



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.



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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.



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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



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.



ing 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.

The specific functions and responsibilities of BEC are as follows;

- Manage and conduct examinations and assessments in - (a) general education; (b) vocational education training.
- Issue certificates in respect of examinations and assessments in (a) general education; (b) vocational education training.
- Provide policy advice on assessment in education;
- Withhold or cancel examination results of candidates involved in malpractice;
- Award certificates to candidates in respect of examinations or assessments conducted in general education
- Develop standards for the conduct of examinations in all registered examinations 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 and training;
- Register and accredit examinations and assessments centres for general education or equivalent including centres for technical and vocational education and training;
- Conduct regional and international comparability studies and other 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.

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Dr. Olefile Bethuel Molwane
Board Chairperson



Ms. Masego Izoh Mokubung
Deputy Board Chairperson



Ms. Kelebogile Lecoge
Member



Ms. Thateng Ludo Johwa-Mpundisi
Member



Mr. Onkagetse Pusoentsi
Member



Ms. Ivy Ramalohlanye
Member



Prof. Richard Tabulawa
Member



Dr. Moreetsi Thobega
Chief Executive Officer



Mr. Pogiso Thapelo
Board Secretary



Dr. Moreetsi Thobega
Chief Executive Officer



Mr. Lethokwa Galekhutle
Director, Corporate Services



Ms. Dorcas Morake
Director, Examinations Administration and Certification



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



Mr. Ratio Balositse
Acting Director, Information and Communications Technology



Ms. Chawangwa Mudongo
Acting Director, Research and Policy Development



Mr. Emmanuel Maite
Director, Human Resources



Mr. Pogiso Thapelo
Manager, Legal Services



Ms. Maipelo Sealetsa
Manager, Office of Strategy Management



Ms. Keramile Masire
Manager, Internal Audit



Ms. Fingile Makgalemele
Manager, Corporate Communications



Mr. Mothusi Ntau
Manager, Compliance and Quality Assurance



The year 2021/22 was a year of restoration. Many of the Botswana Examinations Council (BEC) activities, particularly towards the end of the year, were meant to restore hope and normalcy after two years operating under the spell of the COVID-19 pandemic. For the BEC, as indeed the rest of the National economy, the year 2021/22 was a year of two halves. The first half, was shaky with all systems strained by the onset of the deadly Delta variant of COVID-19. The second half was optimistic with systems on a drive to return to normal after the lifting of the State of Public Emergency (SoPE) on the 1st October, 2021. This annual report presents the operational journey of the BEC through the year under review.

The first six months of 2021/22 were not different from the year 2020/21. The SoPE was in effect, thus in compliance with it, the BEC continued to put everything on hold, particularly activities of the BEC Transformation Project. The Organisational Redesign which is the main activity of the BEC Transformation Project, remained suspended. In anticipation of the lifting SoPE in October 2021, the Board of the BEC managed under very difficult circumstances presented by COVID-19 pandemic, to appoint a substantive Chief Executive Officer in August, 2021. Dr. Moreetsi Thobega, was appointed the CEO following the retirement of Prof. Brian Mokopakgosi on the 31st March, 2021.

During the same period, COVID-19 pandemic renewed its vigor by presenting with Delta - the deadliest of the COVID-19 variants. The Delta variant presented serious challenges to the Council's operations as well as the education system at large. All key players in the teaching and learning space were either infected or affected. Many teachers got infected and as a result, their contact time with learners was lost. High infection rates were experienced across the whole education sector

including the Council and the Ministry of Basic Education. Schools were closed for over two months after which many learners had lost someone they knew or associated with to COVID-19. What strained the assessment space even more was that the cohort for 2021 examinations had been impacted by COVID-19 over an extended period of two years. This presented peculiar assessment challenges in that the normal pattern of interacting with curriculum content had changed drastically for the cohort. That notwithstanding, the BEC managed, despite the extended school calendar, to process and release examination results for all levels within shorter timelines when compared to 2020.

During the second half of the year, after lifting of the SoPE, the Council resumed activities towards the BEC transformation exercise. The BEC Board advised Management to start consultations and negotiations with the BEC's recognised trade union (BOPEU) on the organisational structure, retrenchment and the migration rules. The Council had also started discussions with the then Ministry of Employment, Labour Productivity and Skills Development (MELPSD) on modalities of transferring TVET assessments to BEC. It is important to highlight that by the end of 2021/22, BEC transformation activities were in full swing. The target date for migrating to the new BEC structure was set at December 2022.

In appreciation of the return to normalcy that was apparent by end of the year, the BEC highlights two assessment reforms that would be hallmarks for the new BEC after the restructuring exercise. For the first time ever, and as part of the new initiatives and paradigm shift in Botswana Education system, BEC will conduct outcomes-based assessments (OBA) on the phase I subjects of the Outcomes-based Education Programme (OBE). The subject are Hospitality and Tourism Studies, Animal Production, Field Crop Production, and Horticulture. The first outcomes-based assessments will be conducted during the 2022 examination cycle. Another big reform and flagship programme is electronic-marking (e-marking) which BEC will use to mark scripts for the first time during the same examination cycle. The Council is looking forward to these two major reforms earnestly and industriously, as they are expected to refine and redefine assessments into the future. Through the OBA paradigm shift, BEC will increase and intensify the use of school-based assessments towards certification of learners, thus assessments shall begin to capture a full range of skills that the learners would have been exposed to during their schooling period. With e-marking, the BEC is looking forward to a very efficient system of marking, data capturing and processing of results.

As I conclude this foreword, I commend the Botswana Government, led by the Ministry of Health and Wellness for the successful vaccination campaign against COVID-19, especially for prioritising teachers, school support staff and learners. It is due to the high vaccination rates that there are signs that the Country is on the return to normal thus affording the Council a chance to resume the long-awaited assessment reforms.

This foreword presents highlights of the year under review, details of what really transpired during the year are captured and reported in the body of the report. I therefore implore all to read the full report.

Dr. Olefile Bethuel Molwane

Chairperson, Botswana Examinations Council.



Introduction

The year 2021/22 was a year that the normal operations of the Botswana Examinations Council (BEC) were put back on the restoration trajectory. Normalcy became apparent after two years of operating under the spell cast by the COVID-19 pandemic. This report presents the operational dynamics of the BEC during the year. The year started with the onset of the deadly Delta variant of COVID-19 and ended with some optimism following the lifting of the State of Public Emergency (SoPE), a robust vaccination campaign against COVID 19, and a significant decline in the COVID 19 infection rates. Drawing from the experiences of the year, the operations report has been structured into four main topical areas, namely governance, strategy performance, outreach activities and the review of operations.

Governance

The first chapter of the report is about Governance of the BEC, it 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. It was appointed accordance with section 4 of Botswana Examinations Council Act Cap 58:03 (As emended by BEC Amendment Act, 2019). The Board of Botswana Examinations Council consist of eight (8) members who were all appointed by the then Minister of Basic Education. Members of the Board 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 fields, Law and law enforcement.

Strategy Performance

The fiscal year 2021/22 marked the second year of implementation of the BEC Transition Strategy (2020-2024). The main goal of the transition strategy is to transform the BEC into a high-performance national examinations and assessment organisation. To achieve this goal, the Council had committed to review the operational structure, optimise processes, introduce systems, and have people with appropriate skills and competencies, to deliver examinations and assessments efficiently and effectively in general education and vocational education and training. BEC had acclimatised to changes in the operational environment brought about by the COVID-19 Pandemic and had thus developed new ways of doing business through introduction of various tools to ensure work continues during such difficult times. Progress of the transformation activities is as reported elsewhere in this report.

Review of Operations

During the year under review, the BEC continued to play its part in implementing the system-wide reforms that drive the attainment of the Education and Training Sector Strategic Plan (ETSSP) ideals. Work on the Outcomes-based assessments (OBA) continued at senior secondary school level for the four phase I syllabuses of Hospitality & Tourism Studies, Horticulture, Animal Production and Field Crop Production. The Organisation further continued to deliver examinations for three qualifications, being PSLE, JCE and BGCSE. In addition to the three qualifications, the BEC administered other examinations and assessments for external bodies like Cambridge International Assessment Education, University of London and Educational Testing Services (ETS).

Information and Communication Technology: - In support of the National Reset Agenda, the BEC, through the ICT function facilitated the Organisation to change the way it had been doing business through available technologies. Among several achievements such as introduction of online payments by private candidates, and the online recruitment of examining personnel, the BEC is poised to further digitize its operation by introducing an electronic marking solution.

BEC Transformation Project - During the 2021/22 financial year, Botswana Examinations Council (BEC) commenced the transformation project after a slow down due to COVID-19 restrictions and employees forced to work from home as a way to honour COVID-19 protocols and manage the risks associated with the pandemic.

Industrial Relations - The BEC-Union relations have continued to be on a positive trajectory. As previously reported, the parties continued to engage and consult on issues of mutual interest to the benefit of harmonious working relations. On the issue of employee wellness, a decline in the number of COVID-19 cases was observed. The COVID 19 situation is continuously being monitored, the Council has resolved not to dismantle the structures that were in place to mitigate the risk of the pandemic.

Conclusion

The year 2021/22 was a year of two halves as already alluded elsewhere in this report. While the first half was dominated by the deadliest ever variant of COVID-19, the second half restored hopes that normal operations of the Botswana Examinations Council (BEC) would be restored. The Council pulled through the year 2021/22 because of the collective effort of its Staff and Board Committees and the Board who worked tirelessly under a very trying COVID-19 operational environment, to deliver the business targets for the year. The Staff, Board Committees and the Board are therefore heartily commended for the prompt resumption of the shelved activities after the lifting of the SoPE. It was through this promptness and resilience that the operations of BEC are slowly and cautiously going back to normal.



Moreetsi Thobega
Chief Executive Officer

Governance Framework

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GOVERNANCE FRAMEWORK

Botswana Examinations Council (BEC) Board is appointed by the Minister of Basic Education in accordance with section 4 of Botswana Examinations Council Act Cap 58:03 (As 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 stipulate the roles and responsibility of the Board.

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 fields, Law and law enforcement.

The Board comprised of the following Members:

(1) Dr. Olefile Molwane - Chairperson

(2) Ms. Masego Mokubung – Vice Chairperson

(3) Professor Richard Tabulawa

(4) Ms. Thateng Ludo Johwa-Mpundisi

(5) Ms. Ivy Ramalohlanye

(6) Ms. Kelebogile Lecoge

(7) Mr. Onkagetse Pusoentsi

(8) Dr. Moreetsi Thobega - Chief Executive Officer (Ex Officio Member)

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.

The meetings of the Board during the year under review increased significantly primarily due to the peak of the Transformation Project which is currently ongoing. Attendance of the meetings by Board members during the year under review is shown in Table below:

NAME OF BOARD MEMBER	POSITION	SM** 14/6/21	OM* 29/7/21	SM** 31/8/21	SM* 27/8/21	OM* 28/10/21	SM** 23/11/21	SM** 17/12/21	SM** 28/1/22	SM** 11/2/22	SM** 24/2/22	OM** 24/03/22	Sitting Allowance (BWP)
Dr. Olefile Molwane	Chairperson	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	17328
Ms. Masego Mokubung	Member	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	13860
Prof. Richard Tabulawa	Member	✓	✓	✓	✓	✓	✓	✓	✓	✗	✗	✓	11340
Ms. Thateng Ludo Johwa-Mpundisi	Member	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	13860
Ms. Ivy Ramalohlanye	Member	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	13860
Ms. Kelebogile Lecoge	Member	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	13860
Mr. Onkagetse Pusoentsi	Member	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	12600
Dr. Moreetsi Thobega	Ex-Officio Member	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	

Table 1: Attendance of the meetings by Council members during the financial year ended March 2022

OM* Ordinary Meeting

SM** Special Meeting

Board Committees

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

Executive Committee.

The committee's mandate is to deal with and make decisions on urgent issues that cannot wait for a Council meeting. These decisions, however, must be eventually ratified by the Council. The Committee meets on an ad hoc basis depending on the needs of the organisation. The Committee did not convene during the year under review.

The Executive Committee is chaired by Dr. Olefile Molwane. Other Committee Members are Chairpersons of Board Committees, and these are Ms. Ivy Ramalohanye, Ms. Kelebogile Lecoge, Professor Richard Tabulawa, and the Chief Executive Officer Dr. Moreetsi Thobega.

The Committee did not convene during the 2021/22 financial year due to the review of the governance framework as indicated below.

Human Resource Committee

The main purpose of the Human Resource Committee includes but not limited to provision of guidance and oversight on the management and optimum utilisation of human capital 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 and other Committee Members are Mr. Onkagetse Pusoentsi, Mr. Donald Matlodi and the Chief Executive Officer Dr. Moreetsi Thobega.

The Committee convened four (4) ordinary meetings and five (5) special meetings 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 Dr. Moreetsi Thobega.

The Committee met three 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 policy options emanating from 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 Dr. Moreetsi Thobega.

The Committee met three times during the year under review.

Final Awards Committee

The Final Awards Committee is responsible for recommending to the Board for approval of the awarding of certificates based on standards determined by the Grading Advisory Committee and 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 Dr. Olefile Molwane. Other Committee Members are Professor Richard Tabulawa, Ms. Kelebogile Lecoge, Dr. Kebatenne Hulela, Ms. Segomotso Chimbombi, Professor Tshepo Batane, Ms. Mogametsi Kowa and the Chief Executive Officer Dr. Moreetsi Thobega.

The Committee met four times during the year under review.

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. Masego Mokubung Mr. Kenneth Bugalo Habana, Mr. Lisani Ndaba, Mr. Ronald Motswakhumo, Ms. Ivy Balopi and the Chief Executive Officer Dr. Moreetsi Thobega.

The Committee met five times during the year under review.

Finance and Audit Committee (Now Finance, Audit and Risk Committee)

The Council, in line with good corporate governance, has established a Finance, Audit and Risk Committee (FARC) mandated with oversight authority over:

- The Financial Reporting Processes,
- Internal Audit Process,
- Corporate Governance and Internal Controls,
- Risk Management,
- Compliance Management, and
- Information and Communication Technology (ICT) Governance.

The Committee is administered through a Charter which outlines delegated responsibilities of Members as assigned by the Board. During the year under review, the Charter was reviewed and resulted in a change of the title of the committee from the Finance and Audit Committee (FAC); to Finance, Audit and Risk Committee (FARC) which was changed to reflect the roles of the Committee.

The Committee comprises of four (4) members all appointed by the Board; two (2) of which are members of the Board and two (2) independent members. The FARC is chaired by Mr. Pelotsweu Mashlow Motlogelwa. Other members of the

committee are Ms. Thateng Ludo Johwa-Mpundisi, Ms. Masego Mokubung and Mr. Ngele Gabriel Ngele.

During the year ended 31st March 2022, the Committee met as planned for all the quarters of the year and had three (3) special meetings in execution of their oversight responsibilities. The Committee considered and approved the audited financial statements of the Council for the 2021/22 financial year. They noted the quarterly management accounts, internal audit reports, risk and compliance reports as well as approval of policies within their areas of responsibility. The FARC also having oversight of the external audit process; reappointed KPMG Botswana to audit the financial statements of the Council for a period of three (3) years for financial years 2022/23, 2023/24 and 2024/25.

In line with best practice requirement, the FARC was inducted during the third quarter of the year covering the areas of core business at BEC, the Legal framework and governance, strategy, and internal audit. This was done to capacitate Members to enable them to execute their mandate as an oversight body.

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, Audit and Risk Committee (FARC). The implementation of policy through the framework has resulted in effective and periodic reporting on risks to the FARC and the Board.

Enterprise Risk Management (ERM) / Operational Risk Management (ORM)

The management of risks is an integral part of corporate governance and sustainability. The organisation embarked on a journey of embedding risk management in all its processes and procedures at all levels within the business. The evolution of the ERM/ORM process kick-started with the establishment of a risk function and development of a comprehensive ERM framework. The ultimate goal of the BEC is to attain the highest level of ERM maturity. During the 2021/22 financial year, the established ERM/ORM implementation plan was reviewed and an update on progress made on activities aimed at entrenching a risk aware culture and a risk smart workforce within the organisation.

Throughout the year, the process entailed risk identification, assessment, monitoring and reporting and took changing circumstances into consideration when responding to risks. It is important to note that through initiatives mitigating against all risks the Council was resilient through the pandemic and was able to maintain business operations running efficiently. During the reporting year, the Council kept a close eye on the top ten risks as indicated below:

Declining Capital: BEC funding from the Government has been on decline for the past several years. Inadequate capital funding hinders the organisation from undertaking its strategic objectives. Management has therefore, employed innovative initiatives to ensure revenue generation as well as cost reduction management activities.

Corporate Strategy – Implementation and Performance Management: If there is a lack of cultural change at an organisational level then the implementation of the Corporate Strategy could be negatively impacted. The Council has undertaken steps to integrate the change and project management plans in all key operations.

Examinations Processing (OMR Scanners): The existing scanners that facilitate the reading of scripts and processing of candidate examination information have exceeded their operational life. BEC procured one (1) new scanner to address the problem.

Transformation Project Delays: The BEC Transformation Project activities has affected project timelines and delayed project completion.

Payment of Invigilation/Coursework Personnel:

Since the 2021 examination cycle, the responsibility of paying teachers for invigilation of examination and marking of coursework at centres has been taken over by BEC. The transfer came with a risk of delay in the conduct of examinations and consequently delay on the release of examination results. Owing to capacity of the BEC to handle the volumes of payments.

Workplace Health and Safety: As COVID-19 statistics were on the rise the BEC was at risk of not being able to deliver its core services. The Council did all within its power to minimise the impact of COVID-19 on its employees and business operations and managed to deliver its core mandate successfully despite the risk.

Stakeholder Engagement - Public and Corporate Relations:

Inadequate stakeholder consultation, media management and public relations pose risks to BEC that can result in damage to organisation's reputation and a breakdown in communications. The Communication Policy and Strategy is in place to promote effective information sharing within between BEC and its key stakeholders.

Business Continuity Management (BCM)

BCM is a holistic management process that identifies potential threats to an organisation and the impact of those threats, if realised, can cause disruption on business operations, and provides a framework for building organisational resilience with the capability of an effective response that safeguards the interests of key stakeholders, reputation, brand and value creating activities.

BEC has developed a Business Continuity Management Policy to establish management's commitment to ensuring continuity of BEC operations before, during and post a disruptive event if it occurs.

The implementation of this tool further empowers the development of the area-specific continuity and incident response plans. This will enhance the organisation's control environment.

COMPLIANCE**Compliance Management**

The BEC Compliance Management is conducted 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 year under review thirteen (13) policy documents were either revised or finalised and approved. These documents

are key in the management of compliance and enhancement of the BEC governance structures. The following policy documents were therefore revised:

- (a) Board Charter
- (b) Quality Policy
- (c) Transport Policy

New policy documents that were established and approved by the Board are:

- (a) Business Continuity Management Policy
- (b) Data Policy
- (c) Secure Information Policy
- (d) Clear Desk and Screen Policy
- (e) Secure Development Policy
- (f) Wireless Communication Policy
- (g) Compliance Policy
- (h) Access Control Policy
- (i) Cryptographic Key Management and Controls Policy
- (j) Travel Policy

As new policies are being established and approved, the BEC compliance maturity continues to improve. Periodic Compliance reports were presented to the FARC together with the Compliance Universe.

Anti-money Laundering, Counter Terrorist Financing and Counter Proliferation Financing (AML/CFT/CFP)

The BEC supports the Government of Botswana in complying with the standards prescribed by the Financial Action Task Force (FATF). The Council hosted the Financial Intelligence Agency on 22nd February 2022 to facilitate training on AML/CFT/CFP. The training workshop was attended by the BEC Management and other members of staff in functions where there is potential for related compliance risks.

The key topics covered during the training workshop included but not limited the following:

- (i) BEC Compliance Management
- (ii) The Role of The Financial Intelligence Agency
- (iii) Introduction to Money Laundering, Terrorist Financing and Proliferation Financing
- (iv) AML/CFT/CFP
- (v) Preventive Measures – Financial Intelligence Act and Regulations.

The training workshop was found to be a success given the level of engagement of the attendants and the positive feedback received.

The anticipated re-enactment of the Financial Intelligence Act was noted. The BEC will review the related compliance risks once the process is completed.

Corruption Prevention and Whistleblowing

The Directorate of Corruption and Economic Crime (DCEC) was hosted by the Council on the 10th March, 2022 to facilitate training on Corruption Prevention and Whistleblowing. The training workshop was attended by the BEC Management and other members of staff in functions where there is potential for related compliance risks.

The key topics covered during the training workshop included but not limited the following:

- (i) Types and Causes of Corruption
- (ii) Functions of the DCEC in brief
- (iii) The role of Management in Anti-Corruption
- (iv) Effects of Corruption and Economic Crime
- (v) Corruption Prevention Mechanisms
- (vi) Implementation of the Whistle-blowing Act

This training workshop was also found to be a success given the level of engagement of the attendants and the positive feedback received. It was appreciated that the BEC has put in place adequate governance structures which can enable effective corruption prevention initiatives.

Key operational challenges with effective implementation of the Corruption and Economic Crime Act and the Whistle-blowing Act were noted. These challenges included gaps in protection of whistle-blowers.

2021 Live Examination Inspections

Background

BGCSE Annual live examination inspections are conducted in line with Accreditation Agreement between BEC and Cambridge Assessment International Education (Cambridge International). Due to COVID-19 travel restrictions, Cambridge International requested BEC (Compliance & Quality Assurance Division) to conduct the BGCSE 2021 inspections on their behalf, as it was the case in 2020.

The BGCSE inspections commenced on 6th October, 2021 and were concluded on 23rd November, 2021. Inspections at PSLE centres took place from 20th – 27th October, 2021. A total of nineteen (19) BGCSE Centres and seventeen (17) PSLE Centres were inspected. Inspections for JCE Centres were not conducted due to human resource limitations.

Why Conduct Inspections

Validity: Organisations, institutions and individuals need to be able to rely on BEC qualifications having value.

Fairness: All candidates taking these exams should therefore have fair and equal access to them, given the fact that some are taken globally while others are national.

Reputation: breaches of regulations can be very costly, both financially and in terms of reputation.

Inspections help to maintain the above by:

(i) Supporting centres to run exams in line with regulations and offer their candidates the best conditions under which to sit their exams.

(ii) Acting as an effective quality assurance exercise, to help BEC keep track of how well centres are applying guidelines and regulations as well as to identify and prevent poor practice.

BGCSE Inspections

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

- (a) Key time and full centre supervision (where applicable);
- (b) Security arrangements;
- (c) The conduct of exams; and
- (d) the standard of the exam room/set up.

In appreciating the results as tabulated under **Table 2** below,

The following should be noted:

(a) 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.

(b) A rating of 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:	INSPECTIONS RATINGS	NUMBER OF CENTRES ACHIEVING RATING	PERCENTAGE OF TOTAL NUMBER OF CENTRES INSPECTED
1.	Completely Satisfactory	0	0%
2.	Satisfactory with Minor Points	6	32%
3.	Some Cause for Concern	12	63%
4.	Serious Deficiencies	1	5%

Table 2: 2021 Examinations Inspections Outcomes and Ratings

Inspection Ratings between 2015 and 2021 are shown on Figure 1. Centres awarded a rating of Satisfactory with Minor Points and above decreased from 39% in 2020 to 32% in 2021. Centres awarded a rating of Serious Deficiencies decreased from 33% in 2020 to 5% in 2021.



Figure 1: - Inspection Ratings (2015-2021)

PSLE Inspections

The chart on Table 3 shows the distribution of ratings as awarded to each Centre. There was only one (1) centre out of seventeen (17) that was rated Satisfactory with Minor Points or above. 94% of the centres were rated Some Cause for Concern and below.

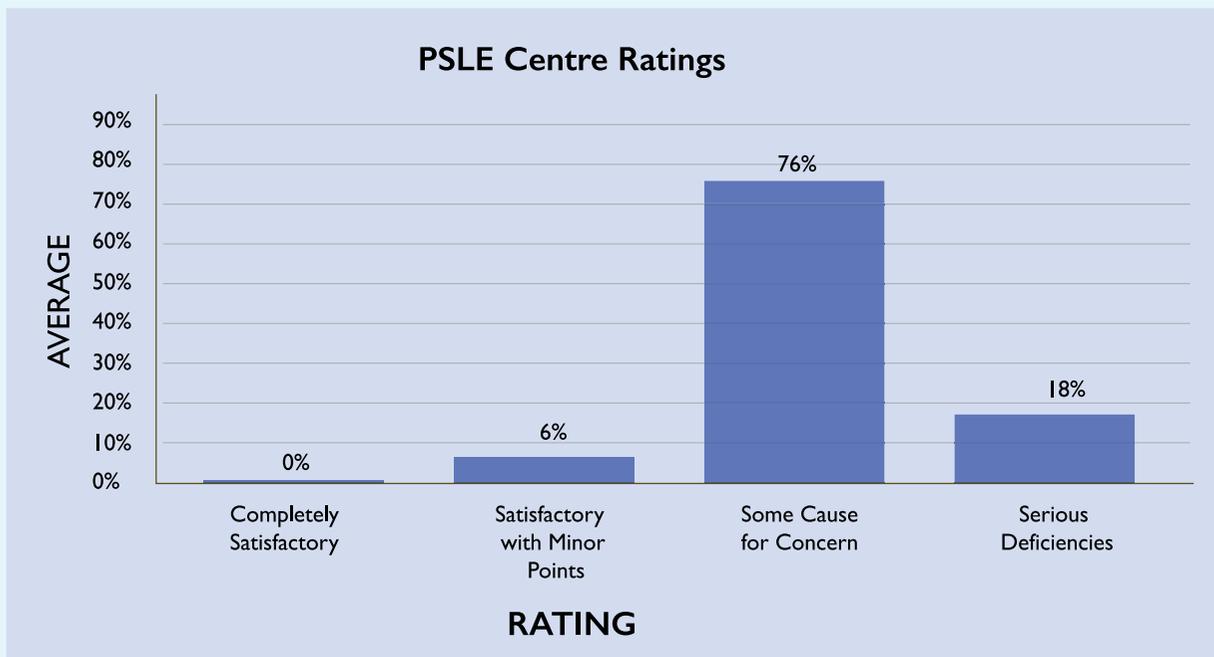


Table 3 - 2021 PSLE Centre Ratings

Quality Management

The Council is implementing ISO 9001:2015 standard as a basis for its quality management system. Staff awareness training workshops were conducted from 1st – 11th March, 2022. The objectives of the training workshops were to:

- Create awareness about BEC Quality Management System (QMS)
- Communicate the revised Quality Policy and Objectives
- Facilitate ease of implementation of critical procedures

The training workshop provided a platform for staff members to discuss and understand the Quality Policy Statement in their own context. The relation and the role of the Quality Policy in the Corporate Strategy was appreciated. Some key QMS procedures and their application were also discussed.

INTERNAL AUDIT

The role of Internal Audit function

To execute its mandate as an oversight body responsible for assurance to the Board. The Board 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.

Internal Audits

During the 2021/22 financial year, Internal Audit plan covered the following areas in line with the organisational risk priorities. Audit reports on the same were issued to management and the FARC.

- Contract Management
- Access Control Management
- Examinations Venue Preparations
- Fraud Investigation

Monitoring of Control Environment

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

Advisory

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

Coordination of external audit

Internal Audit coordinated the activities of the external audit, working closely with key players for the audit of financial statements to ensure submission of audited accounts to the Ministry of Education and Skills Development by the 30th September, 2021.

Strategy Performance	Pg 17
Customer/Stakeholder Perspective	Pg 17
Sustainability and Resources	Pg 18
Organisational Efficiency and Effectiveness	Pg 18
Organisational Capacity and Capability	Pg 18
BEC Transformation Project	Pg 19

STRATEGY PERFORMANCE 2021-2022

The fiscal year 2021/22 marked the second year of implementation of the BEC Transition Strategy (2020-2024) with a goal of transforming into a high-performance national examinations and assessment organisation. To achieve this goal, the Council had committed to review the operational structure, optimise processes, introduce systems, and have people with appropriate skills and competencies, to deliver examinations and assessments efficiently and effectively in general education and vocational education and training. Initiatives were identified and these continued to be implemented to enable the Council to attain its goals.

BEC had acclimatised to changes in the environment brought about by the COVID-19 Pandemic and has thus developed new ways of doing business through introduction of various tools to ensure work continues during such difficult times. This is reflected by the level of productivity during the 2021/22 financial year as 74% of the strategy was realised. The Transformation Project is the key project driving the transition strategy and some of the variance experienced were due to some delays from this project which have been detailed in the report.

Strategic Performance Overview

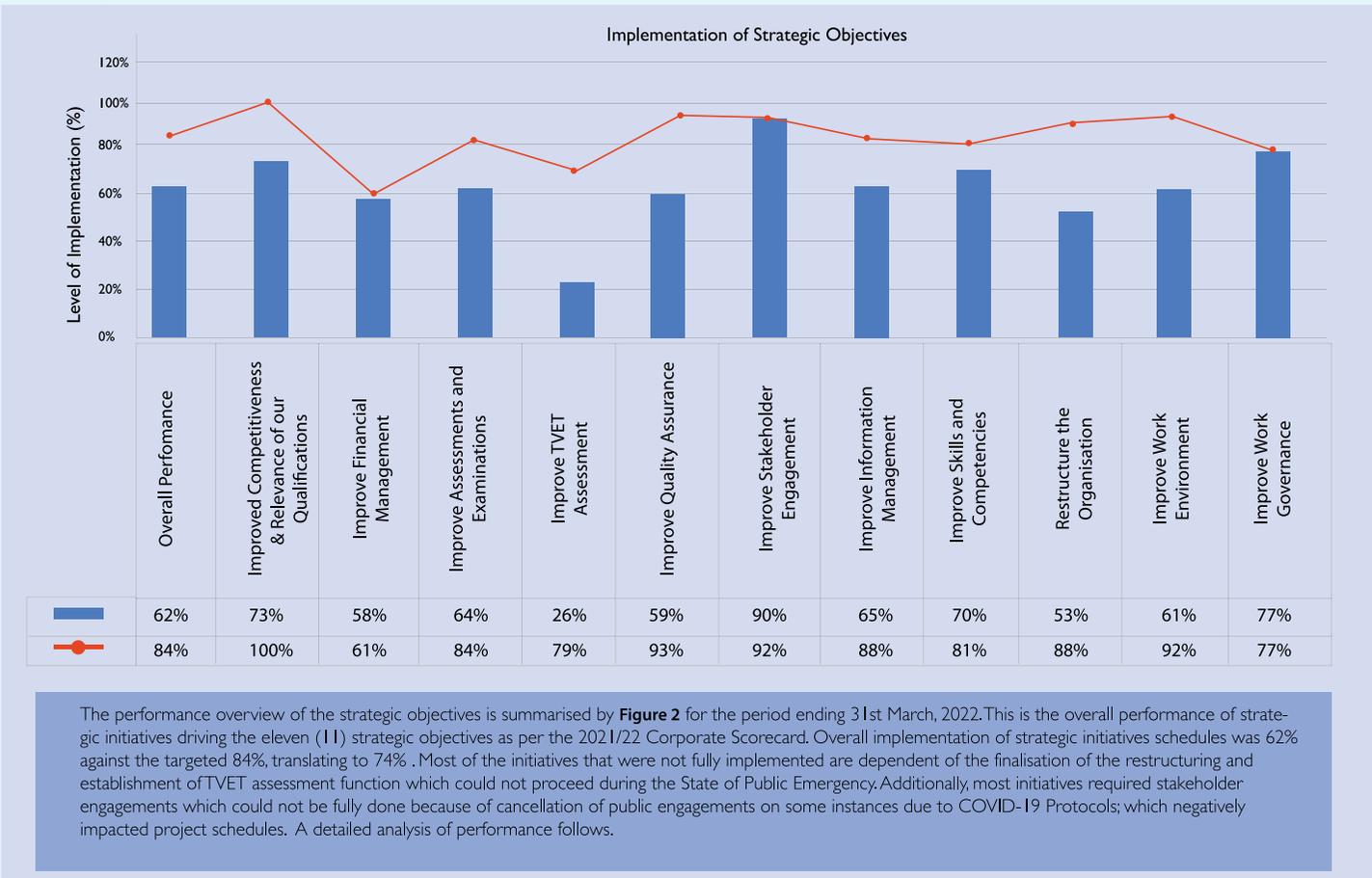


Figure 2 - Implementation of Strategic Objectives

Performance Analysis

Customer/Stakeholder Perspective

The focus for this perspective was to establish measures that could be used to gauge the competitiveness and relevance of BEC at the end of the strategic period. To establish this, various stakeholders in and out of BEC were engaged. The preliminary findings

of the study suggest that BEC measure of competitiveness and relevance qualifications must monitor the following factors: Adherence to Principle of Assessment, Reporting of Examination Outcomes, Market Share, Use of Technology, Accreditation Standards, Marketing of products, Frequency of Examination, Compliance to set standard and procedures and Use of Summative and Formative Assessment. Consultation on these was still ongoing for finalisation of the report by the end of the year under review. The second Objective driving this perspective is to determine the Council's High-Performance Organisation (HPO) Index and the main study to establish the index is scheduled to start during 2022/23 financial year. A pre-study was however, conducted during the performance period and a concept paper on High Performance Organisation (HPO) which will guide the approach to the main study was consequently developed.

Sustainability and Resources

Regarding the organisation's financial status during the year under review, it came clear that apart from government wide budget cuts, the takeover of invigilation and course work imposed an extra load of work on BEC as more human capital and financial resources were required to do the work, the volatility (negative movements) in the exchange rates on payments of invoices denominated in foreign currencies exacerbated the financial situation resulting in adverse budget variances. An **adverse Budget Variance of 9.2% was recorded against a target of 4%** by 31st March, 2022.

The internally income generated was recorded at 9% of the overall Revenue, indicating an increase of 3% in the income the Council has generated compared to the same period last year. The Council had inadequate revenue streams and to resolve this, the development of the Feasibility of the Cost sharing in assessment at general education in Botswana continued, this is a proposal on income generation strategy through the introduction of examination fees. Preparation to introduce Mid-Year assessments had commenced with benchmarking done with Examinations Councils in the SADC region. Guidelines for sale of past examination papers have been developed and undergoing a consultative process leading to its finalisation. Several of cost cutting initiatives were introduced and these are expected to bear fruit in the coming year.

Organisational Efficiency and Effectiveness

The Council over the past year continued to implement initiatives to improve its processes for a more efficient and effective BEC. The 2021 Examination cycle was delivered with minimal interruptions and results for all the three levels (PSLE, JCE, BGCSE) were released on time owing to effective project management techniques and stakeholder consultations. BEC also embarked on several initiatives aimed at introducing new reforms in the education sector which includes review and or development of assessment products at primary school level and secondary school levels. Stakeholder consultations on the

withdrawal of the PSLE Qualification has progressed with some of the identified stakeholders, engagement with the rest of the stakeholders on the same has however been delayed as the Council awaits the Government's public declaration on decision concerning this qualification. Review of assessment syllabuses for Outcome Based Assessment began and is progressing well. The JCE procedure for assessment syllabus was reviewed and aligned to the procedure followed at BGCSE. The piloting for Botswana Educational Assessment Monitor (BEAM) project was successfully conducted on select schools. This was through the administration of field tests and analysis of data collected. The outcome will inform the main study expected in the next financial year. To improve speed of migrating TVET assessment to BEC project has been resourced by both the Council and MELSD where a resource for the latter was seconded to the project during the planning period in February 2022.

Several other initiatives were implemented to support and improve service delivery, these included among many others, Quality Management initiatives with the Quality Policy revised and approved by the Board. The Innovation Management Framework developed and piloted through the Online Recruitment of the Examining Personnel. BEC had identified communication and change management as pivotal enablers to process performance. Implementation of the communication strategy continued, and this has had a positive impact on perceptions of BEC by the media which was reflected by 8.3% negative media reporting against a target of 20%. BEC continued to implement the transformation change management plan to help employees to better manage the change that will be brought about by transformation.

Organisational Capacity and Capability

To drive the perspective of organisational capacity and capability the Council implemented initiatives which included human capacity and capability, policies and infrastructures that support the internal processes. It has become apparent that information technology is the biggest performance enabler and very critical, especially during and post the CoVID-19 Pandemic era. To align with the prevailing business landscape transitions, BEC continued to implement initiatives information technology to aid performance and improve productivity. This included the development and execution of the E-Assessment Strategy that includes provision of E-Marking solution which was at tender award stage at the end of 2021/22 financial year; implementation of the E-Authoring solution which was used to author some papers for the 2021 examination cycle. Furthermore, the Council completed the Electronic Document Management System which included launch of a new website, replacement of some obsolete hardware, and provision of internet connectivity to facilitate working from home initiative. Deployment of the Information Security Management Standard (ISO 27001:2013) which provides information and technology standards was at internal auditing stage and once the project is operational, it will improve the BEC information assurance

levels. The current information security measures in place have ensured that the Council records zero (0) security breaches during the period under review.

Review of the Performance Management System (PMS) was completed and approved by the Board in preparation for the new organisation. This approval informed the finalisation of all documentation required to support implementation of the revised PMS; these are the Code of Conduct, PMS Manual and PMS Policy which are all expected to be concluded prior to implementation of the new organisational structure. Piloting of the inhouse developed PMS automated system had commenced and user feedback was used to improve the functionality of the system further.

The restructuring of BEC continued, however; it was initially delayed by the State of Public Emergency due to the COVID-19 Pandemic and some administrative and human resources challenges which slowed progress of some crucial activities. Revised job profiles aligned to amendments on proposed organisational structure following stakeholder consultations were received from the appointed Consultancy and were undergoing consultations leading to approval. Negotiations of migration rules and retrenchment package were advanced with the Staff Union (BOPEU) through the Joint Negotiations Consultative Committee (JNCC) by 31st March, 2022. Management had given the Staff Union a proposed retrenchment package model for the Staff Union to review before it could be evaluated and approved by the Board.

The Governance plan continued to be implemented by different structures across the Council and it was progressing well with several initiatives being executed to facilitate the achievement of the objective. These included the Governance Maturity Matrix which was developed and approved by Management with the objective to use it in the next financial year for establishing the BEC governance maturity levels. By the time of reporting, the Council had in place several governance controls that continued to guard against corruption and poor management. The BEC Act regulations were still with Auditor General, and several policies continued to be developed and approved, these included several Information Assurance Policies, Business Continuity Management Policy, Compliance Policy among others. The revised Board Charter in alignment to the new Act was also approved by the Board.

BEC TRANSFORMATION PROJECT

Project Goal: The BEC Transformation Project goal 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).

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.

BEC Transformation Project – Year 2021/22 in Perspective

The year 2021/22 was a year of great challenges to Botswana Examinations Council, Botswana and the whole world in general; the country was besieged with a virulent pandemic which resulted in the Government of Botswana implementing stringent health and social protocols meant to control the COVID-19 virus pandemic resulting in a State of Public Emergency (SOPE) that was in effect for half of the financial year.

The BEC Transformation Project was not spared from the impact of the COVID State of Public Emergency thus resulting in delays in project implementation especially the Organisation Redesign Sub Project which is a key dependency for the overall delivery of the BEC Transformation Project. The SOPE was lifted from the 1st October 2021 thus creating relief and an opportunity for the BEC Transformation Project to progress amidst a reduced COVID-19 impact environment. Specific project progress is as reported in the sections that follow.

BEC Legislation and Governance Reforms

Government remains resolute in its reforms to transform the Botswana Examinations into a High-performance Organisation (HPO) over the BEC Strategic Period 2000 – 2023 through the following rationalisation reforms;

- In 2009, Cabinet approved the National Human Resource Development Strategy (NHRDS).
- The HRDC (Human Resources Development Council) and BQA (Botswana Qualifications Authority) were established in 2013.
- In 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.
- The Botswana Government through Parliament approved the revised in new BEC Act and associated Regulations in 2019.
- The National Policy on Assessment for General Education and TVET was approved by Cabinet in February 2021.

The following governance instruments are under development;

- A new TVET Assessment Framework.
- Development of BEC operational policies in line with the BEC governance framework.
- Rationalisation of BEC processes in line with ISO 9001 (International Organisation for Standardisation).

BEC Transformation Project Governance Structure

BEC Transformation Project continues to be governed by the following structure;

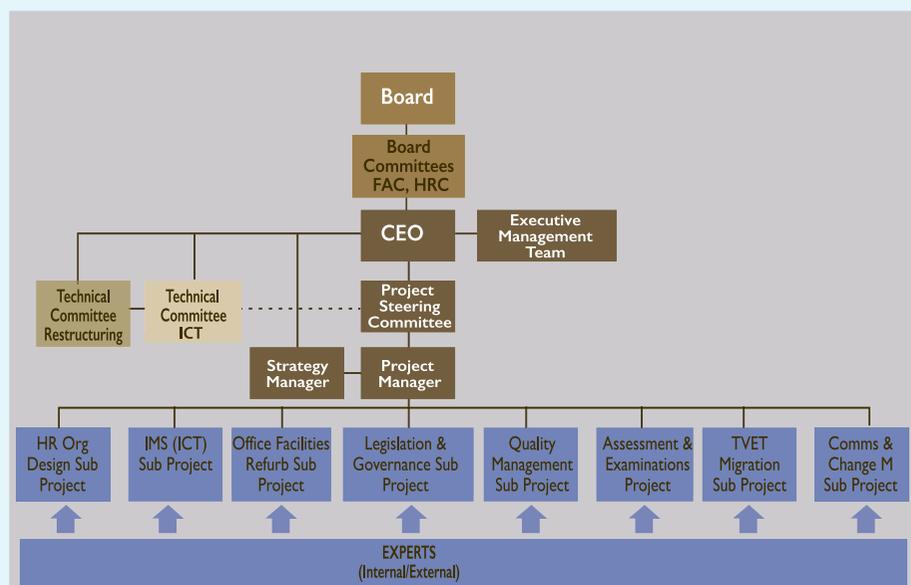


Figure 3 - BEC Transformation Project Governance Structure

Organisational Redesign HR Sub Project

Mandate: To conduct an Organisation re-design and restructuring to accommodate the expanded mandate of BEC.

The Organisation Redesign Sub Project has made significant progress and is 68% complete. 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

Mandate: To transfer 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.

Assessment and Examination Sub Project

Mandate: 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)

The Sub-Project aims to deliver assessment programmes for General Education and Technical and Vocational Education and Training, Out of School Education and Training (OSET), Recognition of Prior Learning (RPL) 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).

BEC Transformation Project Progress

The overall project progress is at 75% as at 31st March 2022 as per Figure 4.

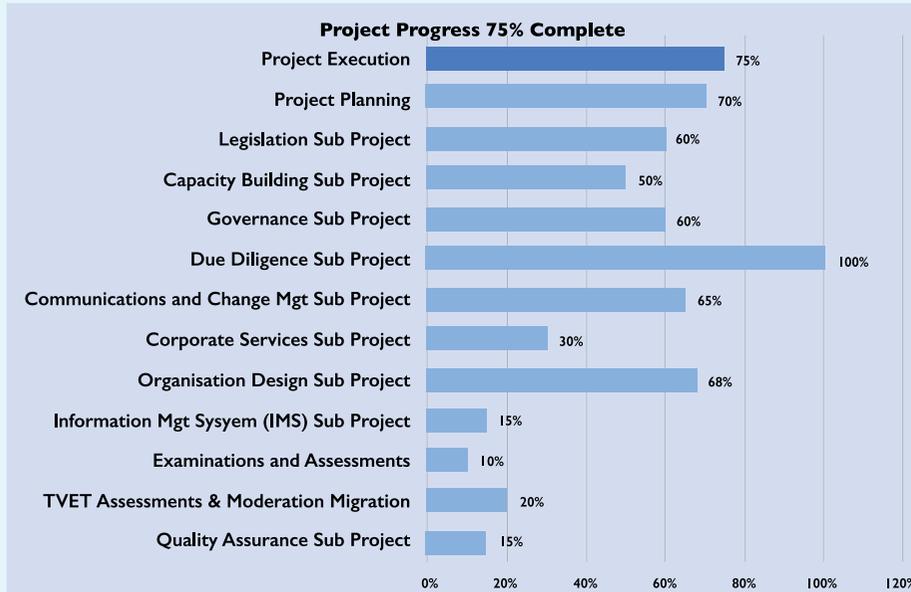


Figure 4 - The overall project progress is at 75% as at 30th March 2022

Information Management Systems (ICT) Sub Project

Mandate: To establish an integrated information management system to cater for the expanded BEC mandate.

Systems and process re-engineering will be enhanced through the implementation of 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 refurbish 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 an enhanced and improved office facilities that will meet the BEC high performance processing environment, and efficient customer service.

Budget and Capacitation

The BEC Transformation Project has been capacitated with a total budget of P102.9 million to facilitate effective delivery of the BEC 2020- 2023 Strategic Plan.

BEC Transformation Project - Risks, Dependencies & Issues

a) **COVID-19 Impact:** The COVID-19 pandemic continues to present a risk to the project.

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

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BEAM Undertakes Large-Scale Field Work	Pg 24
Dr. Thobega Appointed New BEC Chief Executive Officer	Pg 25
DCEC Conducts Anti-Money Laundering and Corruption Prevention Awareness for Botswana Examinations Council	Pg 26
Examination Council of Lesotho (ECoL) on a Benchmarking Exercise to BEC	Pg 27
Botswana National Examinations Processing System (BNEPS) PHASE II Project Nears Completion	Pg 28
BEC appear before the Statutory Bodies and State Enterprises Committee	Pg 29
Botswana Examinations Council adopt the use of Barcoded Return Envelopes to track examinations materials	Pg 30

BEC AWARDS 2020 TOP ACHIEVERS



His Excellency The President, Dr. Mokgweetsi Eric. K. Masisi and Stanbic Bank CEO Mr. Samuel Minta presenting a cheque to the 2020 Golden Star recipient Tumisang Nkwe.



His Excellency The President, Dr. Mokgweetsi Eric. K. Masisi flanked by the BGCSE 2020 Top 3 recipients Kaelo Keakile, Bame Tshekedi and Tumisang Nkwe.

COVID-19 continued to wreak havoc in Botswana and the world at large and thus impacting negatively on some of the lined up annual Botswana Examinations Council (BEC) activities such as the Annual Excellence Awards. Despite these challenges Botswana Examinations Council continued to receive support from Stanbic Bank Botswana and Debswana Diamond Company for the Annual Excellence Awards initiative.

For the second year running, the awards were held at the Office of the President and only featured the top three (3) in the BGCSE category instead of the usual thirty six (36) from all the examinations levels. Owing to the challenges brought about by COVID-19 pandemic. The PSLE recipients received their awards in a small gathering held at BEC in compliance with the prevailing COVID-19 protocols.

During the BGCSE award ceremony, the President of the Republic of Botswana His Excellency Dr. Mokgweetsi Eric Keabetswe Masisi, highlighted the importance of celebrating academic achievement as well as inculcating a culture of excellence in learners. He further said the 2020 cohort that was being celebrated on the day faced all kinds of hurdles presented by the COVID-19 pandemic, yet they remained resilient. Chief amongst the many challenges they faced included, the closure of schools, the quarantine and isolation

of staff and students who got infected by COVID-19 and the interruption to the academic calendar.

Lekgolobotlo born Golden Star, Tumisang Nkwe of St Joseph's College attained 11 A*s at BGCSE being a record performance since the inception of the BGCSE qualification in 1999. He made history both for himself and for the BGCSE. The first runner up was Bame Tshekedi also from St Joseph's College who attained 9 A*s, 1A and 1C while the third best student award went to Kaelo Keakile of Naledi Senior Secondary School with 9 A*s and 1B.

Giving an overview of the Annual Excellence Awards, the Chief Executive Officer of Botswana Examinations Council, Dr. Moreetsi Thobega explained that the purpose of the event was to celebrate academic excellence. Dr. Thobega added that the Excellence Awards ceremony is held every year by BEC in collaboration with the Ministry of Education and Skills Development (MoESD).

The awards were made possible by the sponsorships of P144,000.00 (One Hundred and Forty Four Thousand Pula) from Stanbic Bank Botswana. Debswana on the other hand sponsored PSLE category with laptops, laptop accessories, and trophies worth P100 000.00 (One Hundred Thousand Pula).

BEAM UNDERTAKES LARGE-SCALE FIELD WORK



Delegation from International Association for the Evaluation of Educational Assessment (IEA) pictured with BEAM representatives from the Ministry of Education and Skills Development (MESD) and Botswana Examinations Council (BEC).

The Botswana Examinations Council (BEC) continued to implement the Botswana Educational Achievement Monitor (BEAM) project on behalf of the Ministry of Education and Skills Development (MESD). The BEAM is a large scale survey that will monitor quality of education in the country. BEAM team completed the two small scale pilots' study as well as a larger scale field test across the country which took place in November 2021.

The BEAM project objective is to monitor education at system level on a similar scale as Trends in Mathematics and Science Studies (TIMSS) which is an international comparative study. The BEAM project provides local context and profiles several performance indicators for Botswana education landscape. The current BEAM project is focusing on standard four (4) levels and monitor learners' ability in Mathematics (Numeracy), English/Reading (Literacy) and Life skills. The BEAM project is implemented as a comprehensive framework for measuring and monitoring the quality of education at system level in alignment with the new transformative programmes such as the National Human Resources Development Strategy (NHRDS), National Credit and Qualifications Framework (NCQF), and the Education and Training Sector Strategic Plan (ETSSP) of 2015 – 2020 in Botswana.

Implementation Phase of the project entailed 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 MoESD staff and teachers on the processes and procedures necessary for implementing future cycles of BEAM. The BEAM project is implemented with the help of consultants from the International Association for the Evaluation of Educational Achievement (IEA) and the National Foundation of Educational Research (NFER). The project has notable success as some major milestones such as the development of items and pre-piloting of items have been attained. The pilot study (specifically for item/tests development), based on reading and most mathematics items, was prepared and conducted successfully by BEC in six schools at the end of April 2021.

Another pilot was conducted at the end of June 2021 in four (4) schools in Standard Five (5), in which a second set of more demanding mathematics items were tested regarding feasibility, cognitive demands, and appropriateness of the language.

DR. THOBEGA APPOINTED NEW BEC CHIEF EXECUTIVE OFFICER



Dr. Moreetsi Thobega has been appointed the new Chief Executive Officer for Botswana Examinations Council effective 1st August 2021.

The year under Review saw Botswana Examinations Council undergoing a change of guard as Dr. Moreetsi Thobega took the reins as the new Chief Executive Officer after the retirement of Professor Brian Mokopakgosi. The appointment was with effect from 1st August, 2021.

Thobega brings a vast experience spanning over two decades in the areas of teaching, policy advisory, educational management, assessment and research. Before joining BEC, Dr. Thobega held positions of Lecturer and Senior Lecturer at Botswana College of Agriculture (now Botswana University of Agriculture and Natural Resources) where he taught Research Methods, Educational Measurement and Educational Statistics courses to both graduate and undergraduate classes.

Thobega holds a Doctor of Philosophy (PhD) in Agricultural Education and Studies from Iowa State University of Science and Technology in United States of America. He has also attended several professional courses including the Management Development Programme (MDP) from University of Stellenbosch, South Africa in 2012.

As the new Chief Executive Officer, Thobega will spearhead the development and implementation of the New BEC Strategy (2020 - 2024) which is a transitional plan through which the Council will implement its new and expanded mandate and transform into a "High Performance Organisation (HPO) in line with the Botswana Examinations Council (Amendment) Act, 2019.

With the direction of the Board, Thobega will also ensure delivery of BEC mandate of provision of quality and accessible qualifications to learners, development and implementation of assessment products and services that meet learners needs, such as the Botswana Educational Achievement and Monitoring (BEAM), oversee implementation of the Organisation Redesign and Due Diligence Studies, finalisation and implementation of Policy on Assessment of General Education, the transfer of the assessment and moderation of TVET to Botswana Examination Council as well as implementing an Income Generation Strategy (Growth Strategy) which is geared at identifying internal sources of additional income that can augment funding from government.

DCEC CONDUCTS ANTI-MONEY LAUNDERING AND CORRUPTION PREVENTION AWARENESS FOR BOTSWANA EXAMINATIONS COUNCIL



Senior Anti-corruption Officer Mr. Dimpho Makopo enlightening the audience on the role of Management in anti-corruption.



BEC staff members from the oversight Divisions, Ms Goitseone Nkele (Compliance and Quality Assurance) and Ms. Virginia Namane (Internal Audit) at the awareness workshop.

During the year under review, Botswana Examinations Council benefited from an awareness workshop conducted by the Directorate on Corruption Economic Crime (DCEC) on anti-money laundering and corruption prevention. As one of the anti-money laundering regulators in Botswana, DCEC saw the need to sensitise BEC about anti-money laundering and corruption prevention as a way of strengthening governance frameworks and ensuring compliance to other statutory instruments.

In his presentation, the Senior Anti-corruption Officer at DCEC, Mr. Dimpho Makopo took his audience through the role of management in anti-corruption. He further discussed types of corruption and effects of corruption and economic crime. He told his audience that crime is crime no matter how small it is. He cautioned that corruption and crime may be caused by greed, need, discretionary power, weak regulatory mechanisms and the availability of opportunities.

He said management must always be determined to eliminate corruption through effective preventive measures that will not leave any gap for corruption such as strict enforcement of legislation, rules and regulations. He also said that massive common criminals in organisations are motivated by financial gain and thus money laundering had become an essential service for today's unlawful business. He continued by saying

that for the leadership to avoid corruption in their organisations, they should establish budgetary and financial transparency and strong financial systems. "Implement laws which will deal effectively with corrupt offences", Makopo stressed.

Giving an overview of the Whistleblowing Act, Ms. Esther Kazondunge explained that the Act was legislated in 2016 to provide for the manner in which a person could disclose conduct that is harmful to the public interest. She said this act is meant for reporting and investigations of disclosures of illegality and the protection against victimisation of the persons who make disclosures. For the whistleblower to be granted protection under this Act, he or she should have made the disclosure in good faith and believes that all they are saying is true. Kazondunge stressed that a person who knowingly makes disclosure alleging impropriety knowing the information not to be true commits an offense and is liable to a fine not exceeding P100 000.00 (One Hundred Thousand Pula Only) or to an imprisonment for a term not exceeding five years or to both as per section 17 of the Whistleblowing Act.

BEC management attended this workshop where various issues on money laundering, corruption prevention measures were discussed, and it was through this workshop that the DCEC officers appreciated that the BEC has put in place satisfactory governance structures to hamper corruption.

EXAMINATION COUNCIL OF LESOTHO (ECOL) ON A BENCHMARKING EXERCISE TO BEC



A delegation from Examinations Council of Lesotho (ECOL) pictured with BEC Management and Managers from specialised Divisions.



ECOL delegation listening to the deliberations by Botswana Examinations Council during their benchmarking visit to BEC.

During the year under review, Botswana Examinations Council (BEC) had the honour to host a delegation from Lesotho Examinations Council (ECOL). The delegation was on a benchmarking mission on governance and legal framework in preparation for their new Bill.

Giving an overview of the Botswana Examinations Council, the Director of Examinations Administration and Certification (EAC), Dorcas Morake said BEC has been in existence since 2007 following an Act of Parliament. She further said the Act was amended in 2019 to accommodate the Technical and Vocational Education and Training (TVET) as well as early childhood education. She highlighted that the initial Bill had limited Policy instruments hence the amendment of the Bill in order to align it with the National Qualification Framework (NQF). She further said BEC was gearing towards Outcome Based Education (OBE) in response to the demand as well as alignment to the fourth industrial revolution.

When appraising the ECOL delegation on governance, the Legal Services Manager Mr. Pogiso Thapelo said, BEC subscribe to the King IV Governance framework which seeks to exercise ethical and effective leadership by governing structures towards the achievement of ethical culture, good performance, effective control and legitimacy. He added that the BEC Board is guided by the Board Charter which ensures competency and is assisted by Board Committees in the execution of its mandate.

He further said the Board has also adopted terms of reference which define scope on the use of privileged information and declaration of conflict of interest as well as outline the Board's role.

For his part, the ECOL Head of delegation Mr. Santi Mofoka thanked BEC for honouring their invitation for the benchmarking exercise. He said this benchmarking exercise was in line with the Southern Africa Association for Educational Assessment (SAAEA), which seeks among others to harmonies and improve educational assessment in the region. He said the benchmark exercise was meant to understand the BEC Act for comparison purposes particularly with interest in governance as well as the legal framework, and the challenges brought by the current BEC Act over and above the provisions which enhance the governance processes. He said ECOL was in the process of drafting a new Bill and as such the benchmarking mission will assist them to effectively incorporate all these findings to ensure their Bill serves its intended purpose.

When sharing their experiences on examinations, Director for Product Development and Standards, Ms. Methalali Khoarai, said ECOL conducts low stake diagnostic examinations for Primary school and Junior certificate levels. She said Lesotho has adopted an automatic promotion from primary level to Junior certificate level. She emphasised that despite their examinations being low stake, they do maintain high quality

education standards to comply with other regional and international standards. She further said ECoL was keen to understand how BEC deals with security in paper development as they are aware that BEC excel in this area. She further highlighted that ECoL has fully embraced the benefits of technology as their grading is now done online and to meet the cost recovery for online grading candidates pay an examination fee from Grade Eleven (11).

BEC Chief Executive Officer Dr. Moreetsi Thobega thanked ECoL delegation for having chosen BEC for benchmarking on legislative matters. He said Lesotho and Botswana have a lot in common that transcends beyond cultural similarities. He stressed that benchmarking exercises are paramount in the growth of examination institutions due to standardisation of assessments process that exists between sister institutions. He further expressed gratitude to BEC team for having warmly welcomed and hosted the visiting ECoL delegation.

BOTSWANA NATIONAL EXAMINATIONS PROCESSING SYSTEM (BNEPS) PHASE II PROJECT NEARS COMPLETION

Botswana Examinations Council has been presented with a colossal but progressive project named Botswana National Examinations Processing System (BNEPS). This project commenced in 2008. The phase I of the project was predominantly centered on the development and rollout of the Malepa System. It focused on the Examination Process and integrates all core examination process steps within a single technology solution, named Malepa.

BNEPS Phase I aimed at integrating the core examination processes within a single technology solution, while BNEPS Phase II focused on developing and interfacing peripheral processes still direct to the examination process but not integrated within the Malepa system. This was undertaken with an aim to address the BEC Corporate Strategy, in particular, the strategic objective of improving the utilisation of technology within BEC. The BNEPS II project has three (3) parts which are the Business Processes Management (BPM), Information Assurance as well as the Electronic Records and Document Management System (ERDMS) which has two parts, the Electronic Document Management System (EDMS) and Electronic Records Management System (ERMS). The objectives of BPM are to interface key examination processes and applications with Malepa to support automation and ensure ease of access to information/data. Other objectives are to develop policies that will enforce the review and continuous improvement of the business processes, optimise and reengineer BEC business processes where necessary to ensure organisational effectiveness toward the delivery of the BEC mandate.

The last part of BNEPS II is Information Assurance which aims at improving examination information security by reducing the number of security breaches or incidences, align BEC Information Security controls with the BEC Risk Management Strategy. Information Assurance also seeks to develop and implement corporate governance policies related to BEC information systems, develop and implement protection strategies for the integrity, availability, authenticity, non-repudiation and confidentiality of user data.

Upon completion of BNEPS II, the project is anticipated to improve efficiencies such as improved turnaround time for payments of examiners, as well as improve overall process efficiency within the BEC operations. Additionally, it will set up information security measures and controls to ensure the information produced and used by BEC is secure and not tampered with, thereby reducing the risks of examinations leakage and misconduct.

BEC APPEARS BEFORE THE STATUTORY BODIES AND STATE ENTERPRISES COMMITTEE



Chairperson of the Parliamentary Public and State Enterprises Committee Dr. Never Tshabang leading the proceedings.



BEC Chief Executive Officer Dr. Moreetsi Thobega with Director, Corporate Services Mr. Lethokwa Galekhutle presenting before the Parliamentary Public and State Enterprises Committee.

BEC like other parastatals had the privilege of being invited to appear before the Statutory Bodies and State Enterprises Committee. Though the summons to brief the Committee came during the year under review; 2021/2022, the committee specifically asked the BEC to report on the 2019/2020 year.

The Committee that is Chaired by Hon. Dr. Never Tshabang hosted the BEC delegation on the 13th of October 2021. The BEC was represented by the Chief Executive Officer - Dr. Moreetsi Thobega as the Accounting Officer and Corporate Services Director - Mr. Lethokwa Galekhute. The Auditor General and Accountant General were also attending the meeting virtually. The CEO started his presentation by giving an executive summary of operations of the BEC, where he gave a detailed day to day operations report. Above giving the committee an idea of how BEC is run, the CEO took this opportune moment to update the committee about Organisational Transformation Project that the BEC is currently undergoing.

One of the things that was discussed at length was BEC's Research and Policy Development Directorate. Dr. Thobega told the committee that BEC conducts numerous research activities from time to time. He said these studies help teachers to align examinations with what they teach especially that BEC also uses them to set examinations. The researches are also important as they give feedback to Ministry of Education and Skills Development (MESD) for policy direction and helps BEC to improve its assessment instruments.

The Director of Corporate Services, Mr. Lethokwa Galekhutle, said BEC has been struggling with finances since 2015, something that saw the organisation make a total of P61,000, 000.00 (Sixty One Million Pula) deficit to date. He added that during 2019/22 fiscal year, the BEC made a surplus of P7,000,000.00 (Seven Million Pula), and this Galekhutle said proved to be a better year because the Council was able to run without a deficit. Galekhutle went on to highlight that majority of the budget went to examination administration, particularly paying examiners and printing of examinations scripts.

Committee members had the opportunity to ask the BEC management questions and some of the questions posed were on how competitive is the BEC's BGCSE qualification against other qualifications in the region and worldwide. Teachers' qualifications were also put under the microscope with the committee asking if qualifications from private institutions were recognised by BEC and if indeed teachers have the right qualifications?

The CEO responded to these by assuring the committee that BGCSE is accredited by Cambridge therefore, it is a highly recognised and competitive qualification. However, he also noted that there are areas of improvement as the BEC is going towards competency-based assessment. Thobega also informed the committee that BEC appoints qualified teachers as examiners, even those that are not active teachers.

BOTSWANA EXAMINATIONS COUNCIL ADOPT THE USE OF BARCODED RETURN ENVELOPES TO TRACK EXAMINATIONS MATERIALS

During the year under review, Botswana Examinations Council adopted changes which are in line with organisation aspirations of attaining a High Performance Organisation (HPO) as enshrined in the New BEC Strategy (2020 - 2024).

During the reporting period, the Examinations Administration and Certification Directorate (EAC) through the support of Information and Communications Technology (ICT) Directorate piloted a barcode solution to track examinations materials during delivery to centres and their return to BEC for marking.

These unique barcodes are affixed on boxes and examinations return envelopes with the centre address. The data contained in the barcodes assist in identifying the distribution centre, the carrier route and the component being sent to centres through the barcode sticker on the box. The boxes with barcodes are used for the examination stationery while barcoded return envelopes are used to package written components from centres.

Through this development the EAC Directorate would be able to mitigate challenges such as loss or missing of returning examinations materials. The other advantage of using this technology is that it reduces the amount of paperwork. Previously the staff had to log examination material in logbooks for each centre and this was time consuming, tiresome and prone to human error. Furthermore, this latest development would make it easy to locate the returned envelopes in the storage rooms as well as to track the delivery boxes.

The barcoded envelopes also allow officers and supervisors to work remotely by checking the number of papers scanned, packed and delivered to centres from the comfort of their offices.

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Apart from the usual activities of the examination cycle, the BEC continued to execute its part in relation to the work on the system-wide reforms through the implementation of the Education and Training Sector Strategic Plan (ETSSP). In addition to these, some work was also undertaken on development of assessment syllabuses at JCE and training of both examination personnel and Assessment officers.

ETSSP RELATED PROJECTS

Development of Outcome Based Assessments (OBA)

Work on OBA continued at Senior Secondary School level for the four phase 1 syllabuses of Hospitality & Tourism Studies, Horticulture, Animal Production and Field Crop Production. The assessment syllabuses with accompanying specimen materials for all the four syllabuses were delivered to schools. Initial workshops for development of Assessment syllabuses for phase 2 syllabuses were also conducted in the year of reporting.

Development of Primary School Assessment System

One of the projects under the wider ETSSP is the phasing out of the Primary School Leaving Examination (PSLE) and instituting a provider-based assessment system. The BEC, as an assessment agency of Ministry of Education and Skills Development (MESD) continued to work on the design of the system and started stakeholder consultation on the withdrawal of PSLE. Progress on the design of the system has been very slow owing to financial constraints whilst the stakeholder consultation on withdrawal was halted at some point to allow for consultation of Cabinet by the Minister.

Technical and Vocational Education and Training (TVET)

One of the priorities of the ETSSP is the transformation of the TVET sub-sector to become fit for purpose. This is in recognition of Botswana's aspiration towards a knowledge-based economy as the TVET sector is a vehicle that would propel the country to such a status. With regards to reforms within the TVET sector, the functions of Assessment and Moderation have been transferred to BEC as per the revised BEC Act of 2019. As the BEC prepares to take over this function which involves programmes of up to level 5 of the National Credit and Qualifications Framework (NCQF), the BEC has found it prudent to be proactive and lead work towards the development of an Assessment and Examinations framework which would cover the TVET system from the prevocational path at Senior Secondary School through level 6 at tertiary.

In this regard the BEC sought technical assistance from GIZ and to date the framework is around 60% complete with about 40% having been achieved in the year of reporting.

Development of Assessment Syllabuses at JCE

Four syllabuses of Setswana, Commerce & Accounting, Commerce & Office Procedures and Physical Education at JCE were reviewed and the result was that all in exception of Physical Education required a revision of the assessment design which should commence in the current year. On another note, a new assessment syllabus is being developed for French following the issuance of a new teaching syllabus in 2021. The first examination on this syllabus is expected in the 2023 examination cycle.

Training

Examination personnel

Most of the question paper development personnel were trained on the use of Grade Maker, the e-authoring solution which was acquired a few years ago. In addition, a group of Revisers were given a refresher training on the concept and principles of question paper revising.

Professional Development of Assessment Officers

As part of the professional development of BEC officers, six (6) officers, including a Graphic Designer, were enrolled on various online assessment courses of 9-week duration. In addition, BEC participated in the annual Cambridge International seminar focusing on three themes of: principles and practice of assessment design, a whole system approach and the future of assessment.

Examination Cycle Activities

Development of Assessment Materials

A total of one hundred and twenty-one (121) question papers covering the three qualifications of PSLE, JCE and BGCSE were finalised for printing and administration in the year of

reporting. Most of the question papers recorded acceptable levels of quality safe for a few which have been targeted for improvement in the coming years. Modification of question papers for candidates with special educational needs was completed expeditiously covering all the identified types of needs. Apart from the question papers that were finalized for printing, those which were under development in the year of reporting reflected challenges particularly at BGCSE where the number of those that required additional review by Cambridge International increased again compared to the previous year. The concept of “working from home” which was introduced as a mitigation strategy towards the spread of COVID19 seemed to have not yielded positive results on the process of question paper development.

Despite the challenges experienced, the BEC also continued to develop the standard 4 Attainment Tests in the three syllabuses of Mathematics, English and Setswana.

2021 Examinations

BEC continued to deliver examinations for three qualifications, being 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 and Educational Testing Services (ETS).

Registration

The BEC conducted registration of both centres and candidates in 2021 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 2021 PSLE was administered to 46,984 candidates, compared to 46,063 in 2020, an increase of 2 percentage points. The JCE was administered to 46,267 candidates, compared to 43,947 candidates in 2020 representing 4.9% increase from the 2020 series. At the BGCSE level, examinations were administered to 37,629 compared to 36,557 candidates in 2020, an increase of 2.9%. **Table 4** shows candidature which included government school, private school and private candidates.

Examination Level:	Total Candidature	Government School candidates	Private school candidates	Private candidates (OSET)	No. of Centres
PSLE	46,984	43,798	3,151	35	831
JCE	46,267	42,407	721	3,139	248
BGCSE	37,629	22,811	1,621	13,195	79
IGCSE, AS & A level	1,052	N/A	N/A	1,052	2
Educational Testing Services	97	N/A	N/A	97	1

Table 4 Summary of the 2021 Candidature

At general education level, the BEC administered examinations for 50 local syllabuses and 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. The table that follows shows the different examinations administered and the personnel used.

Examination Level:	No. of syllabuses	No. of components	No. of question papers administered	No. Of Invigilators
PSLE	7	9	421,313	4916 - Government
JCE	17	50	1,036,415	8128 - Government centres 86 - BEC private centres
BGCSE	29	80	528,097	2577 - Government Centres 144 - BEC Private Centres
Secondary Checkpoint	6	3	18	38
IGCSE	64	117	7275	
GCE O' Level	22	29	400	
AS & S Level	29	51	1076	
Educational Testing Services	3	4	97	5

Table 5 Number of Syllabi, Components, Question Papers administered and Invigilators

Marking and moderation

The marking of written papers and moderation of coursework were conducted using practicing 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. However, due to the downward trend of COVID19 at the point of marking, all marking was conducted in the greater Gaborone planning area but still with strict adherence to the COVID19 protocols in place. Marking for the three levels was each conducted at two venues such that a total of six venues

were used for the 2021 series marking. The submission of marks and projects for coursework were negatively impacted by the issue of the teachers and the trade Unions who were against BEC at the time.

This impasse led to some marks being submitted late. This in turn impacted negatively on the start of moderation for BGCSE which had to be postponed for a week while waiting for submission of marks and projects. Multiple-choice papers were scored through optical mark reader scanners. In total, 1,146,460 scripts were marked by 4,685 examiners across the three examination levels.

Examination Level:	No. of Examiners	No. of Moderators	No. of Examiners Trained	No. Of Scripts Marked
PSLE	1,046	-	-	140,222
JCE	2,178	128	-	1,036,415
BGCSE	1,461	171	197	528,097
TOTAL	4,685	299	197	1,704,734

Table 6 Examination personnel engaged and the number of scripts marked

Candidates with Special Needs

Access and Equity

BEC 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 8** shows a summary of the applications for access arrangements while **Table 9** shows a summary of applications for special consideration. **Table 10** shows the number of candidates who sat examinations under COVID-19 conditions.

Access Arrangements	No. Of Candidates at Each Examination Level		
	PSLE	JCE	BGCSE
Modified Papers	760	503	9
Extra-Time	981	932	582
Enlarged pPrint	23	52	37
Reader	712	672	151
Separate Room	981	932	483
Braille	6	7	8
Assistive Technology Devices	12	7	15
Rest Breaks	60	74	31
Oral Response/Writer/Scribe	626	583	81
Preferential Sitting	30	32	-
Sign language Interpreter	26	18	9
Exemptions from Listening Comprehension (Deaf & hard of Hearing)	-	14	-
Exemption from Setswana	-	18	9
Coloured Paper	-	1	1
Practical Assistant	-	45	-
Access Arrangement not indicated	278	-	-

Table 8: Summary of applications for access arrangements

	PSLE	JCE	BGCSE
Special Consideration	53	67	54

Table 9: Summary of applications for Special Consideration

	PSLE	JCE	BGCSE
COVID-19 Related Cases	0	12	5

Table 10: Summary of applications who sat for their examinations under COVID-19 related conditions

Certificates Issued

In the 2021 examinations cycle the BEC issued certificates for the 2020 examinations at PSLE, JCE and BGCSE. Table 11 shows the number of certificates issued at each level.

	PSLE	JCE	BGCSE
No. of Certification Issues	46,063	36,553	32,500

Table 11: Number of Certificates issued

Grading

During the 2021 examination series, the candidates were provided with an opportunity to show what they know and what they can do and to the same level of demand as in previous years. The 2021 cohort had to show what they know and what they can do under a challenging environment which was similar to that of their predecessors due to the COVID-19 pandemic. Although the environment was similar, the magnitude of the impact experienced by the 2021 cohort extended over a period of two years compared to the previous cohort which was impacted for a year only.

The impact of the pandemic meant that candidates taking examinations in 2021 are likely to demonstrate a lower level of knowledge, skills and understanding at an overall national level, than those of previous years, through no fault of their own. Therefore, in subjects where this was evident, a post examination adjustment that compensates candidates who were disadvantaged at the time of the examination due to circumstances beyond their control was applied at a national level as impact at individual candidate level could not be easily quantified. It should be noted that such procedure is part of best practice in exercising the principle of fairness given that the circumstances experienced by candidates were beyond their control. It should further be noted that application of the procedure will not change the circumstances the cohort faced as it also ensures that the integrity of the assessment is not compromised.

Despite this norm referenced approach to grading in nearly all the syllabuses across examination levels, stakeholders participated in the process as usual. These 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.

2021 Examination Outcomes

Primary School Leaving Examination (PSLE)

The PSLE is a diagnostic examination across a total of seven 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 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.

The Performance at Syllabus Level

In 2021, performance generally remained more or less the same as that of the previous year for English, Science, Social Studies and Agriculture while it declined in Mathematics, Setswana and REME. What is worth noting is that there has been a decline at Grade A across syllabuses even though it is insignificant except for REME where the decline is significant as compared to the previous year.

Furthermore, almost all candidates at syllabus level were able to reach the minimum Grade of E across all syllabuses except for Agriculture where there is still a significant number failing to achieve Grade E. It is also worth noting though that, a significant proportion of candidates are assigned U in at least one Dimension across syllabuses as in the previous year. What was also apparent in 2021 was that the number of candidates' assigned U in the Knowledge Dimension had also increased for some of the syllabuses. □

Performance at Qualification Level

Performance at qualification level showed an insignificant decline across grades. Though the decline is insignificant, its magnitude was higher than that of the previous year. Table 12 indicates the PSLE cumulative performance at each grade for PSLE for 2020 and 2021.

Grade	2020	2021
A	20.4	18.6
B	39.2	37.4
C	73.5	72.0
D	92.5	92.0
E	100	99.9

Table 12: Cumulative percentage at each grade for PSLE for 

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 Options of which candidates sit a minimum of nine (9) but are graded using only seven (7) syllabuses 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 who satisfied the requirements for the award of a syllabus grade remained lower than 90% for almost all the syllabuses with exception of Setswana, Agriculture, Home Economics and Art. This indicates that, in most 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.

Performance at Qualification Level

Overall performance of the 2021 cohort was almost the same level as that of the 2020 cohort. There were insignificant negative differences in cumulative percentages recorded across most grades as indicated in Table 13.

Outstanding Performance

The attainment of a Merit is classified as outstanding performance. The requirement for a Merit, is at least seven (7) grade As at syllabus level following a prescribed criteria. In 2021, fourteen (14) candidates from thirteen (13) different centres across regions were awarded a Merit compared to eleven (11) candidates from eleven (11) different centres in the previous year. One of the thirteen (13) centres was amongst the eleven (11) centres that had a candidate who was awarded a Merit in the previous year indicating a random distribution of the outstanding performance across centres.

	Merit	A	B	C	D	E	U
No. at Grade	14	544	4192	10359	15431	6136	6787
Cum. %	0.0	1.3	10.9	34.8	70.3	84.4	100

Table 13: 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 an eight-point 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 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)

Nearly all candidates reached the minimum requirement for grade G in the languages whilst in Mathematics about 5% of candidates failed to reach this level and were assigned letter U. It ought to be noted that this is an improvement from the previous year in which those assigned letter U constituted about 8%. The mathematics syllabus further continues to be the least performing of the three at grades E or better.

Whilst the languages maintain a very high level of performance at grade E or better, the performance at credit level (C or better) in English Language is a cause for concern given that most institutions of higher learning require a credit in English language as part of the entry requirements. Performance in Core Syllabuses is shown in **Table 14** below.

	Grade G or Better	Grade E or Better	Grade C or Better
English Language	99.5	95.7	16.6
Setswana	99.6	93.8	35.0
Mathematics	94.6	60.0	34.3

Table 14: Performance in Core Syllabuses

Science Syllabuses (separate Sciences and the Award Sciences)

The Award Sciences

Performance in Science Single Award continued to be very low with about 30% of candidates awarded grade E or better and only about 4% of those awarded grade C or better even though an insignificant improvement has been noted at this grade.

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 as the most popular option contributes less.

The Separate 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 decline. Despite this observation, it ought to be noted that the separate sciences continue to be the best performing syllabuses within the BGCSE suit as outlined in **Table 15**.

	Grade G or Better	Grade E or Better	Grade C or Better
Science Single Award	100.0	33.5	3.5
Science Double Award	95.9	53.1	21.0
Chemistry	100	99.8	90.4
Physics	99.8	97.5	76.2
Biology	99.9	98.1	74.2

Table 15: 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). Table 16 shows performance of Humanities and Social Sciences.

	Grade G or Better	Grade E or Better	Grade C or Better
History	93.4	67.2	35.1
Geography	97.1	69.4	27.4
Social Studies	96.4	75.0	35.2
Development Studies	97.7	79.0	33.6
Literature English	97.4	87.7	67.0

Table 16: Performance in Humanities and Social Sciences at BGCSE

Creative, Technical & Vocational (Business syllabuses, Home Economics syllabuses, Agriculture, Design & Technology, Art & Design Computer Studies)

Although changes in most of the syllabuses in the subgroup were insignificant except for Accounting and Business Studies at grade G or better; most of the changes were in the positive direction.

Business syllabuses (Commerce, Business Studies, Accounting)

Of the three (3) syllabuses, Accounting continued to be the best performing with about 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 at grade E or better (in the 60s) but with only about 20% and 30% respectively, qualifying for credit grades.

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. 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 close to 70% in Fashion & Fabrics, only close to 30% of them qualified for credit grades whilst the corresponding proportion in Home Management is about 50%.

Table 17 shows performance in Creative, Technical and Vocational syllabuses at BGCSE.

	Grade G or Better	Grade E or Better	Grade C or Better
Commerce	99.1	67.2	20.3
Accounting	93.4	83.8	61.5
Business Studies	84.3	61.2	31.6
Computer Studies	99.9	93.3	53.1
Design & Technology	100.0	96.7	41.8
Art & Design	100.0	98.7	72.6
Agriculture	99.6	90.3	40.1
Food & Nutrition	97.4	75.9	29.0
Fashion & Fabrics	92.4	69.1	27.1
Home Management	99.2	90.6	47.3

Table 17: Creative, Technical and 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 performance 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 2021 and thus comparisons may not be meaningful. Table 18 shows performance of Enrichment Syllabuses at BGCSE level.

	Grade G or Better	Grade E or Better	Grade C or Better
Physical Education	100.0	98.5	49.1
Religious Education	98.7	89.5	32.3
Music	100	94.7	56.3

Table 18: Enrichment Syllabuses at BGCSE

Borrowed Syllabuses (French, Additional Mathematics, Statistics)

The three syllabuses are borrowed from IGCSE which is equivalent to BGCSE. The proportion of candidates awarded grade E or better continues to be very high at over 90%. Performance at credit grades also is very high at about 70% for the three syllabuses.

	Grade G or Better	Grade E or Better	Grade C or Better
French	100.0	94.5	78.3
Additional Mathematics	n/a	93.2	69.1
Statistics	n/a	94.4	73.0

Table 19: Borrowed Syllabuses at BGCSE

Overall Performance

This category of performance is based on the best six syllabuses for a candidate. The proportion of candidates who achieved grade G or better in six syllabuses is 97.2% which is not significantly different from the 96.4% of the previous year. For those who achieved grade E or better, the proportion is 64.3% compared to 65.4% in the previous year. For grade C or better the proportion is about 21% for both years.

Outstanding Performance

Eighteen (18) candidates from eleven (11) centres compared to twenty (20) from twelve (12) centres in the previous year met the criterion for outstanding performance. The top candidate achieved 9A* from twelve (12) syllabuses compared to that of the previous year who achieved 11A* from eleven (11) syllabuses.

RESEARCH

During the current reporting period, the Botswana Examinations Council (BEC) engaged in various research activities that were meant to drive the core mandate of developing and administering examinations. The studies carried were as follows:

Concept paper on High Performance Organisation (HPO)

The Botswana Examinations Council Amendment Act of 2015 recommends that the Botswana Examinations Council becomes a high-performance national examinations and assessment organisation. Following this, a report by Professor Roy du Pré, recommended that the transformation of the Botswana Examinations Council should focus on capacitating the Council to deliver on its expanded mandate while at the same time turning it into an HPO that will respond effectively to current and future national expectations, with focus on the development of governance and management structures, policies and management systems that are aligned to its strategy and the ultimate recruitment and development of human capital whose expertise and attitudes will mirror the overall objective of a high performance organisation.

The purpose of the study was to establish the meaning and expectations of being an HPO, as well as ensure that the interpretation of HPO is the same across the organisation. Both primary and secondary data were collected. The secondary data included literature and desk review findings while the primary data was collected mainly to establish the BEC climate and current culture. There were two questionnaires administered, one for the whole BEC staff based more on establishing the culture of the organisation, including evaluation of the characteristics of an HPO against the current BEC, and the other on the BEC leadership quality. The paper focused on five (5) key elements of an HPO: Management Quality, Openness and Action Orientation, Long-term Commitment, Continuous Improvement and Innovation and Employee Quality. The analysis showed that on average compliance to HPO requirements stood at 53%. It was noted that a lot of improvement was needed on the long-term commitment and management quality indicators. The study recommended that BEC should deploy strategies that would drive its employees to a pro-change mind set which would enable them to embrace the introduction of the new culture. The management team should take more professional and leadership courses to enhance their effectiveness on quality management.

Statistical Moderation

Due to COVID-19 BEC explored and implemented statistical moderation at JCE coursework for the year 2021 instead of moderation by inspection. The project commenced in May 2021 and explored statistical models used elsewhere rather than developing a completely new model since it will not be trialled with moderation by inspection onsite. The project reviewed seven (7) models used elsewhere to check applicability of the models to the BEC datasets and chances of them being modified to adopt concepts/conditions suggested by BEC Assessment Experts. The project has since managed to develop and adapt a model which yielded statistically moderated scores which were similar to those generated during visitation moderation. The scaled marks were within acceptable margin of error when compared to visitation moderation marks.

The model also observed assessment principles required by BEC Assessment Experts, that is, does not change the rank ordering of candidates suggested by the teacher, and generates scores which were within range. The selected model has been used to moderate teachers' marks for 2021 course work components: Design and Technology, Music, Commerce and Accounting, Commerce and Office Procedures, Art and Design, Home Economics and Physical Education. The model was implemented outside the Malepa platform and data imported into Malepa after moderation. The model reduced assessment costs incurred on visitation moderation. As process improvement, it will be more user friendly if it can be integrated into the Malepa system so that the report can easily be accessible.

A Consultation Report on Measure for Competitiveness and Relevance of Qualifications

The study was established to solicit views from internal and external customers on how best to define the measure of competitiveness and relevance of BEC qualifications. BEC embarked on a five (5) year strategy in 2013 to improve efficiency in the way it executes its mandate. The strategy was formulated by nine (9) different strategic objectives. Among those objectives formulated, the organisation wanted to

“improve competitiveness and relevance of qualifications”. The outcome of the strategic objective was to make sure that BEC qualifications are credible and recognised locally and internationally. BEC previously developed the measure of competitiveness based on six (6) indicators: Customer Satisfaction Index, Stakeholder Satisfaction Index, Comparability of Standards study, Examination Security, Private Schools Market Share and Relevance to Vocational and Tertiary Institutions. BEC internal and external stakeholders were further consulted on the measure of competitiveness and relevance of qualification through focus group meetings.

The stakeholder interviewed believe that BEC qualifications were competitive, but more marketing was required so that it may be consumed internationally. The study found that the competitiveness and relevance of BEC qualifications was influenced by the following factors: Adherence to Principle of Assessment; Reporting of Examination Outcomes; Market Share; Use of Technology; Accreditation Standards; Marketing of products; Frequency of Examination; Compliance to set standard and procedures and Use of Summative and Formative Assessments. The measure of competitiveness and relevance of qualification must therefore, monitor some of these factors to ensure that BEC qualifications are competitive and relevant.

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 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 survey like Trends in International Mathematics and Science Studies (TIMSS) which is 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 Four (4) level and monitor learners' ability in Mathematics (Numeracy), English/Reading (Literacy) and Life Skills.

The implementation of the BEAM Project was designed in a two (2) phased manner: The Pre-Establishment Phase which has been completed and the Development Phase which is ongoing. BEAM successfully administered developed instruments in fifty (50) selected schools in a field study exercise in December 2021. Due to competition of resources between

BEAM and examination processes, the BEAM scoring of Field Test booklets was not carried out on time and that delayed subsequent activities. The scoring was then rescheduled for the 7th to 18th February 2022 and was successfully completed during the year under review. Data entry was also completed and the next stage will be analysis of the performance of the items for selection of the Main survey ones.

Regional Associations

BEC is a member of the Association for Educational Assessment in Africa (AEAA) and Southern Africa Association for Educational Assessment (SAAEA) which are associations interested in advancing research in the education sector.

Southern Africa Association for Educational Assessment (SAAEA)

With regards to SAAEA BEC has been the Chairperson and secretariat since 2019 after successfully hosting the 13th SAAEA Conference. Due to COVID-19, conferences were halted but engagements with members continue under the leadership of Dr. Moreetsi Thobega, BEC Chief Executive Officer, who is the reigning Chairperson of the association. He also represents the SAAEA region at AEAA. During the year under review SAAEA Research Forum met twice to share experiences on projects involved in their organisations and compiled countries reports which were shared with AEAA executive committee. Member countries tried to address the impact of COVID-19 by improving their ICT infrastructure and internet facilities which was commendable showing that the realisation of the Forth Industrial Revolution (4IR) will be fast tracked. The peculiarity of this reporting period was the fact that COVID-19 was continuing to disorganise countries, hence presented an opportunity for members to engage and learn from each other about interventions that seemed to be addressing cross-cutting challenges in the region. Some lessons drawn from this engagements/reporting include, but not limited to:

1. It is crucial to have policies and business processes and comply with them all the time despite emerging situations since this curb a lot of problems.
2. It is important to conduct research studies that address emerging organisational needs since this provides a basis for evidence-based information when addressing emerging issues.
3. Contingency budget is very important to accommodate unforeseen emergencies.

4. Investing in ICT i.e., training staff in latest IT and use of digital platforms is crucial.
5. Data Quality Management Systems (QMS) can improve the credibility of examination data and therefore, examination bodies were encouraged to have them in place.

Printed Reports in Research Issues- BEC Publication

BEC has printed three (3) volumes of Research Issues: (Volume 2.1, Volume 2.2, Volume 2.3). The volumes contain some research completed from the previous financial years. The studies in Volumes 2.1 and 2.3 were for BEC process improvement while Volume 2.2 is for public consumption.

Research Issues Volume 2.1: An Alignment Study between BEC Assessment Tools and Assessment Standards: A case of JCE Setswana & Science Syllabuses, Differential Item Functioning of the 2018 JCE Mathematics & Science examinations,

Research Issues Volume 2.2: Teaching and Learning in the COVID-19 Environment: Botswana case and School Systems' Readiness to Outcome Based Education Reform,

Research Issues: Volume 2.3: Precision Accuracy of Marking, Validation of 2020 BGCSE Marking Exercise and The Reliability of the PSLE Standard Setting.

INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT)

His Excellency the President of Botswana, Dr. Mokgweetsi Eric Keabetswe Masisi introduced what he termed the Reset Agenda with key priority areas. Among these priorities is the Digitilisation which has been identified as having immense potential to unlock and enable high productivity among the people of Botswana. The government also recognised that the global village runs on the wheels of digitilisation which is quintessential to the delivery of services to the people. During the year 2021 there was still alarming numbers of Covid 19 infections which needed to be reduced, in whatever way possible. The Reset Agenda further emphasised saving Botswana's populace from COVID-19.

In response the BEC's Information and Communications Technology (ICT) refocused its agenda to align with the government priorities, basically to come up with digitalisation initiatives and exerted its efforts towards enabling COVID-19 protocols to curb the spread of the pandemic. The paragraphs that follow outline what the BEC did in support of the above.

Procurement of ICT Equipment

BEC procured several laptops to enable staff to work from home to observe social distancing protocol. Further, a need arose to replace the Personal Computers (PCs) in the Product Development Unit as the old ones were obsolete. Not only were the PCs obsolete but the executive management tablets also needed to be replaced and this was done during the year under review. The procurement of tablets and laptops was also in line with BOCRA's Connect an Employee initiative.

As part of Materials Tracking Solution BEC acquired (10)

wireless barcode scanners for use by the Examination Administration and Certification Directorate for barcode scanning and tracking of examinations materials.

The five (5) OMR Scanners that have hitherto been in use have become obsolete, therefore the BEC Management decided to gradually replace them. Therefore, a deliberate decision was made to replace them with scanners that are suited to work with the E-Marking solution, thus BEC procured one (1) OMR and Image Scanner for scanning of examination materials.

Computer Facilities from other Government Entities

During the year under review, the Council noted high demand for the use of computer facilities at the marking venues as it happened during the previous financial year. Due to difficult financial situation, it was clear that the BEC would not be able to meet these demands. This has led to requests to other Government institutions to utilise their computer facilities.

As a result, the BEC approached and requested with the management of Moselewapula Community Junior Secondary School to allow the BEC examining personnel to use the school's computing facilities. 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.

Corporate Internet Bandwidth

The ICT noticed high demand for high-speed internet both at BEC and at home. BEC entered into negotiations with the current Internet Service Provider during which a proposal was made to them to consider ramping up the Corporate Internet Bandwidth. Having considered that BOCRA had also slashed the internet rates the ISP agreed to the BEC proposal and increased the bandwidth from 40Mbps to 80Mbps, without increasing the monthly subscriptions.

At residential places, several transmission modes were changed to fibre, this stabilised home internet services while offering an improved internet speed and much better reliable mode. The migration to fibre also reduced customer queries and improved business continuity as most people could work from home uninterrupted

Mobile Internet Devices

As BEC is committed to realise the dreams of the Presidential Reset Agenda the BEC embarked on an exercise to ensure sustainable remote access to ICT services over the internet. Again, the exercise also met the requirements of BOCRA's Connect an Employee initiative. The exercise has seen the procurement of twenty (20) mobile wi-fi routers. These routers also came handy as they were used to facilitate working from home initiative. In addition, the routers were used during the 2021 examinations marking exercise to enable BEC officers dispersed across the marking venues to collaborate and share critical reports related to marking on daily basis.

Bulk Confirmation of payments for Private Candidate Registration.

BEC realised that the traditional method of confirming candidates' registration one record at a time was tedious and inefficient. BEC then developed a solution internally to confirm private candidates' online registration in batches instead of one record at a time. The candidates would have registered and paid using any of the following payment methods:

- Online Pay by Bank Card i.e. Using Debit cards, Master Cards etc.
- Depositing Money through BEC FNB Account
- Pay through Orange Money
- Pay directly to BEC

The above platform could also be used to receive any form of revenue from BEC customers desirous to pay online. For example, this was implemented for registration and payment for SAEEA Conference hosted by BEC in 2019.

Certificate Merging in Malepa

In the past certificates were merged manually by the core business. That is candidates at JCE level who wish to combine their best result within a period of five years could do so and have one certificate. The Council has developed a function that combines candidates results automatically in Malepa.

Human Resources Online (Examinations Personnel Recruitment & Appointment)

This is an online application that the BEC uses to recruit and appoint examinations personnel. The application provides a convenient means of gathering data about totally new examiners, for example curriculum vitae (CVs) and validates their details against the National Registration (Omang) Database.

Candidates Results Application Programming Interface (API)

This is a secure way of pulling a specific record from the database. It was implemented to enable interested stakeholders to query one candidate record at a time from the BEC Examination Processing Database for candidates' results verification purposes. This kind of interface exists between BEC and DTEF. Most tertiary institutions like BIUST and Botho University have shown interest in the facility. Other institutions that have been given data for verification through either directly into the system or through a CD will instead be given access through the same API.

Reset Password for Online Private Candidates

Candidates who access the Malepa Application online used to wait longer for their passwords reset. This was addressed by developing an application which Data Processing uses to reset the passwords when the need arises.

Mascom Bulk SMS Load Balancing Feature

Whenever the BEC releases results, there is always SMS congestion especially from Mascom users. During the year under review BEC noticed there was need to put more resources in place to make sure Mascom users querying results do not have to wait long for responses. To address this, the SMS communication solution programmes were restructured to accommodate two more machines to process Mascom queries with a much shorter response time, and indeed this was realised during the year under review.

Exam Materials Packaging, Shelving and Tracking

Originally the Material Tracking solution was based on a small Database system called Microsoft Access. The tracking was done for out-going examinations packages to centers and barcoded return envelopes. This was at a very small scale and had a lot of teething problems. During the year under review BEC re-constructed the application to do the following.

- Track Exam from BEC to Centres
- Packaging of Exam Stationary
- Shelving and Tracking at Marking Venues.

A totally different database technology that guarantees better storage was used. The application is a web-based application that can be accessed from anywhere, provided there is the internet access.

Electronic Records and Document Management System (ERDMS) Project successes

The introduction of the ERDMS at BEC made it possible for the BEC employees to work from home during the height of COVID-19 Pandemic, this was successful due to the introduction

of TEAMS and SharePoint which are products of Microsoft Office 365 deployed through the ERDMS project. The TEAMS platform was introduced in 2020 and the SharePoint platform followed in December 2021. BEC staff members are currently able to work from anywhere through the Office 365 suite which runs on the cloud.

In December 2021, the ERDMS project launched the new BEC website, and the 2022 examinations results were all released on the new BEC website, this included all three (3) levels of examinations namely PSLE, JCE and BGCSE.

Results Publication

The new BEC Website and the SMS communication platforms were used to publish all three examinations categories (PSLE, JCE and BGCSE) for the 2021 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. The performance of the website was initially very slow during the release of PSLE and JCE but was later optimised and the outcome was very pleasing for the BGCSE results.

ICT Support Services

Throughout the 2020/21 financial year, the BEC ensured that mission critical applications were 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 because of aging hardware that would always present difficulties during software troubleshooting and installations.

HUMAN RESOURCES

The Council continually recognises that human resources are a critical asset to the organisation and as such it endeavors to attract, retain and develop its employees.

BEC Transformation project

During the 2021/22 financial year, Botswana Examinations Council (BEC) recommenced the transformation project after a slow down due to COVID-19 restrictions and employees forced to work from home as a way to honour COVID-19 protocols and manage the risks associated with the pandemic. The Transformation sub-project on Redesign covered the implementation of the organisation structure, job profiles and salary structure. In pursuit of this project Management continued consultations with the BEC Staff Union on the proposed structure, profiles, retrenchment guidelines, migration rules and exit package. Various proposals were made by the management team, the recognised trade union and non-union members. By the end of the year under review, the BEC Management and the Trade Union had concluded on the Retrenchment guidelines and Migration rules and were still to conclude consultations on job profiles and negotiations on the exit package.

BEC Towards a High Performance Culture and Building the Human Resource Governance

In its endeavor to become a high performance organisation and align its human resource management policies and

environment, the BEC reviewed the following policies:

- I. BEC Conditions of Employment
- II. Retrenchment Policy
- III. Training and Development Policy
- IV. Rewards/ Remuneration Policy
- V. Recruitment Policy

The abovementioned policies were awaiting approval by the Governing Council at the end of the fiscal year. The policy approval was delayed due to the delay in the HR transformation subproject whilst the BEC was recruiting for the Human Resources Director's position.

BEC Establishment

As at 31st March, 2022 BEC had an establishment of 205. Amongst the 205 employees, 167 are hired under the current establishment, and 38 are employees on temporary fixed-term contracts. There are currently 56 vacant positions.

The Board has taken a decision to freeze recruitment in the existing establishment due to the ongoing transformation project and instead employed employees on short fixed-term contracts. A total of ten (10) employees were recruited on short term contracts in various departments.

DIRECTORATE	ESTABLISHMENT	IN-POST As at March 2022	VACANCIES
CHIEF EXECUTIVE OFFICER'S OFFICE	20	20	0
EXAMINATIONS ADMINISTRATION AND CERTIFICATION	46	54	0
PRODUCT DEVELOPMENT AND STANDARDS	45	38	7
RESEARCH AND POLICY DEVELOPMENT	16	15	1
HUMAN RESOURCES	23	19	4
INFORMATION AND COMMUNICATION TECHNOLOGY	20	17	3
CORPORATE SERVICES	55	42	13
TOTAL	225	205	28

Table 20 : Staffing Levels

Industrial Relations

The BEC-Union relations has continued to be on a positive trajectory. As previously reported, the parties continued to engage and consult on issues of mutual interest to the benefit of harmonious working relations. The BEC through the BOPEU has made determinations to consult the staff union on welfare issues including progress on the transformation project especially pertinent issues affecting employees such as migration into the new BEC. They went on to consult on Migration Rules, Retrenchment Guidelines and Exit Packages.

In June 2021, the Board realised that it could not achieve its targeted date of migration to the new Botswana Examinations Council of 31st March, 2021 and therefore, decided to move the migration date to August 2022 and subsequently extended employee contracts. Delays in project completion coupled with the change in migration date did put a strain in the BEC human resources. The situation was worsened by the departure of some key personnel due to retirements, resignations and losses due to death. In the same financial year a total of five (5) exited the employment of BEC thus adding more strain on the existing situation and negatively affected employee morale and productivity.

The BEC through the National Examinations Consultative Forum (NECF) has made determinations to consult teacher unions, Botswana Secondary Education Trade Union (BOSETU) and Botswana Teachers Union (BTU) on welfare issues. This was a deliberate effort to maintain relations with teacher representatives as their members continue to play a critical role in the delivery of its core mandate. The Memorandum of Understanding (MoU) between BEC and the Unions lapsed in September 2020, and parties are working on concluding consultations on pertinent issues with the view to revive the old MoU. This when successfully done will ensure harmonious working relationship between BEC and Teacher Unions going forward.

Consultations have been going on since April 2021 and have not been concluded due to the fact that the Teacher Unions proposed that the parties sign a Memorandum of Agreement to recognise them and enable them to negotiate on Examining Personnel conditions of service and welfare. The Examining Personnel are mainly government employees engaged on short term contracts. BEC has been unable to enter into such an agreement as they believed that an MoU adequately provides a consultative forum to discuss issues of mutual concern.

Since the Government tasked BEC to coordinate invigilation, marking, moderation and coursework it had to engage the examining personnel when it comes to carrying out the work. As teachers are unionised it has been the norm that the unions negotiate remuneration and conditions of service on behalf of the teachers. The unions were recognised under Section 48 (1) of the Trade Unions and Employers' Organisations Act Cap 48:01 by Government as Teachers were their employees. However, since the handover of the assignments to BEC there have been challenges faced whereby the Teacher Unions wish to be recognised and negotiate fees paid to the teachers when BEC has not been mandated under law to do so. Continued dialogue has been created around the Memorandum of Understanding and expectation on with other stakeholders including Government however, the continued disagreements on recognition negotiation of fees every year have posed a great deal of challenge in the delivery of BECs mandate every time it comes to the examination cycle. Since last year the BEC has been engaging the Government to provide funding for coursework and invigilation fees for it to engage the examinations personnel and enable the process to run smoother. The consultations and discussions were still ongoing by the end of 2021/22 financial year.

Employee health and wellness

Towards the end of the reporting period, BEC noticed a decline in the number of COVID-19 cases reported. BEC continues to monitor the COVID-19 situation and has not dismantled the structures that were in place to mitigate the risk of the pandemic. Employees have been encouraged to take the vaccine and booster doses as such there were no reported deaths or hospitalisation among the BEC community during the year under review.

In addition, and in order to save the BEC community, stakeholders and the general public from the ravages of COVID-19, BEC successfully developed an SMS-On Line recruitment application platform for capturing and processing Examiner applications. The application was conceived and developed by a dedicated team of BEC HR and ICT employees. This replaced the widely used paper applications that were traditionally used in the previous years' examination cycles. This development was intended to curb transmission of the COVID-19 virus from one person to the other. The application was successfully used to recruit Examiners during the marking of the 2021 examinations across all the three levels of education (PSLE, JCE & BGCSE).

CORPORATE SERVICES

The 2021/22 financial year ended 31st March, 2022 was again impacted by the continued effects of budget cuts from Government. Cost-cutting measures and adjustments to Council priorities were maintained to mitigate the financial consequences of a declining budget allocation.

BEC was presented with yet another unprecedented challenge of managing and administering invigilation and coursework activities which were taken over from the parent Ministry of Education and Skills Development. This takeover increased the workload beyond existing man hours and the result was delayed payments to examiners. However, the Council managed to maintain sound financial controls and met reporting deadlines



The total operating expenditure for the year ended 31st March, 2022 amounted to P319 million, which is a 10% (P30 million) increase when compared to the previous year and the major factor driving this surge in spending being invigilation and coursework. BEC experienced a deficit of P17.5 million, compared to a surplus of P11 million in 2021 and this increased the BEC accumulated deficit from P49.6 million to P67 million.

BEC liquidity position as at 31st March, 2022 was good as presented by outstanding current liabilities of P65 million against current assets of P88 million. Cash and cash equivalents as of 31st March, 2022 stood at P74 million of which P57 million related to development project funds.

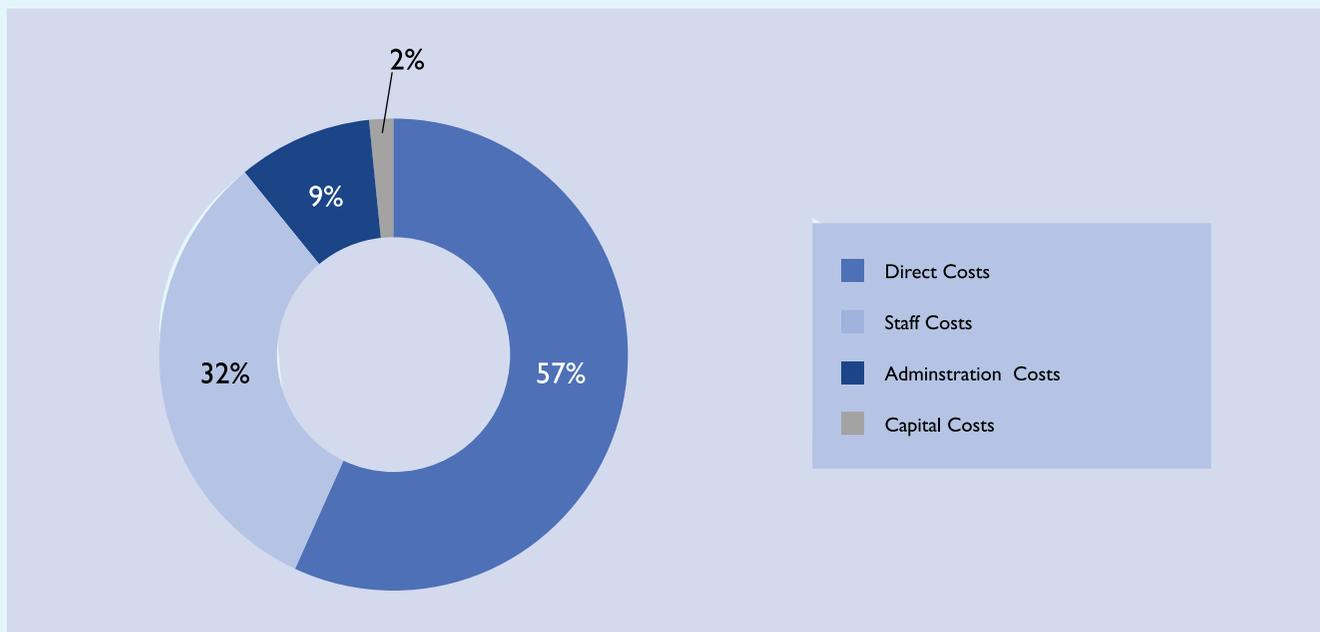


Figure 5 : Key financial highlights

Examination Venues

The Botswana Examinations Council, as per direction of the Ministry of Education and Skills Development utilises public schools as marking venues for the final examinations as a cost cutting initiative. The BEC has been helping with the maintenance of the schools that are used for the marking exercise to make the work environment safe and suitable for the examiners and to maintain the safety, confidentiality and integrity of the examination materials. The maintenance costs are too high to bear, given the inadequate subvention that the Council receives each year. This situation is further exacerbated by the unabated rate of vandalism of the facilities in the schools and the reluctance of the Ministry to reimburse costs.

Transporting Examination Materials

The Botswana Examinations Council transports examination materials to and from all the schools around the expanse of the country annually. This comes at a very high cost in terms of vehicle maintenance, fuel and lubricants. With the incessant fuel price increases, the costs of transporting materials around the country became particularly high during the year under review.

Procurement

BEC is excited to implement the new Public Procurement Act of No. 2 of 2021. Among the recognised improvement of the Act is the reduction in the bureaucratic decision of going through many approval structures. The new Act assists in expediting the approval process and cutting on the red tape. The Act also recognises the need to have qualified and knowledgeable procurement professionals actively involved in the running of the day-to-day procurement process. The challenge, however, is the budgetary constraints in sourcing the required qualified personnel, more so that this development came about in the middle of the year following a reduced budget allocation.

Procurement at BEC remains heavily aligned to the PP Act and all other guiding public procurement documents 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 continued to operate an automated procurement system, which was recently upgraded to enable users to log-on at areas outside of BEC premises, thus enabling remote access. It is pleasing to note that ninety percent (90%) of BEC tenders were awarded to local companies, with Economic Diversification Drive (EDD) and Local Procurement Scheme applied in all tenders during the year ended 31st March, 2022.

The debriefing process was conducted for all tenders and as a result, BEC has proudly eliminated procurement related queries. However, BEC continued to experience challenges where 100% citizen owned companies want to sneak in foreign companies in tenders that fall within their reserved area. These companies delay BEC procurement processes through their queries, which would eventually be deemed of no substance. Regrettably, some engage the court process which mostly results in unfortunate delays.

'During the year under review BEC experienced 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. In most cases, these exorbitant prices are without any meaningful value addition by citizens.

METRIC NAME	2018	2019	2020	2021	2022
Subvention	252,521,563	260,520,104	277,887,575	277,886,887	267,175,685
Internally Generated Income	15,596,191	16,182,192	18,766,569	15,609,925	23,628,689
Direct Costs	137,809,220	139,754,295	139,028,976	137,417,793	182,118,002
Admin Costs	142,534,067	139,778,923	149,519,744	151,682,380	136,971,685
Surplus (Deficit)	(3,447,951)	7,237,926	(28,249,756)	11,899,919	(17,751,015)



METRIC	REPORT YEAR 2022	PREVIOUS YEAR 2021	%CHANGE	1 YEAR TREND
Subvention	267,175,685	277,866,887	↓ -4%	
Internally Generated Income	23,628,689	15,609,925	↑ 51%	
Direct Costs	182,118,002	137,417,793	↑ 33%	
Admin Costs	136,971,685	151,682,380	↓ -10%	
Surplus (Deficit)	-17,751,015	11,899,919	↓ -249%	

Table 21 BEC Key financial trend for the past 5 years

OUTLOOK

The last half of 2021/22 ignited hopes that normal operations of the Botswana Examinations Council (BEC) would be restored. The SoPE was lifted and the year ended with BEC Transformation activities in full swing. As the Council enters the year 2022/23, it carried with it the momentum from the last quarter of 2021/22 where consultation with the recognised Staff Union on the restructuring exercise had started. The Council starts the year resolute that by end of the year, the BEC would have migrated to a new structure. All energies shall be channelled to the restructuring exercise.

During the year 2021/22, the Government introduced the Reset Agenda which came with five areas of focus. One of the areas is digitization. In support of the digitization priority the Council, collaborating with the parent Ministry developed the e-education strategy. Through the strategy, the Ministry of Education and Skills Development started improving internet bandwidth at schools, also teachers and learners were furnished with ICT gadgets such as tablets and laptops. The Council, taking advantage of what the Ministry is doing conceptualised the e-marking and e-authoring projects. The year 2022/23 shall see BEC authoring its examinations papers electronically and going on to mark some components electronically. The BEC is thus looking forward to digitized assessment system.

The Council shall continue to develop new income streams into 2022/23. A few were implemented in the past year and they contributed to improved sundry income for the BEC. Two of such income streams included charging a fee for certification services and sharing of sms proceeds with platform suppliers. One income stream that will be harnessed in 2022/23 is charging examination fees to private schools who take the PSLE and also charging all private candidates for examination fees, including the back-to-school candidates

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Independent Auditors Report	Pg 56
Statement of Profit or Loss and Other Comprehensive Income	Pg 60
Statement of Financial Position	Pg 61
Statement of Changes in Funds	Pg 62
Statement of Cash Flows	Pg 63
Significant Accounting Policies	Pg 63
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Detailed Statement of Profit or Loss and Other Comprehensive Income	Pg 88

THE BOARD MEMBERS REPORT

For the year ended 31 March 2022

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 (retired 30 October 2020)
Professor Richard Tabulawa
Dr Godson Gatsha (retired 30 October 2020)
Ms Ivy Ramalohanye
Mrs Kelebogile Lecoge (appointed 31 October 2020)
Mr Onkagetse Pusoentsi (appointed 31 October 2020)



Barclays Bank of Botswana Limited



First Capital Bank Limited



African Banking
Corporation of Botswana
Limited



First National Bank of Botswana
Limited



Stanlib Investment
Management Services
(Proprietary) Limited



Stanbic Bank
Limited Botswana

REGISTERED OFFICE



Plot 54864
KT Motsete Road
Gaborone

AUDITORS



Plot 67977, Off Tlokweng Road
Fairgrounds Office Park
Gaborone

THE BOARD MEMBERS REPORT (Continued)

For the year ended 31 March 2022

Events after reporting period

The Board members are not aware of any material events which occurred after the reporting date and up to the date of issuing these financial statements.

Going Concern

BEC incurred a deficit of P15 625 224 for the year ended 31 March 2022 (2021: generated a surplus of P11 899 919) and its total liabilities exceeded its total assets by P65 203 396 (2021: P49 578 172).

The accumulated deficit of P65 203 396 is largely due to restructuring provisions recognised in the year 2020 amounting to P36.9 million for which funding is expected in the 2022/23 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. Another factor contributing to the deficit is the accrual for invigilation and coursework expenses amounting to P26 million which were subsequently settled in 2022/23 financial year.

BEC received P48.4 million in October 2021 to fund invigilation and coursework activities which were officially taken over from the Ministry in the reporting period. This was a separate funding from the P211 million subvention grant which was approved for and disbursed in the 2021/22 financial year.

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 2022/23 financial year amounts to P201 million. The government is committed to fully support the BEC in the 2022/23 administration of the examinations. Management believes that the approved subvention grant will be sufficient for the Organisation to discharge its examination mandate for the 2022 examinations cycle and expect the Ministry to fund invigilation and coursework separately as was the case in the prior year.

Subsequent to the reporting date the Organisation has already received P105.6 million i.e 50% of the 2022/23 subvention grant for its operations from the Ministry of Basic Education as per the approved budget. The Organisation also received an additional P23 million in funding from the Ministry to cover the shortfall in the invigilation and coursework budget. In the event the Organisation exceeds its forecasted expenditure during the year due to invigilation and coursework activities a special request can be made to the Ministry of Basic Education for additional funding.

While there are still traits of corona virus in the country there are no longer of high risk and at the date of finalisation of the financial statements its effects are being contained. The Council believes the administration and assessment of the 2022 examinations will be conducted as planned.

The Board 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 Ministry has pledged to support the operations of BEC for the next 12 months. The financial statements are therefore prepared based on accounting policies applicable to a going concern and 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.

BOARD'S RESPONSIBILITY STATEMENT

For the year ended 31 March 2022

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 2022 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 assessed 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 **27 September 2022** and signed on their behalf by:



Chairperson
Dr. Olefile Bethuel Molwane



Chief Executive Officer
Dr. Moreetsi Thobega



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Independent Auditor's Report

To the Members of Botswana Examinations Council

Opinion

We have audited the financial statements of Botswana Examination Council (the Council) set out on pages 9 to 40, which comprise the statement of financial position at 31 March 2022, and the statement of profit or loss and other comprehensive income, the statement of changes in funds and the statement of cash flows for the year then ended, the significant accounting policies and notes to the financial statements.

In our opinion, accompanying financial statements give a true and fair view of the financial position of Botswana Examinations Council as at 31 March 2022, 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 Council in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Botswana, and we have fulfilled our other ethical responsibilities in accordance with these requirements and 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 on these matters.



Existence and accuracy of expenses	
Refer to note 1 of the financial statements and the accounting policy note on Direct costs and administrative expenses	
Key audit matter	How the matter was addressed in our audit
<p>The Botswana Examinations Council (BEC) is solely responsible for administering national examinations in Botswana.</p> <p>Most of the BECs expenses are funded by the government through subvention grants.</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 P316,963,896.</p> <p>There is a risk that the expenses are not authorised in accordance with BEC's standard operating procedures.</p> <p>Due to the significant risks associated with expense recognition, the magnitude of the expense balance in the financial statements, the required approvals for operating expenses transactions and the volume of expense transactions resulting in significant work effort by the audit team, the recognition of operating expenses was considered a key audit matter.</p>	<p>Our procedures included:</p> <ul style="list-style-type: none"> • We evaluated internal controls over processing, reviewing, monitoring and authorisation of expenses to evaluate whether expenses are in terms of the procurement policy and approved by the appropriate authority levels. • We assessed whether expenses incurred are in terms of the procurement policy by inspecting the details of the supporting documentation relating to a sample of expenses selected for testing. Supporting documentation inspected included supplier invoices, contracts, evidence of appropriate authorisation and tender approval documents, where applicable. In addition, we agreed the details in the supporting documentation inspected to the details of the recorded expenses. For expenditure over the initial budget allocation, we inspected that the expenditure was approved in terms of the Council's policies. We performed a search for unrecorded liabilities by reviewing payments made on a sample basis subsequent to the reporting date to ensure that expenses were recorded in the correct reporting period. With the assistance of our information technology specialists, we used payroll and cash book records to perform data analytics procedures to identify exceptions, which included duplicated payments, employees with same banking details as suppliers, multiple payments to a beneficiary on a single day and beneficiaries with different bank account numbers. <p>We followed up on exceptions identified through inspecting relevant supporting documentation for a sample to confirm whether they were valid transactions.</p> <ul style="list-style-type: none"> • We evaluated the adequacy of the disclosures made in the financial statements in relation to the expenses.



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Other Information

The Board members are responsible for the other information. The other information comprises the Board members' report, the Board members' responsibility statement and the detailed statement of profit or loss and other comprehensive income, which we obtained prior to the date of this report, and the Annual Report, which is expected to be made available to us after that date but 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 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.

Responsibilities of the Board members for the financial statements

The Board members are responsible for the preparation of financial statements that give a true and fair view in accordance with International Financial Reporting Standards and in compliance with the requirements of the, and for such internal control as the Board 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 Board members are responsible for assessing the Council'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 Board members either intend to liquidate the Council 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:



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- 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 Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board members.
- Conclude on the appropriateness of the Board 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 Council'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 Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board 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 Board 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

KPMG Firm of Certified Auditors
Practicing member: Gosego Motsamai (CAP 035 2022)

28 September 2022
Gaborone

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 31 March 2022

IN PULA

	Note	2022	2021
Revenue			
Government subvention		267 175 684	277 886 877
Certification fees		186 890	157 397
Registration fees		23 224 343	15 271 497
Remarking fees		217 456	201 031
		290 804 373	293 516 802
Cost of revenue			
Direct costs		(182 118 002)	(137 417 793)
		108 686 371	156 099 009
Gross surplus			
Other Income		5 257 897	4 869 621
Administrative expenses		(134 845 893)	(151 682 380)
		(20 901 625)	(9 286 250)
Operating surplus /(deficit)	1		
Finance income	2	5 276 401	2 613 669
		(15 625 224)	(11 899 919)

STATEMENT OF FINANCIAL POSITION

For the year ended 31 March 2022

IN PULA

	Note	2021	2021
ASSETS			
Non-current assets			
Property and equipment	3	71 844 279	71 067 987
Intangible assets	4	4 629 615	6 751 590
		76 473 894	77 819 577
Current assets			
Inventories	5	1 061 812	1 180 343
Trade and other receivables	6	13 073 665	11 183 194
Cash and cash equivalents	7	74 013 565	99 445 085
		88 149 042	111 808 622
Total assets		164 622 936	189 628 199
FUNDS AND LIABILITIES			
Reserves			
Accumulated deficit		(65 203 396)	(49 578 172)
Non-current liabilities			
Capital grants	8	127 659 085	138 885 609
Restructuring Provision	10	-	39 000 000
		127 659 085	177 885 609
Current liabilities			
Trade and other payables	9	61 372 988	56 928 893
Restructuring Provision	7	36 874 209	-
Bank overdraft	10	-	39 000 000
Short term portion of capital grants	8	3 920 050	4 114 417
		102 167 247	61 288 035
Total Funds and liabilities		164 622 936	189 628 199

STATEMENT OF CHANGES IN FUNDS

For the year ended 31 March 2022

IN PULA

	Accumulated Deficit
Balance at 1 April 2020	(61 478 091)
Total surplus for the year	11 899 919
Balance at 31 March 2021	(49 578 172)
Total deficit for the year	(15 625 224)
Balance at 31 March 2021	(65 203 396)

STATEMENT OF CASH FLOWS

For the year ended 31 March 2021

in Pula

	Note	2021	2021
Cash flows generated from/(utilised in) operating activities	11	(25 600 251)	27 300 066
Investing activities			
Interest received	2	5 276 401	2 613 669
Purchase of property and equipment	3	(4 786 684)	(2 884 539)
Additions to intangible assets	4	(43 534)	(444 614)
Proceeds from disposal of property and equipment		-	475 049
Net cash flows from investing activities		446 183	(240 388)
Financing activities			
Capital grants received	8	-	47 900 000
Net movement in cash and cash equivalents		(25 154 068)	74 959 678
Cash and cash equivalents at beginning of year		99 167 633	24 207 955
Cash and cash equivalents at end of year	7	74 013 565	99 167 584

SIGNIFICANT ACCOUNTING POLICIES

For the year ended 31 March 2022

Statement of compliance

Botswana Examinations Council (“BEC”) was established under the Botswana Examinations Council Act (No. 11 of 2002) to conduct school and any other examinations for the Ministry of Education and Skills Development 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 _____.

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 2022

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

SIGNIFICANT ACCOUNTING POLICIES

For the year ended 31 March 2022

Intangible assets (Continued)

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 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.

Default

For purposes of internal credit risk management, the Council consider that a default event has occurred if there is either a breach of financial covenants by the counterparty or if internal or external information indicates that the counterparty is unlikely to pay its creditors in full.

SIGNIFICANT ACCOUNTING POLICIES (Continued)

For the year ended 31 March 2022

Write off policy

Procedurally past due receivables are first subjected to internal collection procedures including the Council legal office for collection. Once all avenues have been exhausted management recommends the receivables for write off to Finance Audit and Risk Committee and the Board.

Receivables are written off when there is information indicating that the counterparty will not meet its obligation and there is no realistic prospect of recovery. Any recoveries made subsequent to write-offs are 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 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

SIGNIFICANT ACCOUNTING POLICIES (Continued)

For the year ended 31 March 2022

Employee benefits (Continued)

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.

Examinations Registration and 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.

SIGNIFICANT ACCOUNTING POLICIES (Continued)

For the year ended 31 March 2022

Prepayments

Prepayments 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 are classified as receivables.

Related Party Transactions

Related parties are defined as those parties directly or indirectly through controls is controlled by or is under common control with has an interest in the entity that gives it significant influence over the reporting entity; and Key management personnel of the Council having authority and responsibility for planning directing and controlling the activities of the Council directly or indirectly including any directors of the Council.

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.

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.

SIGNIFICANT ACCOUNTING POLICIES (Continued)

For the year ended 31 March 2022

Financial Assets (Continued)

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 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.

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

SIGNIFICANT ACCOUNTING POLICIES (Continued)

For the year ended 31 March 2022

Financial Assets (Continued)

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.

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 pretax 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

SIGNIFICANT ACCOUNTING POLICIES (Continued)

For the year ended 31 March 2022

Direct Costs and administrative expenses (Continued)

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 organisation. 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 stationery.

Standards and interpretations which became effective during the year

In the current year the company has adopted the following standards and interpretations that are effective for the current financial year and that are relevant to its operations:

Standard/Interpretation		Effective Date	Expected Impact
Amendments to IFRS 4	Interest Rate Benchmark Reform - Phase 2	01-Jan-21	The impact of the amendments is not material.
Amendments to IFRS 7	Interest Rate Benchmark Reform - Phase 2	01-Jan-21	The impact of the amendments is not material.
Amendments to IFRS 9	Interest Rate Benchmark Reform - Phase 2	01-Jan-21	The impact of the amendments is not material.
Amendments to IFRS 16	Interest Rate Benchmark Reform - Phase 2	01-Jan-21	The impact of the amendments is not material.
Amendments to IFRS 39	Interest Rate Benchmark Reform - Phase 2	01-Jan-21	The impact of the amendments is not material.
Amendments to IFRS 16	COVID-19 -Related Rent Concessions	01-Jan-20	The impact of the amendment is not material.

New standards and interpretations not yet effective

The company has chosen not to early adopt the following standards and interpretations which have been published and are mandatory for the company's accounting periods beginning on or after 01 April 2022 or later periods:

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

If a parent loses control of a subsidiary which does not contain a business as a result of a transaction with an associate or joint venture, then the gain or loss on the loss of control is recognised in the parents' profit or loss only to the extent of the unrelated investors' interest in the associate or joint venture. The remaining gain or loss is eliminated against the carrying amount of the investment in the associate or joint venture. The same treatment is followed for the measurement

SIGNIFICANT ACCOUNTING POLICIES (Continued)

For the year ended 31 March 2022

New Standards and interpretation not yet effective (Continued)

to fair value of any remaining investment which is itself an associate or joint venture. If the remaining investment is accounted for in terms of IFRS 9 then the measurement to fair value of that interest is recognised in full in the parents' profit or loss.

The effective date of the amendment is to be determined by the IASB. [REDACTED]

have a material impact on the company's financial [REDACTED]

Deferred tax related to assets and liabilities arising from a single transaction - Amendments to IAS

The amendment adds an additional requirement for transactions which will not give rise to the recognition of a deferred tax asset or liability on initial recognition. Previously deferred tax would not be recognised on the initial recognition of an asset or liability in a transaction which is not a business combination and at the time of the transaction affects neither accounting profit or loss. The additional requirement provides that the transaction at the time of the transaction must not give rise to equal taxable and deductible temporary differences.

The amendment is effective for years beginning on or after 01 January 2023. [REDACTED]

will have a material impact on the company's financial statements.

Disclosure of accounting policies: Amendments to IAS 1 and IFRS Practice Statement 2.

IAS 1 was amended to require that only material accounting policy information shall be disclosed in the financial statements. The amendment will not result in changes to measurement or recognition of financial statement items, but management will undergo a review of accounting policies to ensure that only material accounting policy information is disclosed.

The amendment is effective for years beginning on or after 01 January 2023. [REDACTED] **will have a material impact on the company's financial statements.**

Definition of accounting estimates: Amendments to IAS 8

The definition of accounting estimates was amended so that accounting estimates are now defined as "monetary amounts in financial statements that are subject to measurement uncertainty."

The amendment is effective for years beginning on or after 01 January 2023. [REDACTED]

will have a material impact on the company's financial statements.

IFRS 17 Insurance Contracts

The IFRS establishes the principles for the recognition measurement presentation and disclosure of insurance contracts issued.

The standard is effective for years beginning on or after 01 January 2023. **The impact of this standard is [REDACTED]**

Annual Improvement to IFRS Standards 2018-2020: Amendments to IFRS 1

A subsidiary that uses the cumulative translation differences exemption may elect in its financial statements to measure cumulative translation differences for all foreign operations at the carrying amount that would be included in the parent's consolidated financial statements based on the parent's date of transition to IFRS if no adjustments were made for consolidation procedures and for the effects of the business combination in which the parent acquired the subsidiary.

The amendment is effective for years beginning on or after 01 January 2022. [REDACTED]

amendment will have a material impact on the company's financial statements.

SIGNIFICANT ACCOUNTING POLICIES (Continued)

For the year ended 31 March 2022

New Standards and interpretation not yet effective (Continued)

Reference to the Conceptual Framework: Amendments to IFRS 3 The amendment makes reference to the Conceptual Framework for Financial Reporting issued in 2018 rather than to the IASC's Framework for the Preparation and Presentation of Financial Statements. The amendment specifically points to the treatment of liabilities and contingent liabilities acquired as part of a business combination and which are in the scope of IAS 37 Provisions Contingent Liabilities and Contingent Assets or IFRIC 21 Levies. It clarifies that the requirements of IAS 37 or IFRIC 21 should be applied to provisions

contingent liabilities or levies to determine if a present obligation exists at the Acquisition date. The amendment further clarifies that contingent assets of acquirees share not be recognised as part of the business combination.

The amendment is effective for years beginning on or after 01 January 2022.
have a material impact on the company's financial statements.

Annual Improvement to IFRS Standards 2018-2020: Amendments to IFRS 9

The amendment concerns fees in the '10 per cent' test for derecognition of financial liabilities. Accordingly in determining the relevant fees only fees paid or received between the borrower and the lender are to be included.

The amendment is effective for years beginning on or after 01 January 2022.
have a material impact on the company's financial statements.

Onerous Contracts - Cost of Fulfilling a Contract: Amendments to IAS 37

The amendment defined the costs that are included in the cost of fulfilling a contract when determining the amount recognised as an onerous contract. It specifies that the cost of fulfilling a contract comprises the costs that relate directly to the contract. These are both the incremental costs of fulfilling the contract as well as an allocation of other costs that relate directly to fulfilling contracts (for example depreciation allocation).

The amendment is effective for years beginning on or after 01 January 2022.
have a material impact on the company's financial statements.

NOTES TO FINANCIAL STATEMENTS

For the year ended 31 March 2022

IN PULA

1	Operating Surplus/(deficit)	2022	2021
	The operating surplus/(deficit) is stated after taking into account the following:		
	<i>Income</i>		
	Unwinding of Government grants		
	Capital grants (included in Other income)	3 920 050	4 114 717
	Income grants (included in Revenue) (Note 8)	7 500 843	4 327 889
	Income grants (included in Revenue) (Note 8)	754 255	<u>-</u>
	<i>Expenses</i>		
	Auditors' remuneration - Current year	306 691	265 200
	Amortisation of intangible assets (Note 4)	2 165 509	2 232 692
	Consultancy fees	247 062	121 414
	Legal Fees	151 350	-
	Travel and subsistence allowances	5 167 776	5 862 806
	Depreciation (Note 3)	4 010 391	2 703 63
	Exchange loss	-	1 140 045
	Salaries and allowances	102 717 817	110 645 836
	Gratuity (Note 9.1)	3 911 674	8 776 262
	Leave pay (Note 9.1)	2 242 033	4 453 315
	Pension costs – defined contribution plan	7 490 185	7 716 977
	Profit on disposal of motor vehicles	-	283 596
	Allowance for bad debts	-	8 564 096
	Restructuring provision reversal	(2 125 791)	<u>-</u>
	Number of employees	203	<u>205</u>
	2 Finance income		
	Interest received - bank	5 276 401	<u>2 613 669</u>

NOTES TO FINANCIAL STATEMENTS (Continued)

For the year ended 31 March 2022

IN PULA

3 Property and equipment

	Land and buildings	Motor vehicles	Computer Equipment	Office Equipment	Furniture and Fittings	Total
Cost						
Balance at 1 April 2020	86 163 220	6 334 277	19 059 258	10 751 373	8 113 684	130 421 812
Additions	-	2 136 589	465 310	37 985	244 608	2 884 492
Disposal	-	(1 916 536)	(9 296)	-	-	(1 925 832)
Balance at 31 March 2021	86 163 220	6 554 330	19 515 272	10 789 358	8 358 292	131 380 472
Additions		1 066 868	3 605 381	114 435	-	4 786 684
Balance at 31 March 2022	86 163 220	7 621 195	23 120 726	10 903 796	8 358 292	136 167 227
Accumulated depreciation						
Balance at 1 April 2020	(17 945 141)	(5 669 350)	(18 413 425)	(10 504 791)	(6 799 230)	(59 331 937)
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
Balance at 31 March 2021	(19 668 409)	(3 977 763)	(18 760 238)	(10 638 618)	(7 267 530)	(60 312 558)
Charge for the year	(1 723 264)	(868 427)	(896 052)	(77 783)	(444 865)	(4 010 391)
Balance at 31 March 2022	(21 391 673)	(4 846 190)	(19 656 290)	(10 716 401)	(7 712 395)	(64 322 949)
Carrying value at 31 March 2021	64 771 547	2 775 005	3 464 436	187 395	645 896	71 844 279
Carrying value at 31 March 2020	66 494 815	2 576 262	755 034	150 639	1 090 937	71 067 987

3. Property and equipment (continued)

Land and buildings comprise 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 2 nd 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 Maruping Real Estate Services (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 03 August 2022. The valuer provides the fair value of the entity's land and buildings at least every five 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 P136 million (2021: P122 million). The gross replacement value was determined at P178.7 million (2021: P132 million).

The fair value of the land and buildings was determined in August 2022 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

For the year ended 31 March 2022

IN PULA

4 Intangible assets

	BEC Software	BEC Website	BNEPS Licence Fee	BNEPS Programmes	Total
Cost					
Balance at 1 April 2020	3 943 282	380 226	2 355 300	23 429 361	30 108 169
Additions	444 614	-	-	-	444 614
Balance at 31 March 2021	4 387 896	380 226	2 355 300	23 429 361	30 552 783
Additions	43 534	-	-	-	43 534
Balance at 31 March 2022	4 431 430	380 226	2 355 300	23 429 361	30 596 317
Accumulated Depreciation					
Balance at 1 April 2020	(3 755 735)	(380 226)	(2 355 300)	(15 077 240)	(21 568 501)
Charge for the year	(90 934)	-	-	(2 141 758)	(2 232 692)
Balance at 31 March 2021	(3 846 669)	(380 226)	(2 355 300)	(17 218 998)	(23 801 193)
Charge for the year	(23 751)	-	-	(2 141 758)	(2 165 509)
Balance at 31 March 2022	(3 870 420)	(380 226)	(2 355 300)	(19 360 756)	(25 966 702)
Carrying amounts at 31 March 2022	561 010	-	-	4 068 605	4 629 615
Carrying amounts at 31 March 2020	541 227	-	-	6 210 363	6 751 590

The remaining amortisation period of intangible assets is 2 years for BNEPS programmes and BEC software ranges from 1-3 years.

4. Intangible assets (continued)

Intangible assets relate 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 2022

IN PULA

	2022	2021
5 Inventories		
Consumable stocks - at cost	1 061 812	1 180 343

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

6 Trade and other receivables		
Trade receivables	11 461 448	18 580 546
Expected credit losses	-	(8 564 096)
Net trade receivables	11 461 448	10 016 450
Prepayments	1 612 217	1 166 744
	13 073 665	11 183 194

Management has assessed the expected credit losses and default risk to be zero.

	2022	2021
7 Cash and cash equivalents		
Cash at bank	35 762 648	4 927 254
Short term deposits	38 249 887	94 517 584
Cash on hand	1 030	247
	74 013 565	99 445 085
Bank overdraft	-	(277 452)
	74 013 565	99 167 633

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:

	2022	2021
Cash at bank net of bank overdraft	35 762 648	4 649 802
Short term deposits	38 249 887	94 517 584
Cash on hand	1 030	247
	74 013 565	99 167 633

NOTES TO FINANCIAL STATEMENTS

For the year ended 31 March 2022

IN PULA

	2022	2021
8 Capital Grants		
Government grants for intangible assets		
Balance at beginning of year	77 363 010	35 986 783
Capital grants received during the year	-	47 900 000
Unwinding of capital grants	(2 195 884)	(2 195 883)
Expenses incurred during the year*	(7 500 842)	(4 327 889)
Balance at end of year	67 666 284	77 363 010

*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	65 637 017	67 555 550
Unwinding of capital grants	(1 724 166)	(1 918 534)
Balance at end of year	63 912 851	65 637 016
Total grants at end of year	131 579 135	143 000 026

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

	3 920 050	4 114 417
Short term portion	127 659 085	138 885 609
Long term portion	131 579 135	143 000 026

9 Trade and other payables

Trade payables	2 019 246	27 940 363
Accrued expenses	34 513 162	3 918 286
Other payables	2 407 310	2 008 302
Payroll related accruals and Provisions (Note 9.1)	20 617 174	22 777 745
Legal and litigation fees provision (Note 9.2)	53 379	-
Deferred revenue	1 762 717	284 197
	56 928 893	56 928 893

NOTES TO FINANCIAL STATEMENTS (Continued)

For the year ended 31 March 2022

IN PULA

9.1 Payroll related accruals

	Gratuity	Legal Fees and Litigation	Leave	Total
Balance at 01 April 2020	9 042 933	423 807	12 785 046	22 251 786
Additional provisions 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)
Balance at 31 March 2021	7 297 991	2 500	15 477 252	22 777 743
Additional accrual during the year	3 911 674	-	2 242 033	6 153 707
Payments during the year	(6 214 404)	-	((2 097 372)	(8 311 776)
Balance at 31 March 2022	4 995 261	-	15 621 913	20 617 174

9.2 Legal and litigation fees provision

Balance at 31 March 2021	2 500
Additional provisions during the year	50 879
Balance at 31 March 2022	53 379

The Council is involved in several legal disputes with employees and companies at the reporting date. The potential loss cannot be reliably determined. The Council is defending these claims and is of the view that no claims will materialise. The provision of P53 379 is for invoices which were outstanding at year end.

10 Restructuring provision

	2022	2021
Balance at 1 April	39 000 000	39 000 000
Charge for the year	(2 125 791)	39 000 000
Balance at 31 March	36 874 209	39 000 000

Disclosed as follows on the Statement of financial position:

Current portion	36 874 209	-
Non-current portion	-	39 000 000
	36 874 209	39 000 000

During the financial year ended 31 March 2020, the Council committed to a transformation project which was likely to lead to retrenchments, as such an obligation was raised as a result of section 25 letters issued to employees. However, due to impact of COVID-19, the restructuring exercise did not progress as was planned because of the restrictions of the SOE. During the year under review, BEC made headway with the transformation and a number of milestones have been achieved including agreements with the Union. To that end, the provision has been reviewed in light of developments that occurred, and Management has determined that the likely cost associated with the restructuring is P36.9 million compared to P39 million in the prior year. Government had approved P39 million to cater for the restructuring exercise, which is planned to take effect during the 2022/23 Financial year.

NOTES TO FINANCIAL STATEMENTS

For the year ended 31 March 2022

IN PULA

	2022	2021
11 Cash flows generated from operating activities		
Operating surplus /(deficit)	(20 901 625)	9 286 250
<i>Adjustment for:</i>		
Depreciation (Note 3)	4 010 391	2 703 630
Amortisation of intangible assets (Note 4)	2 165 509	2 232 692
Allowance for expected credit losses	-	8 564 096
Unwinding of capital grants (Note 8)	(11 420 892)	(8 442 306)
Profit on disposal of property and equipment	-	(272 300)
<i>Changes in working capital:</i>		
Movement in inventories	118 531	(84 635)
Movement in trade and other receivables	(1 890 471)	(10 575 604)
Movement in trade and other payables	4 444 096	23 888 243
Restructuring provision reversal	(2 125 791)	-
	(25 600 251)	27 300 066

12 Related parties**(a) Relationships****Related Party**

Government of Botswana
 Ministry of Education and Skills Development (MESD)
 Board Members
 Executive management

Relationship

Shareholder
 Parent Ministry (representing Shareholder)
 Key Management
 Key Management

(b) Transactions and balances with related parties

Related party transactions consist of amounts due from entities under common ownership or control of directors and shareholders. Related party transactions are conducted on mutually agreed terms and conditions in the normal course of business.

(i) Ministry of Education and Skills Development (MESD)

Income/(expense) transactions with MESD The Government subvention and capital grants are based on budgets approved by the Council and submitted to the MESD.

Transactions and account balances with the Government of Botswana through MESD and government related entities are disclosed below:

NOTES TO FINANCIAL STATEMENTS (Continued)

For the year ended 31 March 2022

IN PULA

	2022	2021
Additional provisions during the year Government subvention revenue		
- Current year receipts	259 674 842	273 558 988
- Unwinding of grants received in prior years	7 500 843	4 327 889
	267 175 685	277 886 877
Capital grants received during the year	-	47 900 000
Receivable due from MESD		
Ministry of Education and Skills Development- BTS invoices	11 133 515	9 659 468

These balances are interest free unsecured and without any fixed repayment terms.

(ii) Key Management

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

	2022	2021
Management - basic salary	3 260 116	4 291 149
Management - allowances	2 263 121	2 724 860
Management - gratuity and leave pay	6 654 334	4 489 722
Management – total	12 177 571	11 505 731
Sitting allowances – Board Members	480 284	261 723
	12 657 855	11 767 454

Related party transactions were conducted on mutually agreed terms and conditions.

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.

NOTES TO FINANCIAL STATEMENTS

For the year ended 31 March 2022

IN PULA

13 Fair Values (continued)

	Total	Financial assets/ liabilities at amortised cost	Other assets and liabilities
2022			
Assets			
Trade and other receivables	13 073 665	11 461 448	1 612 217
Cash and cash equivalents	74 013 565	74 012 535	1 030
	<u>87 087 230</u>	<u>85 473 983</u>	<u>1 613 247</u>
Liabilities			
Trade and other payables	61 372 988	38 939 718	22 433 270
	<u>61 372 988</u>	<u>38 939 718</u>	<u>22 433 270</u>

Trade and other receivables in the balance sheet include prepayments which are not financial assets and hence excluded from the tables above

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

NOTES TO FINANCIAL STATEMENTS (Continued)

For the year ended 31 March 2022

IN PULA

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.

Interest rate risk

Fluctuations in interest rates impact on the value of short-term cash investments giving rise to price risk. Other than ensuring optimum money market rates for deposits the entity does not make use of financial instruments to manage this risk. Due to the short-term nature of the entity's fixed interest investments the risk is not significant.

Financial instruments that are sensitive to interest rate risk are summarised as follows:

	2022	2021
Fixed deposits	38 249 887	94 517 584
Call accounts	25 788 553	4 772 315
Bank overdraft	-	(277 452)
	<u>64 038 440</u>	<u>99 012 447</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%

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:

Fixed deposits	191 249	472 588
Call accounts	128 943	23 862
Bank overdraft	-	(1 387)
Net increase in operating in surplus/decrease in deficit	<u>320 192</u>	<u>495 063</u>

NOTES TO FINANCIAL STATEMENTS

For the year ended 31 March 2022

IN PULA

14 Financial instruments (continued)

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.

	2021	2021
Trade receivables	11 461 448	10 016 450
Bank balances	74 012 535	99 444 838
	85 473 983	109 461 288

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

	Total	Past Due over 90 days
2022		
Trade receivables	11 461 448	11 461 448
2021		
Trade receivables	10 016 450	10 016 450

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 markets 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.

NOTES TO FINANCIAL STATEMENTS (Continued)

For the year ended 31 March 2022

IN PULA

14. Financial Instruments (continued)

Liquidity risk (continued)

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

2022	Carrying amount	Contractual cash flows	Within 1 year
Trade payables	2 019 246	2 019 246	2 019 246
Other payables	36 920 473	36 920 473	36 920 473
	38 939 719	38 939 719	38 939 719
2021	Carrying amount	Contractual cash flows	Within 1 year
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
	34 144 403	34 144 403	34 144 403

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 (ZAR) and Great British Pound Sterling (GBP).

2022	ZAR	GBP	Pula Equivalent
Bank balances	-	9 250	138 374
Trade and other payables	(45 000)	-	(36 831)
	(45 000)	9 250	101 543
2021		GBP	Pula Equivalent
Bank balances		4 250	140 325
Trade and other payables		(1 661 831)	(25 188 910)
		(1 657 581)	(25 048 385)

An exchange rate of 1 GBP/14.9586BWP (2021:1 GBP/15.17BWP) and 1 ZAR1.2218BWP (2021:Nil) were used for the conversion of foreign denominated balances at the reporting date. There was no South African 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:

NOTES TO FINANCIAL STATEMENTS

For the year ended 31 March 2022

IN PULA

14. Financial Instruments (continued)

Currency risk (continued)

	2022	2021
ZAR	5 498	-
GBP	13 837	2 417 632
Net increase in operating surplus/deficit	<u>19 335</u>	<u>2 417 632</u>

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 948 952 and committed funds at the reporting date amounted to P 3 051 048.

The total approved budget for BEAM is P9 954 000. Total accumulated project expenditure as at the reporting date was P7 181 299 and committed funds at the reporting date amounted to P 2 772 701.

The total approved budget for BEC Transformation Project is P57 900 000. Total accumulated project expenditure as at the reporting date was P10 102 630 and committed funds at the reporting date amounted to P 47 797 370.

The Pathways project which is a sub-project within the BEC Transformation Project had total accumulated project expenditure as at the reporting date of P6 367 616 and committed funds at the reporting date amounted to P 3 632 384.

Events after reporting period

The Board members are not aware of any material events which occurred after the reporting date and up to the date of issuing these financial statements.

Going Concern

BEC incurred a deficit of P15 625 224 for the year ended 31 March 2022 (2021: generated a surplus of P11 899 919) and its total liabilities exceeded its total assets by P65 203 396 (2021: P49 578 172).

The accumulated deficit of P65 203 396 is largely due to restructuring provisions recognised in the year 2020 amounting to P36.9 million for which funding is expected in the 2022/23 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. Another factor contributing to the deficit is the accrual for invigilation and coursework expenses amounting to P26 million which were subsequently settled in 2022/23 financial year.

BEC received P48.4 million in October 2021 to fund invigilation and coursework activities which were officially taken over from the Ministry in the reporting period. This was a separate funding from the P211 million subvention grant which was approved for and disbursed in the 2021/22 financial year.

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 2022/23 financial year amounts to P201 million. The government is committed to fully support the BEC in the 2022/23 administration of the examinations. Management believes that the approved subvention grant will be sufficient for the Organisation to discharge its examination mandate for the 2022 examinations cycle and expect the Ministry to fund invigilation and coursework separately as was the case in the prior year.

NOTES TO FINANCIAL STATEMENTS (Continued)

For the year ended 31 March 2022

IN PULA**14. Going Concern (continued)**

Subsequent to the reporting date the Organisation has already received P105.6 million i.e 50% of the 2022/23 subvention grant for its operations from the Ministry of Basic Education as per the approved budget. The Organisation also received an additional P23 million in funding from the Ministry to cover the shortfall in the invigilation and coursework budget. In the event the Organisation exceeds its forecasted expenditure during the year due to invigilation and coursework activities a special request can be made to the Ministry of Basic Education for additional funding

While there are still traits of corona virus in the country there are no longer of high risk and at the date of finalisation of the financial statements its effects are being contained. The Council believes the administration and assessment of the 2022 examinations will be conducted as planned.

The Board 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 Ministry has pledged to support the operations of BEC for the next 12 months. The financial statements are therefore prepared based on accounting policies applicable to a going concern and 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.

DETAILED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 31 March 2022

IN PULA

	NOTE	2022	2021
Revenue	1	290 804 373	293 516 802
Cost of revenue			
Direct costs	2	(182 118 002)	(137 417 793)
Gross surplus		108 686 371	156 099 009
Other income	3	5 257 897	4 869 621
Administrative expenses			
Advertising, marketing and publicity		(1 098 778)	(756 231)
Association of Educational Assessment in Africa expenses		-	(1 794)
Amortisation of intangible assets		(2 165 509)	(2 232 692)
Auditors' remuneration		(306 691)	(265 200)
Bad debt allowance		(58 187)	(8 564 096)
Bank charges		(318 692)	(219 414)
Consultancy fees		(247 062)	(121 414)
Depreciation		(4 010 392)	(2 703 630)
Electricity and water		(2 003 422)	(1 722 432)
Excellence awards		(326 114)	(545 070)
General expenses		(851 698)	(1 650 800)
Hotel and accommodation		(355 856)	(520 907)
Insurance		(1 016 519)	(1 239 189)
Legal fees		(151 350)	303 252
Licenses and subscriptions		(3 665 783)	(1 616 527)
Meals and entertainment expenses		(71 937)	(86 689)
Miscellaneous		(7 618 263)	(4 327 892)
Motor vehicle expenses		(483 450)	(202 674)
Office cleaning and supplies		(408 793)	(518 552)
Printing and stationery		(2 504 838)	(2 804 668)
Recruitment costs		-	(27 389)
Repairs and maintenance		(3 231 725)	(5 151 329)
Salaries	4	(102 717 817)	(110 645 836)
Security		(787 729)	(1 060 153)
Sitting allowance		(480 284)	(261 722)
Staff welfare		(130 670)	(121 162)
Telephone, courier, freight and postage		(887 196)	(554 768)
Trends in International Mathematics and Science Study expenses		(16 854)	(64 720)
Training expenses		(158 909)	(274 434)
Foreign exchange loss		-	(1 140 045)
Travel and subsistence allowances		(897 169)	(2 584 203)
		(151 682 380)	(151 682 380)
Restructuring costs		2 125 791	-
		(134 845 893)	(151 682 380)
Operating surplus/(deficit)		(20 901 625)	9 286 250

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

NOTES TO FINANCIAL STATEMENTS (Continued)

For the year ended 31 March 2022

IN PULA

	2022	2021
1 Revenue		
Government subvention	267 175 684	277 886 877
Certification fees	186 890	157 397
Registration fees	23 224 343	15 271 497
Remarking fees	217 456	201 031
	290 804 373	293 516 802
2 Direct costs		
Examiners' meals	206 880	1 254 679
External examinations fees	27 186 127	25 233 433
Grading and grade review	589 956	730 800
Invigilation fees	44 972 295	29 592 577
Coursework Fees	29 474 496	-
Marking fees	53 367 868	51 948 942
Moderation fees	1 282 105	2 330 063
Other examination administration	2 250 924	4 427 661
Printing costs	11 433 969	10 829 539
Setting fees	289 794	292 403
Travel and subsistence allowances	6 044 766	5 862 806
Venue hire costs	5 018 821	4 770 744
	182 118 002	137 417 793
3 Other income		
Unwinding of capital grants	3 920 050	4 114 417
Exchange loss	754 255	63 680
Sale of tender documents	29 790	9 700
Profit on disposal of property, plant and equipment	-	283 596
Sundry income	553 802	398 227
	5 257 897	4 869 621
4 Salaries		
Acting allowances	1 849 227	1 462 195
Management salary, allowances, gratuity and leave pay	12 177 571	10 261 788
Salaries	81 200 835	91 232 266
	95 227 633	102 956 249
	7 490 185	7 716 977
	102 717 817	110 673 225

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