



BOTSWANA
EXAMINATIONS
COUNCIL

2024/25 **ANNUAL REPORT**



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*Advancing learning,
certifying your future*



THE HISTORY OF PUBLIC EXAMINATIONS IN BOTSWANA

1960's

1960

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

1961

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

1961-1966

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

1970's

1970

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

1975

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

1977

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

1978/1979

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



THE HISTORY OF PUBLIC EXAMINATIONS IN BOTSWANA

1980's

1980

- Examinations conducted by 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 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).
- The Revised National Policy on Education (RNPE) recommended the establishment of a semi-autonomous examinations body.

1998

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

1999

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



THE HISTORY OF PUBLIC EXAMINATIONS IN BOTSWANA

2000's

2002

- Parliament approved the Botswana Examinations Council Act.

2005

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

2007

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

2009

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

2012

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

2013

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

2000's

2017

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

2019

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

2023

- BEC undergoes a transformation in a bid to become a High Performance Organisation (HPO). BEC takes up expanded mandate of Assessment to include Early Childhood and Technical and Vocational Education and Training (TVET).

ABOUT

BOTSWANA EXAMINATIONS COUNCIL



BEC VALUES



EXCELLENCE

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



INTEGRITY

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



TRANSPARENCY

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



PEOPLE FOCUS

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

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

OUR VISION

To be a provider of accessible and globally competitive qualifications.

OUR MISSION

To provide a credible and responsive assessment and examination system.

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 assessment 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.



Dr. Olefile Bethuel Molwane
● Board Chairperson

Ms. Masego Izoh Mokubung
● Deputy Board Chairperson

Ms. Ivy Ramalohanye
● Board Member

Mr. Onkagetse Pusoentsi
● Board Member
(Resigned 31st March 2025)



Mr. David Ratsatsi
● Board Member

Ms. Thato Lesejane
● Board Member
(Joined 01st November 2024)

Ms. Kelebogile Lecoge
● Board Member

Dr. Moreetsi Thobega
● Chief Executive Officer
(Ex Officio)

BOARD MEMBERS



Dr. Moreetsi Thobega
• Chief Executive Officer



Ms. Lorato Charity Morapedi
• Deputy CEO,
Support Services



Dr. Bathsheba B. Mbongwe
• Deputy CEO,
Examinations and Assessment



Mr. Motsile Sibanda

• Director,
Human Capital

Mr. Letso Dibeela

• Director,
Assessment
Design

Mr. Wabo Bungile

• Director, Finance

Ms. Annah Lewanika

• Director, Assessment
Administration

EXECUTIVE MANAGEMENT



Ms. Ludo Sefako
• Head, Corporate Strategy



Ms. Keramile Masire
• Head, Internal Audit



Mr. Mothusi Ntau
• Head, Compliance and Risk Management



Mr. Ratio Balositse

• Head, Corporate IT

Ms. Rorisang Modise

• Head, Legal Services

Ms. Fingile Makgalemele

• Head, Corporate Communications

HEADS OF SUPPORT DEPARTMENTS



At the close of the year 2023/2024, a positive outlook was forecast for the BEC. The forecast aspired to a fully developed five-year strategy 2024-29. The strategy would be designed in such a way as to be responsive to the dynamics of the external environment. Elements of the external environment that were poised to influence the BEC strategy included 1) the outcome of the general elections that were forthcoming, 2) the shape and form of the resultant National Development Plan 12 that was due to be finalized immediately after elections, and 3) the strategic posture of the parent Ministry of the Council. As would be noticed in this report, those three external forces have largely influenced the strategic trajectory of BEC during the year under review, and indeed they account for the final strategic positioning of the Organization by the end of the year.

During the current reporting period, an interesting turn of events saw a change of Government for Botswana. The new Government re-configured the Basic Education landscape by detaching Skills Development and Tertiary Education to a different Ministry while bringing in Child Welfare to make the current Ministry of Child Welfare and Basic Education (MCWBE). The reconfiguration saw the Council beginning the year as one of the eleven parastatals of the then Ministry of Education and Skills Development but ending the year as one of the only two parastatals in the MCWBE. The change in nomenclature and mandate of the parent Ministry spelt a major shift in strategic focus of the general education sector, including that of the Council. Child Welfare became a new addition to the mandate of the Ministry as it shed off skills development and tertiary education. However, the transfer of the Department of

Skills Development (DSD) to the Ministry of Higher Education meant that the Council's mandate straddles two Ministries as it remains responsible for the assessments pre-tertiary Technical and Vocational Education and Training (TVET) under the DSD while also largely responsible for assessment of General Education programmes at the MCWBE. Inclusion of Child Welfare in the Council's mandate called for development of assessment programmes that are sensitive to the welfare and rights of children. The Government further announced immediate curriculum reform that derives from Science, Technology, Engineering, Arts and Mathematics (STEAM). In line with the reform, the Council ended the year working on the associated assessments of the STEAM curriculum.

On the corporate governance front, the Council remained stable and fixated on the King IV principles of Corporate Governance. The Board provided resolute oversight with respect to compliance with Statutes and internal governance frameworks. Three new entrants in the statutory compliance environment included compliance to the new Public Procurement Act which resulted in establishment of a Procurement Oversight Office, and employment of a Procurement Oversight Manager; the new Data Protection Act which resulted in creation of the Data Protection Officer position within the Council's organizational structure.

Internally, the combined assurance provided by the Office of Compliance and Risk Management, Procurement Oversight Unit, Corporate Strategy Office, and the independent assurance provided by the Internal Audit assisted the Board, to fully execute its oversight role. It is important to note that one of the strategic objectives with the Council's Strategic Plan is to assess the Governance Maturity within the Council. The Board Governance was found to be predominantly mature with a few areas being in the established category. Overall, this Governance rating represented a marked improvement in maturity when compared to the prior year assessment.

During the reporting period, a worrying challenge was the acute financial distress experienced by the Council. Several strategic initiatives, including some that would otherwise correct the observed Governance lapses, such as Board evaluation and training, were put on hold owing to shortage of funds. Elsewhere in this report it will be noted that the Council barely survived through the period. Had it not been for the "going concern" status of the Council, the unqualified audit opinion given by the external auditors would not have been issued. It is very important that the shareholder should sufficiently fund the Council so that it can fully execute its mandate.

As I conclude, I wish to extend my deepest gratitude to the Board, Staff, parent Ministry and other key stakeholders for the unwavering support that was accorded to the Board during my tenure as a Board Chairperson. My tenure, together with tenure for two other Board members, will lapse by the end of September 2025. On my own behalf, and that of the two Board members, I wish all members of the BEC family a pleasant and continued contribution to the betterment of the Country's education system. We will be contributing to the same from other facets of life, however we remain true to the course of education in this Country.

Lastly, I am confident that the Council will continue to uphold the highest educational standards across all levels of the general education continuum.



Dr. Olefile Bethuel Molwane

Chairperson, Botswana Examinations Council.



The report that follows is a statement of accountability to the Nation on the execution of the Botswana Examinations Council's mandate as prescribed in the BEC Amendment Act of 2019. Through the Act, the Council is mandated to manage and conduct examinations and assessments in General Education and Technical and Vocational Education and Training (TVET), and issue certificates in respect of those examinations and assessments. Embedded within this mandate, is the responsibility of BEC to provide feedback to the education sector on the general performance of candidates at the individual level, and of the education system at large. This report is thus a vehicle that the Council uses to disseminate such feedback. It contains activities of respective departments of the Council during the 2024/25 financial year. The reports from departments have demonstrated that even under challenging conditions, a lot was achieved in the delivery of the core business of the BEC.

The second part of the 2024/25 Annual Report covers the audited financial statements. This demonstrates how BEC diligently delivered its mandate despite limited resources during the year under review. To ensure clarity and succinctness, the report is structured around broad headings such as Corporate Governance, Corporate Strategy, Conduct of Examinations, Participation in International Activities, Excellence Awards, and Audited Financials.

Corporate Governance

The BEC Board continued to provide oversight with respect to compliance with Statutes and internal governance frameworks. The Council moved to comply with the new Public Procurement Act by establishing the Procurement Oversight Office, and proceeding to employ a Procurement Oversight Manager. Further, the new Data Protection Act has resulted in the creation of the Data Protection Officer position within the Council's organizational structure.

Internally, the combined assurance provided by the Office of Compliance and Risk Management, the Procurement Oversight Unit, and the Corporate Strategy Office, along with the independent assurance provided by Internal Audit, assisted the Council in fully executing its oversight role. It is important to note that one of the strategic objectives of the BEC's Strategic Plan is to assess the Governance Maturity within the Council. The Board Governance

was found to be predominantly mature, with a few areas being in the established category. Overall, this Governance rating represented a marked improvement in maturity when compared to the prior year assessment.

Implementation of the BEC Corporate Strategy

The 2024/25 fiscal year was the first year of implementation of the BEC 2024-2029 Strategy, termed 'Sediba Sa Tlhatlhobo'. The new BEC Corporate Strategy Plan was properly executed during the 2024/25 financial year. There was a significant improvement in the implementation and monitoring of the strategy, which resulted in seamless alignment with the Council's Performance Management System.

Conduct of Examinations

The conduct of examinations forms a central part of the BEC mandate. During the year under review, BEC conducted examinations at Primary, Junior Secondary and Senior Secondary school levels. It also developed the Standard Four (4) Attainment Test, which is administered by the schools. All three 2024 examinations were delivered successfully, and the results were released as scheduled. The report further shows that because of the systems, procedures and processes that the BEC has put in place over time, the Council was able to produce accessible and credible examination results.

BEC in the Region and Internationally

This report indicates that the BEC managed to participate in regional and international assessment platforms despite the financial challenges it is experiencing. This assisted the Council in remaining a good-standing member of regional, continental, and international assessment bodies.

BEC Annual Excellence Awards

The year 2024/25 was the fifteenth (15th) year in which the BEC in collaboration with the Ministry of Child Welfare and Basic Education, hosted the annual excellence awards. This was a spectacular event supported by the Office of the State President, BEC, the parent Ministry, Debswana Diamond Company, Stanbic Bank Botswana, and Vunani Fund Managers, sponsored monetarily and in-kind. The ceremony is hosted annually to recognise and celebrate the outstanding performance of candidates at the general education levels and to encourage students in schools to aim high in their studies.

Implementation of Strategic Projects

Although the funding environment at the BEC had not really improved, the Council was able to proceed with the implementation of its strategic projects.

Training and Development

As reported in previous years, during the 2024/25 fiscal year, the Council did not have the financial capability to implement a training programme for its employees. However, it is important to note and appreciate individual efforts on personal development by some employees. Employees are further appreciated for posting a satisfactory average performance during the period under review.

Lastly, I implore all stakeholders to read this report so that we are all up to date with the dynamics of the assessment systems of the general education in Botswana.



Dr. Moreetsi Thobega
Chief Executive Officer

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Preamble

The development of the Annual Report is a statutory requirement in accordance with the Botswana Examinations Council (BEC) Act of 2019. The Act obliges the Council to submit the Annual Report to the Minister of Child Welfare and Basic Education within six (6) months of the end of the financial year.

GOVERNANCE FRAMEWORK

The Botswana Examinations Council (BEC) Board is appointed by the Minister of Child Welfare and Basic Education as per section 4 of the BEC Act. The Council subscribes to the principles of good corporate governance and is therefore, fully committed to ethical and effective leadership espoused in the King IV Code adopted by the Board. The Board has adopted the Board and Committee Charters which among others, set the roles and responsibilities, declaration of conflict of interest, and operating procedures.

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

Governance Structures

The Board

The Board comprises eight (8) Members appointed by the Minister of Child Welfare and Basic Education. The Board comprises a skills mix with competence, knowledge and experience in Curriculum and Educational Measurement and Evaluation, Educational Research, Education and Training, Finance and Audit, Human Resource Management and Law.

The key role of the Board

The Board is responsible for approval of the Council's Strategy and oversight over its implementation and performance, oversight over the governance of risk and compliance, financial management, human capital strategy and implementation.

The Board comprised the following Members during the period under review:

- (1) Dr. Olefile Bethuel Molwane - Chairperson
- (2) Ms. Masego Izoh Mokubung – Vice Chairperson
- (3) Ms. Thato Lesejane (Appointed 1st November 2024)
- (4) Mr. David Ratsatsi
- (5) Ms. Ivy Ramalohanye
- (6) Ms. Kelebogile Lecoge
- (7) Mr. Onkagetse Pusoentsi (Resigned 31st March 2024)
- (8) Dr. Moreetsi Thobega – Chief Executive Officer (Ex Officio Member)

Board Meetings

The Act requires the Board to have at least three ordinary meetings annually to discuss matters relating to, amongst other things, Strategy and Performance, Financial Position, Risk Management, Human Resource matters, Sustainability and Governance, and the general education results. The Council was also subject to the Government Directive on sitting allowances (Ref: MoF 1/3/23 I), which prescribes the number of ordinary and special meetings. However, because of the Council's nature of business which is the conduct of examinations for three (3) levels of general education (PSLE, JCE and BGCSE written at different times of the year), the Council was not able to adhere to the Government Directive and had excess special meetings. An exemption was sought for the extra special meetings.

The Board had a total of seven (7) Meetings including four (4) Ordinary meetings and three (3) Special meetings, and attendance is as indicated below. Sitting allowance was P5000 per sitting for Chairperson and P4000 for Members, plus 5% inflation.

Attendance and Sitting allowance:

Name of Board Member	Position	Attendance
Dr. Olefile Bethuel Molwane	Chairperson	7/7
Ms. Masego Izoh Mokubung	Deputy Chairperson	7/7
Dr. Moreetsi Thobega	Member	7/7
Ms. Ivy Ramalohanye	Member	7/7
Ms. Kelebogile Lecoge	Member	7/7
Mr. Onkagetse Pusoentsi	Member	6/7
Mr David Ratsatsi	Member	7/7
**Ms Thato Lesejane	Member	4/4

** Appointed in November 2024

Key Areas of Focus During the Reporting Period

- i) Provision of oversight over the examinations processes and approval of the results. The Board consulted with the Minister on the results and release thereof.
- ii) Strategy - The Board approved the Council's five (5) year Strategic Plan – The 2024-2029 'Sediba sa Tlhatlhobo' and continues to monitor and oversee its implementation.
- iii) Policy matters:

- The Board approved the revised governance protocols, including the following:
 - Committee Charters (FARC, EAC and HRC Charters) and the Board Charter
 - Delegation of Authority Policy
 - Financial Procedures Manual
 - Performance Management System (PMS) Policy
 - Total Rewards Policy

- The Board approved new policies:
 - The Board Benefits Policy
 - Ill Health and Bereavement Policy

- iv) Financial Management – The Board approved the annual budget and provided oversight over its implementation.

Board Committees

The Board has established three committees and delegated some of its mandate as follows:

Examinations and Assessment Committee (EAC)**The Role of the Committee**

The EAC is responsible for providing oversight and direction over how examinations and assessments are conducted. It ensures accessibility, equity and fairness in the conduct of examinations. This includes amongst other things, making decisions on malpractice, special considerations and applications for access arrangements. The Committee is administered through a Charter which outlines delegated responsibilities of Members as assigned by the Board from time to time.

Composition

The Committee comprised 5 Members, skilled mostly in the areas of education, as well as examinations and assessments.

Committee Meetings

The Committee had seven (7) meetings during the year, including four (4) ordinary and three (3) special meetings.

Membership and Attendance

Name of Board Member	Attendance
Ms. Kelebogile Lecoge (Chairperson)	7/7
Ms. Masego Izoh Mokubung	7/7
Dr. Moreetsi Thobega	7/7
Mr. David Ratsatsi	7/7
Prof. Tshepo Batane	7/7
*Mr. Bona Gutu	4/7

* Resigned November 2024

Key Areas of Focus

The Committee provided oversight over the examination and assessment processes, considered the final examination results for all three (3) levels of general education, being PSLE, JCE, and BGCSE. It also recommended the same to the Board for approval and results release in consultation with the Minister. The Committee also reviewed the Examinations and Assessment Committee Charter and recommended it for the Board's approval.

Human Resource Committee

The Role of the Committee

The main purpose of the Human Resource Committee includes but is not limited to the provision of oversight on management and optimum utilisation of human capital in order to ensure stability and business continuity. The Committee is administered through a Charter which outlines delegated responsibilities of Members as assigned by the Board from time to time.

Composition

The Committee was composed of four (4) Members as indicated in the table below, with a skills mix of Human Resources and Law.

Committee Meetings

The Committee convened four (4) ordinary meetings and five (5) special meetings during the year under review.

Meetings and Attendance

Name of Board Member	Attendance
Ms. Ivy Ramalohanye (Chairperson)	4/4
Mr. Onkagetse Pusoetsile	4/4
Mr. Benard Ditlhabi	4/4
Dr. Moreetsi Thobega	4/4

Key Areas of Focus

During the year under review, the Human Resources Committee provided oversight over the implementation of Organisational Structure, the Human Capital Strategy, Performance Management and Employee Welfare issues. This year, though with a tight financial situation, employee engagement improved, and several events were arranged for employees including celebrating Spring Day, Breast Cancer awareness, Independence Day celebration, Movember celebration, as well as Valentine's Day. This was part of the implementation of the *Sediba sa Tlhatlhobo (Strategic Plan)*.

The Committee recommended to the Board the Human Resource Policies, including the Performance Management System Policy, Total Rewards Policy, and the Ill Health and Bereavement Policy, as well as the revised HRC Charter.

The Committee was able to execute its mandate during the year under review, amid the resource constraints.

Finance, Audit and Risk Committee (FARC)

The Role of the Committee

The FARC is 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 from time to time.

Composition

The Committee then comprised two (2) Members of the Board and two (2) Independent Members. The FARC is chaired by Mr. Pelotsweu Mashlow Motlogelwa, who is one of the Independent Members. Other members of the committee were Ms. Masego Izoh Mokubung, Mr. Onkagetse Pusoentsi and Mr. Ngele Gabriel Ngele.

Meetings and Attendance

During the year under review, the Committee had 4 ordinary meetings and 3 special meetings.

Name of Board Member	Attendance
Mr. Marshlow Motlogelwa (Chairperson)	7/7
Ms. Masego Izoh Mokubung	7/7
Mr. Onkagetse Pusoentsi	7/7
Mr. Ngele G. Ngele	7/7

Key Areas of Focus

The Committee considered and approved the audited financial statements for the financial year 2025/24. Still, as part of the oversight role, the Committee approved the budget for the year and monitored its implementation through the quarterly management reports. The FARC further considered Internal audit reports, risk and compliance reports, and approved the Internal Audit Charter and recommended the FARC Charter for approval by the Board.

Board Fees

Board members are eligible to payment of taxable fees prescribed by the Government through the Directive on Sitting Allowances (REF: MoF 1/3/23 I) as follows:

Board Fees		
	Board Chairperson	Member
Sitting allowance (per meeting)	P5000	P4000
Retainer fees (quarterly)	P7500	P6000

COMBINED ASSURANCE

King IV adopted by the Council, indicates that a combined assurance model incorporates and optimises all assurance services and functions so that, taken as a whole, these enable an effective control environment, support the integrity of information used for decision making by management, the governing body and its committees, and support the integrity of the organisation's external reports.

Some benefits of combined assurance are:

- Coordinated and relevant assurance efforts are directed to the risks that matter most.
- Commitment to enhance controls is demonstrated.
- Assurance activities produce valuable, integrated data, based on collaboration and not silos.
- Reduction in assurance costs through elimination of duplication and better resource allocation.
- A reduction in the repetition of reports by different committees, resulting in improved and more efficient reporting.
- Clarity on the roles of assurance providers and clear separation of risk management and internal audit.

BEC operates three (3) lines of defence as follows for effective risk management and provision of assurance:

a) First Line of Defence – Operational Management

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

b) Second Line of Defence – Oversight functions

It is constituted by the:

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

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

(iii) Legal Services: Ensures compliance with statutory and regulatory frameworks, manages legal risks, and promotes and ensures proper implementation of the recommended best practice governance standards.

(iv) Procurement Oversight: Ensures compliance with procurement laws and regulations and provides advice to the CEO on procurement matters.

c) Third Line of Defence – Independent Assurance Providers

• Internal Audit

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

• External Audit

External Auditors are external to the Council and provide independent assurance to external stakeholders on the accuracy of financial statements and compliance with applicable accounting standards and relevant laws and regulations.

Governance Maturity

Evaluation for the March 2025 Governance Maturity was carried out through the administration of the Enterprise-wide Governance Maturity. The distribution of results is as presented in Figure I below:

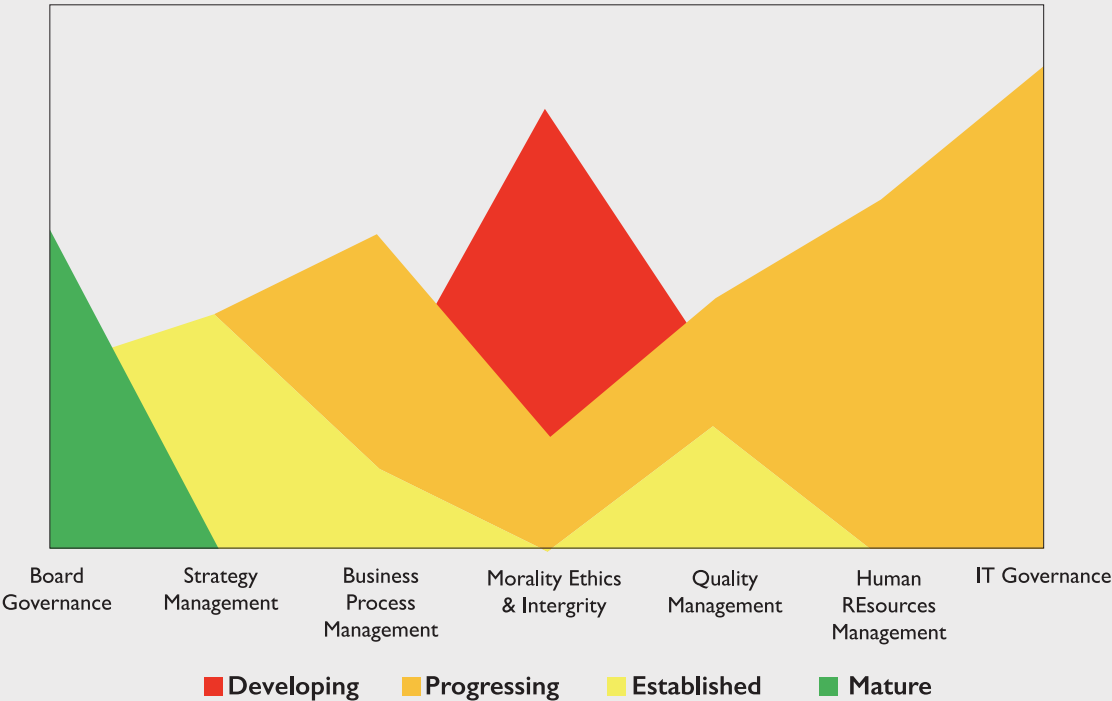


Figure 2 - BEC Governance Maturity, March 2025

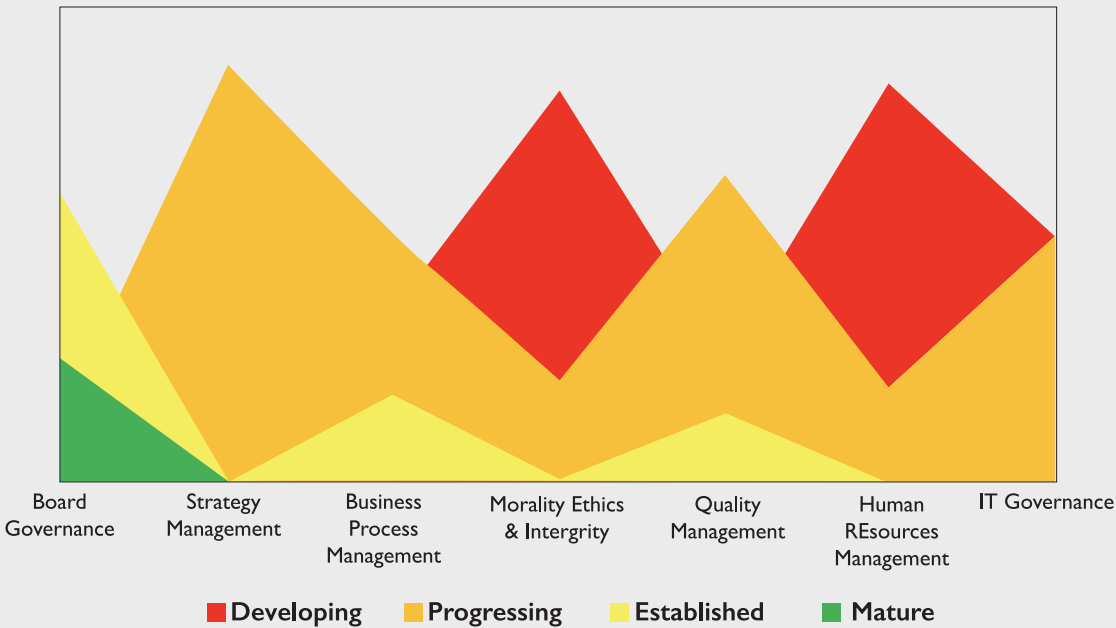


Figure I - BEC Governance Maturity, March 2024

Board Governance was found to be predominantly “**Mature**” with reasonable presence in the “Established” category. The ratings reflect a reasonable improvement compared to the 2024 results.

The governance maturity for **Strategy Management** was found to be evenly distributed between the “**Progressing**” and “**Established**” categories. The ratings reflect a reasonable improvement compared to the 2024 results.

Business Process Management is largely in the “**Progressing**” category with other parameters found to be in the “**Developing**” category. The ratings have remained largely unchanged from the 2024 results.

Morality, Ethics and Integrity were found to be predominantly in the “**Developing**” category. The ratings have remained unchanged from the 2024 results for this parameter, and it is therefore the least progressive.

Quality Management was found to be largely “**Progressing**” with other parameters being in the “**Developing**” and “**Established**” categories. Compared to the 2024 results, a slight decline has been observed.

The governance maturity for **Human Resources Management** was found to be predominantly in the “**Progressing**” category. A reasonable improvement has been recorded in this parameter.

IT Governance was found to be predominantly in the “**Progressing**” category. This reflects a reasonable improvement in this parameter compared to the previous year.

The overall **BEC Governance Maturity – March 2025** was found to be predominantly in the “**Progressing**” category. The ratings reflect a reasonable improvement compared to the 2024 results. The results also show that very few governance areas have matured.

RISK MANAGEMENT

In the 2024/25 financial year, the Botswana Examinations Council (BEC) continued to embed Enterprise Risk Management (ERM) as a strategic enabler, aligned with the BEC 2024-2029 Corporate Strategy and the principles of the King IV Code. Risk Management was actively monitored and reported quarterly to ensure responsiveness to emerging threats and alignment with strategic objectives.

Governance and Oversight

Risk governance is overseen by the Finance, Audit and Risk Committee (FARC), with operational leadership provided by the Executive Management Team (EMT). Risk ownership is distributed across directorates, ensuring accountability and integration of risk into decision-making processes. The Council's approach reflects King IV's emphasis on ethical leadership, stakeholder inclusivity, and integrated thinking.

Strategic and Corporate Risk Landscape

Following the approval of the 2024-2029 Corporate Strategy, BEC identified strategic risks that could impact its ability to deliver on its mandate. These include:

- Inadequate implementation of customer satisfaction recommendations.
- Under-resourcing of key functions such as Examinations Administration.
- Delays in product development and process realignment due to funding constraints.
- Failure to implement the ICT Strategy and Employee Value Proposition (EVP).
- Misalignment between operations and strategic goals.

These risks were assessed and integrated into the broader corporate risk profile.

Quarterly Risk Profile Highlights

BEC tracked its top ten (10) strategic risks throughout the year. All were classified as high-risk, with the number of risks rated at the highest level (residual risk factor of 25) increasing from four (4) in Q1 to six (6) in Q2, eight (8) in Q3, and nine (9) in Q4. This upward trend underscores the need for intensified mitigation efforts.

Key risks included:

- Information Security vulnerabilities due to ineffective monitoring tools.
- Manpower shortages in Assessment Design.
- Exam integrity threats from question paper leakages.
- Funding constraints affecting operational delivery.
- Physical Security vulnerabilities due to obsolete systems.
- Delayed payments to suppliers and personnel.
- Obsolescence of ICT Infrastructure.
- Low uptake of exam products by private customers.

Risk Heat Map and Distribution

The Q2 heat map revealed a doubling of risks in the “Almost Certain” category, indicating increased exposure across directorates. The majority of high risks were concentrated in Examinations Assessment and Support Services, reflecting the core operational vulnerabilities of the Council.

Key Developments and Mitigation Efforts

- ICT Resilience: Migration of 13 virtual servers to BTC Cloud and implementation of SolarWinds Security Events Manager.
 - Human Capital: Recruitment efforts in Assessment Design and development of EVP.
 - Security Enhancements: Surveillance upgrades and strategic reviews of vulnerabilities.
 - Financial Controls: Revised tariffs and stakeholder engagement to address payment delays.
 - Product Development: BEAM implementation and marketing strategy improvements.
- Despite these efforts, the slow pace of impact and resource limitations remain challenges.

Management Commitment and Recommendations

BEC management has demonstrated increased engagement in risk management, with leadership across departments actively participating in assessments and mitigation planning. To strengthen resilience, the following are recommended:

- Accelerated implementation of mitigation strategies.
- Enhanced resource allocation across high-risk areas.
- Integration of strategic and operational risks into performance reviews.
- Continuous monitoring and reporting to ensure accountability.

BUSINESS CONTINUITY MANAGEMENT (BCM)

The Botswana Examinations Council (BEC) recognises the critical importance of Business Continuity (BC) in sustaining its operations, safeguarding its mandate, and ensuring uninterrupted service delivery to stakeholders. During the 2024/25 financial year, BEC made incremental progress in strengthening its business continuity environment, though challenges remain in achieving full integration and operational maturity.

BEC has a formally approved Business Continuity Policy, which provides a foundational framework for resilience planning. However, the execution of Business Continuity across the organisation remains largely fragmented. This fragmentation has limited the effectiveness of response mechanisms during disruptions and highlighted the need for a comprehensive review and revision of the existing policy to align with current organisational realities and international best practices.

During the reporting period, one targeted training session on Business Continuity was conducted for the Executive Management Team. The session aimed to raise awareness of the principles of continuity planning, clarify roles and responsibilities, and promote a culture of preparedness. While this initiative marked a positive step, broader engagement and capacity building across all directorates are necessary to embed Business Continuity into BEC's operational DNA.

The Council's experience during the fiscal year underscored the importance of proactive planning, especially in light of risks such as delayed suppliers' payments, ICT Infrastructure vulnerabilities, and physical security gaps. These risks, if not adequately mitigated, have the potential to disrupt core examination and assessment functions. As such, business continuity must evolve from a policy document into a living, organisation-wide capability.

Looking ahead, BEC is committed to enhancing its Business Continuity framework through the following strategic actions:

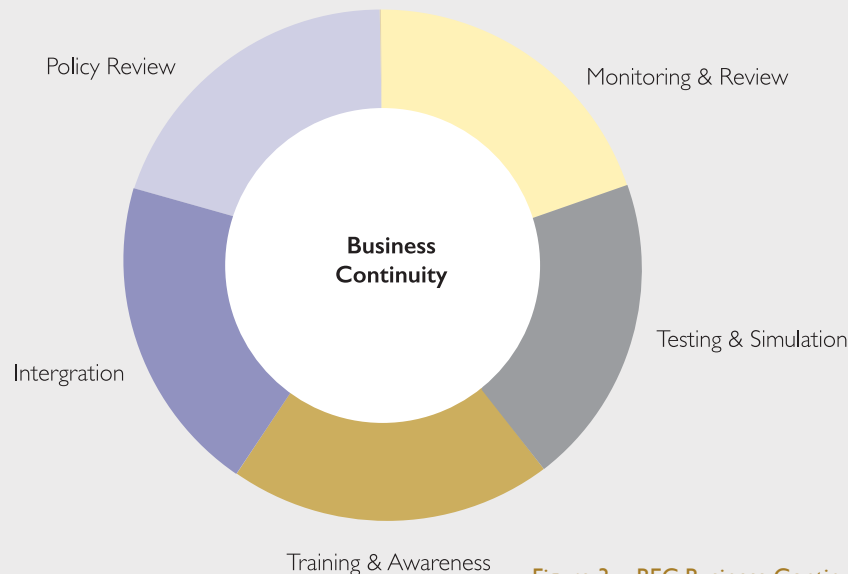


Figure 3 - BEC Business Continuity Management (BCM)

- **Policy Revision:** Updating the Business Continuity Policy to reflect the new organisational structure, emerging risks, and lessons learned.
- **Integration:** Embedding business continuity planning into departmental operations, risk assessments, and performance management.
- **Training and Awareness:** Expanding training beyond senior management to include operational teams and frontline staff.
- **Testing and Simulation:** Introducing scenario-based exercises to test response capabilities and refine recovery procedures.
- **Monitoring and Review:** Establishing mechanisms for continuous improvement and oversight of business continuity practices.

Through these efforts, BEC aims to build a resilient organisation capable of withstanding disruptions and maintaining stakeholder confidence. Business continuity is not only a compliance requirement—it is a strategic imperative that supports the Council's mission to deliver credible and reliable assessment services.

COMPLIANCE MANAGEMENT

Governance and Strategic Alignment

In line with Principle 13 of the King IV Code of Corporate Governance, which mandates that the Board should govern compliance in a manner that supports ethical conduct and responsible corporate citizenship, the Botswana Examinations Council (BEC) has continued to strengthen its Compliance and Risk Management framework throughout the 2024/25 financial year. The Compliance and Risk Management Department has consistently provided quarterly updates to both the Board and the Finance, Audit and Risk Committee (FARC), reflecting a proactive and transparent approach to governance.

Compliance Universe and Risk Profile

BEC's Compliance Universe is structured around a risk-based methodology, identifying legal, regulatory, operational, and ethical obligations. The quarterly trend analysis reveals a fluctuating but generally improving compliance posture:

Table I below shows the Number of Risks recorded during the year under review.

Quarter	Number of Risks (rated)			Total
	High	Medium	Low	
1 (June 2024)	23	31	26	80
2 (September 2024)	20	40	25	85
3 (December 2024)	11	34	45	90
4 (March 2025)	13	30	43	86

Table I - Number of Risks recorded during the year under review

While Q3 marked the lowest number of high-risk exposures, Q4 saw a slight increase due to procurement-related issues, particularly delayed suppliers' payments and procurement initiated without confirmed funding.

Key Risk Areas and Mitigation Efforts

High-risk areas identified in Q4 include:

- **Employment Law Compliance:** Ongoing litigation, medical boarding appeals, and allegations of false record entries.
- **Procurement Compliance:** Delays in suppliers' payments and procurement without budget confirmation pose financial and reputational risks.
- **Data Protection:** Non-compliance risks under the Data Protection Act 2024 could result in financial and reputational damage.
- **Tax Compliance:** Continued delays in PAYE and withholding tax submissions to BURS.
- **Governance Oversight:** Limited skills at FARC affecting effective oversight of technology and information governance.

Mitigation efforts include the operationalisation of endpoint protection, multifactor authentication, and improved access controls in ICT, periodic IT governance reporting to FARC, and ongoing policy and training interventions.

Policy Framework and Institutional Strengthening

BEC has established a total of 40 approved policies, with 12 revised to reflect the new organisational structure. These revisions address updated reporting lines, evolving operational needs, and industry best practices. Notable additions include the Conflict of Interest Policy, Board Benefits Policy, and Performance Management Policy.

Quality Management System (QMS) Progress

BEC's commitment to ISO 9001:2015 standards remains central to its transformation agenda. As of Q4:

- 35 documents have been aligned to the new mandate, representing 22% of the total QMS documentation.
- Including unapproved documents, overall progress stands at 27%.
- QMS awareness workshops were conducted for the Directorate of Examinations and Assessment to accelerate implementation.

Training and Awareness Initiatives

Training activities during the year under review included:

- Core Principles of Compliance Management
- Effective Committee Meetings
- King IV Governance Training (Board-level)
- Public Procurement Act and Income Tax Awareness
- Occupational Health and Safety and Business Continuity
- QMS Awareness Workshops

Some sessions, such as Compliance Risk Awareness and Income Tax training, were deferred to May and June 2025 respectively.

Customer Experience and Complaints

The Botswana Examinations Council remains steadfast in its commitment to delivering a responsive, respectful, and efficient

customer experience. Throughout the 2024/25 financial year, BEC actively engaged with feedback from stakeholders to identify areas requiring improvement and to implement corrective measures that enhance service delivery.

During the fourth quarter, several customer complaints were recorded, highlighting challenges in service responsiveness and operational efficiency. These included delays in addressing queries, prolonged waiting times, and congestion in the Certification area, as well as concerns regarding unprofessional conduct and delayed refunds.

BEC acknowledges these concerns as critical indicators of service quality and organisational accountability. In response, the Council has referred all complaints to the relevant departments for resolution and monitoring progress to ensure timely and satisfactory outcomes. Furthermore, these insights have informed ongoing efforts to strengthen internal processes, improve frontline staff training, and streamline customer-facing operations.

As part of its broader transformation agenda, BEC continued to embed a culture of continuous improvement and customer-centricity. The Council recognised that every interaction with its stakeholders is an opportunity to build trust, demonstrate professionalism, and uphold its mandate with integrity. Through enhanced quality management systems, targeted training, and governance oversight, BEC is committed to ensuring that customer experience remains a strategic priority.

Conclusion and Outlook

BEC's compliance and governance journey during the 2024/25 financial year reflected both progress and persistent challenges. While ICT governance and policy alignment have improved, procurement and ethics-related risks require continued attention. The Council remains committed to enhancing its compliance culture, governance maturity, and service delivery through strategic interventions and capacity building.

INDEPENDENT ASSURANCE THROUGH INTERNAL AUDIT

Internal Audit Mandate

The Internal Audit function is mandated to provide objective assurance and advisory services aimed at strengthening Governance, Risk Management, and Internal Controls across the Council. In line with best practice, Internal Audit operates independently under the oversight of the Finance Audit and Risk Committee (FARC), with a dotted reporting line to the Chief Executive Officer. During the financial year under review, Internal Audit maintained its independence in the conduct of its work.

Internal Audits

For the 2024/25 financial year, the following areas were audited in line with the approved risk-based internal audit plan; Audit reports on the same were issued to management for action and presented to the FARC and further noted by the Board.

a) Organisational Capacitation

This audit assessed the Council's capacity to deliver on its strategic objectives post transformation looking at staffing adequacy, skills alignment, operational efficiencies and the possibility of overlaps.

Key Risks Addressed:

- Inadequate staffing and skills gaps affecting operational efficiency.
- Lack of role clarity across functions.
- Misalignment between strategic goals and departmental capabilities.

b) Information Security

The audit reviewed the effectiveness of controls safeguarding candidate data, examination content, and IT infrastructure.

Key Risks Addressed:

- Unauthorised access to sensitive examination materials and confidential information.
- Data breaches and loss of information.
- Weaknesses in cybersecurity protocols and incident response.

c) Examination Delivery

This audit focused on the integrity and reliability of the system in place for delivering examination materials to Centres, ensuring compliance with examination standards.

Key Risks Addressed:

- Errors/omissions in scheduling.
- Breaches in examination paper confidentiality/security breaches.
- Delays in material delivery.
- Misuse of organisational resources

d) Leave Management

The audit evaluated the controls around leave administration, including policy compliance, system integration, and impact on service delivery.

Key Risks Addressed:

- High leave liability
- Abuse or mismanagement of leave entitlements.
- Inadequate tracking of leave balances.
- Operational disruptions due to noncompliance with leave planning.

Follow-up and Implementation of Audit Findings

Internal Audit tracked the implementation of prior year recommendations. As of year-end:

- **30%** of audit issues were fully resolved.
- **70%** remain open at different stages, with management committed to closure within the next audit cycle for those that did not require funding.
- **18%** required funding and were likely not to be closed in the next cycle as the Council is facing financial constraints.

Advisory

Internal Audit was also part of key Management activities which included the strategy formulation process to provide the necessary advice as a governance player for sound decision-making in different aspects of the business.

Coordination of External Audit

The term of the previous Council Auditors ended, and new External Auditors were appointed during the financial year. Internal Audit coordinated the activities of the external audit, working closely with key players for the audit of financial statements for the year ended 31st March 2025 to ensure that the objectives and the plan/strategy approved by the FARC were met.

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Development of the BEC 2024 - 2025 Five Year Strategy

BEC developed and formally launched its five (5) year strategy (2024–2029), titled “*Sediba sa Tlhatlhobo Strategy*”, to build on past successes and lessons learned. The strategy followed a critical organisational redesign initiative as part of the Botswana Examinations Council's broader transformation in response to its expanded mandate. Its development involved a bottom-up stakeholder engagement process, incorporating input from staff, management, the Board, and strategic partners. The strategy aligns with international, regional, and national priorities and redefined BEC's Mission, Vision, Values, and High-Level Strategic Goals to be achieved by the year 2029. Key objectives and initiatives were also established to drive implementation over the next five (5) years. The Council's five (5) year Strategic Goals, which are the driving force for delivery of the Corporate Strategy, are outlined in **Table 2**.

Strategic Goals	Outcome
Growth	<i>Diversification of product offering</i>
Compliance to Quality Standards and Guidelines	<i>Localised Quality Assurance independent from Cambridge, ISO Certification of BEC</i>
Brand Competitiveness	<i>Brand Competitiveness Index Score</i>
Sustainability	<i>Zero Budget Deficit/Balanced Budget</i>

Table 2 - The Council's five (5) year Strategic Goals

Corporate Performance

The 2024/25 financial year marked the first year of implementation of the *Sediba sa Tlhatlhobo Strategy*. The strategy comprised twenty (20) strategic objectives across the four Balanced Scorecard perspectives: Customer and Stakeholder, Internal Processes, Financial, and Learning and Growth. These objectives, along with their supporting initiatives, were cascaded to departments and integrated into individual performance contracts to guide execution and drive accountability. The following provides key highlights of BEC's performance in the first year of strategy implementation.

Customer and Stakeholder Perspective

The strategic focus under the Customer and Stakeholder perspective was to enhance Stakeholder and Customer Satisfaction, Establish Strategic Partnerships, and Expand Assessment Products and Delivery Channels. Formal measurement of satisfaction indices is planned for the 2025/26 fiscal year. BEC actively implemented stakeholder engagement initiatives to drive improvements. Significant progress was made in establishing Strategic Partnerships, with targets exceeded. Notable among these was securing technical expertise to support the Educational Achievement Monitor (BEAM) project, which monitors education quality, informs policy and curriculum reform, and builds national assessment capacity. Other partnerships were also strengthened to improve examination security and to secure sponsorships for the Excellence Awards, BEC's flagship event celebrating top achievers across PSLE, JCE, and BGCSE levels.

Regarding the plan towards reducing overreliance on external local quality assurance, preliminary steps were taken toward forming a local quality assurance partnership. Furthermore, the development progressed on new assessment products which included Outcome-Based Education, Out-of-School learners, and Early Childhood Education. Emerging National Education priorities in Q4 influenced adjustments to assessment planning, including the proposed establishment of TVET assessments as a product under BEC. Overall, solid progress was made, with continued efforts planned for 2025/26 to ensure alignment with evolving stakeholder needs and National Education Reforms.

Internal Process Perspective

The core mandate of BEC, which is administering examinations, requires operational efficiency, adherence to standards, sound governance, and continuous innovation to uphold the credibility of its outcomes. To achieve this, BEC's internal process perspective strategic objectives focused on: enhancing process efficiency, building and leveraging digital capabilities, strengthening research and innovation, and ensuring compliance with governance, risk, and regulatory frameworks.

Enhancing Process Efficiency

Under the previous strategy, BEC initiated a transitional approach to support its expanded mandate, starting with institutional reorganisation and a comprehensive review of internal processes. During the year under review, efforts focused on aligning processes to improve service delivery and to ensure compliance with quality management standards, which depend on proper documentation. However, slow progress in documentation led to the deferral of compliance audits. BEC continued to monitor compliance with set assessment standards across all examination levels in addition to external quality assurance. The assessment of this measure, which is part of the enhancement of process efficiency, showed improvement. BEC showed progress on the enhancement efficiency of processes.

Building and leveraging digital capabilities.

BEC has invested significantly in technology to enhance delivery of its core mandate, including the implementation of the **Malepa System, E-Marking, E-Authoring,** and the **DataSmart** Applications. Despite the scale of these developments, progress was also made in digitising and automating internal support processes through both external procurement and in-house development. Additional efforts focused on strengthening network security. Going forward, BEC aims to advance digital initiatives to build a more robust ICT environment. The overall progress on the objectives for building and leveraging digital capabilities reflected Progress towards meeting set goals.

Strengthening Research and Innovation

During the 2024/25 fiscal year, BEC initiated the development of an **Innovation Framework** to strengthen Research and Innovation. A key in-house innovation, **DataSmart**, which was a big milestone for the Council, was successfully developed and deployed to streamline mark capturing across all three levels of examination, being PSLE, JCE and BGCSE. This Application improved the accuracy and efficiency of mark capturing and significantly reduced turnaround times.

Ensuring compliance with governance, risk, and regulatory frameworks,

BEC made notable progress in strengthening its Governance landscape, with targeted improvements in the Board Governance, Strategy Management, Business Process Management, Ethics and Integrity, Quality Management,

Human Resource Management, and IT Governance. A review of these areas placed BEC at a progressing maturity level. The Board, through the Internal Audit and Risk Committee, maintained oversight by driving implementation of the audit plan and monitoring key strategic risks. However, the review identified the need to improve the closure rate of Audit Findings and enhance Risk Management. Despite concerted efforts, progress in some areas was limited by financial constraints.

Financial Perspective

Declining Government Subventions have made financial sustainability a national priority, prompting BEC to focus on increasing self-generated income and managing budget variance. Although the Financial Sustainability Strategy was not finalised in 2024/25, BEC exceeded its self-generated revenue target, achieving 10.1% against a 9.2% goal. The additional revenue was mainly from examination registration, certification, bank interest, and sundry services.

Despite this progress, total revenue remained insufficient to meet all obligations. As a result, some initiatives were deferred, scaled down, or implemented using internal capacity. Completion of the Financial Sustainability Strategy and further revenue diversification will remain key priorities in the 2025/26 financial year.

Learning and Growth/People Perspective

In 2024/25, BEC focused on three key objectives: Building Leadership Capacity, Strengthening Performance Management, and Enhancing Employee Value Proposition. A major milestone was the implementation of an employee survey to assess leadership, engagement, and employee satisfaction levels. The results provided a baseline for targeted action plans to improve leadership, performance culture, and staff development. These insights will guide evidence-based interventions set for implementation during the 2025/26 fiscal year to strengthen organisational capacity.

Overall Performance

The organisation achieved its overall target for the 2024/25 financial year, attaining the set benchmark of 80%, representing the average performance across all strategic objectives.

Figure 3 below indicate the Council's five (5) year Strategic Goals

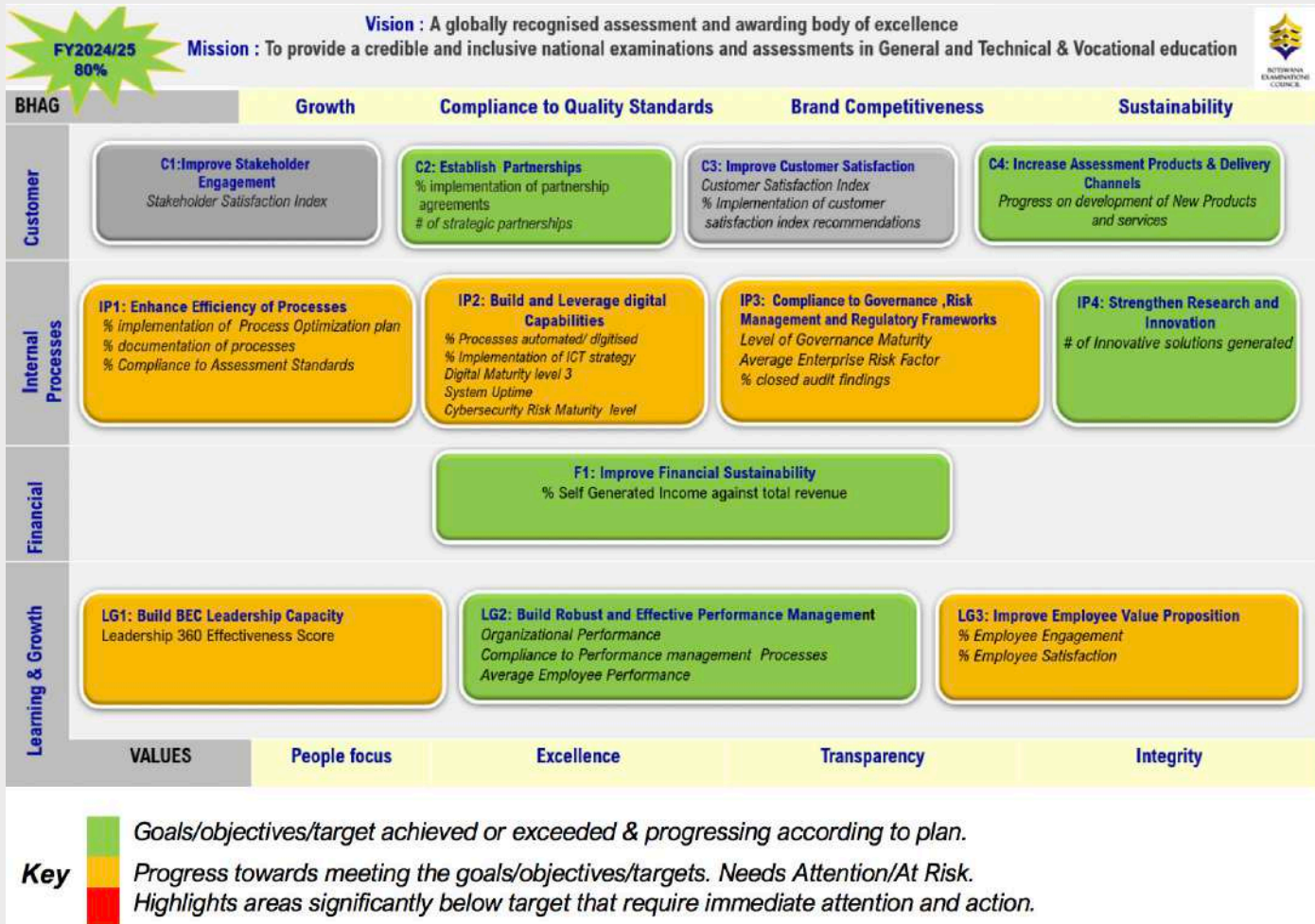


Figure 3 - The Council's five (5) year Strategic Goals

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BEC Hosts Key Stakeholder Meeting with Stephen Austin



Mr. Andrew Pedley and Mr. Cochrain from Stephen Austin during the engagement with Botswana Examinations Council.



Representatives from Stephen Austin interacting with BEC Executive Management during the meeting.

In the wake of the 2023 BGCSE examination malpractice incident, the Botswana Examinations Council (BEC) convened a high-level stakeholder engagement session with Stephen Austin, a United Kingdom based security printing firm and BEC's long-standing partner. The purpose of the engagement was to reflect on past operational successes and propose strategies to further strengthen the security and efficiency of examination material production and delivery.

Dr. Bathsheba Mbongwe, Deputy Chief Executive – Examinations and Assessment, welcomed the Stephen Austin delegation, acknowledging the significance of the engagement as part of the printer's Africa-wide stakeholder tour. She reiterated BEC's appreciation for Stephen Austin's unwavering support and commitment since the inception of their partnership in 2007. Dr. Mbongwe applauded the printer's outstanding performance under the challenging circumstances of 2023, noting that despite tight deadlines, the firm ensured the timely delivery of all examination papers. This included the chartered transportation of materials from the UK, which was coordinated seamlessly with BEC's logistics and security teams.

Mr. Andrew Pedley, Client Services Manager at Stephen Austin, delivered an insightful presentation focusing on enhanced security protocols. Pedley focused on the advanced security measures Stephen Austin employs, including a unique barcode system on every question paper. He added that this system allows real-time tracking and traceability, enabling authorities to pinpoint the exact location of any paper in the event of a breach. Packaging solutions, including tamper-evident paper and plastic materials, were also showcased. Pedley emphasised that while no system can be completely breach-

proof, multi-layered security significantly deters malpractice. In line with BEC's inclusive education policy, Pedley reported that Stephen Austin continues to expand its capabilities to support candidates with special educational needs. This includes printing of enlarged formats, printing materials on specialised substrates, and braille-modified papers, reflecting a global shift towards more inclusive academic assessments. Although e-marking was not explicitly included in the current contract, Pedley acknowledged the growing need for digitised assessment processing. He indicated that any future incorporation of e-marking would need to be embedded within the printing workflow to ensure alignment with existing security standards.

In his closing remarks, Mr. Dibeela, Director – Assessment Design at BEC, reinforced the Council's position that security is the backbone of examination credibility. He commended Stephen Austin for the depth of expertise shared during the session and confirmed that BEC would actively consider the recommendations to further safeguard its examination processes. "While absolute prevention of breaches may be unattainable, we believe these strategies will significantly reinforce our examination system," Mr. Dibeela concluded.

The meeting was attended by BEC Senior Management, Directors, and operational staff from critical Departments, including Printing and Logistics, Materials Management, Security, and Relations Management.

The session concluded on a note of mutual appreciation, with BEC formally thanking Stephen Austin for their continued support and excellence in service delivery.

Stanbic Bank Botswana Celebrates A Decade of Supporting Excellence



Stanbic Bank Chief Executive Mr. Chose Modise presenting an award to the BGCSE Top Achiever Lesley Motshwari.



BGCSE Top 10 Achievers pictured with Stanbic Chief Executive Mr. Chose Modise at the 15th Annual Excellence award ceremony.

The year under review marked a decade of sponsorship partnership between BEC and Stanbic Bank towards the Botswana General Certificate of Secondary Education (BGCSE) Excellence Awards initiative. As part of its ongoing commitment to youth empowerment and educational development, Stanbic Bank pledged BWP 150,000.00 in support of the 15th Annual Awards Ceremony, reaffirming its dedication to recognising and nurturing academic excellence. Since the inception of this partnership in 2015, Stanbic Bank Botswana has contributed a cumulative sponsorship value of BWP 1,270,000.00, directly supporting over 100 high-performing students. These awards recognise Botswana's top-performing BGCSE candidates and are aimed at cultivating a national culture of academic excellence. The initiative serves not only to reward exceptional achievement but also to inspire students, educators, and communities to pursue high standards in education.

Chief Executive of Stanbic Bank Botswana, Mr. Chose Modise said the bank is committed to supporting the youth to reach their full potential, and a strong education is a core part of this. By recognising top performers, Stanbic Bank not only celebrates their achievements but also promotes a culture of excellence amongst students. This sponsorship is one of the ways Stanbic Bank lives its purpose of investing in the future and helping shape the next generation of leaders, innovators, and changemakers."

The BEC Excellence Awards have become a cornerstone in national efforts to drive educational success. The Bank's sponsorship has proven to be instrumental in reinforcing the value of hard work and determination among learners over the years.

Chief Executive Officer of the Botswana Examinations Council, Dr. Moreetsi Thobega, said the sponsorship is not only about celebrating top achievers but also about motivating other learners to strive for excellence. Over the years, this partnership with Stanbic Bank Botswana has become a key part of BEC's efforts to promote academic success nationwide. Their continued support, both financial and in-kind, plays a vital role in rewarding hard work and raising the bar for educational performance. "The impact on students' lives, their confidence, and their access to future opportunities is truly significant, and we are proud to walk this journey with a partner that believes in the power of education," added Dr. Thobega.

Education remains a cornerstone of Stanbic Bank Botswana's community investment agenda under its Social, Environmental, and Economic (SEE) Strategic Framework. Beyond the BEC Excellence Awards, the Bank's education-related initiatives include long-standing partnerships with institutions such as the Botswana International University of Science and Technology (BIUST), Gabane Primary School through its STEAM programme, and the Botswana Stock Exchange (BSE) Stock Market Simulator, which promotes financial literacy among students. Stanbic Bank's ongoing investment in education reflects its firm belief in empowering future generations to thrive in an increasingly digital, competitive, and interconnected world.

BEC Participates in the Northern Botswana Tertiary Education Career Expo



Assistant Minister of Higher Education, Hon. Justin Hunyepa interacting with BEC Staff members at the Career Fair.



Internal Communications Officer, Ms. Jacqueline Monei assisting students with certification services at the fair.

As part of its commitment to improving access to educational services and empowering learners across Botswana, the Botswana Examinations Council (BEC) participated in the Northern Botswana Tertiary Education Career Expo, held in Francistown from 12th to 14th March 2025. This marked another milestone in BEC's efforts to reach and support students beyond urban centres. Now in its fifth year, the National Tertiary Education roadshow is a collaborative initiative by Botswana's tertiary institutions aimed at ensuring equal opportunities for students across the country, particularly those in underserved regions. Organised under the theme "Bridging Gaps, Building Futures: Revitalizing Education Through Collaboration," the Expo offered learners a platform to explore academic pathways, career options, and skills development opportunities. BEC's presence at the event was instrumental in raising awareness of its services, including verification of results, issuance and certification of statements of results, and guidance on re-writing examinations as private candidates. The BEC stall recorded high footfall, with numerous students from Francistown and surrounding areas engaging with BEC staff to obtain critical information and services, thus helping them to take proactive steps in their academic journeys.

The event was officially opened by Honourable Justin Hunyepa, Assistant Minister of Higher Education, who delivered a keynote

address emphasizing the importance of inclusive access to tertiary education. He acknowledged the role of such Expos in "bridging the gap between aspiring learners and higher education institutions," and reiterated the government's commitment to improving scholarship access, enhancing career guidance, and ensuring equitable educational opportunities for all Batswana. Hunyepa emphasised that Education is not the responsibility of the government alone; as it takes a shared commitment between policymakers, institutions, educators, and students to create a responsive and future-ready learning environment." He further encouraged students to engage with institution representatives, explore their options, and stay proactive in shaping their futures.

Hunyepa also visited the BEC stall, where he commended the team for their proactive engagement and for "taking the office to the people." His visit underscored the value of BEC's role in enabling academic access and mobility for all learners. Participation in the Northern Botswana Tertiary Education Career Expo forms part of BEC's broader mandate to support equitable access, information dissemination, and learner empowerment in line with National education development priorities.

Corporate It Launches the New Intranet

During the reporting period, Corporate IT held a virtual change Friday presentation to officially launch the Microsoft SharePoint-based Intranet for BEC document management. The tool is designed to significantly enhance document management processes and bring greater efficiency to the organisation's daily operations. This project is part of the Electronic Records and Documents Management System (ERDMS) Project which comprise of two (2) sub projects being the Electronic Documents Management System (EDMS) and the Electronic Records Management System (ERMS).

SharePoint is a digital hub for teamwork, where teams store files, collaborate on projects, and communicate effectively. It organises documents neatly, making them easy to find, and offers features like shared calendars and to-do lists for seamless collaboration. By bringing everything together in one place, SharePoint helps teams work more efficiently and productively.

Assessment Technology Department Launches DataSmart Application

As part of its strategic drive to modernise the assessment process, the Assessment Technology Department of the Botswana Examinations Council (BEC) successfully launched DataSmart - a secure, innovative application designed to enhance the accuracy, efficiency, and integrity of mark capturing during national examinations.

DataSmart represents a transformative advancement in assessment operations. Through its intuitive interface and streamlined digital workflow, the application empowers examiners to focus on evaluating candidate performance while significantly reducing the risk of errors associated with manual processes. In today's information-driven environment, the reliability of assessment data is more crucial than ever—and this principle lies at the core of the Department's mandate.

The development and rollout of DataSmart were driven by the need to address ongoing challenges in data management within the examination system. Key concerns included manual data entry inefficiencies, inconsistent data reporting, and the need for greater data security and transparency.

At its core, DataSmart upholds the integrity of assessment data by delivering:

- Accurate results that reflect genuine learner performance
- Fair and equitable assessments for all candidates
- Enhanced stakeholder trust across students, educators, and policymakers
- Compliance with national regulatory and ethical standards
- Data-driven decision making at all levels of education
- Long-term tracking of learner progress and performance trends
- Robust protection of student data through advanced security protocols

The deployment of DataSmart is a clear demonstration of the Department's continued commitment to innovation, excellence, and transparency in assessment delivery. It positions BEC as a national leader in digital assessment practices - reputable, scalable, and responsive to the evolving needs of the education system. DataSmart is a bold step toward a smarter, more transparent, and accountable future for education in Botswana.

Looking ahead, the Department plans to collaborate with key stakeholders to refine, scale, and optimize the use of DataSmart across all marking venues in the upcoming examination cycle.

This initiative forms part of a broader digital transformation agenda - one that is focused on advancing educational outcomes, reinforcing institutional credibility, and setting new benchmarks in assessment excellence.

BEC participated in the 14th SAAEA Conference



Chief Executive Officer Dr. Moreetsi Thobega handing over the SAAEA Chairmanship to Examinations Council of Eswatini (ECESWA) CEO Dr. M. Dlamini at the 14th SAAEA Conference held in Eswatini.



Deputy CEO, Dr. Bathsheba Mbongwe, Director Assessment Design Mr. Letso Dibeela, Manager, Materials Management Mr. Job Boikanyo and Assessment Compliance Executive Ms. Kagiso Maule following the proceedings of the 14th SAAEA Conference in Eswatini.

The year under review saw the Botswana Examinations Council (BEC), a long-standing member of the Southern Africa Association for Educational Assessment (SAAEA), concluding its five-year tenure as Chair and Secretariat at the 14th SAAEA, held in Eswatini from 13-16 May 2024, hosted by the Examinations Council of Eswatini (ECESWA) at Esibayeni Lodge. The conference was preceded by the SAAEA Executive Committee Meeting on 12 May 2024. It was convened under the theme “Transforming Educational Assessment for Quality, Equality and Fairness in the Fourth Industrial Revolution (4IR)” and drew participation from Botswana, Eswatini, Lesotho, Malawi, South Africa, Namibia, the United Kingdom, the United States of America, Zambia, and Zimbabwe, with Tanzania as the only member country not represented.

BEC was represented by the Chief Executive Officer, Dr Moreetsi Thobega as SAAEA Executive Chairperson, Dr Bathsheba Mbongwe - Deputy CEO, Examinations and Assessment, Mr. Letso Dibeela - Director, Assessment Design, Mr. Sedumedi Pule – Manager Core Systems, Mr. Job Thato Boikanyo – Paper Presenter, Ms Kagiso Patronella Maule – Paper Presenter and SAAEA Executive Secretary.

In his opening remarks, ECESWA CEO Dr. M. Dlamini and Board Chairperson Dr. S. Shongwe reflected on the conference's return after a five-year hiatus caused by the COVID-19 pandemic, noting

the significance of holding it at the same venue where SAAEA was revived in 2012. The gathering also marked the transition of SAAEA conferences into a biennial format and highlighted plans to register the Association as a formal entity with SADC recognition. Delegates attended an insightful keynote by Mr. M. Ngomane on “21st Century Leadership in the African Context,” using the Late Eswatini Prime Minister Ambrose Dlamini as a case study to illustrate key leadership traits, including self-awareness, humility, consistency, and people-centred decision-making.

BEC made two notable paper presentations:

1. Lessons from Using Technology for Teaching and Learning in the COVID-19 Environment - A regional study assessing pandemic-driven digital interventions, revealing a shared experience across SAAEA countries and underscoring the inevitability of education digitalisation for sectoral success.

2. A Confirmatory Analysis of the Fairness of the Junior Certificate Mathematics and Science Examinations - A comprehensive assessment of 2018 JCE Paper 1 items in Science and Mathematics, examining differential item functioning across regions. Findings showed minimal item bias, with isolated differences noted in specific regional comparisons.

On the final day, Dr. Thobega handed over the SAAEA Chairmanship to Dr. Dlamini of ECESWA, marking the close of a highly productive

tenure. Under his leadership, SAAEA operationalised its constitution through strategic guidelines on cyber security, school-based assessment, collaborative research, conference hosting, and benchmarking. He also championed the Association's strategy and its ambition to gain formal recognition within the SADC region. BEC was commended for its effective stewardship of SAAEA and for aligning its research contributions with the conference theme. The event reinforced regional collaboration, offered valuable networking opportunities, and advanced discussions on automation and ICT integration in educational assessment.

The conference concluded with remarks from the Minister of Education and Training Mr. L. Nhlengetwa, who praised ECESWA's organisation and encouraged the acceleration of examination process digitisation. The conference proved both successful and highly impactful. It provided rich networking opportunities, enabling participants to engage with industry peers and forge enduring professional relationships. Sessions and panel discussions delivered valuable insights and practical strategies, particularly on the automation of assessment processes and the effective integration of ICT in educational systems.

The BEC 2024-2029 Strategy - Strategic Roadmap for the Future

During the period under review, the Botswana Examinations Council (BEC) embarked on the development of a new five-year strategy termed *Sediba sa Tlhatlhobo*, marking a pivotal step towards shaping the organisation's future. The journey began with an inception meeting designed to engage and align the entire BEC community with the strategic vision.

Facilitated by Leadership Education and Development (LEAD), the session inspired staff to envision the path ahead. The Head of Corporate Strategy, Ms. Ludo Sefako emphasised the process as an opportunity to reflect on past performance, assess organisational strengths and weaknesses, explore opportunities, and address potential threats, while considering the broader market and competitive landscape.

The strategy will serve as a roadmap, guiding resource allocation, initiative prioritisation, and risk management to ensure sustained growth and organisational success. Developed using the nine-step Balanced Scorecard (BSC) methodology, the process will include workshops and focus groups to define strategic needs, evaluate current practices, generate improvement ideas, clarify stakeholder relationships, and execute actionable plans for scalable impact.

Importantly, the inception meeting reinforced inclusivity - ensuring all staff members are part of the journey from the outset, fostering a shared vision and commitment to achieving BEC's long-term goals. The strategy is expected to run until the year 2029.

BEC Annual Excellence Awards Celebrate 15 Years of Distinction



The President of the Republic of Botswana, Advocate Duma Gideon Boko presenting the Golden Star Award Prize money of P15,000.00 to Ms. Katlo Mitcell Johannes.



Debswana Diamond Company Chief Executive Officer Mr. Andrew Motsomi with Minister of Child Welfare and Basic Education Ms. Nono Kgafela Mokoka presenting an award to one of the PSLE recipients.

The year under review proudly marked the Botswana Examinations Council (BEC) 15th edition of its Annual Excellence Awards, which was hosted at the Grand Aria Hotel in Gaborone on 25 March 2025. Despite initial budgetary challenges, the event was successfully staged thanks to the generous support of sponsors and the unwavering commitment of the Ministry of Child Welfare and Basic Education and the Office of the President.

The 15th Annual Excellence Awards celebrated the outstanding achievements of the Class of 2023. The ceremony had been postponed to 2025 due to logistical challenges, including securing the President's participation - a tradition that remains a highlight of the event.

In his welcome address, BEC Chief Executive Officer, Dr. Moreetsi Thobega, emphasised the significance of the Awards as a platform for recognising and promoting academic excellence, leadership, and exemplary behaviour among learners. "The award recipients are selected from those who have demonstrated exceptional academic prowess, leadership qualities, and humility - traits that collectively contribute to outstanding examination performance," he stated. Dr. Thobega also expressed gratitude to the event sponsors – Debswana Diamond Company, Stanbic Bank Botswana, and Vunani Fund Managers for their vital support in making the occasion a success.

Minister of Child Welfare and Basic Education, Honourable Nono Kgafela Mokoka, echoed these sentiments, applauding the sponsors for their continued partnership. "My appreciation extends to industry leaders, Debswana Diamond Company and Stanbic Bank Botswana,

for their unwavering support in sponsoring the PSLE and BGCSE top achievers' prizes, despite prevailing economic challenges. Vunani Fund Managers have, for the second consecutive year, generously contributed to this noble cause," the Minister remarked. She called on more members of the business community to join and support the growth of the Awards.

The keynote address was delivered by the President of the Republic of Botswana Advocate President Duma Gideon Boko, who congratulated the students and their parents for their achievements. "I recognise the genius in you; you have written your names in flaming letters. I am proud and give you my heartfelt applause," he said, further acknowledging parents for their crucial role in nurturing success.

A standout moment of the day was the heartfelt and flawless impromptu speech by Golden Star recipient, Ms. Katlo Mitcell Johannes. Without notes or prompts, Katlo, a former Mater Spei College student and the first female in over a decade to receive the prestigious Golden Star award, captivated the audience. She credited her success to the dedication of teachers and highlighted the importance of valuing the teaching profession. "Teaching is not a lost art, but the regard for it is a lost tradition," she remarked. Katlo confidently declared, "I like breaking the norm, so expect many firsts," humorously cautioning the President to watch out as she might 'come for his seat' in her own words.

The awardees honoured the event's dress code with elegance and flair, adding glamour that has become synonymous with the BEC Annual Excellence Awards.

BEC engages with the Permanent Secretary

The appointment of Ms. Bonolo Khumotaka as Permanent Secretary in the Ministry of Education and Skills Development was marked by a formal visit to the Botswana Examinations Council (BEC). During this engagement, BEC's management hosted a meet-and-greet session to present the Council's establishment, mandate, and strategic objectives.

The Chief Executive Officer, Dr. Moreetsi Thobega, provided an overview of BEC's origin and role. He emphasised that best practice in education governance advocates for an independent examining body responsible for the conduct of National Examinations to ensure objectivity and uphold assessment standards. This principle was enshrined in the National Commission on Education (1977) report, which recommended the establishment of an Examinations Council to provide direction on examination policies, oversee examination administration, and maintain quality standards. Consequently, BEC was established in 2009. BEC's mandate includes the management and administration of examinations and assessments in General Education. The Council is also authorised to issue certificates for these examinations, as stipulated in the BEC Amendment Act of 2019. The revised legislation expanded BEC's scope to incorporate TVET, Out of School Education and Training (OSET), Early Childhood Education, and Recognition of Prior Learning (RPL). Furthermore, in 2021, the National Policy on Assessment for General Education and TVET was approved, strengthening the framework for standardised assessment practices.

BEC is a registered awarding body with the Botswana Qualifications Authority (BQA) and is accredited by Cambridge International, ensuring quality assurance at both technical and process levels. The Council also holds active memberships in the Southern African Association for Educational Assessment (SAAEA) and the Association for Educational Assessment in Africa (AEAA), which facilitate benchmarking, research collaborations, and staff exchange programmes crucial for maintaining assessment standards. In addition, the commissioning of the Botswana Teaching Professionals Council (BOTEPSCO) was set to reinforce the observation and maintenance of teaching standards nationally. However, despite the existence of the National Qualifications Framework (NCQF) and BOTEPSCO, the need for continuous systematic monitoring and quality assurance of the teaching and learning environment remains paramount to BEC.

During the visit, BEC management updated the Permanent Secretary on progress in the ongoing BEC transformation project. The session concluded with strong encouragement for the finalisation and implementation of the migration of TVET assessment and moderation functions to BEC, marking a significant milestone in the Council's strategic development.

BEC Participated at the Maranyane Bokamoso Career Fair



The Organiser of Dare to Dream, Captain Kgomotso Phatsima says her social enterprise organisation combines both STEM (Science Technology Engineering and Mathematics) Aviation as well as Entrepreneurship development targeted to young girls.



Debswana Jwaneng Mine Executives interacting with BEC staff at the Maranyane Career Fair in Jwaneng.

During the year under review, BEC took part in the Maranyane Bokamoso Career Fair, an event that was organised and hosted by the Debswana Jwaneng Mine. Held in collaboration with the Dare to Dream Foundation, the participation is part of BEC's ongoing commitment to youth empowerment and STEM education. This event forms a vital component of the broader Maranyane Bokamoso STEM Program, which aims to inspire and support high-achieving girls from local senior secondary schools in pursuing careers in Science, Technology, Engineering, and Mathematics (STEM).

The program encompasses a range of engaging activities, including coaching sessions, innovation challenges, and job shadowing camps. These initiatives offer students firsthand exposure to STEM applications, particularly in the context of safe mining practices. Participants also had the unique opportunity to observe female engineers and professionals in action at Jwaneng Mine - an inspiring demonstration of mentorship and real-world STEM engagement.

The career fair served as a platform for students to access critical information about academic programs, entry requirements, sponsorship opportunities, financial aid, and application procedures. Attendees received valuable informational materials, including brochures and course catalogues to help them navigate their academic and career pathways.

Through its participation, BEC reaffirmed its dedication to supporting educational initiatives that promote STEM fields and gender inclusion. The Council remains committed to empowering young women and contributing to the development of a diverse, capable, and future-ready workforce.

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REVIEW OF OPERATIONS

ASSESSMENT ADMINISTRATION

During the year under review, the BEC administered examinations for three qualifications, PSLE, JCE and BGCSE. In addition to the three qualifications BEC also produced and distributed the Standard Four Attainment tests to primary schools and administered other examinations and assessments for external bodies like Cambridge University Press and Assessments as well as Educational Testing Services (ETS).

Awarding of New Centres

Six (6) new centres were approved, 5 at PSLE and 1 at BGCSE which was a reinstatement.

2024 Candidate Registration

All the 2024 candidates' registration was done using the Malepa Application including PSLE. This led to some cost reductions with respect to Optical Mark Reader Forms (OMR) that were used for PSLE registration. The registration process was carried out between January and May 2024 for PSLE, JCE, BGCSE and May/June External Exams. The October/November External Exams registration started in July and ended in September 2024. At PSLE, candidature increased by 1.56% from 2023 while at JCE there was an increase of 1.07%. The BGCSE Centres registered an increase of 1.05% from that of 2023, while External examinations recorded a decline of 3.9% in candidature from the 2023 examination series.

The candidature included government school candidates, private school candidates, and private candidates. A summary is presented in **Table 3** below.

Examination Level	No. of Centres	Total Candidature	Government School Candidates	Private School Candidates	Private candidates (including OSET)
PSLE	856	53,035	49,389	3,611	35
JCE	252	45,259	42,394	1,093	1,772
BGCSE	83	36,912	23,937	455	12,520
Secondary Checkpoint, IGCSE, GCE O, AS & A level	2	2,015	N/A	N/A	2,015
Educational Testing Services	1		N/A	N/A	104

Table 3: Candidature per examination level and Candidate type.

Question Papers Administered

The BEC administered examinations for fifty-five (55) local syllabuses and three (3) international syllabuses at general education level. The syllabuses administered were 7 at PSLE, 17 at JCE and 34 (including 3 borrowed syllabuses) at BGCSE. A total of one hundred and fifty-one (151) components were administered for all these syllabuses with 9, 49 and 93 components administered at PSLE, JCE and BGCSE respectively. There were also other examinations for external examination boards which cater for a diverse clientele at secondary and post-secondary.

Table 4 shows the different examinations administered and the personnel used.

Examination Level	No. of Centres	Total Candidature	Government School Candidates	Private School Candidates
PSLE	7	9	475,418	6500 - Government
JCE	17	49	1,031,094	10495 - Government centres, 192 - BEC private centres
BGCSE	34	93	563,942	3680 -Government Centres, 414 - BEC Private Centres
Secondary Checkpoint	3	6	36	51
IGCSE	22	55	4249	
GCE O' Level	11	25	1304	
AS & A level	10	29	79	
Educational Testing Services	3	3	Electronic	5

Table 4: Different examinations administered and the personnel used.

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, were catered for through Access Arrangements and those who sat examinations through adverse conditions were given Special Considerations during examinations processing. **Table 5** shows a summary of applications for Special Consideration while **Table 6** shows a summary of the applications for Access Arrangement.

Special Consideration	PSLE	JCE	BGCSE
Approved	16	31	44
Not Approved	2	2	3
Total	18	33	47

Table 5: Applications for Special Consideration

Table 4 above summarises the number of candidates at each level who had applied for Special Consideration as per the eligibility criteria. Candidates who were not approved did not provide evidence of need.

Access Arrangement	No. of Candidates at Each Examination Level		
	PSLE	JCE	BGCSE
Modified papers (Hearing Impairment)	404	438	12
Extra-time	1446	1718	950
Enlarged Print	31	39	26
Reader	1149	1265	400
Scribe/Oral Response	1166	1355	458
Braille	8	6	3
Separate Room	32	27	819
Rest breaks	54	119	75
Exemption from Setswana	-	23	12
Assistive technology Devices (Magnifiers, CCTV, Large Screen/Talking calculators, Perkins braille's)	24	-	11
Colour paper (Khaki, Blue, Green, yellow)	-	4	1
Exemptions from Listening Comprehension (Deaf & hard of Hearing)	-	26	-
Access Arrangement not indicated	35	-	8
Practical Assistant	-	27	-

Table 6: Applications for Access Arrangements

Conduct Of Examinations

Secure transportation and delivery of the examinations

Secure transportation of examinations material is critical in the examination value chain process and therefore, examinations were delivered at centres using secure bonded vehicles both government and through contracted courier services.

BEC security office conduct quality spot checks to ensure that laid down protocols are complied with during delivery and collection of examination materials. BEC has also established collaboration with Botswana Police Service in the form of a memorandum of understanding. The purpose of this memorandum of understanding is to provide strategic mutual support services in the delivery of credible national examinations.

Administration of the Examinations

The 2024 examinations were administered relatively well in a free and fair environment for the three levels as per the published timetables.

Centre Quality Assurance and Compliance to Examinations Regulations

For the public as well as private centres and candidates to have greater confidence in the BEC examinations and assessment system, the conduct and administration of examination at all centres should be free of incidents with adherence to regulations. In 2024, BEC provided the centres with examination regulatory documents and provided training to the Chief Invigilators to provide guidance on standards for conduct of examinations.

A total of 176 (69.8%) JCE centres were inspected with the findings ranging from those that showed an excellent understanding of the requirements for proper administration of the examinations to a minority of those where there was cause for concern and would require remedial action in the next examination cycle.

At BGCSE a total of 128 visits were made to 67 centres for both pre and live examination inspections. The majority of the centres inspected showed a very good understanding of the requirements for proper administration of examinations (94%) with a relatively low number rated (6%), raised some cause for concern and serious deficiencies. Some of the secure storage facilities at these Centres were not compliant to BEC Standards for Secure Storage of Examinations Materials.

Inspections by Accreditation Partner Cambridge International

As in the previous years, the Cambridge Assessment International Education (Cambridge International) engaged an independent inspector to provide assurance on the level of adherence of BGCSE Centres to BEC and Cambridge International Examination Standards. This usually culminates in the provision of a report detailing the outcomes and areas for action by the BEC. A review meeting is also held annually to evaluate the entire examination cycle process activities to ensure maintenance of standards for credible outcomes.

Examination Malpractice

Examination malpractice encompasses three acts that may compromise integrity of examinations as well as credibility of qualifications offered by an awarding Body. These acts are malpractice, maladministration, and non-compliance to examination regulations according to the BEC guidelines for malpractice and maladministration (BEC/EAC/G02.VI).

In 2024, there were only incidents of maladministration at PSLE whilst examination malpractice was established at JCE and BGCSE as outlined in the summary of cases in table 5 below. In all the incidences, outcome letters were shared with the centres as well as private candidates, and post examination engagement visits conducted to centres to discuss identified gaps and how to close the gaps for the 2025 series.

PSLE
<p>For the 2024 series, seventeen (17) cases of maladministration and malpractice incidents were recorded and investigated. This comprised of five (5) which were suspected malpractice cases while twelve (12) were maladministration emanating from gross negligence and or non-compliance by centres. The findings from the suspected malpractice cases were found to be mostly maladministration on the part of the Centre personnel.</p> <p>Incident Types: Some of the incidents recorded were wrong question paper; packaging/ enclosing scripts of components in wrong return envelopes, Improperly sealed script return envelope and unpackaged script, unauthorised access arrangements, failure to observe invigilation requirements.</p> <p>Outcome of Investigations: Investigations revealed that the centres were negligent or were not attentive during the conduct of the examination failing to provide the basic requirements, and some did not attend the required training resulting in commission of some errors.</p>

Table 7: Summary of malpractice cases at PSLE Level

JCE
<p>One (1) case involved unathourised examination material (mobile phone), opening of wrong question paper packets for components, wrong packaging of scripts, unsealed script return envelopes received at BEC, the use of obscene material/language on examaination material whilst the last one (1) involved submission of non-authetic work and non-existent marks for candidates during coursework.</p> <p>Outcome of Investigations: Investigations revealed that indeed there was malpractice, and the candidates were penalised through loss of marks for the sections or components where they were implicated in, whilst a teacher at one of the centres was reported to the police for investigation for fraud. However, administrative sanctions were applied by BEC for the teacher, including debarring from participation in BEC activities as specified in the BEC examination conduct sanctions and penalties.</p>

Table 8: Summary of malpractice cases at JCE Level

BGCSE

One (1) case involved unauthorised examination material (mobile phone), four (4) were for failure to follow guidelines in marking coursework whilst the last one (1) involved failure to conduct practical examination as per the regulations allowing candidates to submit work completed outside the timetable examination time.

Outcome of Investigations: Investigations revealed that indeed there was malpractice, and the implicated candidates were penalised through loss of marks for the sections the marking criteria was not applied correctly, or lost marks for the component, whilst a teacher at one of the centres was reported to the police for investigation of fraud. Administrative sanctions were also applied by BEC for the teacher, including debarring from participation in BEC activities as specified in the BEC examination conduct sanctions and penalties.

Table 9: Recruitment of examining personnel for the 2024

Table 7,8 and 9 Shows a summary of malpractice cases at PSLE, JCE & BGCSE

Recruitment of Examining Personnel for the 2024 Series

The recruitment of examining personnel for the 2024 series went relatively well, with the exception of some BGCSE syllabuses where there was a shortage of examiners. Table 10 below represent examining personnel recruited for the 2024 series:

Level	Invigilation Personnel	REAs	Moderation Personnel	Practical Examination Personnel	Marking Personnel
PSLE	-	22			1053
JCE	22		205	118	2132
BGCSE	397		96	44	1765
IGCSE(May/June)	17	-	-	-	-
IGCSE(OctNov)	48	-	-	-	-
Total	484	12	301	162	4950

Table 10: Recruitment of examining personnel for the 2024

There was a shortage of examiners at the BGCSE level in Literature in English Paper 1, Social Studies Paper 2, Geography Paper 2, all Setswana papers and all History papers.

Training of examining Personnel

Various examining personnel were trained for the 2024 examination series activities. A total of 3123 examining personnel were trained mostly online, with only one (1) group trained in person.

Marking and Moderation

The marking of written papers and moderation of coursework is conducted using practising teachers who are 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. As in 2023, the marking for the 2024 PSLE was conducted in one (1) venue. The 2024 JCE and BGCSE marking were conducted in five (5) venues, two (2) venues for BGCSE and three(3) for JCE respectively. Although both the JCE and BGCSE marking were scheduled for completion on 23 December 2024, some components, at both levels, could not finish on the said date. The affected components were Setswana Paper 2 and 3 at JCE and Literature in English, Setswana Paper 1, 2 and 3 at BCSE level which all completed on the night of the 24 December 2024. The movement of examination materials back to the warehouse was thus completed on 25 December 2024. This resulted in capturing of data to be

started in January 2025 which delayed or affected subsequent processes. Overall, the marking for all three (3) levels progressed well despite the short break experienced at PSLE which was occasioned by the 2024 National Elections.

Processing Of The Data

All OMR multiple choice answer sheet forms were scanned using the OMR and image scanners while data cleaning was done using the upgraded OMR data cleaning application for all three (3) levels. The use of the upgraded OMR data cleaning application has proven to be more efficient in data cleaning as the deadlines for submitting data for item analysis and scoring for PSLE, JCE, and BGCSE were met.

The data generated during marking was captured using the DATASmart application, which enhanced the capturing of marks accurately into the system and at the same time validating the marks. This meant that turnaround times for Data Cleaning and release of results were improved for PSLE, JCE and BGCSE. The application leveraged on the many benefits of Technology to improve efficiencies. DataSmart aimed to replace the OMR Marksheets for all written components, with the exception of those selected for e-marking and multiple-choice answer sheets, as part of a cost management strategy.

With regard to e-marking data processing, a total of thirty-two (32) components that were e-marked were scanned, validated and uploaded into ScoreOnWeb application. The e-marking data files were extracted from ScoreOnWeb and loaded into Malepa application for cleaning and processing of the marks.

Development of Assessments

Introduction

The BEC continued to contribute to the system-wide implementation of the Education and Training Sector Strategic Plan (ETSSP) reforms in addition to the usual assessment processes. Most of the reform activities were concentrated at BGCSE level where assessment tools and instruments for Outcome-Based Education were being developed.

ETSSP Related Projects

Development of Outcome-Based Assessments (OBA) at BGCSE

The development of the twenty one (21) Phase 2 OBA syllabuses was finalised and dissemination of the syllabuses to schools was conducted in April 2024 for pre-vocational syllabuses and August 2024 for academic syllabuses. The pre-vocational syllabuses were disseminated through in-person meeting while the academic syllabuses were disseminated online due to budgetary constraints. The Phase 2 syllabuses will be assessed for the first time in 2025. Generally, the implementation of OBE in 2024 faced numerous challenges leading to the decision to postpone implementation of Phase 3 to allow mobilisation of necessary resources.

All schools were trained on the interpretation of outcome-based assessment syllabuses in two separate workshops. The first workshop focused on general syllabus interpretation, followed by workshop on how to conduct provider-based assessment.

2024 EXAMINATION CYCLE ACTIVITIES

2024 Examinations

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

Development of Question Papers

Question papers for BGCSE, JCE, PSLE and Standard four (4) Attainment Tests were developed and finalised for printing as scheduled. Furthermore, modification of question papers for candidates with special educational needs was completed on time, covering all the identified types of educational needs. It is worth noting that at BGCSE level, the development of question papers catered for both legacy BGCSE and the new BSSE syllabuses. The legacy BGCSE targeted the supplementing candidates while the new BSSE syllabuses were meant for school candidates.

Grading

All processes leading to the 2024 grading of the syllabuses for all levels were executed well as per procedures and the results were released within scheduled times. The submission of the coursework deliverables improved in 2024 for both JCE and BGCSE levels. However, some JCE Centres that were required to remark did not respond promptly impacting negatively on schedules for processing results.

2024 Examinations Outcomes

Primary School Leaving Examination (PSLE)

The PSLE as a diagnostic examination is intended to provide feedback to the education system. As such, the results are used to guide teachers at the next level on the learning needs students. It is for this reason that Centres are given results

showing achievement at different cognitive levels. The grades available at this level are on a pass scale of A – E. The symbol U denotes failure to achieve the minimum requirements for Grade E.

Performance at Syllabus Level

Generally, performance in 2024 has improved compared to 2023 in most of the syllabuses. However, Candidates performance in Knowledge Dimension across the different syllabuses declined except in Social Studies and Setswana where there was a significant improvement. The deficit in knowledge acquisition in the different syllabuses is concerning as the Dimension serves as a base for high-order ability skills. It is advised that teaching and learning should target the development of this Dimension to prepare learners for acquiring high order thinking skills in the future.

At syllabus level, almost all candidates were able to attain the minimum grade across all syllabuses except for Agriculture where there was still a significant number failing to achieve Grade E. Unlike in the previous year, the number of candidates assigned U across the different syllabuses has declined.

Performance at PSLE Qualification level

Table 10 depicts the overall performance by grades of candidates in 2024 compared to 2023.

Year		A	B	C	D	E	U	Total
2024	No.at grade	11178	10212	17463	9793	4286	39	52971
	% at grade	21.10	19.30	33.00	18.50	8.10	0.10	
	Cum. %	21.10	40.30	73.30	91.70	99.80	99.90	
2023	No.at grade	10610	9269	17701	10405	4132	34	52151
	% at grade	20.30	17.80	33.90	20.00	7.90	0.10	
	Cum. %	20.30	38.10	72.00	91.90	99.80	99.90	
Diff. in cum. %		0.80	2.20	1.30	-0.20	0.00	0.00	

Table 11: Overall Performance by Grades for 2024 compared to 2023

The percentage of candidates who obtained Grade E or better was 99.80% in 2024, which was similar to 2023. This implies that 0.10% (39) of the candidates were unclassified, therefore assigned letter U. The proportion of candidates who obtained an overall Grade D or better has decreased slightly by 0.2% in 2024 when compared to 2023. It can therefore be concluded that the overall performance in 2024 indicated some improvement compared to the previous year.

Junior Certificate Examination (JCE)

The main purpose of the JCE is to select candidates proceeding to senior secondary school level. Assessment is based on seventeen 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. The performance is reported at syllabus level, qualification level and for outstanding candidates.

Performance at Syllabus Level

Generally, there was an improvement in performance at Grade E or better in 2024 compared to 2023. A decline in performance was realised only in Social Studies. Despite the improvement at Grade E or better, in most syllabuses, the proportion of candidates who satisfy the requirements for the award of a syllabus grade remains lower than 90% apart from Agriculture, Home Economics and Art. This indicates that, in most of the syllabuses, more than 10% of the candidates and as high as 37% for Commerce & Accounting and Commerce & Office Procedure are not awarded a syllabus grade and therefore assigned letter U.

The performance in Grade C or better have shown improvement in eight (8) syllabuses in 2024 compared to 2023. However, performance in Mathematics has declined in this category. It is worth noting that only in the Art syllabus in which at least 50% of candidates awarded credit grades, that is Grade C or better. Commerce & Office Procedures syllabus continues to be the lowest with about 8.5% of candidates awarded Grade C or better. This indicates that very few candidates gained any useful knowledge and skills from the syllabus.

Performance at Qualification Level

Table 11 shows the number of candidates at each qualification grade, the percentage at grade, the cumulative percentage at grade and the difference in cumulative percentages at a grade between 2023 and 2024.

Year		Merit	A	B	C	D	E	U	X
Year	No.at grade	16	613	4790	10899	14458	5410	6107	9
	% at grade	0.04	1.45	11.32	25.76	34.18	12.79	14.44	0.02
	Cum. %	0.04	1.49	12.81	38.57	72.75	85.54	99.98	100.00
Year	No.at grade	8	440	4326	10541	13834	5166	6860	128
	% at grade	0.00	1.10	10.50	25.50	33.50	12.50	16.60	0.30
	Cum. %	0.00	1.10	11.60	37.10	70.60	83.10	99.70	100
Diff. in cum. %		0.00	0.39	1.21	1.46	2.15	2.44	0.28	0.00

Table 12: Performance at Qualification Level: Government Centres

Generally, the performance in 2024 at qualification level showed improvement across all key grades. The percentage of candidates who obtained Grade E or better improved by 2.44% in 2024 compared to 2023. The proportion of candidates who did not meet the minimum requirements for the award of Grade E and were assigned the letter 'U', decreased by 2.16% in 2024 which indicates an improvement.

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 performance is reported at syllabus and qualification level.

Performance at Syllabus level**Core and Science Syllabuses**

Generally, performance in languages, Biology, Chemistry and Science Single Award have remained more or less the same as the previous year in Grades C or better. However, Physics and Mathematics showed improved in this Category. Setswana and Science Double Award have shown improvement at Grade E or better while Science Single Award shown a decline in this category. Nearly all candidates met the minimum requirement to be awarded Grade G or better in the languages, Single Sciences and Science Double Award whilst in Mathematics and Science Single Award 10% or more of the candidates failed to meet the requirement hence are assigned letter U.

Performance in Optional Syllabuses

There were eighteen syllabuses under the category of optional syllabuses. Generally, in most of the syllabuses the performance remained more or less the same as of previous year across all key grades. Only a few syllabuses showed improvement in one or two key grades. Business Studies continues to have the

highest proportion of candidates (about 16%) who did not meet minimum requirements for the award of syllabus grade hence assigned letter U.

Pre-Vocational (Outcome Based Education) Syllabuses

Generally, this year there was significant improvement in performance across all grades for all OBE syllabuses. The largest improvement was observed at Grade C or better in Hospitality & Tourism Studies, Animal Production and Field Crop Production. All candidates met the minimum requirement to be awarded Grade G or better in Hospitality & Tourism Studies and Field Crop Production. Only a few candidates (about 5%) in Horticulture and Animal Production failed to meet minimum requirements for the award of syllabus grade.

Overall Performance

This section reports overall performance in terms of the proportion of candidates achieving Grade G or better; Grade E or better; and Grade C or better in six syllabuses in 2022 compared to 2023 as shown in **Table 12**.

Year	Total Grades	Grade G or Better		Grade E or Better		Grade C or Better		Grade A or Better	
		Count	Cum%	Count	Cum%	Count	Cum%	Count	Cum%
2024	197962	191780	96.88	150854	76.20	66095	33.39	6326	3.20
2023	203463	195585	96.13	152945	75.17	67015	32.94	7263	3.57
2022	198488	191434	96.45	149164	75.15	64224	32.36	6170	3.11
2021	190371	185527	97.46	145292	76.32	61452	32.28	5732	3.01
2020	186113	180145	96.79	141981	76.29	60382	32.44	5735	3.08

Table 13: Overall Best Performance in Key grades

The results indicate that among all the grades awarded this year, 96.88% were Grades G or better compared to 96.13 in 2023. The proportion of grades at E or better improved by 1.03% in 2024. The proportion of grades at C or better improved slightly by 0.45%. The proportion of grades at A or better declined by 0.37%. The results show that generally, for the five years there has been a gradual improvement at Grade C or better.

RESEARCH AND CONFERENCES**Southern Africa Association For Educational Assessment (SAAEA)**

Botswana is a member of the Southern Africa Association for Educational Assessment (SAAEA) which is made up of nine (9) countries. It was established in 2001 with the aim of providing a platform for meaningful engagement of assessment, curriculum and research practitioners within the Southern Africa Development Community (SADC) region. The notable initiatives that the association engaged in 2024 include the development of a quality assurance system for assessment, a study on the conduct of school-based assessment by member states and biennial conference which was held in Eswatini. The conference was held under the theme "Transforming Educational Assessment for Quality, Equality and Fairness in the Fourth Industrial Revolution (4IR)". After having led the SAAEA since 2019, the BEC CEO, Dr Moreetsi Thobega handed over the chairmanship to CEO Examination Council of Eswatini during the conference. BEC presented two research papers at the conference.

Large Scale Assessments

The BEC conducts examinations and large-scale assessments. In that regard, BEC has partnered with the World Bank and UNESCO to support the Botswana Educational Achievement Monitor (BEAM) and Assessments for Minimum Proficiency Levels (AMPL) studies respectively.

Comparability And Marking Checks Studies

The comparability study between IGCSE and BGCSE was conducted on History while the marking checks study was conducted on Geography and Hospitality and Tourism Studies (HTS) syllabuses. These studies are conducted by Cambridge University Press & Assessment (CUPA) in collaboration with BEC, to check compliance to marking and grading standards. The comparability study indicated that IGCSE and BGCSE History are equivalent. The marking check on HTS and Geography indicated valid and reliable marking.

CORPORATE IT

The Corporate Information Technology Department is responsible for Information Communication Technology (ICT) Operations and Infrastructure, ICT Security operations, applications and ICT Projects implementation. It is a hosting entity for all ICT solutions provisioned for and by other technology functions within the BEC.

BEC New Internet Service Provider (ISP)

BEC acquired the services of Abari Communication to provide Corporate Internet services. The transition from the then internet service provider (Orange Botswana) to Abari Communications was seamless due to the level of professionalism displayed by the two parties during the handover.

Internet Provisioning at Marking Venues.

Abari Communications managed to provide internet services at the marking venue for the 2024 Primary School Leaving Examination (PSLE) online data capture. Botswana Fibre Network (Bofinet) provided internet services at the marking venues for the 2024 Junior Certificate Examination (JCE) and Botswana General Certificate School Examination (BGCSE) online data capture.

Migration of ICT Services to the Cloud

During the year under review, the BEC signed a contract with a local service provider to have its IT services hosted at their Cloud facility. This entailed having a data link between BEC and the service provider to facilitate data transmission between the two (2) sites. The migration of services was completed successfully, with services being consumed from the Cloud.

Upgrade of Examinations Processing System (Malepa)

The purpose of this project was to upgrade the Malepa Database and the Application Servers to the latest operating systems, including the upgrade of the application to the latest programming language. The upgrade was expected to deliver better system performance and enhanced security posture. Although there are some project activities that are ongoing, the BEC has gone live on the upgraded environment. The exam processing for the current cycle will be conducted in the upgraded environment.

BEC Intranet

The BEC successfully launched a Microsoft SharePoint-based Intranet during the 2024/25 financial year, now serving as the organisation's official document management system. The platform provides a secure and centralised repository for information, enabling efficient document storage, version control, and streamlined workflows. Its implementation has strengthened collaboration and information sharing across departments and with key stakeholders. BEC launched the Microsoft SharePoint based Intranet. BEC started using its new Intranet as a new document management system. This has enhanced collaboration between employees and other stakeholders.

New Service Desk Application

The Corporate IT has acquired a new service desk application through which staff will be able to log IT calls online. The move from the old to the new application was a cost-cutting initiative that resulted in a reduction of over P85,000.00 (Eighty Five Thousand Pula) in annual licenses during the year under review.

BEC Establishes an IT Security Unit

The Council established the IT Security Unit to protect its data as one of its important assets. The Unit has since been resourced with the required number of employees. There has been noticeable traction in terms of improving the IT Security posture during the 2024/25 fiscal year.

Release of the Examination Results

The BEC successfully released all three levels of general education 2024 PSLE, JCE and BGCSE examination results through the BEC Website and the SMS Communications platforms. Both platforms were up and running with the SMS Communications Platform utilising all three (3) telco lines – BeMobile, Orange and Mascom.

HUMAN CAPITAL

The Human Capital department is a strategic business partner that provides people management practices for attraction, development, and retention of a skilled and diverse workforce. Furthermore, it provides policy direction on human capital issues, talent management and succession planning. It also provides human capital administrative support to the management and employees of the Council.

During the 2024/25 Financial Year, the department implemented various initiatives towards helping the Council inculcate the desired culture of a high-performance organisation (HPO). This was anchored on one of the core values that the Council has adopted of “**People Focus.**”

Recruitment

There are currently 242 established positions in the Council, and with a total headcount of 167 pensionable and 33 fixed-term contract employees respectively, with a total of 43 vacancies. Resourcing for vacant positions is on a rationalised basis focusing on targeted recruitment for replacements for retirements and resignations.

Separations

During the year under review, the overall turnover rate was 8.4%. The voluntary separation turnover rate for the year was 4.21% or 50% of the separations. The voluntary separation

figure excludes deaths and retirements, and it is within the acceptable norm of 7%.

Employee Survey

The Human Capital Department conducted a survey to measure employees' level of Engagement and Satisfaction in the workplace, as well as Leadership Effectiveness. The survey covered employee perceptions on issues of leadership, work environment, alignment, development, and commitment to work.

The survey results would serve to promote and increase employee engagement and assist the Council to:

- i. ensure that it meets its commitment to cultivate a work environment that is in line with its strategic objectives and core values
- ii. track key aspects of employee perceptions that impact key business measures
- iii. determine how well employees understand and support the mission and strategies of the Council; and
- iv. finally, to provide a basis for timely management action planning.

The results of the study were such that 52.2% of employees felt that they were engaged in the BEC decision making, 49.3% felt satisfied with the way things were done at BEC, while 35.9% were happy with the BEC leadership effectiveness. At a high level, the survey recommended further improvements on leadership effectiveness score, the need to develop a culture plan, competency framework, employee development and more resourcing for effective implementation of the BEC strategic goals.

Human Capital Policies

The Council made strides in developing new and reviewing the existing policies, strategies and plans aiding in efficient management of the function. Amongst the key policies reviewed were the Total Rewards Policy (Remuneration Policy) - a coordinated effort driven by overall business strategy to develop a workforce motivated towards excellence and growth through an effective and inclusive rewards package. Other policies that were completed were the Ill Health and Bereavement Policy, a policy which is directed at assisting employees going through the trauma of ill health and reintegrating them back to work after going through a loss of a loved family member.

The Performance Management Policy was also reviewed to align it with the organisational strategic objectives.

Staff Welfare

The cornerstone of the BEC employee health and wellness strategy is to foster constructive employee engagement, which in turn raises awareness of health and safety issues in the workplace. In pursuit of its value of "People Focus" the Council engaged in the implementation of key initiatives that positively contributed towards the improvement of the organisation's work culture, boosting employee morale, more workplace inclusivity, and a general feeling of appreciation by employees.

Health and Wellness Talks are the key channels to make employees aware and informed on many fronts of health and wellness. The topics covered included the topical Gender Based Violence in the workplace and its impact on overall health and productivity.

The Council also observed and celebrated various themed days across the year, such as the World Mental Health Day, Breast Cancer and Prostate Cancer Awareness Months. These efforts, small as they seemed, made a significant impact on the employees' awareness and knowledge of these deadly chronic diseases.

BEC employees also observed Spring Day. The key message for spring day to employees was that just like the season of spring, our new strategy symbolised a rebirth for BEC, filled with opportunities for growth, innovation, and transformation. To sum it all up, employees also engaged in the 58th Independence Celebrations throughout the month of September 2024. They had themed Fridays in the form of dress code, mainly Botswana colours, Traditional Wear (Leteisi); Khaki, and a grand finale of Setswana attire. This brought employees together, united in pride and enthusiasm.

Grade and Salary Structure

Following the completion of the BEC Restructuring sub-project of the Transformation Project, the old BEC grade and salary structure were reviewed in line with the newly implemented Organisational Structure.

Stakeholder Engagement

The relationship between the recognised Union (BOPEU) and the BEC has been a cordial one. Management and Union have been engaging each other to discuss, negotiate, and consult on issues of mutual interest through the Joint Negotiation and Consultative Committee (JNCC).

FACILITIES

Safe, Secure, and Sustainable Examination Facilities

During the 2024/25 financial year, the Council reinforced its commitment to providing examination environments that are safe, secure, and sustainable. The Council ensured cost effective

approach by utilising public schools for marking and partnering with locally owned citizen building and maintenance companies, including the Construction Industry Trust Fund (CITF). BEC also encouraged citizen empowerment and quality service delivery. These initiatives safeguarded the integrity of examination materials, supported a conducive working environment for personnel, and promoted long-term sustainability in the Council's operations.

The Council also maintained its critical role in safeguarding the integrity of examinations by ensuring that all facilities used were properly maintained. This was successfully achieved because of the partnerships it has with the local enterprises including CITF. During the 2024/25 fiscal year, the Council implemented cost efficient and quality driven maintenance solutions.

PROCUREMENT AND PROCUREMENT OVERSIGHT

Strengthening Governance Through Procurement Excellence

During the year under review, the Council successfully implemented a plan to achieve full alignment with the Public Procurement Act by September 2024. Key milestones included the establishment of the Procurement Oversight Unit (POU), the review of Procurement Unit functions, the revision of procurement thresholds, and the replacement of the Council's Procurement Manual with the amended Public Procurement Act, its Regulations, and the Public Procurement Regulatory Authority (PPRA) Operations Manual.

The establishment of the POU marked a significant achievement in strengthening governance and compliance. The Unit has introduced standardised tools such as Standard Bidding Packages and Contract Templates, streamlining procurement processes while ensuring transparency, fairness, and consistency.

Furthermore, alignment with the Act and its supporting framework has reinforced accountability and value-for-money principles in all procurement activities. To support effective implementation, the POU conducted targeted training sessions to build staff capacity and promote consistent application of the new regulatory framework.

These initiatives have mitigated critical risks associated with non-compliance, procedural inconsistencies, and inadequate oversight, while also safeguarding the Council against reputational exposure. Collectively, these developments have enhanced procurement efficiency, strengthened governance, and positioned the Council to deliver its mandate in line with public procurement best practices.

2025/2026 OUTLOOK

A positive outlook was forecast for the Council at the beginning of the year 2024/25. The Council aspired to a fully developed five-year strategy that would span 2024-29. Indeed, the strategy named '*Sediba Sa Tlhatlhobo*' was developed at the beginning of the reporting period. It was then executed by the second quarter of the 2024/25 financial year. Just as the Council started to implement the strategy, an interesting turn of events saw a change of Government for Botswana. The new Government re-configured the Basic Education landscape by detaching Skills Development and Tertiary Education to a different Ministry while bringing in Child Welfare to make the current Ministry of Child Welfare and Basic Education (MCWBE). The change in nomenclature and mandate of the parent Ministry spelt a major shift in strategic focus of the general education sector, including that of the Council.

As the Council begins the year 2025/26 the new political environment and the reconfigured operational landscape call for a leadership refocus exercise where the Council leadership will reconsider, tease out and confirm its strategic priorities to make sure that it is in alignment with priorities of the new Government. Key among the priorities of the Government is that the curriculum should be laden with content that is sensitive to the developmental needs of Children. Schools also should be child friendly. In alignment with the strategic posture of the parent Ministry, the strategic priority of the Council is the development of assessment programmes that are sensitive to the welfare and rights of children. The Council will further develop associated assessments for the Science, Technology, Engineering, Arts and Mathematics (STEAM) curriculum reform that was pronounced by the Government in the preceding year. The Council will also participate fully in the development and implementation of the National Development Plan 12 (NDP 12) and the associated Botswana Economic Transformation Programme.

Even as the year begins, the Council is facing a bleak sustainability outlook. The past year has ended with huge deficit recorded in the books of the Council, as we step into 2025/26, the quantum of the subvention has not improved from previous years. This spells financial hardships for the Council and calls for tough austerity measures. It also dictates that the Council should be intentional about development of its own revenue streams.

Lastly, the Council wishes to extend gratitude to the Board Chairperson and other Board members whose tenure will lapse by the end of September 2025. The BEC family wishes them prosperity in their other life endeavors, even as they continue to contribute to the betterment of the Country's education system.

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BOARD MEMBERS' REPORT**For the year ended 31 March 2025**

The Board Members have pleasure in submitting their report on the annual financial statements of Botswana Examinations Council for the year ended 31 March 2025.

INCORPORATION

Botswana Examinations Council ("BEC" or "the Council") was established under the Botswana Examinations Council Act (No. 11 of 2002) (as amended in 2019).

NATURE OF BUSINESS

Botswana Examinations Council's main business is to conduct school examinations and any other examinations for the Ministry of Child Welfare and Basic Education (MCW&BE) and issue certificates in respect of such examinations.

FINANCIAL RESULTS AND POSITION

The results of the Council are clearly set out in the accompanying financial statements set out on pages 63 to 91. The Council employed 214 employees at the reporting date (2024: 190 employees).

The following were Board members during the financial year:

Chief Executive Officer

Dr. Moreetsi Thobega

Chairperson

Dr. Olefile Bethuel Molwane

Board Members

Ivy Ramalohanye

Kelebogile Lecoge

Onkagetse Pusoentsi (Resigned 31st March 2025)

Masego Mokubung

David Ratsatsi

Thato Lesejane (Joined 1st November 2024)

Postal Address

Private Bag 0070

Gaborone, Botswana

BANKERS

ABSA Bank Botswana Limited



Access Bank Botswana Limited



First National Bank of Botswana Limited

**REGISTERED OFFICE**

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KT Motsete Road
Gaborone

AUDITORS

Crowe

Crowe Goel & Associates
122/2F Gaborone International
Finance Park, Gaborone
P.O. Box 60552, Gaborone

Going Concern

We draw your attention to the fact that BEC incurred a net loss ("deficit") of P5 413 482 during the year ended 31 March 2025 (2024: net loss of P23 831 728) and as of that date, BEC's current liabilities exceeded its current assets by P39 840 162 (2024: net current assets of P31,231,849) and its total liabilities exceeded its total assets by P67 608 914 (2024: P62 195 431).

BEC remains financially and operationally dependent on the Ministry of Child Welfare and Basic Education ("MCW&BE" or "the Ministry"). The Council is mandated to utilise the annual subvention grant from the MCW&BE to fund the expenditure incurred in the facilitation and administration of examinations in the country. For the 2024/25 financial year, BEC submitted a comprehensive budget proposal amounting to P429 million, inclusive of invigilation fees, which in prior years had been financed separately by the Ministry. MCW&BE approved a subvention grant of P201 million as the primary allocation for the financial year. In addition, the Ministry authorised supplementary funding of P59 million to cover examiner's marking fees, along with a further P65 million specifically designated for invigilation-related expenses.

By way of a non-legally binding letter of support, MCW&BE has committed to providing adequate financial assistance to BEC for at least 12 months following the signing of these financial statements despite BEC having incurred deficits in the current and prior years. This support is intended to enable BEC to realise its assets and settle its obligations in the normal course of business.

Following the reporting date, the Council received P75 564 315, representing 37.5% of the approved 2025/26 subvention grant. However, based on current projections and annual budget, management anticipates that actual expenditures will exceed the available income during the financial year. In response, the Council has submitted a special funding request to the MCW&BE. This approach aligns with established practice, as similar requests have been successfully approved in previous years to ensure continuity of operations.

The Board has assessed the Council's ability to continue as a going concern and has no reason to believe that BEC will be unable to meet its obligations over the coming year. Accordingly, the financial statements have been prepared on the going concern basis of accounting. This presumes that funding will remain available to support future operations and that the realization of assets and settlement of liabilities will occur in the normal course of business.

However, in the event that the Council does not receive the anticipated financial support from MCW&BE, a material uncertainty would arise that may cast significant doubt over BEC's ability to continue as a going concern and to realise its assets and discharge its liabilities in the ordinary course of business.

BOARD MEMBERS' RESPONSIBILITY STATEMENT

For the year ended 31 March 2025

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 as at 31 March 2025 and the statements of profit or loss and other comprehensive income, changes in funds and cash flows for the year ended 31 March 2025 and a summary of material accounting policies and notes to the financial statements in accordance with IFRS Accounting 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 has assessed the ability of BEC to continue as a going concern and has no reason to believe that the entity will not be a going concern in the year ahead. The financial statements are therefore prepared based on the going concern basis of accounting 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.

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

Approval of the annual financial statements

The annual financial statements of Botswana Examinations Council as identified in the first paragraph were approved by the Board Members on the 16th September 2025 and signed on their behalf by:


Chairperson

Dr Olefile Bethuel Molwane


Chief Executive Officer

Dr Moreetsi Thobega

Independent Auditor's Report

To the shareholder of the Botswana Examinations Council

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Botswana Examinations Council (the Council) set out on pages 63 to 91, which comprise the statement of financial position at 31 March 2025, the statement of profit or loss and other comprehensive income, statement of changes in funds and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of material accounting policies.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Botswana Examinations Council at 31 March 2025, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS Accounting 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.

Material Uncertainty related to Going Concern

We draw attention to note 20 to the financial statements which indicates that the Council incurred a deficit of P5 413 482 for the year ended 31 March 2025, and, as of that date, the Council's current liabilities exceeded its current assets by P39 840 162 and its total liabilities exceeded its total assets by P67 608 914.

As stated in note 20, these events or conditions indicate that a material uncertainty exists that may cast significant doubt on the Council's ability to continue as a going concern and, therefore, the Council may be unable to realize its assets and discharge its liabilities in the normal course of business. However, as stated in the note, the Board is of the view that the shareholder would continue to finance the Council for at least 12 months from the date of signing of these financial statements, and hence these financial statements are prepared on the basis of accounting policies applicable to a going concern. Our opinion is not modified in respect of this matter.

Key Audit Matter

Key audit matters are those matters that, in our professional judgment, 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.

Accounting for government grants

Refer to the following material accounting policies and notes to the financial statements: notes 1.4, 13 and 21.

Key audit matter	How the matter was addressed in our audit
<p>The Botswana Examinations Council receives a significant portion of its income from government grants, some of which include specific conditions.</p> <p>Management judgment is required to determine whether the conditions have been met and when to recognize the associated revenue.</p> <p>The timing of income recognition depends on whether the conditions attached to the grants have been met.</p> <p>Some grants are restricted to future periods or specific expenditures and recognizing them prematurely could materially misstate income.</p> <p>The classification between capital and revenue grants is significant because:</p> <ul style="list-style-type: none"> • Revenue grants are typically recognized as income in the period in which the related conditions are met. • Capital grants are generally deferred and recognized over the useful life of the related asset, or when the asset is brought into use, depending on the selected accounting policy. <p>Deferred income and liability classification must be evaluated when conditions remain outstanding.</p> <p>Due to the complexity, judgment involved, and the material impact on the current year and prior year financial statements, this matter was of most significance in our audit.</p>	<p>The procedures we performed to address this key audit matter included the following:</p> <ul style="list-style-type: none"> • We obtained and reviewed the grant agreements and related correspondence to assess the nature and intended use of the funds together with other conditions attached. • We assessed the accounting policies applied by the council for grant recognition and classification and evaluated their compliance with IFRS. • We performed substantive testing on a sample of grant-related transactions including asset acquisitions and expenditures incurred to verify the occurrence of transactions, accuracy of classification and timing of recognition in the financial statements. • We assessed the completeness and accuracy of deferred grant balances. • We performed cut-off testing at year-end to ensure that revenue and liabilities were recorded in the correct period. • We considered whether appropriate disclosures were made in the financial statements, including the nature and extent of government assistance and any unfulfilled conditions

Other matter

The financial statements of Botswana Examinations Council for the year ended 31 March 2024, were audited by another auditor who expressed an unmodified opinion on those financial statements on 5 December 2024 before the amendments.

Other Information

The Board members are responsible for the other information. The other information comprises the Board Member's report, Board Members' Responsibility Statement and the Detailed Income Statement, 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 and fair presentation of the financial statements in accordance with IFRS Accounting Standards, and for such internal control as they 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 has no realistic alternative but to do so.

The Board Members are responsible for overseeing the Council's financial reporting process.

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 judgment and maintain professional skepticism throughout the audit. We also:

- * Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- * Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.

* Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by 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.

We also provide the Board members with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence and, where applicable, actions taken to eliminate threats or safeguards applied.

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.

Report on Other Legal and Regulatory requirements

In accordance with Section 20(1) of the Botswana Examinations Council Act (CAP 58:03), we report that:

* We have received all information and explanation which, to the best of our knowledge and belief, were necessary for the performance of our duties.

* The accounts and related records of the Council have been properly kept.

* The Council has complied with all the financial provisions of the above Act with which it is its duty to comply with.

* The statement of accounts prepared by the Council was prepared on a basis consistent with that of the preceding year and represents a true and fair view of the transactions and financial affairs of the Council.



Crowe Goel & Associates
Firm of Certified Auditors
Practicing member: Sanjay Goel (CAP 0027 2025)

Date: 16th September 2025

Gaborone

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 31 March 2025

IN PULA

	Note	2025	2024 Re-stated*
Revenue			
Government grants	1	323,013,125	307,713,901*
Revenue from customers	2	24,772,155	21,157,352
		347,785,280	328,871,253
Direct costs	3	(209,872,346)	(209,205,638)
Gross surplus		137,912,934	119,665,615
Other income	4	1,670,251	2,148,550
Administrative expenses		(148,939,440)	(149,460,579)
Operating (deficit)/surplus	5	(9,356,255)	(27,646,414)
Finance income	7	3,942,773	3,814,686
(Deficit)/surplus for the year		(5,413,482)	(23,831,728)
Other comprehensive income		-	-
Total comprehensive income		(5,413,482)	(23,831,728)*

* The comparative information is restated on account of correction of errors. Refer to note 21 for details.

STATEMENT OF FINANCIAL POSITION

For the year ended 31 March 2025

IN PULA

	Note	2025	2024 Re-stated*
Assets			
Non-current assets			
Property and equipment	8	65,726,796	70,293,700
Intangible assets	9	1,649,498	848,426
		67,376,294	71,142,126
Current assets			
Inventories	10	1,122,767	1,455,040
Trade and other receivables	11	6,522,634	30,033,362
Cash and cash equivalents	12	88,094,218	33,167,578
		95,739,619	64,655,980
Total assets		163,115,913	135,798,106
Funds and Liabilities			
Funds			
Accumulated deficit		(67,608,914)	(62,195,432)
Non-current liabilities			
Capital grants	13	95,145,047	102,105,708
Current liabilities			
Trade and other payables	14	135,579,780	95,887,830
		135,579,780	95,887,830
Total liabilities		230,724,827	197,993,538
Total Funds and liabilities		163,115,913	135,798,106

* The comparative information is restated on account of correction of errors. Refer to note 21 for details.

STATEMENT OF CHANGES IN FUNDS
For the year ended 31 March 2025
IN PULA

Balance at 01 April 2023

Deficit for the year

Balance at 31 March 2024*

Deficit for the year

Balance as at 31 March 2025

* The above balance is post prior year re-statement.

Balance at 31 April 2024 (Before prior period restatement)

Prior period adjustment (Refer Note 21)

Restated Balance at 31 March 2024*

Accumulated Deficit

(38,363,704)

(23,831,728)

(62,195,432)

(5,413,482)

(67,608,914)

(80,808,815)

18,613,383

(62,195,432)

STATEMENT OF CASH FLOWS

For the year ended 31 March 2025

IN PULA

	Note	2025	2024
Cash flows from operating activities			
Cash flows used in operating activities	16	53,533,442	(52,142,930)
Net cash flows used in operating activities		53,533,442	(52,142,930)
Cash flows from investing activities			
Interest received	7	3,942,773	3,814,686
Acquisition of plant and equipment	8	(1,384,422)	(3,702,446)
Acquisition of intangible assets	9	(639,007)	(355,200)
Additions to intangible assets – software (WIP)	9	(941,640)	-
Proceeds from disposal of assets		415,500	428,050
Net cash flows from investing activities		1,393,203	185,090
Cash flows from financing activities			
Capital grants received	13	-	381 728
Net cash flows from financing activities		-	381 728
Net movement in cash and cash equivalents		54,926,640	(51,576,111)
Net cash and cash equivalents at the beginning of the year		33,167,578	84,743,689
Cash and cash equivalents at the end of the year		88,094,218	33,167,578
Represented by			
Cash and cash equivalents at the end of the year	12	88,094,218	33,167,578

* The comparative information is restated on account of correction of errors. Refer to note 21 for details.

Material Accounting Policies

For the year ended 31 March 2025

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 Child Welfare and Basic Education (MCW&BE) 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).

1. Statement of compliance

The annual financial statements have been prepared in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board (IFRS Accounting Standards). The financial statements were approved and authorised for issue by the Board on 16th September 2025.

1.1 Basis of preparation

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

The preparation of financial statements in accordance with IFRS Accounting Standards 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 regard to the application of IFRS Accounting Standards made in the compilation of these financial statements consist mainly of evaluating the residual values and depreciation methods and depreciation rates applied to property and equipment items (per note 8 and the related accounting policy note), evaluating the useful lives of intangible assets (per note 9 and the related accounting policy note), evaluating trade and other receivables for possible impairment (per note 11 and the related accounting policy note) and the calculation and recognition of provisions (per note 14 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.

1.2 Property, plant and equipment

All items of property, plant and equipment are initially recognised at cost which includes any costs directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The cost of an item of property, plant and equipment is recognised as an asset if it is probable that future economic benefits associated with the item will flow to the Council and the cost of the item can be measured reliably.

Subsequent to initial recognition all items of property, plant and equipment are measured at cost less accumulated depreciation and any impairment in value,

Material Accounting Policies

For the year ended 31 March 2025

1.2 Property, plant and equipment (continued)

with the exception of Land which is measured at cost, less any impairment in value and is not depreciated, since its useful life is considered to be indefinite.

Subsequent expenditure including the cost of replacing parts of the asset, other than day-to-day servicing costs, are included in the cost of the asset when incurred if it is probable that such expenditure will result in future economic benefits associated with the item flowing to the Council, and the cost can be measured reliably.

Depreciation

An asset is depreciated from the time that it is available for use. The depreciable amount of an asset, being the cost of the asset less the residual value is recognised in profit or loss on a straight-line basis over the estimated useful life of the asset. Residual value is the estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset was already of the age and in the condition expected at the end of its useful life. Whilst residual value is equal to or exceeds the carrying value, depreciation is discontinued.

Each part of an item of property, plant and equipment with a cost which is significant in relation to the total cost of the item is depreciated separately.

The residual values, useful lives and depreciation methods applied to assets are reviewed at each financial year end based on relevant market information and management consideration, and are adjusted prospectively, if applicable.

The estimated useful lives of property, plant and equipment are as follows:

Land and buildings (over the lease period)	50 years
Motor vehicles	4 years
IT equipment	3 years
Office equipment	5 years

Furniture and fittings	10 years.
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An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset is included in profit or loss in other operating costs in the year the asset is derecognised.

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 Council. 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.

1.3 Intangible assets (software)

Software assets are initially recognised at cost. After initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. Internally generated intangible assets, excluding capitalised development costs, are not capitalised, but expensed in profit or loss in the year during which the expenses are incurred.

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

Material Accounting Policies

For the year ended 31 March 2025

intangible assets when the following criteria are met:

- (a) It is technically feasible to complete the software product so that it will be available for use;
- (b) There is an ability to use the software product and;
- (c) 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 licenses are capitalised and amortised on a straight-line basis over the license 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 begins when the asset is available for use, that is 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 financial reporting period with the effect of any changes in the estimate being accounted for on a prospective basis.

The estimated useful lives of intangible assets are as follows:

BEC Software	3 years
BEC Website	3 years
BNEPS Programmes	10 years; and
BNEPS License fee	Term of the license.

1.4 Capital grants

Capital grants comprise grants received from the Government of Botswana utilised towards capital expenditure (purchase of property, plant and equipment and intangible assets). Funds received are credited

to capital grants and the related assets are capitalised. An amount equal to the depreciation charge of the assets funded by the capital grant is recognised as income in profit or loss. Subsequent movement of those items of assets (e.g. sale and impairment) are treated accordingly in the capital grants.

1.5 Financial instruments

Financial instruments held by the Council are classified in accordance with the provisions of IFRS 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.

Material Accounting Policies

For the year ended 31 March 2025

1.5 Financial instruments (continued)

Financial assets

Impairment of Financial assets

The impairment provision of financial assets are based on the assumptions about risks of default and expected losses.

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 ECL 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.

Classification and subsequent measurement

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

Business model- The financial asset is held within a business model whose objective is to hold financial assets to collect their contractual cash flows (rather

than to sell the assets prior to their contractual maturity to realise changes in fair value. The business model reflects how the Council manages the assets in order to generate cash flows, that is, whether the Council'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 Fair Value Through Profit or Loss (FVTPL). Factors considered by the Council in determining the business model for a group of assets include past experience on how the cash flows for these assets were collected, how the asset's performance is evaluated and reported to key management personnel, how risks are assessed and managed and how managers are compensated. For example, the liquidity portfolio of assets which is held by the Council as part of liquidity management and is generally classified within the hold to collect and sell business model. Securities held for trading are held principally for the purpose of selling in the near term or are part of a portfolio of financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit-taking. These securities are classified in the 'other' business model and measured at FVTPL.

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.

Solely Payments of Principal and Interest (SPPI):

The contractual terms of the financial asset give rise, on specified dates, to cash flows that are solely payments of principal and interest on the principal amount outstanding. In making this assessment the Council considers whether the contractual cash flows

Material Accounting Policies

For the year ended 31 March 2025

1.5 Financial instruments (continued)

are consistent with a basic lending arrangement, that is 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 FVTPL.

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 or minus the cumulative amortisation using the effective interest rate of any difference between that initial amount and the maturity amount and for financial assets adjusted for any loss allowances.

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

Derecognition of financial assets

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

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

Write off policy

Procedurally past due receivables are first subjected to internal collection procedures including any legal procedures that would enhance collection. Once all avenues have been exhausted, management

Material Accounting Policies

For the year ended 31 March 2025

1.5 Financial instruments (continued) Write off Policy (continued)

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.

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.

Trade and other creditors

Trade and other creditors are classified as financial liabilities and are recognised when the Council become a party to a contractual provision, and are initially measured at fair value plus transaction costs, if any. They are subsequently measured at amortised cost.

Derecognition of financial liabilities

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. 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.

Offsetting of financial instruments

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

1.6 Impairment of non-financial assets

The carrying values of the Council's non-financial assets excluding inventories 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. Impairment is assessed at every financial year end or more frequently if events or changes in circumstances indicate that the carrying value may be impaired. Impairment is determined by assessing the recoverable amount of an asset. Where the recoverable amount is less than its carrying value, an impairment loss is recognised.

Material Accounting Policies

For the year ended 31 March 2025

1.7 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.

1.8 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 through profit and loss.

1.9 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.

Short term employee benefits

Short-term employee benefits include salaries, allowances and other fringe benefits. Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided.

A provision is recognised for the amount expected to be paid if the entity has a present legal or constructive obligation to pay the amount and the obligation can be estimated reliably. Employee entitlements to annual leave, bonuses, medical aid, housing benefits and severance benefits are recognised when they accrue to them and an accrual is recognised for the estimated liability as a result of services rendered by the employee up to the reporting date.

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 Employment Act. 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 or termination of employment.

1.10 Provisions

Provisions are recognised when BEC has a present legal or constructive obligation as a result of past events and 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.

Material Accounting Policies

For the year ended 31 March 2025

1.11 Government subventions

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

These subventions are based on approved expenditure agreed with MCW&BE on an annual basis. The annual period to which these subventions relate to, is in line with the BEC's financial year. 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.

1.12 Revenue from customers

Botswana Examinations Council receives certification fees, examination registration fees and remarking fees from customers. The registration fees received from customers during the year is deferred and recognised in the profit or loss in the period the examinations are to be written to match with the related examinations costs.

Examinations Registration, Invigilation, Certification and Remarking 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 Remarking 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 revenue recognition 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.

1.13 Finance Income

Finance income comprises interest received on the monies in the call accounts. Revenue is accrued on a time apportionment basis, by reference to the principal outstanding bank balance and the effective interest rate.

1.14 Other operating income

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

1.15 Direct costs and administrative expenses

These primarily represent the cost required to conduct and facilitate national examinations and support administrative functions. Expenses are recognised as soon as they are incurred by BEC. Major components of direct costs include but not limited to examination fees, invigilation fees, marking fees, printing costs, travel and subsistence allowances. Major components of administration costs include amongst others, payroll and related costs, amortisation and depreciation, repairs and maintenance, advertising and marketing, electricity and water charges.

1.16 Taxation

BEC is exempt from tax under the Second Schedule of the Income Tax Act Cap (52:01).

1.17 Related parties

A related party is a person or an entity that is related to the reporting entity; person or a close member of that person's family is related to a reporting entity if that person has control, joint control, or significant influence over the entity or is a member of its key management personnel; 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.

Material Accounting Policies

For the year ended 31 March 2025

1.18 Foreign currencies

Items included in the financial statement 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 transactional rate. Assets and liabilities denominated in foreign currencies at the reporting date are translated to Pula at closing rate. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translations of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

1.19 Standards and interpretations effective and adopted in the current year

The Council applied for the first time certain standards and amendments as stated below, which are effective for annual periods beginning on or after 1 April 2024 (unless otherwise stated). The Council has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

Supplier Finance Arrangements - Amendments to IAS 7 and IFRS 7
The amendments to IAS 7 Statement of Cash Flows and IFRS 7 Financial Instruments: Disclosures clarify the characteristics of supplier finance arrangements and require additional disclosure of such arrangements. The disclosure requirements in the amendments are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk.

The amendments had no impact on the Council's financial statements as it does not have supplier finance arrangements with its suppliers.

The new and amended standards and interpretations that are issued, but not yet effective, up to the date of issuance of the Council's financial statements are disclosed below. The Council intends to adopt these new and amended standards and interpretations, if applicable, when they become effective.

Lack of exchangeability - Amendments to IAS 21

In August 2023, the IASB issued amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates to specify how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking. The amendments also require disclosure of information that enables users of its financial statements to understand how the currency not being exchangeable into the other currency affects, or is expected to affect, the entity's financial performance, financial position and cash flows. The amendments will be effective for annual reporting periods beginning on or after 1 January 2025. Early adoption is permitted, but will need to be disclosed. When applying the amendments, an entity cannot restate comparative information.

The amendments are not expected to have a material impact on the Council's financial statements.

IFRS 18 Presentation and Disclosure in Financial Statements

In April 2024 the IASB issued IFRS 18, which replaces IAS 1 Presentation of Financial Statements. IFRS 18 introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Furthermore, entities are required to classify all income and expenses within the statement of profit or loss into one of five categories: operating, investing, financing, income taxes and discontinued operations, of which the first three are new.

It also requires disclosure of newly defined management-defined performance measures, subtotals of income and expenses, and includes new requirements for aggregation and disaggregation of financial information based on the identified 'roles' of the primary financial statements (PFS) and the notes.

In addition, narrow-scope amendments have been made to IAS 17 Statement of Cash Flows, which include

Material Accounting Policies

For the year ended 31 March 2025

IFRS 18 Presentation and Disclosure in Financial Statements (continued)

changing the starting point for determining cash flows from operations under the indirect method, from 'profit or loss' to 'operating profit or loss' and removing the optionality around classification of cash flows from dividends and interest. In addition, there are consequential amendments to several other standards.

IFRS 18, and the amendments to the other standards, is effective for reporting periods beginning on or after 1 January 2027, but earlier application is permitted and must be disclosed. IFRS 18 will apply retrospectively.

The Council is currently working to identify all impacts the amendments will have on the primary financial statements and notes to the financial statements.

IFRS 19 Subsidiaries without Public Accountability: Disclosures

In May 2024, the IASB issued IFRS 19, which allows eligible entities to elect to apply its reduced disclosure requirements while still applying the recognition, measurement and presentation requirements in other IFRS accounting standards. To be eligible, at the end of the reporting period, an entity must be a subsidiary as defined in IFRS 10, cannot have public accountability and must have a parent (ultimate or intermediate) that prepares consolidated financial statements, available for public use, which comply with IFRS accounting standards.

IFRS 19 will become effective for reporting periods beginning on or after 1 January 2027, with early application permitted.

As the Council's is not a subsidiary, IFRS 19 would not apply to the Council.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2025

IN PULA

	Note	2025	2024
1 Government grants			
Subventions	13	316,052,464	274,325,240
Unwinding of deferred revenue grants	13	2,995,514	22,119,627
Unwinding of deferred capital grants	13	3,965,148	11,269,035
		323,013,125	307,713,901
2 Revenue from customers			
Certification fees		1,687,335	727,574
Registration fees		22,892,196	20,248,425
Remarking fees		192,624	181,353
		24,772,155	21,157,352
3 Direct costs			
Examiners' meals		1,536,536	371,756
External examinations fees		33,169,189	32,784,873
Grading and grade review		513,121	774,107
Script selection		11,731	-
Invigilation fees		66,468,729	66,182,228
Coursework fees		5,123,224	2,603,250
Marking fees		59,243,437	57,011,660
Moderation fees		2,255,053	2,613,830
Paper development		1,371,366	1,373,332
Other examination administration		5,372,244	5,423,494
Printing costs		14,242,479	20,301,011
Setting fees		2,533,830	2,506,609
Travel and subsistence allowances		7,279,793	4,244,026
Venue hire costs		10,751,616	13,015,462
		209,872,346	209,205,638
4 Other income			
Foreign exchange gain		650,421	1,504,819
Profit on disposal of property, plant and equipment		316,718	261,010
Sale of tender documents		9,000	23,200
Excellence awards		244,975	150,000
Sundry income		449,136	209,521
		1,670,251	2,148,550
5 Operating (deficit)			
<i>is arrived after charging/(crediting) the following-</i>			
Auditors' remuneration - audit of the financial statements		608,430	457,731
Amortisation of intangible assets (Note 9)		779,573	2,115,942

NOTES TO THE ANNUAL FINANCIAL STATEMENTS CONT'D

For the year ended 31 March 2025

IN PULA

	2025	2024
Consultancy fees	378,277	49,705
Depreciation (Note 8)	5,696,547	5,282,938
Inventories expenses (Note 10)	1,964,027	1 724 952
Legal fees	145,514	409,974
Travel and subsistence allowances	894,057	608,750
Staff costs (Note 6)	117,930,589	109,906,956
Reduction in restructuring provision (Note 15)	-	(1,233,288)
6 Staff Costs		
Salaries and allowances	98,694,005	94,813,743
Gratuity provision	9,098,859	8,933,012
Leave pay provision / (reversal)	2,356,083	(999,272)
Pension costs – defined contribution plan	7,781,641	7,159,472
	117,930,589	109,906,956
Number of employees	214	190
7 Finance Income		
Interest - short-term deposit accounts	3,916,367	3,687,273
Interest - other banks	26,406	127,413
Total	3,942,773	(3,814,686)

8 Property Plant and Equipment

Financial year 2025	Land and Buildings	Motor Vehicles	IT equipment	Office Equipment	Furniture and Fittings	Total
Cost						
Opening balance at 1 April 2024	86,300,625	5,643,404	21,652,586	17,412,315	8,347,858	139,356,788
Additions	-	699,701	630,914	53,808	-	1,384,422
Disposals	-	(987,816)	-	-	-	(987,816)
Adjustment	-	-	(156,000)	-	-	(156,000)
Balance at 31 March 2025	86,300,625	5,355,289	22,127,503	17,466,123	8,347,856	139,597,395

NOTES TO THE ANNUAL FINANCIAL STATEMENTS CONT'D

For the year ended 31 March 2025
IN PULA

8 Property Plant and Equipment (cont'd)

Accumulated depreciation

Financial year 2025

	Land and Buildings	Motor Vehicles	IT equipment	Office Equipment	Furniture and Fittings	Total
Opening balance at 1 April 2024	24,838,202	4,666,907	19,507,310	12,013,131	8,037,537	69,063,088
Depreciation charge for the year	1,726,013	750,420	1,690,069	1,413,819	116,227	5,696,548
Depreciation on disposals	-	(889,034)	-	-	-	(889,034)
Adjustment	-	-	-	(2,646)	2,646	0
	26,564,215	4,528,292	21,197,379	13,424,304	8,156,409	73,870,599
Net book value at 31 March 2025	59,736,410	826,996	930,124	4,041,819	191,447	65,726,796

Property Plant and Equipment

Financial year 2024

	Land and Buildings	Motor Vehicles	IT equipment	Office Equipment	Furniture and Fittings	Total
Cost						
Opening balance at 1 April 2023	86,163,220	7,312,372	24,311,532	14,634,932	8,389,648	140,811,704
Additions	137,405	-	547,348	3,017,693	-	3,702,446
Disposals	-	(1,668,968)	(3,237,650)	(240,310)	(10,434)	(5,157,362)
Adjustment	-	-	31,356	-	(31,356)	-
Balance at 31 March 2024	86,300,625	5,643,404	21,652,586	17,412,315	8,347,858	139,356,788

Accumulated depreciation

Opening balance at 1 April 2023	23 114 938	5 368 613	21 039 146	11 232 175	8 015 600	68 770 471
Depreciation charge for the year	1 723 264	800 365	1 705 682	1 021 256	32 371	5 282 938
Depreciation on disposals	-	(1 502 071)	(3 237 518)	(240 299)	(10 433)	(4 990 322)
	24 838 202	4 666 907	19 507 310	12 013 131	8 037 537	69 063 088
Net book value at 31 March 2024	61 462 423	976 497	2 145 276	5 399 184	310 321	70 293 700

Land and Buildings comprises of a developed commercial property used as BEC's headquarteres located at Plot 54864 Gaborone measuring 1,8501 hectares. The property is held under a 50 year Deed of Fixed Period State Grant registered with the Deeds Office under title no. 2424/09 dated 2 November 2009. Land was acquired at Nil value and the costs represent the costs of constructing the buildings.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS CONT'D

For the year ended 31 March 2025

IN PULA

9 Intangible assets (software)

Financial year 2025

	BEC Software	BEC Website	BNEPS Licenses	BNEPS Programmes	Total
Cost					
Opening balance at 01 April 2024	4,955,233	380,226	2,355,300	23,429,361	31,120,120
Additions	639,006	-	-	-	639,006
Work in Progress	941,640	-	-	-	941,640
Adjustment	(84,936)	-	-	-	(84,936)
Balance at 31 March 2025	6,450,943	380,226	2,355,300	23,429,361	32,615,830

Accumulated depreciation

Opening balance at 01 April 2024	4,106,807	380,226	2,355,300	23,429,361	30,271,694
Amortisation charge for the year	779,574	-	-	-	779,574
Adjustment	(84,936)	-	-	-	(84,936)
Balance at 31 March 2025	4,801,445	380,226	2,355,300	23,429,361	30,966,332

Net book value at 31 March 2024

1,649,498	-	-	-	1,649,498
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Financial year 2024

	BEC Software	BEC Website	BNEPS Licenses	BNEPS Programmes	Total
Cost					
Opening balance at 01 April 2024	4,600,033	380,226	2,355,300	23,429,361	30,764,920
Additions	355,200	-	-	-	355,200
Balance at 31 March 2024	4,955,233	380,226	2,355,300	23,429,361	31,120,120

Accumulated depreciation

Opening balance at 01 April 2024	3,917,712	380,226	2,355,300	21,502,514	28,155,752
Amortisation charge for the year	189,095	-	-	1,926,847	2,115,942
Balance at 31 March 2024	4,106,807	380,226	2,355,300	23,429,361	30,271,694

Net book value at 31 March 2024

848,426	-	-	-	848,426
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The BNEPS programmes has been fully amortised and the remaining amortisation period for BEC Software is 1 to 3 years.

Intangible assets relate to cost incurred towards in BNEPS programme, a programme used for the capturing of candidates and examiners' information and the administration of payments and receipts relating to examinations as well as other software acquired by the BEC.

Intangible assets are amortised in accordance with the intangible asset accounting policy note. Management has evaluated the carrying amount of BNEPS programme by using the political, economic, social and technological environment (PESTEL) analysis. The PESTEL 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 considered the following impairment indicators in assessing the carrying amount of intangible assets:

- Obsolescence or physical damage.
- Asset is idle or is part of the 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 THE ANNUAL FINANCIAL STATEMENTS CONT'D

For the year ended 31 March 2025

IN PULA

	2025	2024
10 Inventories		
Consumable stocks - at cost	1,122,767	1,455,040
	1,122,767	1,455,040

Inventories recognised as an expense during the year ended 31 March 2025 amounted to BWP 1 964 027 (2024: BWP1 724 952). Inventories are not impaired and there were no write-offs in the current and prior year.

11 Trade and other receivables			
Subvention receivable from Botswana Government	17	2,350,571	28,923,258
Other receivable		924,894	300,917
Prepayments		3,247,169	809,187
		6,522,634	30,033,362

Management assessed the expected credit losses and default risk for trade and other receivables to be zero.

12 Cash and cash equivalents			
Cash at banks in current and call accounts		40,369,815	5,418,775
Short term deposits with Vunani Fund Managers		47,724,403	27,748,781
Cash on hand		-	22
		88,094,218	33,167,578

The carrying value of cash and cash equivalents is considered to approximate their fair value.

13 Deferred Government Grants			
Financial year 2025			
Deferred income - capital grant			
Balance at beginning of year		67,565,817	74,914,610
Additions - property, plant and equipment		486,247	3,565,042
Additions - Intangible assets	9	1,580,646	355,200
Depreciation - property, plant and equipment		(3,717,543)	(11,094,451)
Amortization - intangible assets		(247,605)	(174,584)
Balance at beginning of year		65,667,563	67,565,817

NOTES TO THE ANNUAL FINANCIAL STATEMENTS CONT'D

For the year ended 31 March 2025

IN PULA

*Deferred Government Grants (cont'd)***13 Deferred income - revenue grant**

Balance at beginning of year	34,539,891	60,198,032
Received during the year	-	381,728
Utilized during the year - Expenses	(2,995,514)	(22,119,627)
Utilized during the year - Assets	(2,066,893)	(3,920,242)
Balance at beginning of year	29,477,484	34,539,891

Total deferred capital grants	95,145,047	102,105,708
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- Prior period errors related to Government Grants were corrected in the current year.

- Refer Note 21 for the impact on each line item of the financial statements.

Financial year 2024

In the prior year, the Council had disclosed the movement of grants as below-

Government grants for intangible assets

Balance at beginning of the year	72,923,958
Capital grants received during the year	381,728
Less: Amortisation of capital grants	(2,951,926)
Less: Projects related expenses incurred during the year**	(10,099,187)
Balance at end of the year	60,254,573

Government grants for property, plant and equipment

Balance at beginning of year	62,188,684
Less: Amortisation of capital grants	(1,724,166)
Balance at end of the year	60,464,518
Total grants at the end of year	120,719,091

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

Current	4,676,092
Non Current	116,042,999
	120,719,091

** These relate to project costs that do not meet the recognition criteria for intangible assets. Refer to note 19 for details of projects and related capital commitments.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS CONT'D

For the year ended 31 March 2025

IN PULA

14 Trade and other payables	2025	2024
Trade payables	39,762,764	33,596,683
Accrued expenses	54,892,564	28,979,906
Other payables *	12,603,071	14,260,461
Payroll related accruals (Note 14.1)	24,781,321	15,769,732
Deferred revenue **	3,540,059	3,281,048
	135,579,780	95,887,830

* Included in other payables are payroll related liabilities such as PAYE/WHT for staff and examiners.

** Included in deferred revenue is the JCE and BGCSE registration fees that were paid by customers in the current financial year for examinations scheduled in the following financial year.

14.1 Payroll-related accruals

	Gratuity*	Leave**	Total
Balance at 1 April 2023	3,450,435	15,521,458	18,971,893
Additional accrual during the year	8,933,012	(999,272)	7,933,740
Payments during the year	(5,780,020)	(5,355,879)	(11,135,901)
Balance at 31 March 2024	6,603,426	9,166,307	15,769,732
Additional accrual during the year	9,098,859	2,356,083	11,454,943
Payments during the year	(1,136,254)	(1,307,098)	(2,443,353)
Balance at 31 March 2025	14,566,031	10,215,292	24,781,321

* Gratuity is calculated based on 30% of basic salaries and allowances for fixed term contract employees that accrued as at 31st March 2025.

** The leave pay accrual included in payroll and statutory liabilities is calculated using the outstanding number of leave days due to the employees as at the end of the financial year. The leave pay accrual will unwind as employees utilise their leave entitlement.

	2025	2024
15 Restructuring provision		
Balance at the beginning of the year	-	13,366,911
Reduction of restructuring provision during the year	-	(1,233,288)
Payments	-	(12,133,623)
Balance at the end of the year	-	-

During the financial year ended 31 March 2024 the Council completed its on-going exercise of transformation since 2019-20 which resulted in retrenchments agreed with the Union and approved by the Board. The liability was paid off any excess provision was released to income.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS CONT'D

For the year ended 31 March 2025

IN PULA

16 Cash flows used in operating activities	2025	2024
Operating deficit	(9,356,255)	(27,646,414)
<i>Adjustments for non-cash items:</i>		
Depreciation (Note 8)	5,696,548	5,282,938
Amortisation of intangible assets (Note 9)	779,573	2,115,942
Unwinding of capital grants (Note 13)	(6,960,662)	(33,388,662)
Profit on disposal of property, plant and equipment	(316,718)	(261,010)
Reduction in restructuring provision	-	(13,366,911)
Property plant and equipment write-off (Note 8)	156,000	-
 Changes in working capital:		
Decrease/(increase) in inventories	332,273	(360,126)
Increase/(decrease) in trade and other receivables	23,510,729	(13,745,366)
Increase in trade and other payables	39,691,953	29,226,678
	53,533,442	(52,142,930)

17 Related party transactions

The Council is a wholly owned by the Government of Botswana. It therefore has the following related parties and the related transactions

(a) Relationships**Related party**

Government of Botswana

Ministry of Child Welfare and Basic Education (MCW&BE)
formerly 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 balances consist of amounts due from entities under common ownership or control of Board and Shareholder. Related party transactions are conducted on mutually agreed terms and conditions in the normal course of business.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS CONT'D

For the year ended 31 March 2025

IN PULA

17 Related party transactions (Continued)

(i) Ministry of Child Welfare and Basic Education (MCW&BE)

Income/(expense) transactions with MCW&BE

The Government subvention and capital grants are based on budgets approved by the Council and submitted to the MCW&BE. Transactions and account balances with the Government of Botswana through MCW&BE and government related entities are disclosed as below:

	Note	2025	2024
Government subventions revenue			
Current year subventions	1	316,052,464	274,325,240
Unwinding of deferred projects grants received in prior years	1	2,995,514	22,119,627
Other grants	2	2,350,571	2,075,964
		321,398,549	298,520,831
Capital grants received during the year		-	381,728

Receivable due from Ministry of Child Welfare and Basic Education (MCW&BE)

Ministry of Child Welfare and Basic Education (MCW&BE)	11	2,350,571	28,923,258
These balances are interest free, unsecured and are without any fixed payment terms.			

(ii) Key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and managing the activities of the Council, directly or indirectly, including all directors, executive and non-executive. Key management personnel have been defined as the board members and the prescribed officers of the entity. The definition of related parties includes close family members of key management personnel.

Key personnel remuneration is analysed as follows:	2025	2024
Management - basic salary	4,592,293	3,633,089
Management - allowances	3,359,937	2,630,556
Management - gratuity and leave pay	2,434,115	3,231,819
Management total	10,386,345	9,495,464
Sitting allowances and other related costs for board members (see breakdown below)	719,790	672,698
	11,106,135	10,168,162

NOTES TO THE ANNUAL FINANCIAL STATEMENTS CONT'D

For the year ended 31 March 2025

IN PULA**Related party transactions (cont'd)**

Sitting allowances and other related costs for board members and key management

	2025	2024
Board members:		
Dr O Molwane	84,665	114,278
Ms Ivy Ramalohanye	79,500	95,605
Kelebogile Lecoge	90,000	98,170
Onkagetse Pusoentsi	92,100	82,020
Masego Mokubung	108,300	96,760
Thato Lesejane	27,300	-
David Ratsatsi	83,700	57,260
Other Board members:		
Pelotshweu Motlogelwa	60,600	36,065
Gabriel Ngele	25,200	20,080
Tshepo Batane	25,200	23,040
Onalenna Senwedi	1,375	-
Gobopane Chabaditsile	-	2,520
Gopolang Matebele	1,375	1,260
Bernard Ditlhabi	16,800	14,080
Kobontle Kgakge	1,375	1,260
Richard Molosiwa	-	6,000
Bona Gutu	16,800	20,520
Titoga Mnindwa	1,375	1,260
Sheila Sfhedi	1,375	1,260
Lesego Tawana	1,375	1,260
Nkwane Tebogo D	1,375	-
	719,790	672,698

18 Financial risk management

Exposure to credit, interest rate, currency and liquidity risks arises in the normal course of business. It is the Council's objective to minimise its exposure to the various financial risks through its risk management policies and procedures.

The Council has exposure to interest rate, liquidity, foreign currency and credit risk. These risks arise in the normal course of the Council's business. This note presents information about the Council's exposure to each of these risks, the Council's objectives, policies and processes for measuring and managing these risks and the Council'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 oversee how management monitors compliance with the Council's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by BEC.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS CONT'D

For the year ended 31 March 2025
IN PULA

18.1 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 deposits the risk is not significant.

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

	2025	2024
Short term deposits with Vunani Fund Managers	47,724,403	27,748,781
Cash at banks in current and call accounts	40,369,815	5,418,797
	88,094,218	33,167,578

The following interest rates were applicable during the year;

Short term deposits with Vunani Fund Managers	8%	7%
Cash at banks in current and call accounts	0.25% - 0.5%	0.25% - 0.5%

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:

Short term deposits with Vunani Fund Managers	238,622	138,744
Cash at banks in current and call accounts	201,849	27,094
Net increase in operating surplus	440,471	165,838

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.

18.2 Liquidity risk

The Council 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 Council set limits on the minimum proportions of maturing funds available to meet such calls and unexpected levels of demand.

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

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

Exposure to liquidity risk	Note	Carrying amount	Contractual cash flows	Within 1 year
2025				
Trade and other payables	14	135,579,780	135,579,780	135,579,780
2024				
Trade and other payables	14	95,887,828	95,887,828	95,887,828

NOTES TO THE ANNUAL FINANCIAL STATEMENTS CONT'D

For the year ended 31 March 2025

IN PULA

18.3 Foreign currency risk

Foreign exchange risk arises from commercial transactions, recognised assets and liabilities. It is the Council's policy to fully cover all committed exposures.

	Average rate		Closing rate	
	2025	2024	2025	2024
ZAR	0.7645	0.7271	0.7786	0.7493
US Dollars	14.1844	13.7326	14.1243	14.2450
GBP	18.1685	17.3394	18.4345	17.9573

A reasonably possible change in the Council's material translational foreign currencies, with all other variables being equal, will increase or decrease the surplus or accumulated surplus of the Council.

The net exposure of the Council to foreign currencies is presented in the table below:

	ZAR	US Dollars	GBP	Pula Equivalent
2025				
Trade and other payables	(24,433)	(2,500)	(1,947,297)	(35,916,648)
	(24,433)	(2,500)	(1,947,297)	(35,916,648)
2024				
Bank balances	-	-	9,250	(166,113)
Trade and other payables	-	(13,628)	(1,623,284)	(29,099,217)
	-	(13,628)	(1,614,034)	(29,265,329)

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:

An exchange rate of 1 GBP /18.4345 BWP (2024: 1 GBP / 17.9573 BWP), 1 USD/14.1243 BWP (2024: 14.2450 BWP) and 1 ZAR / 1.2846 BWP (2024: Nil) were used for the conversion of foreign denominated balances at the reporting date.

	2025	2024
Increase in surplus on exposure to ZAR currency	1,902	-
Increase in surplus on exposure to USD currency	3,531	19,413
Increase in surplus on exposure to GBP currency	3,589,745	2,907,120
Net increase in operating surplus	3,595,178	2,926,533

NOTES TO THE ANNUAL FINANCIAL STATEMENTS CONT'D
For the year ended 31 March 2025
IN PULA

18.4 Credit risk

Credit risk arises from trade and other receivables and investments in cash and cash equivalents. The Council's maximum exposure to credit risk is equal to the carrying amount of these classes of assets.

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

Credit quality of financial assets

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates:

		2025	2024
	Rating	BWP	BWP
Financial assets			
Cash and cash equivalents	High grade	88,094,218	33,167,578
Trade and other receivables	High grade	6,522,634	30,033,362

Ratings

High grade - debtors are considered to have low credit risk when they have high quality credit standing or a guarantee on the amount owing is provided.

18.5 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).

All of the entity's financial assets and liabilities are categorised in level 3 in both 2025 and in 2024. Assets and liabilities are short-term in nature so the carrying amount approximate fair value as the impact of discounting is negligible.

	Total	Fair values	Financial assets/ liabilities at amortised cost	Other assets and liabilities
2025				
Financial assets				
Trade and other receivables	3,275,465	2,350,571	2,350,571	924,894
Cash and cash equivalents	88,094,218	88,094,218	88,094,218	-
	91,369,683	90,444,789	90,444,789	924,894

NOTES TO THE ANNUAL FINANCIAL STATEMENTS CONT'D

For the year ended 31 March 2025

IN PULA**18.5 Fair values****Fair Values (cont'd)****Financial liabilities**

Trade and other payables	135,579,780	107,258,400	107,258,400	28,321,380
	135,579,780	107,258,400	107,258,400	28,321,380

	Total	Fair values	Financial assets/ liabilities at amortised cost	Other assets and liabilities
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2024**Financial assets**

Trade and other receivables	29,224,175	28,923,258	28,923,258	300,917
Cash and cash equivalents	33,167,578	33,167,578	33,167,578	-
	62,391,753	62,090,836	62,090,836	300,917

Financial liabilities

Trade and other payables	95,887,828	19,050,781	76,837,046	19,050,781
	95,887,828	19,050,781	76,837,046	19,050,781

19 Capital commitments

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

Botswana National Examination Processing System (BNEPS)

BNEPS is a digital solution for managing national examinations, including software, hardware, training, and maintenance. The core component is Malepa, a web-based system used to process exams like PSLE, JCE, and BGCSE. Despite early challenges and cost overruns, BNEPS has become central to BEC's operations and is now used for electronic marking and result processing.

The total approved budget for the BNEPS project for the year ended 31 March 2025 was P6,000,000 (2024: P6 000 000). As at the reporting date, accumulated expenditure on the project amounted to P3 405 519 (2024: P3 005 496), and committed funds totalled P2 594 481 (2024: P2 994 504).

Botswana Educational Achievement Monitor (BEAM)

BEAM is a national assessment initiative developed to monitor student performance over time. Focuses on Standard 4 learners, assessing literacy and numeracy to inform education reform. Includes capacity-building for BEC staff in areas like item development, scoring, and data analysis.

The total approved budget for BEAM is P9 954 000 (2024: P9 954 000). There was no expenditure in the current year. The total accumulated project expenditure as at the reporting date remained as P10 335 728 (2024: P10 335 728). The P381 728 over expenditure was cleared from recurrent budget in the prior.

BEC Transformation Project

This is a comprehensive organisational restructuring to expand BEC's mandate from early childhood to TVET and this includes the rollout of Outcomes-Based Assessments (OBA) and School-Based Assessments (SBA) as well as focus on becoming a high-performance organisation (HPO) with improved governance, digital systems, and stakeholder engagement.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS CONT'D

For the year ended 31 March 2025

IN PULA

19 Capital commitments**Capital commitments (cont'd)**

The total approved budget for BEC Transformation Project is P78 625 316 (2024: P78 625 316). There was no additional funding received during the year. Total accumulated project expenditure as at the reporting date was P39 721 876 (2024: P27 801 249) and committed funds at the reporting date amounted to P 38 903 440 (2024: P50 824 067).

Pathway Project

The project is part of Botswana's Outcome-Based Education (OBE) strategy under the Education and Training Sector Strategic Plan (ETSSP). Aimed to introduce multiple learning pathways in secondary schools, such as Agriculture and Tourism & Hospitality, to align education with industry needs, it is also to equip students with practical skills and improve employability, especially in rural and underserved areas.

The Pathways project which is a sub-project within the BEC Transformation Project had total accumulated project expenditure as at the reporting date of P10 million (2024: P9 823 241) and committed funds at the reporting date amounted to P Nil (2024: P176 759).

20 Going Concern

We draw your attention to the fact that BEC incurred a deficit" of P5 413 482 during the year ended 31 March 2025 (2024: deficit of P23 831 728) and as of that date, BEC's current liabilities exceeded its current assets by P39 840 162 (2024: net current assets of P31 231 849) and its total liabilities exceeded its total assets by P67 608 914 (2024: P62 195 432).

BEC remains financially and operationally dependent on the Ministry of Child Welfare and Basic Education ("MCW&BE" or "the Ministry"). The Council is mandated to utilise the annual subvention grant from the MCW&BE to fund the expenditure incurred in the facilitation and administration of examinations in the country.

For the 2024/25 financial year, BEC submitted a comprehensive budget proposal amounting to P429 million, inclusive of invigilation fees, which in prior years had been financed separately by the Ministry. MCW&BE approved a subvention grant of P201 million as the primary allocation for the financial year. In addition, the Ministry authorised supplementary funding of P59 million to cover examiner's marking fees, along with a further P65 million specifically designated for invigilation-related expenses.

By way of a non-legally binding letter of support, MCW&BE has committed to providing adequate financial assistance to BEC for at least 12 months following the signing of these financial statements despite BEC having incurred deficits in the current and prior years. This support is intended to enable BEC to realise its assets and settle its obligations in the ordinary course of business.

Following the reporting date, the Council received P75 564 315, representing 37.5% of the approved 2025/26 subvention grant. However, based on current projections and annual budget, management anticipates that actual expenditures will exceed the available income during the financial year. In response, the Council has submitted a special funding request to the MCW&BE. This approach aligns with established practice, as similar requests have been successfully approved in previous years to ensure continuity of operations.

The Board has assessed the Council's ability to continue as a going concern and has no reason to believe that BEC will be unable to meet its obligations over the coming year. Accordingly, the financial statements have been prepared on the going concern basis of accounting. This presumes that funding will remain available to support future operations and that the realization of assets and settlement of liabilities will occur in the normal course of business.

However, in the event that the Council does not receive the anticipated financial support from MCW&BE, a material uncertainty would arise that may cast significant doubt over BEC's ability to continue as a going concern and to realise its assets and discharge its liabilities in the ordinary course of business.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS CONT'D

For the year ended 31 March 2025

IN PULA**21 Prior period errors**

The following prior period errors were corrected in the current year. The effects of the errors are disclosed below. The financial statements showed a combined balance of deferred government grants for grants related to income and for grants related to assets.

This classified both balances as deferred capital grants whereas the other part relates to activities that will only be undertaken in the future while the other part relates to the value of assets that were financed through the government grant. As per IAS 20, these two liabilities represent two different scenarios and should be disclosed as such.

Separation of these two will allow for better understandability and presentation of the financial statements as the 2 represent different aspects of the government grant.

The impact on each line item of the financial statements is disclosed as below.

	As previously stated	Adjustment	Re-stated
Capital grants	120,719,091	18,613,383	102,105,708

Adjustments are explained as below-

There was an omission in the amortisation of the deferred capital grant so as to compensate the depreciation of the related assets. 5,876,259

The Council incurred expenditure in the 2024 financial year from funds that were segregated for the transformation project that was funded by the Government of Botswana. These funds were deferred in the statement of financial position pending the undertaking of the activities. However, when these expenditures were incurred, the release of the deferred income to compensate the costs incurred was omitted in error. This is corrected now. 12,020,440

Aligning the unwinding of deferred capital grant to amortisation of grant assets. 716,684
18,613,383

Impact on Statement of Profit or Loss and Other Comprehensive Income:

Government grants (Note 1)

As previously stated 284 424 427

Adjustments (as explained above) 18 613 382

Unwinding of capital grant disclosed as other income now corrected 4 676 092

Re-stated **307 713 901**

Other income (Note 4)

As previously stated 6 824 642

Unwinding of capital grant now disclosed as Government grants (4 676 092)

Re-stated **2 148 550**

(Deficit) / surplus for the year, Total comprehensive income

(Deficit) as previously stated (42 445 110)

Adjustments (as explained above) 18 613 382

Re-stated **(23 831 728)**

Impact on statement of cash flows (Note 16):

There was no impact on cash flows other than a change in operating deficit and a corresponding change in unwinding of capital grant by P18 613 382 (as explained above).

NOTES TO THE ANNUAL FINANCIAL STATEMENTS CONT'D

For the year ended 31 March 2025

IN PULA

22 Events after the end of the reporting period

The Board members are not aware of any matter or circumstance arising since the end of the financial year to the date of this report, not dealt with in the annual financial statements, which would have a material effect on the financial results, financial position or operations of the Company.

DETAILED INCOME STATEMENT

For the year ended 31 March 2025

IN PULA

Revenue	2025	2024
		Re-stated *
Government grants	323,013,125	307,713,901 *
Revenue from customers	24,772,155	21,157,352
	347,785,280	328,871,253
Direct costs	(209,872,346)	(209,205,638)
	137,912,934	119,665,615
Other income	1,670,251	2,148,550
	139,583,185	121,814,165
Administrative expenses		
Bank charges	(480,248)	(229,981)
Advertising marketing and publicity	(292,667)	(593,768)
Association of Educational Assessment in Africa expenses	(158,959)	(95,123)
Amortisation of intangible assets (Note 9)	(779,573)	(2,115,942)
Depreciation (Note 8)	(5,696,548)	(5,282,938)
Auditors' remuneration	(608,430)	(457,731)
Consultancy fees	(378,277)	(49,705)
Electricity and water	(1,564,863)	(1,877,004)
Excellence awards	(463,945)	(789,731)
General expenses	(81,004)	(191,600)
Hotel and accommodation	(616,851)	(546,302)
Insurance	(1,814,902)	(1,451,845)
Legal fees	(145,514)	(409,974)
Licenses and subscriptions	(4,816,292)	(4,319,172)
Meals and entertainment expenses	(72,606)	(298,870)
Miscellaneous	(2,995,514)	(10,099,187)
Motor vehicle expenses	(226,294)	(597,298)

DETAILED INCOME STATEMENT CONT'D

For the year ended 31 March 2025

IN PULA

	2025	2024
Office cleaning and supplies	(644,355)	(449,858)
Printing and stationery	(2,200,610)	(2,414,259)
Recruitment costs	-	-
Repairs and maintenance	(3,149,633)	(3,619,861)
Salaries (Note 6)	(117,930,589)	(109,906,956)
Staff welfare	(93,092)	(297,927)
Sitting allowance	(753,705)	(753,905)
Sponsorship	(2,500)	-
Security	(1,252,218)	(1,157,720)
Telephone, courier, freight and postage	(492,344)	(814,341)
Trends in International Mathematic sand Science Study expenses	(140,242)	(1,041,658)
Training expenses	(193,606)	(222,462)
Travel and subsistence allowances	(894,057)	(608,750)
Reduction of restructuring provision	-	1,233,288
	(148,939,440)	(149,460,579)
Finance income	3,942,773	3,814,686
Operating (deficit) / surplus for the year	(5,413,482)	(23,831,728)

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

