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certifying your future*





# THE HISTORY OF PUBLIC EXAMINATIONS IN BOTSWANA

## 1960's

### 1960

- JCE in BOLESWA administered by the University of Swaziland.
- Form 5 (School Leaving Examinations) administered by the Joint Matriculation Board of Southern Africa, the membership of the Board was drawn from South African Universities.

### 1961

- Basotholand, Bechuanaland and Swaziland High Commission territories form an Examinations Council.
- The Examinations Council operates under the umbrella of the University of Bechuanaland, Lesotho and Swaziland (UBLS).
- The Examinations Council renamed the University of Botswana Lesotho and Swaziland School Examinations Council (UBLS SEC).

### 1961-1966

- UBLS/SEC based in Lesotho.
- UBLS SEC administers the JCE for BOLESWA as well as COSC from UCLES, GCE from University of London.

## 1970's

### 1970

- BOLESWA countries and Malawi establish the Regional Testing Resource Centre (RTRC) to develop national capacity for assessment programmes in the member states.
- The centre focused on aptitude testing for selection at the end of the primary cycle (PSLE in Botswana).

### 1975

- RTRC project ends.
- BOLESWA countries propose transfer to all school examinations to UBLS/SEC.
- Botswana establishes a Research and Testing Centre (RTC) to conduct the PSLE and the JCE.

### 1977

- The first National Commission on Education (NCE, 1977) report makes a case for stronger national control over curriculum and examinations.
- The Commission recommends the establishment of a National Examinations Council.

### 1978/1979

- Department of Curriculum Development and Evaluation (CD&E) established.
- CD&E organized into 7 units including the Research and Testing Centre (RTC) and the Examinations Unit.



# THE HISTORY OF PUBLIC EXAMINATIONS IN BOTSWANA

## 1980's

### 1980

- Examinations conducted Examinations Unit and RTC by CD&E through the Examinations Unit and RTC.
- Examinations and tests included aptitude testing at Standard Four and PSLE and achievement testing for examinations for PSLE, and JCE. The Cambridge Overseas School Examinations Certificate (COSC) O level and the GCE were administered by the Examinations Unit.
- The Education Structure changed from 7 (Primary) 3 (Junior Secondary) 2 (Senior Secondary) to 7-2-3.
- Examinations were administered at the end of each of the three levels.

### 1987

- The first 2 year Junior Certificate Examination conducted

The first 3 year Examination conducted Cambridge Overseas Certificate Examination conducted.

## 1990's

### 1992

- The Organisation and Methods (O&M) review report of 1992 recognises that "function of examining a national curriculum requires some degree of autonomy".
- The O&M report proposes the establishment of the Examinations Research and Testing Division (ERTD) as a preparatory step towards the formation of an autonomous examinations body.

### 1994

- The Research and Testing Centre (RTC) and the Examinations Unit combined to form the Examinations Research and Testing Division (ERTD).
- ERTD conducted the Standard Four Attainment Test, the JCE, COSC, GCE, Selection tests for the University of Botswana Mature Entry programmes, Teacher Training colleges, National Health Institutes, Brigades and College entrance tests for the Educational Testing Service (ETS) such as SAT, GRE etc.
- The Revised National Policy on Education (RNPE) recommended the establishment of a semi-autonomous examinations body.

### 1998

- Botswana began the localisation of the COSC Syllabuses and Examinations to replace the COSC with the Botswana General Certificate for Secondary Education (BGCSE).

### 1999

- Botswana administered the first BGCSE examination to replace the COSC.



# THE HISTORY OF PUBLIC EXAMINATIONS IN BOTSWANA

## 2000's

### 2002

- Parliament approved the Botswana Examinations Council Act.

### 2005

- BEC governing Council was appointed and launched by the Honourable Minister of Education.

### 2007

- Examinations were transferred from the Examinations Research and Testing Division of the Ministry of Education to Botswana Examinations Council on June 1, 2007.

### 2009

- BEC introduced Annual Excellence Awards to recognise outstanding performance in general education.

### 2012

- Implementation of the Botswana National Examination Processing System (BNEPS) which included subproject including Malepa, Business Intelligence and Document Management. The Malepa application made up 90% of the BNEPS project and it is the heart of the examination processing system currently used by BEC.

### 2013

- BEC subjected itself to an external investigative review. Outcomes of the review included among other, commitment to corporate governance and the development of the first Strategic Plan (2014 – 2019).

## 2000's

### 2017

- BEC attains BOS ISO 9001:2008 Certification. The ISO certification means that BEC pledges to provide services that consistently conform to requirements specified in BOS ISO 9001:2008 standard.

### 2019

- Parliament passed the Botswana Examinations Council Amendment Act, 2019 which came into force on the 11th October 2019.

# ABOUT

## BOTSWANA EXAMINATIONS COUNCIL



### BEC VALUES



#### EXCELLENCE

We have passion for quality work and outstanding performance characterised by the use of innovative and creative solutions.



#### INTEGRITY

We uphold best practice standards, honesty, professionalism and ethical behaviour.



#### TRANSPARENCY

We are open in all matters of public interest while safeguarding confidential information.



#### PEOPLE FOCUS

Our people: employees, the community we serve and the nation at large are profoundly important to us. We are thus committed to cultivating a culture that is characterised by mutual respect, professionalism, courtesy, compassion and sharing to build lasting and rewarding relationships.

BEC is mandated under section 5 of the Botswana Examinations Council Act (Act No. 11 of 2002) as amended by the Botswana Examinations Council (Amendment) Act, 2019 to manage, conduct examinations and assessments in general education and technical, vocational education and training and to award certificates in respect of the said examinations and assessments. The specific functions and responsibilities also include the following:

#### OUR VISION

To be a provider of accessible and globally competitive qualifications.

#### OUR MISSION

To provide a credible and responsive assessment and examination system.

- Advise the Ministry of Basic Education on assessment issues;
- Withhold or cancel examination results if candidates involved in examination malpractice;
- Develop standards for the conduct of examinations in all registered examination centres;
- Maintain standards in the system of examinations;
- Generally attend to matters related to the conduct of examinations;
- Develop examinations and assessments in general education, technical and vocational education training;
- Register and accredit examination centres for general education or equivalent including centres for technical and vocational education and training;
- Conduct regional and international comparability studies and other relevant research relevant to its mandate;
- Conduct training, registration and accreditation of examinations personnel;
- Make rules regulating the conduct of examinations and assessments;
- In consultation with the Minister authorise the release of examination results;
- And perform such other functions as may be conferred on it.

# *inside* this report



**S1**

**Board Members** Pg 1

**S2**

**Executive Management** Pg 2

**S3**

**Heads of Support Divisions** Pg 3

**S4**

**Chairperson's Foreword** Pg 4

**S5**

**Chief Executive Officer's Statement** Pg 5

**S6**

**Governance** Pg 7

**S7**

**2020/21 Strategy Performance** Pg 15

**S8**

**BEC Engagements and Outreach** Pg 22

**S9**

**Review of Operations** Pg 30

**S10**

**Financial Statements** Pg 53





**Dr. Olefile Bethuel Molwane**  
Board Chairperson



**Ms. Masego Izoh Mokubung**  
Deputy Board Chairperson



**Mr. Onkagetse Pusoentsi**  
Member



**Prof. Richard Tabulawa**  
Member



**Ms. Ivy Ramalohanye**  
Member



**Ms. Thateng Ludo Johwa-Mpundisi**  
Member



**Ms. Kelebogile Lecoge**  
Member



**Prof. Brian Mokopakgosi**  
Chief Executive Officer



**Mr. Pogiso Thapelo**  
Board Secretary



**Prof. Brian Mokopagosi**  
Chief Executive Officer



**Mr. Lethokwa Galekhutle**  
Director, Corporate Services



**Ms. Sheila B. Barungwi**  
Director, Product Development and Standards



**Ms. Dorcas Morake**  
Director, Examinations Administration and Certification



**Mr. Emmanuel Maite**  
Director, Human Resources



**Dr. Moreetsi Thobega**  
Director, Research and Policy Development



**Mr. Ratio Balositse**  
Acting Director, Information and Communications Technology

BEC BOARD MEMBERS

EXECUTIVE MANAGEMENT

HEADS OF SUPPORT DIVISIONS

CHAIRPERSON'S FOREWORD

CHIEF EXECUTIVE OFFICER'S STATEMENT

GOVERNANCE

BEC 2020/2021 STRATEGY PERFORMANCE

BEC OUTREACH AND ENGAGEMENTS

REVIEW OF OPERATIONS

FINANCIAL STATEMENTS



**Ms. Keramile Masire**  
Manager, Internal Audit



**Mr. Mothusi Ntau**  
Manager, Compliance and Quality Assurance



**Ms. Fingile Makgalemele**  
Manager, Corporate Communications



**Ms. Maipelo Sealetsa**  
Manager, Office of Strategy Management



**Mr. Pogiso Thapelo**  
Manager, Legal Services



Through this report, the Botswana Examinations Council (BEC) presents the story of 2020/21 financial year. The story is told from a perspective of the BEC. The story is that of COVID-19 pandemic and what the Council did to stay afloat during the era of the pandemic. It is about what the Organisation did to remain relevant and within its mandate even when the operating environment was unstable.

The year 2020/21 was a sequel to the year 2019/20 - the year that was marked by Parliament's approval of the Botswana Examinations Council (Amendment) Act, 2019. The approval of the Act did not only expand the mandate of the BEC, but also set in motion the process of transformation of the Council. While so, it is important to note that not all went as planned during the year under review. The plan was disrupted by the COVID-19 pandemic which forced a change in the way the BEC operated. A State of Public Emergency (SoPE) was declared; among the laws that were enacted during the SoPE was a moratorium on retrenchments by all employers. This resulted in BEC not being able to proceed with its transformation exercise which largely included possible retrenchment of staff. Like all organisations domiciled in Botswana, the BEC had to comply with the laws that governed the pandemic during the SoPE.

In response to the operational parameters set by the SoPE, the Board of the BEC resolved to slow down on all sub-projects of the Transformation Project, particularly those that had implications on the employment status of the human resources. Thus, most activities remained stagnant during the year under review. While at that, the substantive Chief Executive Officer Professor Brian Mokopagosi also expressed his desire to retire at the end of the financial year. He left the employment of BEC on the 31st March, 2021.

It is important to note that not all were adverse during the year under review, one highlight of the year was the appointment of the BEC Board by the Minister of Basic Education Honourable Fidelis Molao. It is commendable that the new Board was given a three year tenure. With a three year tenure, the Board will be able to drive the three year BEC transition strategy to the end.

Another notable achievement by BEC during the 2020/21 financial year was that the Council successfully conducted, marked, processed and released the 2020 PSLE, JCE and BGCSE examinations results on time. BEC together with its parent Ministry of Basic Education managed to do all these despite uncertainties presented by the COVID-19 Pandemic.

More exciting for the BEC was the Cabinet's approval of the National Policy on Assessment for General Education and (Technical and Vocational Education and Training (TVET). The Policy was approved together with other key initiatives extracted out of the General Education Curriculum and Assessment Framework (GECAF). The Policy guides implementation of the Outcomes Based Assessments (OBA). The OBA is associated with the system wide reform of Outcomes Based Education (OBE). This means that going forward, BEC will use school based assessment information towards certification of learners. Should these reforms be successfully implemented, the basic education system would truly be on the path to delivery of quality education.



Lastly, this foreword is a prelude to the actual report of BEC operational activities that occurred during the year under review. Elaborate reports of the activities would be found in the body of the report. The report is a very interesting read. I recommend it to all.

Dr. Olefile Bethuel Molwane  
Chairperson, Botswana Examinations Council.



## Introduction

The year 2020/21 was largely defined by dynamics around the COVID-19 pandemic. BEC operations that are discussed in this report were performed within an environment that was laden with requirements for compliance to the COVID-19 Protocols. Acting within parameters set by the Protocols, the BEC engaged in operational activities that, for purposes of the report, have been grouped into four main areas, namely governance, strategy performance, outreach activities and review of operations.

## Governance

The first chapter of the report describes the governance and compliance universe that BEC operates within. At the top of the Governance structures is the BEC Board. The Board was appointed by the Honourable Minister of Basic Education in October 2020. The Board sets the strategic direction that the Council should take. It further oversees and guides critical functions within the Organisation through Board committees. Committees of the BEC Board include, Human Resource Committee which governs all human resource matters, Procurement Committee presides over corporate procurement, Finance and Audit Committee is responsible for financial reporting, internal audit, risk management and internal controls. Examinations, Final Awards and Research Committees are responsible for governance of examinations and assessment processes. The governance structures, as outlined, were established in accordance with section 4 of the Botswana Examinations Council (Act No. 11 of 2002) as amended by the Botswana Examinations Council (Amendment) Act of 2019. The BEC subscribes to good corporate governance and is therefore, fully committed to ethical and effective leadership principles as espoused under the King IV Code of Corporate Governance.

## Strategy Performance

Financial year 2020/21 marked the first year of implementation of the BEC three-year Transition Strategy (2020-2023). Through this strategy, BEC would be transformed into a high performance organisation (HPO), it would also be restructured and capacitated to carry out its expanded mandate of conducting examinations and assessments within the continuum of General Education inclusive of Pre-Tertiary Technical and Vocational Education and Training (TVET). The BEC Transformation Project was thus conceived to capacitate the Council to achieve the mandate as outlined by the Act. It is however important to highlight that during the year under review, the Transformation Project did not move much owing to regulations of the State of Public Emergency (SoPE) that the Country was put under at the beginning of the COVID-19 Pandemic. During the SoPE, staff retrenchments were

suspended, and this impacted negatively on the progress of the BEC Transformation project. Legislation and Governance Reforms subproject was the only one that moved because it was not dependent on restructuring. While the COVID-19 pandemic had a negative impact on the BEC Transformation, the Organisation managed to execute initiatives around the 2020 Examination Cycle on time. The results for PSLE, JCE and BGCSE were all released in time and performance on the examinations was not different from previous years.

**Review of Operations**

**Examinations:** - During the year, BEC operations were re-aligned so as to comply with the COVID-19 protocols. Product development processes like test development, question paper evaluation and training of examiners were affected by the COVID-19 situation. While the test development and question paper evaluation were successfully implemented, training was not implemented as the BEC was not yet ready for alternative methods of training such as virtual training. A silver-lining was that the BEC was able to procure and set-up an e-authoring solution that would be used to produce test instruments electronically even beyond the COVID-19 era. While so, BEC continued to deliver examinations for the three qualifications, namely PSLE, JCE and BGCSE. In addition to the three, the Organisation produced the Standard IV attainment tests for primary schools. It is noteworthy that in 2020, the marking exercise took a different format; examiners marked at different marking venues scattered around the Country. Although this drove the costs of marking up, it was necessary to avoid gathering all examiners at one marking venue as that would have rendered BEC non-compliant to the COVID-19 Protocols. As reported elsewhere in this report performance of the 2020 cohort did not differ from that of previous years across all the three qualifications.

**Research:** - Research activities during the reporting year were designed to drive achievement of two strategic objectives namely, advancing research on BEC products and services, and improving monitoring and evaluation of assessment programmes. The Organisation managed to conduct the Comparability of Standards study, even though more focus was diverted to studies that provided solutions and quality assurance to the assessment process taking place under the COVID-19 environment.

**Information and Communication Technology:** - The ICT function facilitated the Organisation to change the way it had been doing business through relevant information and communication technologies. It also ensured minimum disruptions of ICT services as the Council resorted to concerted utilisation of ICT

tools during the period under consideration. The ICT function directed its efforts towards acquisition and deployment of ICT solutions that facilitated social distancing, working from home and shift work which were prevalent under the COVID-19 environment.

**COVID 19 Pandemic:** –When the COVID 19 pandemic broke out in Botswana early 2020, the BEC responded by putting in place elaborate guidelines and plans to mitigate the risk of the pandemic on its business and on the lives of its employees. Measures that were put in place included, development of COVID-19 response guidelines, setting up facilities and structures that enhanced hygiene standards associated with COVID-19 pandemic, and implementing the working from home and flexi hours to decongest the BEC offices. Unfortunately, by end of 2020/21, the organization had lost one of its employees due to COVID-19 related complications.

**BEC Annual Excellence Awards**

The BEC was not able to hold a typical annual excellence awards ceremony during 2020/21 financial year due to restrictions on gathering that were imposed by the COVID-19 Protocols. However, the Council showed its commitment to the initiative by splitting and spreading awarding ceremonies throughout the year. The first event of the awards was held on the 23rd October, 2020 when His Excellency the President of the Republic of Botswana Dr. Mokgweetsi Eric Keabetswe Masisi hosted the awards of the top three BGCSE achievers at his Office. His Excellency the President awarded the Golden Star award to the 2019 BGCSE Cohort's best performer. Also, present at that event were the Honourable Minister of Basic Education who awarded the first runner-up and the BEC Chairperson Dr. Olefile Molwane who awarded the second runner-up. Awards for JCE and PSLE were also awarded at different times during the year.

**Conclusion**

BEC survived the year 2020/21 because of the collective effort of its Staff and Board Committees, and the Board who worked tirelessly under very trying COVID-19 operational environment, to deliver the business targets for the year. The Staff, Board Committees and the BEC Board are therefore richly commended for the tireless commitment to the course of the BEC. It was through their commitment that the BEC remained afloat throughout the year.



Dr. Moreetsi Thobega  
For Chief Executive Officer

# S6

<b>Governance Framework</b>	<b>Pg 8</b>
Governance Structures	Pg 8
<b>Operational Structure</b>	<b>Pg 10</b>
Directorate	Pg 10
<b>Support Divisions</b>	<b>Pg 11</b>
Risk Management	Pg 11
<b>Compliance Management</b>	<b>Pg 12</b>



## GOVERNANCE FRAMEWORK

Botswana Examinations Council (BEC) is governed by the Board. The Board is appointed by the Minister of Basic Education in accordance with section 4 of Botswana Examinations Council Act Cap 58:03 (amended by BEC Amendment Act, 2019). Botswana Examinations Council subscribes to good corporate governance and therefore is fully committed to ethical and effective leadership principles as espoused under King IV. In pursuit of good corporate governance, the Council has over and above the BEC Act, adopted the Board Charter, Committees Terms of Reference which among other things, set parameters on the use of privileged information, declaration of conflict of interest and also stipulate the roles and responsibility of the Board.

In order to ensure that any interest of a Board member in a particular matter to be considered by the Board is brought to its attention, declaration of interest procedures have been put in place. These declarations are submitted by the Board members at the beginning of each meeting and are available for review any time. The Board Charter further provides a mechanism for the Council members to seek independent professional advice should the need arise.

### Governance Structures

#### The Board

The Board of Botswana Examinations Council consist of eight (8) members who are appointed by the Minister of Basic Education. The Board Members have competence, knowledge and experience in Curriculum and Educational Measurement and Evaluation, Educational Research, Education and Training, Finance and Audit, Human Resource Management or related field, Law and Law Enforcement.

The Board is comprised of the following Members:

- (i) Dr. Olefile Molwane - Chairperson
- (ii) Ms. Masego Mokubung - Vice Chairperson
- (iii) Professor Richard Tabulawa
- (iv) Ms. Thateng Ludo Johwa-Mpundisi
- (v) Ms. Ivy Ramalohanye
- (vi) Ms. Kelebogile Lecoge
- (vii) Mr. Onkagetse Pusoentsi
- (viii) Professor Brian Mokopakgosi - Chief Executive Officer (Ex officio Member)

During the year under the review, the following Board Members retired from the Botswana Examinations Council Board:

- (i) Dr. Joseph Tsonope - Board Chairperson (retired on the 30th April 2020)
- (ii) Dr. Godson Gatsha - Board Member (Retired on 30th October 2020)

Following the retirement of former Chairperson Dr. Olefile Molwane was appointed Acting Board Chairperson for six (6) months and was subsequently appointed substantive Board Chairperson.

Ms. Kelebogile Lecoge and Mr. Onkagetse Pusoentsi were appointed to the Board with effect from 31st October, 2020.

#### Board Meetings

The BEC Act (as amended) requires the Council to meet at least three times annually to discuss matters relating to, amongst other things; Strategy and Performance, Financial Position of the BEC, Risk Management, Human Resource matters, Sustainability and Governance. Members contribute to strategy formulation as well as monitoring and measuring the BEC's performance and that of its executive management against key performance indicators.

Attendance of the meetings by Board members during the financial year ended March 2021 is shown in **Table I**.

NAME OF BOARD MEMBER	POSITION	OM* 25/7/2020	SM** 19/8/2020	SM** 28/9/2020	OM* 25/11/2020	OM* 29/03/2021	Sitting Allowance (BWP)
Dr. Olefile Molwane	Chairperson	✓	✓	✓	✓	✓	7875
Ms. Masego Mokubung	Member	✓	✓	✓	✓	✓	6300
Prof. Brian Mokopakgosi	Member	✓	✓	✓	✓	✓	—
Dr. Godson Gatsha	Member	✓	✓	✗	—	—	2520
Prof. Richard Tabulawa	Member	✓	✓	✗	✓	✓	5040
Ms. Thateng Ludo Johwa-Mpundisi	Member	✓	✓	✓	✓	✓	6300
Ms. Ivy Ramalohanye	Member	✓	✓	✓	✓	✓	6300
Ms. Kelebogile Lecoge	Member	—	—	—	✓	✓	2520
Mr. Onkagetse Pusoentsi	Member	—	—	—	✓	✓	2520

**Table I: Attendance of the meetings by Council members during the financial year ended March 2021**

OM\* Ordinary Meeting

SM\*\* Special Meeting



## Board Committees

The Board has through the Board Charter set up seven (7) committees to assist the Board in carrying its oversight role. The seven committees are as follows:

### Executive Committee

The Committee's mandate is to deal with and make decisions on urgent matters that cannot wait for a Board meeting. These decisions however, have to be eventually ratified by the Board. The Committee meets on an ad hoc basis depending on the needs of the organisation.

The Executive Committee is chaired by Board Chairperson Dr. Olefile Molwane. Other Executive Committee members are Chairpersons of Board Committees and these are Ms. Ivy Ramalohanye, Ms. Kelebogile Lecoge, Professor Richard Tabulawa, and the Chief Executive Officer Professor Brian Mokopakgosi. It is noteworthy that the committee did not convene during the year under review.

The Members who retired during the year under review are Dr. Joseph Tsonope and Dr. Godson Gatsha.

### Human Resource Committee

The main purpose of the Human Resource Committee includes but not limited to provision of guidance and oversight on the management, optimum utilisation of human capital in order to ensure stability and business continuity.

During the year under review, the Board approved the Human Resources Committee Terms of Reference and as result the Committee was reconstituted as follows:

The Committee is chaired by Ms. Ivy Ramalohanye; other Committee Members are Mr. Onkagetse Pusoentsi and Mr. Donald Matlhodi.

Ms. Masego Mokubung ceased to be a member of the Committee during the year under review whilst Ms. Mukani Pelaelo and Professor Tachilisa Balule retired.

The Committee convened four (4) times during the year under review.

### Procurement Committee

The Committee is responsible for the approval of procurement of goods and services that are above the limit of the Management Tender Committee.

The Committee is chaired by Mr. Nelson Mokgethi. Other Committee members are Ms. Ivy Ramalohanye, Ms. Magdeline Motswagole, Mr. Onkagetse Pusoentsi and the Chief Executive Officer Professor Brian Mokopakgosi.

The Committee was reconstituted during the year under review and as a result Ms. Masego Mokubung ceased to be a member.

The Committee met three (3) times during the year under review.

### Research Committee

The Research Committee is responsible for approving the research plan for the organisation on behalf of Council and advises on the conduct of research and suggests policy options emanating from the research findings.

The Committee is chaired by Professor Richard Tabulawa. Other Committee Members are Ms. Masego Mokubung, Professor Owen Pansiri, Dr. Keene Boikhutso, Mr. Benjamin Segokgo Thebe, Mr. Kelaotswe Archie Galeboe and the Chief Executive Officer Professor Brian Mokopakgosi.

Dr. Godson Gatsha retired from the Committee during the year under review.

### Final Awards Committee

The Final Awards Committee is responsible for approving the awarding of qualifications based on standards thresholds determined by the Grade Advisory Committee. The Committee also approves the relevant procedures for certification at Primary School Leaving Examination (PSLE), the Junior Certificate Examination (JCE) and the Botswana General Certificate for Secondary Education (BGCSE) or any other examination conducted by BEC.

The Committee is chaired by the Board Chairperson Dr. Olefile Molwane. Other Committee Members are Professor Richard Tabulawa, Ms. Kelebogile Lecoge, Mr. Nondo Koolese, Dr. Kebatenne Hulela, Ms. Segomotso Chimbombi, Professor Tshupo Batane, Ms. Mogametsi Kowa and the Chief Executive Officer Professor Brian Mokopakgosi.

The Committee met three times during the year under review. The meetings were convened for the Committee to approve release of PSLE, JCE and BGCSE results respectively.

### Examinations Committee

The Committee is responsible for ensuring accessibility, equity and fairness in the conduct of examinations, which include amongst other things decisions on malpractice, special considerations and applications for access arrangements.

The Committee is chaired by Ms. Kelebogile Lecoge. Other Committee Members are Ms. Thateng Ludo-Mpundisi, Mr. Kenneth Bugalo Habana, Mr. Lisani Ndaba, Mr. Ronald Motswakhumo, Ms. Ivy Balopi and the Chief Executive Officer Professor Brian Mokopakgosi.

The Committee met three (3) times during the year under review.

### Finance and Audit Committee

The Council, in line with good corporate governance, has established a Finance and Audit Committee (FAC) which is administered through the Finance and Audit Committee Charter. The Committee comprises four (4) members all appointed by the Board, two (2) of which are members of the Board and two (2) independent members.

The committee is chaired by Mr. Pelotshweu Mashlow Motlogelwa. Other members are Ms. Thateng Ludo Johwa-Mpundisi, Ms. Masego Mokubung and Mr. Ngele Gabriel Ngele.

The Committee is mandated to provide oversight on behalf of the Governing Council over:

- The financial reporting process
- Internal Audit process
- The system of governance, risk management and internal controls,
- Information and Communication Technology (ICT) governance
- Monitoring compliance with applicable regulations and legislation

During the 2020-2021 financial year the Finance and Audit Committee was reconstituted in line with principles of good governance and the Committee Charter, two (2) Members who had served their second terms retired from the FAC.

## OPERATIONAL STRUCTURE

BEC operations are implemented according to a functional structure. Broad function called Directorates and smaller Units called Divisions are the ones driving specific functions. There are seven Directorates namely Directorate of Product Development and Standards, Directorate of Examinations Administration and Certification, Directorate of Research and Policy Development, Directorate of Corporate Services, Directorate of Information and Communications Technology, Directorate of Human Resources, Office of The Chief Executive and Office of Strategy Management, Compliance and Quality Assurance, Internal Audit, Corporate Communications and Legal Services which are the support Divisions.

### Directorate of Product Development and Standards

Responsible for the development of assessment programmes and instruments as well as maintaining internationally competitive standards. It is also responsible for advising Council on emerging assessment needs within the education system.

### Directorate of Examinations Administration and Certification

Provides regulatory mechanisms and logistics for effective administration of all national examinations and assessments. Furthermore, the directorate administers examinations and tests offered by external organisations and conducts aptitude tests for vocational institutions.

### Directorate of Research and Policy Development

Designs, implements and conducts validation studies to inform policy decisions on assessment, operations of the Council and the monitoring of educational and assessment standards. The directorate also oversees the policy development process.

### Directorate of Corporate Service

Responsible for the management of financial, procurement, assets, facilities, logistics and the provision of security services.

### Directorate of Information and Communications Technology

Responsible for providing ICT support services to BEC to ensure effective, efficient, and secure processing and delivery of examinations including the release of results.

### Directorate of Human Resources

Responsible for ensuring that the Council is staffed with appropriately qualified and experienced employees for it to execute its mandate. It also provides a wide range of human resources and records management services in a cost effective manner to ensure that the Council's human resources and records are effectively managed.

## Support Divisions under the Office of The Chief Executive Officer

### Office of Strategy Management

Responsible for coordinating the development and implementation of the BEC strategy, its monitoring, evaluation and review. This includes Change and Performance management.

### Compliance and Quality Assurance

Responsible for compliance to standards, processes and procedures and quality audits, coordinating the implementation of BEC quality policy as well as implementation of enterprise risk management.

### Internal Audit

Independent of management and reports directly to the Council's Finance and Audit Committee. It is responsible for providing a systematic and disciplined approach to evaluate

and improvement of the efficiency and effectiveness of enterprise wide risk management, internal control systems and governance processes.

### Corporate Communications

Responsible for corporate communications and educating customers, stakeholders and the general public on the mandate and major operations of BEC.

### Legal Services

Responsible for providing legal advisory services to the Council and secretarial services to the Board. Strengthening corporate governance in the organisation by putting in place proper corporate governance architecture and ensuring that the organisation complies with all relevant legislation. In this latter function the office acts as the link between Management and the Board.

## RISK MANAGEMENT

**In line with Principle 11 of the King IV Code of Corporate Governance the Board of the BEC is responsible for the governance of risk. The Board has therefore, established the Enterprise Risk management Framework and Risk Management Policy and effects this responsibility through the Finance and Audit Committee (FAC).**

The BEC considers risk management as an integral part of all its operations. During the 2020/21 financial year notable achievements in the risk management area were the approval of the revised Risk Management Policy and its Framework, periodic risk reporting as well as auditing of the risk management process.

Efforts to further to strengthen risk management through training for the governing entities being the Board and Management were hampered by the COVID-19 restrictions. Induction and training is critical for ensuring risk management efforts mature progressively to ensure that the strategic objectives of the Council are achieved. The risk function was audited during the reporting period and the findings were that training of risk champions and Management needs to be effected expeditiously for the process to deliver the expected results. The audit further pointed to the need for a comprehensive corporate risk register at strategic level to be developed.

The COVID-19 pandemic had a significant impact on the BEC operations. The Council responded effectively to reduce such impact. The COVID-19 Crisis Management Committee (CMC) which was established by the Chief Executive Officer in anticipation of potential threats to the continuity of BEC operations. The Committee's role was to identify potential threats, assess their impact and establish the best ways to avoid

them and how to address them before, during and after they have occurred. Another key initiative was the development of the crisis management plan that identified critical risk areas, planned mitigation efforts and a recovery strategy. The Council therefore, hastened to establish resiliency plans which also strengthened a case for the implementation of a Business Continuity Management System to enhance capability to continue delivery of product and services at acceptable predefined levels following a disruptive incident.

The expenditure on controls BEC put in place in response to the COVID-19 pandemic as at 31st December, 2020 stood at P962,925.89 (Nine Hundred and Sixty Two Thousand Nine Hundred and Twenty Five Pula Eighty Nine Thebe) from a budget of P1,500,000.00 (One Million Five Hundred Thousand Pula). Much of the fund was consumed by examination activities consequent to a decision being taken to establish marking venues outside the greater Gaborone zone to reduce potential for exposure to the Corona virus by examiners.

In alignment to the three (3) lines of defence, the Board has established a risk management responsibility matrix that is constituted as below:

#### a) First Line – Functional Responsibility

The Board delegates to management the responsibility to

implement and execute effective risk management through an assessment of risks and opportunities emanating from all functional areas of the organisation that have material effect on stakeholder interests, profit and the communities it operates within. This exercise includes pursuing strategies within predetermined risk tolerance levels.

**b) Second Line – Specialist Responsibility**

It is constituted by the:

**(i) Finance and Procurement Divisions:** they are the controllership functions that monitor financial risks and financial reporting issues.

**(ii) Risk Management Function:** It facilitates and monitors the implementation of effective risk management practices by operational management and assists risk owners in identifying and managing their area-specific risks and reporting adequate risk-related information throughout the organisation.

**(iii) Compliance Management:** It monitors various specific risks such as noncompliance with applicable laws and regulations, internal policy, processes and procedures, and best practice standards and codes. In this capacity, the separate function reports directly to the Executive Management Team and to the Board through the FAC.

The Risk Management and Compliance Management functions are integrated into the Compliance and Quality Assurance Division reporting directly to the Manager: Compliance and Quality Assurance.

**c) Third Line – Assurance Responsibility**

The Internal audit function provides the Board and Senior Management with assurance on the effectiveness of governance, risk management, compliance management and internal controls. The Internal Audit function is independent from the operations of the Council as a third line of defence, in order for them to provide objective assurance.

Assurance Providers

**Internal Audit**

In order to execute its mandate as an oversight body, the Council obtains independent assurance from the Internal Audit function on the adequacy and effectiveness of the system of internal controls, risk management, governance processes and compliance to laid down policies, laws and regulations to ensure the achievement of the Council's strategic objectives.

The Internal Audit function annually develops a risk based audit plan approved by the Finance and Audit Committee and performs audits in line with this plan. Audits performed by the Internal Audit function do not only look into finance and operations but also issues that may have an adverse impact on the image, ethics and culture of the organisation. The year under review came with new challenges brought about by the

impact of the pandemic which Internal Audit faced just as it was for the entire organisation. During the 2020/21 financial year, Internal Audit performed the following audits;

• **Payments/Expenditure Review**

BEC is an expenditure driven organisation therefore, it is critical to ensure efficient use of the limited resources available. This audit was even more relevant with the advent of COVID-19 because certain processes had to be changed in response to the risks associated with the pandemic.

• **Risk Management process review**

The Council adopted the ERM framework to risk management and put in place a policy to guide implementation of the same. The process of risk management was reviewed for effectiveness and adequacy as risk management is key to business success.

• **Projects review**

During the period under review a follow review was performed in response to the risks facing successful implementation of projects due to COVID-19. It became evident that the BEC project portfolio was facing some delays in implementation of certain activities and funding was likely to be a challenge due to change in the way things would be done going forward, as long as the pandemic remained a treat.

• **Follow-up review on Human Resource processes**

A follow up review was also done on Human Resource processes to ensure preparedness for the anticipated transformation of BEC which would come with reorganisation/restructuring. This audit was deemed necessary to ascertain that gaps previously raised were addressed accordingly.

• **Monitoring of Control environment**

In their endeavour to ensure continued improvement in the control environment, monitoring on implementation of prior period audit recommendations were performed quarterly and reported to the Audit Committee.

• **Advisory**

Internal Audit continues to advice management by taking part during key decision making aspects of the business.

**Compliance Management**

The BEC Compliance Management is conducted to as fulfilment of principle 13 of the King IV Code of Corporate Governance which prescribes that the Board should govern compliance with applicable laws and adopted, non-binding rules, codes and standards in a way that supports the organisation being ethical and a good corporate citizen.

During the reporting period 11 policies were finalised and approved. These documents are key in the management of compliance and enhancement of the BEC governance structures. The BEC saw the following policies being finalised and approved:

- (i) Risk Management Policy
- (ii) Enterprise Risk Management Framework
- (iii) Knowledge Management Policy
- (iv) Anti-Fraud Policy
- (v) Communications Policy
- (vi) Human Resource Committee Terms of Reference
- (vii) Information Security Policy
- (viii) Mobile Device Policy
- (ix) Teleworking Policy
- (x) Password Policy
- (xi) Acceptable Use of ICT Facilities

## BGCSE Inspections

The annual inspections conducted on BGCSE examinations are usually performed by independent inspectors engaged by Cambridge International Examination (Cambridge International) to provide assurance on the BGCSE and Cambridge examination standards. Due to travel restrictions effected by countries in response to the

COVID-19, the inspectors could not be engaged for the 2020 examination cycle. In order to ensure continuity, Cambridge International engaged the BEC Compliance and Quality Assurance (CQA) Division to perform inspections of live examinations on their behalf.

The inspections seek to examine the state of the examination environment and overall conduct of examinations at selected Centres. These inspections and feedback given at the conclusion of the inspections affirms good practice and aids the Centres

to further improve on their service provision to candidates who have paid money to get service reflective of the qualities the BEC aspires to.

During this inspection, the inspectors evaluated and reported under the following inspection areas:

- (i) Key time and full centre supervision (where applicable);
- (ii) Security arrangements;
- (iii) The conduct of exams; and
- (iv) the standard of the exam room/ set up.

A total of 18 centres were inspected during the 2020 examination sitting. The inspections commenced on the 19th October 2020 and were completed on the 6th November 2020.

In appreciating the results as tabulated under **Table 2** below, The following should be noted:

(i) A rating of Completely Satisfactory is awarded where security arrangements and conduct of exams, as observed by the inspector, fully complied with the BEC and Cambridge International guidelines and handbook for Conduct of examinations.

(ii) A rating of Completely Serious Deficiencies is awarded where security arrangements and conduct of exams, as observed by the inspector, did not comply at all with the BEC and Cambridge International guidelines and handbook for Conduct of examinations.

NO:	INSPECTION RATINGS	NUMBER OF CENTRES ACHIEVING RATING	PERCENTAGE OF TOTAL NUMBER OF CENTRES INSPECTED
1.	Completely Satisfactory	1	6%
2.	Satisfactory with Minor Points	5	28%
3.	Some Cause for Concern	6	33%
4.	Serious Deficiencies	6	33%

**Table 2: 2020 Examinations Inspections Outcomes & Ratings**

The trends of the inspections results between 2015 and 2020 are summarised in **Figure I**. The results show a significant decrease on “Satisfactory with Minor Points” rating of 71% in 2019 to 33% in 2020 and a significant increase in “Serious deficiencies” ratings from 0% in 2019 to 2020. The general decline in the ratings may have been due to, among other things; COVID-19 related challenges.



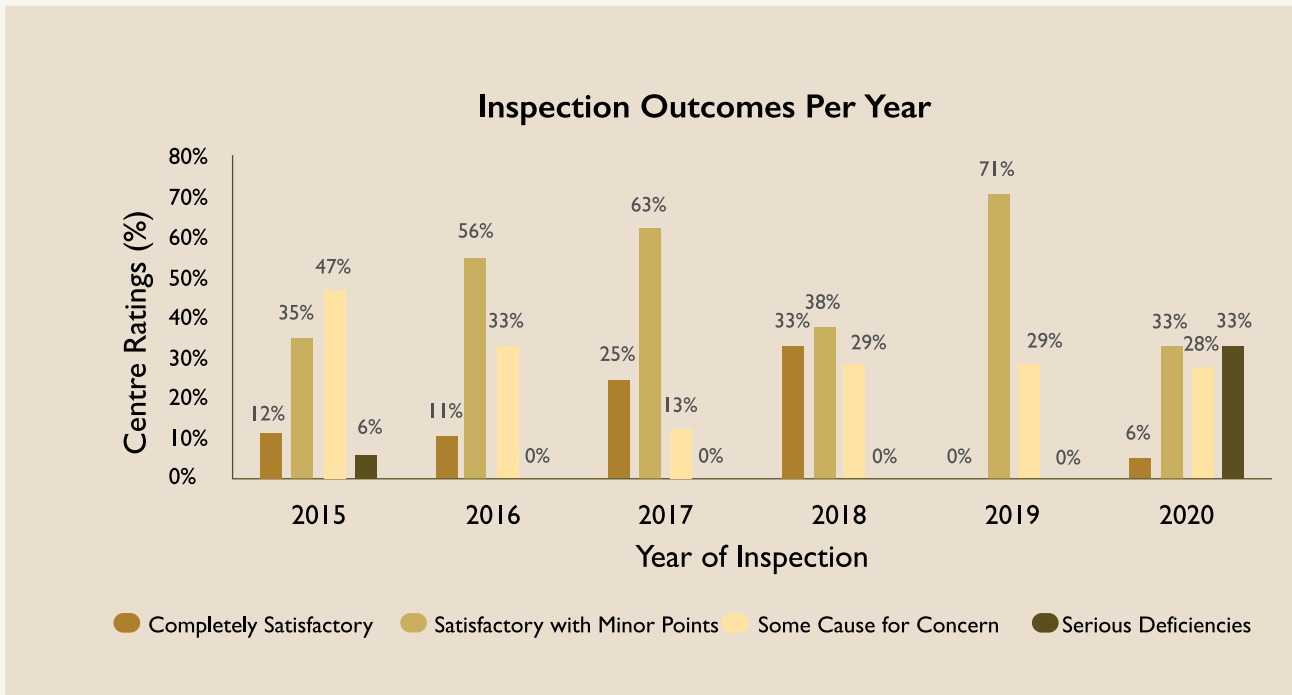


Figure 1: Cambridge International Inspections Results (2015-2020)

### PSLE and JCE

No PSLE and JCE centres were inspected for the 2020 examination cycle. This was due to COVID-19 related scheduling constraints which made it impossible to conduct examination inspections for the lower grade examinations. It is important for BEC to conduct inspections on PSLE and JCE examinations to ensure that the integrity and standards of the examinations are maintained across all levels.

**S7**

<b>Strategy Performance</b>	<b>Pg 16</b>
Customer /Stakeholder Perspective	Pg 16
<b>Resources and Sustainability Perspective</b>	<b>Pg 17</b>
Organisation Efficiency and Effectiveness Perspective	Pg 18
<b>BEC Transformation Project</b>	<b>Pg 20</b>

## STRATEGY PERFORMANCE

Financial year 2020/21 marked the first year of the implementation of the Botswana Examinations Council three year Transition Strategy (2020-2023). This is a strategy that will establish all structures and build capacity for BEC to carry out the expanded mandate as well as transforming into a High Performance Organisation (HPO). The strategy is pivoted on recommendations of the Transformation Project Due Diligence Report. The Strategy was developed and approved during the last financial year and adopted by 1st April 2020 for implementation.

### Introduction

At the commencement of implementation of the BEC Transition Strategy (2020-23), there was a novel COVID-19 pandemic that had a global effect on the health and livelihoods of all people. The Government consequently declared a State of Public Emergency from 1st April 2020 as one of the strategies to manage the spread of the virus. This decision resulted in majority of services being halted and consequently limitation on implementation of plans since all staff, apart from essential services were required to stay home and exercise extreme social distancing. Since a substantial amount of time was lost, however the Council adjusted all its plans including the strategic initiative plans to recover the lost time. The Council further modified ways of work and developed policies and guidelines to assist the business to operate under the prevailing circumstances, that is accommodating the protocols that were put in place to manage the spread of the COVID-19 virus.

The COVID-19 pandemic had an impact on the strategic projects financial resources, timelines, and human capital wellness and wellbeing. This had an overall impact on business operations, hence the Strategy Performance. It is worth noting that, despite these challenges, there were however positive traits developed during this perturbing period that the Council will build on as it transforms to a high performance culture. Resilience and innovation were key notable traits displayed across board as new inventive approaches were developed and executed. This resulted in execution of the 2020 Examination Cycle on time for all the three levels (PSLE, JCE, BGCSE) at the same level of quality as the previous years as well as overall attainment of 79.5% of all planned activities as reported in the report that follows.

To address the schedule overruns, the Council extended implementation of the Strategy by one year to complete in financial year 2023/24. This was done to recover lost time

experienced in the first year of the strategy. The performance analysis that follows is on performance against the BEC Strategy Perspectives for the period between 1st April 2020 and 31st March 2021.

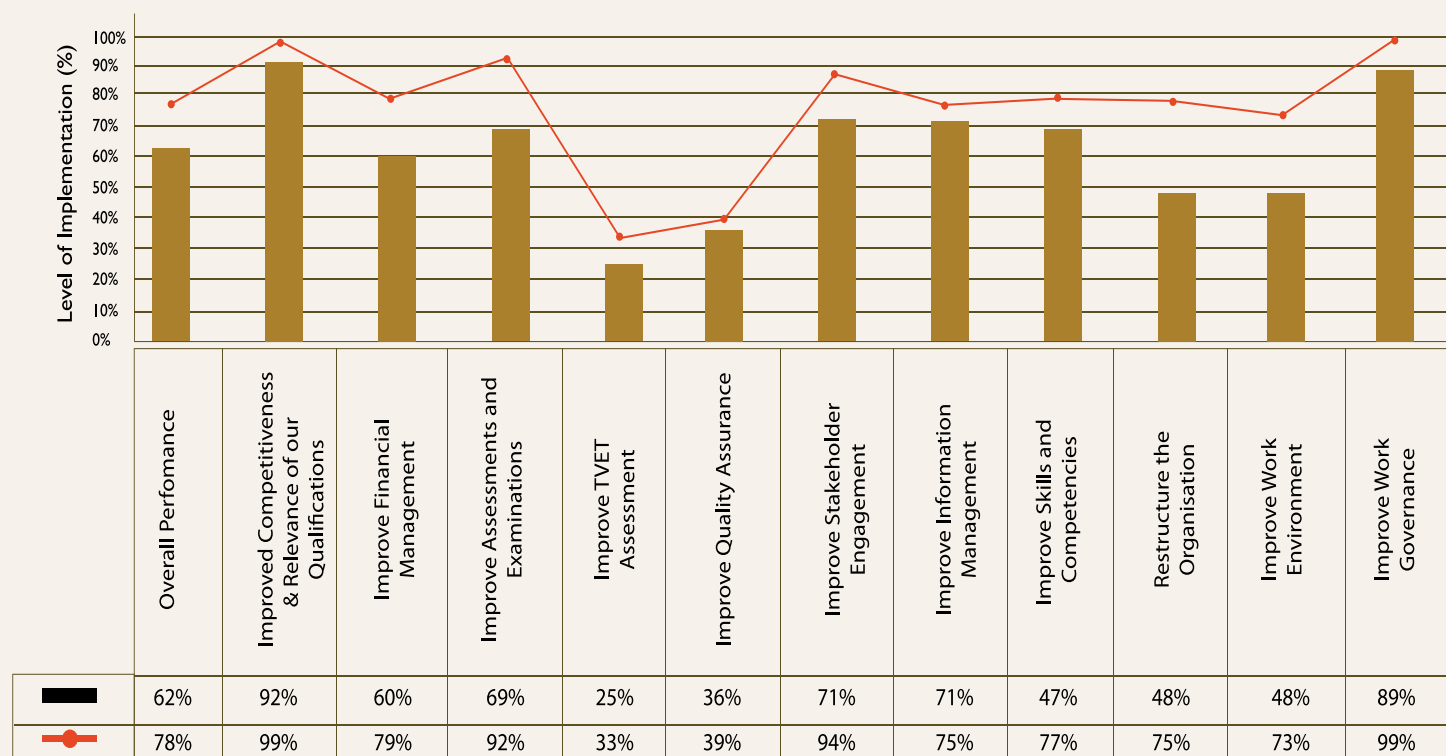
Strategic initiatives performance overview summarised by **Figure 2** is for the period ending 31st March 2021, BEC was able to implement **79.5%** of overall planned strategic initiatives. Overall initiative implementation variance was recorded at **16%**. Implementation variance indicates the difference between what was expected and what was actually accomplished. The strategy results as at 31st March 2021 reflect that preventative actions as detailed in the report should be applied to avoid the strategy implementation falling off track. By end of 2020/21, the variance per perspective indicates that most of the perspectives needed to apply preventative action to avoid a negative deviation save for the Customer/Stakeholder Perspective that was on track with a minimal variance of 7%. Overall, there was no perspective that had fallen off track by 31st March 2021.

### Customer/Stakeholder Perspective

The adjustment to strategic initiative plans was done during the second quarter of 2020/21, which was also peak of the examination process. This caused delays in the generation of the Competiveness & Relevance measure, which required a lot of consultation with relevant stakeholders, some of whom were directly involved in the examination process. This resulted in an inadequate sample size to make meaningful decisions. Going forward, the scope would be extended to cover other areas in the business. Many other studies that feed into the competitiveness index were however carried out. One of these was the Comparability of Standards study with Cambridge which was on track, and the final report had been received from Cambridge and disseminated to the relevant stakeholders for application in the preceding processes.



## Strategic Initiatives Implementation



The strategic objectives performance overview summarised by Figure 2 is for the period ending 31st March 2021. This is the overall performance of strategic initiatives driving the eleven (11) strategic objectives as per the 2020/21 Corporate Scorecard. The overall implementation of strategic initiatives was 62% against the 78% planned, which translates to 79.5% performance. This performance was under the prevailing challenges presented by the COVID-19 pandemic. As detailed by the report that follows all objectives were able to implement more than 60% of planned activities, and where gaps were identified, preventative actions were adopted and implemented to ensure that the strategy stays on track. The objective of Restructure of the Organisation is one of those that had to slow down implementation of some of its key milestones due to some of the government policies adopted for the Public State of Emergency (SoE) which was extended.

Figure 2: Progress of Strategic Initiatives implementation

### Resources and Sustainability Perspective

The Council recorded a favourable budget variance of +1.91% against a targeted 4% due to savings from activities that were not undertaken during the period under review such as moderations, examiners feeding and the travel costs due to COVID-19 restrictions. The savings were however eroded by the pula depreciation against the British pound hence a +1.9% variance. The efficiency ratios recorded were 1.56 against a targeted 1:1; these results reflect that by 31st March 2021, the Council could meet its financial obligations with 1.56 liabilities on its assets. There was however no overall increase on income internally generated but a slight 1% decline recorded instead. In the previous review period (2019/2020) BEC hosted SAAEA conference and the conference registration fees increased the internally generated income slightly. This was not the case in 2020/2021, hence a decline. The interventions to increase internally generated income are yet to bear notable results.

Responding to the Government call for citizen empowerment through various procurement reforms and policies, a target of 20% was exceeded as 53% of all BEC procurement was with local suppliers. The initiatives towards realisation of an improved financial management, which mostly have a long term effect, were partially achieved owing to focus on

implementation of the examinations related activities. The Productivity Strategy (Cost Cutting) initiative was initiated but is behind schedule; while the Growth Strategy (Income Generation) was partially started. The initiative of Cost Sharing in Assessment of General Education was at advanced procurement stage in an effort to procure Consultancy services for feasibility studies. It has been proposed that full execution of these strategies should be planned for the next financial year (2021/22) as the period under review was short to allow all planned work to be fully executed.

### Organisational Efficiency and Effective Perspective

The initiatives that drive the Council towards improvement of processes, products and services were not spared from the effects of COVID-19 pandemic as they greatly depended on stakeholder engagement internally and externally for effective implementation. The COVID-19 protocols limited people interactions. This affected projects that depended on workshops, stakeholder trainings and engagements i.e. BEAM, Outcome Based Assessment (Pathways), Review of Primary Education Assessments Programme.

Alternative approaches to facilitation of training workshops and meetings were however established as BEC invested on state of the art virtual meeting infrastructure to facilitate implementation of these projects and all others that require meetings and workshops with a large crowd. This led to the training of stakeholders and development of the Assessment Frameworks across the three respective projects. The BEAM followed with item development through a webinar and the development process commenced during period under review. The Outcome Based Assessment Project continued with the development of assessment syllabuses for four subjects (Hospitality & Tourism, Agriculture: Horticulture, Animal Production, Crop Production). These were all quality assured by Subject Advisory Committee. Furthermore, the School Based Assessment (SBA) guidelines were developed and were awaiting finalisation and approval by end of the planning period. The communication and consultation plan on Review of Assessment Programme (particularly the PSLE examination) will only commence following completion of Government consultation with relevant stakeholders.

With regard to the Registration and Accreditation of Centres and Personnel, BEC had drafted all documentation for the accreditation of centres and personnel for submission to

Botswana Qualifications Authority (BQA). Once approved, they will provide a quality assurance model for General Education. Implementation will however continue extensively subsequent to the lifting of suspension of the registration of General Education (GE) Qualifications by Botswana Qualifications Authority (BQA).

To improve internal processes, the Council through the Quality Assurance Objective continued with implementation of Quality Management System by taking steps towards closing gaps identified in the Process Due diligence report. This included the review of the Quality policy to align it to the new ISO 9001 Standard and the automation of the QMS. To improve service delivery an innovation management framework has been drafted and one innovative solution being piloted. All these reforms and changes required the Council to effectively manage expectations and get buy-in. This was achieved through implementation of the Transformation Change Management Plan and the Communications Strategy which resulted in 0% negative media reporting against a targeted 25%. Engagements with staff, staff unions, BEC management, were done to update them on the progress of the Transformation project, organisational structure, job profiles and migration rules and exit packages, some of these discussions are still ongoing. The Minister was also provided with project progress on 2nd March 2021.

### Organisational Capacity and Capability

To build capacity required by the Council for execution of all the processes above, appropriate business systems were planned for implementation. However, only 1 was implemented against a target of 4 due to delays caused by competition for resources (human, time) during the exam peak period. The interventions applied on security of information managed to safeguard integrity of the Council's sensitive information as there was no security breaches recorded. The review of the Training and Development Policy, Talent Management and Performance Management System policies were initiated in preparation for the expanded mandate. Some of the milestones of the restructuring project were done towards implementation of a new structure, which was initially expected in December 2020. Delays were experienced on the Consultation on organisational structure due to unavailability of some stakeholders, but it has since been completed and recommendations are still under discussions.

During the period under review, the Performance Management System review progressed well; the reviewed system and associated documents were still undergoing consultations with relevant stakeholders. The revised performance management system will assist the Council on building a High Performance Organisation and it is expected to be ready for implementation in the next financial year. To improve the work environment, the process of facilities expansion began with the development and approval of a business case.

Preparations for the initiation workshop with all stakeholders and procurement of services for structural drawings have now commenced. Funding for this project had also been availed through the National Development Budget (Transformation Budget). To safeguard the wellness and wellbeing of employees, the Council continued on its adherence to the COVID-19 protocols through the

various instruments developed by Management. One of the interventions is Working From Home which has been well embraced, though with a few challenges of shortage of ICT gadgets. The implementation of the Transformation Project (Information Management Systems sub-project) is addressing this gap through the refurbishment of the ICT infrastructure.

On building a mature corporate governance culture, various interventions were implemented towards a more robust governance framework. These included the development and implementation of the Risk Management Policy and Framework, the development and maintenance of the compliance universe and development of a Governance Maturity Matrix. The Council also continued on its Risk monitoring and reporting on a quarterly basis to Management and Board through Finance and Audit Committee.

- BEC BOARD MEMBERS
- EXECUTIVE MANAGEMENT
- HEADS OF SUPPORT DIVISIONS
- CHAIRPERSON'S FOREWORD
- CHIEF EXECUTIVE OFFICERS' STATEMENT
- GOVERNANCE
- BEC 2020/2021 STRATEGY PERFORMANCE
- BEC OUTREACH AND ENGAGEMENTS
- REVIEW OF OPERATIONS
- FINANCIAL STATEMENTS

## BEC TRANSFORMATION PROJECT

The overall purpose of the project is to transform the Botswana Examinations Council into a high-performance national examinations and assessment centre that will drive the assessment of General Education inclusive of Technical and Vocational Education and Training (TVET) assessment and moderation functions that are aligned to the National Human Resource Development Strategy (NHRDS) and the National Credit and Qualifications Framework (NCQF).

### BEC Transformation Project

The BEC Transformation Project is a flagship strategic initiative that will deliver the new BEC with an expanded mandate, the initiative will be delivered over the strategic period 2020–2023. Within this period, BEC will reform both its regulatory and operational processes to enhance the BEC information technology systems as well as examinations processing environment. The systems will be of global excellence and will adopt advanced system automation to enable seamless delivery of automated service to all examinations stakeholders. The services will be delivered on a single information technology platform, where all services will be accessed on an automated platform that will enable countrywide real-time access.

Sister departments, examinations centres, the public and schools will experience world class service on the new BEC website and examinations portals that will be available both over the internet using both fixed platforms and mobile platforms.

### BEC Legislation and Governance Reforms

The review of the BEC Act in particular came after the Government of Botswana, through the approval of various policies and Cabinet Directives took a decision to establish a new system level architecture for education and training. In 2009, Cabinet approved the National Human Resource Development Strategy (NHRDS). Pursuant to this, the HRDC (Human Resources Development Council) and BQA (Botswana Qualifications Authority) were established in 2013.

The BEC on the other hand was to transform into a national assessment centre and to take on an expanded mandate.

Subsequent to 2017 - Cabinet approved rationalisation of the functions of MTTC (Madirelo Training and Testing Centre), CITF (Construction Industry Trust Fund), and Brigades. The rationale was that vocational assessment and moderation functions undertaken by MTTC should be transferred to BEC.

Some of the notable achievements during the year under review are as follows;

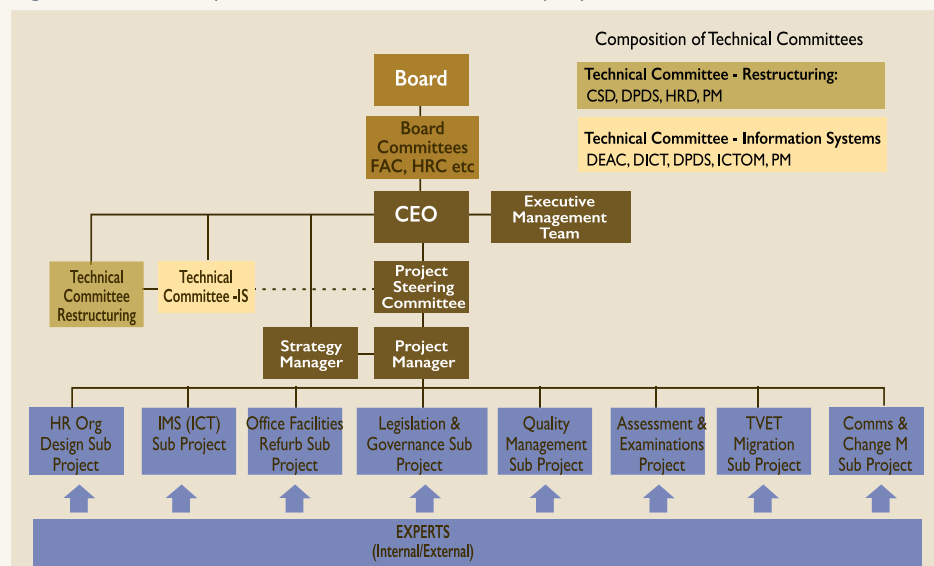
- a) The new BEC Act of 2019 and associated Regulations were approved.
- b) Due Diligence study on the BEC Governance, Operational Capacity, Operational Capability and Strategic Direction was conducted.
- c) The National Policy on Assessment for General Education and TVET was approved by Cabinet in February 2021.
- d) A TVET Assessment Administration Policy is being crafted.
- e) The new TVET Administration Framework.
- f) Development of BEC operational policies in line with the BEC governance framework were revised.
- g) Rationalisation of BEC processes in line with ISO 9001.

The regulatory instruments will ensure that BEC meets its new mandate and operational standards.

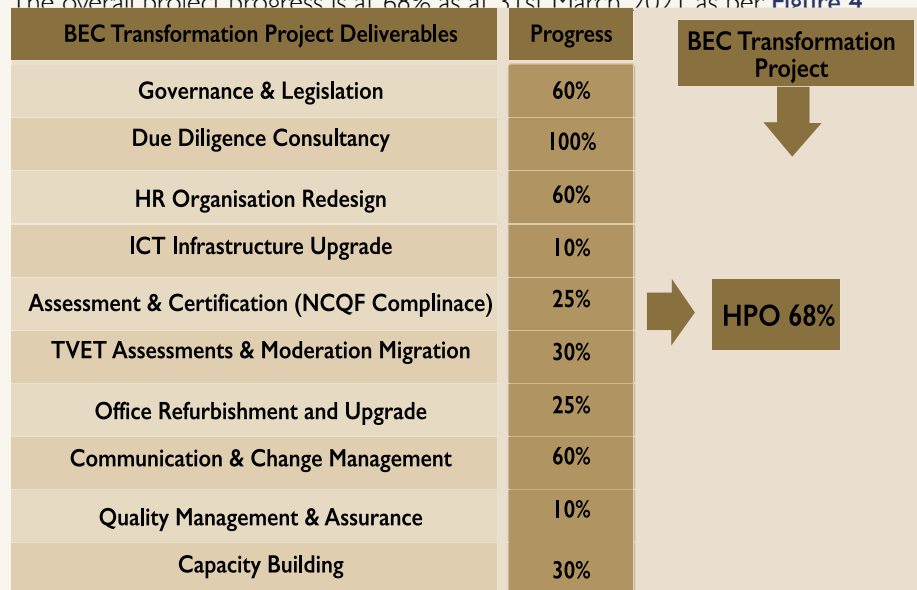
### BEC Transformation Project Structure

To BEC Transformation Project has been structured into eight Sub Projects each with a specific mandate to facilitate delivery of key project deliverables that are structured to deliver high operational standards to achieve a high performance organisation.

Figure 3 below depicts the BEC transformation project structure.



The overall project progress is at 68% as at 31st March 2021 as per **Figure 4**



### Information Management Systems (ICT) Sub Project

This Sub Project intends to establish an integrated information management system to cater for the expanded mandate.

The BEC Information Management Systems (ICT) Sub Project will deliver a world class ICT infrastructure and systems to fully automate the BEC processing and customer service operations.

### Office Facilities Refurbishment Sub-Project

The objective of the Sub Project is to develop and redesign the BEC Head Office buildings and facilities to enhance the interior operational spaces to create work environment efficiency and to accommodate all the BEC expanded mandate functions.

The Office Facilities Refurbishment Sub Project will deliver enhanced and improved office facilities that will meet the BEC high performance processing environment, and efficiency customer service.

### Budget and Capacitation

BEC has been capacitated by Government with a total budget of P102.9 million over the project duration to facilitate effective delivery of the BEC 2020-2023 Strategic Plan.

### BEC Transformation Project - Risks, Dependencies & Issues

Some of the BEC's Transformation Projects risks, dependencies and issues include the following:

i) **COVID-19 Impact:** The COVID-19 pandemic presented the greatest risk to the envisaged BEC Transformation Project through human resource impact.

**Mitigation:** BEC has actively engaged various stakeholders including the Government COVID-19 Task force to mitigate against severe COVID impact on the project.

ii) **State of Public Emergency:** During the year under review the State of Public Emergency has impacted on timeous delivery of the BEC Transformation Project.

### Organisational Redesign Sub Project

The objective of this Sub Project is to conduct an organisational re-design and restructuring to accommodate the expanded mandate of BEC.

A new BEC Organisational structure that comprises the incorporation of a TVET Assessment Administration Department will be part of the new BEC organisation redesign.

### TVET Migration Sub Project

The aim of this Sub Project is to ensure smooth transfer of pre-tertiary TVET assessment and moderation functions to BEC.

A joint implementation team has been formed between BEC and the Ministry of Employment Labour Productivity and Skills Development (MELSD) to ensure seamless migration of TVET Assessment and Moderation functions to BEC.

This exercise is targeted to be completed by June 2022.

### Examinations and Assessment Sub Project

The Examinations and Assessment Sub Project seeks to align assessments for general education and pre-tertiary TVET to the National Human Resource Development Strategy (NHRDS) and the National Credit and Qualifications Framework (NCQF).

It also aims to deliver assessment programmes for General Education and Technical and Vocational Education and Training (up to Level 5 of the NCQF) that are aligned to the National Human Resource Development Strategy (NHRDS) and the National Credit and Qualifications Framework (NCQF).

A TVET Assessment Framework is being developed through the engagement and support of the European Union through the GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH) consultancy forum. The framework is being developed as one of the major deliverables alongside the transfer of processes to BEC.

**S8**

<b>BEC Addresses Ntlo Ya Dikgosi And Town Councils</b>	<b>Pg 23</b>
<b>BEC Briefs Parliamentary Committee On Oversight Bodies</b>	<b>Pg 24</b>
<b>BEC Board Chairperson Retires</b>	<b>Pg 25</b>
<b>Chief Executive Officer Retirement</b>	<b>Pg 26</b>
<b>BEC Recognises 11th Excellence Awards Recipients</b>	<b>Pg 27</b>
<b>BEC Donates To Kgomodiatshaba and Khurutshe Primary Schools</b>	<b>Pg 28</b>
<b>Media Briefing Goes Virtual</b>	<b>Pg 28</b>
<b>BEC Invigilation Personnel Training Digitalised</b>	<b>Pg 29</b>



## BEC AT A GLANCE

The year that was 2020/21 financial year saw the BEC experiencing reduction in its physical activities, compared to the preceding years due to the COVID-19 Pandemic that has befallen the whole world since December, 2019. This resulted in the Country going into a total lockdown during the month of April 2020 to May 2020. Despite the new way of operating, the BEC managed to address some of its stakeholders face to face and others online by live streaming.

### BEC addresses *Ntlo ya Dikgosi* and Town Councils



Director of Research and Policy Development Dr. Moreetsi Thobega briefing members of *Ntlo ya Dikgosi*.



Lobatse Town Council Mayor His Worship Essop Pandor (centre), Deputy Mayor Her Worship Tinny Dinoko (right) and Deputy Town Clerk Mr. M. Taukobong listening to deliberations by BEC.

Botswana Examinations Council continued to reach out to its stakeholders amidst the COVID-19 Pandemic to disseminate important information on its mandate. During the year under review. The Chief Executive Officer Professor Brian Mokopakgosi together with members of the Executive Management addressed City Councils and *Ntlo ya Dikgosi* on the BEC mandate and other developments.

These engagements were meant to strengthen stakeholder relations as part of BEC strategic objective of Improving Stakeholder Engagement. Professor Mokopakgosi briefed the legislators that BEC was undergoing a transformation exercise that will expand its mandate to oversee all assessments of examinations from pre-primary to technical and vocational education and training. The transformation would also see BEC transform into a High Performing Organisation (HPO). He further explained that these changes are brought about by the new BEC amendment Act of 2019. He also briefed the

them that BEC is responsible for the development, assessment and certification of examinations at basic education levels (PSLE, JCE and BGCSE) as well as to generate feedback to the education system to inform policy decisions concerning curriculum content and implementation.

On the challenges posed by COVID-19 on the administrations of examinations, Mokopakgosi said BEC developed a holistic approach together with Regional Education Offices, District Health Management Teams (DHMT), and Examinations Centres in line with the Ministry of Health and Wellness COVID-19 guidelines to ensure that the conduct of examinations was safe for learners, invigilators and examiners. He assured the leaders that no students will be disadvantaged from sitting for their examinations, including those in quarantine and isolation as a result of the pandemic. He further assured them that BEC has a Special Consideration policy to assist students who sit for their examinations under peculiar and challenging circumstances.

## BEC Briefs The Parliamentary Committee on Oversight Bodies



Chief Executive Officer Professor Brian Mokopakgosi presenting to Parliamentary Committee on Oversight Bodies.



Honourable Dithapelo Keorapetse commending BEC for adopting the King IV Corporate Governance framework.

During the year under review, Botswana Examinations Council appeared before the Parliamentary Committee on Oversight Bodies. The objective of the meeting was to share with policy makers the BEC mandate, the role of BEC in the education system as an examining body and its other core business functions, as well as challenges experienced by BEC.

In his opening remarks, The Chairman of the Parliamentary Committee on Oversight Bodies, Honourable Mabuse Pule underscored the importance of the role of the BEC in the economy of Botswana as a national examination oversight body. He said this therefore, called BEC to conduct its operations with utmost diligence so as to be viewed as a reputable organisation. He further cautioned the Council to guard against any acts that might tarnish its good image.

When giving his presentation, The Chief Executive Officer, Professor Brian Mokopakgosi said the Council has managed to conduct every examination since its inception in 2007. He further said the Board and the Management of BEC understand its expectations and obligations and as such BEC has always complied with its financial reporting and accountability of public funds.

Mokopakgosi added that the BEC Board and Executive Management Team comprise people with varied expertise, skills and competencies in security, legal, assessment, human resources, education management to ensure smooth delivery of its mandate. He added that BEC produces financial records on time and also adheres to the Public Procurement and Asset Disposal Board (PPADB) in all of its procurement activities. He added that BEC has a Quality and Compliance Division that ensures all statutory requirements are adhered to. This was underscored by Honourable Dithapelo Keorapetse, who commended BEC for adopting the King IV Corporate Governance framework, saying it was a crucial development as it will help position BEC as a world class examining body.

Responding to Honourable Palelo Mataosane's concern on the credibility of 2020 examinations in light of the risk posed by COVID-19 pandemic. Mokopakgosi assured the Parliamentary Committee on Oversight Bodies that the 2020 examinations will be credible as BEC follows a set standard from curriculum development, development of question papers, conduct of examinations and marking. He explained that there are set standards in place to ensure the examinations are comparable for the past years for standardisation.



## BEC Board Chairperson Retires



Dr. Joseph is BEC's longest serving Board Chairperson, having assuming the role in 2011.



Dr. Joseph giving welcome remarks during the 13<sup>th</sup> Southern Africa Association for Educational Assessment (SAAEA) Conference.

During the reporting year 2020/21 the BEC longest serving Board Chairperson Dr. Joseph Tsonope retired from the chairmanship of the Botswana Examinations Council Board. Dr. Tsonope became the second Chairman of Botswana Examinations Council at the beginning of the 2011/2012 financial year after the retirement of the founding Chairman, Professor Moteane John Melamu. He took over the reigns with great enthusiasm, when BEC was formulating its transformative strategy which was brought about by a significant shift in the education landscape due to the implementation of the Human Resource Development Strategy of 2009.

It was during his tenure that BEC experienced a range of commendable achievements and innovations. In the financial year of 2012/2013, examination of the Botswana General Certificate of Secondary Education (BGCSE) were for the first time, processed locally, using the Botswana National Examinations Processing System (BNEPS). Another innovation during that year was the introduction of the standards-based grading procedure for the Junior Certificate Examination (JCE).

During his tenure the BEC successfully hosted the 30<sup>th</sup> Conference of the Association for Educational Assessment in

Africa (AEAA) in 2012 and the 13<sup>th</sup> Conference of the Southern Africa Association for Educational Assessment (SAAEA) in 2019. Each of these international conferences attracted over 300 delegates from Africa, United Kingdom, United States of America and Asia. Themes of the conferences were: Reforms in Educational Assessment for Regional Development and Quality Assessment in an Era of Educational Reforms respectively.

Despite the financial challenges faced by the Organisation during his tenure Dr. Tsonope implored the organisation to come up with concrete survival strategies while intensifying the search for new sources of revenue. This was achieved by focusing on key sectorial developments while being mindful of the critical requirements of business continuity. Top priorities included registration of BEC with the Botswana Qualifications Authority (BQA) and the implementation of the Education and Training Sector Strategic Plan (ETSSP).

Dr. Tsonope continuously facilitated BEC to produce credible results that met the laid down assessment standards. Under his leadership, BEC credibility and image were envied by many similar organisations.

## CHIEF EXECUTIVE OFFICER RETIREMENT



Former Chief Executive Officer Prof. Brian Mokopakgosi pictured with Legal Services Manager Pogiso Thapelo, bidding farewell to Board Members.



One of the notable achievements under Professor Mokopakgosi's rein was the attainment of the ISO 9001:2008 certification.

Retirement of Professor Brain Mokopakgosi from the position of Chief Executive Officer at BEC is one of the highlights of the year 2020/21.

Professor Mokopakgosi who served the Council since October 2013 had originally joined BEC as Caretaker Executive Secretary. He retired on the 31st March, 2021 after almost eight (8) years of service, as the head of the Organisation. Professor Mokopakgosi came to BEC possessing more than twenty eight (28) years as an academic and administrator from the University of Botswana. His vast experience came in handy and helped him hit the ground running at BEC. During his reign at the BEC, he strived to have examinations results released earlier than the previous year's results. This was his way of transforming BEC into a High Performance Organisation (HPO).

During his tenure as the CEO of the BEC he successfully implemented a five (5) year Strategic Plan which ended in March 2020. During implementation of that strategy, examination results were driven by a number of projects that included the annual execution of the examination cycle that revolved around development, administration and processing of examinations.

The year 2016/2017 saw the continued implementation of strategic projects such as the BEC Transformation Project, Botswana Educational Assessment Monitor (BEAM), and phase II of the Botswana National Examinations Processing System

(BNEPS). Tremendous progress was made when BEC gained ISO 9001:2008 certification in February 2017, making BEC one of the few parastatal organisations that had been certified against the ISO 9001 standard.

Professor Mokopakgosi was also passionate and hands on, on Corporate Social Responsibility (CSR). He personally made sure that BEC participants in CSR particularly to help the less fortunate. He instilled the culture of caring and giving within the BEC community as he would encourage all members of staff to contribute their personal funds towards a good course of helping the needy communities that the Council operates within. This culture of compassion was accepted very well by the BEC employees who would from time to time put a hand in their pockets to help their fellow countrymen.

Professor Mokopakgosi left a much more mature BEC that will be able to effectively deliver on its expanded mandate that includes assessment services for pre-primary education and pre tertiary, Technical and Vocation Education and Training (TVET). His last years of service mainly focused on building this capacity as he successfully facilitated approval of the BEC Amendment Act No. 21 of 2019 which among other things changed BEC governance framework and expanded the BEC mandate. He left the Council during the first year of implementation of its three (3) year 2020-23 Transition Strategy which when fully implemented, will help to transform the organisation into a high performing National Assessment Organisation.

## BEC Recognises 11<sup>th</sup> Excellence Awards Recipients



His Excellency The President Dr. Mokgweetsi Eric K. Masihi presenting a cheque to the 2019 Golden Award recipient Shammah Phenyio Bernard.



Primary School Leaving Examinations (PSLE) recipients pictured with representative from their Sponsor Debswana Diamond Company and the Acting BEC Chief Executive Officer (centre).

As with other important calendar activities of the Botswana Examinations Council, the Annual Excellence Awards faced uncertainty due to the threats posed by the COVID-19 pandemic. The prospects of getting sponsorship and securing funding for the 2020 excellence awards was thus a long shot.

Nonetheless, the Council showed its commitment to the initiative by managing to secure sponsorship for two (2) of its four (4) awards categories being PSLE and BGCSE. The two awards categories were sponsored by its long standing sponsors Debswana Diamond Company and Stanbic Bank Botswana respectively. The BEC still had to dig deeper into its frail budget to sponsor the JCE top achievers and the Special Needs category. The organisation further purchased internet modems for all 36 recipients of awards.

The Debswana Diamond Company sponsorship for the PSLE Category included laptops, laptop bags and trophies for each of the ten top achievers in this category. The BGCSE Category was sponsored by Stanbic Bank's to the tune of P144 000.00 (One Hundred and Forty Four Thousand Pula) which was used to procure trophies, iPads, and a MacBook for the Golden Star for the 2019 BGCSE cohort overall best student.

Having managed to secure sponsorship, another big threat still remained as the COVID-19 pandemic protocols prohibited

gathering of persons. This meant that the students could not be honoured with a ceremony as was the norm. The 2020 excellence awards were held on the 23rd October 2020 which was three months later than the usual date of the ceremony. The Office of the President hosted the Top Three achievers in the BGCSE category. The trio were presented with their awards by the BEC Chairperson who handed over the Chairperson Award to the second runner up, the Honourable Minister of Basic Education presented the first runner up with the Ministerial Award and the Golden Star Award which is given to the overall best student at BGCSE level was presented by His Excellency the President of the Republic of Botswana Dr. Mokgweetsi Eric Keabetswe Masihi to Shammah Phenyio Bernard of Naledi Senior Secondary School. Other recipients in this category (BGCSE) who are all currently doing their A Levels in Private Schools in Gaborone, had their gifts delivered to them by BEC.

Debswana later hosted an event to award the PSLE recipients and re-affirmed that commitment to the initiative. The JCE and SPED students whose gifts were sponsored by BEC had their gifts delivered to them. The students received gifts ranging from iPads, to laptops, laptops with specialised software for Special Education (SPED) students, and internet routers.



## BEC Donates to Kgomodiatshaba and Khurutse Primary Schools



Corporate Communications Manager, Fingile Makgalemele presenting the donations to Kgomodiatshaba Primary School.



Director, Corporate Services Mr. Lethokwa Galekhutle handing the sanitary hampers to Khurutse Primary School.

Following the outbreak of the COVID-19 pandemic that hit the world during the year under review, BEC through its Corporate Social Responsibility initiatives donated hygiene amenities to Kgomodiatshaba Primary School and Khurutse Primary School with the permission and support of the Kgatlang District Council. The amenities were given to assist in combating the effects of the virus on the learners of these settlement. The noble exercise of donating hygiene amenities came as the Council wanted to assist in the fight against the COVID-19 disease. BEC learned through Kgatlang District Council that most pupils at these two schools stayed in hostels and they were in need of toiletries as they stay away from their parents and guardians.

When handing over the items at Kgomodiatshaba Primary School, the BEC Director Corporate Services, Mr. Lethokwa Galekhutle said that the Council through its Corporate Social Responsibility has found it fit to extend a helping hand to Kgomodiatshaba and Khurutse Primary Schools upon realising this need. He further emphasised that BEC identifies communities throughout the Country to assist through this noble initiative. He revealed that the Council has made several donations across the country.

Giving her remarks at Khurutse Primary School, the Corporate Communications Manager, Ms. Fingile Makgalemele highlighted to learners that BEC also has Annual Excellence Awards where top ten students from primary, junior secondary and senior secondary schools in the country are awarded for their outstanding performance every year which should motivate students to work hard in their studies. Eighty-six pupils received the donations. The donations included washing powder, bath soap, sanitary pads, ointments, toothpaste and other hygiene items.

The funds to procure these amenities were donated by the BEC Management and staff as a way of showing that they care for the communities they operate within.

### Media Briefing Goes Virtual

The BEC has made it a norm to host the members of the media for a briefing at the end of every examinations cycle. This press briefing is meant to sensitise the media on issues of examinations administration so that they are better equipped with information to aid their reporting.

The briefing which has over the years enjoyed a full house as both the government press and the private media always grace the ever much anticipated occasion in large numbers was this year held in a different fashion. Only a handful of reporters attended physically and majority of their colleagues attended the proceedings virtually. This however, did not compromise the outcome of the briefing as journalists were still able to interact with the BEC management by asking questions. Some newsrooms, BWgovernment, the Voice, Mmegi Online and the BEC also broadcast the proceedings live on social media platforms like Facebook and Tweeter to ensure majority of stakeholders were reached. The decision to go virtual was to comply with the set COVID-19 protocols.

The Media briefing was held on 2<sup>nd</sup> March, 2021 and this created a window for an opportunity to make the breaking news about the release of the much awaited BGCSE results.

## BEC Invigilation Personnel Training Digitalised

Botswana Examinations Council conducts training for its examinations personnel as it is a requirement for everyone who runs the examinations to be conversant with the regulations that guide the conduct of national examinations. This is not only to conform to the set international examination administration standards, it also comes in handy in tracking examinations maladministration and malpractice. It also helps to keep incidents of malpractice and maladministration low. During the 2020/21 financial year, the BEC could not do business as usual in as far as conducting these trainings was concerned as the COVID-19 Pandemic restricted movements and gatherings across the country. This prompted the BEC to pilot conducting training virtually. BEC had to change the way examining training of personnel training was conducted. Previously, the exercise was done in person, with personnel attending physical meetings. However, for the 2020 training, virtual training was carried out and materials were presented on Microsoft PowerPoint and videos to be sent to examining personnel to help them train their invigilators at Centres.

This pilot project received positive feedback from both trainees and trainers, as they were all impressed by the mode of execution of the training content and or instructions on examinations administration. The digitalised training helped the BEC to save costs and time, as only duplicates of the recorded DVDs were sent to centres other than having BEC officers travel around the country. This initiative significantly reduced further enquiries and queries that always come as follow-ups after the training sessions, as trainees could easily replay the videos if they missed a point. The trainings were recorded and edited in-house and no part of the production was outsourced, including the printing and packaging of the DVDs.

The only invigilation personnel that was trained in-person, were the BEC Private Centre invigilators which did not have facilities for internet connectivity as these are individuals from the general public who have requisite qualifications to administer an examination. With this group, to conform to the National COVID-19 protocols, the group was divided into smaller groups of 25 in each room that could host 50 people and training executed.

# S9

<b>2020 Examinations</b>	<b>Pg 31</b>
<b>Research</b>	<b>Pg 41</b>
<b>Information and Communications Technology</b>	<b>Pg 45</b>
<b>Human Resources</b>	<b>Pg 47</b>
<b>Corporate Services</b>	<b>Pg 49</b>
<b>Outlook</b>	<b>Pg 52</b>

The year under review continued to see advancements in the work on the system-wide reforms through the implementation of the Education and Training Sector Strategic Plan (ETSSP). In particular work on the development of an Outcome Based Assessment (OBA) system at senior secondary solidified with initial training by Cambridge International at the beginning of the year to complete the conceptualisation of OBA and set the stage for the development of assessment syllabuses. Notwithstanding the advancements in the implementation of the ETSSP, the COVID-19 pandemic generally caused major disruptions to most of the assessment processes particularly the most time sensitive one of “question paper development”. None of the planned in-house training could be executed save for a few online courses which some of the BEC officers completed.

Despite the major disruptions from the pandemic, examination cycle activities for the year went on due to close collaboration with stakeholders which eventually made it possible for all eligible candidates to sit examinations. All efforts were made, even under the circumstances, to ensure adherence to examination standards.

## 2020 Examinations

### Assessment Syllabuses

At Junior Certificate level, assessment syllabus revision for Setswana and Physical Education commenced in the year of reporting but progress was impacted by COVID-19 pandemic which restricted movement of people across the country. The focus with syllabus development was on the four BGCSE phase one OBE syllabuses; Hospitality and Tourism Studies, Crop Production, Horticulture and Animal Production which were implemented from January 2021. In addition to the senior secondary programme, the BEC continued to work with CD&E on the development of the Provider Based Assessment (PBA) system for primary education.

### Development of Papers

Efforts to improve the development of assessment materials were embarked on during the year of reporting. One such was the automation of the question paper review/revision process which was completed in record time. Three work stations were set up for use mainly by outsourced personnel. The outsourced personnel such as Question Paper Evaluation Committees, Revisers and Modifiers used the facility and this led to a reduction in the use of paper for hard copies and also enhanced the level of security.

On another note, the disruptions due to COVID-19 mandated the Directorate of Product Development & Standards to move swiftly to acquire an e-solution for the development of question papers so that various personnel could work remotely. The

acquisition of the software for the development of question papers had been conceived as part of the three year strategy and is part of the wider BEC e-assessment strategy but it had to be moved forward due to the impacts of COVID-19 on the question paper development process. The question papers currently under development will be migrated to the solution by July/August 2021.

The quality of question papers developed in the year of reporting reflected challenges particularly at BGCSE where many question papers than ever before required additional Cambridge International reviews. Reasons for these could be associated with possible anxiety from COVID-19 or the pending BEC transformation.

BEC also continued to develop the standard 4 Attainment Tests in the three syllabuses of Mathematics, English and Setswana despite the challenges of lost time due to national lockdowns.

### Training

Planned training which included grade forecasting and examiner training for unemployed graduate teachers could not be executed due to COVID-19 as the organisation was not yet ready for alternative ways in which such training could have been delivered.

On the professional development side, two officers were enrolled on a nine week online course on “Introduction to Data Literacy” and two others were enrolled on “Introducing the Principles of Assessment”. Three of the officers successfully completed the courses and were awarded certificates.

## Examinations Administration

BEC continued to deliver examinations for three qualifications; PSLE, JCE and BGCSE. In addition to the three qualifications BEC also produced and distributed the Standard Four Attainment tests to primary schools and administered other examinations and assessments for external bodies like Cambridge International Assessment Education, University of London, Educational Testing Services (ETS) as well as aptitude tests to technical colleges in Botswana.

### Registration

The BEC conducted registration of both centres and candidates in the 2020 at the three school examination levels. PSLE

government schools continued to register using Optical Mark Reader (OMR) entry forms while PSLE private schools and all JCE and BGCSE have moved on to full scale online registration.

### Candidature

In 2020 PSLE was administered to 46 063 candidates, a decrease of 3% from 2019. The JCE was administered to 43 947 candidates, representing an increase of 7% in 2019 while the BGCSE examinations were administered to 36 557 compared to 36 508 candidates in 2019. The candidature included government school candidates, private school candidates and private candidates as indicated in **Table 3**.

EXAMINATION LEVEL	TOTAL CANDIDATURE	GOVERNMENT-SCHOOL CANDIDATES	PRIVATE SCHOOL CANDIDATES	PRIVATE CANDIDATES	NO OF CENTRES
PSLE	46 063	43 170	2 860	133 (OSET)	827
JCE	43 947	40 619	657	2 671	249
BGCSE	36 557	22 141	1 660	12 756	80
IGCSE, AS & A LEVEL	1 028			1 028	2
University of London	13			13	1
Educational Testing Services	67			67	1

Table 3: Summary of the 2020 Candidature

### Number of Examinations Administered

At general education level, the BEC administered examinations for 50 local syllabuses and three (3) international syllabuses through 139 papers. There were also other examinations for local and external institutions which cater for a diverse clientele at TVET and tertiary education level. **Table 4** that follows shows the different examinations administered and the personnel used.



EXAMINATION LEVEL	NO. OF SYLLABI	NO. OF COMPONENTS	NO. OF QUESTION PAPERS ADMINISTERED	NO. OF INVIGILATORS FOR PRIVATE CENTRES
PSLE	7	9	414 078	
JCE	17	50	940 093	85 (For BEC Private Centres only)
BGCSE	29	80	563 375	71 (For BEC Private Centres only)
Secondary Checkpoint	3	6	12	17
IGCSE	24	61	3 663	
GCE O' Level	7	15	1 057	
AS & A Level	12	46	419	
Educational Testing Services	4	6	67	3

Table 4: Number of the Syllabi, Components, Question papers administered and Invigilators

### Marking and Moderation

The marking of written papers and moderation of coursework were conducted using practising teachers who were recruited through a competitive process. Examiners were engaged to mark written and practical examinations while moderators were engaged to validate the marking of school-based assessment. Examiners and moderators were recruited across the country but were as much as possible spread across the country to avoid congestion in the midst of the COVID-19 period. Marking of JCE and BGCSE candidate scripts was conducted in ten different venues across the country while moderation was conducted in two groups; one in the red zone and another in the green zone. Multiple-choice papers were scored through optical mark reader scanners. In total, 1,146,460 scripts were marked by 4,557 examiners across the three examination levels.

EXAMINATION LEVEL	NO. OF EXAMINERS	NO. OF MODERATORS	NO. OF EXAMINERS TRAINED	NO. OF SCRIPTS MARKED
PSLE	1 004			137 455
JCE	2 220	356		584 740
BGCSE	1 333	173	53	424 265
TOTAL	4 557	529	53	1 146 460

Table 5: Examination personnel engaged and the number of scripts marked

### Candidates with Special Needs

#### Access and Equity

Botswana Examinations Council caters for candidates with learning difficulties, visual impairment, hearing impairment, physical disabilities, intellectual/multiple disabilities and those with medical conditions in an effort to ensure that all candidates are given an opportunity to demonstrate their abilities. Candidates with long-term disabilities and those with challenging conditions, including those affected by the COVID-19 pandemic were catered for through special arrangements and those who sat examinations through adverse conditions were given special considerations during examinations processing. Table 6 shows a summary of the applications for access arrangements while Table 7 shows a summary of applications for special consideration. Table 8 shows the number of candidates who sat examinations under COVID-19 conditions.

ACCESS ARRANGEMENT	NO. CANDIDATES AT EACH EXAMINATION LEVEL		
	PSLE	JCE	BGCSE
Modified papers	511	697	6
Extra-time	869	1 025	263
Enlarged print	43	47	24
Reader	712	797	96
Separate room	937	1 061	288
Braille	16	3	3
Assistive Technology Devices	9	6	4
Rest breaks	60	156	31
Oral Response/Writer/Scribe	518	863	81
Preferential sitting	36	58	-
Sign language interpreter	23	18	-
Exemptions from Listening Comprehension (Deaf & hard of Hearing)	-	18	-
Exemption from Setswana	8	18	6
Coloured paper	-	1	-
Practical assistant	-	43	-

Table 6: Summary of applications for access arrangements

	PSLE	JCE	BGCSE
<b>SPECIAL CONSIDERATION</b>	58	58	86

Table 7: Summary of Applications for Special Consideration

	PSLE	JCE	BGCSE
<b>COVID-19 RELATED CASES</b>	83	218	83

Table 8: Summary of Applications who sat for examinations under COVID-19 conditions.

### Certificates Issued

In the 2020 examinations cycle the BEC issued certificates for the 2019 examinations at PSLE, JCE and BGCSE. Table 9 below shows the number of certificates issued at each level.

	PSLE	JCE	BGCSE
<b>NO. OF CERTIFICATES ISSUED</b>	46 064	43 948	32 500

Table 9: Number of Certificates issued

## Grading

During the 2020 examination series, candidates were provided with an opportunity to show what they know and what they could do to the same level of demand as in previous years. However, the 2020 cohort had to show what they know and what they could do under an environment that was exceptionally different from that of their predecessors due to the COVID-19 pandemic. Such an environment was likely to impact negatively on performance of candidates taking examinations in 2020 at an overall National level than those of previous years. In subjects where this was evident, established procedures as per best practice were applied to the cohort.

It should be noted that such procedures could not change the circumstances the cohort faced. Furthermore, caution was exercised when applying the procedures to ensure that the standards of the assessments were not compromised whilst ensuring fairness across cohorts. Apart from this procedure, approach to grading was applied to all syllabuses across examination levels, stakeholders participated in the process as usual. There were teachers for PSLE, Principal Examiners and Grading Advisory committees for JCE and BGCSE. Just like in the previous year, there were distinct Grading Advisory committees for JCE and BGCSE to allow the processes to run in parallel where possible.

## 2020 Examinations Outcomes

### Primary School Leaving Examinations (PSLE)

The PSLE is a diagnostic examination across a total of seven (7) syllabuses. To support the diagnostic nature of the examination, each syllabus is divided into domains of learning called dimensions and Grading is conducted at the level of a Dimension. The dimension grades for each syllabus are then aggregated to obtain a syllabus grade and finally the syllabus grades are aggregated into a qualification grade. The grades available at the three (3) levels (dimension, syllabus and qualification) are on a scale of A to E. Candidates failing to meet the minimum requirements for the lowest grade (E) at any of the levels are unclassified and assigned letter U.

### Performance at Dimension Level

Candidates' performance at Dimension level was generally similar to that of the previous year across the different syllabuses. The next part of the section gives insights at grades E, C and A as part of the diagnostic information.

## Grade E

The performance at grade E is classified as weak and candidates in this category would have acquired minimal knowledge of the content of the syllabus. Nearly all candidates demonstrated acquisition of minimal knowledge or better, on the content of the various syllabuses as they reached the standard for grade E in all dimensions. This was in exception of the English Language Dimension of "Communication" in which close to 15% of the candidates did not meet the minimum requirements for the award of grade E. It is noted that a similar observation was made in the previous year.

## Grade C

The performance at grade C is classified as moderate and candidates would have a partially developed knowledge and understanding. More than half of the candidates reached a fair level of performance (grade C or better) in all the Dimensions of the different syllabuses except the Dimension of Understanding in Agriculture and Knowledge in Social studies. It was observed that the Dimension of Understanding in Agriculture has been following this trend over the years. In other words, by the end of primary schooling, the majority of learners would have not developed even partial understanding of Agricultural principles and concepts.

## Grade A

The performance at grade A is classified as excellent and candidates would have acquired a sound knowledge with understanding to the extent that they could apply the knowledge to solve new problems. For the content based syllabuses, a small proportion of candidates, (slightly more 10%) reached grade A in the cognitive dimensions beyond Knowledge but this was in exception of Agriculture and Religious & Moral Education where the proportion was less than 10%. For skill based syllabuses like languages, an improvement has been observed in the skill area of Communication in English language.

It was concluded that just like in the previous year, most candidates were generally challenged in the Dimensions requiring High Order Thinking Skills (HOTS) but competent at recalling of facts.

### Performance at Syllabus Level

Almost all candidates met the requirements for the minimum grade (grade E) across all syllabuses except for Agriculture where there was still a significant number failing to achieve Grade E. It was also noted that a significant proportion of candidates were assigned U in at least one Dimension across syllabuses. Performance at grades C or better was generally more or less the same as that of the previous year across most of the syllabuses except in Social Studies where there was a significant decline. **Table 10** shows performance at Dimension level.

SYLLABUS NAME	DIMENSION NAME	GRADE		
		A	C	E
Setswana	<i>Communication</i>	3.30	57.6	91.7
	<i>Knowledge &amp; Understanding</i>	38.5	83.4	99.8
Mathematics	<i>Application &amp; Reasoning</i>	14.8	62.2	95.6
	<i>Computation</i>	0.8	56.1	95.6
English	<i>Comprehension</i>	27.7	74.9	98.8
	<i>Language use &amp; Communication</i>	12.5	54.4	85.2
Science	<i>Application</i>	12.9	56.5	99.1
	<i>Knowledge</i>	12.3	51.1	96
	<i>Understanding</i>	11.4	60.4	96.7
Social Studies	<i>Knowledge</i>	1.6	38.1	97.8
	<i>Skills</i>	9.2	60.7	99.4
Agriculture	<i>Knowledge</i>	14.3	59.5	97.2
	<i>Understanding</i>	5.8	39.7	96.1
Religious & Moral Education	<i>Knowledge</i>	10.6	62	97.7
	<i>Understanding</i>	6.7	54.5	99.2

Table 10: Performance at Dimension level

### **Performance at Qualification Level**

The proportion of candidates who did not satisfy the requirements for the award remained high in Setswana, Agriculture, Home Economics and Art where performance at qualification level showed outcomes very similar to those from the previous year, though with somewhat lower proportions. Like in previous years, all candidates met the requirements for the award of a qualification grade.

## Junior Certificate Examination (JCE)

The main purpose of the JCE is to select candidates proceeding to senior secondary school level. Assessment is based on sixteen syllabuses comprising of core and optionals syllabuses of which candidates sit a minimum of nine (9) but are graded using only seven (7). The seven are selected according to some specified criteria. The set of grades available for the JCE qualification is A, B, C, D, and E at syllabus level and Merit, A, B, C, D, and E at qualification level. Candidates failing to reach the minimum requirements for the award of a grade either at syllabus or qualification levels are ungraded and assigned letter U.

### Performance at Syllabus Level

The proportion of candidates satisfying the requirements for the award of a key syllabus grade remained more or less the same as that of the previous year for ten (10) syllabuses and only changed significantly in six (6) syllabuses. It is worth noting that all of these significant changes were in the negative and the syllabuses showing such were Mathematics, Social Studies, Agriculture, Home Economics, Music and Physical Education.

It has been observed that the Art syllabus continued to be the only one in which at least 50% of candidates are awarded credit grades. The Commerce and Office Procedures syllabus continued to be the lowest with about 11% of candidates awarded grade C or better.

The proportion of candidates who did not satisfy the requirements for the award of a syllabus grade remained the same in four (4) syllabuses; Setswana, Agriculture, Home Economics and Art where less than 10% of candidates were

assigned letter U. In the majority of the syllabuses, more than 10% of the candidates and as high as 32% for French were not awarded a syllabus grade and therefore, assigned letter U. It ought to be noted that the French syllabus is currently under review for possible first examination in 2023.

It was evident that candidates were a lot more challenged in skill-based syllabuses. This could be suggestive of the fact that they had insufficient practical experience due to disruptions of the teaching and learning process which might have ultimately impacted on their acquisition of general knowledge and skills to address theory papers. The syllabuses in this category are largely those that were accorded special consideration at cohort level as the impact was due to factors out of the control of candidates.

### Performance at Qualification Level

Overall performance of the 2020 cohort remained more or less the same as that of the previous year. There were insignificant negative differences in cumulative percentages recorded across all qualification grades as indicated in [Table 11](#).

### Outstanding Performance

The attainment of a Merit is classified as outstanding performance. Eleven (11) candidates from eleven different centres across regions qualified for the award of a Merit compared to three (3) candidates from three (3) different centres in the previous year. It is noted that two (2) of the three (3) centres from the previous year are part of the eleven (11) in this series.

YEAR FREQUENCY		Merit	A	B	C	D	E	U
2020	No. at Grade	11	485	4 190	9 873	14 996	5 970	6 634
	Cum. %	0	1.2	11.1	34.6	70.1	84.4	100

Table 11: Performance at JCE Qualification Level

## Botswana General Certificate of Secondary Education (BGCSE)

The BGCSE is a syllabus based qualification whose results are used largely for selection into tertiary education. Each syllabus is graded on a scale of A\* to G where A\* represents the highest level of performance and G the lowest level. Candidates failing to reach the minimum requirement for the award of grade G are ungraded and assigned letter U.

The next sections present performance at syllabus level and overall performance. The latter is in terms of the proportions at key grades on the best six (6) syllabuses a candidate may have sat. The other category reported is that of “Outstanding Performance” for which the criterion is attainment of at least 6A\*s.

### Performance at Syllabus Level

The syllabus specific reports are presented according to the classification in the curriculum blueprint. The blueprint classifies syllabuses into two broad groups of Core and Optional. The optional group is further divided into four (4) subgroups as follows:

- Sciences
- Humanities and Social Sciences

- Creative, Technical & Vocational
- Enrichment

Performance for each syllabus is reported cumulatively at key grades of C, E and G only.

### Core Syllabuses (Setswana, English Language, Mathematics)

The syllabuses of Setswana and Mathematics continued to record slightly more than a third of candidates achieving credit grades (C or better), whilst English Language remained low at this level with less than 20% of candidates achieving credit grades. This level of performance in English Language is worrisome as most programmes at tertiary level require a credit in English Language as part of the entry requirements. Despite this observation, the performance in 2020 improved insignificantly throughout the grades C or better, E or better and G or better. On another note, Mathematics continued to record higher levels (about 8%) of candidates assigned U compared to English and Setswana both of which recorded less than 1% at U. This implies that about 8% of candidates who studied Mathematics for two years at Senior Secondary graduated with no permanent record of having done so. **Table 12** below shows performance of core syllabuses.

	Grade G or better	Grade E or better	Grade C or better
English Language	100.0	96.5	19.3
Setswana	99.8	93.7	35.1
Mathematics	92.2	59.6	34.1

Table 12: Core syllabuses at BGCSE

### Science Syllabuses (Sciences and Award Sciences)

#### Award Sciences

Performance in Science Single Award continued to be very low with about 30% of candidates awarded grade E or better and only 3% of those awarded grade C or better even though a slight improvement has been noted at grade C. Science Double Award is a popular option but it continued to record only around 50% of candidates awarded grade E or better with less than half of those being credit grades. This implies that generally the credit grades from this subgroup tend to be lower because the most popular option Science Double Award contributes less.

#### The Sciences

The performance in Chemistry remained unchanged at grade G or better with all candidates qualifying for the award of a grade, whilst Physics and Biology recorded insignificant improvements. All the three syllabuses recorded insignificant decline at grades E or better and C or better except for Biology which recorded an insignificant improvement at grade C or better. Despite these observations, it ought to be noted that the separate sciences continue to be the best performing syllabuses within the BGCSE suit. **Table 13** shows performance of science syllabuses at BGCSE level).

	Grade G or better	Grade E or better	Grade C or better
<b>Science Single Award</b>	91.3	31.8	3.3
<b>Science Double Award</b>	93.9	53.2	20.2
<b>Chemistry</b>	100	99.6	90.5
<b>Physics</b>	100	96.8	76
<b>Biology</b>	100	97.4	73.8

Table 13: Science Syllabuses at BGCSE

### **Humanities and Social Sciences (History, Geography, Social Studies, Development Studies, Literature in English)**

Each of the syllabuses in the subgroup recorded less than 10% of candidates who were assigned U but History, as in the previous year; contributed more candidates, about 9% when compared to the other four (4). Even though the changes observed are insignificant except for Geography and Literature in English at grade G or better, it is observed that a lot of the changes in this subgroup are on the negative side. Also worth noting is that History recorded a decline across grades G or better, E or better and C or better. The performance of Humanities and Social Sciences is indicated in [Table 14](#) below.

	Grade G or better	Grade E or better	Grade C or better
<b>History</b>	90.6	65.3	34.7
<b>Geography</b>	94.4	72.2	27.6
<b>Social Studies</b>	97	74.3	34.7
<b>Development Studies</b>	98.7	77.7	32.5
<b>Literature in English</b>	98.5	89	66.3

Table 14: Humanities and Social Sciences at BGCSE

### **Creative, Technical & Vocational Syllabuses**

Although changes in most of the syllabuses in the subgroup were slight except in Accounting and Business Studies at grade G or better and Art & Design at Grade C or better, most of the changes were in the positive direction.

#### **Business Syllabuses (Commerce, Business Studies, Accounting)**

Accounting continued to be the best performing with 80% of candidates awarded grade E or better and about 60% of those awarded credit grades. Business Studies and Commerce continued to record reasonable performance of around 60% at grade E or better but with only about 20% and 30% respectively, qualifying for credit grades. There is need to investigate the source of discrepancies in performance amongst the Business syllabuses.

#### **Art & Design**

Art & Design syllabus continued to record exceptionally high levels of performance across grades with at least 72% of candidates achieving grade C or better when compared to about 66% in the previous year. The high levels of performance could be indicative of the fact that candidates following the syllabus could be having a high aptitude for it.

#### **The Home Economics Syllabuses (Food & Nutrition, Fashion & Fabrics, Home Management)**

Despite a record of over 70% at grade E or better in Food & Nutrition and Fashion & Fabrics, only close to 30% of them qualified for credit grades whilst the corresponding proportion in Home Management is about 50%. There is need to investigate the source



of discrepancies in performance amongst the Home Economics syllabuses. **Table 15** shows performance for Creative, Technical and Vocational Syllabuses.

	Grade G or better	Grade E or better	Grade C or better
Commerce	98.4	66.3	20
Accounting	99.5	83.7	61.3
Business Studies	87.7	64	32.7
Computer Studies	99.9	93.9	54.1
Design & Technology	100	97.1	43.7
Art & Design	99.9	98.4	72.5
Agriculture	99.9	88.4	39.2
Food & Nutrition	97.6	75.5	30.2
Fashion & Fabrics	94.3	69.9	27.8
Home Management	99.7	91.6	48.3

Table 15: Creative, Technical & Vocational Syllabuses at BGCSE

### Enrichment Syllabuses (Physical Education, Religious Education, Music)

Nearly all candidates who entered for each of the syllabuses in this subgroup qualified for a syllabus grade. However, Religious Education continued to be the least performing syllabus in the subgroup across grades E or better and C or better. The improved performance of about 13% in the syllabus of Music should be interpreted with caution as the size of the cohort for the syllabus is too small (less than 200 candidates) and its composition fluctuates across years, including in 2020 and thus comparisons may not be meaningful. **Table 16** shows performance of enrichment Syllabuses.

	Grade G or better	Grade E or better	Grade C or better
Physical Education	100	98.5	50.1
Religious Education	100	85.3	31.8
Music	100	94.7	64

Table 16: Enrichment syllabuses at BGCSE

### Overall Performance

This category of performance is based on the best six (6) syllabuses for a candidate. The proportion of candidates who achieved grade G or better in six (6) syllabuses was 96.4 which was not significantly different from the 97.7 of the previous year. For those who achieved grade E or better, the proportion was 65.4 compared to 65.0 in the previous year. For grade C or better the proportion was about 21% for both years.

### Outstanding Performance

Twenty (20) candidates from twelve (12) centres compared to twelve (12) from seven (7) centres in the previous year met the criterion for outstanding performance. The top candidate achieved 11A\* from 11 syllabuses which was far better than in 2019 when the top candidate achieved 8A\*, 1A and 1B from a total of 10 syllabuses. Overall there were indications that the 2020 cohort was of better quality compared to the 2019 cohort.

## RESEARCH

During the current reporting period, the Botswana Examinations Council (BEC) engaged in various research activities that were meant to drive its core mandate of developing and administering examinations. The year was characterised by challenges of COVID-19 which skewed most of the research studies towards attempting to address the prevailing circumstances especially towards grading. The studies carried were as follows:

### Improve Monitoring and Evaluation of Assessment Services

#### *Teaching and Learning in the COVID-19 Environment - Botswana Case*

The general objective of this study was to find out the challenges and effects presented by COVID-19 pandemic and its protocols on teaching and learning of completing students; PSLE, JCE and BGCSE. This was done through an online survey. In this study, teachers and schools' management indicated that the strategies they deployed, that is, *reduced class size, extended study time, extended teaching time, WhatsApp groups and implementation of teach-test* worked for students to some extent. The biggest setback was lack of resources like ICT equipment and gadgets, text books and teaching staff, especially for government schools. There is thus, greater need for improving access to education by infusing ICT to education and ensuring that there was internet accessibility.

Majority of candidates were unable to utilise on-line platforms that were put in place by the government to ensure learning continuity during schools closure, mainly due to lack of resources in ICT gadgets and lack of internet access. However, most private schools did not experience this as they had devices and internet connectivity both at school and home. There is thus, a need to devise practical digital platforms as contingencies in government schools, to brace for eventualities like COVID-19 pandemic in future. Parents should also be encouraged to improve home resources for their children to benefit on the use of digital platforms. This research study also found that the majority of teachers and school management indicated that they were able to cover at least 75% of the curriculum before candidates set for examinations and their students were ready for examinations.

### *Validation of 2020 BGCSE Marking Exercise*

The study was carried out and the report was completed before the 2020 grading session commenced thus aiding to process improvement in the COVID-19 environment. Analysis of 2018, 2019 and 2020 examination datasets was carried out on 4 subjects (Setswana, English Language, Mathematics and Science Double Award) which are subjects done by all candidates except Science Double Award. BEC reviewed its conventional marking process in a bid to satisfy COVID -19 requirements. These changes combined with the anxiety due to uncertainty of safety could have affected the quality of marking negatively. Hence, marking deviations were analysed to determine if the quality of 2020 marking session was different from those of the previous years. The mark-remark data between examiners, team leaders and Principal Examiners for 2018, 2019 and 2020 were the foundation for the analysis. Patterns of marking agreements were established mainly proportion within exact agreement, proportion within adjacent agreement and proportion within the prescribed marking tolerance difference. The study established that for all the components, the quality of marking in 2020 was the same as that of 2018 and 2019 series. In all subjects studied, the marking deviations fell within the tolerance level.

### *The Reliability of the Standard Setting*

The study was initiated and conducted in August 2020 following the outbreak of the COVID-19 pandemic and was meant to address the eminent challenges on standard setting that may be posed as a consequence of this pandemic. The study consists of the entire population of the Judges who participated in the 2019 PSLE Standard Setting exercise. The purpose of the study was to identify the most reliable judges among 2019 judges and estimate the minimum number of judges that could provide reliable judgement of the grade cut points. Due to

COVID 19 protocols, social distance has to be adhered to, hence the number of judges used to provide the cut points has to be small compared to the previous years. This was to be done without sacrificing the quality of standard setting. The study found that the correlation and reliability between judges was high across items being judged. However, there were few judges that had higher agreement between them. The study concluded that about five judges may be enough to produce the desired standard setting instead of the 20 that are normally used.

### **Webinar Presentations of Southern Africa Countries Response to COVID-19 on Assessment**

BEC participated in two regional Webinars to share experiences of the country's response to the pandemic in the education sector as a way of benchmarking with Examination Boards in the SAAEA region and Ministries of Education (South Africa and Botswana) on how they handled COVID-19 in their teaching and learning.

### **The Impact of COVID-19 in the Education Systems SAAEA Countries - Webinar**

The Southern Africa Association for Educational Assessment (SAAEA) member states discussed challenges brought about by COVID-19 pandemic since its surge from teaching and learning to the point of examinations administration through a webinar. The organisations that participated were Botswana Examinations Council (BEC), Directorate of National Examinations and Assessment (DNEA) – Namibia, Examinations Council of Eswatini (ECESWA), Examinations Council of Lesotho (ECOL), Council for Quality Assurance in General and Further Education and Training (Umalusi) - South Africa and Examinations Council of Zambia (ECOZ). The webinar revealed that the surge of the pandemic in the SAAEA member states was noticeable from March 2020 and at the time of the webinar the numbers were going up. Decisions on the approach of the assessments had to be made. Decisions for quality assurance of examinations were driven by concern for fairness, equity and inclusion. The COVID-19 pandemic had influenced examination Councils and their stakeholders to postpone, re-schedule on-site or transfer on-line, or even cancel and replace examinations by alternative modalities of continuous assessment or alternative approaches to examinations and validation of learning. SAAEA member states' experiences with different approaches to high-stakes decision-making in the COVID-19 context, including the considerations

that guided the choice of approach, challenges and successes to date, and implications for future rounds of high-stakes decision making were discussed and a report produced. All countries had experienced loss of teaching time, changes in substantive grading approaches and technological challenges, and that calls for a greater need for harmonisation of the whole education system in the region to allow for ease in admission or flexibility of learners schooling in the region to change schools as they see fit due to eventualities like COVID-19 pandemic. The drive to digitalise education was eminent and inevitable and must be seized as an opportunity that member states have to embrace in order to succeed in their educational sectors. Despite the challenges Botswana and Namibia completed their examination cycle successfully during the reporting period.

### **Joint Webinar on COVID-19 and Basic Education Ministries between The Republic of South Africa and the Republic of Botswana**

The Webinar was chaired by Permanent Secretaries of the two ministries of education; Ms Bridget John (Botswana) and Dr Faith Khumalo (South Africa). The meeting was also attended by the Director General, Directors of Curriculum, Research, Monitoring and Evaluation, Teacher Development, Communications, International Relations and their deputies and Chief Director for Social Inclusions all from South Africa. While from Botswana, additional attendees were Deputy Permanent Secretaries, BEC Acting Chief Executive Officer, directors and their senior officers from Curriculum Development and Evaluation (CDE), Department of Educational Planning and Research Services (DEPRS), Department of Basic Education, Department of Special Support Services (DSSS) and Botswana Examinations Council (BEC). South Africa reported that Botswana was the 6th country to share with them on COVID -19 experiences.

The two countries reported on challenges they faced during the COVID-19 period that hindered them to deliver the curriculum; teacher training, assessment and how to prepare for such emergencies in the future. The challenges and opportunities are as outlined below:

#### **1. The common challenges were:**

- Curriculum delivery leading to either trimming of the curriculum or focused learning, alternative assessments and rescheduling of the examinations timetable.
- Remote monitoring or inspections of schools since there was limited movement

- Budget was affected as funds were diverted to support the national response to COVID-19.
- Limited ICT infrastructure and equipment hindering virtual learning platforms at the schools.

## 2. The common opportunities were:

- Virtual platforms were established and should be maintained as a response to the technological era, for example, facilitating sharing and exchanges in the form of seminars and conferences in future.
- There were job opportunities for Safety Health and Environment (SHE) officers, cleaners, teachers, maintaining schools and reduced class sizes.
- Interactive ICT platforms, radio and television should be augmented to deliver teaching and learning and the various school levels.

It was noted that ICT is seen as the vehicle for information dissemination and learning in the fourth industrial revolution thus all governments should work towards improving its infrastructure, systems and accessibility to achieve its goals.

## School Systems Readiness To Outcome-Based Education (OBE)

This was a perception study aimed to establish the level of teachers and schools readiness for the implementation of OBE in the schools. The survey involved a questionnaire on teachers' perception on Outcome Based Assessment (OBA) and OBE as well as a knowledge test on these. The study revealed that in general the system seems to have been lagging behind on issue of OBE at the time of data collection (November 2019). About 91% of the teachers' responses indicated that generally the system is not ready to implement OBE, i.e. no communication done to stakeholders, no infusion of OBE in planning and very little training on OBE as well as OBA. The findings of the study suggests that more has to be done to improve the teachers' awareness on OBA and OBE. Otherwise, the learners would not attain the benefit brought about by OBA and OBE. It was also established that the use of seminars, workshops and

teacher training sessions could be effective ways of reaching schools, parents and the communities across educational regions on issues of OBA and OBE.

## Botswana Educational Achievement Monitor (BEAM)

The Botswana Examinations Council is implementing the Botswana Educational Achievement Monitor (BEAM) project on behalf of the Ministry of Basic Education (MoBE) as a large-scale survey to monitor quality of education in the country. The BEAM project whose main aim is to monitor education at system level resemble the large-scale surveys like TIMSS which are carried out across participating countries. The BEAM project provides local context and profile several performance indicators for Botswana education landscape. The current BEAM project focussed on standard 4 level and monitor learners' ability in Mathematics (Numeracy), English/ Reading (Literacy) and Life skills. It is anticipated that the BEAM programme would be applied at other levels when it is deemed required. The BEAM project is implemented as a comprehensive framework for measuring and monitoring the quality of education at system level, taking into account new transformative programmes such as the National Human Resources Development Strategy (NHRDS), National Credit & Qualifications Framework (NCQF), and the Education and Training Sector Strategic Plan (ETSSP) - 2015-2020 in Botswana.

The implementation of the BEAM project was designed in a two phased manner: The Pre-Establishment Phase, and the Development Phase.

### 1. Pre-Establishment Phase

The Pre-Establishment Phase has been successfully completed. It consisted mainly of Stakeholder Sensitisation as part of the Change Management activities and a Needs Assessment Survey, as well as Benchmarking to neighbouring countries.

## 2. Development Phase

The Development Phase of the project entails drawing up frameworks of assessment, designing instruments, sampling of schools and students, conducting the pilot survey, linking of students' performance to background variables, report writing and launching the BEAM through the dissemination of the first cycle results. It also aims to capacitate BEC and MoBE staff (teachers included) on processes and procedures necessary for implementing future cycles of BEAM. It is implemented by the help of consultants from the International Association for the Evaluation of Educational Achievement (IEA) and the National Foundation of Educational Research (NFER). The projects had notable success as some major

milestones have been completed, that is, the development of items and pre-pilot of items. The upcoming activities for the project includes completion of instruments and their administration in the field test pilot survey which is scheduled for November 2021 this year, whilst the Main Survey will be conducted in November 2022.

### Competitiveness Survey

The purpose of the study was to establish what customers regard as a quality product or service and how BEC services and products compare and contrast with comparatives in the region. The data was collected through a survey questionnaire to BEC's main customers like public and private schools. Key informants at policy level (school heads) were also identified and interviewed on the competitiveness of BEC products and services. The issue of relevance and competitiveness of products and services was not clearly revealed by the collected data as most respondents did not know products and services offered by competitors. This therefore means that the respondents' perspective was limited to only what they know and could not provide intended comparative results. The results also revealed that the BGCSE is the most popular qualification in the country amongst IGCSE and IB. According to the data collected in Botswana, BEC's products and services seem to be competitive and relevant since there is a high level of customer satisfaction as well as a wide consumption of the products and

services in the country. The comparatives (IGCSE and IB) are very minute in the country and are only for a certain social class or market. However, there is need for BEC to make some improvements in order to maintain its position in the industry, such as enforcing its existing model of business processes to gain more credibility.

### Comparability of Standards

This is a yearly study done to fulfil the accreditation process. Because of the demands of the study, one (1) Subject is selected every year for study. This year, BGCSE Computer Studies was studied against IGCSE Computer Science. Furthermore, the studies focused on the Awarding and the Demand Standards. The results proved that with regards to the Awarding and Demand Standards of Computer Studies concerning the two Examination Boards they were found to be in the main, equivalent.

BEC BOARD MEMBERS
EXECUTIVE MANAGEMENT
HEADS OF SUPPORT DIVISIONS
CHAIRPERSON'S FOREWORD
CHIEF EXECUTIVE OFFICER'S STATEMENT
GOVERNANCE
BEC 2020/2021 STRATEGY PERFORMANCE
BEC OUTREACH AND ENGAGEMENTS
REVIEW OF OPERATIONS
FINANCIAL STATEMENTS



## INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT)

The advent of COVID-19 necessitated the need for the BEC functions to change the way they have been doing business through available technologies, while at the same time ensuring minimum disruptions of Information and Communication Technology (ICT) services. This therefore, kept the Council ICT on its toes as it had to accelerate digitalisation to transform BEC to unlock long-term value for its customers and stakeholders. This went a long way in ensuring that essential business operations continued. Thus, during the year under review the ICT Directorate's main focus was on the acquisition and deployment of ICT solutions that helped curb the spread of COVID-19.

### Procurement of Equipment in Response to COVID-19 Pandemic

As the COVID-19 pandemic continues to ravage the world, organisations across the globe assessed and changed the way they have been operating in order to curb the spread of the disease, the BEC was not left behind in this regard. In order to promote social distancing ICT acquired more laptops, speakers and web cameras with built in microphones to facilitate virtual meetings across the whole organisation and even beyond.

In order to make sure there was business continuity even during lockdowns ICT increased home internet services for critical services. This increased the number of staff provided with home internet from ten (10) to thirty one (31). The internet services also enabled officers to connect seamlessly to the BEC network through other means, thereby allowing the users to gain access to the BEC servers and work as normal remotely

The ICT further installed video conferencing facilities in three (3) different meeting rooms including the main Boardroom. This facility was intensely used during the BEAM workshops held between the BEC Project Teams and an international consultant. It helped in ensuring that the consultant was no longer required to travel to Botswana, ultimately reducing project costs. In addition, the facility also continuing to be used during the general staff meetings. The members of staff without computers are split into the three (3) meeting rooms while at the same time observing the COVID-19 protocols.

During the year under review the remote support to users by ICT staff had become more important than ever before.

To facilitate this, ICT then acquired a software that allows the ICT support officer to connect remotely to and take control of the user's workstation once the user has given the support officer the necessary credentials, provided they are both on the internet. This therefore, did not only helped to ensure adherence to COVID-19 protocols but also shortened the issue resolution turnaround time.

### ICT Services During Marking Exercise

#### *Computer Facilities from other Government Entities*

During the 2020/21 financial year the BEC noted high demand for the use of computer facilities at the marking venues by staff and examining personnel. It had become almost impossible for the BEC to meet these demands. This has led to requests to other Government institutions to utilise their computer facilities. Thus, the ICT identified and entered into an agreement with Moselewapula Community Junior Secondary School. The school management noticed the need and was generous enough to grant BEC their space, computing resources and IT Support Officer for the processing of special needs examinations.

#### *Internet Bandwidth upgrade at the Marking Venues*

Due to the widespread of the marking venues in line with the COVID-19 Zones and the need to use the computer facilities at these venues there arose yet another need to ramp up the internet bandwidth at such schools from 4Mbps to 10Mbps. The ICT then collaborated with the Ministry of Basic Education (MoBE) and the Department of Information Technology to address this shortcoming. MoBE was very

instrumental in ensuring that the bandwidth was upgraded as required. Furthermore, BEC also entered into an agreement with all public schools that were used as marking venues to use their computer laboratories to run the marks capturing process. The IT officers at these schools also offered their services to provide technical support to those who were using their facilities to capture marks.

### Mobile Internet Devices

The Council also acquired several mobile internet devices to enable the various officers across the marking venues to collaborate, access central servers, share their experiences and send daily reports to BEC Head Office.

### Online Mark Capture Application

The core business identified the need to capture candidates' marks directly from their scripts into the system instead of scanning the candidate mark sheets. The reason for capturing the marks directly from candidates' scripts was to speed up the process of marking because the examiners no longer had to spend a lot of time on transferring marks from scripts to the candidate mark sheets. Malepa, as the Examinations Processing System presented challenges when it comes to online capturing of marks. These challenges are as a result of its resource intensiveness, which results in it being very slow and slowing the marking exercise.

To address this challenge the Council ICT then worked with the business to come up with an application where all the scores would be captured per component. The application was developed, tested, and used during the marking period. It provided very user-friendly interface and other functions which users desired such as self-password resets including the monitoring of the data capture staff. Online and real-time reports such as progress dashboard were available in the application. The dashboard showed how the mark capturing was progressing, how many scripts left to capture and how each one of the data capturers was doing.

During the year under review the BEC embarked on a facelift to the examinations material scanning application, by including return envelopes from examination centres after candidates have taken their examinations. ICT, together with the business created barcodes for each envelope. These barcodes were

attached to each of the envelopes for tracking purposes. The envelopes were tracked from BEC to marking venues and other destinations including the examinations storerooms within BEC. The usefulness of the initiative is immediately noticeable if the envelope got lost in that it became very easy to locate its whereabouts. This initiative was welcome by the business and it was recommended that it should be implemented for the subsequent examination cycle.

### Results Publication

The BEC Website and the SMS communication platforms were used to publish all three examinations categories (PSLE, JCE and BGCSE) 2020 results. This entails increasing the bandwidth in collaboration with the Internet Service Provider to mitigate against traffic congestion. BEC collaborated with all mobile operators to ensure minimal cost to the clients.

### ICT Support Services

Throughout the 2020/21 financial year, the BEC ensured that mission critical applications are always up and running and accessible by both internal and external stakeholders. Such applications included but were not limited to Financial Management and Procurement Systems, Human Resources and Payroll, Examination Processing System, Fleet Management System, Library Management System, Email and Internet Services. This was in addition to the workstations, servers, server software and the BEC computer network to enhance communication and collaboration across the organisation. Challenges were experienced as a result of aging hardware that would always present difficulties during software troubleshooting and installations.

## HUMAN RESOURCES

The Botswana Examinations Council (BEC) continues to stand on its conviction that it is only through its human resources that it can become a High Performance Organisation (HPO). As a result, the organisation's people agenda is focused on strategically repositioning the human resources function so that it becomes an effective business enabler.

### The Reorganisation Project

During the year under review BEC continued to embark upon a broad-based transformation programme which would result in fundamental changes in the way it conducts its business. The programme has sub-projects covering areas such as the overhauling of the information and communications technology (ICT) environment, business process re-engineering, policy review across the organisation, the migration of Technical and Vocational Education and Training, office refurbishment and the review of the organisation structure. It is clear from this that the reorganisation project takes place within the broader context of changes across the organisation and that these must be taken into account at all times.

During the previous reporting period 2019/20 financial year, it was indicated that the consultants who were appointed to carry out an assessment of the BEC environment against the requirements of its new and expanded mandate as well as its resolve to become a high performance organisation had completed their assignment and submitted their report to the Board. During the period under review Management and the Board of the Botswana Examinations Council focused on implementation of the recommendations of the consultants. Among such was the need to implement a new organisation structure, revise the job profiles, recruit people into the new structure and appropriately address issues related to redundancies.

The following were achieved during the 2020/21 financial year as part of the reorganisation exercise:

- Consultations with the Trade Union on the new organisation structure and job profiles were completed.
- Consultations with employees on the new organisation structure and job profiles were concluded.

- The organisation structure revised to take into account some of the key issues that came out of the consultation processes.

The original intention was to complete the project by end of March 2021. However, due to delays associated with COVID-19 lockdowns and execution constraints brought about by the State of Public Emergency it was not possible to migrate employees to the new organisation structure. The Management and the Board continued to track developments in the Country and are hopeful that they will be able to conclude the project by end of March 2022 if the State of Public emergency would be lifted.

Delays in the completion of this project continue to impose enormous strains on the BEC's human resources. This is mainly because recruitment of new personnel (including replacement of those whose services terminate for whatever reasons) has been suspended. As employees continue to leave (mainly through retirement) they have not been replaced – resulting in a vacancy rate as highlighted in the [Table 17](#).

### Industrial Relations

The labour relations situation within the Botswana Examinations Council continues to be generally healthy. In particular, the working relationship with the recognised Trade Union (BOPEU) can best be described as being characterised by mutual trust and respect. The parties continue to collaborate on key issues facing the organisation.

On the other hand, the relationship with the Teacher Unions (BTU and BOSETU) experienced some challenges during the year under review. However, the Board and Management believed that the challenges were not insurmountable and that the parties would work together to find common ground on all of them. The Memorandum of Understanding between the

parties lapsed in September 2020, and the engagements had started with the aim of seeing how best to define the BEC and Teacher Unions relationship going forward.

DIRECTORATE	ESTABLISHMENT	IN POST
Product Development & Standards	45	37
Examinations Administration & Certification	46	52 ** excess staffing due to engagement of people on short-term contracts
Research & Policy Development	16	16
HR & Records	23	18
Corporate Services	55	42
ICT	20	17
CEO's Office	20	22
<b>Total</b>	<b>225</b>	<b>204</b>

**Note:** Some Directorate/Departments have more employees than what is stipulated in the establishment. This is a result of a long standing decision not to hire new employees resulting in employment of employees on short fixed-term contracts.

Table 17: Staffing Levels

### Employee Health and Wellness

When the COVID-19 pandemic broke out in Botswana, the BEC responded by putting in place elaborate guidelines and plans to mitigate the risk of the pandemic on its business and on the lives of its employees and those whom they relate to. Such measures included:

- Development of COVID-19 response guidelines
- Setting up structures to combat the spread of the virus. For example: sanitisers, washing basins at the main entrance, appointment of a SHE officer; closing kitchenettes and such other measures.
- Developing and implementing comprehensive Working From Home Guidelines aimed at decongesting the offices as well as acting as a business continuity initiative.

As Botswana like all countries around the globe continued to battle the global COVID-19 pandemic, the Botswana Examinations Council also found itself on the receiving end. Thirteen (13) employees tested positive to the virus whilst sixty two (62) were quarantined (but tested negative to the virus) as a result of being close contacts. Sadly, the organisation lost one of its employees to the virus. Looking at the situation in its totality it could be deduced that the organisation lost approximately 882 working days or 7056 man hours due to the pandemic.

## CORPORATE SERVICES

The BEC financial performance for the year ended 31st March, 2021 significantly improved mainly because of the containment of all cost line items. The 2020/21 was a momentous year for BEC as was with the rest of the country and entire world due to the COVID-19 pandemic, which resulted in decreased Government funding from P277.9 million to P273.6 million for the Council. BEC was also presented with an unprecedented challenge of conducting decentralised marking of examinations and despite this, the Council was financially able to successfully deliver the 2020 examinations through prudent financial management and budget monitoring.

During the year under review, examinations were delivered at a cost of P278.3 million which was 5% less when compared to the previous year's examination costs. It is creditable to note that the BEC 2020/21 financial results yielded a surplus of P21.3 million and this reduced the BEC accumulated deficit from P61.5 million to P40.2 million.

The BEC liquidity position as at 31st March, 2021 was good as presented by an outstanding current liabilities of P59.7 million against current assets of P120.4 million. Included in the current assets total is the P8.6 million subvention balance for 2017/18. The total cash and cash equivalents available for the Council was P99.4 million of which P77.6 million related to development project funds.

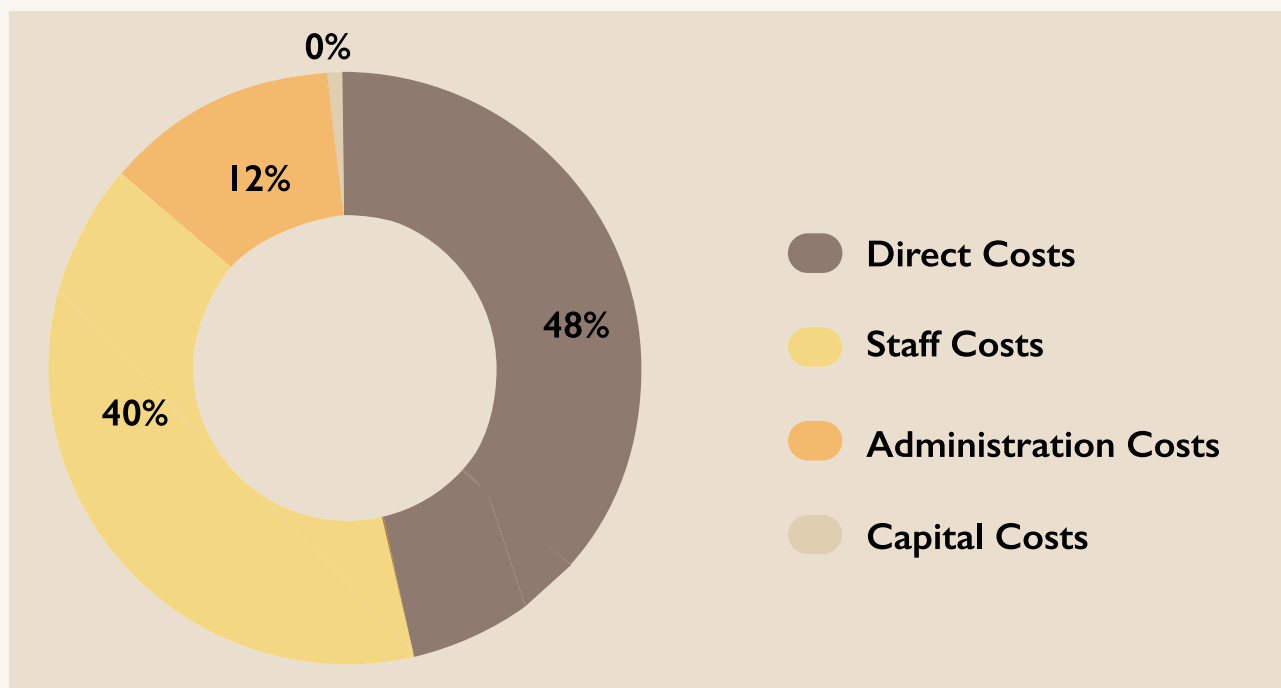
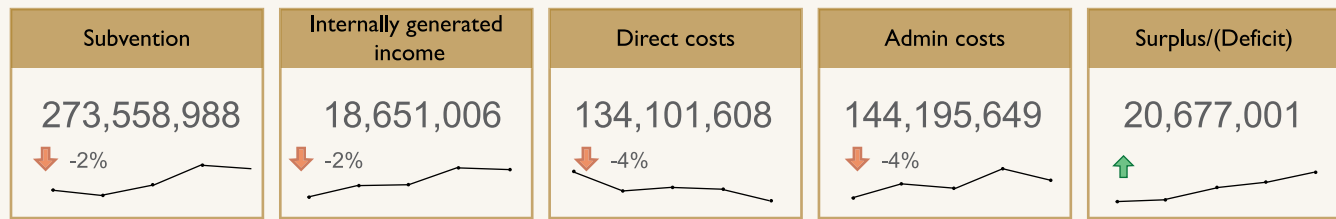


Figure 5: Key financial highlights



METRIC NAME	2017	2018	2019	2020	2021
Subvention	256,405,537	252,521,563	260,520,104	277,887,575	273,558,988
Internally generated income	13,563,033	15,596,191	16,182,192	18,766,569	18,651,006
Direct costs	146,002,403	137,809,220	139,754,295	139,028,976	134,101,608
Admin costs	135,315,100	142,534,067	139,778,923	149,519,744	144,195,649
Surplus/(Deficit)	(6,160,547)	(3,447,951)	7,237,926	12,192,128	20,677,001



METRIC	REPORT YEAR 2021	PREVIOUS YEAR 2020	% CHANGE	2 YEAR TREND
Subvention	273,558,988	277,887,575	↓ -2%	↘
Internally generated income	18,651,006	18,766,569	↓ -1%	↘
Direct costs	134,101,608	139,028,976	↓ -4%	↘
Admin costs	144,195,649	149,519,744	↓ -4%	↘
Surplus/(Deficit)	20,677,001	12,192,128	↑ 70%	↗

Table 18: Key BEC financial trend analysis for the past 5 years

### Procurement

Procurement at BEC is aligned to the Public Procurement and Asset Disposal Board (PPADB) Act and Regulations as well as all other public procurement instruments that are issued on a continuous basis such as the Statutory Instrument No. 23 of 28th February, 2020 and various circulars issued by PPADB. This assists BEC to implement proper procurement strategies in order to reduce costs by using open tender as a default method of procurement to encourage competitive bidding. BEC ensures that contracts are signed with specific and clear deliverables in all significant procurement activities. To enable adequate audit trail, BEC operates an automated procurement system. It is pleasing to note that 90% of BEC tenders were awarded to local companies, with Economic Diversification Drive (EDD) applied in all tenders during the year ended 31st March 2021.

The debriefing process has been made a mandatory procedure for all tenders and as a result, BEC has successfully eliminated procurement related queries. The Council however,

experiences challenges where 100% citizen owned companies want to “sneak in” foreign companies in tenders that fall within the reserved area. These companies delay BEC procurement processes through their queries, which would eventually be deemed of no substance.

Furthermore, BEC still experiences difficulties in finding citizen service providers in the areas of Printing of Examination Material, Printing of Optical Mark Reader (OMR) Forms, and ICT related consultancies. It is a matter of high concern that where such procurement activities are available from citizen contractors, the prices are usually exorbitantly higher than the budget estimates, resulting in tender cancellation due to inadequate funds, delaying the BEC procurement processes even more. In most of the cases, these exorbitant prices are without any meaningful value addition by citizens, which makes it difficult to justify the high costs.

## Marking Venues

During the financial year under review, the Council sort different marking arrangements due to the advent of the COVID-19 pandemic and the attendant health protocols to curb the spread of the disease, the BEC was compelled to decongest marking venues which were ordinarily based in Gaborone City. The 2020 marking exercise for the three (3) National examination levels had to be spread out across the Country as shwon in **Table 19**.

LEVEL	AREA	VENUES
PSLE	Gaborone	Rainbow School
	Lobatse	Crescent School
	Molepolole	Al-Haq School
JCE	Gaborone	Naledi SSS
		BCET
	Mochudi	Molefi SSS
	Francistown	Mater Spei
		Tadabibgwa JSS
	Maun	Tsodilo JSS
		Maitlamo JSS
Palapye	Mabogo JSS	
BGCSE	Gaborone	Mogoditshane SSS
	Kanye	Seepapitso SSS
	Palapye	Lotsane SSS

**Table 19: Marking venues**

The BEC had to carry out maintenance of the government schools which were mainly vandalised to bring them to conducive standards for examiners. This exercise was done at a high cost for the Council.

### The BEC Fleet

The BEC had to dispose seven (7) of its vehicles. The Council had to do away with six (6) of these vehicles because of high maintenance costs and had long reached their operational lifespan. These vehicles were sold through sealed bids to members of staff. One (1) vehicle was disposed in accordance with the Policy for the Chief Executive Officer's official vehicle when the immediate past CEO retired.

The Council was able to procure seven (7) vehicles during the year under review. Six (6) double cab vehicles and one (1) Sport Utility Vehicle (SUV).

### Heating, Ventilation and Air-Conditioning (HVAC)

The Council was able to complete replacement of the obsolete Variable Refrigerant Volume (VRV) system by installing six (6) new units in its main building in January, 2021. These units are currently under a twelve (12) months liability period that expires on January 30, 2022.

### COVID-19 Response

The BEC installed hands washing facility with soap dispensers and warm water at the main entrance gate for use by walk-in customers. Automatic hand sanitiser dispensers were also installed at all entrances and strategic areas in the building to help staff and customers to sanitise their hands regularly for purposes of COVID-19 hygiene requirements.

## OUTLOOK

The BEC will carry into 2021/22 a bouquet of strategic initiatives that were meant to drive transformation of BEC into a high performance organisation with an expanded assessment mandate. Implementation of the initiatives was delayed because of the restrictions from the COVID-19 Protocols and the State of Public Emergency (SoPE). While compliance with the COVID-19 Protocols shall continue, it is anticipated that post the State of Public Emergency, initiatives which were put on hold because of the SoPE would be implemented, chief among such initiatives would be the BEC Transformation Project.

The new financial year brings with it a renewed hope that finally, the metamorphosis that BEC has long looked forward to, will materialise. The BEC has a transition strategy that is designed to drive transformation of the BEC. The transformation exercise has been fully funded and therefore, the ground is fertile for the Council to transform. What remains in question is whether there would be enough resources to sustain the transformed BEC. To mitigate the effect of limited resources, the Organisation intends to implement the income generation strategy that has already been approved. If the BEC could succeed in generating its own financial resources, even just to augment the subvention, the transformed BEC will be realised and sustained.

Coupled with the transformation, COVID-19 pandemic has a potential to change the operational outlook of BEC forever. It has already changed the way the Council conducts its business. The BEC, again taking a ride on the transition strategy, has engaged on a massive drive to digitise its processes. The vision is that in a not so distant future, the mainstream of core business processes would all be on-line. This e-assessment dream would directly complement and support the objectives of the National Reset Agenda.

# S10

<b>The Board Members' report</b>	<b>Pg 54 -56</b>
<b>Board Members' Responsibility Statement</b>	<b>Pg 57</b>
<b>Independent Auditor's Report</b>	<b>Pg 58</b>
<b>Statement of Profit or Loss and other Comprehensive Income</b>	<b>Pg 62</b>
<b>Statement of Financial Position</b>	<b>Pg 63</b>
<b>Statement of Changes in Funds</b>	<b>Pg 64</b>
<b>Statement of Cash Flows</b>	<b>Pg 64</b>
<b>Significant Accounting Policies</b>	<b>Pg 65 - 76</b>
<b>Notes to the Financial Statements</b>	<b>Pg 77 - 88</b>
<b>Detailed Statement of Profit or Loss and other Comprehensive Income</b>	<b>Pg 90 - 91</b>

## THE BOARD MEMBERS REPORT

For the year ended 31 March 2021

The Board Members has pleasure in submitting its report and the annual financial statements for the year ended 31 March 2020.

### INCORPORATION

Botswana Examinations Council (BEC) was established under the Botswana Examinations Council Act (Act No. 11 of 2002) as amended by the Botswana Examinations Council (Amendment) Act, 2019.

### NATURE OF OPERATIONS

To conduct school examinations and any other examinations for the Ministry of Basic Education and issue certificates in respect of such examinations.

### FINANCIAL RESULTS AND POSITION

The BEC's financial results and position are reflected in the financial statements set out on pages 77 to 89. The entity employed 205 employees at the reporting date (2020: 223 employees).

#### Chief Executive Officer

Prof. Brian Mokopakgosi (retired 31 March 2021)  
Dr. Moreetsi Thobega (appointed 01 August 2021)

#### Chairperson

Dr Joseph Tsonope (retired 30 April 2020)  
Dr Olefile Bethuel Molwane (appointed 31 October 2020)

#### Board Members

Mrs Ludo Thateng Johwa-Mpundisi

Ms Masego Mokubung

Dr Olefile Bethuel Molwane

Professor Richard Tabulawa

Dr Godson Gatsha

(retired 30 October 2020)

Ms Ivy Ramalohlanye

Mrs Kelebogile Lecoge

(appointed 31 October 2020)

Mr Onkagetse Pusoentsi

(appointed 31 October 2020)

#### BANKERS



Absa Botswana



Stanlib Investment  
Management Services  
(Proprietary) Limited



First Capital Bank Limited



Stanbic Bank  
Limited Botswana



African Banking  
Corporation of Botswana  
Limited



First National Bank of Botswana  
Limited

#### REGISTERED OFFICE



Plot 54864  
KT Motsete Road  
Gaborone

#### AUDITORS



Plot 67977, Off Tlokweng Road  
Fairgrounds Office Park  
Gaborone



## THE BOARD MEMBERS REPORT

For the year ended 31 March 2021

BEC generated a surplus of P11 899 919 for the year ended 31 March 2021 (2020: incurred a deficit of P28 249 756) and its total liabilities exceeded its total assets by P49 578 172 (2020: P61 478 091).

The accumulated deficit of P49 578 172 is largely due to restructuring provisions recognised in the prior year amounting to P39 million for which funding is expected in the 2022 financial year. The restructuring provisions will be funded through as part of the P102 million funding for the BEC Transformation Project which was approved by Parliament on 25 August 2020. In the current year, BEC received P47.9 million which has been included in deferred government grants in relation to BEC Transformation Project for the development of information management systems, facilities expansion, project management services and consultancy services.

BEC is dependent on the Ministry of Basic Education for financial and operational support. Management has the mandate to utilise the annual subvention grant received from the Ministry of Basic Education to fund the expenditure incurred in the facilitation and administration of examinations in the country. The subvention grant approved by the Ministry of Basic Education and expected for the 2021/22 financial year amounts to P211 million. The government is committed to fully support the BEC in the 2021/22 administration of the examinations. Management believes that the approved subvention grant will be sufficient for the Council to discharge its examination mandate for the 2021 examinations cycle. Subsequent to the reporting date, the Council has received P105.6 million from the Ministry of Basic Education as per the approved budget. Historically, there is no instance where the approved grant budget has not been honoured and the grant funds were not provided.

The Ministry of Basic Education has in June 2020 made a decision to officially handover activities of Invigilation and Course Work to be wholly managed by BEC at a budget of P58 million which the Ministry has agreed to fund.

Management has prepared cash flow forecasts for the next twelve-months subsequent to sign-off of audited financial statement that shows a positive closing cash position. Management is confident of the successful completion of the 2021 examinations cycle, considering its strategy to maximise liquidity and control operational costs.

The Council has assessed the ability of BEC to continue as a going concern and has no reason to believe that the entity will not be a going concern in the year ahead. The financial statements are prepared based on accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities will occur in the ordinary course of business.

On March 11, 2020, the World Health Organisation declared the Coronavirus COVID-19 outbreak to be a pandemic. The Botswana Government responded to the pandemic by taking stringent steps to help contain the spread of the virus, including stringent movement restrictions, self-isolation or quarantine and social distancing measures. The pandemic is an unprecedented challenge for humanity and for the economy globally, and at the date of finalisation of the financial statements its effects are subject to significant levels of uncertainty.

Due to the advent of COVID-19 pandemic, the resultant closure of schools effected in order to monitor and prevent the spread of the virus resulted in significant disruptions to the national school learning calendar and affected student preparation of examinations. As a result, the examinations schedule was moved to a later date during the year to align to the national schools' calendar.

## THE BOARD MEMBERS REPORT

For the year ended 31 March 2021

### Going concern (continued)

The Council has engaged the relevant stakeholders such as the Ministry of Basic Education and COVID-19 task team to formulate a revised plan for the 2021 examinations cycle. As was the case in the prior year, BEC expects to incur extra costs to hire additional venues due to decentralization of moderation and marking activities across COVID-19 zones in order to align with the COVID-19 protocols.

This increase in costs will affect operating deficit/surplus of the Council. All other costs are expected to remain at the normal budgeted levels.

At the reporting date (August 2021) the Council had already received 50% of the 2021/22 subvention grant for its operations. In the event the Council exceeds its forecasted expenditure during the year due to COVID-19 requirements, a special request will be made to the Ministry of Basic Education for additional funding.

While COVID-19 is expected to result in an increase in the operating deficit due to additional expenditure on protective equipment and venue hire, the impact thereof is not expected to affect the Council's ability to continue operating into the foreseeable future. The Council is mindful of the impact of COVID-19 on future cash inflows and has responded by implementing cost reduction measures such as deferring all non-critical projects for the rest of the financial year. Management is monitoring the situation very closely and the appropriate cost containment decisions will be made if required.

## THE BOARD MEMBERS RESPONSIBILITY STATEMENT

For the year ended 31 March 2021

The Board Members are responsible for the preparation and fair presentation of the annual financial statements of Botswana Examinations Council which give a true and fair view, comprising the statement of financial position at 31 March 2021 and the statements of profit or loss and other comprehensive income, changes in funds and cash flows for the year then ended, and the notes to the financial statements, which include a summary of significant accounting policies in accordance with International Financial Reporting Standards. In addition, Board Members are responsible for preparing the Board's Members report.

The Board Members are also responsible for such internal control as the members determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error and for maintaining adequate accounting records and an effective system of risk management as well as the preparation of the supplementary schedules included in these financial statements.

The Board Members have made an assessment of the ability of the entity to continue as a going concern and have no reason to believe that the entity will not be a going concern in the year ahead.

The auditor is responsible for reporting on whether the financial statements give a true and fair view in accordance with the applicable financial reporting framework.

### Approval of annual Financial Statements

The annual financial statements of Botswana Examinations Council, as identified in the first paragraph, were approved by the Board Members on \_\_\_\_\_ and signed on their behalf by:



Chairperson

Dr. Olefile Molwane



Chief Executive Officer

Dr. Moreetsi Thobega

## **Independent Auditor's Report**

### **To the Council Members of Botswana Examinations Council**

#### ***Opinion***

We have audited the financial statements of Botswana Examinations Council ("the Organisation") set out on pages 9 to 38, which comprise the statement of financial position at 31 March 2021, the statement of profit or loss and other comprehensive income, the statement of changes in funds and the statement cash flows for the year then ended, and the notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements give a true and fair view of the financial position of Botswana Examinations Council at 31 March 2021, and of its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards.

#### ***Basis for opinion***

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the organisation in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. 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, and we do not provide a separate opinion on these matters.



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Audit**  
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<b>Existence and accuracy of expenses</b> Refer to accounting policies - Direct costs and administrative expenses.	
<b>Key audit matter</b>	<b>How the matter was addressed in our audit</b>
<p>The Botswana Examinations Council is solely responsible for administering exams in Botswana. The majority of expenses are funded by the government through subvention fees.</p> <p>Expenses comprise of direct costs and administrative expenses from facilitating national examinations for the Primary School Leaving Exams (PSLE), Junior Certificate Examinations (JCE) and the Botswana General Certificate of Secondary School Examination (BGCSE). The total expenses incurred during the financial reporting year amounted to P280 343 287.</p> <p>There is a risk from an audit perspective that the expenses are incorrectly classified and therefore could materially misstate the financial statements.</p> <p>Due to the significant risk associated with expense recognition, the magnitude of the expense balance in the financial statements and the volume of transactions resulting in significant work effort by the audit team, this was considered a key audit matter.</p>	<p>Our procedures included:</p> <ul style="list-style-type: none"> <li>• We tested controls relating to the processing, review, monitoring and authorisation of expenses to ensure that it is in terms of the procurement policy and approved by the appropriate authority levels.</li> <li>• In order to verify that expenses incurred are in terms of the procurement policy we inspected the detail of the supporting documentation relating to the expenses selected for testing. We verified that the details inspected agreed to the details of the recorded expenses.</li> <li>• We inspected the annual budget approval and monitoring processes to confirm whether any variances identified were in line with our expectations and historic trends.</li> <li>• We inspected supplier statements and reconciliations on a sample basis in order to determine whether the expenses incurred agree to the supporting documentation.</li> <li>• We performed a search for unrecorded liabilities test by reviewing payments made on a sample basis subsequent to the reporting date to ensure that expenses were recorded in the correct reporting period.</li> </ul>

**Other Information**

The Council members are responsible for the other information. The other information comprises the Councils' report and the Councils' responsibility statement and the detailed statement of profit and loss and other comprehensive income. Other information does not include the financial statements and our auditor's report thereon.

Our opinion on the 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 financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the 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.





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### ***Responsibilities of the Council members for the Financial Statements***

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

In preparing the financial statements, the Council members are responsible for assessing the Organisation'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 Council members either intend to liquidate the Organisation or to cease operations, or have no realistic alternative but to do so.

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the 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 ISAs 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 financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also

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



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

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

**KPMG**

Certified Auditors

Practicing member: Gosego Motsamai (20030026)

Certified Auditor of Public Interest Entity

BAOA Certificate Number CAP 0035 2019

Gaborone

September 2021

## STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 31 March 2021

in Pula

	Note	2021	2020
<b>Revenue</b>			
Government subvention		277 886 877	277 887 575
Certification fees		157 397	204 403
Registration fees		15 271 497	18 282 926
Remarking fees		201 031	279 240
		<b>293 516 802</b>	296 654 144
<b>Cost of revenue</b>			
Direct costs		(137 417 793)	(139 135 206)
<b>Gross surplus</b>		<b>156 099 009</b>	157 518 938
Other Income		4 869 621	5 383 352
Administrative expenses		(151 682 380)	(153 316 563)
Restructuring Costs		-	(39 000 000)
<b>Operating surplus /(deficit)</b>	<b>1</b>	<b>(9 286 250)</b>	(29 414 273)
Finance income	<b>2</b>	<b>2 613 669</b>	1 164 517
<b>Surplus/(Deficit) for the year</b>		<b>(11 899 919)</b>	(28 249 756)

## STATEMENT OF FINANCIAL POSITION

For the year ended 31 March 2021

in Pula

	Note	2021	2020
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property and equipment	3	71 067 987	71 089 875
Intangible assets	4	6 751 590	8 539 668
		<b>77 819 577</b>	79 629 543
<b>Current assets</b>			
Inventories	5	1 180 343	1 095 708
Trade and other receivables	6	11 183 194	9 171 686
Cash and cash equivalents	7	99 445 085	24 697 521
		<b>120 372 718</b>	34 964 915
<b>Total assets</b>		<b>198 192 295</b>	114 594 458
<b>FUNDS AND LIABILITIES</b>			
<b>Reserves</b>			
Accumulated deficit		(40 981 350)	(61 478 091)
<b>Non-current liabilities</b>			
Capital grants	8	138 885 609	99 427 916
Restructuring Provision	10	39 000 000	39 000 000
		<b>177 885 609</b>	138 427 916
<b>Current liabilities</b>			
Trade and other payables	9	55 896 166	33 040 650
Bank overdraft	7	277 452	489 566
Short term portion of capital grants	8	4 114 417	4 114 417
		<b>61 288 035</b>	37 644 633
<b>Total Funds and liabilities</b>		<b>198 192 293</b>	114 594 458

**STATEMENT OF CHANGES IN FUNDS**

For the year ended 31 March 2021  
in Pula

	<b>Accumulated Deficit</b>
Balance at 1 April 2019	(33 228 335)
Total surplus for the year	(28 249 756)
Balance at 31 March 2020	<b>(61 478 091)</b>
Total deficit for the year	<b>11 899 919</b>
<b>Balance at 31 March 2021</b>	<b>(49 578 172)</b>

**STATEMENT OF CASH FLOWS**

For the year ended 31 March 2021  
in Pula

	Note	2021	2020
Cash flows generated from/(utilised in) operating activities	11	<b>27 300 066</b>	11 948 616
<b>Investing activities</b>			
Interest received	2	<b>2 613 669</b>	1 164 517
Purchase of property and equipment	3	<b>(2 884 539)</b>	(257 404)
Additions to intangible assets	4	<b>(444 614)</b>	(169 898)
Proceeds from disposal of property and equipment		<b>11 296</b>	164 034
Adjustments		<b>475 049</b>	-
Net cash flows from investing activities		<b>(240 388)</b>	901 249
<b>Financing activities</b>			
Capital grants received	8	<b>47 900 000</b>	-
<b>Net movement in cash and cash equivalents</b>		<b>74 959 678</b>	12 849 865
Cash and cash equivalents at beginning of year		<b>24 207 955</b>	11 358 090
Cash and cash equivalents at end of year	7	<b>99 167 584</b>	24 207 955

## SIGNIFICANT ACCOUNTING POLICIES

For the year ended 31 March 2021

### Statement of compliance

Botswana Examinations Council ("BEC") was established by Botswana Examinations Council Act (Act No. 11 of 2002) as amended by the Botswana Examinations Council (Amendment) Act, 2019 to conduct school and any other examinations for the Ministry of Basic Education and issue certificates in respect of such examinations. Expenses comprise of direct costs and administrative expenses from facilitating national examinations for the Primary School Leaving Exams (PSLE), Junior Certificate Examinations (JCE) and the Botswana General Certificate of Secondary School Examination (BGCSE). The address of its registered office is Plot 54864, KT Motsetse Road, Gaborone, Botswana.

The financial statements have been prepared, in all material respects, in accordance with International Financial Reporting Standards (IFRSs).

These financial statements were approved by the Board members on \_\_\_\_\_ September 2021.

### Basis of preparation

The financial statements are presented in and rounded to the nearest Pula, which is also the functional currency.

The financial statements are prepared on the historical cost basis, except where otherwise stated. The financial statements incorporate the following accounting policies which are consistent with those applied in the previous year, except where otherwise stated.

The preparation of financial statements in accordance with IFRSs requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results which form the basis of making the judgements about the carrying values of

assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

Estimates, underlying assumptions and judgements are continuously evaluated and are based on historical experience and other factors including expectations of future events that are believed to be reasonable under the circumstances.

Revisions to accounting estimates are recognised in the year in which the estimate is revised if the revision affects only that year, or in the year of the revision and future years if the revision affects both current and future years. Significant judgements with regards to the application of IFRSs made in the compilation of these financial statements consist mainly of evaluating the residual values, depreciation methods and depreciation rates applied to property and equipment items (per note 3 and the related accounting policy note), evaluating the useful lives of intangible assets (per note 4 and the related accounting policy note), evaluating trade and other receivables for possible impairment (per note 6 and the related accounting policy note), and the calculation and recognition of provisions (per note 10 and the related accounting policy note).

Contracts with customers often include promises to deliver multiple services. Determining whether such bundled services are considered i) distinct performance obligations that should be separately recognized, or ii) non-distinct and therefore should be combined with another good or service and recognized as a combined unit of accounting may require significant judgement.

### Property and equipment

Property and equipment is initially measured at cost.

Cost includes those initially incurred to acquire or construct an item as well as borrowing costs for qualifying assets if the recognition criteria are met.



**SIGNIFICANT ACCOUNTING POLICIES (continued)**

For the year ended 31 March 2021

**Property and equipment (Continued)**

Property and equipment subsequent to acquisition is measured at cost less accumulated depreciation and impairment losses.

Where parts of an item of plant and equipment have different useful lives, they are accounted for as separate items of plant and equipment.

The entity recognises in the carrying amount of an item of property and equipment the cost of replacing part of such an item when the cost is incurred, it is probable that future economic benefits embodied with the item will flow to the entity and the cost of the item can be measured reliably. All other costs are recognised in profit or loss as an expense when incurred.

**Depreciation**

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each part of property and equipment. The estimated useful lives are as follows:

- Land and buildings 50 years (over the lease period)
- Furniture and fittings 10 years
- Office equipment 5 years
- Computer equipment 3 years
- Motor vehicles 4 years

The residual value of plant and equipment items, if not insignificant, is reassessed annually. The useful lives and depreciation methods are reassessed annually.

**Repairs and maintenance**

Repairs and maintenance costs are recognised in profit or loss during the financial period in which these costs are incurred. The cost of a major renovation is included in the carrying amount of the related asset when it is probable that future economic benefits in excess of the originally assessed standard of performance of the existing asset will flow to the entity. Major renovations are depreciated over the remaining useful life of the related asset, or until the next planned major renovation,

whichever period is shorter.

Gains and losses on disposal of property and equipment items, which arise in the normal course of business, are determined by reference to the carrying amounts and the proceeds received and are recognised in profit or loss.

**Intangible Assets  
Software and licenses**

Software and licences are recognised and measured at cost less accumulated amortisation and any accumulated impairment losses.

Costs associated with maintaining computer software programmes are recognised as an expense in profit or loss as incurred. Costs that are directly associated with the development of identifiable software products controlled by BEC that will probably generate economic benefits beyond one year and for which the costs can be measured reliably, are recognised 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;
- There is an ability to use the software product and;
- It can be demonstrated how the software product will generate probable future economic benefits.

Direct costs include the software development employee costs and other directly related development costs. Costs relating to the acquisition of licences are capitalised and amortised on a straight-line basis over the licence period when available for use.

Subsequent expenditure on capitalised intangible assets is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure is recognised as an expense in profit or loss as incurred.

Amortisation shall begin when the asset is available for use, i.e. when it is in the location and condition necessary

**SIGNIFICANT ACCOUNTING POLICIES (continued)**

For the year ended 31 March 2021

**Intangible Assets (Continued)**

for it to be capable of operating in the manner intended by management. Amortisation is recognised on a straight-line basis over their estimated useful lives. The estimated useful life and amortisation method are reviewed at the end of each annual reporting period, with the effect of any changes in the estimate being accounted for on a prospective basis. The estimated useful lives are as follows:

- BEC Software	3 years
- BEC Website	3 years
- BNEPS Programmes	10 years; and
- BNEPS Licence fee	term of the licence.

**Capital grants**

Capital grants comprise grants received from the Government of Botswana utilised towards capital expenditure. Funds received are credited to capital grants and the related assets are capitalised. An amount equal to the depreciation charge of the property and equipment items funded by the capital grant is recognised as income in profit or loss. Subsequent movement of those property and equipment items in terms of sale and impairment are treated accordingly in the capital grants

**Impairment****Financial assets**

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

The Council always recognises lifetime ECL for trade receivables. The expected credit losses on these financial assets are estimated using simplified ECL model based on the provision matrix. The ECL model takes into account Council'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.

Significant financial assets are tested for impairment on an individual basis. The remaining financial assets are assessed collectively in groups that share similar credit risk characteristics.

Impairment losses are recognised in profit or loss. An impairment loss is reversed if the reversal can be related objectively to an event occurring after the impairment loss was recognised. The reversal of the impairment loss is recognised in profit or loss.

**Non-financial assets**

The carrying values of the entity's non-financial assets, excluding inventories and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated.

An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. A cash-generating unit is the smallest identifiable asset group that generates cash inflows that are largely independent of the cash inflows from other assets or asset groups. Impairment losses are recognised in profit or loss. The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less cost to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risk specific to the asset.

Impairment losses recognised in the prior periods are assessed at each reporting date for any indication that these losses have decreased or no longer exist. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the

**SIGNIFICANT ACCOUNTING POLICIES (continued)**

For the year ended 31 March 2021

**Non-financial assets (Continued)**

extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation and amortisation, if no impairment was recognised

**Inventories**

Inventories are stated at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

The cost of inventories is based on the weighted average cost basis and includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition. Obsolete, redundant and slow moving inventories are identified on a regular basis and are written down to their estimated net realisable values.

**Employee benefits****Pension contributions**

BEC contributes to a defined contribution pension plan for its permanent citizen employees. The fund is managed by an independent third party, Alexander Forbes Financial Services Botswana (Pty) Ltd. The contributions are recognised as employee benefit expenses when they are due. A defined contribution plan is a pension plan under which BEC pays fixed contributions into a separate entity (a fund) and will have no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employees services in the current and prior periods. Obligations for contributions to defined contribution plans are recognised as an employee benefit expense in profit or loss when they are due. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in future payments is available

**Short term employee benefits**

Employee entitlements to annual leave, bonuses, medical aid, housing benefits and severance benefits are recognised when they accrue to employees and an

accrual is recognised for the estimated liability as a result of services rendered by the employee up to the reporting date. These accruals are calculated at undiscounted amounts based on current wage and salary rates

**Severance benefits**

Employees who are not members of an approved pension scheme or entitled to gratuities per employment contracts, are entitled to severance benefits as regulated by the Botswana Labour Regulations. An accrual is recognised for the estimated liability for services rendered by employees up to the reporting date. Severance benefits are not considered to be a retirement benefit plan as the benefits are payable on completion of a continuous employment period of five years or on a pro rata basis on termination of employment.

**Profit sharing and bonus schemes**

A liability is recognised for the amount expected to be paid under short-term bonus or profit sharing plans if the entity has a present legal or constructive obligation to pay this amount as a result of past services provided by an employee and the obligation can be estimated reliably.

**Revenue****Government subventions**

Government subventions are recognised at their fair value where there is reasonable assurance that the subventions will be received and BEC has complied with all required conditions.

These subventions are based on approved expenditure agreed with the Ministry of Basic Education on an annual basis. The annual period to which these subventions relate to agrees to the financial year of BEC.

Subventions relating to costs are deferred and recognised in profit or loss over the period necessary to match them with the costs they are intended to compensate.

**SIGNIFICANT ACCOUNTING POLICIES (continued)**

For the year ended 31 March 2021

**Revenue (continued)****Examinations Registration, Invigilation, Certification and Marking fees**

The Council renders academic examination and certification services to private primary and secondary school candidates. In addition, the Council invigilates examinations on behalf of Cambridge and other examining bodies. The directors assessed that the provision of Invigilation, Certification and Marking services constitutes performance obligations that are distinct with revenue recognised at a specific point in time. On the other hand, Exam registration represent a series of interrelated services with performance obligations which are not distinct. When services are performed by an indeterminate number of acts over a specified time frame, revenue is recognised on a straight-line basis over the specified time frame unless there is evidence that some other method better represents the stage of completion. When a specific act is much more significant than any other acts, the recognition of revenue is postponed until the significant act is executed.

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

**Finance income**

Interest received is recognised in profit or loss on an accrual basis, using the effective interest rate method. The effective interest method is a method of calculating the amortised cost of a financial asset or a financial liability and of allocating the interest income or interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability.

**Income taxes**

BEC is exempt from income tax under the Botswana Income Tax (Amendment) Act, No 14 of 2015.

**Financial instruments****Initial recognition and measurement**

Financial assets and financial liabilities are recognised when the entity becomes a party to the contractual provisions of the instrument. At initial recognition, the Council 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 Council recognises the difference as follows:

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

## SIGNIFICANT ACCOUNTING POLICIES (continued)

FFor the year ended 31 March 2021

**Financial assets****Classification and subsequent measurement**

The Council has applied IFRS 9 and classifies its financial assets as amortised cost. The classification requirements for debt measured at amortised cost are described below:

**Business model:** the business model reflects how the Council manages the assets in order to generate cash flows. That is, whether the Company's objective is solely to collect the contractual cash flows from the assets or is to collect both the contractual cash flows and cash flows arising from the sale of assets. If neither of these is applicable (e.g. financial assets are held for trading purposes), then the financial assets are classified as part of 'other' business model and measured at FVPL. Factors considered by the Council in determining the business model for a group of assets include past experience on how the cash flows for these assets were collected, how the asset's performance is evaluated and reported to key management personnel, how risks are assessed and managed and how managers are compensated. For example, the liquidity portfolio of assets, which is held by the Council as part of liquidity management and is generally classified within the hold to collect and sell business model. Securities held for trading are held principally for the purpose of selling in the near term or are part of a portfolio of financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit-taking. These securities are classified in the 'other' business model and measured at FVPL.

**SPPI:** Where the business model is to hold assets to collect contractual cash flows or to collect contractual cash flows and sell, the Council assesses whether the financial instruments' cash flows represent solely payments of principal and interest (the 'SPPI test'). In making this assessment, the Council considers whether the contractual cash flows are consistent with a basic lending arrangement i.e. interest includes only consideration for the time value of money, credit risk, other basic lending risks and a profit margin that is

consistent with a basic lending arrangement. Where the contractual terms introduce exposure to risk or volatility that are inconsistent with a basic lending arrangement, the related financial asset is classified and measured at fair value through profit or loss.

The Council reclassifies debt investments when and only when its business model for managing those assets changes. The reclassification takes place from the start of the first reporting period following the change. Such changes are expected to be very infrequent and none occurred during the period.

**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 Council 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.

**Cash and cash equivalents**

Cash and cash equivalents comprise cash balances and call deposits with maturities of three months or less from the acquisition date that are subject to an



**SIGNIFICANT ACCOUNTING POLICIES (continued)**

For the year ended 31 March 2021

**Financial assets (continued)****Cash and equivalents (continued)**

insignificant risk of changes in their fair value and are used by the Council in the management of its short-term commitments.

Bank overdrafts, which are payable on demand and form an integral part of the Council's cash management, are included as a component of the cash and cash equivalents for the purpose of the statement of cash flows. Bank overdrafts are disclosed as current liabilities in the statement of financial position.

**Prepayments and deposits**

Prepayments and deposits consist of amounts paid to third parties either in advance or to comply with contractual requirements. These amounts are recognised at the original amount paid. Prepayments and deposits are classified as loans and receivables.

**Trade receivables**

Trade receivables are amounts due for services provided in the normal course of business. These amounts are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less an impairment accrual.

**Derecognition of financial assets**

The Council derecognises a financial asset only when the contractual rights to the cash flows 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 Council neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Council 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.

**Derecognition of financial liabilities**

The Council derecognises financial liabilities when, and only when, the Council'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.

**Gains and losses on subsequent measurement**

Gains and losses arising from a change in the fair value of financial instruments are recognised in profit or loss in the period in which the change arises.

**Offset**

Financial assets and financial liabilities are offset and the net amount reported in the statement of financial position when the entity has a legally enforceable right to set off the recognised amounts, and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

**Provisions**

Provisions are recognised when BEC 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.



**SIGNIFICANT ACCOUNTING POLICIES (continued)**

For the year ended 31 March 2021

**Provisions (continued)**

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. 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.

Provisions are measured at the present value of expenditure required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised in profit or loss.

**Foreign currencies**

Items included in the financial statements are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). Transactions conducted in foreign currencies are translated to Pula at the foreign exchange rate ruling at the date of the transaction. Assets and liabilities denominated in foreign currencies at the reporting date

are translated to Pula at the foreign exchange rate ruling at that date. 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 profit or loss.

**Other operating income**

Other operating income is recognised in profit or loss based on when the entity becomes unconditionally entitled to the income.

**Direct costs and administrative expenses**

Direct costs and administrative expenses primarily represent the costs required to conduct and facilitate national examinations and support administrative functions. Expenses are recognised as soon as they are incurred by the Council. Major components of direct costs include amongst others examination fees, invigilation fees, marking fees, printing costs, travel and subsistence allowances. Major components of administration costs include amongst others payroll and related costs for employees, amortisation and depreciation, repairs and maintenance, advertising and marketing, electricity and water, printing and stationary.

**Standards and interpretations which became effective during the year**

The standards and interpretations which became effective during the year ended 31 March 2021 are summarised as follows:

Standard/Interpretation		Impact
IFRS 16 amendments	<i>COVID-19 Related Rent Concessions</i>	No impact on these financial statements
IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16 Amendments	<i>Interest Rate Benchmark Reform – Phase 2</i>	No impact on these financial statements
Conceptual Framework amendments	<i>Amendments to References to Conceptual Framework in IFRS Standards</i>	No impact on these financial statements
IFRS 3 amendment	<i>Definition of a Business</i>	No impact on these financial statements
IAS 1 and 8 amendments	<i>Amendments to the definition of Material</i>	No impact on these financial statements
IFRS 9, IAS 39 and IFRS 7 amendments	<i>Amendments to interest rate benchmark reform</i>	No impact on these financial statements

**SIGNIFICANT ACCOUNTING POLICIES (continued)**

For the year ended 31 March 2021

**New standards and interpretations not yet effective**

The following new standards, amendments to standards and interpretations are not yet effective for the year ended 31 March 2021 and have not been applied in preparing these financial statements.

**IFRS 17: Insurance Contracts (and its related amendments)**

IFRS 17 supersedes IFRS 4 Insurance Contracts and aims to increase comparability and transparency about profitability. The new standard introduces a new comprehensive model (“general model”) for the recognition and measurement of liabilities arising from insurance contracts. In addition, it includes a simplified approach and modifications to the general measurement model that can be applied in certain circumstances and to specific contracts, such as:

- Reinsurance contracts held;
- Direct participating contracts; and
- Investment contracts with discretionary participation features.

Under the new standard, investment components are excluded from insurance revenue and service expenses. Entities can also choose to present the effect of changes in discount rates and other financial risks in profit or loss or OCI. The new standard includes various new disclosures and requires additional granularity in disclosures to assist users to assess the effects of insurance contracts on the entity’s financial statements.

The standard is effective for annual periods beginning on or after 1 January 2023. Early adoption is permitted only if the entity applied IFRS 9. **This standard is not expected to have an impact on the Council’s financial statements.**

**Classification of liabilities as current or non-current (Amendments to IAS 1)**

Under existing IAS 1 requirements, companies classify a liability as current when they do not have an unconditional right to defer settlement of the liability for at least twelve months after the end of the reporting period. As part of its amendments, the Board has removed the requirement

for a right to be unconditional and instead, now requires that a right to defer settlement must have substance and exist at the end of the reporting period.

There is limited guidance on how to determine whether a right has substance and the assessment may require management to exercise interpretive judgement. The existing requirement to ignore management’s intentions or expectations for settling a liability when determining its classification is unchanged.

The amendments are to be applied retrospectively from the effective date. The standard is effective for annual periods beginning on or after 1 January 2023. **This standard is not expected to have an impact on the Council’s financial statements.**

**Onerous Contracts: Cost of Fulfilling a Contract (Amendments to IAS 37)**

Amendments to IAS 37 Provisions, Contingent Liabilities and Contingent Assets, issued by the International Accounting Standards Board, clarify that the ‘costs of fulfilling a contract’ when assessing whether a contract is onerous comprise both:

- the incremental costs – e.g. direct labour and materials; and
- an allocation of other direct costs – e.g. an allocation of the depreciation charge for an item of property, plant and equipment used in fulfilling the contract.

The amendments apply for annual reporting periods beginning on or after 1 January 2022 to contracts existing at the date when the amendments are first applied. At the date of initial application, the cumulative effect of applying the amendments will be recognised as an opening balance adjustment to retained earnings or other component of equity, as appropriate. The comparatives will not be restated. Earlier application is permitted. This standard is not expected to have an impact on the Council’s financial statements.

**SIGNIFICANT ACCOUNTING POLICIES (continued)**

For the year ended 31 March 2021

*New standards and interpretations not yet effective(continued)*

**Property, Plant and Equipment: Proceeds before Intended Use (Amendments to IAS 16)**

The amendment prohibits deducting from the cost of an item of property, plant and equipment any proceeds from selling items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity recognises the proceeds from selling such items, and the cost of producing those items, in profit or loss.

Proceeds from selling items before the related item of property, plant and equipment is available for use should be recognised in profit or loss, together with the costs of producing those items. IAS 2 Inventories should be applied in identifying and measuring these production costs. Companies will therefore need to distinguish between:

- costs associated with producing and selling items before the item of property, plant and equipment is available for use; and
- costs associated with making the item of property, plant and equipment available for its intended use. Making this allocation of costs may require significant estimation and judgement.

The amendments apply for annual reporting periods beginning on or after 1 January 2022, with earlier application permitted. The amendments apply retrospectively, but only to items of property, plant and equipment made available for use on or after the beginning of the earliest period presented in the financial statements in which the Council first applies the amendments. **This standard is not expected to have an impact on the Council's financial statements.**

**Annual Improvements to IFRS Standards 2018-2020 IFRS 1 First-time Adoption of International Financial Reporting Standards:**

The amendment permits a subsidiary (as a first-time adopter of IFRS that applies IFRS later than its parent) that applies IFRS 1.D16(a)

to measure cumulative translation differences using the amounts reported by its parent, based on the parent's date of transition to IFRSs.

**IFRS 9 Financial Instruments:** The amendment clarifies that for the purpose of performing the "10 per cent test" for derecognition of financial liabilities – in determining those fees paid net of fees received, a borrower includes only fees paid or received between the borrower and the lender, including fees paid or received by either the borrower or lender on the other's behalf.

**IFRS 16 Leases:** The amendment removes the illustration of payments from the lessor relating to leasehold improvements. As currently drafted, this example is not clear as to why such payments are not a lease incentive.

**IAS 41 Agriculture:** The amendment removes the requirement to exclude cash flows for taxation when measuring fair value, thereby aligning the fair value measurement requirements in IAS 41 with those in IFRS 13 Fair Value Measurement.

The amendments are effective for annual reporting periods beginning on or after 1 January 2022 with earlier application permitted. **These standards are not expected to have an impact on the Council's financial statements.**

**Reference to the Conceptual Framework (Amendments to IFRS 3)**

The amendment has:  
 updated IFRS 3 so that it refers to the 2018 Conceptual Framework instead of the 1989 Framework;  
 added to IFRS 3 a requirement that, for transactions and other events within the scope of IAS 37 or IFRIC 21, an acquirer applies IAS 37 or IFRIC 21 (instead of the Conceptual Framework) to identify the liabilities it has assumed in a business combination and added to IFRS 3 an explicit statement that an acquirer does not recognise contingent assets acquired in a business combination.

The amendment is effective for annual periods beginning on or after 1 January 2022. Early application is permitted if an entity also applies all other updated references (published together with the updated Conceptual

## SIGNIFICANT ACCOUNTING POLICIES (continued)

For the year ended 31 March 2021

*New standards and interpretations not yet effective(continued)**Reference to the Conceptual Framework (Amendments to IFRS 3)*

Framework) at the same time or earlier. **This standard is not expected to have an impact on the Council's financial statements.**

**Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Amendments to IFRS 10 and IAS 28)**

The amendments require the full gain to be recognised when assets transferred between an investor and its associate or joint venture meet the definition of a 'business' under IFRS 3 Business Combinations. Where the assets transferred do not meet the definition of a business, a partial gain to the extent of unrelated investors' interests in the associate or joint venture is recognised. The definition of a business is key to determining the extent of the gain to be recognised.

The IASB has decided to defer the effective date for these amendments indefinitely. Adoption is still permitted. When a parent loses control of a subsidiary in a transaction with an associate or joint venture (JV), there is a conflict between the existing guidance on consolidation and equity accounting.

Under the consolidation standard, the parent recognises the full gain on the loss of control. But under the standard on associates and JVs, the parent recognises the gain only to the extent of unrelated investors' interests in the associate or JV. In either case, the loss is recognised in full if the underlying assets are impaired. In response to this conflict and the resulting diversity in practice, on 11 September 2014 the IASB issued *Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Amendments to IFRS 10 and IAS 28)*. This standard has been deferred indefinitely by amendments made in December 2015. **This standard is not expected to have an impact on the Council's financial statements.**

**Definition of accounting estimates (Amendments to IAS 8)**

Distinguishing between accounting policies and accounting estimates is important because changes in accounting policies are generally applied retrospectively, while changes in accounting estimates are applied prospectively.

The changes to IAS 8 focus entirely on accounting estimates and clarify the following:

— The definition of a change in accounting estimates is replaced with a definition of accounting estimates.

— Under the new definition, accounting estimates are "monetary amounts in financial statements that are subject to measurement uncertainty".

— Entities develop accounting estimates if accounting policies require items in financial statements to be measured in a way that involves measurement uncertainty.

— The Board clarified that a change in accounting estimate that results from new information or new developments is not the correction of an error. In addition, the effects of a change in an input or a measurement technique used to develop an accounting estimate are changes in accounting estimates if they do not result from the correction of prior period errors.

— A change in an accounting estimate may affect only the current period's profit or loss, or the profit or loss of both the current period and future periods. The effect of the change relating to the current period is recognised as income or expense in the current period. The effect, if any, on future periods is recognised as income or expense in those future periods.

The effects of changes in inputs and/or measurement techniques are changes in accounting estimates. The definition of accounting policies remains unchanged.

The amendments are effective for periods beginning on or after 1 January 2023, with earlier application permitted, and will apply prospectively to changes in accounting estimates and changes in accounting policies occurring on or after the beginning of the first annual reporting period in which the Council applies the amendments. **This standard is not expected to have an impact on the Council's financial statements.**

**SIGNIFICANT ACCOUNTING POLICIES (continued)**

For the year ended 31 March 2021

*New standards and interpretations not yet effective(continued)*

**Disclosure Initiative: Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2)**

Making information in financial statements more relevant and less cluttered has been one of the key focus areas for the International Accounting Standards Board (the Board). The Board has issued amendments to IAS 1 Presentation of Financial Statements and an update to IFRS Practice Statement 2 Making Materiality Judgements to help companies provide useful accounting policy disclosures. The key amendments to IAS 1 include:

- requiring companies to disclose their material accounting policies rather than their significant accounting policies;
- several paragraphs are added to explain how an entity can identify material accounting policy information and to give examples of when accounting policy information is likely to be material;
- clarifying that accounting policies related to immaterial

transactions, other events or conditions are themselves immaterial and as such need not be disclosed;

- clarifying that not all accounting policies that relate to material transactions, other events or conditions are themselves material to a Council's financial statements;
- accounting policy information may be material because of its nature, even if the related amounts are immaterial;
- accounting policy information is material if users of an entity's financial statements would need it to understand other material information in the financial statements; and
- the amendments clarify that if an entity discloses immaterial accounting policy information, such information shall not obscure material accounting policy information.

The Board also amended IFRS Practice Statement 2 to include guidance and two additional examples on the application of materiality to accounting policy disclosures. The amendments are consistent with the refined definition of material.

The amendments are effective from 1 January 2023 but may be applied earlier. **This standard is not expected to have an impact on the Council's financial statements.**

## NOTES TO FINANCIAL STATEMENTS

For the year ended 31 March 2021

<b>1</b>	<b>Operating Surplus/(deficit)</b>	<b>2020</b>	2020
	The operating surplus/(deficit) is stated after taking into account the following:		
	<i>Income</i>		
	Unwinding of Government grants	<b>4 114 717</b>	4 114 717
	- Capital grants (included in Other income)	<b>4 327 889</b>	7 372 417
	- Income grants (included in Revenue) (Note 8)	<b>8 442 306</b>	11 487 134
	<i>Expenses</i>		
	Auditors' remuneration - Current year	<b>265 200</b>	379 320
	Amortisation of intangible assets (Note 4)	<b>2 232 692</b>	2 285 263
	Consultancy fees	<b>121 414</b>	917 867
	Travel and subsistence allowances	<b>5 862 806</b>	8 086 368
	Depreciation (Note 3)	<b>2 703 630</b>	3 672 158
	Exchange loss	<b>1 140 045</b>	2 190 697
	Salaries and allowances	<b>110 645 836</b>	100 417 590
	Gratuity (Note 9.1)	<b>8 776 262</b>	7 863 442
	Leave pay (Note 9.1)	<b>4 453 315</b>	1 204 046
	Pension costs – defined contribution plan	<b>7 716 977</b>	7 533 860
	Allowance of motor vehicles	<b>283 596</b>	135 234
	Restructuring costs (Note 10)	<b>8 564 096</b>	39 000 000
	Number of employees	<b>205</b>	223
<b>2</b>	<b>Finance income</b>		
	Interest received - bank	<b>2 613 669</b>	1 164 517



## NOTES TO FINANCIAL STATEMENTS (continued)

For the year ended 31 March 2021

## 3 Property and equipment

	Land and buildings	Motor vehicles	Computer Equipment	Office Equipment	Furniture and Fittings	Total
<b>Cost</b>						
<b>Balance at 1 April 2019</b>	<b>86 163 220</b>	<b>6 622 277</b>	<b>18 256 871</b>	<b>10 751 373</b>	<b>8 042 265</b>	<b>129 836 006</b>
Additions	-	-	185 985	-	71 419	257 404
Disposal	-	(288 000)	(46 012)	-	-	(334 012)
<b>Balance at 31 March 2020</b>	<b>86 163 220</b>	<b>6 334 277</b>	<b>19 059 258</b>	<b>10 751 373</b>	<b>8 113 684</b>	<b>130 421 812</b>
Additions	-	<b>2 136 589</b>	465 310	<b>37 985</b>	244 608	2 884 492
Disposal	-	(1 914 536)	-	-	-	(1 914 536)
Adjustments	-	(2 000)	(9 296)	-	-	(11 296)
<b>Balance at 31 March 2021</b>	<b>86 163 220</b>	<b>6 554 330</b>	<b>19 515 272</b>	<b>10 789 358</b>	<b>8 358 292</b>	<b>131 380 472</b>
<b>Accumulated depreciation</b>						
<b>Balance at 1 April 2019</b>	<b>(14 498 613)</b>	<b>(5 041 688)</b>	(16 691 693)	(10 035 882)	(5 342 423)	<b>(51 610 299)</b>
Charge for the year	<b>(1 723 264)</b>	(378 436)	(696 393)	(209 244)	(664 821)	(3 672 158)
Disposal	-	259 200	46 012	-	-	305 212
<b>Balance at 31 March 2020</b>	<b>(17 945 141)</b>	<b>(5 669 350)</b>	<b>(18 413 425)</b>	<b>(10 504 791)</b>	<b>(6 799 230)</b>	<b>(59 331 937)</b>
Charge for the year	(1 723 264)	(31 500)	(346 813)	(133 928)	(468 125)	(2 703 630)
Disposal	-	1 723 082	-	-	-	1 723 082
<b>Balance at 31 March 2021</b>	<b>(19 668 405)</b>	<b>(3 978 068)</b>	<b>(18 760 238)</b>	<b>(10 638 719)</b>	<b>(7 267 355)</b>	<b>(59 331 937)</b>
<b>Carrying value at 31 March 2021</b>	<b>66 494 815</b>	<b>2 576 262</b>	<b>755 034</b>	<b>150 639</b>	<b>1 090 937</b>	<b>71 067 987</b>
Carrying value at 31 March 2020	68 218 079	664 927	645 833	246 582	314 454	71 089 875

## 3. Property and equipment (continued)

Land and buildings comprises of commercial property which is located on Plot 54864 in the Gaborone Administrative District, measuring 1.8501 ha and held under Certificate of Registered Title No. 2423/09 dated 2nd November, 2009. The land and buildings were acquired at an original cost of P85 500 000 under a 50 year state grant lease.

The market value of land and buildings was determined by Real Reach (Pty) Ltd, an external independent valuer, having appropriate recognised professional qualifications and recent experience in the location and category of the property being revalued. The valuation was performed on 04 August 2017. The valuer provides the fair value of the entity's land and buildings at least every three years, however Board Members consider the appropriateness of the most recent valuation of land and buildings at each reporting date. The fair value is determined on the open market value which is the price at which the property might reasonably be expected to be sold at the date of the valuation, assuming an arm's length transaction between a willing seller and a willing buyer and that a reasonable period of time is allowed for the disposal of the property and was determined at P122 million (2020: P122 million). The gross replacement value was determined at P132 million (2020: P132 million).

The fair value of the land and buildings was determined in August 2017 and is regarded as appropriate fair value at the reporting date. No significant disruptions occurred between the reporting date and valuation date and therefore the open market value at the valuation date and the financial reporting date is considered to be the same.

## NOTES TO FINANCIAL STATEMENTS (continued)

For the year ended 31 March 2021

In Pula

**4 Intangible assets**

	BEC Software	BEC Website	BNEPS Licence Fee	BNEPS Programmes	Total
<b>Cost</b>					
<b>Balance at 1 April 2019</b>	<b>3 773 384</b>	<b>380 226</b>	2 355 300	23 429 361	<b>29 938 271</b>
Additions	169 898	-	-	-	169 898
<b>Balance at 31 March 2020</b>	<b>3 943 282</b>	<b>380 226</b>	<b>2 355 300</b>	<b>23 429 361</b>	<b>30 108 169</b>
Additions	444 614	-	-	-	444 614
<b>Balance at 31 March 2021</b>	<b>4 387 896</b>	<b>380 226</b>	<b>2 355 300</b>	<b>23 429 361</b>	<b>30 552 783</b>
<b>Accumulated Depreciation</b>					
<b>Balance at 1 April 2019</b>	<b>(3 612 230)</b>	<b>(380 226)</b>	<b>(2 355 300)</b>	<b>(12 935 482)</b>	<b>(19 283 238)</b>
Charge for the year	(143 505)	-	-	(2 141 758)	(2 285 263)
<b>Balance at 31 March 2020</b>	<b>(3 755 735)</b>	<b>(380 226)</b>	<b>(2 355 300)</b>	<b>(15 077 240)</b>	<b>(21 568 501)</b>
Charge for the year	(90 934)	-	-	(2 141 758)	(2 232 692)
<b>Balance at 31 March 2021</b>	<b>(3 846 669)</b>	<b>(380 226)</b>	<b>(2 355 300)</b>	<b>(17 218 998)</b>	<b>(23 801 193)</b>
<b>Carrying amounts at 31 March 2021</b>	<b>541 227</b>	<b>-</b>	<b>-</b>	<b>6 210 363</b>	<b>6 751 590</b>
Carrying amounts at 31 March 2020	187 547	-	-	8 352 121	8 539 668

**4. Intangible assets (continued)**

Intangible assets relates to costs incurred towards the Botswana National Examinations Processing System ("BNEPS" programme), a programme used for the capturing of candidate and examiners information and the administration of payments and receipts relating to examinations, as well as other software acquired by BEC.

Intangible assets are amortised in accordance with the intangibles accounting policy note.

Management has evaluated the carrying value of the BNEPS programme by using the PESTEL analysis. The PESTEL ('Political, Economic, Social and Technological Environment') analysis is an internally adopted framework used for evaluating the business environment to the extent that any changes in the PESTEL factors may affect the performance of a business as well as the value of its assets.

In addition, management has considered the following external and internal sources of impairment indicators in the evaluation of the carrying value of intangible assets.

**External**

- Economic, social and political environment

**Internal**

- Obsolescence or physical damage
- Asset is idle, part of a restructuring or held for disposal
- Worse economic performance than expected

No impairment indicators were identified and these intangible assets continue to provide economic benefits to BEC.

## NOTES TO FINANCIAL STATEMENTS (continued)

For the year ended 31 March 2021

In Pula

	2021	2020
<b>5 Inventories</b>		
Consumable stocks - at cost	<b>1 180 343</b>	1 095 708

Inventories are not impaired and there were no write-offs in the current and prior year.

<b>6 Trade and other receivables</b>		
Trade receivables	<b>18 580 546</b>	8 844 456
Expected credit losses	<b>(8 564 096)</b>	-
Prepayments	<b>10 016 450</b>	8 844 456
Trade receivables	<b>1 166 744</b>	327 230
	<b>11 183 194</b>	9 171 686

Net trade receivables are stated after providing an allowance for expected credit losses of P8 564 096 relating to a long outstanding receivable from the Ministry of Basic Education

	2021	2020
<b>7 Cash and cash equivalents</b>		
Cash at bank	<b>4 927 254</b>	15 180 799
Short term deposits	<b>94 517 584</b>	9 514 222
Cash on hand	<b>247</b>	2 500
	99 445 085	24 697 521
Bank overdraft	<b>(277 452)</b>	(489 566)
	<b>99 167 633</b>	24 207 955

Short term deposits denote funds invested with Stanlib Investments Management Services, African Banking Corporation of Botswana Limited and Capital Bank Limited.

For the purpose of the statement of cash flows, cash and cash equivalents at the reporting date comprise the following:

	2021	2020
Cash at bank net of bank overdraft	<b>4 649 802</b>	<b>14 691 233</b>
Short term deposits	<b>94 517 584</b>	<b>9 514 222</b>
Cash on hand	<b>247</b>	<b>2 500</b>
	<b>99 167 633</b>	<b>24 207 955</b>

## NOTES TO FINANCIAL STATEMENTS (continued)

For the year ended 31 March 2021

In Pula

	2021	2020
<b>8 Capital Grants</b>		
<b>Government grants for intangible assets</b>		
Balance at beginning of year	35 986 783	45 555 382
Capital grants received during the year	47 900 000	-
Unwinding of capital grants	(2 195 883)	(2 195 883)
Expenses incurred during the year*	(4 327 889)	(7 372 716)
Balance at end of year	<b>77 363 010</b>	35 986 783

\* Expenses incurred relate to project costs that do not meet the recognition criteria for intangible assets. Refer to note 15 for details of projects and related capital commitments.

**Capital grants for property and equipment**

Balance at beginning of year	67 555 550	69 474 084
Unwinding of capital grants	(1 918 534)	(1 918 534)
Balance at end of year	<b>65 637 016</b>	67 555 550
Total grants at end of year	<b>143 000 026</b>	103 542 333

At the reporting date the capital grants can be analysed as follows:

	4 114 417	4 114 417
Short term portion	138 885 609	99 427 916
Long term portion	<b>143 000 026</b>	103 542 333

**9 Trade and other payables**

Trade payables	27 940 363	2 349 041
Accrued expenses	3 918 286	5 974 294
Other payables	2 008 302	1 633 503
Payroll related accruals and Provisions (Note 9.1)	22 777 745	22 251 786
Deferred revenue	284 197	832 026
	<b>56 928 893</b>	33 040 650

## NOTES TO FINANCIAL STATEMENTS (continued)

For the year ended 31 March 2021

In Pula

## 9.1 Payroll related accruals

	Gratuity	Legal Fees and Litigation	Leave	Total
<b>Balance at 01 April 2019</b>	<b>11 303 898</b>	<b>1 335 439</b>	<b>13 258 493</b>	<b>25 897 830</b>
Additional provisions during the year	7 863 422	26 680	1 204 046	9 094 148
Reversal of accrual	-	(533 120)	(1 677 493)	(533 120)
Payments during the year	(10 124 387)	(405 192)	-	(12 207 072)
<b>Balance at 31 March 2020</b>	<b>9 042 933</b>	<b>423 807</b>	<b>12 785 046</b>	<b>22 251 786</b>
Additional accruals during the year	8 776 262	-	4 453 315	13 229 577
Reversal of accrual	-	(397 127)	-	(397 127)
Payments during the year	(10 521 204)	(24 180)	(1 761 108)	(12 306 491)
<b>Balance at 31 March 2021</b>	<b>7 297 991</b>	<b>2 500</b>	<b>15 477 252</b>	<b>22 777 745</b>

## 9. Trade and other payables (continued)

## 9.1. Payroll related accruals (continued)

*Legal fees and litigation*

No payments were made regarding the salary disparity adjustments during the year (2020: Nil). The related provision of P397 127 was reversed during the year and there is no outstanding liability on disparities as at March 2021.

A legal dispute with a former employee regarding wrongful dismissal in the prior year was dismissed with costs by the court of law in the current year. Discussions on payment of costs are still on-going between BEC and unions.

In addition, the Council is involved in several legal disputes with former employees at the reporting date. The potential loss cannot be reliably determined. Management is of the view no further claims will materialise. The Council is defending these claims.

## 10 Restructuring provision

	2021	2020
Balance at 1 April	39 000 000	-
Charge for the year	-	39 000 000
Balance at 31 March	39 000 000	39 000 000

In the prior financial reporting year, BEC committed to a transformation project to ensure its sustainability. The BEC obtained the necessary regulatory approvals from its Board Members and the Ministry of Basic Education for the project, timelines and planned expenditure in the prior year. Following announcement of the plan and informing those impacted, the BEC recognised a restructuring provision of P39 million in the 2019/20 financial year. Estimated costs are based on the terms of the relevant contracts. The restructuring costs are expected to be paid in the 2021/22 financial reporting year after receipt of related funding which is part of the BEC Transformation Project funding of P102 million that was approved by Parliament on 25 August 2020.

## NOTES TO FINANCIAL STATEMENTS (continued)

For the year ended 31 March 2021

In Pula

	2021	2020
<b>11 Cash flows generated from operating activities</b>		
Operating surplus / (deficit)	<b>9 286 250</b>	(29 414 273)
<i>Adjustment for:</i>		
Depreciation (Note 3)	<b>2 703 630</b>	3 672 158
Amortisation of intangible assets (Note 4)	<b>2 232 692</b>	2 285 263
Allowance for expected credit losses	<b>8 564 096</b>	-
Unwinding of capital grants (Note 8)	<b>(8 442 306)</b>	(11 487 134)
Profit on disposal of property and equipment	<b>(272 300)</b>	(135 234)
Restructuring costs	-	39 000 000
<i>Changes in working capital:</i>		
Movement in inventories	<b>(84 635)</b>	104 312
Movement in trade and other receivables	<b>(10 575 604)</b>	10 809 094
Movement in trade and other payables	<b>23 888 243</b>	(2 885 570)
	<b>27 300 066</b>	11 948 616

**12 Related party transactions**  
**(a) Transactions with Ministry of Basic Education**

Government subvention revenue		
- Current year receipts	<b>273 588 988</b>	270 514 859
- Unwinding of grants received in prior years	<b>4 327 889</b>	7 372 716
	<b>277 886 877</b>	277 887 575
Capital grants received during the year	<b>47 900 000</b>	-

Related party transactions were conducted at mutually agreed terms and conditions. The Government subvention and capital grants are based on budgets approved by the Board and submitted to the Ministry of Basic Education.

**(b) Receivable due from Ministry of Basic Education**

Government subvention	<b>9 659 468</b>	<b>8 564 116</b>
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These balances are interest free, unsecured and without any fixed repayment terms.



## NOTES TO FINANCIAL STATEMENTS (continued)

For the year ended 31 March 2021

In Pula

**(c) Key management personnel**

Key personnel remuneration consists of short term employee benefits paid to Board Members and senior management. Key personnel remuneration is analysed as follows:

	2021	2020
Management - basic salary	4 291 149	3 770 407
Management - allowances	2 724 860	2 391 238
Management - gratuity and leave pay	4 489 722	5 616 312
Management – total	11 505 731	11 777 957
Sitting allowances – Board Members	261 723	556 879
	<b>11 767 454</b>	<b>12 334 836</b>

**13. Fair values**

IFRS 13 requires disclosure of fair value measurements by level of the following fair value measurement hierarchy:

- Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2 - Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices).
- Level 3 - Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs).

The fair value of cash equivalents, trade and other receivables and trade and other payables approximate their carrying values due to their short-term nature. BEC had no financial assets or liabilities classified at fair value through profit or loss at the current or previous reporting date.

The entity's assets and liabilities are categorised as follows:

	Financial assets and liabilities		
	Total	Financial assets/ liabilities at amortised cost	Other assets and liabilities
<b>2021</b>			
<b>Assets</b>			
Trade and other receivables	11 183 194	10 016 450	1 166 744
Cash and cash equivalents	99 445 085	99 444 838	247
	<b>110 628 279</b>	<b>109 461 288</b>	<b>1 166 991</b>
<b>Liabilities</b>			
Trade and other payables	56 928 893	33 866 951	23 061 942
Bank overdraft	277 452	277 452	-
	<b>57 206 345</b>	<b>34 144 403</b>	<b>23 061 942</b>

## NOTES TO FINANCIAL STATEMENTS (continued)

For the year ended 31 March 2021

In Pula

## 13 Fair Values (continued)

	Total	Financial assets/ liabilities at amortised cost	Other assets and liabilities
<b>2020</b>			
<b>Assets</b>			
Trade and other receivables	9 171 686	9 171 686	-
Cash and cash equivalents	24 697 521	24 695 021	2 500
	<u>33 869 207</u>	<u>33 866 707</u>	<u>2 500</u>
<b>Liabilities</b>			
Trade and other payables	33 040 650	10 788 864	22 251 786
Bank overdraft	489 566	489 566	-
	<u>33 530 216</u>	<u>11 278 430</u>	<u>22 251 786</u>

## 14. Financial instruments

The BEC has exposure to liquidity, interest rate, currency and credit risk. These risks arise in the normal course of the entity's business. This note presents information about the entity's exposure to each of these risks, the entity's objectives, policies and processes for measuring and managing these risks, and the entity's management of capital. Further quantitative disclosures are included.

The Board Members have overall responsibility for the establishment and oversight of the entity's risk management framework.

The entity's risk management policies are established to identify and analyse the risks faced by the entity, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the entity's activities.

The Board Members oversees how management monitors compliance with the entity's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by BEC.

	2021	2020
Fixed deposits	<b>94 517 584</b>	9 514 222
Call accounts	<b>4 772 315</b>	15 062 376
Bank overdraft	<b>(277 452)</b>	(489 566)
	<u><b>99 012 447</b></u>	<u>24 087 032</u>

The following interest rates were applicable during the year:

Fixed deposits	4%	4%
Call accounts	0.25% - 0.5%	0.25% - 0.5%
Bank overdraft	9%	9%

## NOTES TO FINANCIAL STATEMENTS (continued)

For the year ended 31 March 2021

In Pula

## 14. Financial Instruments (continued)

## Interest rate risk (continued)

With average interest rates applicable as disclosed above, an increase of 50 basis points in interest rates during the reporting period would have had the following impact:

	2021	2020
Fixed deposits	472 588	47 571
Call accounts	23 862	75 312
Bank overdraft	(1 387)	(2 448)
Net increase in operating in surplus/decrease in deficit	<b>495 063</b>	120 435

A 50 basis point decrease in interest rates during the reporting period would have had the equal but opposite effect on the reported operating deficit to the amounts disclosed above, on the basis that all other variables remain constant.

**Credit risk**

The entity has exposure to credit risk, which is the risk that a counterparty will be unable to pay amounts in full when due. Key areas where the entity is exposed to credit risk are:

- amounts due from trade receivables, and
- investments in cash and cash equivalents.

The entity limits the levels of credit risk that it accepts by placing limits on its exposure to a single counterparty or groups of counterparties.

The entity had a significant concentration of credit risk through the amounts due from related organisations. Amounts due from the related entity are monitored through the entity's normal credit control process. BEC does not hold any collateral as security. The carrying amount of BEC's receivables is denominated in Botswana Pula.

The carrying amounts of financial assets represent the maximum credit exposure and is summarised as follows:

	2021	2020
Trade receivables	10 016 450	8 844 456
Bank balances	99 444 838	24 695 021
	<b>109 461 288</b>	<b>33 539 477</b>

The aging of trade receivables at the reporting date is analysed as follows:

	Total	Past due by over 90 days
<b>2021</b>		
Trade receivables	10 016 450	8 703 862
<b>2020</b>		
Trade receivables	8 844 456	8 828 833

## NOTES TO FINANCIAL STATEMENTS (continued)

For the year ended 31 March 2021

In Pula

**14. Financial instruments (continued)****credit risk (continued)**

The entity establishes an allowance for impairment which represents its estimate of estimated credit losses in respect of trade receivables. An impairment allowance of P8 564 096 was recognised in the current year for a long outstanding amount due from the Ministry of Basic Education. Management is engaging with the Ministry to recover this outstanding balance.

*Exposure to third parties is monitored as part of the credit control process.*

Reputable financial institutions are used for investing and cash handling purposes. All money market instruments and cash equivalents are placed with financial institutions registered in Botswana. Banks in Botswana are not rated but the banks concerned are subsidiaries of major internationally registered institutions and regulated by Bank of Botswana.

**Liquidity risk**

The entity is exposed to daily operational payments of suppliers and other creditors. Liquidity risk is the risk that cash may not be available to pay obligations when due at a reasonable cost. The entity set limits on the minimum proportions of maturing funds available to meet such calls and unexpected levels of demand.

The entity ensures that it has sufficient cash on demand to meet expected operational expenses for a period of 60 days, including the servicing of financial obligations. This excludes the potential impact of extreme circumstances that cannot reasonably be predicted, such as natural disasters.

The maturity profile of non-derivative financial liabilities based on contractual cash flows is as follows:

<b>2021</b>	<b>Carrying amount</b>	<b>Contractual cash flows</b>	<b>Within 1 year</b>
Trade payables	27 940 363	27 940 363	27 940 363
Other payables	5 926 588	5 926 588	5 926 588
Bank overdraft	277 452	277 452	277 452
	<b>34 144 403</b>	<b>34 144 403</b>	<b>34 144 403</b>
<b>2020</b>	<b>Carrying amount</b>	<b>Contractual cash flows</b>	<b>Within 1 year</b>
Trade payables	2 349 041	(2 349 041)	(2 349 041)
Other payables	8 439 823	(8 439 823)	(8 439 823)
Bank overdraft	489 566	(489 566)	(489 566)
	<b>11 278 430</b>	<b>(11 278 430)</b>	<b>(11 278 430)</b>

**Currency risk**

The entity incurs foreign currency risk on purchases incurred and payments made to suppliers in a currency other than Pula. The currencies that give rise to this risk are primarily the South African Rand, United States Dollar and Great British Pound Sterling.

## NOTES TO FINANCIAL STATEMENTS(continued)

For the year ended 31 March 2021

In Pula

## 14. Financial Instruments (continued)

## Currency risk (continued)

2021	GBP	Pula Equivalent
Bank balances	4 250	140 325
Trade and other payables	(1 661 831)	(25 188 910)
	<b>(1 657 581)</b>	<b>(25 048 585)</b>
<b>2020</b>	GBP	Pula Equivalent
Bank balances	2 584	38 050
Trade and other payables	2 584	38 050

An exchange rate of 1 GBP / 15.17 BWP (2020: 1 GBP / 14.72 BWP) was used for the conversion of foreign denominated balances at the reporting date. The Council had no South African Rand and United states dollar denominated financial instruments on hand at the end of the reporting date. There were no foreign denominated balances at the previous reporting date.

A 10 percent strengthening of the Pula against these currencies at the reporting date would have had the impact below. This analysis assumes that all other variables, in particular interest rates, remain constant:

	2021	2020
<b>GBP</b>	2 417 632	(3 812)
Net increase in operating surplus/deficit	<b>2 417 632</b>	<b>(3 812)</b>

A 10 percent weakening of the Pula against these currencies at the reporting date would have had the equal but opposite effect on the reported operating deficit to the amounts disclosed above, on the basis that all other variables remain constant.

## 15 Commitments

BEC had four capital commitments relating to the continuing development of the Botswana National Processing System (BNEPS), Botswana Educational Achievement Monitor (BEAM) and BEC Transformation Project at the reporting date.

The total approved budget for BNEPS is P6 000 000. Total accumulated project expenditure as at the reporting date was P2 654 832 and committed funds at the reporting date amounted to P3 345 168.

The total approved budget for BEAM is P9 954 000. Total accumulated project expenditure as at the reporting date was P3 384 420 and committed funds at the reporting date amounted to P6 569 580.

The total approved budget for BEC Transformation Project is P57 900 000. Total accumulated project expenditure as at the reporting date was P9 106 379 and committed funds at the reporting date amounted to P48 793 621.

The Pathways project which is a sub-project of national out-based reform funded by the Ministry of Basic Education had total accumulated project expenditure as at the reporting date of P3 845 896 and committed funds at the reporting date amounted to P6 154 104.

## NOTES TO FINANCIAL STATEMENTS (continued)

For the year ended 31 March 2021

In Pula

**14. Going Concern**

BEC generated a surplus of P11 899 919 for the year ended 31 March 2021 (2020: incurred a deficit of P28 249 756) and its total liabilities exceeded its total assets by P49 578 172 (2020: P61 478 091).

The accumulated deficit of P49 578 172 is largely due to restructuring provisions recognised in the prior year amounting to P39 million for which funding is expected in the 2022 financial year. The restructuring provisions will be funded through as part of the P102 million funding for the BEC Transformation Project which was approved by Parliament on 25 August 2020. In the current year, BEC received P47.9 million which has been included in deferred government grants in relation to BEC Transformation Project for the development of information management systems, facilities expansion, project management services and consultancy services.

BEC is dependent on the Ministry of Basic Education for financial and operational support. Management has the mandate to utilise the annual subvention grant received from the Ministry of Basic Education to fund the expenditure incurred in the facilitation and administration of examinations in the country. The Subvention grant approved by the Ministry of Basic Education and expected for the 2021/22 financial year amounts to P211 million. The government is committed to fully support the BEC in the 2021/22 administration of the examinations. Management believes that the approved subvention grant will be sufficient for the Council to discharge its examination mandate for the 2021 examinations cycle. Subsequent to the reporting date, the Council has received P105.6 million from the Ministry of Basic Education as per the approved budget. Historically, there is no instance where the approved grant budget has not been honoured and the grant funds were not provided.

The Ministry of Basic Education has in June 2020 made a decision to officially handover activities of Invigilation and Course Work to be wholly managed by BEC at a budget of P58 million which the Ministry has agreed to fund.

Management has prepared a cash flow forecasts for the next twelve-month period ended August 2022 that shows a positive closing cash position. Management is confident of the successful completion of the 2021 examinations cycle, considering its strategy to maximise liquidity and control operational costs.

The Council has assessed the ability of BEC to continue as a going concern and has no reason to believe that the entity will not be a going concern in the year ahead. The financial statements are prepared based on accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities will occur in the ordinary course of business.

On March 11, 2020, the World Health Organisation declared the Coronavirus COVID-19 outbreak to be a pandemic. The Botswana Government responded to the pandemic by taking stringent steps to help contain the spread of the virus, including stringent movement restrictions, self-isolation or quarantine and social distancing measures. The pandemic is an unprecedented challenge for humanity and for the economy globally, and at the date of finalisation of the financial statements its effects are subject to significant levels of uncertainty.

Due to the advent of COVID-19 pandemic, the resultant closure of schools effected in order to monitor and prevent the spread of the virus resulted in significant disruptions to the national school learning calendar and affected student preparation of examinations. As a result, the examinations cycle was moved to a later date during the year to align to the national schools' examinations calendar.

The Council has engaged the relevant stakeholders such as the Ministry of Basic Education and COVID-19 task team to formulate a revised plan for the 2021 examinations cycle. As was the case in the

prior year, BEC expects to incur extra costs to hire additional venues due to decentralization of moderation and marking activities across COVID -19 zones in order to align with the COVID-19 protocols.

This increase in costs will affect operating deficit/surplus of the Council. All other costs are expected to remain at the normal budgeted levels.

At the reporting date (August 2021) the Council had already received 50% of the 2021/22 subvention grant for its operations. In the event the Council exceeds its forecasted expenditure during the year due to COVID-19 requirements, a special request will be made to the Ministry of Basic Education for additional funding.

While COVID-19 is expected to result in an increase in the operating deficit due to additional expenditure on protective equipment and venue hire, the impact thereof is not expected to affect the Council's ability to continue operating into the foreseeable future. The Council is mindful of the impact of COVID-19 on future cash inflows and has responded by implementing cost reduction measures such as deferring all non-critical projects for the rest of the financial year. Management is monitoring the situation very closely and the appropriate cost containment decisions will be made if required.



## DETAILED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 31 March 2021

In Pula

	NOTE	2021	2020
<b>Revenue</b>	<b>1</b>	<b>293 516 802</b>	296 654 144
<b>Cost of revenue</b>			
Direct costs	<b>2</b>	<b>(137 417 793)</b>	(139 135 206)
<b>Gross surplus</b>		<b>156 099 009</b>	157 518 938
Other income	<b>3</b>	<b>4 869 621</b>	5 383 352
<b>Administrative expenses</b>			
Advertising, marketing and publicity		<b>(756 231)</b>	(1 181 833)
Association of Educational Assessment in Africa expenses		<b>(1 794)</b>	(38 223)
Amortisation of intangible assets		<b>(2 232 692)</b>	(2 285 263)
Auditors' remuneration		<b>(265 200)</b>	(379 320)
Bad debt allowance		<b>(8 564 096)</b>	-
Bank charges		<b>(219 414)</b>	(241 196)
Consultancy fees		<b>(121 414)</b>	(917 867)
Depreciation		<b>(2 703 630)</b>	(3 672 158)
Electricity and water		<b>(1 722 432)</b>	(1 579 579)
Excellence awards		<b>(545 070)</b>	(888 068)
General expenses		<b>(1 650 800)</b>	(2 368 776)
Hotel and accommodation		(520 907)	(506 389)
Insurance		<b>(1 239 189)</b>	(1 557 641)
Legal fees		<b>303 252</b>	277 240
Licenses and subscriptions		<b>(1 616 527)</b>	(2 238 107)
Meals and entertainment expenses		<b>(86 689)</b>	(267 034)
Miscellaneous		<b>(4 327 892)</b>	(7 672 480)
Motor vehicle expenses		<b>(202 674)</b>	(567 383)
Office cleaning and supplies		<b>(518 552)</b>	(967 614)
Printing and stationery		<b>(2 804 668)</b>	(2 190 996)
Recruitment costs		<b>(27 389)</b>	(5 799)
Repairs and maintenance		<b>(5 151 329)</b>	(5 304 336)
Salaries	<b>4</b>	<b>(110 645 836)</b>	(107 951 450)
Security		<b>(1 060 153)</b>	(1 383 2910)
Sitting allowance		<b>(261 722)</b>	(556 879)
Staff welfare		<b>(121 162)</b>	(235 711)
Telephone, courier, freight and postage		<b>(554 768)</b>	(1 662 377)
Trends in International Mathematics and Science Study expenses		<b>(64 720)</b>	(2 359 905)
Training expenses		<b>(274 434)</b>	(1 199 994)
Foreign exchange loss		<b>(1 140 045)</b>	(2 190 697)
Travel and subsistence allowances		<b>(2 584 203)</b>	(1 223 437)
		<b>(151 682 380)</b>	(153 316 563)
Restructuring costs		-	(39 000 000)
<b>Operating surplus/(deficit)</b>		<b>9 286 250</b>	(28 249 756)

This schedule is presented solely for the information of the members and is not covered by the audit opinion.

## DETAILED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (continued)

For the year ended 31 March 2021

In Pula

	2021	2020
<b>1 Revenue</b>		
Government subvention	277 886 877	277 887 575
Certification fees	157 397	204 403
Registration fees	15 271 497	18 282 926
Remarking fees	201 031	279 240
	<b>293 516 802</b>	<b>296 654 144</b>
<b>2 Direct costs</b>		
Examiners' meals	1 254 679	2 436 688
External examinations fees	25 233 433	20 340 731
Grading and grade review	730 800	725 753
Invigilation fees	29 592 577	36 198 784
Marking fees	51 948 942	49 205 656
Moderation fees	2 330 063	2 629 194
Other examination administration	4 427 661	2 106 597
Printing costs	10 829 539	10 968 255
Setting fees	292 403	336 039
Travel and subsistence allowances	5 862 806	8 081 238
Venue hire costs	4 770 744	6 106 271
	<b>137 417 793</b>	<b>139 135 206</b>
<b>3 Other income</b>		
Unwinding of capital grants	4 114 417	4 114 417
Exchange loss	63 680	-
Sale of tender documents	9 700	25 375
Profit on disposal of property, plant and equipment	283 596	135 234
Sundry income	398 227	1 108 326
	<b>4 869 621</b>	<b>5 383 352</b>
<b>4 Salaries</b>		
Acting allowances	1 462 195	1 209 602
Management salary, allowances, gratuity and leave pay	10 261 788	11 777 957
Salaries	91 232 266	87 430 031
	<b>102 956 249</b>	<b>100 417 590</b>
	<b>7 716 977</b>	<b>7 533 860</b>
	<b>110 673 225</b>	<b>107 951 450</b>

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