders.

The Business Process Re-design (BPR), Norms and Standards, Enterprise Resource Planning (ERP) projects, strategically selected to advance our goal of achieving operational efficiency within the organisation, have made significant progress.

The Business Process Redesign (BPR) project was completed in February 2024, with full implementation scheduled for 2024/25.

Regarding the Norms & Standards development, the drafts Norms & Standards and Transition Guidelines have been developed and the project will be completed in September 2024. Norms and Standards are a regulatory instrument for quality assurance in education. Education and Training Providers should aim to meet the standards prescribed in the Norms and Standards in their aspiration to gain international competitive edge, integrity, quality and excellence.

The Talent Management and Succession Planning Strategy Project was completed on 29 February 2024 and is awaiting the implementation of the new Organizational Structure. This project aims at enhancing our effort to attract, develop, and retain a high-caliber workforce critical to achieving our organizational goals.

We have submitted proposed amendments for the BQA Act Review Project to the Ministry of Education and Skills Development on 14



Chief Executive Officer Statement

December 2024. These amendments are crucial in addressing legislative gaps and aligning our regulatory framework with similar institutions under Parliamentary Acts.

In order to optimize our functional units into a cohesive value chain, ensuring alignment with our mandate and fostering a fit-for-purpose organisational structure, the organization commenced the Organisational Review Project. This initiative, scheduled for completion in 2024/25, underscores our commitment to organizational effectiveness. Despite these successes, challenges in recruitment persist due to the ongoing structural reviews, highlighting areas for continued focus and improvement.

Regarding the auditing of Legacy Programmes, while there have been delays due to tender challenges, slow progress has been made. We have analyzed enrollment data from Educational and Training Providers (ETPs) and transitioned many legacy programs to the NCQF system, streamlining our audit focus. Institutional audits conducted revealed opportunities for improvement in maintaining Quality Assurance Standards, corrective action plans are now under construction. Looking ahead, we are optimistic about the timely completion of these initiatives, supported by our dedication to excellence.

Our people

Our staff remain the most strategic asset of the BQA, and we commit to training and upskilling them once the organisational review is complete.

Governance

We are committed as an organization to upholding the principles of good corporate citizenship as espoused in King IV.

Outlook and Future Prospects

The BQA of the future should play an instrumental role in the following government transformation goals:

- i. the economic transformation anchored on private sector export-led growth.
- ii. laying the foundation for a knowledge and technology-based economy and graduating the country from an upper middle income to a high-income country.
- iii. Reset and Mindset Change Agenda- To achieve the above noble Government goals, Botswana

Qualifications Authority needs to go back to its core mandate as advocated in the BQA Act of coordinating the Education Quality Assurance System to ensure that the learners from our ETPs receive quality education that will make the country globally competitive. This will be achieved through strengthening the quality assurance model from the current developmental model to a compliance model. Furthermore, the engagement with stakeholders should be more collaborative and learner centric.

Appreciation

I want to express my gratitude for the hard work and determination our esteemed Board, Management, Staff, continue to show and work to improve operations at BQA. I want to express my gratitude to our shareholders, for their continued support towards improvement at all times.

Conclusion

BQA remains steadfast in its strategic focus on fostering stakeholder value, regulatory excellence, and organizational resilience. The organization is committed to advancing educational standards, fostering innovation, inclusivity, and adapting to emerging regulatory requirements to sustain its impact and relevance in the future.

Prof. Botsalano Mosimakoko (PhD)
Chief Executive Officer



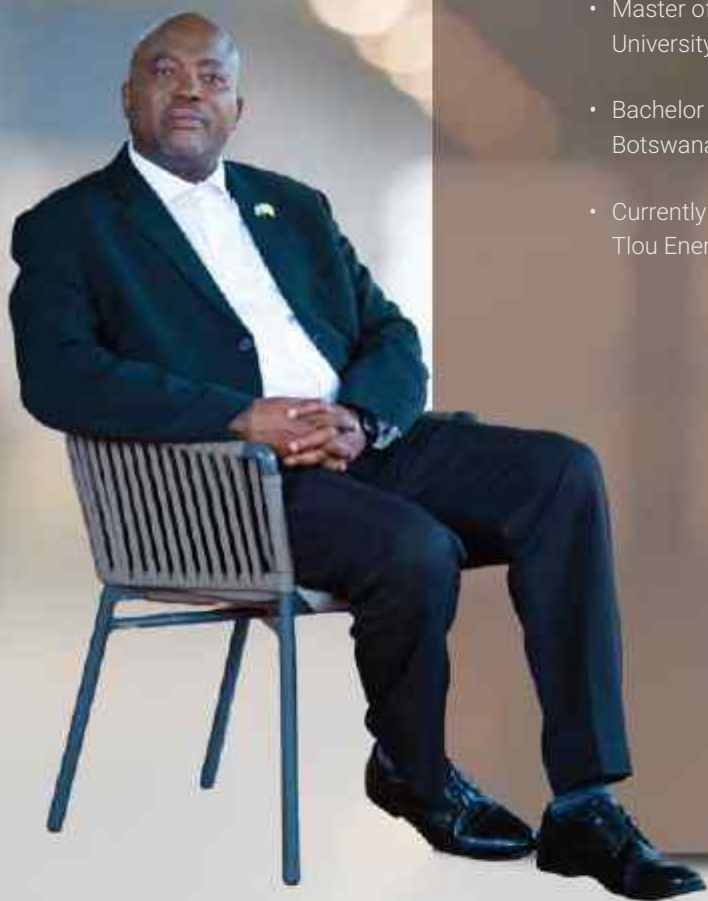
Board of Directors




BOTSWANA
Climate Change Authority



10 Board of Directors



Gabaake Gabake Board Chairperson

Term: November 1, 2021 - October 31, 2024

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



Board of Directors



Susan Makgothi
Vice Chairperson

Term: 1st July 2021 - 30th June 2024

- Master of Arts in Educational Planning and Management, UNESCO International Institute of Educational Planning, France
- MEd. - Science Education, University of Bristol, UK.
- Bachelor of Science (BSc) and concurrent Certificate in Education, University of Botswana and Swaziland
- Diploma in Advanced Studies in Education, University of Bristol, UK
- Currently Self Employed

Prof. Richie Moalosi
Member

Term: 1st July 2021 - 30th June 2024

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



Mahali Moliehi Morolong
Member

Term: 1st July 2021 - 30th June 2024

- Bachelor of Laws (LLB), National University of Lesotho.
- Bachelor of Arts in Law (BA Law) National University of Lesotho.
- Currently serving as Managing Partner and Legal Practitioner at Morolong Legal Practice, Botswana.

Mercy Conlon
Member

Term: 1st July 2021 - 30th June 2024

- Master of Science- Strategic Management, Derbyshire Business School, UK.
- Master of Science Computer Information Systems-Networking University of Maryland Baltimore County, USA.
- Bachelor of Science- Computer Information Systems - System Analysis and Design, University of Maryland Baltimore County, USA.
- Currently serving as Managing Director- Genuine Quality Pty Ltd.



Board of Directors

Baalakani Macheke Member

Term: February 1, 2022 - January 31, 2025

Education:

- BSc (Hons) in Quantity Surveying, University of Central England, Birmingham, UK

Current Role:

- Currently serving as Director at AECOM Africa, Botswana

Kgomotso Kereng Member

Term: February 1, 2022 - January 31, 2025

Education:

- Higher National Diploma (HND) in Accounting and Business Studies, Botswana Institute of Accounting and Commerce, Botswana
- CIMA (Chartered Institute of Management Accountants), BAC, Botswana
- Global Executive Development Program (GIBS and London Business School)

Current Role:

- Currently serving as a consultant for ExcoConsulting, Perth, Western Australia

Dr Hildah Molate Member

Term: February 1st 2022 - January 31, 2025

Education:

- Doctor of Chiropractic, Davenport University, USA
- Master of Public Health, Perth, Australia
- Bachelor of Nursing Science, University of Botswana, Botswana
- Post Basic Community Mental Health Nursing

Current Role:

- Currently Chiropractor at Princess Marina Hospital and Public health specialist, Botswana.

Dr Boitumelo Kgarebe Member

Term: 1st July 2021 -30th June 2024

Education:

- PhD in Analytical Chemistry, University of London, UK
- MSc in Analytical Chemistry, University of London, UK
- BSc (Hons) in Chemistry

Current Role:

- Currently Head of the Analytical Services Department at the National Institute for Occupational Health (NIOH), Johannesburg, South Africa
- Supervises research at the Wits University Division of Forensic Medicine and Pathology and lectures at the School of Chemistry



11 Executive Management



Prof. Botsalano T. Mosimakoko
Chief Executive Officer

QUALIFICATIONS

- PhD in Education with concentration in Organizational Studies, Programme Evaluation, Assessment, Policy and Leadership from University of Ottawa, Canada.
- Bachelor of Education and Masters in Education, concentration in Science Education, Evaluation and Curriculum Studies from the University of Botswana.

WORK EXPERIENCE:

- Chair: Board Committee (Ottawa – Carleton Research and Evaluation)
- Director: ADAC
- Researcher and Evaluator: (Ottawa – Carleton District School Board)
- International Education: (Ottawa – Carleton District School Board)
- Assessment Analyst: (Ottawa – Carleton District School Board)
- Lecturer: University of Ottawa (Canada)
- Lecturer: University of Botswana
- Senior Lecturer: Tlokeng College of Education
- Author

Dr Gillian Keneilwe Mmolotsa
Deputy Chief Executive Officer

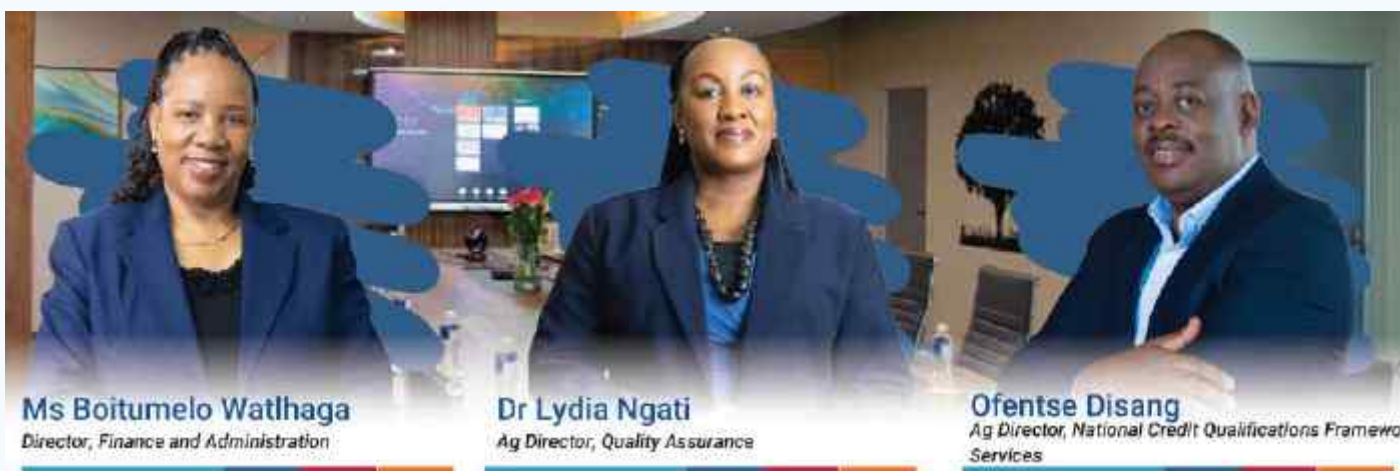
QUALIFICATIONS

- Doctor of Philosophy from the Gordon Institute of Business Science – University of Pretoria, South Africa
- Postgraduate Diploma in Business Administration (Business Studies), Gordon Institute of Business Science – University of Pretoria, South Africa
- Postgraduate Diploma in Law (Compliance), University of Johannesburg, South Africa
- Master of Business Administration, University of Botswana
- Bachelor of Education (Home Economics), University of Botswana.

WORK EXPERIENCE:

- Acting Deputy Chief Executive Officer, Botswana Qualification Authority
- Director National Credit and Qualifications Framework Services, Botswana Qualification Authority
- Manager Evaluation of Qualifications, Botswana Qualifications Authority
- Framework Development & Maintenance Officer, Botswana Qualifications Authority
- Standards Specialist, Regulator for Education, Training, and Skills Development, Botswana Qualifications Authority
- Head of Guidance Department - Senior Teacher Grade 1 for Guidance and Counselling, Borwa Junior Secondary School
- Acting Senior Teacher Grade 1 for Staff Development, and Performance Management System Coordinator, Mogobane Junior Secondary School
- Senior Teacher II and Home Economics Subject Coordinator, Mogobane and Motswakhumo Junior Secondary School

Executive Management



Ms Boitumelo Wathaga
Director, Finance and Administration

Dr Lydia Ngati
Ag Director, Quality Assurance

Ofentse Disang
Ag Director, National Credit Qualifications Framework Services

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

WORK EXPERIENCE:

- Finance Manager, Botswana Qualifications Authority
- Financial Accountant, Collins Newman & Co. attorneys
- Financial Accountant, National Development Bank
- Finance and Administration Manager, National Development Bank

- Doctor of Philosophy, University of Newcastle
- Master of Educational Studies (Technical and Vocational Education), University of Newcastle
- Post Graduate Diploma in Technical and Vocational Education from College of Technical and Vocational Education (Botswana)
- Bachelor of Arts (Hons) Degree in Fashion Design, Linea Academy of Fashion, (RSA).
- Skills and Qualifications-Towards Better Framework and Systems Certificate, African Continental Qualifications Framework Project/AU & UNESCO/International Institute for Educational Planning
- External Quality Assurance in Higher Education for SADC Countries Certificate, UNESCO/International Institute for Educational Planning

WORK EXPERIENCE:

- Lecturer, College of Technical and Vocational Education.
- Quality Assurance Officer, Botswana Qualifications Authority.
- Manager, Registration and Accreditation - General Education.
- Manager, Registration and Accreditation Technical and Vocational Education and Training (TVET).

- Master of Business Administration (Service Excellence) from Anglia Ruskin University (UK),
- Post Graduate Certificate in Business Administration from the University of Wales (UK),
- Post Graduate Diploma in Education from the University of Botswana
- Bachelor of Arts in Humanities from the University of Botswana.

WORK EXPERIENCE:

- Secondary School teacher (Geography Studies & Social Studies)
- Senior Teacher I (Humanities Department)
- Principal Education Officer II – Curriculum Development (Environmental Education Studies) at the Department of Curriculum Development and Evaluation (DCDE) under the Ministry of Education and Skills Development (MESD).
- Botswana Training Authority (now Botswana Qualifications Authority)
- Institutional Support Specialist
- Curriculum Specialist,
- Accreditation Specialist,
- Institutional Audit Officer.
- Manager Framework Development and Maintenance Division,
- Acting Director National Credit and Qualifications Framework Services
- Director National Credit and Qualifications Framework Services



Executive Management



Ms Botoka Raboijane
Ag Director, Business Development

Ms Lethogonolo Paulo
Manager, Communications and Public Relations

Mr Keletso Benjamin
Ag Director, Human Resource

- Master of Education (Curriculum Development and Evaluation) from the University of the Witwatersrand (Johannesburg, RSA).
- Bachelor of Education Honours (Curriculum Development and Evaluation) from the University of the Witwatersrand (Johannesburg, RSA)
- Bachelor of Education (Mathematics) from University of Exeter (Exeter, England).
- Certificate of Competence in Lifelong Learning and National Qualifications Framework (NQF): Leaders for Learning attained from the University of the Western Cape (Cape Town, RSA).

WORK EXPERIENCE

- Senior Teacher Grade 1 (Mathematics): Ledumang Senior Secondary School (Gaborone)
- Principal Education Officer (11) in the Programme Development & Delivery Division: Department of Teacher Training & Development, Ministry of Education and Skills Development
- Ag Principal Education Officer (1), in the same Division: Department of Teacher Training & Development, Ministry of Education and Skills Development
- Quality Coordinator (Qualifications Registration: NCQF Project Management Unit, Ministry of Education and Skills Development,
- Senior Project Officer (Sub Project Manager-Information and Knowledge Management): Botswana Qualifications Authority
- Manager - Evaluation of Qualifications: Botswana Qualifications Authority

- Master of Communication (Public Relations), Limkokwing University of Creative Technology
- Bachelor of Technology in Journalism, Durban University of Technology (SA)
- National Diploma in Journalism, Durban Institute of Technology (SA)

WORK EXPERIENCE:

- Academic Management, Marketing and Public Relations, Limkokwing University (Sierra Leone)
- Head of Faculty Communication, Media and Broadcasting LUCT Botswana.
- Coordinator for the Centre for Professional Development (LUCT Botswana)
- Lecturer in the Faculty of Communication, Media, and Broadcasting, LUCT Botswana
- Media Personnel, Center for Research Development, Durban University of Technology.
- Content Creator, Greater Durban Television (Durban, SA)

- Master of Science in Human Resource Management and Personnel. (University of Botswana)
- Bachelor of Arts in Social Sciences majoring in Public Administration and Political Science, (American University, Washington DC)

WORK EXPERIENCE:

- Human Resource Relationship Manager; Botswana Post,
- Human Resource Operations Manager; Citizen Entrepreneurial Development Agency,
- Assistant Manager Human Resource; Botswana Savings Bank
- Personnel Officer; Water Utilities Corporation
- Senior Personnel Officer; Directorate of Public Service Management
- Personnel Officer; Directorate of Public Service Management

Executive Management



Ms Julia Mokoti
Board Secretary

- Bachelor of Laws Degree, University of Botswana
- Certificate of Competence – Commercial Law Project, The International Senior Lawyers Project & The Botswana Law Society
- Introduction to Management, Institute Of Development Management
- FIDIC Conditions of contract, Module 2
- Risk management certificate

WORK EXPERIENCE:

- Chief State Counsel; Attorney General's Chambers of Botswana, Civil Litigation Division
- Lawyer, Magang & Co.
- Internship Helfer & Co.
- Internship, Toteng & Co.

Ms Boitumelo Mogaleemang
Manager, Internal Audit

- Master of Business Administration, University of Botswana
- Bachelor of Accountancy, University of Botswana
- Member- Institute of Internal Auditors Botswana (IIAB)
- Accounting Technician- BICA

WORK EXPERIENCE:

- Principal Auditor I, Office of the Auditor General (OAG)
- Principal Auditor II, Office of the Auditor General (OAG)
- Senior Auditor, Office of the Auditor General (OAG)
- Auditor I, Office of the Auditor General (OAG)
- Auditor II, Office of the Auditor General (OAG)
- Assistant Auditor, Office of the Auditor General (OAG)
- Temporary Accounts Clerk, Debswana Diamond Company (Orapa)
- Temporary Accounts Clerk- Botswana Agricultural Marketing Board (BAMB)
- Accounts Intern- Botswana Power Corporation (BPC)

Dr Gordon Mbongwe
Manager, Strategy

- PhD in Political Science at the University of Botswana.
- Master Degree in Public Administration (HRM) (UB);
- Master in Politics and International Relations (UB);
- B.Ed (Hons), (University of Cape Town).
- Professional Balanced Scorecard Practitioner Certificate from the Balanced Scorecard Institute (USA);
- Certificate in Performance Management (Kenya Institute of Administration, Nairobi, Kenya);
- Change Agent Training and Leadership Strategies (Catalyst) - The Performance Centre, Portland, Oregon, USA;
- Focused Leadership Experience (FLEX) - The Performance Centre, Portland, Oregon, USA.

WORK EXPERIENCE:

- Strategy and Organizational Development Manager for the Local Enterprise Authority (LEA);
- Attended the 29th Meeting of the ISO/ TC 176 drafting the ISO 9001:2015 Standard (2012): St. Petersburg, Russian Federation.
- Strategy Manager, Ministry of Health (MoH)
- District Performance Coordinator (Ministry of Local Government, Kweneng District).

12 BQA Business Model & Value Proposition



The Authority acknowledges the capital it uses and its interconnectivity in ensuring and informing the decision-making process and strategic direction.

The Authority's Value Creation Model (VCM) is intended to show the process of value creation and it comprises of five sections (Inputs, Business activities, Outputs, Outcomes and impact or shared value for stakeholders).

Value Proposition

Table: 3

Inputs	Business activities	Outputs	Outcomes	Impact/Shared value for stakeholder
Financial <ul style="list-style-type: none"> Subvention BQA Services Revenue 	<ul style="list-style-type: none"> Quality assurance of learning programmes 	<ul style="list-style-type: none"> P90,030,520 received in subvention. Generated income of P18,901,382 from Quality Assurance Services 	<ul style="list-style-type: none"> Funds are utilised efficiently to carry out Quality assurance services 	<ul style="list-style-type: none"> Global competitiveness of Botswana Appropriate skills and human and social development
Human <ul style="list-style-type: none"> Board – Over 40 years combined board and management experience. Employees – skills, talents, time, resources and know how 	<ul style="list-style-type: none"> Quality assurance of Education Training Providers 	<ul style="list-style-type: none"> Absentee rate..... % engaged staff Board training Staff costs P61,535,000. Delivery of BQA mandate as per the BQA Act. 	<ul style="list-style-type: none"> Career progression Retention of critical skill Employee wellbeing 	<ul style="list-style-type: none"> Sustainable economic development Continued delivery of the Authority's mandate in line with the Country's Vision 2036
Intellectual <ul style="list-style-type: none"> Internal controls Policies and procedures National Policies 	<ul style="list-style-type: none"> Maintaining the National Credit and Qualification Framework 	<ul style="list-style-type: none"> 35 reviewed and improved processes 5 policies developed and approved 	<ul style="list-style-type: none"> Intellectual knowledge-based organisation Improved efficiency in service delivery 	<ul style="list-style-type: none"> Committed and knowledgeable team
Manufactured <ul style="list-style-type: none"> Fixed Assets and IT Systems 	<ul style="list-style-type: none"> Evaluation of Qualifications 	<ul style="list-style-type: none"> Automation of processes 	<ul style="list-style-type: none"> Increased adoption of digitalization and transformation. Improved operational efficiency 	<ul style="list-style-type: none"> High standards in quality assurance of the education system
Social <ul style="list-style-type: none"> Employee engagement and motivation Partnerships and collaboration 	<ul style="list-style-type: none"> Registration and accreditation of Assessors 	<ul style="list-style-type: none"> Budget allocated to staff training and motivational activities MOU signed with stakeholders 	<ul style="list-style-type: none"> Improved stakeholder linkages Continuous Professional Development 	<ul style="list-style-type: none"> Improved standards of quality assurance of education system Improved confidence in the quality of the service offered by the authority
Natural <ul style="list-style-type: none"> Consumption of power, water, and natural resources at our offices 	<ul style="list-style-type: none"> Registration and accreditation of Moderators 	<ul style="list-style-type: none"> Reduced power and water consumptions 	<ul style="list-style-type: none"> Driving towards paperless operations 	<ul style="list-style-type: none"> Improved standards of quality assurance of education system

BQA Business Model & Value Proposition

Corporate Strategy

The EVOKE Strategy (2022-2025) was implemented after a review of the EVOKE Corporate Strategy (2020-2026) to align with the Botswana Qualifications Authority’s mandate. The EVOKE Strategy centers around three strategic themes: Organisational Renewal, Operational Efficiency, and Shaping BQA’s Future.

EVOKE	
Equity	<ul style="list-style-type: none"> i. Promote a culture of fairness, quality service, access for all learners. ii. Ensuring equity is seen across all levels of ETPs, Students, Faculty, and Governing bodies.
Vision	<ul style="list-style-type: none"> i. Education that supports learning and well-being. ii. Integrating education for sustainable development and use of indigenous Knowledge – disruptive technology for innovative minds. iii. Learners with characteristics and skills needed to succeed in the world. iv. Education and training for Success – Inspiring Learning Environments.
Outcome	<ul style="list-style-type: none"> i. Measuring quality and student success. ii. Expansion and strengthening collaboration with stakeholders to strategically support improved access and learner success. iii. Capitalize on the number of outreach activities and quality by regular, and sustainable working relationships. iv. More coordination to mitigate expectations that burden the organization.
Knowledge	<ul style="list-style-type: none"> i. Measuring students’ achievement and success. ii. Expand and strengthen collaboration with students to strategically support their engagement in their learning programmes. iii. Draw on collaborations to internally develop student success framework.
Engagement	<ul style="list-style-type: none"> i. Measuring students’ engagement through their feedback. ii. Promote learning programmes that foster resilience iii. Draw on collaborations to internally develop student success framework.

STRATEGIC GOALS

Achieve 100% registration of legacy qualifications for eligible learning programmes on to the NCQF in 12 months (by March 31, 2023)

Complete the turnaround of all properly submitted applications within 14 days.

STRATEGIC THEMES

1. Organisational Renewal

We will address the cultural issues, and put in place the requisite enablers, to develop a high-performing and engaged workforce.

2. Operational Efficiency

We will put in place the requisite processes, policies and technological enablers to ensure world-class (i.e efficient and timely) service delivery for our stakeholders.

3. Shaping BQA’s Future

We will manage the uncertainty surrounding BQA’s External environment and proactively engage with critical stakeholders in order to help shape the Authority’s future.

STRATEGIC OBJECTIVE

1. To enhance the performance culture
2. To improve leadership capability
3. To drive talent management

1. To create an open and consultative environment.
2. To improve service delivery through process and technology enhancement.

6. To adhere to the annual performance plan.
7. To play a proactive role in shaping BQA’s future operating environment and conditions.



BQA Business Model & Value Proposition

Strategic Objectives

Strategic projects 2022/23

The Authority has continued the implementation of the eight EVOKE strategic projects prioritized for the 2022/23 financial year. The Norms & Standards, Business Process Re-engineering, ERP Implementation, Talent Management and Succession Planning Strategy, Implementation of Organization Review Outcome, BQA Act and Regulations Review, Implementation of Cyber Security Framework and Auditing of Legacy Programs are currently ongoing and at different stages of implementation. The anticipated completion of these projects is by the end of the current financial year (2024/25) and will be reported in the 2024/25 Integrated Annual Report. Below is a synopsis of the project's status.

Table: 4

Name of Project	Status as at 31 March 2024	Upcoming project deliverables
Project - PR01: Norms & Standards Development	Draft Norms and Standards and Transition Guidelines developed.	<ul style="list-style-type: none"> Implementation to commence 2024-25. Update on implementation to be reported in the next financial year.
Project- PR02: Business Process Review	Final BPR project report submitted and approved by the Board.	<ul style="list-style-type: none"> Implement prioritized items from the BPR Action Plan. Update on implementation to be reported in the next financial year.
Project - PR03: Develop Talent Management and Succession Strategy & Plan	Final Project Report presented to Management.	<ul style="list-style-type: none"> Implementation will follow the completion of the Organisation Review project.
Project - PR04: ERP Implementation.	Contract awarded.	<ul style="list-style-type: none"> Validation of processes and development of SOUR is ongoing. Update on implementation to be reported in the next financial year.
Project - PR05: Implementation of Organizational Review Outcome	The project is at stakeholder consultation stages.	<ul style="list-style-type: none"> Project expected to complete by 2025/26
Project - PR06: BQA Act and Regulations Review.	Proposed amendments submitted to the Ministry of Education and Skills Development on December 14, 2024.	<ul style="list-style-type: none"> Regular follow-ups with the Ministry until submission to Parliament.
Project - PR07: Implementation of Cyber Security Framework.	Contract awarded. Project at Implementation stage.	<ul style="list-style-type: none"> Update on implementation to be reported in the next financial year.
Project - PR08: Auditing of Legacy Programs	Scoping stage.	<ul style="list-style-type: none"> Data analysis is ongoing to determine the number of legacy programmes due for audit. Update on implementation to be reported in the next financial year.

Organisational Performance

Strategic theme	Strategic Objectives	Performance Measures	Target	Unreported	Achieved	Not Achieved
Organisational Renewal	To enhance the performance culture.	% of Engaged Staff	60%	0 %	63 %	0%
		% of Staff Performance Ratings "Meets" or higher (Extended Management)	83%	0 %	62%	
		% of Staff Performance Ratings "Meets" or higher (All)	83%	0 %	76 %	
		% of Customers "Satisfied" and/or "Very Satisfied"	60 %	0 %	74.6%	0%
	To improve leadership capability.	% of respondents rating "Effective" and/or "Very Effective"	80%	0 %	25%	55%
		% of projects implemented on time and to specification	95 %	0 %	14 %	81%
	To drive talent management	% of vacancies filled by staff members	80 %	0 %	100 %	0%
		% attrition of top talent	<15%		N/A	
Operational Efficiency	To create an open and consultative environment.	% of Engaged Staff	60 %	0 %	63 %	
	To improve service delivery through process and technology enhancement.	% ERP System implemented	By Dec 2024.		N/A	
		% Cyber Security Framework implemented	By Dec 2024.		N/A	
		% adherence to SLAs (Service Level Agreements) for key services	90%		N/A	
Shaping BQA's Future	To adhere to the annual performance plan	% adherence to annual budget (Expenditure)	+/- 5% variance from expense budget.	0 %	85%	10 %
		% adherence to annual budget (Revenue)	+/- 5% variance from expense budget.	0 %	91%	4 %
		% of projects "On-track" (measured against time, budget and scope)	95%	0 %	14 %	81%
	To play a proactive role in shaping BQA's future operating environment and conditions	% of proposed amendments accepted	100%	0 %	0 %	100 %
		% of Stakeholders "Satisfied" and/or "Very Satisfied"	60 %			

Indicator	Target Achieved
	Target Achieved
	On Track
	Below Target
	Unreported

Legend

Organizational Performance
1. Target Achieved= 39% (5/13)
2. On Track = 23% (3/13)
3. Below Target = 23% (3/13)
4. Unreported =39% (5/13)

Performance Indicator	Achieved	Not Achieved	Ongoing	Unreported
Below 70%	3	-	-	-
71% - 89%	3	-	-	-
90% and above	5	-	-	-
	-	-	-	6



Stakeholder Management

Stakeholder Management

BQA is committed to strong, consistent, and transparent engagement, recognizing the value of proactive interactions with its key stakeholders. Our stakeholders include organizations and individuals who are directly or indirectly impacted by our actions and who, in turn, impact our operations.

Increasing our comprehension of their reasonable requirements, interests, and expectations helps us identify opportunities and risks, improves our approach to business operations, and enables us to adjust to changes in the social, technological, and regulatory spheres. One of our strategic objectives is to create an open and consultative environment, and this is done through stakeholder engagement.

An inclusive approach: consultation with stakeholders in developing and achieving an accountable and strategic response to sustainability.

Materiality: determining the relevance and significance of issues to both the Authority and its stakeholders. The materiality of issues concerns the legitimate interests and expectations of stakeholders in the context of the legal and strategic considerations of the business.

Responding appropriately: to stakeholder issues through decisions, actions and performance, and communication.

Through ongoing and appropriate stakeholder engagements, BQA strives to inform in an appropriate and timely manner, stakeholders of the implications and impacts of its activities in a fair and transparent manner.

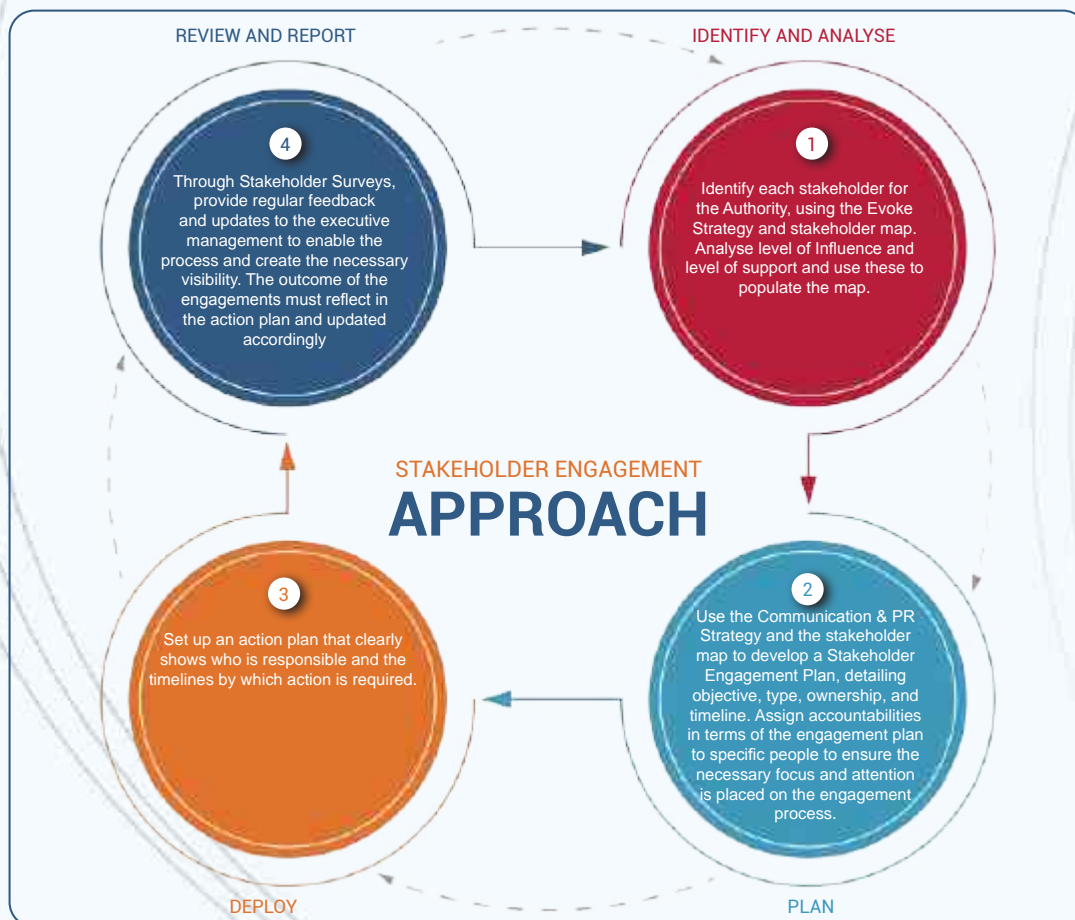
Responsibility for Stakeholder Engagement

The Office of the Chief Executive Officer, through the Communication & Public Relations Division, oversees BQA's stakeholder engagements and informs the Board of Directors of any material interactions. Formal and informal interactions with stakeholders occur continuously and are carried out by the office that is directly associated with the stakeholder.

Stakeholder Engagement Approach

In the context of creating long-term value for all stakeholders, BQA's engagement approach includes the following:

Figure: 1





Stakeholder Management

Figure: 2



This Power and Interest Matrix allows BQA not only to categorize stakeholders into current profiles, but also to define desired profiles, which help guide engagement strategies with different stakeholder groups.

Table: 6

Stakeholder Profile	Profile Description	Strategy	Means
Type A Manage Closely High Level of Power and a High Level of Interest	Highly influential in the decision-making process and capable of influencing the success or failure of the Authority. <ul style="list-style-type: none"> BQA Employees ETPs Business Botswana Media Learners Research Institute HRDC BEC SRC 	These are individuals or organizations that must be fully engaged, with significant efforts made to ensure their satisfaction.	Regular meetings, seminars, and workshops. Intensive communication including consultative meetings of major decisions and projects to be taken. Regular progress updates.
Type B Keep satisfied. High level of power but low level of interest.	Very experienced and knowledgeable about education matters. Not key decision makers but have indirect influence of decision-making process. <ul style="list-style-type: none"> Sponsors Professional Bodies Teachers/ Lectures Reviewers 	Include in consultative meetings for decision making over key initiatives. Sufficient effort is necessary to keep this group satisfied.	Consultative Meetings Workshops Website Social Media Annual Reports
Type C Keep informed. Low level of power but high level of interest.	Not key decision makers. Affected by the Authority decisions. Often large groups or communities can affect the success of the Authority by supporting or criticizing it. <ul style="list-style-type: none"> Public Tribal leaders Politicians Parastatals Youth Organisations Investors Suppliers 	Keep adequately informed/engaged. Gather feedback to ensure that no major issue arises. Highest communication effort during key decisions and projects.	Newsletters Media Surveys
Type D Monitor Low level of power and low level of interest.	Not key decision makers. <ul style="list-style-type: none"> Religious Organisations Law Enforcement Agency 	Monitor group. Only provide information when relevant.	Social Media Website Newsletter Exhibitions Mall activations

Stakeholder Management

During the year under review, the Authority undertook extensive stakeholder engagement initiatives to foster collaboration and enhance communication across various sectors. Stakeholders Consultative Meetings and workshops brought together key stakeholders such as Education Training Providers (ETP's), State Owned Enterprises (SOEs), professional bodies, learners and Business Botswana.

Furthermore, the Authority engaged the media, utilizing broadcast (radio), print, and digital platforms to disseminate information. Radio interviews and press briefings were conducted to ensure transparency and to keep the public informed about BQA 's Mandate, activities and achievements. Public education at fairs and exhibitions, such as the Consumer Fair, BHRDS Fair, and other notable events, along with engagement campaigns, were

conducted throughout the year under review.

Internally, the Authority maintained strong communication through channels such as the Segwana Newsletter, BITRIX, and Tekodiso (staff meetings). These platforms were instrumental in keeping the internal stakeholders well-informed about internal developments and updated on critical issues.

Additionally, BQA leveraged on digital and social media platforms to reach a wider audience and to facilitate continuous engagement with all stakeholders. This multi-faceted approach to stakeholder engagement underscores the Authority's commitment to fostering an inclusive and participatory environment, essential for the advancement of Botswana's educational framework.





Stakeholder Management



Internal Audit and Risk Management



Internal Audit

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

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

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

The following are key activities achieved in the 2023/24

- 83 % completion of the internal audit plan
- Supervision of the statutory and forensic audit investigations activities to ensure timely completion of the audits.
- The Risk and Audit Committee was regularly presented with quarterly reports from internal audit detailing identified control deficiencies, including financial controls. These reports prompted discussions about potential corrective actions to be undertaken by management.
- Facilitated the appointment of both External and Forensic auditors.

Risk Management

The Board approved the position of Risk Manager on 23 August 2023. The position was advertised, and the recruitment process is in progress. The function will assist the Risk and Audit Committee to effectively discharge its duties of risk management and advice the Board on the governance of risk. This will assist the Management to improve the performance across the organisation.



Operational Performance

Operational Performance

Performance Overview

Registration of Qualifications on the NCQF

In its execution of the mandate to register qualifications on the National Credit and Qualifications Framework, the Authority realizes some emerging trends and issues some of which will need attention. Among those are the following:

1. Transition of legacy learning programmes is nearing completion and the volumes of qualifications submitted to the Authority for registration has significantly reduced. The Authority will now be focusing on Maintenance of the NCQF starting from the 2024/2025 financial year going forward.
2. Some levels in the National Credit and Qualifications Framework (NCQF), particularly NCQF levels 1 and 2 in the TVET subframework, as well as NCQF Levels 1 to 4 in the General Education Subframework, do not have any qualifications registered against them as yet. This is concerning for the Authority since it impacts negatively on skills development at those Levels. The Authority will

mobilise and advocate for development and submission of qualifications at the identified levels for registration on the NCQF.

3. Some Fields of Learning like Mining have very minimal provision in terms of number of qualifications, yet it is very core to the economy of the country. Deliberate efforts will be made to engage the relevant stakeholders in the sector to develop qualifications for development of skills in different mining related disciplines.
4. The Technical and Vocational Education and Training Subframework is under-subscribed in terms of number of registered qualifications on the NCQF. Given that the majority of Secondary school leavers do not progress into Higher Education learning, it is critical to develop adequate number of qualifications at lower TVET levels to facilitate extensive skills development. The Authority will intensify advocacy for development and submission of TVET qualifications at lower levels of the NCQF to promote TVET and Skills development.

Registration of Qualifications since Inception

Table: 7

Field of Learning	Doctoral Degree	Master's Degree	Bachelor's Degree Honours	Post-Graduate Diploma	Post-Graduate Certificate	Bachelor's Degree	Diploma	Certificate V	Certificate IV	Certificate III	Grand Total
Agriculture and Nature Conservation	5	13	0	0	0	23	8	4	2	5	60
Business, Commerce and Management Studies	4	23	6	11	6	82	26	45	5	0	208
Culture, Arts & Crafts	0	2	6	0	0	15	10	12	2	6	53
Education and Training	19	23	0	6	1	27	9	6	0	0	91
Generic Skills	0	0	0	0	0	0	0	2	0	0	2
Health & Social Services	4	23	2	3	1	28	14	13	0	2	90
Humanities and Social Sciences	10	27	0	1	0	24	8	4	0	0	74
Information & Communication Technology	2	5	7	0	0	26	9	5	3	1	58
Law & Security	0	1	1	1	0	3	9	11	0	0	26
Manufacturing, Engineering and Technology	0	3	21	0	0	5	26	23	17	20	115
Mining	0	0	2	0	0	2	0	2	0	2	8
Natural, Mathematical and Life Sciences	6	8	12	1	0	24	0	0	0	1	52
Physical Planning and Construction	0	2	2	1	0	6	6	5	4	9	35
Services	0	0	2	0	0	3	11	10	6	2	34
Grand Total	50	130	61	24	8	268	136	142	39	48	906

Operational Performance



Registration of Qualifications on the NCQF for the year 2023/24

Table: 8

Row Labels	Doctoral Degree	Master's Degree	Bachelor's Degree Honours	Post-Graduate Diploma	Bachelor's Degree	Diploma	Certificate V	Certificate IV	Certificate III	Grand Total
Agriculture and Nature Conservation	1	2	0	0	1	2	2	1	0	9
Business, Commerce and Management Studies	3	4	2	1	3	2	4	0	0	19
Culture, Arts & Crafts	0	2	2	0	2	3	1	0	0	10
Education and Training	4	0	0	3	2	0	1	0	0	10
Health & Social Services	1	9	1	2	5	2	1	0	1	22
Humanities and Social Sciences	1	1	0	0	3	0	0	0	0	5
Information & Communication Technology	0	1	1	0	2	0	0	0	0	4
Law & Security	0	0	0	1	1	0	0	0	0	2
Manufacturing, Engineering and Technology	0	0	7	0	1	2	2	0	1	13
Mining	0	0	1	0	0	0	2	0	0	3
Natural, Mathematical and Life Sciences	3	5	0	0	2	0	0	0	0	10
Physical Planning and Construction	0	1	1	0	0	1	0	0	0	3
Services	0	0	1	0	0	1	2	2	0	6
Grand Total	13	25	16	7	22	13	15	3	2	116

The National credit and qualifications framework (NCQF) has been populated with 906 qualifications cumulatively since inception. During the reporting period, the Authority experienced a decline in registrations. Among the reasons for this decline is the fact that ETPs have registered qualifications and are now focusing on the development of learning programs for these qualifications. Another contributing factor to the decline is that some qualifications are due for review as they have expired, and some are about to expire. The Authority is working on reviewing the expired qualifications so as to renew their registration on the NCQF.

Operational Performance



Quality Assurance

Registration and Accreditation of ETPs and Awarding Bodies

During the reporting period, the quality assurance activities that were conducted included:

- Registration and Accreditation of Education and Training Providers (ETPs),
- Registration and Accreditation of Awarding Bodies,
- Registration of Consultancies,
- Accreditation of learning programs under the Higher Education and Technical and Vocational Education and Training (TVET) sub-frameworks..

Registration and Accreditation of Education and Training Providers (ETPs)

During the reporting period, the Authority received a total of seventeen (17) applications for Registration and Accreditation of ETPs. Out of the seventeen (17), ten (10) were registered and accredited as shown in the table below;

Table 9: Registered and Accredited Education and Training Providers (ETPs)

ETPs Registered and Accredited by Quarter and Category		
	Public	Private
Q1	1	1
Q2	1	3
Q3	2	2
Q4	0	0
Total	4	6

Seven (07) applications were still at various stages of processing. The Authority has been noting a decrease in the number of applications for Registration and Accreditation of ETPs in recent years. This is because the focus is now on the Registration of Qualifications and Accreditation of Learning Programmes.

Registration of Consultancies

The Authority registered 153 consultancies during the reporting period as shown in the table below;

Table 10: Registered of Consultancies

Q1	5
Q2	77
Q3	48
Q4	23
Total	153

In 2021, the Authority suspended receipt of applications for Registration and Accreditation of Consultancies. The decision was taken to review the standard and processes for processing these applications to further enhance the alignment of the service to the mandate of the Authority. The Authority resumed receiving applications for Registration of Consultancies as of 15 May 2023.

Operational Performance



Accreditation of Learning Programmes

The table shows the learning programmes accredited during the reporting period by learning programme type

Table 11 Accredited Learning Programmes

Learning Programme Type	2023					2024					Grand Total		
	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan		Feb	Mar
Certificate I	0	0	0	0	0	0	0	0	0	0	1	0	1
Certificate III	2	15	15	0	0	1	1	0	2	0	3	0	39
Certificate IV	0	0	1	0	0	0	1	1	1	0	4	0	8
Certificate V	8	4	6	7	2	6	0	3	7	0	5	0	48
Diploma	0	3	6	4	0	7	1	18	7	0	14	3	63
Bachelor's Degree	6	6	6	8	2	15	14	16	14	1	23	1	112
Bachelor's Degree Honours	0	1	0	0	0	0	3	0	1	0	0	0	5
Post Graduate Certificate	0	0	0	0	0	0	0	0	3	0	0	0	3
Post Graduate Diploma	0	1	2	0	0	7	2	0	2	0	0	0	14
Master's Degree	2	6	6	5	0	15	10	0	11	0	5	1	61
Doctoral Degree	5	1	8	2	0	6	2	0	2	0	3	0	29
Grand Total	23	37	50	26	4	57	34	38	50	1	58	5	224

Education and Training Providers transitioned learning programmes that were offered in the Legacy system to the NCQF.

Table 12 presents data on 460 Legacy Learning Programmes which the Authority transitioned into the NCQF.

Table 12: Transitioned Learning Programmes into the NCQF

Category of Legacy Learning Programme	TVET	HE	Total
Submitted Learning Programmes	153	387	540
Accredited Learning Programmes	146	314	460
Applications that were being processed	7	71	78
No Submission	-	-	-

As seen in table 12, although the transition deadline has long passed, there are still a significant number of applications (78) being processed. This is because Public ETPs, which had a larger proportion of legacy learning programmes submitted their learning programmes after the set transitional deadline.

The Authority has adopted the following principles regarding the enrolment of learners in the legacy learning programmes while the Authority works on clearing the remaining applications.

Education and Training Providers will be allowed to enrol learners in:

- a. Learning Programmes in
 - (i) Registered,
 - (ii) Full Accreditation and
 - (iii) Provisional Accreditation statuses.
- b. Learning Programmes in the Approved status, provided there is a qualification registered on the NCQF, and the application for accreditation of learning programmes leading to the registered qualification submitted to the Authority is still being processed.
- c. Learning Programmes leading to Professional Qualifications which are on
 - (i) Registered,
 - (ii) Full Accreditation and
 - (iii) Provisional
- d. Accreditation status, provided the qualifications have been endorsed.

Operational Performance

Evaluation of Qualifications

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

Applications for Evaluation of Local Qualifications

During the year under review, the Authority received a total of 389 applications for evaluation. Of these, 299 were evaluated, 29 were incomplete and closed, and 61 remained pending.

Table 14: Local Qualifications Received for Evaluation

	2023/24
Qualifications Brought Forward from previous year	45
Qualifications Received during the year under review	344
Total	389
Qualifications Evaluated	299
Closed applications	29
Pending as at 31 March 2024	61

Applications for Evaluation of External qualifications

During the year under review, a total of 514 external qualifications were evaluated.

The Authority received a total of six hundred and ninety five (695) applications for evaluation. Of these, five hundred and fourteen (514) were evaluated, forty nine (49) were incomplete and closed, and one hundred and thirty two (132) were pending.

Table 15: External Qualifications Received for Evaluation

	2023/24
Qualifications Brought Forward from previous year	69
Qualifications Received	626
Total	695
Qualifications Evaluated	514
Closed applications	49
Pending as at 31 March 2024	132

Evaluation of Qualifications by Countries of Origin

In the year 2023/24, most of the external qualifications evaluated (514) were from United Kingdom (22%) followed by South Africa (17%), India (15%), Zimbabwe (10%) and China (8%) and the rest were distributed sparingly across other parts of the world. Most qualifications are from United Kingdom, South Africa and Zimbabwe because some local Education and Training Providers are affiliated to institutions and/or awarding bodies in the three countries. The evaluated external qualifications were distributed as shown in Table 15.

Operational Performance



Table 16: Evaluated External Qualifications by Countries of Origin

Country of Origin	Number of Qualifications Evaluated	Percentage to the nearest %
Australia	17	3
China	41	8
India	76	15
South Africa	86	17
United Kingdom	111	22
United States	13	3
Zambia	13	3
Zimbabwe	51	10
Other Countries	110	21

Challenges in the Evaluation of Qualifications and Mitigation

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

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



Human Resource **Management**



Human Resource Management



The Human Resource function manages talent, employee benefits, learning and development, labour relations and wellness in the workplace. Fundamental to our function is the realisation that the BQA mandate requires competent, skilled and highly engaged employees. We endeavour to create a work environment that recognizes its workforce and the need to nurture and support them. Our people management report focuses on the key performance indicators for the Authority’s workforce, which are monitored monthly and quarterly.

Human Resource Function Statistics

The report includes statistics on the following items: approved complement vs. headcount, vacancies by level, attrition rates, staff turnover, position levels by gender matrix, performance management, learning and development, labor relations, and Human Resource policies.

Complement Vs Head Count

For the period under review, the approved BQA organisational structure staff complement against head count was as below;

Figure: 3 Approved Complement Vs Head Count



The graph above presents an analysis of approved staff complement against headcount as well as the vacancies status over the reporting period. It is worth noting that the Authority has been operating below its full approved complement which negatively impacted the service delivery. The Authority has prioritized the most critical positions to fill and frozen recruitment due to the ongoing Organizational Review Project.

Human Resource Management

Vacancies by Levels

Figure 4: Vacancies by levels

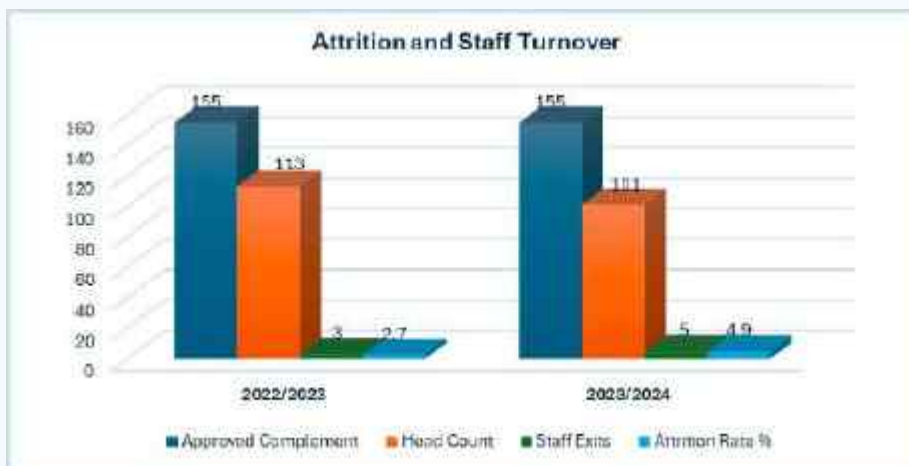


The above graph depicts vacancies by levels, and it shows that across the Authority Officers have the highest vacancy rate.

Attrition Rate and Staff Turnover

Attrition rate is defined as the number employees who leave an organisation during a specified time period divided by the average total number of employees over same time period. Employee attrition is the unexpected or unpredictable reduction in the workforce due to employee turnover for various reasons such as resignation, retirement, end of contract, dismissal or death.

Figure 5: Attrition and Staff Turnover



For the financial year ending 31 March 2024, the attrition rate stood at 4.9% compared to 2.7 % recorded in the previous year: thus, a significant increase of 2.2%. A further analysis of the attrition statistics shows that Officers have a high turnover rate compared to Executive and Managers.

Generally, in line with best practice, attrition rate of less than 10% signifies a healthy status and therefore not a cause for alarm. Although 4.9% seem insignificant, employee turnover across board is worrisome and has a negative impact on the Authority's attainment of



Human Resource Management

strategic goals, especially if those positions are mission critical and remain vacant for a longer period.

Reasons for Staff Exits

The reasons for staff turnover included amongst others; resignations for greener pastures due to uncompetitive remuneration packages, retirement, and end of employment contract.

In response to addressing staff turnover, the Authority has developed Talent Management and Succession Planning Strategy to ensure a robust and sustainable approach to identifying, developing, and retaining top talent to drive organizational success.

The Authority is also undergoing organisational review which is aim at assisting the Authority in aligning its human resource and process requirements to its Corporate Strategic Plan. The two (2) projects will ultimately allow the Authority to determine whether the current structure is fit for delivering our mission, and establish how well BQA is performing, and what steps can be taken to improve how we deliver for impact.

Position Levels by Gender

Figure 6: Position levels by gender matrix



The above graph represents position levels against or by gender matrix and it shows that across all levels the Authority has more females; sixty-seven (67%) than males who represent thirty-four (34%).

Performance Management

During the period under review, the Human Resource Department recorded the below performance of the organisation against employees.

Figure 7: Performance of the organisation against employees



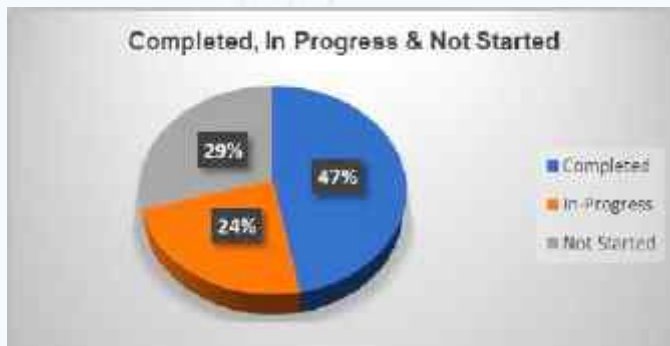
Human Resource Management

The Authority experienced low uptake of the performance management system resulting in late contracting and submission of performance assessments.

In the next financial year 2024-2025, prior to contracting, there will be PMS Awareness Sessions and cascading across Departments to refresh employees on performance management to ensure proper alignment of objectives to organizational strategy.

Learning & Development Plan Status

Figure 8: Completed, In Progress and Not started



Expenditure Vs Remaining Budget

The learning and development budget was approved at P1,000,000.00 and as of 31st March 2024, P 875,614.94, or 87.6% of the budget had been utilized.

Figure: 9 Expenditure Vs Remaining Budget



Leadership Development Programmes

The Authority identified Leadership Development Programmes for the two executives (CEO and Deputy CEO) aimed at equipping leaders with the required business, leadership and change management acumen needed to cope with and respond to the challenging business environment.

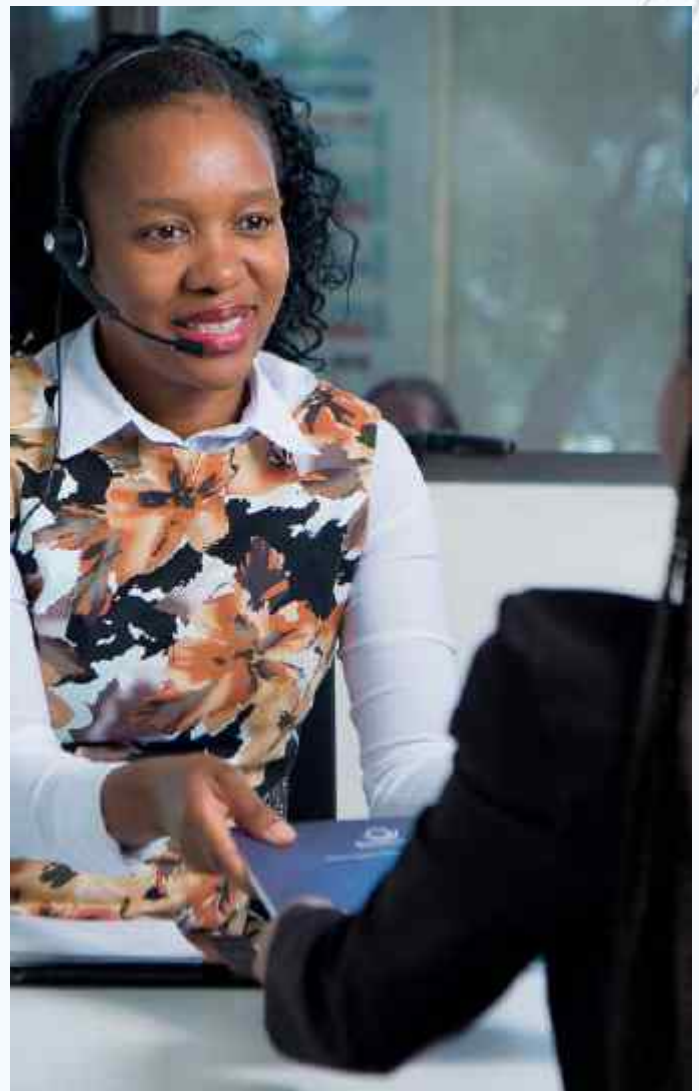
One executive (CEO) has successfully completed the programme in November 2023. The other executive will enrol for the programme in the next fiscal year 2024-2025.

Industrial Relations Update

For the period under review, the Authority had not registered any trade disputes or had any disciplinary cases compared to the previous year which recorded three (3) cases. The Authority continues to engage the Trade Union on issues affecting the welfare of employees and other mutual benefit.

Human Resource Policies

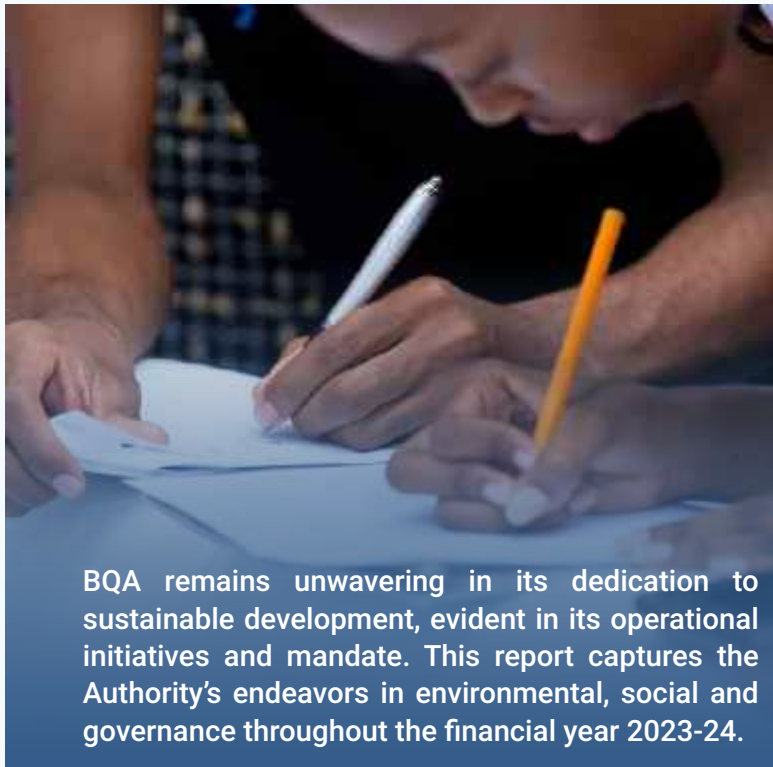
The Authority has developed HR policies, including review of the Staff General Conditions of Service to provide guidance to employees. Following approval, implementation of the policies would assist in minimizing risks, reduce workplace disputes and keep abreast of labour law and implementation of fair employment practices. The development of such policies also shows the Authority's commitment to corporate governance.





Sustainability

11 Sustainability



BQA remains unwavering in its dedication to sustainable development, evident in its operational initiatives and mandate. This report captures the Authority's endeavors in environmental, social and governance throughout the financial year 2023-24.



The Authority also actively engages with stakeholders through various initiatives. This year, the Authority has extended support to organizations like the Botswana Council for the Disabled, Botswana Tourism Organisation, and UB Foundation as part of its CSR endeavors.

These engagements, which included discussions with key figures such as Ms. Elizabeth Bonolo Khumotaka, Permanent Secretary of the Ministry of Education and Skills Development, emphasize the importance of sustainability in education and underlines BQA's dedication to fostering strong stakeholder relations and promoting sustainable development.

Environmental

BQA also maintains back up water storage tanks to ensure that there is business continuity in the event of water shortages and cuts. Further to this the Authority put in place measures that ensure proper clinical waste management for sanitary waste. BQA's dedication to a secure and sustainable digital environment is underscored by robust measures against phishing attacks, safeguarding sensitive data and upholding the integrity of our IT infrastructure. The Authority has taken steps to automate processes and go paperless in its operations.

Social

BQA is deeply committed to community engagement and development. This is achieved through events like the BHRDS Skills Fair & Career Clinics, where the focus is on fostering transparency and integrity in education to encourage responsible decision-making among prospective learners. BQA also participated in Diacore Gaborone Marathon-2024, as a means of supporting and promoting social cohesion and well-being within its workforce and the broader community.

Governance

The Authority has an internal audit function which is intended to evaluate and assess the adequacy and operational effectiveness of the internal control system. The Board and Management are committed to remedy the deficiencies identified by Internal Audit.

The Authority will commence evaluation of Board Committees to support improvement in committee's performance and effectiveness.

BQA also ensures integrity and accountability across its operations through regular ethics and compliance training for stakeholders. The implementation of a robust risk management framework, coupled with regular audits, ensures regulatory compliance and enhances organizational resilience.

12 Governance and Remuneration



Board Structure and its Composition

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

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

As of March 31, 2024, the Board had nine members, leaving three vacancies. 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 Education and Skills Development.

Board Meetings

The Board shall meet at least four (4) times a year as per the statutory requirements. The role of the Board is to set strategic direction, approve key policies and budgets, monitor and implement the approved strategic objectives through periodic reports by Executive Management. In 2023/24, the Board held six(6) meetings in total, four (4) were quarterly and two (2) were special meetings.

Declaration of Interest

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

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

Code of Conduct and Ethics

The Board has a Code of Ethics that ensures commitment to the highest level of integrity in corporate decisions and the way in which the Authority conducts its entire business. The Board and employees of the Authority are required to always conduct themselves according to the highest ethical standards.

Board Remuneration

The Board is remunerated at rates prescribed by the Government of Botswana.

Board Evaluation

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

The objective of the evaluation is to ensure measurement of the Board's performance, efficiency, and effectiveness. Board members were assessed during the financial year that ended 31st March 2024 by an independent service provider. Members of Board Committees were not assessed as the term for most members was ending on 31st March 2024.

Statutory Requirements Compliance

In terms of Section 25(1) of the BQA Act, the Authority shall within six (6) months after the financial year, or within such longer period as the Minister may approve, submit the Annual Report. BQA was non-compliant in submitting the Annual Report within the required six-months period. This was due to the Authority moving from Annual Reporting to integrated reporting.



Governance and Remuneration

Delegation

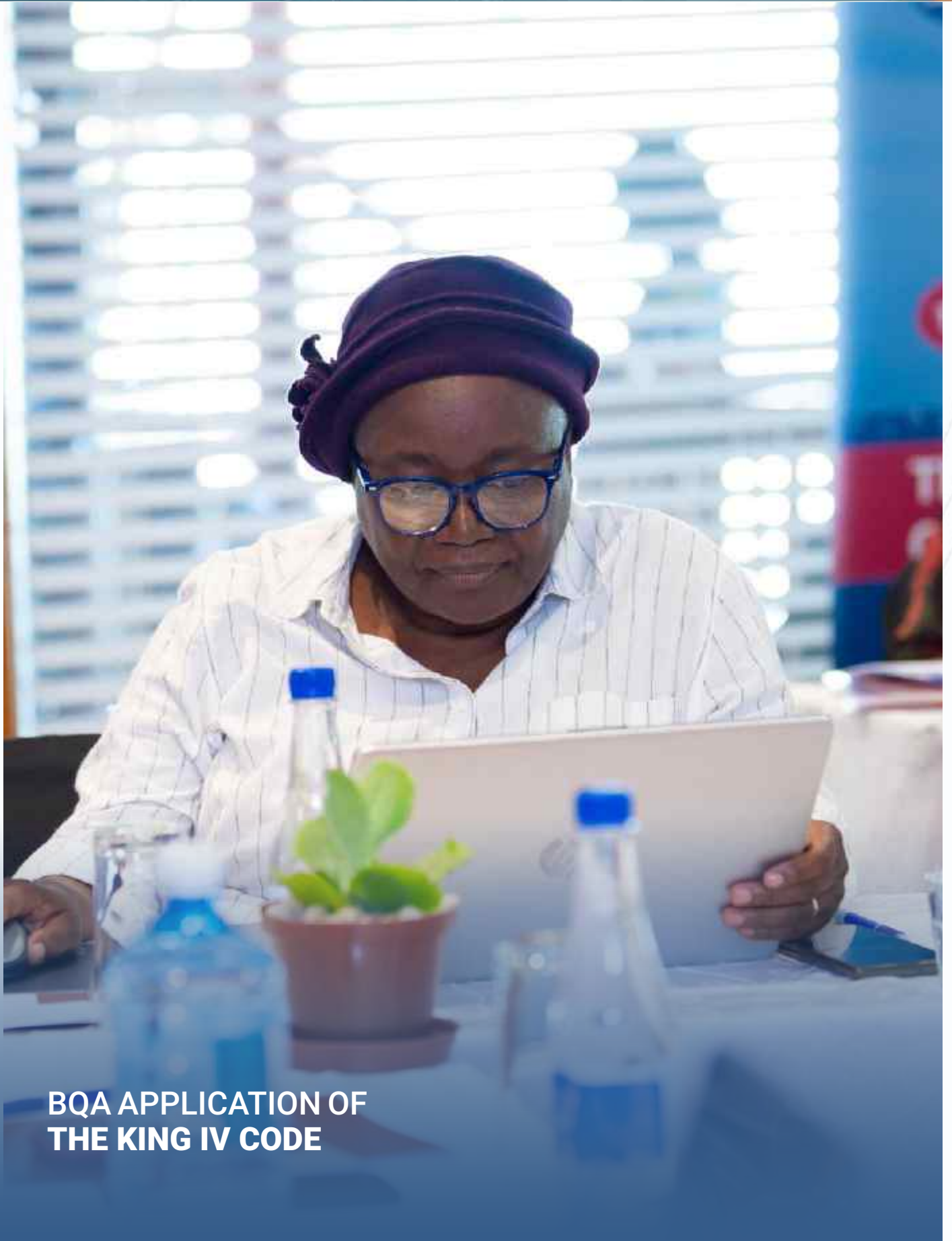
The Board has delegated the day to day management of the affairs of the Authority to the Chief Executive Officer who consequently is accountable and reports quarterly to the various governance structures.

BQA Governance Framework

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

Table: 17

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



BQA APPLICATION OF THE KING IV CODE

Governance and Remuneration

Applying and explaining

The Botswana Qualifications Authority Board adopted **KING IV™** on the 27 September 2022, which requires an **“Apply AND Explain”** approach to disclosure, as opposed to King III™ which was ‘Apply or Explain’. The application of the principles is assumed, and an explanation is disclosed on the practices that have been implemented and how this supports achieving the associated governance principle. For matters not yet fully implemented, the Board has provided a binding action plan 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™ CORPORATE GOVERNANCE REPORT

PRINCIPLE & APPLICATION	HOW BQA APPLIED THIS PRINCIPLE	REFERENCE MATERIAL
<p>Principle 1:</p> <p>The governing body should lead ethically and effectively</p> <p>Recommended Practice</p> <p>The Board Members should conduct the business of the affairs of the Authority in a transparent manner, holding each other accountable for their actions.</p>	<p>Members of the Board and Committees disclose conflict of interest at every meeting of the Board before making decisions.</p> <p>The Conflict of interest is recorded in the minutes of the Board and Committees.</p> <p>The Board or Committees make decisions on the participation of the member who has declared a presence of conflict of interest.</p> <p>Action Plan</p> <ul style="list-style-type: none"> The Board is in the process of adopting a Conflict of Interest Policy by September 2024 	<ul style="list-style-type: none"> Conflict of Interest register Minutes of the Board and Committees
<p>Principle 2:</p> <p>The governing body should govern the ethics of the organisation in a way that supports the establishment of an ethical culture</p> <p>Recommended Practice</p> <p>The Board should set the tone at the top and is responsible for monitoring the governance and ethics of the Authority.</p>	<p>The Board has approved policies to ensure an ethical environment.</p> <p>In the quarter under review, there has not been any disciplinary matter that could indicate a breach of ethical conduct for staff nor has there been a complaint against the ethical conduct of a Board member.</p> <p>The provisions of the BQA Ethics and Business Conduct for Board members have not been invoked against any Board member.</p> <p>Action Plan</p> <ul style="list-style-type: none"> BQA has plans to approve a Code of Ethics and Business Conduct for Board Members by November 2024 	<ul style="list-style-type: none"> Board Charter BQA General Conditions of Service (Code of Conduct for staff)



Governance and Remuneration

KING IV™ CORPORATE GOVERNANCE REPORT Continues..

PRINCIPLE & APPLICATION	HOW BQA APPLIED THIS PRINCIPLE	REFERENCE MATERIAL
<p>Principle 3:</p> <p>The governing body should ensure that the organisation is seen to be a responsible citizen.</p> <p>Recommended Practice</p> <ul style="list-style-type: none"> • Get the direction for good corporate citizenship, including compliance with the Constitution, laws, standards and own policies and procedures, as well as congruence with the organisation's purpose, strategy and conduct. • Oversee and monitor (using agreed performance indicators and targets) the organisations status as a good corporate citizen in such areas as the workplace, economic behaviours and results, societal and environmental impacts • Disclose how corporate citizenship is managed, current and future focus areas, monitoring measures and how corporate citizenship outcomes are addressed 	<p>Management has been spearheading Corporate Social Responsibility (CSR) activities, this includes support to;</p> <ul style="list-style-type: none"> • Botswana Council for the Disabled • The Broadcasters Organisation (TBO) • UB Foundation • The 4th Annual Engineering Forum <p>The Board approved the Corporate Strategy of the Authority that espouses the values of a responsible corporate citizen.</p> <p>The Board itself deals with matters of ensuring that the organization is and is viewed as a responsible citizen.</p> <p>The Board has approved a BQA Strategy Document for the year 2022-2025 and monitors its implementation. The Strategy is a Public Document shared on the BQA website</p>	<ul style="list-style-type: none"> • EVOKE Corporate Strategy Document 2022 -2025 • Annual Performance Plan
<p>Principle 4:</p> <p>The governing body should appreciate that the organisation's core purpose, its risk and opportunities, strategy, business model, performance and sustainable development are inseparable elements of the value creations process.</p> <p>Recommended Practice</p> <p>The governing body ensures that it approves the policies and operational plans developed by management to give effect to the approved strategy. The governing body has delegated to management the responsibility to implement and execute the approved policies and operational plans while the governing body exercises oversight.</p>	<p>The Board assumes responsibility for organisational performance by steering and setting the direction for the realisation of the organisation's core purpose and values through its strategy.</p> <p>The formulation and development of the organisation's short, medium and long-term strategy is delegated to Management for formulation and same is approved by the Board.</p> <p>Action Plan</p> <ul style="list-style-type: none"> • BQA Board plans to approve Enterprise Risk Management Policy by September 2024. • The BQA Board plans to approve the CEO Delegation Policy and Matrix by September 2024. • The BQA Board plans to approve further delegation of approval of NCQF Levels to Management by September 2024. 	<ul style="list-style-type: none"> • BQA Board Charter • Botswana Qualifications Authority's Act • EVOKE strategy Document 2022-2025

Governance and Remuneration

KING IV™ CORPORATE GOVERNANCE REPORT Continues..

PRINCIPLE & APPLICATION	HOW BQA APPLIED THIS PRINCIPLE	REFERENCE MATERIAL
<p>Principle 5:</p> <p>The governing body should ensure that reports issued by the organization enable stakeholders to make informed assessment of its performance and its short-medium- and long-term prospects</p> <p>Recommended Practice</p> <p>[The governing body oversees that the organisation issues an integrated report at least annually.</p> <p>The governing body oversees that the following information is published on the organisation's website, or on other platforms or through other media as is appropriate for access by stakeholders:</p> <ul style="list-style-type: none"> -Corporate governance disclosures required in terms of this Code (refer to Part 3: King IV Application and Disclosure for more detail). -Annual financial statements and other external reports.] 	<p>The BQA Board assumes responsibility for the organisation's reporting by setting the direction for how it should be approached and conducted. (including reporting standards) to be used, taking into account legal requirements and the intended audience and purpose of each report.</p> <p>The governing body oversees those reports such as the annual financial statements, sustainability reports, or other online or printed information or reports are issued, as is necessary, to comply with legal requirements, and/or to meet the legitimate and reasonable information needs of material stakeholders.</p> <p>Integrated Reports are published annually on BQA website.</p>	<ul style="list-style-type: none"> • Annual integrated Reports • Botswana Qualifications Authority Act
<p>Principle 6</p> <p>The governing body should serve as the focal point and custodian of corporate governance in the organization</p> <p>Recommended Practice</p> <p>[The governing body exercises its leadership role by:</p> <ul style="list-style-type: none"> • steering the organisation and setting its strategic direction. • approving policy and planning that give effect to the direction provided. • overseeing and monitoring of implementation and execution by management; and • ensuring accountability for organisational performance by means of, among others, reporting and disclosure. 	<p>The Board has exercised its leadership role by:</p> <ul style="list-style-type: none"> • steering the organisation and setting its strategic direction. • approving policy and planning that give effect to the direction provided. • overseeing and monitoring of implementation and execution by management; and • ensuring accountability for organisational performance by means of, among others, reporting and disclosure. <p>Action Plan</p> <p>The Board intends to include the Chief Executive Officer in all meetings of the Board from November 2024, except where she is personally conflicted, or where the meeting is the annual Non-Executive Board Members. The Board acknowledges that it has been excusing the Chief Executive Officer from some meetings of the Board without stating reasons for such and where the CEO is excluded, reasons will be given.</p>	<ul style="list-style-type: none"> • EVOKE Strategy 2022-2025 • Board Charter

Governance and Remuneration

KING IV™ CORPORATE GOVERNANCE REPORT Continues..



PRINCIPLE & APPLICATION	HOW BQA APPLIED THIS PRINCIPLE	REFERENCE MATERIAL
<p>Principle 7</p> <p>The governing body should comprise of the appropriate balance of knowledge, skill, experience, diversity, and independence for it to discharge its governance role and responsibility objectively and effectively.</p> <p>Recommended Practice</p> <p>The governing body should consist of an appropriate balance of knowledge, skills, experience, diversity, and independence to objectively and effectively discharge its governance role and responsibilities.</p>	<p>The Board could not fully apply this principle by assuming responsibility for its composition by setting the direction and approving the processes for it to attain the appropriate balance of knowledge, skills, experience, diversity and independence to objectively and effectively discharge its governance role. The appointments of Board Members are by law done by the Minister of Education and Skill Development.</p> <p>Because of the appointments are by law done by the Minister, the Board could not on its own motion.</p> <ul style="list-style-type: none"> - promote diversity in its membership - set targets for race and gender representation in its membership. <p>The principles were however achieved by the Minister in his appointment of Board Members.</p> <p>The Chair of the governing body is independent.</p> <p>The Board has eight women and three men.</p> <p>Action Plan</p> <p>The Board plans to approve a policy aimed at enhancing the diversity of its membership, in consultation with the Minister, by November 2024.</p>	<ul style="list-style-type: none"> • Botswana Qualifications Authority Act • Board Charter
<p>Principle 8</p> <p>The governing body should ensure that its arrangement for delegation within its own structures promote independent judgment and assist with balance of power and the effective discharge of its duties</p>	<p>The BQA Board has delegated authority to committees, as outlined in formal Committee Charters, which are reviewed and approved annually by the Board.</p> <p>Action Plan</p> <p>The Board has observed that the Appeals Committee consists of the same members of the Board who would have partaken in the decision making, to ensure independent judgment and assist with balance of power.</p> <ul style="list-style-type: none"> • The Board shall delegate further to Management and the Board Committees by November 2024. • The Board shall re-constitute its Committees and terms of references by November 2024 	<ul style="list-style-type: none"> • Botswana Qualifications Authority Act • Board Charter • Quality Assurance Committee Charter • Qualifications Framework Maintenance Charter. • Risk and Audit Committee Charter • Human Resource Committee Charter • Finance Committee Charter • Appeals Committee Charter

Governance and Remuneration
KING IV™ CORPORATE GOVERNANCE REPORT Continues..

PRINCIPLE & APPLICATION	HOW BQA APPLIED THIS PRINCIPLE	REFERENCE MATERIAL
<p>Principle 9</p> <p>The governing body should ensure that the evaluation of its own performance and its committee, its Chair, and its individual members, support continued improvement in its performance and effectiveness</p> <p>Recommended Practice</p> <p>Appoint a lead independent director if there is no one to lead the evaluation of the chair.</p> <p>Ensure that every two years an externally facilitated performance evaluation (or one not in accordance with the approved methodology of the governing body) is conducted on itself, its committees, its chair and individual members; and every alternate year reflect on the performance of itself, its committee, its chair and its members.</p> <p>Disclose a description of the performance evaluations, scope, formality, whether or not externally facilitated, an overview of results and remedial actions, whether it is satisfied that it is improving its performance and effectiveness.</p>	<p>The Board has not applied this principle. The Board has not assessed its performance.</p> <p>The Performance of the Chair has not been assessed.</p> <p>Action Plan</p> <ul style="list-style-type: none"> • The Board will engage the services of an External Facilitator to develop a methodology for assessment for the Board by November 2024. • The Board appoints an independent Board Member to assess the performance of the Chairperson by March 2025. • The Board to evaluate its own performance by March 2025 	<ul style="list-style-type: none"> • Board Charter • Quality Assurance Committee Charter • Qualifications Framework Maintenance Charter. • Risk and Audit Committee Charter • Human Resource Committee Charter • Finance Committee Charter • Appeals Committee Charter
<p>Principle 10</p> <p>The governing body should ensure that the appointment of, and delegation to, management contributes to role clarity and the effective exercise of authority and responsibility.</p>	<p>The Board has appointed the CEO who is responsible for leading the implementation and execution of approved strategy, policies and operational planning, and serves as the chief link between Management and the Board</p> <p>The CEO is accountable, and reports to the Board. The CEO and the Board have agreed that that the CEO should not take up additional professional positions, including membership of other governing bodies outside the organisation.</p> <p>The Board is yet to approve the succession plan for the Authority including for the CEO.</p> <p>Action Plan</p> <ul style="list-style-type: none"> • The Board shall delegate further to the CEO through a delegation Policy to be approved by December 2024 • The Board shall delegate to the CEO some regulatory activities which due to their nature require decisions to be made within 14 days. 	

Governance and Remuneration

KING IV™ CORPORATE GOVERNANCE REPORT Continues..



PRINCIPLE & APPLICATION	HOW BQA APPLIED THIS PRINCIPLE	REFERENCE MATERIAL
<p>Principle 11</p> <p>The governing body should govern risk in a way that supports the organization in setting and achieving strategic objectives.</p> <p>Recommended Practice</p> <p>Treat risk as integral part of decision making and adherence to duties, approve risk policy, evaluate and agree the risks it is prepared to take (i.e. risk appetite and risk tolerance levels)</p> <p>Delegate to management risk management implementation</p> <p>Oversee the risk management (including assessment of risks and opportunities in relation to the triple context and use of 6 capitals, achievement of objectives, dependency on resources as well as the risk responses, business continuity and culture of the organization)</p>	<p>The Board has not fully applied this principle. However, the board treats risk as integral to the way it makes decisions and executes its duties.</p> <p>The Board is yet to evaluate and agree on the nature and extent of the risks that the organisation should be willing to take in pursuit of its strategic objectives.</p> <p>The Board exercises ongoing oversight of risk management.</p> <p>Action Plan The Board will by November 2024 approve in particular:</p> <ul style="list-style-type: none"> • the organisation's risk appetite, namely its propensity to take appropriate levels of risk; and • the limit of the potential loss that the organisation has the capacity to tolerate. • Appointment of a Risk Manager 	<ul style="list-style-type: none"> • Board Charter • Risk and Audit Charter
<p>Principle 12</p> <p>The governing body should govern technology and information in a way that supports the organization setting and achieving its strategic objectives</p> <p>Recommended Practice</p> <p>The governing body has assumed responsibility for the governance of technology and information by setting the direction for how technology and information should be approached and addressed in the organisation.</p>	<p>The Board has approved the Information Technology (IT) Security Policy.</p> <p>The Board drives the strategic objectives that speak to utilization of ICT facilities.</p> <p>The Board is driving the Authority to a paperless status.</p> <p>The Board has reduced paper usage for its meetings by limiting the distribution of physical documents to members.</p> <p>The Board ensures that the use of ICT facilities is safe.</p> <p>Action Plan</p> <ul style="list-style-type: none"> • Digital signatures will be in place by June 2024 for all Board members. • By December 2024 the use of Laptops / Notepads by all members of the Board and staff should not be a privilege but a need. 	<ul style="list-style-type: none"> • IT Security Policy

Governance and Remuneration

KING IV™ CORPORATE GOVERNANCE REPORT Continues..

PRINCIPLE & APPLICATION	HOW BQA APPLIED THIS PRINCIPLE	REFERENCE MATERIAL
<p>Principle 13</p> <p>The governing body should govern compliance with applicable laws and adopted non-binding rules, codes and standards in a way that supports the organization being ethical and a good corporate citizen.</p>	<p>The governing body has assumed responsibility for the governance of compliance with applicable laws and adopted, non-binding rules (King IVTM, codes and standards by setting the direction for how compliance should be approached and addressed in the organisation.</p> <p>The Board has delegated to Management responsibility for implementation and execution of effective compliance management.</p> <p>Action Plan The Board will approve a code of ethics and Business conduct for members in September 2024.</p>	<ul style="list-style-type: none"> • King IVTM • Board Charter
<p>Principle 14</p> <p>The governing body should ensure that the organization remunerates fairly, responsibly, and transparently to promote the achievement of strategic objectives and positive outcomes in short, medium, and long term.</p>	<p>The Board has not yet applied this principle. The Board is yet to approve the remuneration policy, this has been deferred to await the organizational restructuring.</p>	
<p>Principle 15</p> <p>The governing body should ensure that assurance services and functions enable an effective control environment and that these support the integrity of information for external decision making and of the organization's external reports</p>	<p>The BQA Board has delegated to the Risk and Audit Committee, the responsibility for overseeing that and achieving the following objectives:</p> <ul style="list-style-type: none"> • Enabling an effective internal control environment. • Supporting the integrity of information used for internal decision-making by management, the governing body and its committees. • Supporting the integrity of external reports. 	

Governance and Remuneration

KING IV™ CORPORATE GOVERNANCE REPORT Continues..



PRINCIPLE & APPLICATION	HOW BQA APPLIED THIS PRINCIPLE	REFERENCE MATERIAL
<p>Principle 16</p> <p>In the execution of its governance roles and responsibilities, the governing body should adopt a stakeholder-inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interests of the organisation over time</p> <p>Recommended Practice</p> <p>Direct the stakeholder approach and approve policies to this effect</p> <p>Delegate to management effective stakeholder relationship management</p> <p>Oversee the management of stakeholder relationships including methodology for identification, material stakeholders, management of stakeholder risk, formal mechanisms for engagement and communication, and measurement of quality of stakeholder engagement</p> <p>Disclose an overview of stakeholder management, current and future focus areas and actions taken to monitor and address stakeholder engagement effectiveness</p>	<p>The BQA Board has delegated management the stakeholder engagement.</p> <p>The Board has approved the Communication Strategy.</p> <p>The Key Stakeholders identified include;</p> <ul style="list-style-type: none"> • Shareholder, Ministry of Education and Skills Development (MoESD) • Professional /Regulatory bodies • Learners • Education and Training providers (ETPs) • BQA Staff • Media • Business Botswana 	<ul style="list-style-type: none"> • EVOKE Strategy 2022-2025 • Communications and Public Relations Strategy 2022-2025 • Communications and Stakeholder Engagement Plan 2022/2023



BOARD AND COMMITTEES

Governance and Remuneration

BOARD AND COMMITTEES Continues..



Board Committees

In terms of Section 15(1) of the BQA Act, the BQA Board had established seven (7) Board Committees to assist with the execution of its responsibilities. The committees are Quality Assurance Committee, Qualifications Maintenance Framework Committee, Human Resources Committee, Finance Committee, Risk & Audit Committee, Tender committee and Board Appeals Committee. During the year under review the committees met to ensure proper running of the Authority. The Chairperson and Vice-Chairperson of each committee are appointed from amongst members of the Board as per the BQA Act.

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

Board Committee	Mandate & Key Activities	Members	No: of Meetings
Finance Committee (FC)	<p>Mandate The Finance Committee (FC) was established with a primary responsibility to assist the Board in fulfilling its oversight responsibility by reviewing all matters pertaining to all finance and administration within the Authority. The Committee provides oversight on the financial reporting process, the system of internal controls, and compliance with applicable regulation and legislation.</p> <p>Composition and Membership As per the FC Charter, the Committee shall comprise of seven (7) members nominated by the Board, with the Chairperson and Vice Chairperson being members of the Board. Each member serves for a period of three (3) years</p> <p>Activities of the Committee:</p> <ul style="list-style-type: none"> • Submission for approval of the 2023/24 budget; • Quarterly management reports; • review the systems established by the Authority to ensure compliance with policies, budgets, strategic plan and/or plan of operation, procedures. Laws and regulations, which may have significant impact on operations and reports is done through the quarterly management reports. • The review and recommendation of investment management if any to the Board for approval is done through the approval of investment of surplus funds policy as it delegated the authority to Director, Finance and Administration. • The review of compliance with applicable tax requirements is done through the quarterly management reports – the application of Director Fees, PAYE. 	<p>As at 31 March 2024, Finance Committee (FC) constituted of the following members:</p> <p>Ms Kgomoiso Kereng Chairperson Term expires (30th Jan 2025)</p> <p>Dr Boitumelo Kgarebe Term expires (30th Jan 2025)</p> <p>Mr. Peter E. Kesitilwe Term expires (30th June 2024)</p> <p>Ms. Masego Motlhake Term expires (30th June 2024)</p> <p>Ms. Gosego Phele Term expires (30th June 2024)</p>	<p>There were four (4) FC meetings in 2023/24, held on the following dates:</p> <ul style="list-style-type: none"> • 11 May 2023 • 8 August 2023 • 21 November 2023 • 7 March 2024

Board and Committees

Board Committee	Mandate & Key Activities	Members	No: of Meetings
Human Resource Committee (HRC)	<p>Mandate The Human Resource Committee (HRC) was established with a primary responsibility to assist the Board in fulfilling its oversight responsibilities by reviewing all matters pertaining to the strategic management of human resources within the BQA and to provide the necessary recommendations and advice to the Board. The Committee assists the Board in ensuring that the BQA attracts and retains competent and engaged employees and that it remunerates all employees fairly and responsibly. The Committee further assists the Board in ensuring that the BQA's disclosure on human resources management information is accurate, complete and transparent.</p> <p>Composition and Membership As per the HRC Charter, the committee shall comprise of seven (7) members nominated by the Board, with the Chairperson and Vice Chairperson being members of the Board. Each member serves for a period of three (3) years</p> <p>Activities of the Committee:</p> <ul style="list-style-type: none"> • Provided oversight and strategic guidance of the function of Human Resource and reported to the Board quarterly and on special meetings as was required by the Charter. • Reviewed and considered quarterly Human Resource Operational Reports on key activities of the Department. • Conducted interviews for and recommended to the Board appointment of Director National Credit and Qualifications Framework Services. • Reviewed and considered the Proposed BQA New Organizational Structure and granted management mandate to consult staff and the Union on the Organizational Review Project. • Considered and appointed new Committee members for Human Resource and Quality Assurance Committees to replace members whose tenures has elapsed. • HRC considered the BQA Staff General Conditions of Service and other HR Policies and granted management mandate to negotiate the same with Staff and Union. • Reviewed, considered, and recommended to the Board approval of the staff budget for the FY2023/2024. • Considered and recommended to the Board award of 7% inflationary adjustment for BQA Staff for the Financial Year 2023/2024. • HRC considered and approved the engagement of Consultancies for Development of Talent Management & Succession Planning Strategy and Human Resource Strategic Partner for the implementation of the Organizational Review. • HRC facilitated for the Board to approve additional position of Internal Auditor and establishment of a Risk and Compliance function within the BQA Organizational Structure. 	<p>As at 31 March 2024, HRC constituted of the following members:</p> <p>Ms Susan Makgothi Chairperson Term expires (30th June 2024)</p> <p>Ms Mahali Morolong Term expires (30th June 2024)</p> <p>Ms Lesego Maedza Term expires (4th April 2026)</p> <p>Mr Bennett Maifala Term expires (4th April 2026)</p>	<p>There were seventeen (17) HRC meetings in 2023/24, held on the following dates:</p> <ul style="list-style-type: none"> • 03 April 2023 • 04 April 2023 • 21 April 2023 • 19 May 2023 • 30 May 2023 • 05 June 2023 • 13 July 2023 • 03 August 2023 • 11 August 2023 • 30 August 2023 • 11 September 2023 • 13 September 2023 • 02 November 2023 • 07 November 2023 • 05 December 2023 • 11 December 2023 • 14 February 2024



Board and Committees

Board Committee	Mandate & Key Activities	Members	No: of Meetings
Quality Assurance Committee (QAC)	<p>Mandate</p> <p>The Quality Assurance Committee (QAC) was established with a primary responsibility to consider and make recommendations to the Board on applications for registration and accreditation of education and training providers, renewal/suspension/revocation/re-assessment of registration and accreditation of education and training providers and learning programmes. As well as to oversee Service's quality assurance procedures and systems, ensuring that they meet the Service's requirements and reflect best practice.</p> <p>Composition and Membership</p> <p>As per the QAC Charter, the Committee shall comprise of nine (9) members nominated by the Board, with the Chairperson and Vice Chairperson being members of the Board. Each member serves for a period of three (3) years.</p> <p>Activities of the Committee</p> <ul style="list-style-type: none"> QAC considered the Registration and Accreditation of Education and Training Providers and Awarding Bodies with a scope of Accreditation at National Credit and Qualifications Framework Levels 6-7. Recommended to the Board to approve the Revocation of Registration and Accreditation of Education and Training Providers on ETPs who were not compliant to Registration and Accreditation requirements Recommend to the Board to approve the Registration and Accreditation of Education and Training Providers and Awarding Bodies with a Scope of Accreditation at Levels 8-10 of the National Credit and Qualifications Framework. QAC considered the Accreditation of Learning programmes at Levels 6-7 of the National Credit and Qualifications Framework. Recommended to the Board to consider the Accreditation of Learning Programmes at Levels 8-10 of the National Credit and Qualifications Framework. Considered and Recommended to the Board the Approval of Quality Assurance Standard 3 - Criteria and Guidelines for Accreditation of Non-National Credit and Qualifications Framework Learning Programmes. Considered and Recommended to the Board the Approval of the Criteria and Guidelines for Registration of Consultancies. Noted decisions made by the Management Quality Assurance Committee in the year 2023/2024 Noted the QA Strategic Performance Updates at the meetings held on 13 February 2024 	<p>As at 31 March 2024, QAC constituted of the following members:</p> <p>Professor Richie Moalosi Chairman Term expires (30 June 2024)</p> <p>Dr. Olefile Molwane Term expires (22 August 2026)</p> <p>Ms. Dorcas Phirie Term expires (31March 2023)</p> <p>Mr. Jerry Mogopa Term expires (31March 2023)</p> <p>Mr. Tebogo Motswetla Term expires (31March 2023)</p> <p>Mr. Joseph Moseki Term expires (31March 2023)</p>	<p>There were ten (10) QAC meetings in 2023/24, held on the following dates;</p> <ul style="list-style-type: none"> 9 May 2023 29 May 2023 6 June 2023 12 July 2023 17 August 2023 7 September 2023- induction meeting 18 September 2023 27 October 2023 14 November 2023 13 February 2024

Board and Committees

Board Committee	Mandate & Key Activities	Members	No: of Meetings
Risk and Audit Committee (RAC)	<p>Mandate</p> <p>The Risk and Audit Committee (RAC) was established with a primary responsibility for the integrity of the financial statements, the external and internal audit process, the system of internal controls and the identification and management of risks. The purpose of the Committee is to provide an independent advice to the Board on the effectiveness of governance, risk and control arrangements.</p> <p>Composition and Membership</p> <p>As per the Committee Charter, the Committee shall comprise of seven (7) members nominated by the Board, with the Chairperson and the Vice Chairperson being members of the Board. Each Committee shall serve for a period of three (3) years. As at 1st April 2023, the Committee had six (6) members, and following the expiry of one member’s term on 30 June 2023, there were five (5) members as at 31 March 2024.</p> <p>Activities</p> <ul style="list-style-type: none"> • Approved the Internal Audit 2024/25 Budget. • Approved the 2023/24 Revised Annual Internal Audit Plan. • Approved the Action Plan for the Internal Audit Plan on the Use and Engagement of Experts. • Approved the Action Plan on the Forensic Investigation on the Use of Experts by Core Departments. • Noted the Performance Report of 2023/24. • Noted the Progress Report on the Implementation of Audit Recommendations. • Noted the Internal Audit Quarter 3 Performance Report. • Noted updates on Procurement of Services. 	<p>As at 31 March 2024, RAC constituted of the following members:</p> <p>Ms Mercy Conlon Chairman Term Expires (30th June 2024)</p> <p>Mr. Bakang Borupile Term Expires (4th April 2026)</p> <p>Mr. Letshego Moeng Term Expires (4th April 2026)</p> <p>Ms. Masego Pheto Lentswe Term Expires (4th April 2026)</p> <p>Mr. Motabaseo Lesokola Term Expires (15th April 2024)</p> <p>Mr. Tlhobelo Moshodi Term Expires (30th June 2023)</p>	<p>There were nine (9) RAC meetings in 2023/24, held on the following dates:</p> <ul style="list-style-type: none"> • 25 April 2023 • 09 June 2023 • 20 June 2023 • 01 August 2023 • 16 August 2023 • 27 September 2023 • 25 October 2023 • 14 November 2023 • 20 February 2024
Appeals Committee (AC)	<p>Mandate</p> <p>The Appeals Committee acts as the internal appeals body for the Authority. The Committee discharges the responsibilities of the Board relating to decisions made against any governing structure of the Authority. The Committee does not have supervisory powers over the Board.</p> <p>The reporting lines are clearly defined and provide for direct access to the Chairpersons of the Board and Board Committees.</p>	<p>Ms Mahali M Morolong Chairperson Term expires (30th June 2022)</p> <p>Mr Balaakani Macheke Term expires (30th Jan 2025)</p> <p>Thembo Lebang Term expires (30th June 2023)</p> <p>Mmamiki Kamanakao Term expires (31st March 2023)</p>	



Board and Committees

Board Committee	Mandate & Key Activities	Members	No: of Meetings
Qualifications Framework Maintenance Committee (QFMC)	<p>Mandate</p> <p>The Qualifications Framework Maintenance Committee (QFMC) was established with a primary responsibility to oversee the development and maintenance of the National Credit and Qualifications Framework (NCQF) and to also oversee its implementation across the three (3) subsystems of education and training: General Education (GE), Technical and Vocational Education and Training (TVET) and Higher Education (HE). Composition and Membership</p> <p>As per the QFMC Charter,¹ the Committee shall comprise of nine (9) members nominated by the Board, with the Chairperson and Vice Chairperson being members of the Board. Each member shall serve for a period of three (3) years.</p> <p>Activities</p> <ul style="list-style-type: none"> • QFMC approved Registration of Qualifications at Level 6-7 on the National Credit and Qualifications Framework (NCQF). • Recommended to the Board to approve Qualifications at Level 8-10 on the NCQF. • Noted decisions made by the Management Qualifications Framework Maintenance Committee (MQFMC) of 2023/24. • Noted decisions made by the MQFMC on Qualifications at Level 1-5 on the NCQF. • Noted the NCQF Strategic Updates of 2023/24. • Noted the Action Plan for Joint QAC and QFMC. • Received training on the use of eBoard. • Recommended the Policy on Qualifications Fraud to the Board. • Recommended the Policy on Recognition of Qualifications (Local & External) to the Board. • Noted the Updates on BQA Strategic Projects. 	<p>As at 31 March 2024, QFMC constituted of the following members:</p> <p>Dr Boitumelo Kgarebe Chairman Term Expires (30th June 2024)</p> <p>Dr Hildah Molate Term Expires (31st Jan 2025)</p> <p>Dr. Oluka Silas Term Expires (31 March 2023)</p> <p>Mr. Boatametse Dimeku Term Expires (31 March 2023)</p> <p>Mr. Cassius Mmopelwa Term Expires (31 March 2023)</p> <p>Ms. Masego Marobela Term Expires (30 June 2022)</p>	<p>There were eight (8) QFMC meetings in 2023/24, held on the following dates:</p> <ul style="list-style-type: none"> • 16 May 2023 • 13 June 2023 • 27 July 2023 • 15 August 2023 • 19 September 2023 • 17 October 2023 • 12 December 2023 • 20 February 2024

Governance and Remuneration

Board Remuneration

01 April 2023 to 31 March 2024



Table 18: Board Members Remuneration

Name of Board Member	Number of Scheduled Board Meetings	Number of Special Meetings	Number of Committee Meetings	Total Number of Meetings	Amount paid (BWP)
Mr Gabaake Gabaake	4	16	-	20	68,942.50
Mr Baalakani Macheke	4	10	-	14	47,903.33
Dr. Hildah Molate	4	11	7	22	63,495.83
Ms Kgomotso Kereng	4	11	3	18	56,880.83
Ms Mercy Conlon	4	14	10	28	82,753.33
Prof. Richie Moalosi	4	13	10	27	76,725.83
Ms Mahali Morolong	4	16	17	37	102,928.33
Ms Susan Makgothi	4	16	12	32	93,148.33
Dr. Boitumelo Kgarabe	4	16	14	34	95,038.33
TOTAL					687,816.64

Governance and Remuneration



Table 19: Committee Members (Non Board Members)

Name of Board Member	Committee	Number of scheduled meetings	Number of special meetings	Total Number of meetings	Amount paid (BWP)
Dr Mary Mabotho	HRC	1	3	4	5,670.00
Mr Bennett Maifala	HRC	4	8	12	34,343.33
Ms Lesego Maedza	HRC	4	13	17	47,903.33
Mr Peter Kesitilwe	FC	3	3	6	18,893.33
Ms Masego Motlhake	FC	2	4	6	18,893.33
Ms Gosego Phele	FC	4	4	8	22,673.33
Mr Tlhobelo Moshodi	RAC	2	2	4	7,560.00
Ms Masego Pheto-Lentswe	RAC	4	3	7	26,783.33
Mr Bakan Borupile	RAC	4	9	13	36,233.33
Mr Letshego Moeng	RAC	4	6	10	26,453.33
Mr Motabaseyo Lesokola	RAC	4	9	13	35,152.50
Dr Olefile Molwane	QAC		3	3	5,670.00
Mr Tebogo Makolobe	QAC	4	7	11	32,123.33
Ms Thateng Johwa-	QAC	4	6	10	30,233.33
Ms Mabel Bothasitse	QAC	-	6	6	20,783.33
Mr Boitshoko Otlhomile	QAC		5	5	20,783.33
Ms Masego Morobela	QFMC	1	8	9	24,563.33
Prof. Richard Tabulawa	QFMC	3	6	9	32,783.33
Dr Godson Gatsha	QFMC	3	5	8	30,893.33
Dr Olefile Molwane	QFMC	3	5	8	26,783.33
Mr Trust Masole	QFMC	1	3	4	15,113.33
TOTAL					520,289.11

Remuneration of Key Personnel

The remuneration of Executive Directors consists of short term and post-employment benefits.

Name	Designation	Amount (BWP)
Prof. Botsalano Mosimakoko	Chief Executive Officer	2,626,567.05
Dr. Gillian K. Mmolotsa	Deputy Chief Executive Officer	1,376,370.07
Ms Boitumelo Watlhaga	Director, Finance and Administration	1,379,037.57



13 Audited Annual FINANCIAL STATEMENT

BOTSWANA QUALIFICATIONS AUTHORITY

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

Annual Financial Statements

For The Year Ended 31 March 2024



AUDITED ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2024

AUTHORITY INFORMATION

Domicile, legal form and principal business activity:

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

Physical address

Plot 66450, Block 7
Gaborone

Members of the Board	Name and Surname	Date Appointed	Date Resigned
	Chairperson – Mr Gabaake Gokatweng Gabaake	21 November 2021	
	Ms Susan Makgothi	22 July 2021	
	Professor Richie Moalosi	22 July 2021	
	Dr Boitumelo Kgarebe	22 July 2021	
	Ms Mercy Conlon	22 July 2021	
	Ms Mahali Morolong	22 July 2021	
	Dr Hildah Molate	01 February 2022	
	Mr Baalakani Macheke	25 February 2022	
	Ms Kgomotso Kereng	25 February 2022	
Board Secretary	Ms Julia Mokoti	04 April 2023	19 December 2023
Chief Executive Officer	Professor Botsalano Mosimakoko	02 September 2019	

Postal address:

Private Bag B0340
Gaborone

Auditors:

Grant Thornton Botswana

Bankers:

First National Bank of Botswana Limited
Stanbic Bank Botswana Limited

Fund Managers

iPRO Botswana

Parent Ministry

Ministry of Education and Skills Development

AUDITED ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2024

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Statement of Financial Position	8
Statement of Changes in Funds	9
Statement of Cash Flows	10
Notes and Accounting Policies to the Financial Statements	11 – 46
Detailed Income Statement	Annexure I



STATEMENT OF RESPONSIBILITY BY THE BOARD OF DIRECTORS

For the year ended 31 March 2024

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

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

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

The directors have reviewed the Authority's cashflow forecast for the year 2024/25 and in light of this review and its current ratio, they are satisfied that the Authority is able to meet its obligations when they become due.

Our external auditors conduct an examination of the financial statements in conformity with International Standards on Auditing, which include tests of transactions and selective tests of internal accounting controls. Regular meetings are held between management and our 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 45 and supplementary information were authorised for issue by the Board on 28 June 2024 and are signed on its behalf by:

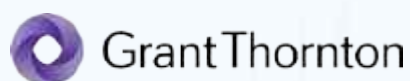
Chairperson

Mr Gabaake Gokatweng Gabaake

Board Member

Ms Mercy Conlon

Auditor's Report



Independent Auditor's Report

To the Members of Botswana Qualifications Authority

Report on the annual financial statements

Chartered Accountants

Grant Thornton
Acumen Park, Plot 50370
Fairgrounds, Gaborone
P O Box 1157
Gaborone, Botswana

T +267 395 2313
F +267 397 2357

[linkedin.com/company/Grant-Thornton-Botswana](https://www.linkedin.com/company/Grant-Thornton-Botswana)
[twitter.com/GrantThorntonBW](https://www.twitter.com/GrantThorntonBW)

Opinion

We have audited the annual financial statements of Botswana Qualifications Authority set out on pages 8 to 45, which comprise the statement of financial position as at 31 March 2024, 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 2024, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and requirements of Section 23 of the Botswana Qualifications Authority Act of 2013.

Basis for opinion

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

Key Audit Matters

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

We have no key audit matters to report.

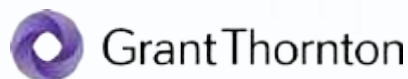
Botswana Accountancy Oversight Authority registration number: FAP 005 2024 (Audit Firm of Public Interest Entity)
Botswana Institute of Chartered Accountants membership number: MeFBW11013 (Non-Audit)

Partners

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

Member of Grant Thornton International Ltd
Offices in Gaborone & Francistown

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Other Matter

The annual financial statements of Botswana Qualifications Authority for the year ended 31 March 2023, were audited by another auditor, Mazars, who expressed an unmodified opinion on those statements on 10 July 2023.

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 2024", which includes Director's report and the detailed Income Statement, which we obtained prior to the date of this report. Other information does not include the annual financial statements and our auditor's report thereon.

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

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

Responsibilities of the Directors for the Annual Financial Statements

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

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

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

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

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

Statement of Profit or Loss

STATEMENT OF PROFIT OR LOSS

For the year ended 31 March 2024

	Note	2024 P	2023 P
Income			
Government Subvention	1	62,703,365	44,309,839
Revenue from BQA Services	1	18,901,382	17,673,673
		81,604,747	61,983,512
Amortisation of capital grants	5.3	3,096,784	3,003,969
Amortisation of project funds	5.4	1,826,683	948,791
Other income and miscellaneous items	2.1	4,096,839	2,999,500
Total income		90,625,053	68,935,772
Expenditure			
Amortisation of intangible assets		(215,157)	(288,549)
Advertising and promotion		(795,782)	(379,795)
Audit fees		(333,282)	(287,317)
Computer expenses		(3,585,145)	(3,982,030)
Depreciation of property, plant and equipment		(2,881,627)	(2,715,420)
Depreciation right of use		(193,617)	(193,507)
Maintenance and running costs		(1,313,049)	(1,044,823)
Photocopier running costs		(194,609)	(189,187)
Accreditation and Registration Expert fees		(215,318)	(227,783)
Research and consultancy		(2,598,505)	(799,516)
Staff costs	2.2.1	(61,961,995)	(64,979,890)
Travel and accommodation expenses		(361,773)	(374,541)
Workshops and conferences		(260,063)	(247,988)
Movement in expected credit loss	4.1.1	1,335,489	(3,809,161)
Other operating expenses	2.2	(6,107,616)	(6,304,019)
Total expenditure	2.2	(79,682,049)	(85,823,526)
Surplus / (Deficit) for the year		10,943,004	(16,887,754)

Statement of Financial Position

**STATEMENT OF FINANCIAL POSITION**

As at 31 March 2024

	Note	2024 P	2023 P
ASSETS			
Non-Current Assets			
Property, Plant and Equipment	5.1	30,763,037	30,860,611
Right of Use Asset	5.1.1	13,882	207,499
Intangible Assets	5.2	614,793	778,362
		31,391,712	31,846,472
Current Assets			
Receivables and Prepayments	4.1	2,233,518	2,018,110
Cash and Cash Equivalents	4.2	104,019,139	72,698,466
Total Current Assets		106,252,657	74,716,576
TOTAL ASSETS		137,644,369	106,563,047
RESERVES AND LIABILITIES			
RESERVES			
Accumulated Funds	6.1	11,902,122	959,118
Non-Current Liabilities			
Capital Grants	5.3	28,281,045	28,596,899
Lease Liability	5.3.1	-	-
Project Funds	5.4	14,948,310	7,775,000
		43,229,355	36,371,899
Current liabilities			
Capital Grant	5.3	3,096,784	3,003,969
Lease Liability	5.3.1	18,414	220,978
Projects Funds	5.4	48,350,557	32,855,911
Deferred revenue	5.6	13,365,900	15,356,416
Trade and Other Payables	4.3	4,102,171	6,769,243
Employee Benefit Obligations	5.5	13,579,066	11,025,513
Total Current Liabilities		82,512,892	69,232,030
Total Liabilities		125,742,247	105,603,930
TOTAL RESERVES AND LIABILITIES		137,644,369	106,563,047

Statement of Changes In Funds

STATEMENT OF CHANGES IN FUNDS

For the year ended 31 March 2024

	Note	Accumulated funds P
For the year ended 31 March 2023		
Balance at 1 April 2022		17,846,871
Deficit for the year		(16,887,754)
Balance at 31 March 2023		959,118
For the year ended 31 March 2024		
Balance at 1 April 2023		959,118
Surplus for the year		10,943,004
Balance at 31 March 2024		11,902,122



Statement Of Cash Flows

STATEMENT OF CASH FLOWS

For the year ended 31 March 2024

	Notes	2024 P	2023 P
Cash flows from operating activities			
Surplus /(Deficit) for the year		10,943,004	(16,887,754)
<i>Adjustment for non cash items:</i>			
Amortisation of deferred capital grants	5.3	(3,096,784)	(3,003,969)
Depreciation of property, plant and equipment	5.1	2,881,627	2,715,420
Amortisation of intangible assets	5.2	215,157	288,549
Depreciation on Right of Use Assets	5.1.1	193,617	193,617
Effects of changes in VAT on lease liability	5.1.1	-	2,253
Gain from sale of assets	2.1	(266,078)	-
Interest income	2.1	(3,747,441)	(2,968,349)
<i>Changes in working capital</i>			
Trade and other receivables		(215,408)	(186,774)
Employee benefit obligations		2,553,553	(8,384,719)
Trade and other payables		(2,667,072)	(1,037,410)
Movement in work in progress		-	(38,105)
Contract liability (deferred income)		(1,990,516)	2,316,075
Net cash generated from operating activities		4,803,660	(26,974,179)
Cash flows from investing activities			
Purchase of property, plant and equipment	5.1	(2,931,755)	(2,420,031)
Purchase of Intangible Asset	5.2	(13,481)	-
Interest received	2.1	3,747,441	2,968,349
PPE Disposed	2.1	266,078	-
Net cash used in investing activities		1,068,283	548,318
Cash flows from financing activities			
Subvention- capital grant	5.3	2,734,582	577,910
Subvention- project funds	5.4	24,743,398	22,794,613
Amortisation of project funds - operating expenses	5.4	(1,826,683)	(948,791)
Capital grants for computer expenses	5.4	-	(374,021)
BQA transfer to HRDC	5.4	-	(388,500)
Interest on lease liability	5.3.1	6,740	16,986
Payment of lease liability	5.3.1	(209,304)	(209,219)
Net cash from financing activities		25,448,734	21,451,992
Net movement in cash and cash equivalents			
Cash and cash equivalents at beginning of year		72,698,466	77,672,334
Cash and cash equivalents at end of year	4.2	104,019,139	72,698,466

Notes to the Financial Statements

STATEMENT OF CASH FLOWS

For the year ended 31 March 2024

	2024	2023
	P	P
1 Income		
1.1 Government Subvention		
Government subvention	90,030,520	67,522,890
Less: amount transferred to capital grants (Note 5.3)	(2,734,582)	(577,910)
Add: capital grants adjustment (Note 5.3)	109,598	159,583
Add: capital grants adjustment (Note 5.3)	41,228	-
Less: amount transferred to BQA Projects (Note 5.4)	(24,743,398)	(22,794,613)
	62,703,365	44,309,839
1.2 Revenue from BQA Services		
Income recognised from deferred revenue (Note 5.6.4)	18,265,782	14,295,473
Annual Registration and Accreditation fees	635,600	3,343,200
Capacity building fees	-	35,000
	18,901,382	17,673,673
2 Other income and expense items		
2.1 Other income and miscellaneous items		
Interest received on short term investments	3,747,441	2,968,349
Miscellaneous income	83,320	31,151
Gain on sale of assets	266,078	-
	4,096,839	2,999,500
2.2 Administration expenses		
Amortisation of intangible assets (Note 5.2)	(215,157)	(288,549)
Advertising and promotion	(795,782)	(379,795)
Computer expenses	(3,585,145)	(3,982,030)
Depreciation of property, plant and equipment (Note 5.1)	(2,881,627)	(2,715,420)
Depreciation right of use	(193,617)	(193,507)
Maintenance and running costs	(1,313,049)	(1,044,823)
Photocopier running costs	(194,609)	(189,187)
Accreditation and Registration Expert fees	(215,318)	(227,783)
Consultancy expenses	(2,598,505)	(799,516)
Staff costs (Note 2.2.1)	(61,961,995)	(64,979,890)
Travel and accommodation expenses	(361,773)	(374,541)
Workshops and conferences	(260,063)	(247,988)
Auditor's remuneration	(333,282)	(287,317)
Movement in expected credit loss	1,335,489	(3,809,161)
Operating expenses	(73,574,433)	(79,519,507)
Board fees and expenses	(2,037,119)	(1,353,716)
Insurance	(835,007)	(772,902)
Printing and stationery	(184,436)	(297,977)
Legal expenses	(152,311)	(606,361)
Security	(320,829)	(312,860)
Water and Electricity	(846,804)	(813,088)
Rates	(989)	(441,082)
Other expenses	(1,730,121)	(1,706,033)
Other operating expenses	(6,107,616)	(6,304,019)
Total administrative expenses	(79,682,049)	(85,823,526)

Notes to the Financial Statements

**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2024

2.2.1 Breakdown of Staff Costs

	2024 P	2023 P
Salaries and wages	44,931,537	48,358,803
Gratuity	8,298,295	8,359,692
Pension (Defined Contribution)	2,282,663	2,278,306
Medical expenses	2,039,525	1,872,835
Leave	2,262,997	2,384,985
Other staff costs	2,146,978	1,725,269
	61,961,995	64,979,890
Number of Employees	113	116

The staff cost reduction is attributed to the Board decision to finance salary inflationary adjustment with accrued funds for performance rewards.

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 2024			
Trade and other receivables	4.1	1,300,945	1,300,945
Cash and cash equivalents	4.2	104,019,139	104,019,139
		105,320,084	105,320,084
At 31 March 2023			
Trade and other receivables*	4.1	1,204,403	1,204,403
Cash and cash equivalents	4.2	72,698,466	72,698,466
		73,902,869	73,902,869

*excluding prepayments

Notes to the Financial Statements

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2024

4 Financial assets and financial liabilities (continued)

Financial liabilities	Notes	Liabilities at amortised cost P
At 31 March 2024		
Other payables	4.3	<u>4,102,171</u>
At 31 March 2023		
Other payables	4.3	<u>6,769,243</u>

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

4.1 Receivables and Prepayments

	2024 P	2023 P
Trade receivables	3,440,480	4,817,527
Less: Provision for impairment (Note 4.1.1)	(2,631,901)	(3,967,390)
	808,579	850,137
Interest receivable from money market and fixed deposit	320,030	211,388
Prepayments	932,573	813,707
Other receivables	172,336	142,878
	<u>2,233,518</u>	<u>2,018,110</u>

4.1.1 Provision for impairment on receivables

	2024 P	2023 P
Balance at the beginning of the year	3,967,390	158,229
Movement in expected credit losses	(1,335,489)	3,809,161
Balance at end of the year	<u>2,631,901</u>	<u>3,967,390</u>

Notes to the Financial Statements

**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2024

4.2 Cash and cash equivalents

	2024 P	2023 P
Bank balances	104,013,139	72,692,466
Cash on hand	6,000	6,000
	104,019,139	72,698,466

(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:

	2024 P	2023 P
Stanbic Bank Botswana Limited	30,627	33,250
Stanbic Bank Botswana Limited Fixed Deposit	56,806,738	20,132,329
First National Bank of Botswana	26,966,849	33,629,080
IPRO Botswana Limited	20,208,925	18,897,807
Cash on hand	6,000	6,000
	104,019,139	72,698,466

(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 14.5 for the Authority's other accounting policies on cash and cash equivalents.

4.3 Trade and other payables

	2024 P	2023 P
Current liabilities		
Audit fees accrual	333,282	287,317
Accruals	3,160,891	5,924,399
Suppliers payments	607,998	557,527
	4,102,171	6,769,243

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

Notes to the Financial Statements

NOTES TO THE FINANCIAL STATEMENTS For the year ended 31 March 2024

5 Non-financial assets and liabilities

5.1 Property, plant and equipment	Land and	Plant and	Motor	Furniture	Office	Computer	Library	Work in	Total
	buildings (cost) P	machinery (cost) P	vehicles (cost) P	and fittings (cost) P	equipment (cost) P	equipment (cost) P	books (cost) P	progress (cost) P	
Cost/valuation									
Balance at 1 April 2022	29,071,068	4,941,924	3,271,578	7,699,141	1,627,605	6,348,071	395,716	644,535	53,999,638
Additions		337,106	1,284,328	109,038	136,322	553,237	-	-	2,420,031
WIP addition								38,106	38,106
Transfer		644,535						(644,535)	-
Disposal		-	(365,680)	-	-	(8,690)	-	-	(374,370)
Balance at 31 March 2023	29,071,068	5,923,565	4,190,226	7,808,179	1,763,927	6,892,619	395,716	38,106	56,083,405
Additions	774,393	45,218	1,458,198	315,534	177,934	160,478			2,931,755
Transfer								(38,106)	(38,106)
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
Accumulated depreciation									
Balance at 1 April 2022	8,322,413	2,707,278	1,597,135	3,631,146	1,288,058	4,785,126	391,005	-	22,722,161
Charge for the year	579,176	279,397	616,351	582,232	107,649	550,544	87	-	2,715,436
Disposal	-	-	(208,651)	-	-	(6,136)	-	-	(214,787)
Balance at 31 March 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	-	2,881,627
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	-	26,729,747
Carrying amount									
At 31 March 2023	20,169,479	2,936,891	2,185,391	3,594,801	368,220	1,563,084	4,624	38,106	30,860,612
At 31 March 2024	20,347,694	2,690,080	2,846,319	3,298,135	430,479	1,145,775	4,537	-	30,763,037

Notes to the Financial Statements

**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2024

5.1.1 Right of Use Asset - Leased Photocopiers

Cost	P
Balance at 1 April 2022	580,852
Additions	-
Balance at 31 March 2023	<u>580,852</u>
Balance at 1 April 2023	580,852
Additions	-
Balance at 31 March 2024	<u>580,852</u>
Accumulated Depreciation	
Balance at 1 April 2022	177,483
Charge for the year	193,617
Effects of changes in VAT	2,253
Balance as 31 March 2023	<u>373,353</u>
Balance at 1 April 2023	373,353
Charge for the year	193,617
Effects of changes in VAT	-
Balance as 31 March 2024	<u>566,970</u>
Carrying amount	
At March 2023	<u>207,499</u>
At March 2024	<u>13,882</u>

The Authority has leased six photocopier machines for a period of three (3) years effective 15 April 2021. Depreciation is calculated using straight line method over the lease period.

Notes to the Financial Statements

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2024

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 14.6 for other accounting policies relevant to property, plant and equipment.

Notes to the Financial Statements

**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2024

5.2 Intangible assets**Cost**

	P
Balance at 1 April 2022	5,066,814
Additions	-
Balance at 31 March 2023	<u>5,066,814</u>
Balance at 1 April 2023	5,066,814
Additions	13,481
Transfer from WIP	38,106
Balance at 31 March 2024	<u>5,118,402</u>

Accumulated amortisation

Balance at 1 April 2022	3,999,903
Amortisation charge	288,549
Balance as 31 March 2023	<u>4,288,452</u>
Balance at 1 April 2023	4,288,452
Amortisation charge	215,157
Balance as 31 March 2024	<u>4,503,609</u>

Carrying amount

At 31 March 2023	<u>778,362</u>
At 31 March 2024	<u>614,793</u>

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
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Notes to the Financial Statements

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2024

5.3 Capital grants**Balance at 1 April**

Purchase of assets from Government subvention

Purchase of assets from deferred project funds

BQA transfer from WIP

Property, plant and equipment disposed

PPE amortisation during the year

Intangible assets amortisation during the year

Balance at 31 March

	2024 P	2023 P
Balance at 1 April	31,600,868	31,699,854
Purchase of assets from Government subvention	2,734,582	577,910
Purchase of assets from deferred project funds	248,760	1,842,121
BQA transfer from WIP	-	644,535
Property, plant and equipment disposed	(109,598)	(159,583)
PPE amortisation during the year	(2,881,627)	(2,715,420)
Intangible assets amortisation during the year	(215,157)	(288,549)
Balance at 31 March	31,377,829	31,600,868
The non-current and current split of capital grants are:		
To be amortised within one year	3,096,784	3,003,969
To be amortised thereafter	<u>28,281,045</u>	<u>28,596,899</u>
	31,377,829	31,600,868

The portion of the grants recognised as income during the year relates to the depreciation of property, plant and equipment and amortisation of intangible assets which were funded by the capital grants. The total amortisation during the period amounted to P3,096,784

5.3.1 Lease liabilities

Balance at 1 April

Lease payment

Lease liability interest

Balance at 31 March

	2024 P	2023 P
Balance at 1 April	220,978	413,211
Lease payment	(209,304)	(209,219)
Lease liability interest	6,740	16,986
Balance at 31 March	18,414	220,978
The current and non current split of lease liability is		
To be amortised within one year	18,414	202,564
To be amortised thereafter	-	18,414
	18,414	220,978

The Authority has a three year photocopier lease contract with Altron Botswana which commenced on 15 April 2021. The lease contract will expire on 14 April 2024

Notes to the Financial Statements

**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2024

5.4 Project funds**Balance at 1 April**

Amortisation of project funds - operating expenses
 BQA transfer to HRDC
 Capital grants for computer expenses
 BQA transfer to capital grants
 BQA transfer from WIP to capital grants
 BQA deferred capital projects

Balance at 31 March

2024 P	2023 P
40,630,911	22,034,267
(1,826,683)	(948,791)
-	(388,500)
-	(374,022)
(248,760)	(1,842,121)
-	(644,535)
24,743,398	22,794,613
63,298,867	40,630,911

Closing balance relates to deferred grants received in respect to:

Office building maintenance
 Implementation of General Education System
 Accreditation of Learning programme project
 Legacy Learning programme audit
 Information Technology Systems
 Enterprise Resource Planning System (ERP)
 Organisational Review
 Business Process Enhancement
 Norms and Standards
 BQA Act and Regulations Review
 Talent Management and Succession Strategy

Balance at 31 March

2024 P	2023 P
5,527,937	1,328,696
2,228,264	2,228,264
1,415,112	1,653,747
4,034,828	4,045,000
1,276,800	739,500
14,948,310	7,775,000
31,804,904	20,000,000
52,035	906,400
1,462,803	1,492,640
382,873	461,665
165,000	-
63,298,867	40,630,911

Notes to the Financial Statements

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2024

General Education System Project

The Authority received the sum of P5,000,000.00 from the Ministry of Basic Education in 2017-18 for capacity building in the General Education System. Implementation started in June 2019 and as of 31 March 2024, there was a balance of P2,228,264.00 to continue with the implementation of the project.

Office Building Maintenance

Botswana Government on the 16th January 2014 authorised the Authority to use the P3,177,729.00 which remained during the construction of the office building for maintenance purposes. During the financial year 2023-24, an additional P4,948,474.00 was deferred for the installation of air conditioners, while P749,233 .00 was utilised during the financial year 2022-23 resulting in a closing balance of P5,527,937.00 as of 31 March 2024.

Learning Programme Project

The Authority launched a project for the accreditation of learning programmes in December 2021. The approved project budget was P6,795,588.00. As of 31 March 2024, there was a balance of P1,415,112.00, to continue with accreditation of learning programmes.

Organisational Structure Review Project

The Authority has commenced the organisational structure review project and P31, 804, 904.00 has been set aside to cover all costs related to the project including but not limited to the design, development and implementation of the reviewed organisation structure.

Enterprise Resource Planning System

A total of P14,948,310 has been deferred for the development, deployment and implementation of an Enterprise Resource Planning (ERP) system.

Notes to the Financial Statements

**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2024

5.5 Employee benefit obligations	Severance pay	Leave pay	Gratuity	Total
	P	P	P	P
Balance at beginning of the year	21,011	2,484,457	8,520,045	11,025,513
Provisions for the year	59,342	2,262,996	8,238,955	10,561,293
Payments during the year	(43,832)	(1,939,397)	(5,045,789)	(7,029,018)
Advances			(978,722)	(978,722)
Balance at end of the year	36,520	2,808,056	10,734,489	13,579,066

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 P20,208,925.00 (2023: P18,897,807.00).

Leave pay

Leave provision is calculated based on accrued leave days not taken during the year. The entire amount of the obligation of P2,808,056.00 (2023: P2,484,457.00) is presented as current, since the Authority does not have an unconditional right to defer settlement of this obligations.

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

5.6 Deferred revenue from contracts with customers	2024 P	2023 P
Balance at 1 April	15,356,416	13,040,341
Received during the year	16,275,266	16,611,548
Recognised during the year	(18,265,782)	(14,295,473)
Balance at 31 March	13,365,900	15,356,416

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.

5.6.1 Disaggregation of deferred revenue from contracts with customers - Type of service	2024 P	2023 P
Registration and Accreditation of Education and Training Providers (ETPs)	260,100	483,500
Registration and Accreditation of Awarding Bodies	96,500	106,733
Accreditation of Learning Programmes	12,177,600	14,029,600
Approval of Short Courses	50,600	93,700
Evaluation of Qualifications	112,300	377,373
Registration and Accreditation of Assessors and Moderators	60,400	195,210
Institutional Audits	-	60,300
Capacity building fees	52,000	-
Appeals	10,000	10,000
Notification of ETP Administrative Changes	165,500	-
Registration of Consultancies	380,900	-
Balance at 31 March - Aggregate amount of transaction price allocated to unsatisfied obligations	13,365,900	15,356,416

Notes to the Financial Statements

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2024

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

	2024 P	2023 P
Awarding body	96,500	106,733
Education Training Provider	12,715,800	14,677,100
Individuals	172,700	572,583
Consultancies	380,900	-
Balance at 31 March - Aggregate amount of transaction price allocated to unsatisfied obligations	13,365,900	15,356,416

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

	2024 P	2023 P
2023-2024	-	15,356,416
2024-2025	10,692,720	-
2025-2026	2,673,180	-
Balance at 31 March - Aggregate amount of transaction price allocated to unsatisfied obligations	13,365,900	15,356,416

As of 31 March 2024, the Authority had P13,365,900 allocated to unsatisfied performance obligations. The Authority expects to satisfy 80% of the obligations and recognise revenue during the financial year 2024-25, and 20% in the financial year 2025-26. The transaction prices are as defined in the BQA fees regulations of 2016 and 2018.

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

	2024 P	2023 P
Registration and Accreditation of Education and Training Providers (ETPs)	319,100	976,900
Registration and Accreditation of Awarding Bodies	10,310	-
Accreditation of Learning Programmes	13,881,852	10,341,955
Approval of Short Courses	53,100	77,200
Evaluation of Qualifications	1,720,610	1,958,918
Registration and Accreditation of Assessors and Moderators	855,810	854,500
Capacity building fees	-	71,000
Appeals	-	15,000
Institutional Audits	60,300	-
Registration of Consultancies	1,364,700	-
Balance at 31 March	18,265,782	14,295,473

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

	2024 P	2023 P
Awarding body	10,310	3,830,000
Education Training Provider	14,314,352	7,652,055
Individuals	2,576,420	2,813,418
Consultancies	1,364,700	-
Balance at 31 March	18,265,782	14,295,473

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

	2024 P	2023 P
2018-2019	31,900	341,200
2019-2020	321,900	370,600
2020-2021	321,900	1,190,400
2021-2022	2,361,400	5,991,256
2022-2023	7,226,230	6,402,017
2023-2024	8,002,452	-
Balance at 31 March	18,265,782	14,295,473

6 Reserves**6.1 Accumulated Funds**

	2024 P	2023 P
Balance 1 April	959,118	17,846,871
surplus for the year	10,943,004	(16,887,754)
Balance 31 March	11,902,122	959,118

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

Notes to the Financial Statements



NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2024

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 are:

7.1.1 Measurement of the expected credit loss allowance – Note 4.1

The measurement of the Expected Credit Loss (ECL) allowance for financial assets measured at amortised cost is an area that requires the use of models and significant assumptions about future economic conditions and credit behaviour (e.g. the likelihood of customers defaulting and the resulting losses). A number of significant judgements are also required in applying the accounting requirements for measuring ECL, such as:

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

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

The Authority follows the guidance of IAS 16 (revised) and determines the residual values and useful lives of assets at each reporting date. This determination requires significant judgement. In making this judgement management evaluates amongst other factors, the purpose for which the respective asset is acquired, market conditions at the reporting date and the practice adopted by similar organisations. Residual values are based on current estimates of the value of these assets at the end of their useful lives. Estimates and judgements are continually evaluated. They are based on historical experience and other factors, including expectations of future events that may have a financial impact on the entity and that are believed to be reasonable under the circumstances.

7.1.3 Useful lives of intangible assets

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

7.1.4 Treatment of grants received from Government (Note 1)

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

7.1.5 Treatment of leases (Note 5.3.1)

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

Notes to the Financial Statements

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2024

8 Financial risk management

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

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

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

8.1 Market risk**(i) Cash flow and fair value interest rate risk**

Financial instruments that are sensitive to interest rate risk are bank balances on call. The Authority invests excess cash resources in call deposit accounts which earn interest on a daily basis. Interest earned on the call deposit accounts is at market rates from commercial banks. A 0.5% increase in interest rates would result in an increase in interest received on short-term investments for the year by P17,687.00 (2023: P14,842.00), while a decrease in interest rates by a similar margin would result in the equal and opposite effect on the investments for the year. A 0.5% variation is considered the most likely movement in interest rates based on the past interest rate adjustments announced by the Bank of Botswana.

(ii) Foreign exchange risk

The Authority did not have any foreign exchange risk exposure during the financial year 2023-24.

(iii) Price risk

The Authority did not have any price risk exposure during the financial year 2023-24.

Notes to the Financial Statements

**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2024

(iv) Cash equivalent

Stanbic Bank Botswana Limited
 Stanbic Bank Botswana Limited Fixed Deposit
 First National Bank of Botswana
 IPRO Botswana Limited

	2024 P	2023 P
	30,627	33,250
	56,806,738	20,132,329
	26,966,849	33,629,080
	20,208,925	18,897,807
	104,013,139	72,692,466

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

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 AA+ for long term credits which indicates the strongest intrinsic capacity for timely payment of financial commitments.

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 BB- (strong capacity to meet its financial commitments). First Rand Bank rating reflects the bank's strong market position as one of the big four banks in South Africa as well as its focused strategy, good core profitability, financial flexibility, robust risk management and sound capitalisation.

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

Notes to the Financial Statements

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2024

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 2024, 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 2024 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-23	57.74%	69.76%	69.76%	88.05%	100.00%
31-Mar-24	22.98%	58.67%	68.40%	88.78%	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-23	1,566,900	462,000	119,000	102,000	2,567,627	4,817,527
31-Mar-24	490,813	821,381	284,667	10,164	1,833,455	3,440,480

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-23	904,672	322,273	83,010	89,807	2,567,627	3,967,389
31-Mar-24	112,798	481,907	194,717	9,023	1,833,455	2,631,900

Notes to the Financial Statements

**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2024

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 2024**

	0-6 month P'000	6 - 12 months P'000	More than 12 months P'000	Total P'000
Current Assets				
Cash and Cash Equivalents	104,019,139	-	-	104,019,139
Total	104,019,139	-	-	104,019,139
Current Liabilities				
Deferred capital grants and funds	(51,447,341)	-	-	(51,447,341)
Deferred revenue	(13,365,900)	-	-	(13,365,900)
Trade and other payables	(4,102,171)	-	-	(4,102,171)
Employee Benefit Obligations	(7,199,152)	(2,672,797)	(3,707,116)	(13,579,066)
Lease Liability	(18,414)	-	-	(18,414)
Total	(76,132,979)	(2,672,797)	(3,707,116)	(82,512,892)
Net liquidity gap	27,886,160	(2,672,797)	(3,707,116)	21,506,247
Cumulative liquidity gap	27,886,160	25,213,363	21,506,247	

As of 31 March 2023

	0-6 month P'000	6 - 12 months P'000	More than 12 months P'000	Total P'000
Current Assets				
Cash and Cash Equivalents	77,672,334	-	-	77,672,334
Total	77,672,334	-	-	77,672,334
Current Liabilities				
Deferred capital grants and funds	(24,937,470)	-	-	(24,937,470)
Deferred revenue	(13,040,341)	-	-	(13,040,341)
Trade and other payables	(7,806,653)	-	-	(7,806,653)
Employee Benefit Obligations	(19,410,231)	-	-	(19,410,231)
Lease Liability	(94,882)	(97,389)	(220,939)	(413,210)
Total	(65,289,577)	(97,389)	(220,939)	(65,607,905)
Net liquidity gap	12,382,757	(97,389)	(220,939)	12,064,429
Cumulative liquidity gap	12,382,757	12,285,368	12,064,429	

8.4 Capital risk management

The Authority's capital comprises accumulated funds. The Authority's objective when managing its capital is to ensure sufficient positive operating cash flows in order to meet its capital requirements 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

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2024

9 Contingent liabilities

The Authority does not have any contingent liabilities for the financial year 2023-24.

The Authority has guaranteed WesBank, a division of First National Bank of Botswana Limited, to a maximum of 80% of the total exposure, in respect of loans given to its staff members under the staff car loan scheme.

The Authority has guaranteed staff home loans from Botswana Building Society, the liability of the Authority is the portion of the loan which is above 90% of the Society's market valuation of the property at any given time.

Contingent liabilities

Legal fees

2024 P	2023 P
	239,100
-	239,100

10 Capital commitments

The Authority's capital commitments as of 31 March 2024 are as below

Information Technology Systems
Information Technology Hardware

2024 P	2023 P
230,284	-
1,516,188	-
-	-
1,746,472	-

Notes to the Financial Statements

**NOTES TO THE FINANCIAL STATEMENTS**

For the year ended 31 March 2024

11 Related party transactions and balance

The Authority is a State Owned Entity, therefore transactions with the Government of Botswana are treated as related party transactions. The Government of Botswana provides significant income to the Authority through subventions. The Authority is a parastatal under the Ministry of Education and Skills Development.

11.1 Subvention from Botswana Government (Ministry of Education and Skills Development):

	2024 P	2023 P
Subvention received from the Government (Note 1)	90,030,520	67,522,890

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.

	2024 P	2023 P
Board sitting allowances	725,597	662,670
Committee sitting allowances	482,509	396,000
Board fees and Committee Members	1,208,106	1,058,670

11.3 Key Management Personnel Compensation:

Key management personnel refers to the Chief Executive Officer, Deputy Chief Executive Officer and Directors. It consists of short term and post employment benefits.

	2024 P	2023 P
Short-term benefits		
Salaries and Allowances	4,179,886	7,852,295
Gratuity pay	274,331	2,600,013
Leave pay	49,925	727,558
Total	4,504,142	11,179,867
Post Employment benefits		
Leave	273,401	271,284
Gratuity	1,689,153	1,322,883
Total	1,962,554	1,594,167
Total Key Management Personnel Compensation	6,466,695	12,774,033
Advances against gratuity	647,232	256,953

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

Notes to the Financial Statements

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 March 2024

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 Education and Skills Development has shown commitment to support the national credit and qualifications framework maintenance and the quality assurance services now and in the foreseeable future because they believe the BQA mandate is still valid.

The Government of Botswana through Ministry of Education and Skills Development in its letter dated 04 April 2024, reference MESD 3/4/1 II (15) confirmed the approval of P90,030,520.00 as Subvention for 2024/25. Furthermore, the approved budget for 2024/25 indicates a budget surplus of P4,683,559 to cover for uncertainties that may arise.

The 2023-24 annual financial statements have been prepared on a going concern basis. This basis presumes that support from the Ministry of Education and Skills Development 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

There were no material events that occurred after the end of the reporting period that required adjustment or disclosure in the 2023-24 annual financial statements.

Notes to the Financial Statements



14. Summary of significant 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.

New Accounting Standards and Interpretation

Standards and interpretations adopted during the year.

Amendments to IAS 8 - Definition of Accounting Estimates

The amendments replace the definition of a change in accounting estimates with a definition of accounting estimates. Under the new definition, accounting estimates are "monetary amounts in financial statements that are subject to measurement uncertainty". The amendments clarify the distinction between changes in accounting estimates and changes in accounting policies and the correction of errors. Also, they clarify how entities use measurement techniques and inputs to develop accounting estimates. The amended standard clarifies that the effects on an accounting estimate of a change in input or a change in a measurement technique are changes in accounting estimates if they do not result from the correction of prior period errors.

The amendment has no material impact on the Authority.

Amendments to IAS 1 and IFRS Practice Statement 2 - Disclosure of Accounting Policies

The amendments require that an entity discloses its material accounting policies, instead of its significant accounting policies. The amendment clarifies that accounting policy information is expected to be material if, without it, the users of the financial statements would be unable to understand other material information in the financial statements.

Notes to the Financial Statements

Standards and interpretations adopted during the year – continued

Amendments to IAS 1 and IFRS Practice Statement 2 - Disclosure of Accounting Policies

The amendments to IFRS Practice Statement 2 provide guidance on how to apply the concept of materiality to accounting policy disclosures when preparing the general purpose financial statements in accordance with IFRS Standards.

The need for materiality judgements is pervasive in the preparation of financial statements. IFRS Standards require entities to make materiality judgements in decisions about recognition, measurement, presentation and disclosure. The amendment has no material impact on the Authority.

Standards and interpretation issued but not yet effective

Lease Liability in a Sale and Leaseback – Amendments to IFRS 16

In September 2022, the Board issued Lease Liability in a Sale and Leaseback (Amendments to IFRS 16). The amendment to IFRS 16 specifies the requirements that a seller-lessee uses in measuring the lease liability arising in a sale and leaseback transaction, to ensure the seller-lessee does not recognise any amount of the gain or loss that relates to the right of use it retains.

After the commencement date in a sale and leaseback transaction, the seller-lessee applies paragraphs 29 to 35 of IFRS 16 to the right-of-use asset arising from the leaseback and paragraphs 36 to 46 of IFRS 16 to the lease liability arising from the leaseback. In applying paragraphs 36 to 46, the seller-lessee determines 'lease payments' or 'revised lease payments' in such a way that the seller-lessee would not recognise any amount of the gain or loss that relates to the right of use retained by the seller-lessee. Applying these requirements does not prevent the seller-lessee from recognising, in profit or loss, any gain or loss relating to the partial or full termination of a lease, as required by paragraph 46(a) of IFRS 16. The amendment does not prescribe specific measurement requirements for lease liabilities arising from a leaseback. The initial measurement of the lease liability arising from a leaseback may result in a seller-lessee determining 'lease payments' that are different from the general definition of lease payments in Appendix A of IFRS 16. The seller-lessee will need to develop and apply an accounting policy that results in information that is relevant and reliable in accordance with IAS 8.

Transition

A seller-lessee applies the amendment to annual reporting periods beginning on or after 1 January 2024. Earlier application is permitted, and that fact must be disclosed. A seller-lessee applies the amendment retrospectively in accordance with IAS 8 to sale and leaseback transactions entered into after the date of initial application (i.e., the amendment does not apply to sale and leaseback transactions entered into prior to the date of initial application).

Notes to the Financial Statements



Standards and interpretation issued but not yet effective - Continued

Lease Liability in a Sale and Leaseback – Amendments to IFRS 16-continued

The date of initial application is the beginning of the annual reporting period in which an entity first applied IFRS 16. Effective for annual periods beginning on or after 1 January 2024.

The Authority will adopt the amendments on 1 April 2024.

The amendment is not expected to have a material impact on the Authority.

Classification of Liabilities as Current or Non-current - Amendments to IAS 1

The amendments were originally effective for annual reporting periods beginning on or after 1 January 2022, however, their effective date was initially delayed to 1 January 2023. This is further delayed until 1 January 2024.

The amendments result from a request received by the IASB to clarify the criteria for the classification of a liability as either current or non-current. In particular, the IASB was asked to clarify how having an unconditional right to defer settlement (specified in IAS 1:69(d)) reconciled with having the discretion to refinance or roll over an obligation (specified in IAS 1:73). This is because having an unconditional right to defer settlement was seen as a much higher hurdle than having the discretion to defer settlement.

The IASB decided to address this conflict by proposing amendments to IAS 1 in Exposure Draft ED/2015/1 Classification of Liabilities. The IASB decided to finalise these proposals with additional clarifications, but no fundamental changes.

The Authority will adopt the amendments on 1 April 2024.

The amendment is not expected to have a material impact on the Authority.

14.2 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.

Notes to the Financial Statements

(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.

Changes in the fair value of monetary securities denominated in foreign currency classified as available for sale are analysed between translation differences resulting from changes in the amortised cost of the security and other changes in the carrying amount of the security.

Translation differences on non-monetary financial assets and liabilities such as equities held at fair value through profit or loss are recognised in profit or loss as part of the fair value gain or loss. Translation differences on non-monetary financial assets measured at fair value, such as equities classified as available for sale, are included in other comprehensive income.

14.3 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 recognised 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.

Notes to the Financial Statements



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.

14.4 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 purposes 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 period date.

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

External sources of information

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

Notes to the Financial Statements

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.

14.5 Impairment of non-financial assets

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.

Notes to the Financial Statements



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.

Notes to the Financial Statements

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 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 a 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.

Notes to the Financial Statements



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 the 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.

14.6 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.

Notes to the Financial Statements

14.7 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.

14.8 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.

Notes to the Financial Statements



14.9 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.

14.10 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.

14.11 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.

Notes to the Financial Statements

14.12 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.

14.13 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 to 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 favour of the Authority if it is reasonably certain to assess that option.
- Any penalties 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)

Notes to the Financial Statements



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.

Notes to the Financial Statements

DETAILED INCOME STATEMENT
For the year ended 31 March 2024

	2024 P	2023 P
Income		
Government subvention	62,703,365	44,309,839
Quality assurance fees	18,901,382	17,673,673
	81,604,747	61,983,512
Amortisation of deferred capital grants	3,096,784	3,003,969
Amortisation of deferred project funds	1,826,683	948,791
Other income		
Miscellaneous	83,320	31,151
Profit on sale of assets	266,078	-
	349,398	31,151
Finance income	3,747,441	2,968,349
Total income	90,625,053	68,935,772
Total Expenditure	(79,682,049)	(85,823,526)
Operating Surplus/ (Deficit) for the year	10,943,004	(16,887,754)
Expenditure		
Accreditation and Registration Expert fees	(215,318)	(227,783)
Advertising and promotion	(795,782)	(379,795)
Amortisation charge	(215,157)	(288,549)
Archiving	(30,010)	(35,886)
Audit fees	(333,282)	(287,317)
Bank charges	(197,487)	(195,108)
Board fees and expenses	(2,037,119)	(1,353,716)
Casual labour	(13,065)	(13,358)
Computer expenses	(3,585,145)	(3,982,030)
Depreciation of property, plant and equipment	(2,881,627)	(2,715,420)
Depreciation right of use	(193,617)	(193,507)
Entertainment expenses	(25,444)	(15,531)
Gardening services	(16,936)	(18,889)
Rates	(989)	(441,082)
Movement in allowance for credit losses	1,335,489	(3,809,161)
Insurance	(835,007)	(772,902)
Legal fees	(152,311)	(606,361)
Finance Charges	(6,740)	(16,986)
Maintenance and running costs	(1,313,049)	(1,044,823)
Lease liability interest fair value adjustment	(194,609)	(189,187)
Motor vehicle expenses	(291,011)	(286,856)
Office cleaning	(684,345)	(486,767)
Postage and courier	(44,447)	(41,169)
Printing and stationery	(184,436)	(297,977)
Protective clothing	(10,400)	(35,834)
Consultancy expenses	(2,598,505)	(799,516)
Security	(320,829)	(312,860)
Staff costs	(61,961,995)	(64,979,890)
Subscriptions	(84,182)	(229,450)
Telephone and fax	(326,054)	(330,199)
Travel and accommodation	(361,773)	(374,541)
Water and electricity	(846,804)	(813,088)
Workshops and conferences	(260,063)	(247,988)
	(79,682,049)	(85,823,526)
Operating Surplus / (Deficit) for the year	10,943,004	(16,887,754)

This detailed income statement does not form part of the financial statements covered by the audit opinion on pages 70 to 71.



BOTSWANA
Qualifications Authority

Building a seamless Education and Training System

Plot 66450, Block 7, Gaborone

Private Bag BO 340, Gaborone, Botswana

Tel: (+267) 365 7200, **Fax:** (+267) 395 2301

SMS/WhatsApp: (+267) 75671114

Tollfree: 0800 600 934

E-mail: customerservice@bqa.org.bw

Website: www.bqa.org.bw

Facebook: BotswanaQualificationsAuthority

Twitter: @BQA_BWUpdates

Skype : BQA_Botswana Qualifications Authority

Ethics Hotline: Mascom: 7111978

• **BTC/BeMobile:** 0800 600 644

• **Orange:** 1144