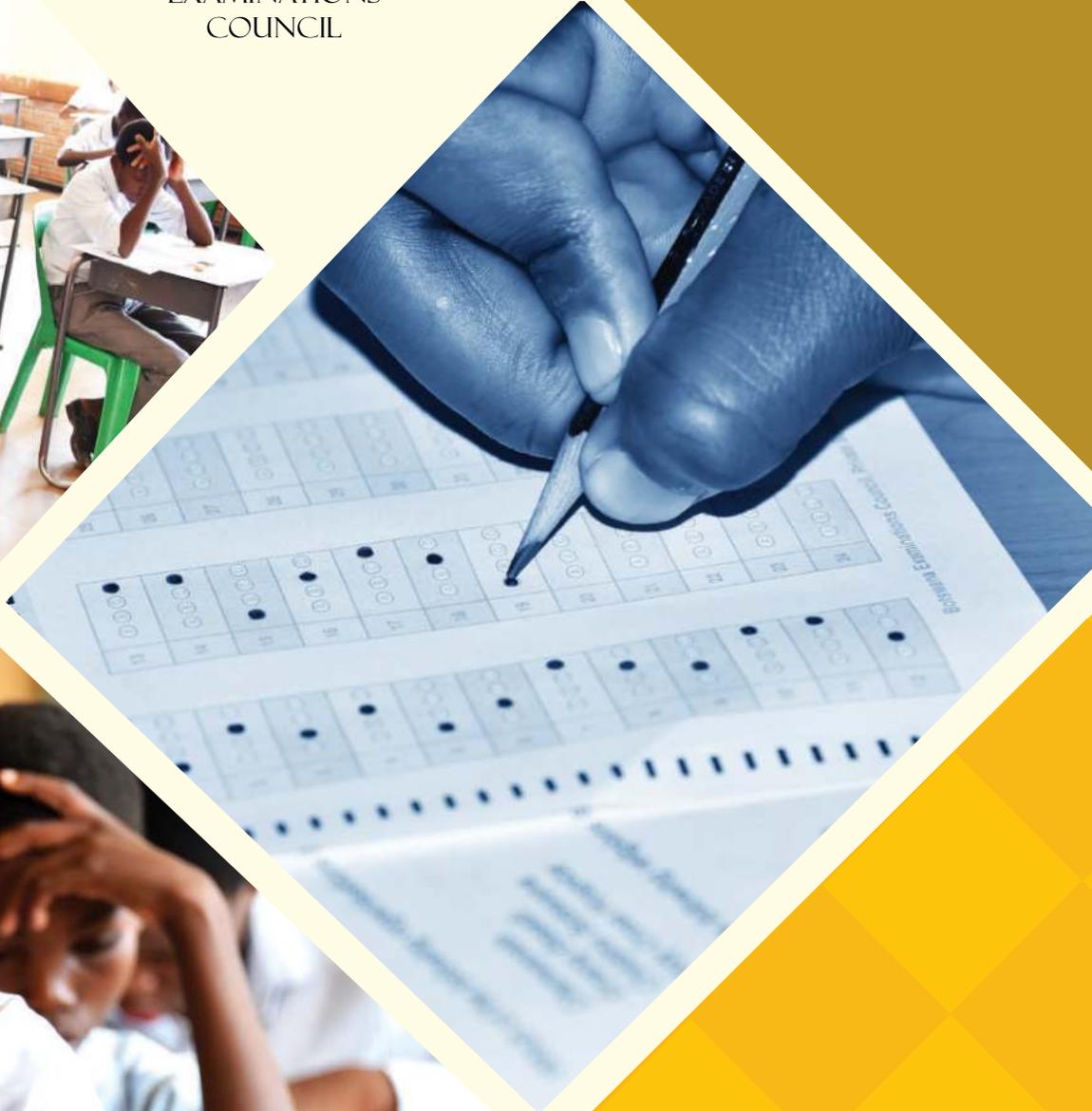




BOTSWANA  
EXAMINATIONS  
COUNCIL



# Annual **Report** 2022/23



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

### 1987

- The first 2 year Junior Certificate Examination conducted

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

## 1990's

### 1992

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

### 1994

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

### 1998

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

### 1999

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



# THE HISTORY OF PUBLIC EXAMINATIONS IN BOTSWANA

## 2000's

### 2002

- Parliament approved the Botswana Examinations Council Act.

### 2005

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

### 2007

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

### 2009

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

### 2012

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

### 2013

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

## 2000's

### 2017

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

### 2019

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

# ABOUT

## BOTSWANA EXAMINATIONS COUNCIL



### BEC VALUES



#### EXCELLENCE

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



#### INTEGRITY

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



#### TRANSPARENCY

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



#### PEOPLE FOCUS

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

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

#### OUR VISION

To be a provider of accessible and globally competitive qualifications.

#### OUR MISSION

To provide a credible and responsive assessment and examination system.

#### The specific functions and responsibilities of BEC are as follows;

- Manage and conduct examinations and assessments in - (a) general education; (b) vocational education training.
- Issue certificates in respect of examinations and assessments in (a) general education; (b) vocational education training.
- Provide policy advice on assessment in education;
- Withhold or cancel examination results of candidates involved in malpractice;
- Award certificates to candidates in respect of examinations or assessments conducted in general education
- Develop standards for the conduct of examinations in all registered examinations centres
- Maintain standards in the system of examinations;
- Generally attend to matters related to the conduct of examinations;
- Develop examinations and assessments in general education, technical and vocational education and training;
- Register and accredit examinations and assessments centres for general education or equivalent including centres for technical and vocational education and training;
- Conduct regional and international comparability studies and other research relevant to its mandate;
- Conduct training, registration and accreditation of examinations personnel;
- Make rules regulating the conduct of examinations and assessments;
- In consultation with the Minister authorise the release of examination results; and
- Perform such other functions as may be conferred on it.

# contents



<b>01</b>	<b>Board Members</b>
<b>02</b>	<b>Executive Management</b>
<b>03</b>	<b>Heads of Support Divisions</b>
<b>04</b>	<b>Chairperson's Foreword</b>
<b>05</b>	<b>Chief Executive Officer's Statement</b>
<b>08</b>	<b>Governance</b>
<b>18</b>	<b>2022/23 Strategy Performance</b>
<b>26</b>	<b>BEC Engagement and Outreach</b>
<b>36</b>	<b>Review of Operations</b>
<b>53</b>	<b>Annual Financial Statements</b>



**Dr. Olefile Bethuel Molwane**  
■ Board Chairperson



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



**Mr. Onkagetse Pusoentsi**  
■ Member



**Ms. Kelebogile Lecoge**  
■ Member



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



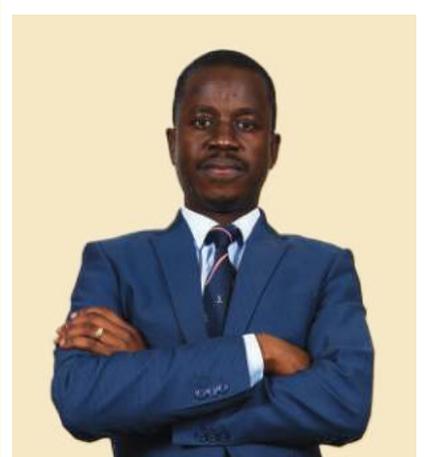
**Ms. Ivy Ramalohlanye**  
■ Member



**Prof. Richard Tabulawa**  
■ Member



**Dr. Moreetsi Thobega**  
■ Chief Executive Officer



**Mr. Pogiso Thapelo**  
■ Board Secretary



**Dr. Moreetsi Thobega**  
 ■ Chief Executive Officer



**Mr. Letlhokwa Galekhutle**  
 ■ Director, Corporate Services



**Mr. Letso Dibeela**  
 ■ Director, Product Development and Standards



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



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



**Mr. Nametso France**  
 ■ Acting Director Human Resources



**Ms. Chawangwa Mudongo**  
 ■ Acting Director Research and Policy Development



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



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



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



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



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



'Key subprojects of the ETSSP included the development of Outcomes-Based Assessments (OBA), results for which were released for the first time during the 2022 examinations cycle'

During the 2022/23 reporting period, the Board of Botswana Examinations Council (BEC) continued to ensure good corporate governance while exercising oversight responsibilities on the operations of the BEC. Acting within the framework of corporate governance, the Board remained committed to ethical and effective leadership principles as espoused in the King IV code of corporate governance. To comply with such principles, the Board effected some changes to its governance structures. The changes were meant to align with the larger BEC Transformation agenda which among others included expansion of the mandate to cover assessments at early childhood education and pre-university TVET. Through this exercise, the Board reviewed the Board Charter which resulted on the merger of three core business committees, namely, the Final Awards, Examinations and Research into one committee called Examinations and Assessment Committee (EAC). The Procurement Committee was also dissolved in compliance with the new Public Procurement Act that came into effect in April 2022. Out of all this, it would be pleasing to report that the governance environment in BEC was found to be slowly maturing.

The governance maturity exercise that was conducted during the 2022/23 period categorised BEC as a developing and progressing entity, meaning that BEC is progressing well

towards being a pinnacle of corporate governance. However, an external review of BEC governance that was conducted by Botswana Accountancy Oversight Authority (BAOA) revealed elements of non-compliance that emanated mainly out of the shareholder relationship between the BEC and the Government.

Parallel to the changes on the Board structures, the year was a very engaging one for the Board. Frequency of Board meetings increased significantly due the heightened activities of the BEC restructuring exercise. At the end of the 2021/22 reporting period, I highlighted that the BEC had resumed activities of the BEC transformation exercise after lifting of the State of Public Emergency (SoPE) in October 2021. Key among such activities was the implementation of the new BEC structure. The restructuring exercise started to be more active during the reporting period. Recruitment into new positions started in earnest and was scheduled to conclude by the 31st August, 2023. During the year there were several lengthy consultations between Management, the Botswana Public Employees Union (BOPEU), and the Board regarding the best way to transit from the old to the new structure with minimum disruption to the core business processes. The Board was vigilant and had to make sure that all negotiable elements of the transition were fully negotiated and that all consultative matters were fully ventilated, hence the frequency of the board meetings during the year under review.

On the core mandate front, the BEC continued to play its part on the education system-wide reforms that are driven by the Education and Training Sector Strategic Plan (ETSSP). Key subprojects of the ETSSP included the development of Outcomes-Based Assessments (OBA), results for which were released for the first time during the 2022 examinations cycle. The other subproject is the development of the School-Based Assessments (SBA) at the primary school level for which the ground has been prepared for consultation and implementation once the Cabinet approves it.

Apart from the ETSSP activities, the BEC has continued to deliver examinations for the three (3) qualifications; Primary School Leaving Examinations (PSLE), Junior Certificate Examination (JCE) and Botswana General Certificate of Secondary Education (BGCSE). The Board released the 2022 results for the three (3) qualifications in December 2022, January and February 2023 respectively. Worth highlighting is that for the first time, BEC successfully used electronic marking (e-marking) for a total of nine (9) components at BGCSE level, more components will be e-marked in the next examination cycle. However, during results processing and ultimate release, the Board noted with disappointment the continued non-compliance by teachers who teach practical subjects. During the 2022 examination cycle, the Board was forced to approve grading of three (3) practical subjects with no coursework components because teachers for those subjects had failed to submit coursework marks to the BEC. It is pleasing though that the Parent Ministry has continued to support the BEC financially and by engaging with Teacher Unions to resolve the disagreements over coursework payments.

Let me conclude my foreword by appreciating the decision by the Government to merge the former Ministries of Basic Education and Tertiary Education, Research Science and Technology into one Ministry of Education and Skills Development. The merger has created seamless engagements between the BEC, other parastatals and departments which were at a different Ministry. This has enhanced system efficiencies as the parastatals and Departments can now pull in the same direction and for a common goal.

Lastly, I implore all to read the full report.



Dr. Olefile Bethuel Molwane  
Chairperson, Botswana Examinations Council.



‘One of the key features of the Transition Strategy was the transformation of BEC into a high performance organisation (HPO) that has an expanded assessment mandate which stretches from Early Childhood Education to Pre-University TVET’

During the operational year 2022/23, the Botswana Examinations Council resumed full implementation of its transition strategy that was planned to run from 2020 to 2024. The resumption of implementation of the strategy followed the COVID 19 period during which the BEC Transformation activities had slowed down. One of the key features of the Transition Strategy was the transformation of BEC into a high performance organisation (HPO) that has an expanded assessment mandate which stretches from Early Childhood Education to Pre-University TVET. Therefore, the BEC Transformation Project, particularly the organisational restructuring exercise defined the operational context of the BEC during the current reporting period.

Changes brought about by the BEC Transformation were extended to the governance structures. The Board reviewed the Board Charter which resulted, among other things, on the merger of three core business committees namely, the Final Awards, Examinations and Research committees into one committee called Examinations and Assessment Committee. The Procurement Committee was also dissolved in compliance with the new Public Procurement Act that came into effect in April 2022. Parallel to the changes on the Board structures, the year was a very engaging one for the Board. Frequency of Board meetings increased significantly due the heightened activity of

the of the BEC restructuring exercise. While so, the governance environment in BEC is slowly maturing. Overall governance maturity exercise conducted during the 2022/23 period categorised BEC as a developing and progressing entity. However, an external review of BEC governance that was conducted by Botswana Accountancy Oversight Authority (BAOA) revealed elements of non-compliance that emanated mainly out of the relationship that the entity has with Government.

On the core business front, the BEC continued during the year under review to implement core assessment programmes such as, Primary School Leaving Examination (PSLE), Junior Certificate Examination (JCE) and Botswana General Certificate of Secondary Education (BGCSE). Candidates' overall performance across all the three levels remained the same when compared to that of 2021/22. However, as is usually the case, excellent individual performance was recognised through the annual excellence awards ceremony where thirty six (36) outstanding learners from the 2021 examination cycle were recognised and awarded by His Honour the Vice President of the Republic of Botswana Mr. Slumber Tsogwane. It is important to note that within the core business activities, there were some new developments in the way the BEC assessed during the year under review. Key among such was implementation of the Phase I of the outcomes-based assessment (OBA) programme. The first results of the outcomes-based education subjects were released in the 2022 examination cycle. The first OBE subjects included Hospitality and Tourism which is offered at Maun Senior Secondary School and three Agriculture subjects which are offered at Moeng College. Performance of candidates in the OBE subjects was not significantly different from performance in other subjects by the same candidates.

Another enhancement was the introduction of electronic marking (e-marking). For the first time in history, the BEC marked nine (9) components electronically and remotely using the newly introduced e-marking platform. Examiners were able to mark the nine components from the comfort of their homes, schools or any place where they could access internet. A total of 512 examiners who marked the nine (9) components used the e-marking system for the first time, but it was very impressive that the examiners learnt fast which facilitated the marking exercise to go smoothly. Another factor that facilitated smooth e-marking exercise was the allocation of electronic gadgets to all teachers by the parent Ministry of Education and Skills Development (MESD), every teacher had a laptop that they could use for e-marking. The facilitation from the Ministry is thus appreciated.

Employee relations and staff welfare remained a feature on extreme interest to the BEC. Human resources are the lifeblood of any organisation that has a mandate to fulfill. On that front, BEC Management continued to engage and consult with members of BOPEU (recognised staff union) through the Joint Negotiations and Consultative Platform (JNCC). It was through such engagements that the BEC was able to prepare the ground for the restructuring exercise. Migration rules had been developed and agreed between the parties and they had considered everyone into consideration.

In conclusion, I would like to express my gratitude to the Board, Management, BEC Staff and our partner and important stakeholder BOPEU, for the support and guidance that was offered during preparations for the restructuring exercise. The migration rules that were finalised towards the end of 2022/23 were quite balanced and were expected to effectively guide the restructuring exercise.



Dr. Moreetsi Thobega  
Chief Executive Officer

<b>Governance Framework</b>	<b>Page 09</b>
<b>Governance Structures</b>	<b>Page 09</b>
<b>Board Committees</b>	<b>Page 10</b>
<b>Combined Assurance</b>	<b>Page 11</b>
<b>Risk Management</b>	<b>Page 13</b>
<b>Business Continuity Management</b>	<b>Page 14</b>

# GOVERNANCE FRAMEWORK

## Board Committees

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

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

## Governance Structures

### The Board

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

The Board comprised of the following Members:

- (1) Dr. Olefile Molwane – Chairperson
- (2) Ms. Masego Mokubung – Vice Chairperson
- (3) Prof. Richard Tabulawa
- (4) Ms. Thateng Ludo Johwa-Mpundisi
- (5) Ms. Ivy Ramalohanye
- (6) Ms. Kelebogile Lecoge
- (7) Mr. Onkagetse Pusoentsi
- (8) Dr. Moreetsi Thobega - Chief Executive Officer (Ex Officio Member)

### End of Term of Office

Two Board members retired on the 31st October, 2022 namely Professor Richard Tabulawa and Ms. Thateng Ludo Johwa-Mpundisi. The Council was still awaiting the replacement of the Board members by the Minister as at 31st March, 2023.

### Board Meetings

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

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

NAME OF BOARD MEMBER	POSITION	** 26/04/22	** 24/05/22	** 17/06/22	* 28/07/22	** 27/09/22	* 27/10/22	** 19/12/22	** 19/01/23	** 14/02/23	* 23/03/23	** 24/02/22	* 24/03/22	Sitting Allowance (BWP)
Dr. Olefile Molwane	Chairperson	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	15 750
Ms. Masego Mokubung	Member	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	12 600
Dr. Moreetsi Thobega	Ex-Officio Member	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓	✓	N/A
Prof. Richard Tabulawa	Member	✗	✓	✓	✗	✓	✓	✗	✗	✗	✗	✗	✓	5 040
Ms. Thateng Ludo Johwa-Mpundisi (Retired 31 October 2022)	Member	✓	✓	✓	✓	✓	✓	✗	✗	✗	✗	✓	✓	7 560
Ms. Ivy Ramalohanye	Member	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	12 600
Ms. Kelebogile Lecoge	Member	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	12 600
Mr. Onkagetse Pusoentsi	Member	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	11 550

Table 1: Attendance of the meetings by the Board members during the financial year ended March 2023

OM\* Ordinary Meeting

SM\*\* Special Meeting

## Board Committees

The Board in the last financial year reviewed its Board Charter and among other things, reviewed its Committee structures and constitution. The Board reduced the number of Committees from seven to four. The Board Committees are the Finance, Audit and Risk Committee (FARC), Human Resources Committee and Examinations and Assessment Committee (EAC).

### Human Resource Committee

The main purpose of the Human Resource Committee includes but not limited to provision of guidance and oversight on the management and optimum utilisation of human capital in order to ensure stability and business continuity. During the year under review, the Board approved the Human Resources Committee Terms of Reference and as result the Committee was reconstituted as follows:

The Committee is chaired by Ms. Ivy Ramalohanye and other Committee Members are Mr. Onkagetse Pusoentsi, Mr. Donald Matlhodi and the Chief Executive Officer Dr. Moreetsi Thobega. The Committee convened three (3) ordinary meetings and ten (10) special meetings due to recruitment phase of the transformation project during the year under review.

### Procurement Committee

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

The Committee was chaired by Mr. Nelson Mokgethi. Other Committee members were Ms. Ivy Ramalohanye, Ms. Magdeline Motswagole, Mr. Onkagetse Pusoentsi and the Chief Executive Officer Dr. Moreetsi Thobega.

The new Public Procurement Act, 2021 came into operation in April 2022. This new act repealed the old PPADB Act and introduced a lot of changes to the public procurement processes. The new Act has among other things, divested procurement authority from the Board and its Committees and vested it on the Accounting Officers which in our case is the Chief Executive Officer.

Section 41 of the new Act provides that an accounting officer shall have the overall responsibility for the execution of a procurement process in a procuring entity. It further among other things, stipulates that the Accounting Officer shall be responsible for adjudication and award of tenders. These changes removed the Board and its Committees from procurement matters.

In terms of Botswana Examinations Council Delegation of Authority Policy, the Procurement Committee was responsible for award of tenders above P1 million up to P5 Million and the Board was responsible for award of all tenders above P5 Million.

The Board following the coming into effect of the new law resolved to do away with the Procurement Committee. The Committee did not convene during the year.

### Examinations and Assessment Committee

In 2021, the Board reviewed the Board Charter and among other things resolved to merge three (3) core business committees, viz; the Final Awards Committee, Examinations Committee and Research Committee into one Committee called Examinations and Assessments Committee. The Board further resolved that the old core business Committees should continue operating until the terms of reference of the new committee were in place and new members appointed to it.

The primary role of the Examinations and Assessments Committee is to assist the Board with exercising oversight on research, product development and administration of examinations and assessments in both the General Education and TVET. The composition of the Committee is three (3) Board Members, The Chief Executive Officer and Two (2) external appointees one of whom shall be from the Ministry responsible for basic education who shall all be appointed by the Board.

The Board on the 28th July 2022 approved the terms of reference of the new committee and appointed members of the Committee. The Committee is Chaired by Ms. Kelebogile Lecoge and other members are Ms. Masego Mokubung, Prof. Richard Tabulawa, Prof. Tshepo Batane (External member and Mr. Bona Gutu – External member from Ministry of Education and Skills Development). Prof. Richard Tabulawa retired from the Board and the Committee on the 31st October 2022.

The Committee convened three (3) ordinary meetings and three (3) special meetings during the year under review.

### **Finance, Audit and Risk Committee.**

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

- 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.

During the year 2022/23 the Committee comprised of three (3) members having had one retirement. One (1) of the Members is a full Board member and two (2) are independent members. The FARC is chaired by Mr. Pelotsweu Mashlow Motlogelwa. Other members of the committee are Ms. Masego Mokubung and Mr. Ngele Gabriel Ngele.

During the year ended 31st March 2023, the Committee met as was planned for all the quarters of the year and had three (3) special meetings in execution of their oversight responsibilities. The Committee considered and approved the audited financial statements of the Council for the 2021/22 financial year. They noted the quarterly management accounts, internal audit reports, risk and compliance reports as well as approval of policies within their areas of responsibility.

The Board further resolved that the Executive Committee which comprised of the chairpersons of various Board Committees be scrapped off. This Committee was responsible for acting on behalf of the Board on urgent matters arising between regular Board meetings in cases where it is not possible to convene a meeting of the Board and bring such matters to the immediate attention of the Board.

## **COMBINED ASSURANCE**

**As the BEC has opted to adopt the King Code of Corporate Governance as a framework to follow; the Council is well on its way in implementing combined assurance to manage risk. Principle 3.5 of the King III introduced combined assurance as a recommended governance practice.**

King IV expands on this concept by indicating 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 risk and audit.

Assurance is provided at BEC by Internal Audit providing independent objective assurance, then the Compliance, Risk Management and Quality management, integrated within one function Compliance and Quality Assurance (CQA). The coordinated efforts in the combined assurance within the Council are demonstrated in the integrated CQA function and the working closely of risk and audit functions. The annual internal plan of the internal audit function is based on the

organisational risk assessment which is facilitated and reported at Board level by the CQA function. The external auditors also work closely with Internal Audit to maximise assurance efforts as internal audit reports are shared with external auditors.

Whilst combined assurance promotes integration and cohesiveness in way things are done, it has not taken away levels of responsibility and roles in risk management. The three (3) lines of defence are clear within the BEC and set out as follows:

#### **a) First Line – Functional Responsibility**

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

#### **b) Second Line – Specialist Responsibility**

It is constituted by the:

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

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

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

#### **c) Third Line – Assurance Responsibility**

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

### **BEC Governance Maturity**

#### **a) Background**

i) A tool to measure BEC's compliance to governance standards was administered for the first time in February 2018. A score of 62% was recorded. The tool was however found to be limited in addressing a key regime in King IV Code of Corporate Governance – “apply and explain”.

ii) The Enterprise-wide Governance Maturity Matrix was therefore developed in such a manner as to address the shortfalls identified above. This new tool has adopted a qualitative approach as opposed to quantitative.

iii) The FARC approved the Enterprise-wide Governance Maturity Matrix and was presented to the Board for noting.

#### **b) 2022/23 Governance Maturity Evaluation**

i) Evaluation for the 2022/23 Governance Maturity was carried out through the administration of the Enterprise-wide Governance Maturity Matrix.

ii) **Board Governance** was found to be predominantly “Established”.

iii) The governance maturity for **Strategy Management** was found to be largely in the “Progressing” category, with reasonable presence in the and “Established” category.

iv) **Business Process Management** is largely in the “Progressing” category with other parameters found to be in “Developing” category and lessor in the “Established” phase.

v) **Morality Ethics and Integrity** was found to be in predominantly in the “Developing” category.

vi) **Quality Management** was found to be largely “Progressing” with other parameters being in the “Developing” and “Established” categories.

vii) The governance maturity for **Human Resources Management** was found to be predominantly in the “Developing” category.

viii) **IT Governance** was found be equally distributed between the “Developing” category and the “Progressing” category.

ix) The overall **BEC Governance Maturity – 2022/23** was found to be predominantly between the “Developing” and “Progressing” categories with other parameters found to be in “Progressing” category. There are indications that some governance areas have matured.

x) According to the BEC Corporate Strategy (2020-2023), the targeted maturity at the end of the 2022/23 financial year was “Established”. These results indicate that the Council's Governance Maturity was lagging behind. A majority of parameters were at “Progressing” category or below. The gap was mostly attributable to delay in the implementation of the BEC Transformation Agenda.

## RISK MANAGEMENT

### Risk Governance

The Board of the BEC has established the Enterprise Risk Management Framework and Risk Management Policy in line with Principle 11 of the King IV Code of Corporate Governance. The Board is responsible for the governance of risk and carries out this responsibility through the Finance, Audit and Risk Committee (FARC). The implementation of policy through the framework has resulted in effective and periodic reporting on risks to the FARC and the Board.

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

The management of risks is an integral part of corporate governance and sustainability. The Council has embedded risk management in all its processes and procedures at all levels within the business. Following the establishment of a risk function and development of a comprehensive ERM framework, execution of the implementation plan has been pursued. The ultimate goal of the BEC is to attain the highest level of ERM maturity. During the 2022/23 financial year, the established ERM/ORM implementation plan was reviewed and an update on progress made on activities aimed at entrenching a risk aware culture and a risk smart workforce within the organisation.

Throughout the year, the process entailed risk identification, assessment, monitoring and reporting and took changing circumstances into consideration when responding to risks. It is important to note that through initiatives mitigating against all risks the Council was resilient through the COVID-19 pandemic and was able to maintain business operations running efficiently. During the reporting year, the Council kept a close eye on the risks indicated below:

**(a) Leave Liability:** This risk is mostly driven by, among other things; vacancies in the organisational structure resulting in staff members delayed taking leave as they cover more areas. The Council is however, implementing measures to lower the liability. Despite implementation of identified measures, an increase in the leave liability had been noted. Management has put in place a plan to reduce the liability.

**(b) Capitalisation:** BEC funding from the Government has been on decline for several years now. Inadequate capital funding hinders the organisation from undertaking its strategic objectives. Management has therefore employed innovative initiatives to ensure revenue generation as well as cost reduction management activities.

**(c) Procurement of Goods, Works and Services:** BEC has experienced incidents where contract awards were delayed for reasons such as registered complaints from bidders. Management has put measures in place to mitigate such

incidents.

**(d) ICT Governance:** BEC established that it had ineffective security monitoring tools which poses a risk to information security. The council has since put in place measures to mitigate the risks.

**(e) Examinations Processing (OMR Scanners):** The existing scanners that facilitate the reading of scripts and processing of candidate examination information have exceeded their operational lifespan.

**(f) Product Development:** Poor quality assessment instruments due to non-adherence to guidelines for the development of assessment instruments may lead to loss of integrity on BEC processes and products. Strict adherence to guidelines will improve the quality of instruments.

**(g) Payment of invigilation/coursework personnel:** Since the 2021 examination cycle, the responsibility of paying teachers for invigilation of exam and marking of coursework at centres has been taken over by BEC. There is a risk that this could delay the conduct of exam and consequently delay the release of examination results. The council has since identified measures to mitigate the risk.

**(h) Security:** Some of the softwares of the integrated security system are obsolete resulting in ineffectiveness of the system. The council has identified replacement of obsolete softwares, faulty hardware components among others as mitigating controls.

**(i) Moderation:** Failure by BEC to receive coursework scores from examination centres due to lack of agreement between Unions and MESD. The BEC has engaged MESD on the matter.

**(j) Business Continuity Management:** BEC does not have a comprehensive continuity plan for disruptive events. The implementation of the Business Continuity Policy would ensure among other things the availability of exam back-up question papers, an increased pool of examining personnel. Development of Divisional continuity plans would further enhance disaster recovery initiatives.

**(k) Customer Relationship Management:** BEC has a broad customer base and a large stakeholder interest due to its mandate. If BEC fails to provide efficient and effective service delivery, the result could increase levels of customer dissatisfaction. This poses a risk to BEC's reputation and an increase in customer complaints. Each division has comprehensive Customer Service Standards and in addition, a comprehensive approach to CRM is planned for in the transformed BEC.

**(l) Information and Communications Technology:** BEC is at risk of experiencing system failures, loss of records and data, poor communications and significant downtime due to ICT infrastructure obsolescence. The Council has since procured ICT equipment.

**(m) Financial and Corporate Management:** Sound financial management is dependent upon internal accounting processes and controls without which BEC could not operate effectively or efficiently. In the absence of these elements, the financial sustainability of BEC would be at risk. To ensure sound financial management, the council has identified the following as necessary for effective operation:

- Development, implementation and review of the financial manual
- Training and coaching for accounting personnel
- Establishment and enforcement of a code of conduct to manage fraudulent behaviour and loss of integrity.

**(n) Strategic Planning and Reporting:** If appropriate consultation and engagement is not achieved BEC could be at risk of developing meaningless strategic goals and objectives resulting in programmes being either over or under-resourced. To ensure development of meaningful strategic goals and objectives, the BEC conducts Change Fridays to regularly appraise staff on developments that impact on the strategy and its objectives. In addition, the Innovation Framework was developed and a team was setup to assess its opportunities to enhance delivery of the strategy.

**(o) Corporate Governance:** Ineffective and poor governance framework due to poor policy environment and leadership skills of the Board, its Committees and Management. This could result in the governing structures failing to undertake their roles and responsibilities effectively. The council ensures members of the Board and the Board Secretary are trained on Corporate Governance so that they could effectively undertake their roles and responsibilities.

## BUSINESS CONTINUITY MANAGEMENT (BCM)

Following the establishment of the Business Continuity Management Policy, Management continues with its commitment to ensure continuity of BEC operations before, during and post a disruptive event should it occur. The Council has identified potential threats to the organisation and their impact if realised, the effects of which point to organisational resilience.

The BCM implementation at BEC has been heavily dependent on the robust risk management process. There is, therefore, need for the development of the area-specific continuity and incident response plans, which are process/function specific. This will enhance the organisation's control on environment and ensure effective response that safeguards the interests of key stakeholders, reputation and brand.

## COMPLIANCE

### a) Compliance Management

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

The BEC has a total of thirty-one (31) established and approved policies. As part of the Transformation project some policies needed to be reviewed and some developed for continuing suitability or to ensure conformance to the nomenclature set forth in the BEC Amendment Act of 2019.

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

### b) Compliance Universe

Throughout the reporting period, the compliance universe was reviewed from time to time in accordance with legislative changes and amendments to best practice standards that BEC subscribes to.

An analysis of levels of exposure was determined through examining the existence (or lack thereof) of appropriate controls to mitigate against the occurrence of the identified

exposures or the effects thereof if the risk was to manifest. The legislative changes as discussed below were noted as having significant impact on the BEC compliance environment:

- i) The **Financial Intelligence Act** was amended in 2022.
- ii) The Public Procurement and Asset Disposal Act was replaced by **Public Procurement Act No. 24 of 2021**.

Assessment of compliance risks as a result of these amendments will be conducted during the 2023/24 financial year.

### c) Compliance Risks (High Risks)

There is a risk of noncompliance with the **Public Procurement Act, 2021** and its Regulations. The Council has identified the need for training to bring the skills of the procuring unit in line with prescribed practices.

The BEC has recorded incidents relating to fraud and impersonation. Whilst the incidents were effectively managed, the Council needs to ensure that there are adequate controls to prevent recurrences that may give rise to violation of the **Penal Code**.

Some deviations from the recommended practices of **King IV Code of Corporate Governance** point to delayed corporate governance maturity. Ensuring a full complement and capacitation of the Executive Management will be a good starting point.

**BEC Act as Amended in 2019:** Among other things, the amended Act empowers the BEC to pursue opportunities for revenue generation. There is a risk that BEC may not take advantage of this provision especially in consideration of its liquidity and under-capitalisation issues.

### d) Disclosure of Compliance Opportunities

Cost Recovery from Examination Material: Section 17A of the BEC Amendment Act (2019) gives the sole ownership of examination material to the BEC. The Council can fully derive financial returns through sale of the examination papers or material.

The BEC Act also outlines the revenue composition of BEC. In pursuit of implementing the Act, the Council is yet to effectively employ other forms of income generation which include but is not limited to rentals of land and/or buildings.

### e) Review of the BEC Corporate Governance Systems by Botswana Accountancy Oversight Authority (BAOA)

In January 2022, BAOA initiated the review of the BEC Corporate Governance Systems. A number of documents were made available to the Authority as requested for review. BEC Management provided clarification and other supporting documents as and when they were required.

Following the review, a draft report with findings was discussed with the BEC Management on 7th September, 2022. The final report was presented to the FARC as the Board's oversight Committee on among other things, corporate governance. The Council is undertaking measures to address all the issues raised in the report.

### f) 2022 Live Examination Inspections

#### General Introduction

(i) BGCSE Annual live examination inspections are conducted in line with Accreditation Agreement between BEC and Cambridge Assessment International Education (Cambridge International) while JCE Annual live examination inspections are conducted in line with BEC/EAC/JCE/G01 – Guidelines for Conduct of Examinations.

(ii) The BGCSE inspections commenced on 5th October 2022 and were concluded on 9th November, 2022.

(iii) The JCE inspections commenced on 17th October 2022 and were concluded on 7th November, 2022.

(iv) A total of 47 centres were inspected, which included 30 BGCSE and 17 JCE.

#### Why Conduct Inspections

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

**Fairness** – Cambridge International exams are global and BEC exams are national. All candidates taking these exams should therefore have fair and equal access to them.

**Reputation** – breaches of regulations can be very costly, both financially and in terms of reputation. Inspections help to maintain the above by:

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

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

**Inspection Ratings**

**Completely Satisfactory** – All exam regulations were complied with. This rating must only be awarded if everything is compliant.

**Satisfactory with Minor Points** – The Inspector is confident that exams were effectively run, that the Centre presented no security risks, and that invigilators were in control of the exam room. However, one or more minor points were noted.

**Some Cause for Concern** – The Inspector is concerned about potential security risks or inadequate administration but did not regard the deficiencies as posing a serious or immediate threat to the security and integrity of exams.

**Serious Deficiencies** – The Inspector regards the Centre having a significant security risk where there has been, or is likely to be, a breach of security.

**Centres Inspected**

The selection criteria for inspection was based on:

- (a) Results of previous inspections;
- (b) Number of years since the centre was last inspected;

- (c) Risks of noncompliance; and
- (d) The age of the Centre since it was first registered (new centres were given a priority).

**BGCSE Centres**

Figure 1 below shows the distribution of the 2022 BGCSE Centres' Inspection Ratings as awarded.

- (e) 2 Centres (7%) were awarded a rating of Completely Satisfactory.
- (f) 13 Centres (43%) were awarded a rating of Satisfactory with Minor Points.
- (g) 14 Centres (47%) were awarded a rating of Some Cause for Concern.
- (h) 1 Centre (3%) was awarded a rating of Serious Deficiencies.

The above results show that Centres awarded a rating of Satisfactory with Minor Points and above increased from 32% in 2021 to 50% in 2022. Centres awarded a rating of Serious Deficiencies decreased from 5% in 2021 to 3% in 2022.

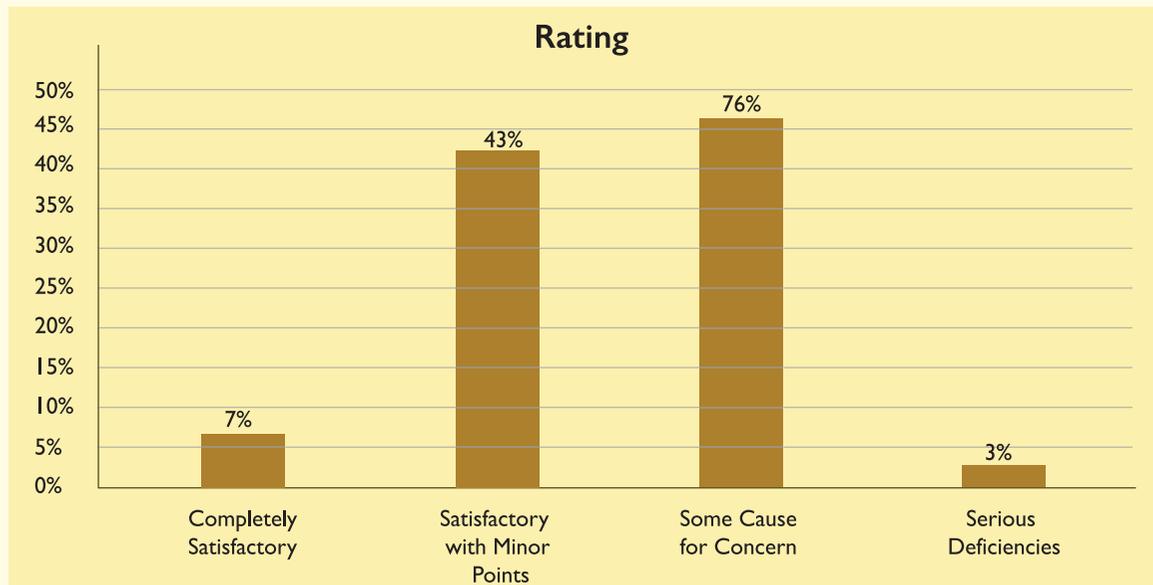


Table 2: – 2022 BGCSE Centres' Inspection Ratings

**JCE Centres**

- (a) 35% of the Centres were awarded a rating of Satisfactory with Minor Points.
- (b) 65% of the Centres were awarded a rating of Some Cause for Concern.
- (c) There were no centres rated Serious Deficiencies or Completely Satisfactory.

## QUALITY MANAGEMENT

The Council is implementing ISO 9001:2015 standard as a basis for its quality management system. Currently the BEC is undergoing transformation and the activities of ISO 9001:2015 Transition project have been placed under the Quality Management and Assurance Subproject of the Transformation Project. Key aspects and activities of the project have been identified and a Project Plan has been developed. Some of the key activities include:

- i) Development or Review of Key QMS Documents
- ii) Training & Change Management

## INTERNAL AUDIT

### *The Role of Internal Audit Function*

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

### *Internal Audits*

During the 2022/23 financial year, Internal Audited the following areas in line with the organisational risk priorities; Audit reports on the same were issued to management and presented to the FARC for noting.

- Movable Resource Planning
- Procurement of exam venues & furniture
- Review on Transport
- Investigation on examination malpractice

### *Monitoring of Control Environment*

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

### *Advisory*

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

### *Coordination of External Audit*

Internal Audit coordinated the activities of the external audit, working closely with key players for the audit of financial statements to ensure timely completion and submission of audited accounts to the Ministry of Education and Skills Development by the 30th September, 2022 which is the statutory reporting date for Public Entities.

<b>Strategy Performance</b>	<b>Page 19</b>
<b>Customer/Stakeholder Perspective</b>	<b>Page 19</b>
<b>Sustainability and Resources</b>	<b>Page 20</b>
<b>Organisational Efficiency and Effectiveness</b>	<b>Page 20</b>
<b>Organisational Capacity and Capability</b>	<b>Page 21</b>
<b>BEC Transformation Project</b>	<b>Page 22</b>

## STRATEGY PERFORMANCE 2022-2023

The fiscal year 2022/23 is the third year of implementation of the BEC Transition Strategy (2020-2024) with a goal of transforming into a high performance national examinations and assessment organisation. This year, BEC continued the implementation of its new strategic goals despite the challenges brought about by the delays in implementation of the new structure. The structure was initially planned to be implemented by 30th August 2022, which was later postponed to 31st March 2023, due to delays experienced in stakeholder engagements. Since some of the initiatives are dependent on the structure being in place, the delayed implementation negatively affected performance of these initiative. Despite these challenges, the performance of the strategy by end of the year was 80%, which is an indication that what was prioritised was implemented as planned. The following report reflects the overall strategy performance by end of 2022/23.

### Strategy Performance Overview

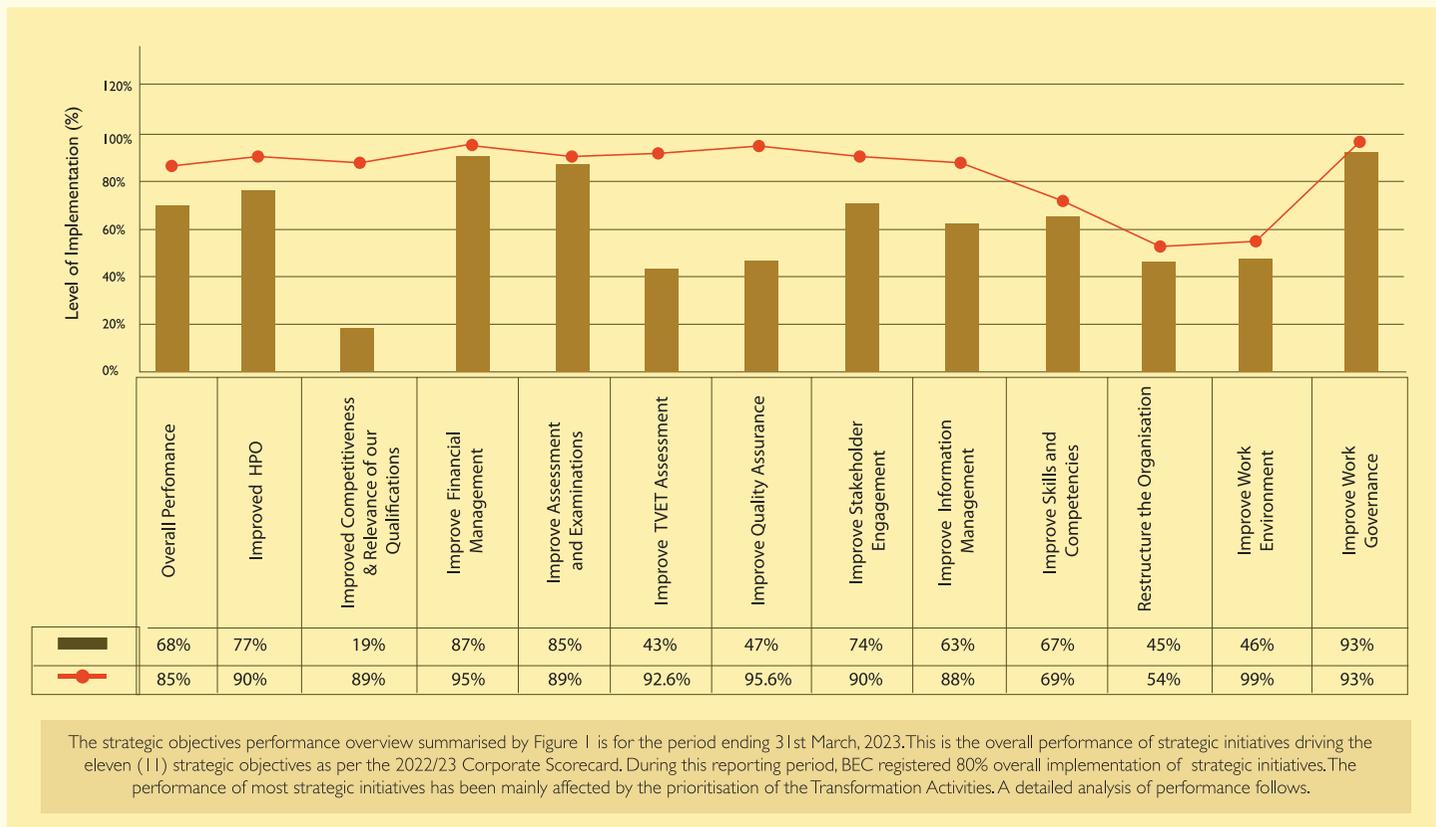


Figure 1: Implementation of Strategic Objectives

### Performance Analysis

#### Customer/Stakeholder Perspective

Implementation of initiatives that drive the Customers/Stakeholders Perspective was recorded at 48% against a targeted 89.5%. This perspective has two strategic objectives, Improve HPO and Improve Competitiveness and relevance of our qualifications. Improve HPO Objective was reported at 77% against a target of 90%. The HPO study was to have given an HPO index/score to indicate where the new BEC stood in relation to the HPO indices. By the time of reporting, the survey was still ongoing.

The HPO study was meant to gauge the performance of BEC towards HPO indicators following implementation of the organisational structure and some key initiatives in the strategy, since there was a delay in implementation of these, the HPO study has been postponed to the next financial year to allow implementation to effect.

Low performance was recorded for initiatives under Improve competitiveness and relevance of our qualifications objective resulting in implementation rate of 19% against a targeted 89%. This was due to limited resources to implement competitiveness and relevance research studies prioritising the BEAM Project which had limited resourcing.

A development of proposal for Accreditation Systems for SAAEA Countries has commenced and to input into the proposal, the Project Team attended a benchmarking meeting at SADCAS and Curriculum Development & Evaluation during the period of reporting. The outcome of this report will facilitate the process of reviewing the BEC Accreditation by CIE.

Annual comparability studies with CIE this financial year focused on comparability between BGCSE Physics and CIE Physics. The judgment of assessment tools and the tests was completed, and the report was written.

### **Sustainability and Resources**

The Council continued to implement initiatives aimed at improving financial management, reducing costs, and generating income. Implementation of these initiatives was recorded at 87% against 95% target. As a result, Budget Variance was recorded at 5% against a target of 4%.

The Council was able to generate 7 % of the overall Revenue during the reporting period and efficiency ratios stood at 0.8:1 which indicates. The Council continues to receive a budget less than its requirements which explains the results.

To mitigate for this imbalance, there are three initiatives being implemented under this objective which are Implementation of Financial Due Diligence Recommendations, Implement Cost Cutting Initiatives (Productivity Strategy) and Develop and Implement Income Generation Strategy (Growth Strategy). Some of the initiatives for these strategies is introducing the June Examinations and market research for a BGCSE June series including costing was concluded and report still being completed, and findings are expected to guide the Management decisions on feasibility of the June examinations. BEC continued to implement cost sharing initiatives to reduce the burden on the Council for providing services. In this regard, cost sharing has started for private candidates at Primary and Junior Secondary level. Certification fees have been revised and fees were introduced for combining certificates.

### **Organisational Efficiency And Effectiveness**

Implementation of initiatives that drive the Organisational Efficiency and Effectiveness Perspective was recorded at 68% against a targeted 91%. These include the Design of Primary School Assessment System where the development of draft sample tasks for Mathematics, Science, English & Setswana were completed during the period under review. Development of draft marking guides for the four (4) syllabuses were also completed.

Phase I syllabuses for OBA were approved by the Examinations and Assessment Committee of the Board and the draft assessment materials for 2023 were also developed. The Assessment Framework and Guidelines for General Education were approved by the Ministry of Education and Skills Development (MESD) Technical Team and are currently being reviewed for approval by BEC Management Team. Phase II development meetings have been completed (ASDTT meetings and SAC meetings) except for Economics. High level comments for Phase II syllabuses have been received from Cambridge International. Stakeholder consultations for Phase II syllabuses are on-going.

Progress was made towards the Review JCE assessment procedures despite challenges experienced. Refresher training of the Product Development Officers on syllabus review and revision was conducted which resulted in positive progress in implementation of the initiative. This includes the completion of review of HE, PE, Setswana and D&T. Business subjects, D&T and PE syllabus revision has been completed and the draft syllabuses together with the specimen papers are with Management for approval.

The Development Phase of Botswana Educational Achievement Monitor (BEAM) was completed. The Main Survey data collection for BEAM was completed and it was conducted across 160 primary schools in the country that were randomly selected. Over 8300 learners took part in this BEAM study and the data capturing is ongoing.

The initiative to Register and Accredite Examination Centres and examining personnel (GE +TVET)) has completed the development of draft guidelines, procedures and forms and these are still with internal structures for finalisation. All the activities in the 2022 Examination Cycle were implemented as planned and as such, results for all three (3) levels PSLE, JCE and BGCSE have been released accordingly with minimal disruptions.

Although the report with recommendations to improve Conditions of Service for Contract Personnel has not been shared due to cost implications progress has been made in improving conditions. The task team comprising of the Deputy Permanent Secretary office, BEC and Teacher Union members was appointed to discuss challenges and come with resolutions. The team met during the period under

review to resolve issues on coursework payments, clarification on Memorandum of Agreement versus Memorandum Of Understanding among some of the matters of concern. The engagement resulted in resolutions and agreements on certain items and items where the parties differed, it was resolved that it would be addressed by consulting relevant stakeholders who include the Ministry of Education and Skills Development.

The TVET Transition Strategy is under development and is currently being finalised. The preferred migration option has been suggested together with the Human Resource requirements to support it. The strategy includes a proposal for capacitating the BEC as well as using the available facilities for assessment. The Strategy was approved with amendments provided. The draft TVET Assessment Framework has been developed and undergoing Management approval structures.

A quality management and assurance project plan has been developed and consultations were ongoing. This exercise is tied to implementation of the new BEC structure. Revision of key QMS documents was initiated following the launch of the new organisational structure. Quality assurance for the Transformation Project is provided on an ongoing basis through the various management structures. The Innovation Management Framework is undergoing approval through the management structures.

By Quarter 4, 70% of all planned transformation change management activities were completed. The remaining 30% were mainly the Wellness Activities which were at the advanced stage toward implementation for Quarter 1 of 2023/24, thus the Change Management plan will give these a priority during Quarter 1 of 2023/24. During period under review, there were several stakeholder engagements with Staff, Staff Unions (JNCC), Board and Management to conclude some of the pending Organisational Restructuring Milestones. Some of these included Joint Staff Consultative Meetings on the Restructuring Process. The new organisational structure Launch and Team building. Group Counselling sessions were facilitated from December 2022 to February 2023. Voluntary individual and couples counselling sessions followed up until 31st March, 2023. There was a plan to continue with the individual counselling sessions during implementation of the new organisational structure and prior to commencement of the new structure, the Change Readiness Capacity Building workshops which will be in preparation for implementation of the new mandate have been scheduled and the planning was ongoing at the end of the reporting period.

During 2022/23 fiscal year, BEC managed to host the 13th Annual Excellence Awards ceremony for all the three (3) levels of examinations (2021 PSLE, JCE and BGCSE) at the BEC premises on 28th October, 2022. The Guest of honour was His Honour the Vice President of the Republic of Botswana Mr. Slumber Tsogwane. There were various media briefs and

features on radio and television shows to communicate the BEC business to the public. Public Education on the BEC products and services continued and this included the annual training of examiners on conduct of examinations and during the period under review, education on the e-marking was included.

### **Organisational Capacity And Capability**

To drive the perspective of organisational capacity and capability implementation of initiatives was recorded at 66% against a targeted 77%. Replacement of obsolete ICT equipment (laptops, PCs, and Printers) was done and some components were yet to be concluded such as the Private Cloud (core infrastructure, servers and storage).

To implement Information Security Management Standard (ISO 27001:2013), all the pending policies are at various stages of completion where the Communications Policy was undergoing approval and the Intellectual Property Rights Policy was at the final stages of development. The BEC has provided feedback on Pre-Certification audit report back to the Auditor in preparation for Certification.

Though delays have been experienced in developing the E-Assessment Strategy, several initiatives had been implemented. This includes, the materials tracking system, which was used to track submission of OMR forms as well as attendance registers. The first stage of e-marking was successfully implemented and the transfer of marks from Score-on-Web application successfully transferred to Malepa application for processing.

Training on PMS automation (pilot) has been completed. The automation roll out to all staff and cascading was running parallel with the pilot training and successfully completed. The PMS manual was finalised and awaiting approval alongside the Policy. Review of Conditions of employment and other Human Resources policies started in May 2022, however, had to pause due to prioritisation of other HR sub-project transformation activities. Research to guide development of staff training & development policy, development of talent management policy, review of rewards policy and development of bereavement guidelines commenced during the period under review.

Management and Unions joint consultation of staff on the new structure was done on 31st May, 2022 and followed by approval by Board in June 2022. Exit package consultations with the Union were concluded on 13th September, 2022. The Recruitment Plan was approved by the JNCC on the 2nd August, 2022. However, a revised Recruitment plan was submitted to the HRC in December 2022 and the Board on 14th February, 2023 with revised timelines. Consultations with the Union on amended job profiles and job profile requirements were completed during the period under review. Consultations with Directorates to review and provide final

inputs to the job profiles was ongoing and these consultations commenced in December 2022 and will continue until all dealt with appropriately. By the time of reporting, there were some Directorates who were still not facilitated through the process.

In preparation to create a suitable office facility that will accommodate the expanded mandate of BEC, the tender terms of reference of the Re-design of the BEC building were updated in line with the new BEC Organisation structure and were ready for tender by the time of reporting.

## BEC TRANSFORMATION PROJECT

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

### *The BEC Transformation Project Brief*

The project was fundamentally occasioned by two factors: (i) Parliament and Government revised the BEC Act – expanding its mandate to include Early Childhood Education, Out of School Education & Training as well as Technical and Vocational Education and Training. This is in addition to PSLE, JCE and BGCSE. (ii) The BEC Board decided to transform the organisation into a High Performance Organisation (HPO) – which decision was aimed at improving service delivery to all our customers and stakeholders.

The Review of the BEC Act came after the Government of Botswana - through the approval of various policies and Cabinet Directives - took a decision to establish a new system level architecture for education and training. In 2009 Cabinet approved the National Human Resource Development Strategy (NHRDS). Pursuant to this, the HRDC and BQA were established in 2013. The BEC on the other hand was to transform into a national assessment centre and to take on board an expanded mandate. In 2017 Cabinet approved rationalisation of the functions of MTTC, CITF, and Brigades and that all vocational assessment and moderation tasks and responsibilities undertaken by MTTC should be taken up by the BEC.

### *BEC Transformation Project Structure*

The BEC Transformation Project comprises of eight Sub Projects, namely:

- a) Human Resource Organisational Redesign
- b) Information Management Systems (IMS)
- c) Corporate Services & Office Refurbishment
- d) Legislation and Governance, Quality Management
- e) Assessment and Examinations
- f) TVET Migration, and Change and Communications

A key deliverable of the BEC Transformation Project was conducting the Due Diligence exercise which mapped out the project vision and scope that was delivered in January 2020.

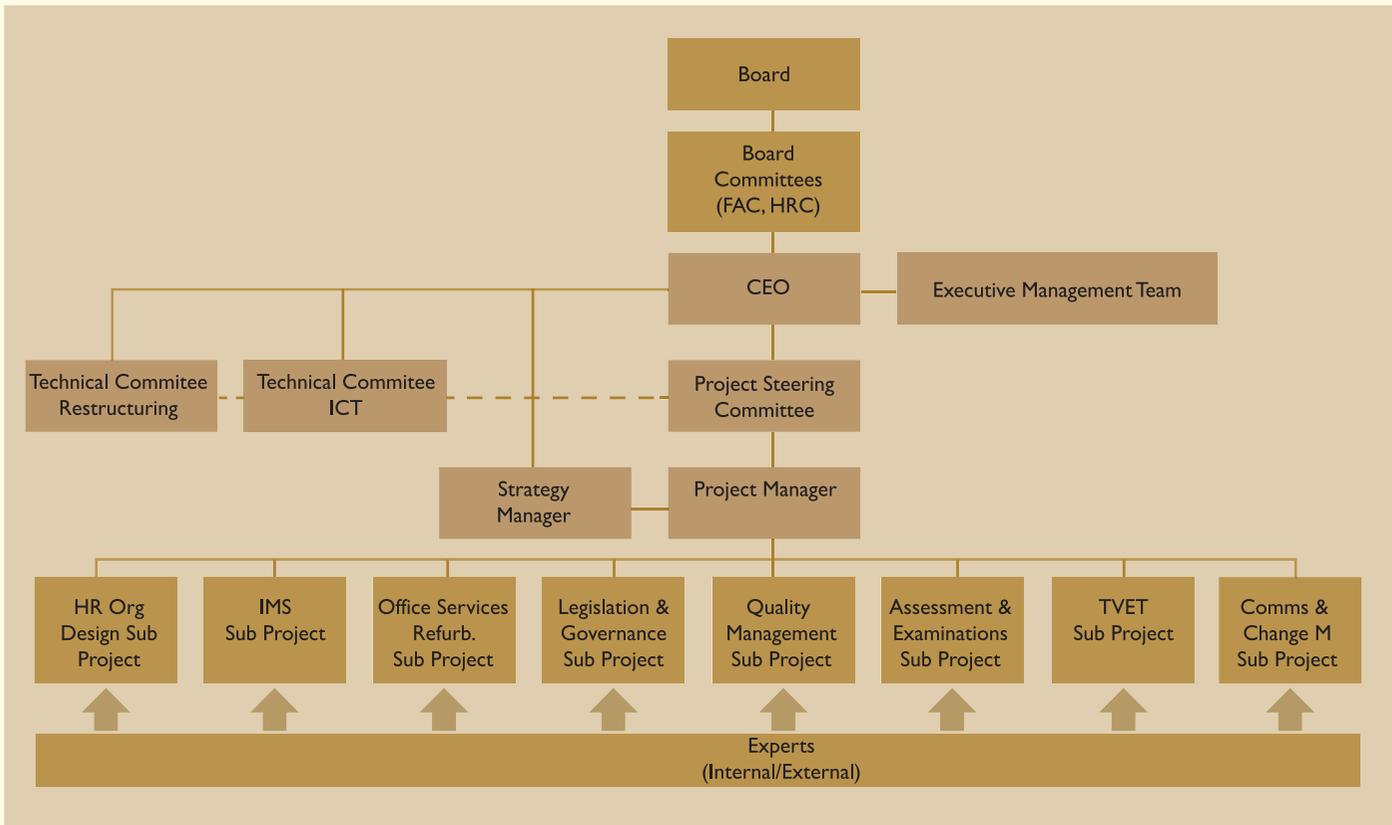


Figure 2: BEC Transformation Project governance and Sub Project structure

**BEC Transformation Progress Sub Project Progress**

The HR Organisation Redesign has been the key project deliverable to facilitate and to unlock the key deliverables for the new Botswana Examinations Council expanded mandate, key on its deliverables are the following:



Figure 3.1: BEC Transformation Project governance and Sub Project structure progress

Recruitment for the new structure was scheduled to be complete by the 30th June, 2023 with ushering of the new structure commencing from the 1st July, 2023.

**Information Management Systems**

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

The Information Management Systems (IMS) Sub Project achieved the following:



Figure 3.2. Information Management Systems Progress

### TVET Migration

The TVET Migration Sub Project remained the most critical reform delivery for Botswana Examinations Council, the following figure denotes progress made as at 31st March, 2023.



#### 3.3. TVET Migration Progress

The TVET Migration Sub Project is a flagship strategic initiative that would deliver the new BEC with an expanded mandate incorporating TVET Assessment and TVET Moderation functions. The initiative would be delivered over the strategic period 2023–2025 to ensure seamless integration of the reforms at BEC, Department of Skills Development, Madirelo Training and Testing centre, the Construction Industry Trust Fund, and the Department of Teacher Training and Technical Education (DTT&TE).

Key TVET Stakeholders are:

#### TVET Regulatory Stakeholders

Outlines the TVET Regulatory and Assessment stakeholders



#### 3.4. TVET Regulatory Stakeholders

#### TVET Regulatory Stakeholders

Outlines the TVET Training institutions within the NCQF level 1 up to level 5.



#### 3.5. TVET Regulatory Stakeholders

#### TVET Legislative Oversight Stakeholders

Outlines the Botswana Government legislative authority stakeholders.



#### 3.6. TVET Legislative Oversight Stakeholders

#### Office Facilities Refurbishment Sub-Project

**Mandate:** To refurbish the BEC Head Office buildings, to enhance the interior operational spaces to create work environment efficiency and to accommodate all the BEC expanded mandate functions.

The Office Facilities Refurbishment Sub Project had received full funding as at 15th February 2023 and scheduled to commence during the 2023-2024 financial year. The improved office facilities intend to meet the new BEC high performance environment, and efficient customer service.

### Assessment and Examinations Sub Project

Mandate: To align assessments for general education and pre-tertiary TVET to the National Human Resource Development Strategy (NHRDS) and the National Credit and Qualifications Framework (NCQF).

The Sub-Project aims to deliver assessment programmes for General Education and Technical and Vocational Education and Training, Out of School Education and Training (OSET), Recognition of Prior Learning (RPL) up to Level five (5) of the NCQF that are aligned to the National Human Resource Development Strategy (NHRDS) and the National Credit and Qualifications Framework (NCQF).

A key deliverable from this Sub Project is the development of the TVET Assessment Framework in collaboration with the GIZ. The draft TVET Assessment framework was delivered in May 2022.

### BEC Legislation and Governance Reforms

Government remains resolute in its reforms to transform the Botswana Examinations into a High-Performance Organisation (HPO) over the BEC Strategic Period 2020-2024 through the following rationalisation reforms.

- i) In 2009, Cabinet approved the National Human Resource Development Strategy (NHRDS).
- ii) The HRDC (Human Resources Development Council) and BQA (Botswana Qualifications Authority) were established in 2013.
- iii) In 2017 - Cabinet approved rationalisation of the functions of MTTTC (Madirelo Training and Testing Centre), CITF (Construction Industry Trust Fund), and Brigades. The rationale was that vocational assessment and moderation functions undertaken by MTTTC should be transferred to BEC.
- iv) The Botswana Government through Parliament approved the revised BEC Act and associated Regulations in 2019.
- v) The National Policy on Assessment for General Education and TVET was approved by Cabinet in February 2021.

### Sub Project Progress Chart

The BEC Transformation Project progress as at 31st March 2023 is noted in **Figure 3.7**.

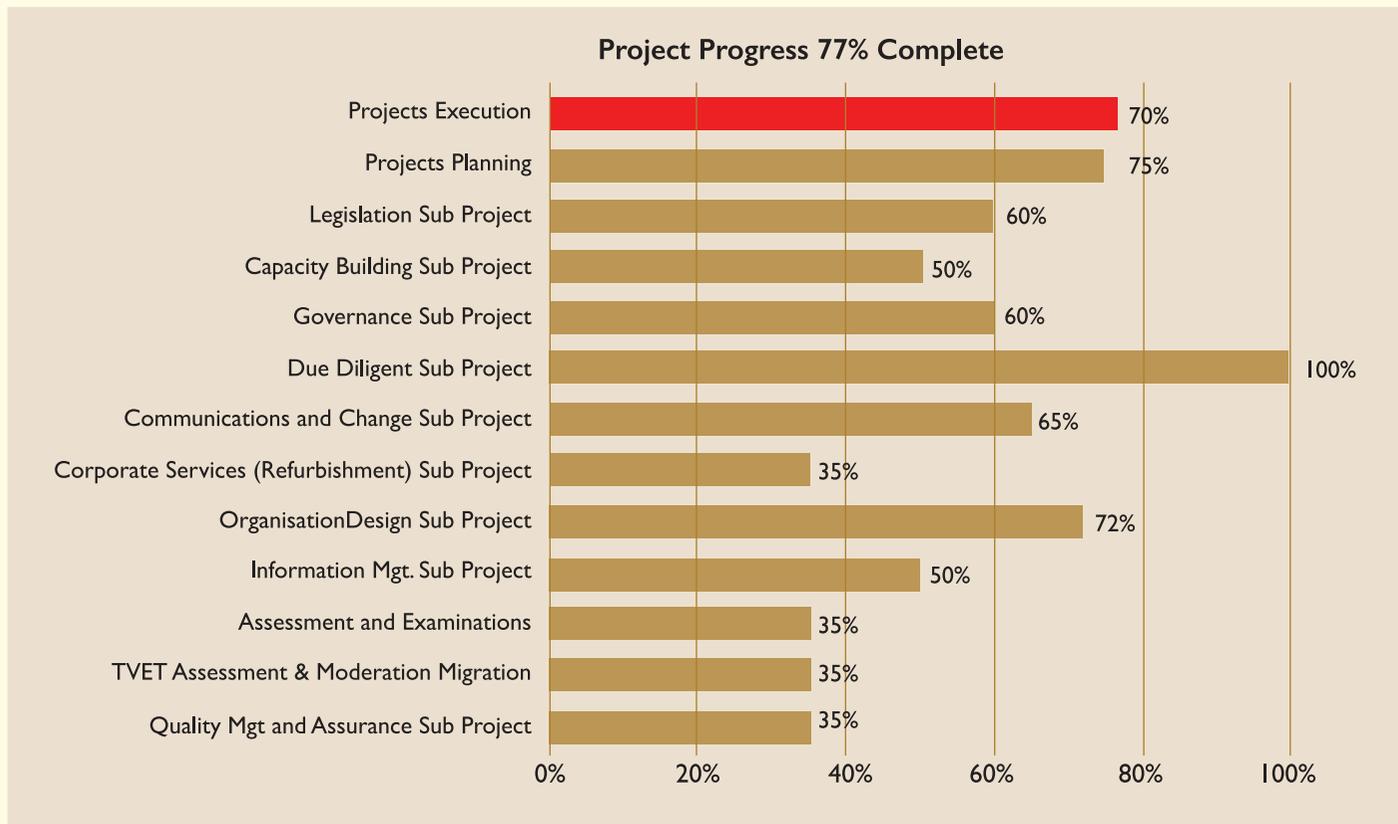


Figure 3.7 BEC Transformation Project Progress

### Budget and Capacitation

The BEC Transformation Project has been capacitated with a total budget of P102.9 million to facilitate effective delivery of the BEC 2020-2024 Strategic Plan.

70% funding had been allocated by the Government as at 31st March, 2023 to deliver the BEC Transformation Project to an advanced state.

<b>BEC at Consumer Fair</b>	<b>Page 27</b>
<b>BEC attend the BHRDS</b>	<b>Page 28</b>
<b>BEC CEO Officiates at the Diamond Dream Academic Awards (DDAA)</b>	<b>Page 29</b>
<b>BEC Pilots electronic Marking</b>	<b>Page 30</b>
<b>ECOL Benchmarks at BEC</b>	<b>Page 31</b>
<b>TVET Assessment and Examinations Framework Handed to BEC</b>	<b>Page 32</b>
<b>BEC Hosts 2022 Excellence Awards</b>	<b>Page 33</b>
<b>BEC Hosts 2022 the Southern Africa Association for Educational Assessment (SAAEA) EXCO</b>	<b>Page 33</b>

## BEC at the Consumer Fair to take its Products and Services to the People



Assistant Corporate Communications Officer Mr. Mpho Moilwa interacting with Assistant Minister of Education and Skills Development Hon. Aubrey Lesaso at the Consumer fair.



Assistant Corporate Communications Officers Mr. Lesego Ntuluki and Keoitse Mogotsi attending to a customer at the Consumer fair.

After being in hiatus for almost two (2) years due to restrictions brought by COVID-19, the Botswana Consumer fair opened its gates to the public. The famous event in the Botswana Tourism calendar year came back with a bang during the year under review. The all-inclusive fair objective is to create an interactive forum for local and international exhibitors and visitors thereby creating an opportunity to promote and diversify the economy through live interactions. Held from the 28th August, 2022 and concluded on the 4th September, 2022, the 2022 Botswana Consumer Fair presented Botswana Examinations Council (BEC) with an ideal opportune time to engage with its various stakeholders. The fair is an extensive platform whose aims are to generate an interactive environment for exhibitors and their clients. It has recorded the highest attendance of about 60 000 (sixty thousand) people in the 2022/23 fiscal year making it the biggest fair in Botswana.

The BEC stepped onto this occasion with absolute determination to reconnect with its enthusiastic stakeholders who have stayed for two years deprived of such a platform to engage on a one on one sessions. The BEC stall was visited by stakeholders from various demographic backgrounds with different needs and inquiries which the BEC representatives availed themselves to address. Assistant Minister in the Ministry of Education and Skills Development, Honourable Aubrey Lesaso also paid a courtesy call to the BEC stall.

The BEC stall attracted many stakeholders who wanted to know more about the BEC products and services, what the organisation does and how the BEC could improve its service delivery. One such valuable feedback was that customers urged BEC to consider setting up satellite branches across the country so as to enable Botswana to have access of its products and services.

The BEC stall was visited by multitudes of people curious to know about BEC. This was an eye opener for the BEC, that it is not everyone who really comprehend the BEC mandate hence the need to participate more in such stakeholder engagement platforms to raise awareness about the organisation amongst the public. Some stakeholders asked about external examinations and how they are conducted. Most parents who visited the stall were provided with the BEC Excellence Awards Profiling Booklet; a BEC publication that profiles top performing students in the BGCSE level and is distributed in schools to motivate upcoming learners. BEC's participation at the Consumer Fair was very successful and the employees who worked there came back with a lot of feedback from the patrons.

## BEC Attends the 2023 BHRDS Fair

Botswana Examinations Council (BEC) remains one of the crucial service providers for the Botswana Human Resource Development Skills Fair & Career Clinics (BHRDC Fair) which was held on the 2nd to 3rd March 2023 in Francistown, 7th to 8th March in Maun and 20th to 24th March 2023 in Gaborone. The BEC provided various services to stakeholders, facilitating them on their way to discover their career paths and turning a new leaf into life in tertiary. The BHRDC Fair and Career Clinics seeks to provide information to the Learners using multiple approaches geared towards assisting them to make informed career choices, creates the opportunity for dialogue between the prospective Learners and Education and Training Providers (ETPs).

This was the first time the fair was held after COVID-19 pandemic pacified and restrictions eased. BEC offered a range of services from certification services, printing of statement of results, private candidates registration service for all levels and IGCSE mid-year registration service to name but a few. In Francistown, lots of applicants who visited the BEC stall came from different northern villages and towns such as Masunga, Selibe Phikwe, Bobonong, Tutume and others to access the BEC services. A high percentage of the visitors required certification services to apply for tertiary institutions, some enquired about private candidates' registration and IGCSE mid-year private candidates' registration to register as private candidates and write their examinations during the next cycle. In the tourism capital of Maun, the BEC received visitors from as far as Shakawe, Ghanzi, Seronga and Nata, which validates the importance of this fair reaching other geo-demographic locations of the country and emphasizing the need to consider taking services to other areas such as Ghanzi, Kasane and Kgalagadi. The HRDC Chief Executive Officer Professor Alinah Segobye, accompanied by her management team visited the BEC stall during their tour and emphasized the need for the two organisations to continue to collaborate as they contribute significantly to the country's education sector.

These noble events bring together various stakeholders among them, Botswana Qualifications Authority's (BQA), Registered Education and Training Providers (ETPs), Current and Prospective Learners, Institutions in and outside Botswana, Professional Membership Bodies or Regulatory Bodies in Botswana, Business and Private Sector.



Assistant Corporate Communications Officers Ms. Jacqueline Monei and Certification Assistant Ms. Kebitsaone Serefhete assisting students at the BHRDS fair.



Corporate Communications Officer Mrs. Karabo Morule-Segobye interacting with dignitaries at the BHRDS fair in Francistown.

## BEC CEO Officiates At The Diamond Dream Academic Awards (DDAA)



Some of the recipients of the Debswana Diamond Company Diamond Dream Academic Awards (DDAA) posing with their awards and gifts.



BEC Chief Executive Officer Dr. Moreetsi Thobega officiating at the Debswana Diamond Company Diamond Dream Academic Awards (DDAA) in Jwaneng.

The Debswana Diamond Company hosted the Diamond Dream Academic Awards (DDAA) after their suspension for three (3) years from 2019 due to challenges that were brought up by COVID-19. The main aim of these awards is to celebrate the achievement of teachers and learners at Primary School Leaving Examinations (PSLE) and Junior Certificates Examinations (JCE) for schools within the Jwaneng region.

BEC Chief Executive Officer, Dr. Moreetsi Thobega graced this event as the guest speaker through the invitation from the Debswana General Manager - Jwaneng Mr. Koolatse Koolatse. Officiating at the ceremony, Thobega applauded the Jwaneng Mine for introducing these awards. He said that statistics depicts that since initiation of these awards' academic performance of schools within the Jwaneng region has improved. He further said that as BEC their mandate is to manage and conduct examinations and assessments in general education and technical vocational education and training, and to award certificates in respect to these examinations. "BEC is fully involved in making sure that these awards take place by assisting with selection and quality assurance processes. It is, therefore, reasonable to assert that these awards by the Debswana Jwaneng Mine aligns perfectly with the BEC Mandate and the strategic initiative of encouraging learners to perform their best in examinations and even school-based assessments", said Thobega.

Dr. Thobega further said that he is informed of the close linkage the Diamond Dream Academic Awards (DDAA) have with the Debswana Government School Development Program (DGSDP), whose main aim is to enhance the quality of teaching and learning in government schools within and around Jwaneng. He further said that through the DDAA and DGSDP the Jwaneng Mine is driving what the government of Botswana has made priority in the education sector through the ETSSP. He also applauded the teachers for their exceptional job for producing top achievers. He said despite all challenges and changes brought by the COVID-19 pandemic, teachers continued to work hard to shape the future of generations throughout the world.

For his part, the Jwaneng mine General Manager Mr. Koolatse Koolatse said the awards have been celebrated since the year 2016 and are aimed at raising a philosophy of competition among students, teachers and schools within the Jwaneng region. He said Diamond Dreams Academic Awards as part of the Debswana Corporate Social Responsibility programme are very essential to the Jwaneng Mine as they contribute to the Debswana Diamond Company - One Dream One Team (ODOT) Strategy.

He continued to say the ODOT 2024 Plan has a pillar which attempts to empower both scholars and educators through education and skills development for the future. "Apart from these awards, the Debswana Diamond Company have another initiative called STEM which stand for Science, Technology, Engineering and Mathematics Program which intends to nurture awareness in Science, Technology, Engineering and Mathematical career opportunities to youngsters from the ages of fourteen (14) to nineteen (19) (nineteen) years", said Koolatse. He said the STEM programme started in 2021 and it has already benefited over three hundred (300) students.

Different stakeholders including the Mayor of Jwaneng, Her Worship Olga Ditsie, attended this event. There were one hundred and twenty (120) awards recipients comprising of students, teachers and best schools that were best performers from the year 2019 to 2021.

## BEC Pilots Electronic Marking (e-Marking)

During the year under review, Botswana Examinations Council (BEC) piloted the electronic marking exercise. Dubbed e-marking, this is an electronic form of marking in which scripts are marked online instead of the conventional paper and pen marking. Since e-marking can be done remotely wherever an examiner is located, it becomes a more viable mode of marking as it does not require movement and congregation of examiners at centralised venues which takes up a great deal more resources. One of the benefits of e-marking is that you can observe marking in real time, where you are able to tell who has logged on, who is marking and, in the end generate reports immediately to inform all responsible on how the marking sessions have progressed each day.

The aim of e-marking is to realise the digitisation of the education system by incorporating e-assessment strategy in the examination processes. The strategy seeks to conduct the examination process online starting from registration throughout to results publication. The latest of the online innovation is the electronic marking exercise which successfully took place for the first time during the 2022 BGCSE examination cycle. This process saw examinations being marked remotely for the first time in Botswana. The Ministry of Education and Skills Development (MESD) was very instrumental through their Thutonet Division in the successful implementation of the project by providing internet connectivity and availing devices to teachers which made e-marking to be rolled out smoothly. MESD ensured that all the thirty four (34) sites (schools) have internet connectivity through the SmartBots system except for two sites whose topography prevented the installation of the SmartBots system. These sites were Moeding College and Mmadinare Secondary School. These sites were provided with modems by BEC to access the e-marking system. BEC Subject Specialists, the Principal Examiners, the Team Leaders and the IT officers at schools were taken through training on the ScoreOnweb application used in the e-marking process after which standardisation was done remotely in preparation for marking. The examiners for e-marking were inducted and trained on the ScoreOnweb application to enable them to mark remotely. IT officers at schools provided technical assistance to the examiners and worked closely with BEC ICT officers. With a total of nine (9) components marked in the pilot stage, the number is expected to increase up to thirty two (32) in the next financial year.



A representative from CSX demonstrating the use of the scanner for e-marking.

The e-marking solution is part of a broader strategy of the State Presidents' Reset Agenda, which is an approach to improve modification of technology, digitalisation of the public service with the aim of advancing Botswana's transition to a knowledge-based economy. Towards intensification of SmartBots digitisation strategy BEC embraces the use of the new technology through e-assessment strategy, the registration of examinations is conducted online, the release of results is also operated through online, and the electronic marking was introduced during the 2022 BGCSE examination cycle.

Through the implementation of the SmartBots strategy, BEC would ensure that the results release is impactful and have a far reaching through the improved technologies so that everybody is brought onboard on the outcome of results. The SmartBots project currently supports the connection of all schools to the internet, and the Ministry together with private sector has spent the better part of 2022 distributing electronic gadgets to both teachers and learners at senior secondary level. As a pilot project, e-marking had its fair share of challenges and some of the challenges experienced included Intermittent network connectivity, power outages across the country as well as teething issues with getting to terms and adaptation with the use of technology by examiners. Notwithstanding the above challenges, the collaborative nature in which BEC and the Ministry of Education and Skills Development worked tirelessly together made the project a resounding success.

## ECOL Benchmarks At Botswana Examinations Council



Delegation from Examinations Council of Lesotho (ECOL) during one of the engagements with BEC.



Delegation from Examinations Council of Lesotho (ECOL) pictured with BEC Management during their tour of BEC.

Botswana Examinations Council (BEC) continues to be a knowledge hub for many sister organisations in the region particularly those in the Southern Africa Development Community (SADC). During the year under review, BEC hosted a delegation from the Examinations Council of Lesotho (ECOL). Both BEC and ECOL are members of the Southern Africa Association for Educational Assessment (SAAEA).

The BEC Chief Executive Officer Dr. Moreetsi Thobega welcomed and thanked ECOL delegation for considering BEC for their benchmarking mission. He said Botswana and Lesotho share a rich culture of shared interests, vision and cooperation in the field of education dating back to the days of University of Botswana, Lesotho and Swaziland (UBLS). He underscored the importance of benchmarking as espoused in the SAAEA objectives which amongst others are to provide a forum for the exchange of best practices in assessment, curriculum development, pedagogy and research in education as well as encouraging and facilitating dialogue and debate amongst member states and institutions concerning educational assessment issues. He further said BEC also intends to embark on benchmarking mission at ECOL as there are other areas of cooperation that could be of benefit to BEC.

For his part, the ECOL Head of delegation Mr. Teboho Nhlapho, praised BEC for their warm welcome. He said ECOL was undergoing transformation and as such they sought to seek how BEC managed to execute the same exercise which is currently underway, with particular interest in the areas of legal framework, governance and strategy. He said his organisation has set up a new office that will oversee strategy implementation and performance automation. He shared that ECOL has vast amount of data which is similar in nature but is housed at different department and as such hinder progress and service delivery. He said their aim is to learn on how they could integrate data and automate it for registration, payment of examiners as well as processing of results.

Giving an overview of BEC's operations, Strategy Manager, Ms. Maipelo Sealetsa said BEC just like ECOL was undergoing transformation. She said the transformation has huge bearing on how the overall strategy is implemented. She added that the BEC strategy was developed using the Balance Score Card (BSC) method and underwritten by Project Management Body of Knowledge (PMBOK) and PROSCI. The strategy is developed in line with the organization mission, vision, Customer Value Proposition (CVP) and organisational values. She added that other factors considered when developing the strategy are environmental analysis and the use of performance management tools at grass roots level. She underpinned the importance of the Board in management of strategy, saying that the BEC Board provides a strategic direction, on the basis of which management develop strategy and formulates policies, operational plans, implements and executes strategy in accordance with policies and plans.

Giving a vote of thanks, Corporate Communications Manager, Ms. Fingile Makgalemele thanked the ECOL delegation to have chosen BEC as a valuable partner for their benchmarking mission. She cited that this is not the first time ECOL embarked on a benchmarking mission to BEC. She further said such benchmarking missions are crucial as they promote cooperation among educational assessment as well as to encourage and facilitate dialogue among members states and institutions concerning education assessment issues. Makgalemele expressed gratitude to BEC team for being good hosts to the ECOL delegation.

## TVET Assessment And Examinations Framework Handed To BEC

The 8th of July 2022 marked a huge milestone for the TVET reforms in Botswana, in pursuit of a knowledge-based economy as espoused in the President of Botswana's Transformational Agenda. The milestone that was being celebrated stems from a Cabinet Directive of 2017, which directed the Botswana Examinations Council (BEC) to immediately start preparations for the takeover of TVET Assessment and moderation functions. In her welcome remarks, the Director of Product Development and Standards at BEC, Ms. Sheila Barungwi, highlighted that the aspirations of becoming a knowledge-based economy can only be realised through TVET.

Following the Cabinet Directive of 2017, BEC realised it had limited knowledge, skills and expertise to handle TVET functions. A team was dispatched to seek assistance from GIZ as they were already a partner to Botswana Government, providing technical support on TVET reforms in Botswana. GIZ engaged two consultants from its own budget for the development of the framework, coordinated meetings and paid for venues and refreshments during the meetings. However, as with many other things, COVID-19 struck and very little was achieved as interactions were limited to virtual platforms only. Most of the time that was allocated to the GIZ consultant was lost due to the restrictions related to the pandemic and the work completed by the end of 2021 was only 40%.

As Botswana aspires to become a knowledge-based economy, an aspiration that is articulated by Vision 2036. The Vision calls on the nation to embrace the TVET Sector in order to propel Botswana from a resource-based to a knowledge-based economy. That being the case, all Technical and Vocational Education and Training stakeholders are challenged to ensure realisation of this noble aspiration from the perspective of their areas of operation. TVET has been in existence since independence, but it has suffered a lot of challenges which led the then Ministry of Education and Skills Development in 2015 to lay out a transformation agenda through Education and Training Sector Strategic Plan (ETSSP, 2015 - 2020). As part of the agenda, ETSSP advocated for rebranding of the TVET sub sector to address the economic and human resource demands of Botswana. The responsible ministries and organisations responded accordingly by developing respective programmes and policies.

The former Ministry of Environment, Labour Productivity and Skills Development (MELSD) then developed high quality outcome based TVET programmes with equally robust assessment and examination systems. Likewise, BEC which had recently been mandated to take over the Examinations and Assessments for TVET was also expected to respond to the call.



BEC Chief Executive Officer Dr. Moreetsi Thobega receiving the TVET Assessment Framework document from the GIZ consultant.



GIZ consultants pictured with BEC TVET Task team during the hand over ceremony.

BEC management were delighted to be in possession of an assessment framework and were confident that it will strengthen assessment practice in this sector as echoed in various education sector policies such as the National Human Resources Development Strategy [NHRDS] 2009, the National Credit and Qualifications Framework (NCQF), the Inclusive Education Policy (IEP) 2015, to name but a few.

The purpose of this framework is to provide the standards of assessment and examination of the TVET programmes to ETPs and assessors; and to define how the outcomes will be measured. The framework also provides information to TVET user entities, such as industry and the employment sector; about the quality of the TVET products or graduates.

## BEC Hosts 2022 Excellence Awards



Vice President His Honour Slumber Tsogwane congratulating the 2022 Golden Star recipient Phemo Dan Chaba at the award ceremony.



Golden Star recipient Phemo Dan Chaba (c) flanked by Ministerial Award recipient Katso Ketji (l) and BEC Chairperson's award recipient Ofentse Ramagapu (r) during the award ceremony.

In staying true to one of its core values of 'Excellence', BEC continued to award excellence through its initiative of Annual Excellence Awards. These awards are aimed at encouraging good performance and excellence at national level and are held in collaboration with the Ministry of Education and Skills Development (MESD) and the Office of the State President.

For the first time since inception in 2010, the BEC Annual Excellence Awards were held on BEC grounds. Though the Awards have previously been held in BEC during the COVID-19 era, for the 2019 and 2020 Classes it was only the PSLE category courtesy of the PSLE category sponsor Debswana Diamond Company. This, therefore, was a milestone in BEC history books as a combined group of all the three categories (PSLE, JCE and BGCSE) was hosted at the BEC grounds in an event that was honoured by the Presence of His Honour the Vice President of the Republic of Botswana Mr. Slumber Tsogwane in his capacity as the Acting President of Botswana.

The Classes of 2021 BEC Annual Excellence Awardees were forty (40) in total, consisting of ten (10) PSLE top achievers, all fourteen (14) JCE candidates who obtained a Merit in their 2021 examinations, top ten (10) at BGCSE and six (6) best performing special needs students with two (2) from each level of basic education examination, one (1) with hearing impairment and one (1) with visual impairment.

Over the years BEC has enjoyed a generous support from Debswana Diamond Company and Stanbic Bank Botswana in the form of PSLE and BGCSE sponsorships respectively. Debswana has been sponsoring the BEC Awards since 2018 and has contributed P570,000.00 towards purchase of prizes for the top achievers, while Stanbic Bank sponsorship has thus far benefited 80 recipients and is valued at P1,120,000 since the inception of the partnership in 2015.

The Presidential Award was presented to the 'Golden Star' the highest performing student at BGCSE level Mr. Phemo Den Chaba of Materspei College in Francistown.

## BEC Host The Southern African Association For Educational Assessment (SAAEA) EXCO Meeting



Delegates at the Southern African Association for Educational Assessment (SAAEA) EXCO meeting held in Maun.



Ministry of Education and Skills Development North West Regional Director of Operations, Ms. Veronica Mochotli giving a keynote address at the EXCO meeting.

During the year under review, Botswana Examinations Council (BEC) as the current Southern African Association for Educational Assessment (SAAEA) secretariat, hosted the SAAEA conference in the picturesque town of Maun. The meeting held from the 17th to the 18th of September 2022 was the first physical meeting to be held since the outbreak on the COVID-19 pandemic.

In her opening remarks, Ministry of Education and Skills Development North West Regional Director of Operations, Ms. Veronica Mochotli remarked that she was aware that SAAEA provides a platform to exchange best practice in assessment, curriculum development and research in education within the SADC region as well as promoting co-operation, facilitating dialogue and debate among member states and institutions concerning educational assessment issues.

The Regional Director also shared that since independence Botswana's economy was almost completely resource driven, dependent on agriculture and mineral resources. She said Botswana has developed an Education and Training Sector Strategic Plan (ETSSP) aimed at facilitating the attainment of improved learning outcomes by addressing issues of access, equity, quality, relevance and accountability across the entire sector.

Giving a keynote address, the Chairperson of SAAEA who is also the Botswana Examinations Council Chief Executive Officer, Dr. Moreetsi Thobega emphasised the

importance for Ministries and Government to know there is a network of examination boards in the international space from which they benchmark, exchange ideas, and even support each other to achieve the important goals of conducting credible educational assessments. He added that SAAEA was established primarily to provide a platform for assessment, curriculum development and research in education within the Southern Africa region.

The association is made up of nine (9) member countries namely: Botswana, Eswatini, Lesotho, Malawi, Namibia, South Africa, Tanzania, Zambia, and Zimbabwe. In the global outlook, SAAEA forms the Southern African Chapter of the Association for Educational Assessment in Africa (AEAA), which by itself is an African Chapter of the International Association for Educational Assessment (IAEA).

The Chairperson explained that one area that signifies SAAEA's independence from umbrella Organisations is the way SAAEA is structured. There are two main governance structures that sustain and give life to the Organisation being the SAAEA Executive Committee (EXCO), which is a committee of CEO's and Directors of member Examination Boards for which Botswana is currently Chairing, and the SAAEA Research Forum (RF) which is an operational wing for SAAEA, leads the implementation of strategic initiatives and programmes and is currently being chaired by Malawi.

Thobega reiterated that in Botswana, His Excellency the President of the Republic of Botswana, Dr. Mokgweetsi Eric Keabetswe Masisi is leading a Government Reform known as

the Reset Agenda. He said the key amongst the Reset Agenda is the digitisation of all systems in the economy. In pursuit of this ideal, the BEC has already digitised the authoring of question papers, processing and accessing examination results.

The meeting deliberated on several issues from the previous SAAEA meeting held on the 22nd July, 2022. Some of the deliberation that took centre stage were the financial and audit update, presentation of SAAEA finished Research Forum products and these included Guidelines for Conference Hosting, Guideline for Benchmarking, Guidelines for Protection Against Cybercrimes, Guidelines for Collaborative Research and Harmonisation of Qualifications Report.

One of the key focuses of the meeting was to accelerate the recruitment process of other SADC member states who are not yet members of SAAEA to join the association, these include Angola, Mauritius, The Comoros, Madagascar, and the Democratic Republic of Congo.

<b>ETSSP Related Projects</b>	<b>Page 37</b>
<b>2022 Examinations</b>	<b>Page 38</b>
<b>Research</b>	<b>Page 47</b>
<b>Information and Communications Technology</b>	<b>Page 49</b>
<b>Human Resources</b>	<b>Page 50</b>
<b>Facilities Management</b>	<b>Page 51</b>
<b>2023/24</b>	<b>Page 52</b>

## REVIEW OF OPERATIONS

The BEC continues to execute its role in the system-wide reforms through the implementation of the Education and Training Sector Strategic Plan (ETSSP) in addition to its usual examination activities. Some work continues to be undertaken on the development of assessment tools and instruments for Outcome-Based Education for all levels.

### ETSSP Related Projects

#### *Development of Outcome Based Assessments (OBA)*

At the BGCSE level, the development of four Phase 1 syllabuses of Hospitality & Tourism Studies, Horticulture, Animal Production and Field Crop Production was completed and assessed for the first time in 2022. The development of Phase 2 assessment syllabuses is ongoing and initially, there were twelve (12) syllabuses that were to be implemented in 2023 however, the Ministry of Education and Skills Development postponed the implementation to 2024 to allow the system to address issues that were observed during Phase 1, especially labour-related issues.

At the JCE level, the development of the Assessment Syllabus for French was completed during the year under review. It is worth noting that it was the first syllabus at the Junior secondary level following an Outcomes-Based Education approach. The first assessment of the French syllabus will be in the 2023 examinations series.

#### *Development of Primary School Assessment System*

The Primary Education programme was still undergoing a reform in which the Primary School Leaving Examination will be phased out and replaced by a provider-based assessment system. In preparation for the envisaged assessment system, documents to guide the implementation of the system were under development. These include an Assessment Framework for Primary Education Programme, Assessment Procedures and Provider-Based Assessment Guidelines. As mentioned in the last report, work on the reform is progressing at a slow pace owing to logistical constraints because the reform is coordinated externally.

#### *Technical and Vocational Education and Training (TVET)*

The mandate of the BEC has expanded to include assessment of pre-tertiary Technical and Vocational Education and Training. In preparation for the migration of the function, the BEC in the current year of reporting, completed the development of an Assessment Framework to guide assessments at this level of education. Given that the BEC is new in TVET assessment, technical support was solicited from Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) as part of the EU budget support.

#### *Review Of Assessment Syllabuses*

The first batch of the three reviewed syllabuses recommended revision of their assessments. The revision of two syllabuses has been completed and the final drafts of the syllabuses and their specimen papers will be completed in 2023. The revision of the remaining syllabus will be completed in 2024.

The second batch has three more syllabuses that have been reviewed and have recommended revision, which was still ongoing by the end of the year under review. The revision is expected to be completed in the next year of reporting. It is worth noting that syllabuses with coursework were prioritised with the aim of improving the validity and reliability of the assessments.

### Training

#### *Training of personnel*

Training of personnel for different structures was executed. These included training of question paper development personnel on the use of an e-authoring application, GradeMaker for all levels. In addition, at BGCSE level, there was training of teachers on the application of coursework marking criteria for each of the syllabuses with a coursework component. Further training was conducted for Setswana examiners on the interpretation of the levels of response marking guide and

also Biology setters on item writing. The last two engagements were facilitated by Cambridge International to tap into best practices.

At Junior Certificate level, Deputy School Heads and Senior Teachers were trained in forecasting of candidates' performance. The training was aimed at preparing for the use of Forecast grades as evidence during grading at this level.

### **Professional Development of Assessment Officers**

BEC participated in a five-day virtual annual Cambridge International seminar for partners focusing on the following themes: Understanding assessment, inclusive assessment, the next big issue for assessment, assessing competencies, assessment standards and formative assessment.

## **2022 EXAMINATION CYCLE ACTIVITIES**

### **2022 Examinations**

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

### **Development of Question papers**

In 2022, question papers for the three qualifications were developed and finalised for printing as was scheduled except

the four new Outcome-Based Assessment syllabuses that were slightly behind schedule. Nonetheless, the new syllabuses were printed on time to be distributed with the main consignment. Modification of question papers for candidates with special educational needs was completed expeditiously covering all the identified types of educational needs. The BEC will continue to explore more ways and strategies to increase access through modifications in the coming years.

Due to the delayed implementation of Provider-based Assessment at Primary school level, BEC continued to develop the standard four (4) Attainment Tests in the three (3) syllabuses of Mathematics, English and Setswana.

### **Registration**

The BEC conducted registration of both centres and candidates in 2022 at the three school examination levels. PSLE government schools continued to register using Optical Mark Reader (OMR) entry forms while PSLE private schools and all JCE and BGCSE have moved on to full scale online registration.

### **Candidature**

In 2022 PSLE was administered to 49,333 candidates, compared to 46,984 in 2021, an increase of 5%. The JCE was administered to 46,835 candidates, compared to 46,267 candidates in 2021 representing 1.2% increase from the 2022 series. At the BGCSE level, examinations were administered to 35,405 candidates compared to 37,629 in 2021, which was a decrease of 5.9%. The candidature included government school candidates, private school candidates and private candidates.

**Table 3** Shows candidature which included government, private school and private candidates.

Examination Level:	Total Candidature	Government School candidates	Private school candidates	Private candidates (OSET)	No. of Centres
PSLE	49,333	43,747	2,613	75	841
JCE	46,835	42,917	397	3,521	261
BGCSE	35,405	24,073	680	8724	80
IGCSE, AS & A level	904	N/A	N/A	904	2
Educational Testing Services	104	N/A	N/A	104	1

Table 3: Summary of the 2022 Candidature

### **Examinations Administered**

At general education level, the BEC administered examinations for fifty four (54) local syllabuses and three (3) international syllabuses through one hundred and forty six (146) papers. There were also other examinations for local and external institutions which cater for a diverse clientele at TVET and tertiary education level. The table that follows shows the different examinations administered and the personnel used. **Table 4** Shows Number of Syllabi, Components, Question Papers administered and Invigilators

Examination Level:	No. of syllabuses	No. of components	No. of question papers administered	No. Of Invigilators
PSLE	7	9	443,997	4802 - Government
JCE	17	46	1,920,235	17 853 - Government centres 110 - BEC private centres
BGCSE	34	84	518,775	2475 - Government Centres 140 - BEC Private Centres
Secondary Checkpoint	6	3	18	45
IGCSE	36	117	6775	
GCE O' Level	21	29	400	
AS & S Level	17	51	1076	
Educational Testing Services	3	4	104	5

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

### Marking and moderation

The marking of written papers and moderation of coursework were conducted using practicing teachers who were recruited through a competitive process. Examiners were engaged to mark written and practical examinations while moderators were engaged to validate the marking of school-based assessment. Examiners and moderators were recruited across the country. However, all marking was conducted in the greater Gaborone planning area but still with strict adherence to the COVID-19 protocols in place. Marking for the three levels was each conducted at two venues such that a total of six venues were used for the 2022 series marking. The submission of marks and projects for coursework were negatively impacted by the impasse between the Ministry of Education & Skills Development (MESD) and the teachers through their Unions. This impasse led to some marks being submitted late. This in turn impacted negatively on the start of moderation for BGCSE which had to be postponed for a week while waiting for submission of marks and projects.

Multiple-choice papers on the other hand were scored through optical mark reader scanners. In total, 1,146,460 scripts were marked by 4,599 examiners across the three examination levels.

### E-marking

For the first time in BEC, nine (9) components were marked electronically and remotely through the e-marking platform where examiners marked from their respective schools. A total of five hundred and twelve (512) examiners were engaged to use the new technology of e-marking, which went very smoothly as the MESD had supplied each teacher with a laptop and each school was connected to the internet making the online marking a success.

Examination Level:	No. of Examiners	No. of Moderators	No. of Examiners Trained	No. Of Scripts Marked
PSLE	1,069	-	-	147,999
JCE	1,953	132	-	1,779,730
BGCSE	1,621	86	479 - Conventional 512 - e-marking	528,097
TOTAL	4,599	218	991	1,704,734

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

### Candidates with Special Needs

#### Access and Equity

BEC caters for candidates with learning difficulties, visual impairment, hearing impairment, physical disabilities, intellectual/multiple disabilities and those with medical conditions in an effort to ensure that all candidates are given an opportunity to demonstrate their abilities. Candidates with long-term disabilities and those with challenging conditions, were catered for through special arrangements and those who sat examinations through adverse conditions were given special considerations during examinations processing. **Table 6** shows a summary of the applications for access arrangements while **Table 7** shows a summary of applications for special consideration. There were no candidates who sat for the examinations under the COVID-19 protocols in 2022.

Access Arrangements	No. Of Candidates at Each Examination Level		
	PSLE	JCE	BGCSE
Modified Papers	454	474	5
Extra-Time	1,321	1,998	714
Enlarged pPrint	51	48	44
Reader	1,057	1,039	220
Separate Room	1,321	1,998	596
Braille	14	6	2
Assistive Technology Devices	26	6	81
Rest Breaks	173	103	52
Oral Response/Writer/Scribe	1,039	958	288
Preferential Sitting	36	60	28
Sign language Interpreter	23	24	5
Exemptions from Listening Comprehension (Deaf & hard of Hearing)	23	24	-
Exemption from Setswana	23	24	5
Coloured Paper	-	1	1
Practical Assistant	-	72	4
Access Arrangement not indicated	78	-	26

Table 6: Summary of applications for access arrangements

	PSLE	JCE	BGCSE
Special Consideration	42	65	47

Table 7: Summary of applications for Special Consideration

### Certificates Issued

In the 2022 examinations cycle, the BEC issued certificates for the 2021 examinations for each level as captured in table 6.

	PSLE	JCE	BGCSE
No. of Certification Issued	47,156	46,715	33,309

Table 8: Number of Certificates issued

## Grading

All processes leading to the grading of the syllabuses for all levels were executed well as per procedures and the results were released within scheduled times. However, the 2022 cohort at JCE and BGCSE experienced challenges related to submission of coursework assessment marks because of disagreements between Teacher Unions and the BEC/MESD. This resulted in scores for some components being excluded when determining the grades for the syllabuses. Nevertheless, the impact on candidates resulting from excluding coursework scores when determining syllabus grades was mitigated as the non-submission of scores was through no fault of the candidates.

## 2022 Examination Outcomes

### Primary School Leaving Examination (PSLE)

The PSLE as a diagnostic examination is intended to provide feedback to the education system. Its main purpose is to guide teachers at the next level on the learning needs of the 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, where Grades A to C are credit passes and D to E are pass grades. The symbol U denotes failure to achieve the minimum requirements of Grade E, i.e., Ungraded, and the symbol X denotes failure to meet requirements for the award of a grade at either syllabus or overall level.

### Performance at Syllabus Level

Generally, performance in 2022 remained more or less the same as that of the previous year in almost all the syllabuses. What is worth noting is that Setswana, Agriculture and Science recorded a significant decline in one of the grades in comparison to the previous year.

Furthermore, almost all candidates at syllabus level were able to attain the minimum Grade of E across all syllabuses except for Agriculture where there is 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 except in Agriculture where it has increased. It is also worth noting that a significant proportion of candidates were assigned U in at least one Dimension across syllabuses as in the previous year.

### Performance at qualification level

The overall performance showed that the proportion of candidates obtaining pass grades (Grade E or better), remained the same (99.96%) as that of the previous years (99.90%). This implies that almost all candidates who sat the PSLE qualified for the award of the minimum grade, with only thirty five (35) candidates declared Ungraded, denoted by a U and twenty three (23) candidates awarded an X. The proportion of candidates obtaining credit grades (Grade C or better) remains almost the same as last year at 70.55% compared to 72.04% in 2021.

The proportion of candidates obtaining Grade A has remained at the same level with an insignificant decline of 0.21% from 18.62% in 2021 to 18.41% in 2022. The proportion of candidates obtaining Grade B has also remained at the same level with an insignificant decline of 0.84% from 18.76% in 2021 to 17.92% in 2022. At Grade C, there was also an insignificant decline of 0.45%, from 34.61% in 2021 to 34.16% in 2022. The proportion of candidates at Grade D increased insignificantly by 0.95% from 19.97% in 2021 to 20.92%. Grade E has experienced an insignificant increase of 0.60% from 7.88% in 2021 to 8.48% in 2022.

Symbol	2022			2021		
	Count	%	Cumulative %	Count	%	Cumulative %
<b>A</b>	<b>9084</b>	<b>18.41</b>	<b>18.41</b>	<b>8752</b>	<b>18.63</b>	<b>18.62</b>
<b>B</b>	<b>8842</b>	<b>17.92</b>	<b>36.34</b>	<b>8816</b>	<b>18.62</b>	<b>37.39</b>
<b>C</b>	<b>16850</b>	<b>34.16</b>	<b>70.49</b>	<b>16264</b>	<b>34.61</b>	<b>72.01</b>
<b>D</b>	<b>10318</b>	<b>20.92</b>	<b>91.41</b>	<b>9380</b>	<b>19.96</b>	<b>91.97</b>
<b>E</b>	<b>4181</b>	<b>8.48</b>	<b>99.88</b>	<b>3700</b>	<b>7.88</b>	<b>99.85</b>
<b>U</b>	<b>35</b>	<b>0.07</b>	<b>99.95</b>	<b>52</b>	<b>0.11</b>	<b>99.96</b>
<b>X</b>	<b>23</b>	<b>0.05</b>	<b>100.00</b>	<b>20</b>	<b>0.04</b>	<b>100.00</b>
<b>Total</b>	<b>49333</b>	<b>100</b>		<b>46984</b>		

Table 9: Proportions of candidates grades for 2022 compared to 2021.

### 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.

### Performance at Syllabus Level

It has been observed that it is still only in the Art syllabus where at least 50% of candidates are awarded credit grades, that is grade C or better. It is a concern that the Commerce & Office Procedures syllabus continues to be the lowest with about 0.8% of candidates awarded grade C or better. This indicates that very few candidates gain any useful knowledge and skills

from the syllabus. BEC will continue to engage with the relevant stakeholders regarding this unsatisfactory performance.

The proportion of candidates who satisfy the requirements for the award of a syllabus grade remains lower than 90% for almost all the syllabuses with exception of Setswana, Agriculture, Home Economics and Art. This indicates that, in most of the syllabuses, more than 10% of the candidates and as high as 33% for Commerce & Accounting are not awarded a syllabus grade and therefore assigned letter U.

### Performance at Qualification Level

The overall performance of the 2022 cohort has remained more or less the same as that of the 2021 cohort.

**Table 10** shows the number of candidates at each qualification grade, percentage at grade, cumulative percentage at grade and the difference in cumulative percentages at a grade between 2022 and 2021.

Year Frequency		Merit	A	B	C	D	E	U	X
2022	No. at Grade	8	488	4153	10639	14696	5694	5819	1420
	% at Grade	0.00	1.20	10.00	25.60	35.40	13.70	14.00	3.31
	Cum. %	0.00	1.20	11.20	36.80	72.30	86.00	96.70	100
2021	No. at Grade	13	541	4179	10269	14738	5757	6534	353
	% at Grade	0.00	1.30	9.90	24.40	35.10	13.70	15.50	0.83
	Cum. %	0.00	1.30	11.20	35.70	70.80	84.50	99.17	100
Diff. in cumulative %		0.00	-0.10	0.00	1.10	1.50	1.50	-2.47	0

Table 10: Performance at Qualification Level

This year, the overall pass rate at qualification level (Grade E or better) stands at 86%, of which 36.80% are credit grades (Grade C or better). This is in comparison with the overall pass rate of 84.50% and 35.70% credit grades in 2021 which indicates an insignificant improvement of 1.50% in the overall pass rate and an insignificant improvement of 1.10% in the credit grades. The slight improvement might be indicating that the system is slowly recovering from the impact of the COVID-19 pandemic. Further to note is that 14% of candidates compared to 15.50% of the previous year, will be assigned letter U.

### Outstanding Performance

The attainment of a Merit is classified as outstanding performance. The requirement for a Merit, is to obtain at least seven (7) grade A's at syllabus level following prescribed criteria. In this series, ten (10) candidates from ten (10) different Centres across regions qualified for the award of a Merit compared to thirteen (13) candidates from thirteen (13) different Centres in the previous year.

Of the ten (10) candidates qualifying for the award of a Merit, only one (1) candidate obtained grade A in all of their 9 syllabuses compared to four (4) candidates in the previous year.

## Botswana General Certificate Of Secondary Education (BGCSE)

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

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

### Performance at Syllabus level

The syllabus specific reports are presented according to the classification in the curriculum blueprint. The blueprint classifies syllabuses into two broad groups of Core and Optional. In this year of reporting, four (4) Outcome-Based Education syllabuses were introduced to the optional group. Therefore, the optional group is divided into five (5) subgroups as follows:

- Sciences
- Humanities and Social Sciences
- Creative, Technical & Vocational
- Enrichment
- Outcome-Based Education syllabuses

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

### Core Syllabuses

Nearly all candidates reached the minimum requirement for the award of Grade G or better in the languages whilst in Mathematics about 6% of candidates failed to reach this level and were assigned letter U. Mathematics continued to be the least performing syllabus of the three at Grade E or better. Whilst the languages maintain a very high level of performance at Grade E or better, the performance in English Language at credit level (C or better) is very low with less than 20% of the candidates awarded credit grades. **Table 11** shows performance in Core Syllabuses for 2022 and 2021.

Syllabus Code and Name	G or better		E or better		C or better		A or better	
	2022	2021	2022	2021	2022	2021	2022	2021
0561 English Language	99.42	99.66	94.32	95.29	19.82	19.45	0.42	1.14
0562 Setswana	99.25	99.03	91.23	92.45	35.24	34.27	0.52	0.44
0563 Mathematics	93.56	94.22	58.04	59.88	33.40	34.13	2.24	2.39

Table 11: Performance in Core Syllabuses for 2022 and 2021

### Optional Syllabuses

#### Science Syllabuses

##### Single and Double Award Sciences

Most of the candidates qualified for the award of a syllabus grade. About 13% and 8% of the candidates were assigned letter U in Science Single Award and Science Double Award respectively which are both significant declines. Performance for both syllabuses was stable at Grade E or better and Grade C or better but very low. There is a slight improvement of candidates that are awarded Grade A or better in Science Double Award.

##### Separate Sciences

Almost all candidates achieved Grade E or better in the three separate sciences. Chemistry continues to be the best performing syllabus with about 90% of candidates achieving credit grades. **Table 12** shows performance in Science Syllabuses for 2022 and 2021.

Syllabus Code and Name	G or better		E or better		C or better		A or better	
	2022	2021	2022	2021	2022	2021	2022	2021
0568 Science Single Award	88.66	92.72	33.55	32.97	4.25	3.33	0.48	0.52
0569 Science Double Awards	91.77	95.31	52.55	52.51	21.53	20.80	4.16	2.87
0570 Chemistry	99.95	99.84	99.94	99.73	91.37	90.33	25.25	25.63
0572 Physics	99.95	99.78	97.46	97.27	74.27	76.05	11.75	13.78
0572 Biology	99.84	99.89	97.72	97.98	71.78	73.54	8.89	10.33

Table 12: Performance in Science Syllabuses

### Humanities and Social Sciences

Most of the candidates in the subgroup were awarded at least Grade G or better with the exception of History where there is a significant decline with about 11% of the candidates are assigned letter U. All the syllabuses have recorded high performance at Grade E or better but the performance at Grade C or better is very low with the exception of Literature in English. Geography has recorded significant improvements at Grade E or better and Grade C or better. **Table 13** shows performance in Humanities and Social Sciences for 2022 and 2021.

Syllabus Code and Name	G or better		E or better		C or better		A or better	
	2022	2021	2022	2021	2022	2021	2022	2021
0583 History	88.62	92.54	63.53	66.57	34.58	35.00	3.24	3.27
0584 Geography	96.10	96.43	73.17	68.71	30.75	27.08	4.74	2.26
0585 Social Studies	95.02	95.46	68.96	73.63	32.62	34.43	2.13	2.16
0586 Development Studies	96.73	96.13	72.49	77.11	30.10	32.43	1.93	2.61
0587 Literature in English	97.18	97.44	87.52	87.12	65.91	66.89	7.23	8.70

Table 13: Performance in Humanities and Social Science Syllabuses

### Creative, Technical and Vocational syllabuses

Agriculture, Art and Design, Design and Technology, and Computer Studies

The majority of the candidates met the minimum requirement for the award of Grade G or better in this category with about 2% of the candidates assigned letter U in Art and Design. All the syllabuses have recorded similar outcomes across the grades except for Design and Technology which has recorded significant declines at Grade E or better and Grade C or better. Art & Design is the best performing syllabus at Grade C or better and Grade A or better. **Table 14** shows performance in Creative, Technical and Vocational syllabuses for 2022 and 2021.

Syllabus Code and Name	G or better		E or better		C or better		A or better	
	2022	2021	2022	2021	2022	2021	2022	2021
0595 Design and Tech.	99.66	98.89	92.02	94.47	37.84	40.81	3.82	4.91
0596 Art & Design	97.80	98.23	95.08	95.63	69.33	70.25	10.06	11.11
0597 Computer Studies	99.54	99.42	91.27	92.35	51.72	52.56	2.41	2.99
0598 Commerce	96.48	98.34	63.58	66.33	19.88	19.99	1.31	1.55
0599 Agriculture	98.59	97.90	87.07	85.92	36.49	37.04	3.78	3.31
0611 Food and Nutrition	95.60	96.00	73.90	74.51	27.36	28.30	1.88	1.76
0612 Fashion and Fabrics	85.16	91.10	62.39	68.08	24.93	27.26	0.58	0.96
0613 Home Management	96.99	92.49	84.34	89.43	43.28	46.12	1.83	1.77
0614 Accounting	96.89	92.49	80.92	83.05	59.95	61.07	6.55	6.95
0615 Business Studies	82.31	83.42	62.08	60.32	30.28	31.36	4.08	4.43

Table 14: Performance in Creative, Technical and Vocational Syllabuses

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

Most candidates met the minimum requirement for the award of Grade G or better in this group with the exception of Business Studies where about 16% of the candidates are assigned letter U. Accounting has recorded a significant improvement in performance. Performance at Grade E or better remains within the expected range even though in Commerce and in Accounting a significant decline was recorded. Performance at Grade C or better has remained more or less the same as that of the previous year for the three (3) syllabuses. It should be noted that Business Studies and Commerce recorded very low performances at Grade C or better.

### **Home Economics Syllabuses**

Most candidates met the minimum requirement for the award of Grade G or better in this group with the exception of Fashion and Fabrics where about 14% of the candidates are assigned letter U indicating a significant decline. Performance at Grade E or better remains high even though a significant decline has been recorded in Fashion & Fabrics and Home Management. Performance at Grade C or better has remained more or less the same as that of the previous year with the exception of Home Management where a significant decline has been recorded.

### **Enrichment Syllabuses**

Most candidates met the minimum requirement for the award of Grade G or better in this group. Performance at Grade E or better remains high even though a significant decline has been recorded across all the syllabuses. Performance at Grade C or better has remained more or less the same for two syllabuses with the exception of Music. Performance trends for the Music syllabus should be interpreted with caution because the size of the population is very small and the quality of the candidates fluctuates across years. **Table 15** shows performance in Enrichments Syllabuses for 2022 and 2021.

Syllabus Code and Name	G or better		E or better		C or better		A or better	
	2022	2021	2022	2021	2022	2021	2022	2021
0588 Religious Education	97.41	98.11	83.54	88.80	33.30	31.95	3.28	3.78
0616 Physical Education	98.76	99.59	93.64	97.73	48.61	48.62	1.25	1.59
0617 Music *	97.51	97.66	86.12	91.59	33.81	50.94	2.49	1.40

Table 15: Performance in Enrichment Syllabuses

### Outcome-Based Education (OBE) Syllabuses

Most candidates met the minimum requirement for the award of Grade G or better in this group even though 12% of the candidates in Hospitality & Tourism Studies were assigned letter U. Performance at Grade E or better is lower than the expected with the exception of Field Crop Production. Performance at Grade C or better is extremely low indicative of a cohort concentrated in the lower end of the ability scale across all syllabuses which is worrisome. There is no candidate who is awarded Grade A in all the syllabuses. **Table 16** shows performance in Outcome Based Education Syllabuses for 2022 and 2021.

Syllabus Code and Name	G or better		E or better		C or better		A or better	
	2022	2021	2022	2021	2022	2021	2022	2021
I254 Hospitality & T. Studies	87.18	-	57.26	-	6.84	-	0.00	-
I255 Animal Production	97.44	-	56.41	-	15.38	-	0.00	-
I256 Field Crop Production	95.00	-	72.50	-	5.00	-	0.00	-
I257 Horticulture	94.87	-	51.28	-	7.69	-	0.00	-

Table 16: Performance in Pre-Vocational Syllabuses

### 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 2021 compared to 2022 as shown in **Table 17**.

Examination Year	6 G's or Better	6 E's or Better	6 C's or Better
2022	95.45	62.59	21.37
2021	97.09	64.03	21.20

Table 17: : Overall Best Performance in Key Grades

Generally, performance has remained about the same in 2021 and 2022. The proportion of candidates achieving 6Gs or better is 95.45% compared to 97.09% in 2021 which shows an insignificant decline of 1.64%. This indicates that about 4% of candidates will be awarded less than six (6) grades. The proportion of candidates achieving 6Es or better is 62.59% compared to 64.03% in 2021 which shows an insignificant decline of 1.44%. On the other hand, the proportion of candidates achieving 6Cs or better is 21.37% compared to 21.20% in 2021 indicating an insignificant improvement of 0.17%.

### Outstanding Performance

The criterion for determining outstanding performance in the BGCSE examination is through achievement of at least six (6) A\*s in at least eight (8) of the syllabuses that a candidate may have taken. The provisional number of candidates who met this criterion in 2022 is sixteen (16) from eight (8) Centres compared to seventeen (17) from eleven (11) Centres in 2021.

## RESEARCH

During the 2022-2023 Financial Year (2022- 2023), the Botswana Examinations Council (BEC) prioritised research projects addressing three strategic objectives: Advancing Research on BEC Products and Services, Improve Competitiveness and Relevance of Qualification and Improve Monitoring and Evaluation of Assessment Services. However, there were operational activities feeding on the large processes of BEC which will not be covered here.

### **Advancing Research on BEC Products and Services**

#### **Statistical Moderation**

BEC developed a statistical model for moderating JCE coursework subjects. The model was initially developed in the 2021 session and was successfully applied to the data. The model was applied to the 2022 coursework data. Five JCE subjects were moderated using the methodology being Design and Technology, Music, Art and Design, Home Economics, and Physical Education. Due to the economic benefits and flexibility of statistical moderation, it was adopted in BGCSE subjects after intensive consultation with Cambridge International. Two subjects were moderated: Agriculture and Physical Education. As a process improvement, the model was applied after verifying the rank ordering by team leaders which involved a relatively small sample of examining personnel. This continued to reduce costs incurred on moderation by inspection.

#### **Study for the Development of An Accreditation Model for BEC**

Botswana has trained capable human resources in conducting examinations and assessments at large and hence proposes to reduce dependence on International organisations. This plan has long been conceived starting with the localisation of curriculum development followed by examinations setting and marking locally, and finally accreditation of examinations. It is noted that Accreditation has become more expensive. Countries have started searching for alternative strategies of ensuring that quality of education is sustained on long term without involving international organisations. For instance, the Examinations Council of Lesotho has weaned off from Cambridge International and other countries like Zambia and Zimbabwe have resorted to internal assurance systems to ensure the quality of assessment outcomes. Botswana Examinations Council has composed a committee to look at other avenues that BEC may use to accredit BEC qualification. The committee has consulted the key stakeholders within BEC and general education to understand their perspectives and views on qualification accreditation. The committee is expected to provide BEC with Accreditation model options. The preliminary draft report is available and is to be shared within BEC structures.

### **Improve Competitiveness and Relevance of Qualifications**

#### **Conduct Studies on Measure of Competitiveness and Relevance of our Qualifications.**

Among the objectives formulated, the organisation wants to "improve competitiveness and relevance of qualifications". BEC has commissioned several studies which will provide indicators for competitiveness and relevance of qualification, which will be added to the index by March 2024. The studies are on-going, and data has been collected for the following: **A study on TVET Competitiveness, a Study of Stakeholder Satisfaction, and Study on the Security of Examinations.** The collected data had started to be processed during the year under review, the report writing would proceed thereafter. For other studies: **a study on How far BEC complies with accreditation standards, and a study on BEC's propensity to use technology in assessment**, the proposals were completed, and the studies were expected to produce measures to load on BEC competitiveness and relevance of qualification index.

**The study on comparability study between BGCSE Physics and IGCSE Physics**, was completed and the report has been concluded and the evidence across the range of areas considered showed that the Demand Standard of the two qualifications was closely aligned, especially on the Extended tier. However, the study revealed some minor differences, for instance, the difference in the way BGCSE deals with units and applies unit penalties and the absence of a planning task in the Alternative to Practical component.

With regards to the **Employee Satisfaction study**, data collection was on-going at the reporting time, and the situation will also be monitored due to transformation environment within BEC.

### **Improve Monitoring and Evaluation of Assessment Services**

#### **Botswana Educational Achievement Monitor (BEAM)**

During the 2022-2023 Financial Year the Botswana Examinations Council continued implementing the Botswana Educational Achievement Monitor (BEAM) on behalf of the Ministry of Education and Skills Development (MESD). The BEAM

project whose main aim is to monitor education at system level resembles the large-scale assessment surveys. The BEAM project provides local context and profiles several performance indicators for Botswana's education landscape. The current BEAM project focussed on standard 4, and monitoring learners' ability in Mathematics (Numeracy), English/Reading (Literacy), and Life skills. The implementation of the BEAM Project was designed in a two (2) phased manner: The Pre-Establishment Phase which has been completed and the Development Phase which is on-going. In fact, the Development Phase of BEAM was almost complete after the successful completion of activities of the development phase culminating in the implementation of the BEAM program through the collection of baseline data for the BEAM programme. What remained was the completion of the first cycle of the BEAM project, culminating in the launch of the BEAM Programme. The Main Survey data collection for BEAM started on the 17th of October 2022 and came to end on the 29th of November 2022. The Main Survey was conducted across 160 randomly selected primary schools in the country. In each school, two (2) classes were selected to administer achievement instruments as well as learners' questionnaires, with other instruments for teachers, schools, and parents. Over 8300 learners took part in this BEAM study.

The Development of the following activities were achieved:

- Procured Consultancy for the Development Phase
- Assessment Framework (AF) Development
- Field Test Survey
- Sampling schools for both Field tests and Main Survey
- Psychometric Data Analysis for Field Test
- Field Test Report
- Item Selection for Main Survey
- Printing of Instruments for the Main Survey
- Preparations for Main Survey Administration
- Conduct of BEAM Main Survey Administration

The capacitation of BEC and MESD staff continued in the year under review with practical results being noticeable through development of the instruments by local personnel as well as other pending activities which included: to coordinate the scoring, data capturing, data analysis, report writing and submit final report to Ministry of Education and Skills Development (MESD) from May to August 2023.

### **Assessment Associations**

#### ***Southern Africa Association for Educational Assessment (SAAEA)***

BEC has been the Secretariat and Chairmanship of the Southern Africa Association of Educational Assessment since 2019. BEC facilitated meetings for the association's governance structures, that is; the SAAEA Research Forum (RF) and SAAEA Executive Committee (EXCO), to keep it alive since the Conferences were halted due to COVID-19 Pandemic. The RF met in Kasane, Botswana in July 2022 to work on products that were then presented to EXCO for approval in Maun, Botswana in

September 2022. The strategic plan was on track though there were some delays due to COVID-19.

The following documents were approved by SAAEA EXCO to serve as a framework for the SAAEA member countries:

- Guidelines for Protection Against Cybercrimes
- Criteria and checklist for Benchmarking and Research
- Identification of topical research areas
- Guidelines for National Assessment
- Guidelines for School based Assessment
- Guidelines for Collaborative Research
- The Establishment of Continuous Professional Development

The SAAEA conference was resolved to be biennial, and the hosting roster was determined to give each country enough time to make necessary preparations. As such, the next SAAEA conference is planned to be hosted by Eswatini in 2024.

#### ***Association of Educational Assessment in Africa (AEAA)***

The theme for the 38th AEAA Conference was Educational Assessment for Developing 21st Century Skills and was held in Livingstone, Zambia from 21-26 August 2022. BEC presented two articles entitled "School System readiness to Outcome Based Education: A Case of Botswana" and "Statistical Moderation for Botswana JCE Coursework Assessment".

As the SAAEA Chairman, the Botswana Examinations Council Chief Executive Officer represented SAAEA at the annual AEAA EXCO meeting, where updates, innovations and challenges for Africa were shared by the various sub-regional Associations, such as the SAAEA and the West African Examinations Council (WAEC). The AEAA EXCO meeting took place from 3rd to 6th March 2023, in Kenya.

Conference updates: The 39th Association for Educational Assessment in Africa (AEAA) conference will be held in Kenya from 21st - 25th August 2023. The theme is "Educational assessment for nurturing every learner's potential".

## INFORMATION AND COMMUNICATIONS TECHNOLOGY

The Information and Communications Technology seats at the heart of BEC operations and continues to play an important role in ensuring that key stakeholders and candidates alike access the BEC services as and when they deem necessary. The BEC is continually partnering with various suppliers and other government entities to enhance customer experience, efficiently and effectively. The BEC strives to deliver its services to its customers through technology solutions, as a result the organisation is persistently evaluating solutions that could better enable its processes and improve the quality of service.

### **Procurement of ICT Equipment**

Due to insufficient funds the BEC has for some time been using IT equipment that is obsolete. As a way of addressing obsolescence the BEC Management intervened by sourcing funds under the Transformation project to finance the procurement of IT equipment to replace obsolete ones. During the year under review, ICT procured thirty eight (38) laptops, forty four (44) Desktop Computers, ten (10) External Web Cameras, one (1) A3/A4 Heavy Duty printer, three (3) Colour A3/A4 Printers, three (3) Black and White A3/A4 printers, twenty (20) Dell wireless mice.

As part of E-marking project, ICT acquired four (4) wired barcode scanners, two (2) barcode printers and four (4) Desktop PCs for use during the E-marking process. ICT also procured one (1) more OMR and Image Scanner for scanning examination materials.

### **Support from other Government Entities**

During the year under review, the BEC approached and requested the management of the following government schools to use their computer facilities to conduct different marking processes during the 2022 Examinations Cycle:

- Moselewapula Junior Secondary School
- Mogoditshane Senior Secondary School
- Mogoditshane Senior Secondary School
- Naledi Senior Secondary School'
- St. Joseph's College

These were strategic partnerships which came with huge financial savings which the BEC would otherwise not have realised, had the organisation hired private computer facilities. The BEC also engaged the ICT Officers from these schools to provide technical support during the capturing of marks on Malepa System directly from the marking venues.

### **Information Security Management**

To further enhance information security in the organisation, the following policies were developed and implemented:

- Cryptographic Key Management and Controls Policy

- Access Control Policy
- Data Policy for Privacy and the Protection of Personally

### **Identifiable Information**

Over and above this a Pre-Certification Audit report for the Information Security Management project was submitted.

### **Availability of Servers**

During the year under review, following the restoration of the monitoring tools, the percentage availability of servers was monitored and measured from the 1st September, 2022 to the 28th February, 2023 and the results were as outlined below:

- Windows Servers: 99.96%
- Linux Servers: 99.98%

The average % availability was 99.97%

The above surpassed the Customer Service Standard requirements which is set at 97%.

### **Facilitation of the E-marking**

BEC ensured the successful implementation of the e-marking solution for the 2022/2023 examination cycle.

During the year under review the Council ensured that electrical and network cabling works in specific areas within the BEC to prepare the areas for the E-marking project. The organisation worked diligently to upgrade its ICT infrastructure, making it compatible with the requirements of e-marking. The project required preparation of essential resources, including computers, printers, specialised scanners, network points, and power points to ensure a smooth e-marking experience. The servers were made available and expertly configured to host e-marking activities.

### **Equipment Configuration and Testing**

By October 2022, all the necessary e-marking equipment, such as image scanners, cutting guillotines, registration stations and other devices, had been meticulously configured and rigorously tested. This thorough preparation guaranteed optimal performance during the e-marking processes.

### **Internet Connectivity Support by the Parent Ministry**

BEC collaborated with the Ministry of Education, ISPs, and various marking sites and schools to provide and sustain the required 100mbps connectivity throughout the marking period. The Ministry of Education played a crucial role in ensuring internet connectivity through the SmartBots system, providing connectivity to thirty four (34) schools. For two sites, Moeding College and Mmadinare SSS, facing topographical challenges, the Council provided modems to access the e-marking system during the marking period. Similarly, Naledi and Mogoditshane SSS, facing connectivity issues due to lightning strikes, received prompt attention and solutions.

### **Online registration for Cambridge Examinations.**

This is an online application used by local candidates to register and receive communication from CIE. This communication includes registration amendments, final statement of entry and personalised procedure on how to access their results. Candidates are able to generate quotations for syllabus options they wish to take and then pay using Debit/Visa/Credit card or depositing into the BEC bank account or over the counter.

### **Automated Marking Venue Register and Upgrade of Examiner Payment process**

The Automated Marking Venue Register and Upgrade of Examiner Payment Process was introduced during the 2022/2023 financial year. It is used by Finance and the business

to mark attendance register at marking venues. The Examiner tags have been improved to include a barcode which is scanned when they come in each morning to mark examination scripts.

### **Marking Advance Payment Application through SMS**

Prior to marking, appointed examiners could apply for marking advance payment. Examiners use their mobile phones to apply for an advance payment that is within their threshold as defined in the business database (Malepa).

### **Results Publication**

The BEC Website and the SMS communication platforms were used to publish the 2022 examinations results for all the three (3) examinations categories (PSLE, JCE and BGCSE). As usual ICT collaborated with all the mobile operators to ensure availability of services during this period.

### **ICT Support Services**

During the year under review BEC ensured that mission critical applications were always up and running and accessible by both internal and external stakeholders. Such applications included but were not limited to Financial Management and Procurement Systems, Human Resources and Payroll, Examination Processing System, Fleet Management System, Library Management System, Email and Internet Services. This was in addition to the workstations, servers, server software and the BEC computer network to enhance communication and collaboration across the organisation.

## **HUMAN RESOURCES**

The Council continued to pride itself in attracting, retaining and developing highly capable employees to deliver to the highest standard, its mandate on assessment and certification of learners work across all levels from pre-primary through to secondary education in the Country.

### **BEC Transformation project**

The implementation of the Transformation sub-project on Redesign continued to be slow due to experiencing various challenges. Of particular note was numerous consultations with the recognized staff trade union – BOPEU on issues affecting the implementation of the Transformation project such as the staffing of the approved BEC structure, review of job profiles and adoption of the new salary structure. As at 31st March, 2023 Management had successfully started recruitment for Executive Management positions being the two Deputy Chief Executive Officers and the four Director positions.

The appointment of an Independent Consultant for skills auditing and job matching exercise for placement of employees on bands 6 to 9 was at an advanced stage with the view to complete the recruitment exercise by 30th June 2023. Band 3 to 5 recruitment process was still ongoing as at 31st March, 2023.

Given the foregoing background it was still evident that project completion and migration of staff into the new BEC structure was not attainable by the 31st March, 2023. Interviews for Deputy CEO and Heads and Manager positions had started. Placement of employees into bands 6-9 had not yet started. The BEC Board in its wisdom, found it appropriate to move the official completion date of the project to 30th June, 2023.

It is equally important to note that BEC continues to experience high staff turnover brought about by staff members reaching compulsory retirement age, and a few resignations. During the reporting period, six (6) employees retired from active service, while two (2) resigned their positions. The trend is expected to continue during the next financial year because of the expected retirements.

The staff turnover negatively impacted on the remaining personnel as it further dampened employee morale and productivity due to unbearable workload as some employees had to assume more than one role to cover up for the exited staff. In mitigation Management decided that successful candidates from the recent interviews be appointed provisionally into key positions in the new organisational structure while awaiting its official operationalisation date of the 1st July, 2023.

### ***Analysis of Attrition Rate***

During the financial year 2022/23 the staff turnover was at a high rate representing an attrition rate of 5.7%.

Consequently, workload in some Directorates, especially Product Development and Standards which has experienced more retirements than others, has taken a toll on the remaining personnel. By extension this has further eroded staff morale as it is currently at its lowest point.

### ***Counselling Service, Change and Spiritual Devotion Fridays***

During the year under review, BEC had appointed Daisy-R to provide Financial and Pyscho-social Counselling Services for all members of staff. The contractual agreement between the two officially ended on the 31st March 2023, where group and one on one counselling sessions were successfully done as initially planned. Thereafter, BEC continued to solicit the services of Spiritual Counsellors and Mindset Change Consultants to provide Employee Assistance Programs in this regard. This was also occasioned by the Chief Executive Officer's updates on the Restructuring Sub Project of the Transformation Project.

### ***Employee Relations and Staff Welfare***

The BEC Management and Staff Union (BOPEU) continued to engage and consult for the benefit of harmonious working relations. Of note, and from a wide range of issues, was that parties successfully engaged on ways to help cushion staff on the financial hardships they experienced due to the extend implementation of the Transformation Project. The Council activated a provision in the BEC Conditions of Employment on leave encashment to help offset excessive leave balances.

## **FACILITIES MANAGEMENT**

### ***Examinations Seating and Marking Venues***

The BEC annually provides an opportunity for learners to seat for examinations as Private Candidates. To facilitate countrywide access to the candidates, the Council provides venues where such examinations are conducted.

### ***Examinations Venues***

The BEC has embarked on signing of Memoranda of Understanding with various stakeholders around the country to host examinations for the Private Candidates. This initiative is aimed at improving the quality of service to our customers and making the Council products and services accessible to those who wish to access them. This agreement will bring certainty and consistency on where candidates will seat for their examinations on any particular year.

### ***Marking Venues:***

Public schools continued to be used for the marking exercise as a cost-cutting initiative. The BEC continued to help the maintenance of these schools to provide a conducive work environment for the examining personnel.

The BEC also embarked on the e-marking exercise that was piloted in 2022. This project necessitated some modifications to be done to the existing facilities to provide the suitable infrastructure for the exercise.

### ***Transportation***

The BEC continued to struggle with the exorbitant transportation costs as it delivers and collects examination materials around the width and breadth of the country. The dwindling subvention makes it very difficult for the Council to cope.

## 2023/2024 OUTLOOK

Botswana Examinations Council will start 2023/24 with vigor and rejuvenation after deriving energy from the heightened momentum of the BEC restructuring exercise. As we end the year, recruitment into the new BEC structure has started. Interviews for executive positions have been scheduled, and there is optimism that in a matter of months, the new BEC structure will be fully populated. The transformation of BEC into a high-performance organization (HPO) with an expanded assessment mandate is no longer a pipe dream but a reality. As the BEC starts the year, completion of the restructuring exercise will thus be top of the agenda. A five-month timeline has been set for the completion of this exercise.

As alluded in the preceding paragraph, the BEC is on a drive to attain HPO status. Fortunately, the ground is fertile as the Council's desire for HPO status coincides with the Government's Mindset Change campaign. The Mindset Change campaign rallies all Batswana as they participate in value chains, to change their ways and means of production. The campaign urges Batswana to change their collective attitudes and perception of themselves. The change is expected to manifest in Batswana being more creative, efficient and agile with a positive self-concept. Key values of the Mindset Change campaign align very well with key attributes of a High-Performance Organization that BEC aspires for. HPO attributes such as efficiency in production and efficiency in service are also central to the Mindset Change campaign. Pulling in tandem with the Government's campaign, the BEC has committed to nurturing a change of mindset by its employees and to re-engineer processes so that the HPO status can be attained in the next year.

The Council shall further continue to digitize its product and services. As a key contributor to the E-Education strategy, the BEC will expand on its e-assessment platforms. The electronic marking platform was commissioned during the current reporting period. For a start, only nine out of seventy-two (72) components were marked electronically. As the Council steps into 2023/24, twenty-three (23) more components shall be mounted on the platform, thus a total of 32 components shall be marked electronically. The intention is to keep increasing the components every year until all BGCSE components are marked electronically. Parallel to e-marking, the Council started to develop examination papers electronically through a process known as e-authoring. While e-authoring was started with a few syllabuses, the intention is to produce all papers at all the three examination levels through the e-authoring system in the next year. The outlook depicts a state where all papers will be produced electronically, written electronically, and marked electronically. When such a state is realised, the Council will have succeeded in digitizing all its assessment processes.

# CONTENTS

Board Members Report	Pg 54 - 55
The Board Responsibility Statement	Pg 55
Independent Auditors Report	Pg 56
Statement of Profit or Loss and Other Comprehensive Income	Pg 60
Statement of Financial Position	Pg 61
Statement of Changes in Funds	Pg 62
Statement of Cash Flows	Pg 62
Significant Accounting Policies	Pg 63
Note to Financial Statements	Pg 74
<i>(Information not covered by the audit opinion)</i>	
Detailed Statement of Profit or Loss and Other Comprehensive Income	Pg 90

## BOARD MEMBERS REPORT

For the year ended 31 March 2023

The Board Members has pleasure in submitting its report and the annual financial statements for the year ended 31 March 2023.

### INCORPORATION

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

### NATURE OF OPERATIONS

To conduct school examinations and any other examinations for the Ministry of Education and Skills Development (MESD) and issue certificates in respect of such examinations.

### FINANCIAL RESULTS AND POSITION

The BEC's financial results and position are reflected in the financial statements set out on pages 61 to 89. The entity employed 199 employees at the reporting date (2022: 203 employees).

**Chief Executive Officer** Dr. Moreetsi Thobega

**Chairperson** Dr. Olefile Bethuel Molwane

#### Board Members

Mrs. Ludo Thateng Johwa-Mpundisi (retired 31 October 2022)

Ms Masego Mokubung

Professor Richard Tabulawa

Ms Ivy Ramalohlanye

Mrs Kelebogile Lecoge

Mr Onkagetse Pusoentsi

#### Postal Address

Private Bag 0070

Gaborone, Botswana

#### BANKERS



ABSA Bank Botswana Limited



First Capital Bank Limited



Access Bank Botswana Limited



First National Bank of Botswana Limited

## VUNANI

FUND MANAGERS



Stanbic Bank Limited Botswana

#### REGISTERED OFFICE



Plot 54864  
KT Motsete Road  
Gaborone

#### AUDITORS



Plot 67977, Off Tlokweng Road  
Fairgrounds Office Park  
Gaborone

## THE BOARD MEMBERS REPORT (CONTINUED)

For the year ended 31 March 2023

### Events after reporting period

There were two (2) material events that occurred after the reporting date and require disclosure in the financial statements. These are detailed in Note 21.

### Going Concern

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The Board has assessed the ability of BEC to continue as a going concern and has no reason to believe that the Council will not be a going concern in the year ahead. The Ministry has pledged to support the operations of BEC for the next 12 months. Refer to Note 20 of these financial statements for more detail on the going concern assessment.

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 2023 and the statements of profit or loss and other comprehensive income, changes in funds and cash flows for the year ended 31 March 2023 and a summary of accounting policies and notes to the financial statements in accordance with International Financial Reporting Standards. In addition, Board Members are responsible for preparing the Board's members report.

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

The Board members have fully assessed the ability of the Council to continue as a going concern and have no reason to believe that the entity will not be a going concern in the year ahead. The annual financial statements have accordingly been prepared on this basis.

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 **29 November 2023** and signed on their behalf by:



**Chairperson**

Dr. Olefile Bethuel Molwane



**Chief Executive Officer**

Dr. Moreetsi Thobega



**KPMG, Chartered Accountants  
Audit**  
Plot 67977, Off Tlokweng Road,  
Fairground Park  
PO Box 1519, Gaborone, Botswana

Telephone +267 391 2400  
Fax +267 397 5281  
Web <http://www.kpmg.com/>

## **Independent Auditor's Report**

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

#### ***Opinion***

We have audited the financial statements of Botswana Examinations Council (the Council) set out on pages 9 to 34, which comprise the statement of financial position as at 31 March 2023, and the statement of profit or loss and other comprehensive income, the statement of changes in funds and the statement of cash flows for the year then ended, the significant accounting policies and notes to the financial statements.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Botswana Examinations Council as at 31 March 2023, and of its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards as issued by the International Accounting Standards Board (IFRS Standards).

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

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Council in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), together with the ethical requirements that are relevant to our audit of the financial statements in Botswana, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### ***Key audit matters***

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.



<b>Existence and accuracy of expenses</b>	
Refer to note 3 and 5 of the financial statements and the accounting policy note on direct costs and administrative expenses.	
<b>Key audit matter</b>	<b>How the matter was addressed in our audit</b>
<p>The Botswana Examinations Council (BEC) is solely responsible for administering national examinations in Botswana.</p> <p>BEC incurs significant annual expenditure in discharging its mandate and relies on Government funding for conducting its business. 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 Examinations (BGCSE). The total expenses incurred during the financial reporting year amounted to P316 455 588.</p> <p>Due to the significant risks pertaining to the non-approval of expenditure, recording of expenditure not incurred or expenditure incurred for the purpose other than for which the Council was set up, the magnitude of expense balance in the financial statements and the volume of expense transactions resulting in significant work effort by the audit team, the existence and accuracy of expenses was considered a key audit matter.</p>	<p>Our procedures included:</p> <ul style="list-style-type: none"> <li>• We evaluated internal controls over processing reviewing, monitoring and authorization of expenses to evaluate whether expenses are in terms of the procurement policy and approved by the appropriate authority levels.</li> <li>• We assessed whether expenses incurred are in terms of the procurement policy by inspecting the details of the supporting documentation relating to a sample of expenses selected for testing. Supporting documentation inspected included supplier invoices, contracts, evidence of appropriate authorization and tender approval documents, where applicable. In addition, we agreed the details in the supporting documentation inspected to the details of the recorded expenses.</li> <li>• We performed a search for unrecorded liabilities by reviewing payments made on a sample basis subsequent to the reporting date to ensure that expenses were recorded in the correct reporting period.</li> <li>• With the assistance of our information technology specialists, we used payroll and cash book records to perform data analytics procedures to identify exceptions, which included duplicated payments, employees with same banking details as suppliers, multiple payments to a beneficiary on a single day and beneficiaries with different bank account numbers. We followed up on exceptions identified through inspecting relevant supporting documentation for a sample to confirm whether they were valid transactions.</li> <li>• We evaluated the adequacy of the disclosures made in the financial statements in relation to the expenses.</li> </ul>



**KPMG, Chartered Accountants  
Audit**  
Plot 67977, Off Tlokweng Road,  
Fairground Park  
PO Box 1519, Gaborone, Botswana

Telephone +267 391 2400  
Fax +267 397 5281  
Web <http://www.kpmg.com/>

### ***Other information***

The Board members are responsible for the other information. The other information comprises the Board members' responsibility statement and the detailed statement of profit or loss and other comprehensive income, which we obtained prior to the date of this report, and the Annual Report, which is expected to be made available to us after that date but does not include financial statements and our auditor's report thereon.

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

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

### ***Responsibilities of the Board members for the financial statements***

The Board members are responsible for the preparation of financial statements that give a true and fair view in accordance with International Financial Reporting Standards as issued by the International Accounting Standards Board (IFRS Standards), and for such internal control as the Board members determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

- Identify and assess the risks of material misstatement of 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



**KPMG, Chartered Accountants  
Audit**  
Plot 67977, Off Tlokweng Road,  
Fairground Park  
PO Box 1519, Gaborone, Botswana

Telephone +267 391 2400  
Fax +267 397 5281  
Web <http://www.kpmg.com/>

resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board members.
- Conclude on the appropriateness of the Board members' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

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

**KPMG**  
Firm of Certified Auditors  
Practicing Member: Gosego Motsamai (CAP 035 2023)

**30 November 2023**  
Gaborone

## STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 31 March 2023

### IN PULA

	Note	2023	2022
<b>Revenue</b>			
Government subvention	1	315 443 912	267, 175, 684
Revenue from customers	2	17,076,506	23,628,689 *
		<b>332,520,418</b>	<b>290,804,373</b>
Direct Costs	3	(189,144,401)	(182,118,002)
<b>Gross surplus</b>		<b>143,376,017</b>	<b>108,686,371</b>
Other income	4	5,601,355	5,257,897
Administrative Expenses		(127,311,187)	(134,845,893)
<b>Operating surplus /(deficit)</b>	5	<b>21,666,186</b>	<b>(20, 901, 625)</b>
Finance income	7	5,173,505	5, 276, 401
<b>Surplus / (deficit) for the year</b>		<b>(26,839,691)</b>	<b>(15, 625, 224)</b>
Other comprehensive income		-	-
<b>Total comprehensive income</b>		<b>26,839,691</b>	<b>(15,625,224)</b>

\* Prior year revenue from customers has been aggregated on the statement of profit or loss and the breakdown provided in the note.

**STATEMENT OF FINANCIAL POSITION**

For the year ended 31 March 2023

**IN PULA**

	Note	2023	2022
<b>Assets</b>			
<b>Non-current assets</b>			
Property and equipment	8	72,041,232	71,844,279
Intangible assets	9	2,609,168	4,629,615
		<b>74,650,400</b>	<b>76,473,894</b>
<b>Current assets</b>			
Inventories	10	1,094,914	1,061,812
Trade and other receivables	11	16,287,993	13,073,665
Cash and cash equivalents	12	84,793,604	74,013,565
		<b>102,176,512</b>	<b>88,149,042</b>
<b>Total assets</b>		<b>176,826,912</b>	<b>164,622,936</b>
<b>Funds and Liabilities</b>			
<b>Funds</b>			
Accumulated deficit		(38,363,705)	(65,203,396)
<b>Non-current liabilities</b>			
Capital grants	13	130,559,906	127,659,085
			-
<b>Current liabilities</b>			
Trade and other payables	14	66,661,149	61,372,988
Restructuring Provision	15	13,366,911	36,874,209
Short-term portion of capital grants	13	4,552,736	-
Bank overdraft	12	49,916	3 920 050
		<b>84,630,712</b>	<b>102 167 247</b>
<b>Total liabilities</b>		<b>215,190,618</b>	<b>229,826,332</b>
<b>Total Funds and liabilities</b>		<b>176,826,912</b>	<b>164,622,936</b>

**STATEMENT OF CHANGES IN FUNDS**

For the year ended 31 March 2023

**IN PULA**

	<b>Accumulated Deficit</b>
Balance at 1 April 2021	(49,578,172)
Total surplus for the year	(15,625,224)
Balance at 31 March 2022	<b>(65,203,396)</b>
Total deficit for the year	<b>26,839,691</b>
Total comprehensive income for the year	-
<b>Balance at 31 March 2023</b>	<b>(38,363,705)</b>

**STATEMENT OF CASH FLOWS**

For the year ended 31 March 2023

**IN PULA**

	<b>Note</b>	<b>2023</b>	2022
<b>Cash flows from operating activities</b>			
Cash flows used in operating activities	<b>16</b>	(10,046,793)	<b>(25,600,251)</b>
Cash flows generated from/(utilised in) operating activities		(10,046,793)	<b>(25,600,251)</b>
<b>Cash flows from investing activities</b>			
Interest received	<b>7</b>	5,173,505	<b>5,276,401</b>
Acquisition of plant and equipment	<b>8</b>	(4,953,298)	<b>(4,786,684)</b>
Acquisition of intangible assets	<b>9</b>	(168,603)	<b>(43,534)</b>
<b>Net cash flows from investing activities</b>		<b>51,604</b>	<b>446,183</b>
<b>Cash flows from financing activities</b>			
Capital grants received	<b>13</b>	20,725,316	-
<b>Net cash flows from financing activities</b>		<b>20,725,316</b>	-
<b>Net movement in cash and cash equivalents</b>		<b>10,730,124</b>	<b>(25,154,068)</b>
Cash and cash equivalents at beginning of year		74,013,565	99,167,633
<b>Cash and cash equivalents at the end of the year</b>		<b>84,743,689</b>	<b>74,013,565</b>
<b>Represented by</b>			
Bank balances	<b>12</b>	84,793,604	74,013,565
Bank over draft	<b>12</b>	(49,916)	-
<b>Cash and cash equivalents at the end of the year</b>		<b>84,743,689</b>	<b>74,013,565</b>

## SIGNIFICANT ACCOUNTING POLICIES

For the year ended 31 March 2022

Botswana Examinations Council ("BEC") was established under the Botswana Examinations Council Act (No. 11 of 2002) to conduct school and any other examinations for the Ministry of Education and Skills Development and issue certificates in respect of such examinations. Expenses comprise of direct costs and administrative expenses from facilitating national examinations for the Primary School Leaving Exams (PSLE) Junior Certificate Examinations (JCE) and the Botswana General Certificate of Secondary School Examination (BGCSE).

### 1. Statement of compliance

The annual financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS) and its interpretations adopted by the International Accounting Standards Board (IASB). The financial statements were approved by the Board on **29 November 2023**.

#### 1.1 Basis of preparation

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

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

The preparation of financial statements in accordance with IFRSs requires management to make judgements estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances the results which form the basis of making the judgements about the carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

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

Revisions to accounting estimates are recognised in the year in which the estimate is revised if the revision affects only that year or in the year of the revision and future years if the revision affects both current and future years. Significant judgements with regards to the application of IFRSs made in the compilation of these financial statements consist mainly of evaluating the residual values 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 15 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.

breakdown provided in the note.

The cost of an item of property, plant and equipment is recognised as an asset if it is probable that future

## SIGNIFICANT ACCOUNTING POLICIES

For the year ended 31 March 2023

### Property, plant and equipment (Continued)

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, property, plant and equipment is measured at cost less accumulated depreciation and any impairment in value. Land is measured at cost, less any impairment in value and is not depreciated, since the useful life is considered to be indefinite. Land and buildings is valued after every five years by independent valuers for additional disclosure purposes. Furniture, fittings, motor vehicles and computers are shown at cost less accumulated depreciation and any impairment in value.

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.

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 are as follows:

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

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 entity. Major renovations are depreciated over the remaining useful life of the related asset or until the next planned major renovation whichever period is shorter.

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

### 1.3 Intangible assets (software)

Software assets are initially recognised at cost. After initial recognition, intangible assets are carried at cost less any

## SIGNIFICANT ACCOUNTING POLICIES

For the year ended 31 March 2023

### *Intangible assets (software) (Continued)*

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 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 shall begin 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 are as follows;

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

### **1.4 Capital grants**

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

### **1.5 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

## SIGNIFICANT ACCOUNTING POLICIES

For the year ended 31 March 2023

### Financial instruments (Continued)

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.

### Impairment Financial assets

The Council recognises a loss allowance for expected credit losses (ECL) on investments in debt instruments that are measured at amortised cost which include trade receivables. The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial instrument. The Council always recognises lifetime ECL for trade receivables. The expected credit losses on these financial assets are estimated using simplified ECL model based on the provision matrix. The ECL model takes into account Council's historical credit loss experience adjusted for factors that are specific to the debtors general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date. Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. Significant financial assets are tested for impairment on an individual basis. The remaining financial assets are assessed collectively

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

### Classification and subsequent measurement

The Council has applied IFRS 9 and classifies its financial assets at amortised cost. The classification requirements is 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 FVPL. Factors considered by the Council in determining the business model for a group of assets include past experience on how the cash flows for these assets were collected, how the asset's performance is evaluated and reported to key management personnel, how risks are assessed and managed and how managers are compensated. For example, the liquidity portfolio of assets which is held by the Council as part of liquidity management and is generally classified within the hold to collect and sell business model. Securities held for trading are held principally for the purpose of selling in the near term or are part of a portfolio of financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit-taking. These securities are classified in the 'other' business model and measured at FVPL.

## SIGNIFICANT ACCOUNTING POLICIES

For the year ended 31 March 2023

### *Impairment (Continued)*

**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 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 fair value through profit or loss.

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

**Measurement methods:** Amortised cost and effective interest rate The amortised cost is the amount at which the financial asset or financial liability is measured at initial recognition minus the principal repayments 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 receivables are amounts due for services provided in the normal course of business. These amounts are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method less an impairment accrual.

### **Derecognition of financial assets**

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

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

## SIGNIFICANT ACCOUNTING POLICIES

For the year ended 31 March 2023

### *Impairment (Continued)*

#### **Financial liabilities**

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

#### **Derecognition of financial liabilities**

A financial asset is derecognised when the right to receive cash from the asset has expired, or the council has transferred the asset and the transfer qualifies for derecognition. A transfer qualifying for derecognition occurs when the entity transfers the contractual rights to receive the cash flows of the financial asset, or retains the rights but assumes a contractual obligation to pay those cash flows in full without material delay to a third party under a 'pass-through' arrangement, and where the council has transferred control or substantially all the risks and rewards of the asset. Where the Council has transferred its rights to the cash flows from an asset and has neither transferred nor retained substantially all the risks and rewards of the asset nor transferred control of the asset, the asset is recognised to the extent of the entity's continuing involvement in the asset.

#### **Derecognition of financial liabilities**

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

#### **Gains and losses on subsequent measurement**

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

#### **Offset**

Financial assets and financial liabilities are 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 at the simultaneously.

#### **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.

#### **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 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.

### **1.6 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.

## SIGNIFICANT ACCOUNTING POLICIES

For the year ended 31 March 2023

### Non financial assets (Continued)

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.

### 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 the 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

## SIGNIFICANT ACCOUNTING POLICIES

For the year ended 31 March 2023

### Severance benefits (Continued)

by the Botswana Labour Regulations. An accrual is recognised for the estimated liability for services rendered by employees up to the reporting date. Severance benefits are not considered to be a retirement benefit plan as the benefits are payable on completion of a continuous employment period of five years or on a pro rata basis 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 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.

### 1.11 Revenue

#### 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 the Ministry of Basic Education 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.

### 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.

### 1.12 Finance Income

Interest received is recognised in profit or loss on an accrual basis using the effective interest rate method. The effective interest method is a method of calculating **Non**

## SIGNIFICANT ACCOUNTING POLICIES

For the year ended 31 March 2023

### Finance Income (Continued)

the amortised cost of a financial asset or a financial liability and of allocating the interest income or interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or when appropriate a shorter period to the net carrying amount of the financial asset or financial liability.

### 1.13 Other operating income

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

### 1.14 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 the entity. 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.

### 1.15 Taxation

BEC is exempt from tax under the Botswana Income Tax (Amendment) Act number 14 of 2015.

### 1.16 Related parties

A related party is a person or an entity that is related to the reporting entity. A 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.

### 1.17 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 exchanges 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 the profit or loss.

### 1.18 Standards and interpretations effective and adopted in the current year

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

#### Standards and Interpretations Adopted and Effective

Standards and Interpretations	Effective	Expected Impact
<i>Amendments to IFRS 3 -</i>		
Reference to Conceptual Framework	01/01/2022	Immaterial impact on financial statements
<i>Amendments to IFRS 9 -</i>		
Annual Improvement to IFRS Standards 2018 - 2020	01/01/2022	Immaterial impact on financial statements
<i>Amendments to IAS 37 -</i>		
Onerous Contracts – Cost of Fulfilling a Contract	01/01/2022	Immaterial impact on financial statements

## SIGNIFICANT ACCOUNTING POLICIES

For the year ended 31 March 2023

### 1.19 New standards and interpretations not yet effective

The Council has chosen not to early adopt the following standards and interpretations which have been published and are mandatory for the council's accounting periods beginning on or after 01 April 2023 or later periods:

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

If a parent loses control of a subsidiary which does not contain a business as a result of a transaction with an associate or joint venture, then the gain or loss on the loss of control is recognised in the parents' profit or loss only to the extent of the unrelated investors' interest in the associate or joint venture. The remaining gain or loss is eliminated against the carrying amount of the investment in the associate or joint venture. The same treatment is followed for the measurement to fair value of any remaining investment which is itself an associate or joint venture. If the remaining investment is accounted for in terms of IFRS 9 then the measurement to fair value of that interest is recognised in full in the parents' profit or loss.

The effective date of the amendment is to be determined by the IASB. **It is unlikely that the amendment will have a impact on the Council's financial statements.**

#### **Deferred tax related to assets and liabilities arising from a single transaction - Amendments to IAS 12**

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

The amendment is effective for years beginning on or after 01 January 2023. **It is unlikely that the amendment will have a impact on the Council's financial statements.**

#### **Disclosure of accounting policies: Amendments to IAS 1 and IFRS Practice Statement**

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

The amendment is effective for years beginning on or after 01 January 2023. **It is unlikely that the amendment will have a material impact on the Council's financial statements.**

#### **Definition of accounting estimates: Amendments to IAS 8**

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

The amendment is effective for years beginning on or after 01 January 2023. **It is unlikely that the amendment will have a material impact on the Council's financial statements.**

#### **IFRS 17 Insurance Contracts**

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

The standard is effective for years beginning on or after 01 January 2023. **It is unlikely that the amendment will have a material impact on the Council's financial statements.**

## SIGNIFICANT ACCOUNTING POLICIES

For the year ended 31 March 2023

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

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

The amendment is effective for years beginning on or after 01 January 2023. **It is unlikely that the amendment will have a material impact on the Council's financial statements.**

**NOTES TO FINANCIAL STATEMENTS (CONT'D)**

For the year ended 31 March 2023

**IN PULA**

	2023	2022
<b>1 Government grants</b>		
Subventions	<b>302,804,840</b>	259,674,842
Unwinding of deferred project grants (Note 13)	<b>12,639,072</b>	7,500,842
	<b>315,443,912</b>	267,175,684
<b>2 Revenue from customers</b>		
Certification fees	<b>183,040</b>	186,890
Registration fees	<b>16,724,428</b>	23,224,343
Remarking fees	<b>169,037</b>	217,456
	<b>17,076,506</b>	23,628,689
<b>3 Direct costs</b>		
Examiners' meals	<b>79,450</b>	206,880
External examinations fees	<b>30,399,701</b>	27,186,127
Grading and grade review	<b>754,011</b>	589,956
Invigilation fees	<b>54,841,498</b>	44,972,295
Coursework fees	<b>20,142,044</b>	29,474,496
Marking fees	<b>54,782,927</b>	53,367,868
Moderation fees	<b>1,634,414</b>	1,282,106
Paper development	<b>720,499</b>	-
Other examination administration	<b>4,778,619</b>	2,250,924
Printing costs	<b>9,019,179</b>	11,433,969
Setting fees	<b>1,511,583</b>	289,794
Travel and subsistence allowances	<b>5,001,014</b>	6,044,766
Venue hire costs	<b>5,479,462</b>	5,018,821
	<b>189,144,401</b>	<b>182,118,002</b>
<b>4 Other income</b>		
Unwinding of capital grant (Note 13)	4,552,736	3,920,050
Foreign exchange gains	-	754,255
Sale of tender documents	-	29,790
Excellence awards	150,000	-
Sundry income	898,619	553,802
	<b>5,601,355</b>	<b>5,257,897</b>
<b>5 Operating surplus/(deficit)</b>		
<b>Unwinding of government grants:</b>		
Capital grants (included in other income) (Note 13)	4,552,736	3,920,050
Income grants (included in government grants) (Note 13)	12,639,072	7,500,843

**NOTES TO FINANCIAL STATEMENTS (CONT'D)**

For the year ended 31 March 2023

**IN PULA**

Foreign exchange gain	-	754,255
Auditors' remuneration	448,873	306,691
Amortisation of intangible assets (Note 9)	2,189,050	2,165,509
Consultancy fees	42,613	247,062
Depreciation (Note 8)	4,725,465	4,010,391
Foreign exchange loss	586,266	-
Inventories expenses (Note 10)	1,655,216	1,563,708
Legal fees	389,587	151,350
Loss on disposal of property, plant and equipment	30,882	-
Travel and subsistence allowances	33,118	5,167,776
Staff costs (Note 6)	108,178,994	102,717,817
Reduction in restructuring provision (Note 15)	(23,507,298)	(2,125,791)
	<b>199</b>	<b>203</b>
<b>6 Staff Costs</b>		
Salaries and allowances	92,016,250	89,073,925
Gratuity costs	6,511,352	3,911,674 *
Leave pay costs	2,065,716	2,242,033 *
Pension costs – defined contribution plan	7,585,675	7,490,185 *
	<b>108,178,994</b>	<b>102,717,817</b>
<b>7 Finance Income</b>		
Interest - short-term deposit accounts	5,106,349	5,247,253
Interest - other banks	67,156	29,149
Total	<b>5,173,505</b>	<b>5,276,401 **</b>

\* Prior year figures for gratuity, leave and pension have been disaggregated from salaries and allowances.

\*\* Prior year figures for finance income have been disaggregated.

## NOTES TO FINANCIAL STATEMENTS (CONT'D)

For the year ended 31 March 2023

### IN PULA

#### 8 Property Plant and Equipment

Financial year 2023	Land and Buildings	Motor Vehicles	IT equipment	Office Equipment	Furniture and Fittings	Total
Cost						
Opening balance at 1 April 2022	86,163,220	7,621,195	23,120,726	10,903,796	8,358,292	136,167,229
Additions	-	-	1,190,806	373,136	31,356	4,953,298
Disposals	-	(308,823)	-	-	-	(308,823)
<b>Balance at 31 March 2023</b>	<b>86,163,220</b>	<b>7,312,372</b>	<b>24,311,532</b>	<b>14,634,932</b>	<b>8,389,648</b>	<b>140,811,704</b>
Accumulated depreciation						
Opening balance at 1 April 2022	21,391,673	4,846,190	19,656,290	10,716,401	7,712,395	64,322,949
Depreciation charge for the year	1,723,265	800,365	1,382,856	515,774	303,205	4,725,464
Disposals	-	(277,941)	-	-	-	(277,941)
	<b>23,114,938</b>	<b>5,368,613</b>	<b>21,039,146</b>	<b>11,232,175</b>	<b>8,015,600</b>	<b>68,770,472</b>
<b>Net book value at 31 March 2023</b>	<b>63,048,282</b>	<b>1,943,759</b>	<b>3,272,386</b>	<b>3,402,756</b>	<b>374,048</b>	<b>72,041,232</b>
Financial year 2022						
Cost						
Opening balance at 1 April 2021	86,163,220	6,554,330	19,515,344	10,789,361	8,358,292	131,380,547
Additions	-	1,066,868	3,605,381	114,435	-	4,786,684
Disposals	-	-	-	-	-	-
Balance at 31 March 2022	<b>86,163,220</b>	<b>7,621,195</b>	<b>23,120,726</b>	<b>10,903,796</b>	<b>8,358,292</b>	<b>136,167,229</b>
Accumulated depreciation						
Opening balance at 1 April 2021	19,668,409	3,977,763	18,760,238	10,638,618	7,267,530	60,312,558
Charge for the period	1,723,264	868,427	896,052	77,783	444,865	4,010,391
Balance at 31 March 2022	21,391,673	4,846,190	19,656,290	10,716,401	7,712,395	64,322,949
<b>Net book value at 31 March 2022</b>	<b>64,771,547</b>	<b>2,775,005</b>	<b>3,464,436</b>	<b>187,395</b>	<b>645,897</b>	<b>71,844,279</b>

Land and Buildings comprise of commercial property which is located on Plot 54864 in Gaborone measuring 1,8501 hectares and held under certificate of registered title number 2423/09 dated 02 November 2009. The land and buildings were acquired at a cost of BWP85.5 million under a 50 year state grant lease.

The market value of land and buildings was determined by Maruping Real Estate services (Pty) Ltd, an external independent valuer having appropriate recognised professional qualifications and recent experience in the location and category of the property being revalued. The valuation was performed on 3 August 2022. The valuer provides the fair value of the entity's land and buildings at least every five years. The fair value is determined on the open market value which is the price at which the property might reasonably be expected to be sold at the date of the valuation assuming an arms length transaction between a willing seller and a willing buyer and that a reasonable period of time is allowed for the disposal of the property and was determined at BWP136 million. The gross replacement value was determined at BWP178.7million.

**NOTES TO FINANCIAL STATEMENTS (CONT'D)**

For the year ended 31 March 2023

**IN PULA**

The fair value of the land and buildings that was determined in August 2022 is regarded as appropriate fair value at the reporting date. No significant disruptions occurred between the valuation date and the reporting date and therefore the open market value at the valuation date and the financial reporting date is considered to be the same.

**9 Intangible assets (software)**

<b>Financial year 2023</b>	<b>BEC Software</b>	<b>BEC Website</b>	<b>BNEPS Licenses</b>	<b>BNEPS Programmes</b>	<b>Total</b>
<b>Cost</b>					
Opening balance at 01 April 2022	4,431,430	380,226	2,355,300	23,429,361	30,596,317
Additions	168,603	-	-	-	168,603
<b>Balance at 31 March 2023</b>	<b>4,600,033</b>	<b>380,226</b>	<b>2,355,300</b>	<b>23,429,361</b>	<b>30,764,920</b>
<b>Accumulated depreciation</b>					
Opening balance at 01 April 2022	3,870,420	380,226	2,355,300	19,360,756	25,966,702
Amortisation charge for the year	47,292	-	-	2,141,758	2,189,050
Balance at 31 March 2023	3,917,712	380,226	2,355,300	21,502,514	28,155,752
<b>Net book value at 31 March 2023</b>	<b>682,321</b>	<b>-</b>	<b>-</b>	<b>1,926,847</b>	<b>2,609,168</b>
<b>Financial year 2022</b>	<b>BEC Software</b>	<b>BEC Website</b>	<b>BNEPS Licenses</b>	<b>BNEPS Programmes</b>	<b>Total</b>
<b>Cost</b>					
Opening balance at 01 April 2021	4,387,896	380,226	2,355,300	23,429,361	30,552,783
Additions	43,534	-	-	-	43,534
<b>Balance at 31 March 2022</b>	<b>4,431,430</b>	<b>380,226</b>	<b>2,355,300</b>	<b>23,429,361</b>	<b>30,596,317</b>
<b>Accumulated depreciation</b>					
Opening balance at 01 April 2021	3,846,669	380,226	2,355,300	17,218,998	23,801,193
Amortisation charge for the year	23,751	-	-	2,141,758	2,165,509
Balance at 31 March 2022	<b>3,870,420</b>	<b>380,226</b>	<b>2,355,300</b>	<b>19,360,756</b>	<b>25,966,702</b>
<b>Net book value at 31 March 2022</b>	<b>561,010</b>	<b>-</b>	<b>-</b>	<b>4,068,605</b>	<b>4,629,615</b>

The remaining amortisation period of intangible assets is 1 year for BNEPS programmes and BEC Software ranges from 1 to 3 years.

Intangible assets relates 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 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

**NOTES TO FINANCIAL STATEMENTS (CONT'D)**

For the year ended 31 March 2023

**IN PULA*****Intangible assets (software) (Continued)***

extend that any changes in the PESTEL factors may affect the performance of a business as well as the value of its assets.

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

**External**

Economic, social and economic environment.

**Internal**

- 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.

	2023	2022
<b>10 Inventories</b>		
<b>Consumable stocks - at cost</b>	1,094,914	1,061,812
	<b>1,094,914</b>	<b>1,061,812</b>
<p>Inventories recognised as an expense during the year ended 31 March 2023 amounted to BWP 1 655 216 (2022: BWP1 563 708). Inventories are not impaired and there were no write-offs in the current and prior year.</p>		
<b>11 Trade and other receivables</b>		
Subvention receivable from Botswana Government*	15,395,230	11,295,344
<b>Other receivable</b>	138,985	166,105 **
Prepayments	753,778	1,612,217
	<b>16,287,993</b>	<b>13,073,665</b>
<p>Management assessed the expected credit losses and default risk for trade and other receivables to be zero.</p> <p>* These were named trade receivables in prior year.</p> <p>** Other receivables were included in trade receivables in prior year.</p>		
<b>12 Cash and cash equivalents</b>		
Cash at the bank	3,329,897	35,762,648
Short term deposits	81,463,707	38,249,887
Cash on hand	-	1,030
	<b>84,793,604</b>	<b>74,013,565</b>
Bank overdraft	(49,916)	-
Total	<b>84,743,689</b>	<b>74,013,565</b>

**NOTES TO FINANCIAL STATEMENTS (CONT'D)**

For the year ended 31 March 2023

**IN PULA****Cash and Cash equivalents (Continued)**

"The carrying value of cash and cash equivalents is considered to approximate their fair value. Short term deposits denote funds invested with Vunani Fund Managers, Access Bank Botswana and Capital Bank Limited."

<b>13 Capital grants</b>	<b>2023</b>	<b>2022</b>
<b>Government grants for intangible assets</b>		
Balance at beginning of the year	67,666,285	77,363,010
Capital grants received during the year	20,725,316	-
Less: Amortisation of capital grants	(2,828,570)	(2,195,883)
Less: Projects related expenses incurred during the year*	(12,639,072)	(7,500,842)
Balance at end of the year	<b>72,923,958</b>	<b>67,666,285</b>
<b>Government grants for property, plant and equipment</b>		
Balance at beginning of year	63,912,850	65,637,016
Less: Amortisation of capital grants	(1,724,166)	(1,724,166)
Balance at end of the year	<b>62,188,684</b>	<b>63,912,850</b>
Total grants at the end of year	<b>135,112,642</b>	<b>131,579,135</b>
At the reporting date the capital grants can be analysed as follows:	4,552,736	3,920,050
Current	130,559,906	127,659,085
Non Current	<b>135,112,642</b>	<b>131,579,135</b>

\* 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.

<b>14 Trade and other payables</b>	<b>2023</b>	<b>2022</b>
Trade payables	32,707,462	2,019,246
Accrued expenses	8,673,816	34,513,162
Other payables *	3,687,916	2,407,310
Payroll related accruals (Note 14.1)	18,971,892	20,617,174
Legal and litigation fees provision	-	53,379
Deferred revenue **	2,620,062	1,762,717
	<b>66,661,149</b>	<b>61,372,988</b>

\* Included in other payables are payroll related accruals such as PAYE

\*\* Included in deferred revenue is the JCE and BGCSE registration income received during the year for examinations to be written in the following year.

**NOTES TO FINANCIAL STATEMENTS (CONT'D)**

For the year ended 31 March 2023

**IN PULA****14.1 Payroll-related accruals**

	<b>Gratuity</b>	<b>Leave</b>	<b>Total</b>
Balance at 1 April 2021	7,297,991	15,477,252	22,775,243
Additional accrual during the year	3,911,674	2,242,033	6,153,707
Payments during the year	(6,214,404)	(2,097,372)	(8,311,776)
Balance at 31 March 2022	<b>4,995,261</b>	<b>15,621,913</b>	<b>20,617,174</b>
Additional accrual during the year	6,511,352	2,065,716	8,577,068
Payments during the year	(8,056,178)	(2,166,171)	(10,222,350)
Balance at 31 March 2023	<b>3,450,435</b>	<b>15,521,458</b>	<b>18,971,892</b>

The leave pay accrual included in payroll and statutory liabilities ( BWP 15 521 458) 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."

The gratuity amount (BWP 3 450 435) is calculated based on 30% of basic salaries and allowances for fixed term contract employees that accrued as at March 2023.

	<b>2023</b>	<b>2022</b>
<b>15 Restructuring provision</b>		
Balance at the beginning of the year	36,874,209	39,000,000
<b>Reduction of restructuring provision during the year</b>	(23,507,298)	(2,125,791)
Balance at the end of the year	<b>13,366,911</b>	<b>36,874,209</b>

"During the financial year ended 31 March 2020, the Council committed to a transformation project which was likely to lead to retrenchments. Following announcement of the plan and informing those impacted through issuance of section 25 letters to employees, an obligation of P39million was raised in the books of the Council. However, due to impact of COVID-19, the restructuring exercise did not progress as was planned because of the restrictions of the state of emergency.

In 2021/22, BEC made headway with the transformation and agreements were made with the Union. The provision was reviewed considering agreements with Union and resolutions of the Board, the associated costs of restructuring was then reduced to P36.9 million.

During the year under review, in February 2023, the Ministry advanced the Council P10 million of the approved P39 million for restructuring, however up to 31 March 2023 retrenchments had not yet taken effect. After year-end in July 2023 placements were done into the new organisational structure in line with agreements with the Union and resolutions of the Board. The provision has been reviewed and Management has determined that the likely cost associated with the retrenchments is now P13 366 910. The Council anticipates to have paid the provided funds by end of November 2023 to all employees who could not be absorbed into the new structure.

**NOTES TO FINANCIAL STATEMENTS (CONT'D)**

For the year ended 31 March 2023

**IN PULA**

<b>16 Cash flows generated from operating activities</b>	<b>2023</b>	<b>2022</b>
Operating surplus/(deficit)	21,666,186	(20,901,625)
Adjustments for non-cash items:		
Depreciation (Note 8)	4,725,465	4,010,391
Amortisation of intangible assets (Note 9)	2,189,050	2,165,509
Unwinding of capital grants (Note 13)	(17,191,809)	(11,420,891)
Loss on disposal of property, plant and equipment	30,882	-
Reduction in restructuring provision*	(23,507,298)	(2,125,791) *
Changes in working capital:		
(Decrease)/increase in inventories	(33,102)	118,531
Increase in trade and other receivables	(3,214,328)	(1,890,471)
Increase in trade and other payables	5,288,161	4,444,096
	<b>(10,046,793)</b>	<b>(25,600,251)</b>

\* Prior year reduction in restructuring provision has been moved from changes in working capital to being a non-cash item adjustment to the operating deficit.

**17 Related party transactions**

(a) Relationships

**Related party**

Government of Botswana

Ministry of Education and Skills Development (MESD)

Board Members

Executive management

**Relationship**

Shareholder

Parent Ministry (representing shareholder)

Key Management

Key Management

**(b) Transactions and balances with related parties**

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

**NOTES TO FINANCIAL STATEMENTS (CONT'D)**

For the year ended 31 March 2023

**IN PULA****Related party transactions (Continued)****(i) Ministry of Education and Skills Development (MESD)****Income/(expense) transactions with MESD**

The Government subvention and capital grants are based on budgets approved by the Council and submitted to the MESD.

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

	<b>2023</b>	<b>2022</b>
Government subventions revenue	302,804,840	259,674,842
Current year subventions	12,639,072	7,500,842
Unwinding of deferred projects grants received in prior years	<b>315,443,912</b>	<b>267,175,684</b>
Capital grants received during the year	<b>20,725,316</b>	-
<b>Receivable due from MESD</b>		
Ministry of Education and Skills Development	<b>15,395,230</b>	<b>11,295,344</b>

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 controlling the activities of the entity, 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:	<b>2023</b>	<b>2022</b>
Management - basic salary	3,128,618	3,260,116
Management - allowances	2,201,556	2,263,121
Management - gratuity and leave pay	4,557,643	6,654,334
Management total	<b>9,887,817</b>	<b>12,177,571</b>
Sitting allowances and other related costs for board members (see breakdown below)	342,405	329,882
	<b>10,230,222</b>	<b>12,507,453</b>

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

**NOTES TO FINANCIAL STATEMENTS (CONT'D)**

For the year ended 31 March 2023

**IN PULA****Related party transactions (Continued)**

<b>Sitting allowances and other related costs for board members</b>	<b>2023</b>	<b>2022</b>
<b>Board members:</b>		
Dr. O. Molwane	86,625	63,807
Professor Richard Tabulawa	6,300	20,160
Ms Ivy Ramalohanye	61,740	42,525
Kelebogile Lecoge	35,280	22,995
Onkagetse Pusoentsi	41,580	34,020
Masego Mokubung	42,840	31,500
Ludo Thateng Johwa-Mpundisi	17,640	26,460
<b>Other committees:</b>		
Pelotshweu Motlogelwa	17,640	16,695
Gabriel Ngele	8,820	12,600
Tshepo Batane	11,340	3,780
Lisani Ndaba	1,260	3,780
Sheila Sefhedi	1,260	1,260
Donald Matlhodi	2,520	7,560
Onalenna Senwedi	1,260	1,260
Gobopane Chabaditsile	1,260	-
Gopolang Matebele	2,520	-
Bernard Ditlhabi	1,260	-
Gabriel Bagwasi	1,260	-
Ivy M Balopi	-	5,040
Kebatenne Hulela	-	3,780
Kelaotswe Galeboe	-	2,520
Kelebogile P Moleta	-	6,200
Kenneth Bugalo Gabana	-	2,520
Kobontle Kgakge	-	1,260
Magdeline Motswagole	-	3,780
Moganetsi Janet Kowa	-	3,780
Ndondo Kooletse	-	3,780
Nkobi Owen Pansiri	-	3,780
Phazamile Kgosi	-	1,260
Ronald K Motswakhumo	-	2,520
Seoketsa Marata	-	1,260
	<b>342,405</b>	<b>329,882</b>

## NOTES TO FINANCIAL STATEMENTS (CONT'D)

For the year ended 31 March 2023

### IN PULA

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

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

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

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

#### 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:

	2023	2022
Fixed deposits	81,463,707	38,249,887
Call accounts	3,329,897	35,763,678
Bank overdraft	(49,916)	-
	<b>84,743,689</b>	<b>74,013,565</b>

The following interest rates were applicable during the year;

Fixed deposits	7%	4%
Call accounts	0.25% - 0.5%	0.25% - 0.5%
Bank overdraft	-	-

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

Fixed deposits	407,319	191,249
Call accounts	16,649	128,943
Bank overdraft	(250)	-
Net increase in operating surplus	<b>423,718</b>	<b>320,192</b>

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.

**NOTES TO FINANCIAL STATEMENTS (CONT'D)**

For the year ended 31 March 2023

**IN PULA****Interest risk (Continued)****18.2 Liquidity risk**

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

"The entity ensures that it has sufficient cash on demand to meet expected operational expenses for a period of 60 days including the servicing of financial obligations. This excludes the potential impact of extreme circumstances that cannot reasonably be predicted such as natural disasters. The maturity profile of non-derivative financial liabilities based on contractual cash flows is as follows:"

**Exposure to liquidity risk****2023**

	<b>Carrying amount</b>	<b>Contractual cash flows</b>	<b>Within 1 year</b>
Trade payables	32,707,462	32,707,462	32,707,462.11
Other payables	14,981,794	14,981,794	14,981,794.00
	<b>47,689,256</b>	<b>47,689,256</b>	<b>47,689,256.11</b>

**2022**

	<b>Carrying amount</b>	<b>Contractual cash flows</b>	<b>Within 1 year</b>
Trade payables	2,019,246	2,019,246	2,019,246
Other payables	38,736,568	38,736,568	38,736,568
	<b>40,755,814</b>	<b>40,755,814</b>	<b>40,755,814</b>

**18.3 Foreign currency management**

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

	<b>Average rate</b>		<b>Closing rate</b>	
	<b>2023</b>	<b>2022</b>	<b>2023</b>	<b>2022</b>
ZAR	0.74	0.76	0.71	0.77
GBP	16.047	15.85	16.7375	14.958

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

The sensitivity of the entity to such changes is presented in the table below:

	<b>ZAR</b>	<b>GBP</b>	<b>Pula Equivalent</b>
<b>2023</b>			
Bank balances	-	9,569	160,157
Trade and other payables	-	1,811,602	30,321,690
		<b>1,821,171</b>	<b>30,481,847</b>
<b>2022</b>			
Bank balances	-	9,250	138,375
Trade and other payables	(45,000)	-	(36,831)
	<b>(45,000)</b>	<b>9,250</b>	<b>101,544</b>

## NOTES TO FINANCIAL STATEMENTS (CONT'D)

For the year ended 31 March 2023

### IN PULA

#### Financial risk management (Continued)

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 /16.7375BWP (2022: 1 GBP / 14.9586 BWP) and ZAR: Nil (2022: 1 ZAR/1.2218BWP) were used for the conversion of foreign denominated balances at the reporting date. There was no South African foreign denominated balances at the previous reporting date.

	2023	2022
BWP equivalence on ZAR	-	5,498
BWP equivalence on GBP	3,048,185	13,837
Net increase in operating surplus	<b>3,048,185</b>	<b>19,335</b>

#### 18.4 Credit risk

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

The entity 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 BEC'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:

Financial assets	Rating	2023	2022
		BWP	BWP
Cash and cash equivalents	High grade	84,793,604	74,013,565
Trade and other receivables	High grade	16,287,993	13,073,665

##### 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).

**NOTES TO FINANCIAL STATEMENTS (CONT'D)**

For the year ended 31 March 2023

**IN PULA****Fair Values (Continued)**

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

	<b>Total</b>	<b>Financial assets/ liabilities at am- ortised cost</b>	<b>Other assets and liabilities</b>
<b>2023</b>			
<b>Assets</b>			
Trade and other receivables	16,149,008	15,395,230	753,778
Cash and cash equivalents	84,793,604	84,793,604	-
	<b>84,793,604</b>	<b>84,793,604</b>	<b>753,778</b>
<b>Liabilities</b>			
Trade and other payables	66,661,149	45,069,194	21,591,954
Bank overdraft	49,916	-	49,916
	<b>66,711,064</b>	<b>45,069,194</b>	<b>21,641,870</b>

Trade and other receivables in the statement of financial position include prepayments which are not financial assets and hence excluded from the tables above.

	<b>Total</b>	<b>Financial assets/ liabilities at am- ortised cost</b>	<b>Other assets and liabilities</b>
<b>2022</b>			
<b>Assets</b>			
Trade and other receivables	12,907,561	11,295,344	1,612,217
Cash and cash equivalents	74,013,565	74,013,565	-
	<b>86,921,125</b>	<b>85,308,908</b>	<b>1,612,217</b>
<b>Liabilities</b>			
Trade and other payables	61,372,988	38,939,718	22,433,270
	<b>61,372,988</b>	<b>38,939,718</b>	<b>22,433,270</b>

The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivable mentioned above.

**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) and BEC Transformation Project at the reporting date.

The total approved budget for BNEPS is P6 000 000 (2022: P6 000 000). Total accumulated project expenditure as at the reporting date was P2 948 952 (2022: P2 948 952) and committed funds at the reporting date amounted to P 3 051 048 (2022: P3 051 048). There was no activity on the project in the current year.

## NOTES TO FINANCIAL STATEMENTS (CONT'D)

For the year ended 31 March 2023

### IN PULA

#### Capital commitments (Continued)

The total approved budget for BEAM is P9 954 000 (2022: P9 954 000). Total accumulated project expenditure as at the reporting date was P10 335 728 (2022: P7 181 299) and over committed funds at the reporting date amounted to P 381 728 (2022: P2 772 701).

The total approved budget for BEC Transformation Project is P78 625 316 (2022:P57 900 000). There was an additional P20 725 316 received during the year. Total accumulated project expenditure as at the reporting date was P18 061 804 (2022: P10 102 630) and committed funds at the reporting date amounted to P 60 563 512 (2022: P47 797 370).

The Pathways project which is a sub-project within the BEC Transformation Project had total accumulated project expenditure as at the reporting date of P9 625 748 (2022: P6 367 616) and committed funds at the reporting date amounted to P 374 252 (2022: P3 632 384).

#### 20 Going concern

BEC's total liabilities exceeded its total assets by P38 363 706 (2022: P65 203 396).

The financial year 2021/22 accumulated deficit of P65.2m has significantly reduced to the P38 million in the current year due to the reduced restructuring provision, which resulted in the entity generating a surplus of P26.8m. The largest contributor to the accumulated deficit of P38.3 million is a P30.3 million accrual for Cambridge International (CI) invoices, which were settled in the financial year 2023/24. BEC received P10 million during the year as part of the restructuring funding and the balance is expected to be paid in the 2023/24 financial year, as part of the P102 million funding for the BEC Transformation Project approved by Parliament on August 25, 2020.

BEC received P201.5 million subvention allocation from the Government for financial year 2022/23, which was a 5% reduction on the 2021/22 baseline of P211.8 million. Capital grants amounting to P20.7 million for transformation project of which P10million was for restructuring (noted in the above paragraph) and an additional P78.3 million for invigilation and coursework operations were received during the year.

BEC is dependent on the Ministry of Education, Skills and Development (MESD) for financial and operational support. Management has the mandate to utilise the annual subvention grant received from the MESD to fund the expenditure incurred in the facilitation and administration of examinations in the country. The subvention grant approved by the MESD and expected for the 2023/24 financial year amounts to P201 million. The Ministry of Education and Skills Development committed itself in writing to provide adequate financial support to Botswana Examinations Council for at least 12 months following the date of signature of the annual financial statements despite it having accumulated deficits over previous periods.

Subsequent to the reporting date the Council has already received P105.6 million that is 50% of the 2023/24 subvention grant for its operations from the MESD as per the approved budget. In the event the Council exceeds its forecasted expenditure during the year, a special request can be made to the MESD for additional funding.

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 accounting policies applicable to a going concern and this basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities will occur in the ordinary course of business.

## NOTES TO FINANCIAL STATEMENTS (CONT'D)

For the year ended 31 March 2023

### IN PULA

#### 21 Events after reporting date

The following material events occurred post the reporting date and require disclosure in the financial statements.

##### 21.1 Ransomware attack

The Botswana Examinations Council computer facilities became unusable on the morning of the 9th October 2023. The BEC management responded by investigating the problem. The preliminary investigation conducted on the Primary Site (Production Site) by the IT Engineers revealed that the BEC Computer network had been hit by ransomware called Phobos. Access to all our servers has been blocked, thus blocking access to ICT services. All data files residing in our servers have been encrypted (scrambling of data so that it is unreadable). This disrupted the examination processing activities and the day-to-day operations of the BEC.

All systems and platforms have since been recovered and restored and the Council went live on 6th November 2023. The Council has strengthened the IT security (firewall and blind spots closure, increased visibility on the network). All workstations have been installed with an endpoint protection (Panda Anti-virus). The backups, production site and disaster recovery site have been separated to limit the spread of any malicious software.

In addition, the Council engaged the services of a forensic information technology auditor to do a thorough review on all information technology and computer platforms. The review provided recommendations on mitigation strategies that should be put in place going forward to reduce chances of re-occurrence.

The financial impact of this ransomware attack is P1.1million, which is consultancy costs for the attack investigation, restoring systems and improving IT security. This is being funded through internal available funds.

##### 21.1 Examinations malpractice

A few days after the commencement of the BGCSE 2023 examination cycle on 4th October 2023, BEC received reports that an anonymous post on social media was suggesting that there was potential leakage of some examination papers. After confirming that indeed there was malpractice of leaking nineteen (19) components, making seven (7) syllabuses of the examination papers, the Board, in consultation with the Management and Minister of the Ministry of Education and Skills Development resolved to suspend the entire 2023 BGCSE examinations for two weeks from 16 – 30 October 2023 to allow time for the ongoing investigations as well as prepare for resumption of the affected examinations. It was deemed necessary to suspend the examinations to preserve integrity and allow for investigations to identify the source and assess extent of the malpractice.

The BEC Management immediately developed and started implementing a Crisis Management Plan, which focused solely on rectifying and restoring the 2023 BGCSE examination processes.

Management made assessment and determined that the associated cost implications to replace the leaked examination papers will be P14.9 million as this was approved by the Board. The P14.9 million has been funded through budget rationalisation savings and a P4 million grant from the Ministry of Education and Skills Development.

**DETAILED INCOME STATEMENT**

For the year ended 31 March 2023

**IN PULA**

<b>Revenue</b>	<b>2023</b>	<b>2022</b>
Government grants	315,443,912	267,175,684
Revenue from customers	17,076,506	23,628,689
	<b>332,520,418</b>	<b>290,804,373</b>
Direct costs	(189,144,401)	(182,118,002)
	143,376,017	108,686,371
Other income	5,601,355	5,257,897
	148,977,373	113,944,268
Administrative expenses		
Bank charges	(572,774)	(318,692)
Advertising marketing and publicity	(725,761)	(1,098,778)
Association of Educational Assessment in Africa expenses	(44,250)	-
Amortisation of intangible assets (Note 9)	(2,189,050)	(2,165,509)
Depreciation (Note 8)	(4,725,465)	(4,010,391)
Auditors' remuneration	(448,873)	(306,691)
Bad debt allowance	-	(58,187)
Consultancy fees	(42,613)	(247,062)
Electricity and water	(2,007,674)	(2,003,422)
Excellence awards	(791,377)	(326,114)
General expenses	(86,449)	(851,698)
Hotel and accommodation	(489,141)	(355,856)
Insurance	(1,233,519)	(1,016,519)
Legal fees	(389,587)	(151,350)
Loss on disposal of property, plant and equipment	(30,882)	-
Licenses and subscriptions	(3,636,207)	(3,665,783)
Meals and entertainment expenses	(122,262)	(71,937)
Miscellaneous	(12,639,072)	(7,618,261)
Motor vehicle expenses	(713,228)	(483,450)
Office cleaning and supplies	(489,207)	(408,793)
Printing and stationery	(2,835,182)	(2,504,838)
Repairs and maintenance	(3,942,617)	(3,231,725)
Salaries (Note 6)	(108,178,994)	(102,717,817)
Staff welfare	(171,671)	(130,670)
Sitting allowance	(564,047)	(480,284)
Security	(1,380,304)	(787,729)
Telephone, courier, freight and postage	(717,520)	(887,196)
Trends in International Mathematic sand Science Study expenses	(73,394)	(16,854)

**DETAILED INCOME STATEMENT (CONT'D)**

For the year ended 31 March 2023

**IN PULA**

Training expenses	(174,157)	(158,909)
Foreign exchange loss	(586,266)	-
Travel and subsistence allowances	(816,941)	(897,169)
Reduction of restructuring provision	23,507,298	2,125,791
	<u>(127,311,187)</u>	<u>(134,845,893)</u>
Finance income	5,173,505	5,276,401
Operating surplus / (deficit) for the year	<u>26,839,691</u>	<u>(15,625,224)</u>

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

