BOTEPCO

BOTSWANA TEACHING PROFESSIONALS COUNCIL

ANNUAL REPORT

2023/24

TABLE OF CONTENTS

LIST OF TABLES	iii
LIST OF FIGURES	iii
LIST OF ACRONYMS	iv
LETTER OF SUBMISSION TO MINISTER	v
BOARD OF DIRECTORS	1
EXECUTIVE MANAGEMENT	2
CHAIRPERSON'S FOREWORD	3
REGISTRAR'S REMARKS	5
ABOUT THIS REPORT	7
SCOPE OF THE REPORT	7
ABOUT BOTSWANA TEACHER PROFESSIONALS COUNCIL	8
WHAT WE DO	9
OUR CUSTOMER/STAKEHOLDERS MAP	9
GOVERNANCE	10
BOARD OF DIRECTORS	10
BOTEPCO BOARD COMMITTEES	11
COMMITTEE MEMBERSHIP AND ATTENDANCE	15
COMMITTEE MEMBERSHIP AND ATTENDANCE	15
MANAGEMENT STRUCTURES – BOTEPCO DEPARTMENTS	16
OUR PERFORMANCE	18
STRATEGIC DIRECTIONS	18
ANNUAL PERFORMANCE PLAN (2023/24)	18
STRATEGY CONTEXT	18
STRATEGY SCORECARD	18
CUSTOMER/STAKEHOLDER PERSPECTIVE	26
FINANCIAL STEWARDSHIP	27
BUSINESS PROCESSES	27
ORGANISATIONAL CAPACITY	28
KEY ISSUES FROM THE REVIEW PROCESS	29
CONCLUSION	30
OUR IMPACT	31
STAKEHOLDER ENGAGEMENT	31
CORPORATE SOCIAL RESPONSIBILITY(CSR)	31
COMMUNITY ENGAGEMENT	32
HUMAN CAPITAL	32

LIST OF TABLES

Table 1: BOTEPCO Customer / Stakeholder Needs Analysis Map 9

Table 2: BOTEPCO Board of Directors 10

Table 3: Registration and Licensing Committee - Membership and Attendance 12

Table 4: Professional Development Committee: Membership and Attendance 12

Table 5: Finance, Audit and Risk Committee - Membership and Attendance 15

Table 6: Human Resources Committee Membership and Attendance 15

Table 7: Council Sitting Allowance Rates 16

Table 8: Performance Update for Period Ended March 31st, 2024 19

Table 10: BOTEPCO Stakeholder Engagements for the Year 2023/24 31

LIST OF FIGURES

Figure 1: BOTEPCO Board Gender Composition 10

LIST OF ACRONYMS

AFTRA	Africa Federation of Teaching Regulatory Authorities
BOSETU	Botswana Sector of Education Trade Union
BOTEPCO	Botswana Teaching Professionals Council
BTU	Botswana Teachers Union
BQA	Botswana Qualifications Authority
CPD	Continuous Professional Development
ICTs	Information and Communication Technologies
DT&I	Digital Transformation and Innovation
ETSSP	Education & Training Sector Strategic Plan
HRDC	Human Resources Development Council
MELSD	Ministry of Education, and Skills Development
MoE	Ministry of Education
PPRA	Public Procurement Regulatory Act
PTA	Parents Teachers Association
TNDP	Transitional National Development Plan
TPS	Teacher Professional Services
TRLS	Teacher Registration & Licensing System

LETTER OF SUBMISSION TO MINISTER

BOTEPCO
BOTSWANA TEACHING PROFESSIONALS COUNCIL

Annual Report Submission
For the Year ended 31 March 2024

The Honourable Minister
Minister of Education
Private Bag 005
Gaborone

Dear Honourable Minister Dr D. Letsholathebe

In accordance with Section 25 of the Botswana Teaching Professionals' Council (BOTEPCO) Act, I am pleased to submit BOTEPCO Annual Report and Audited Financial Statements for the year ended March 31, 2024, for tabling before the National Assembly.

Thank you.

Yours Sincerely,



Raphael Dingalo (Dr)
REGISTRAR.


A re chencheng!
Ati shanduleni!
A he hetjoge!
#BWmindsetchange

BOARD OF DIRECTORS

EXECUTIVE MANAGEMENT

CHAIRPERSON'S FOREWORD

It is with delight, honour, and a sense of achievement that I write this foreword for the Botswana Teaching Professionals Council (BOTEPCO), Annual Report for Financial Year 2023/2024. Notably, this is the first Annual Report to be published by BOTEPCO since its inception in April 2023. As a teacher regulatory body, BOTEPCO was established to professionalise teaching, set teaching standards and maintain a code of ethics for teachers in Botswana. This mandate is appropriate given the fast-changing nature of the education landscape in general and teaching in particular.

Our Strategic Context

The Government of Botswana has set for itself lofty developmental targets in the form of Vision 2036. Key among Vision 2036 Goals are transforming Botswana from upper middle income to high income status, transition from a resource-based to a knowledge-based economy and implementation of reforms. The 2015-2022 Education, and Training Strategy Sector Plan (ETSSP) explicitly identified regulation of the teaching profession as the bedrock of educational advancement in Botswana. The ETSSP details how the Education Sector will contribute towards achievement of the Vision 2036 Goals. The establishment of BOTEPCO is also viewed as a national reform that will play a significant role in Botswana's transformation journey.

BOTEPCO commits to aligning and implementing the Reset and Reclaim Agenda. By setting teaching standards and professionalising the profession, BOTEPCO is invariably changing the mindset of teachers and society at large, on how they view the value chain of teaching and learning, and its centrality to economic transformation.

Our Financial Resources

The capital outlay for establishing a fully functional organisation is high. During the first year of its running, the costs of establishing BOTEPCO ranged from capital expenditure such as office space, office equipment, vehicles, and technological enablers to operational expenditure like staff recruitment and implementation of various projects. Considered alongside the reality that Government of Botswana has, over the years experienced declines in its revenue, BOTEPCO is compelled to be innovative and lessen reliance on government's financial support.

For the Financial Year under review, BOTEPCO initially received subvention funding amounting to P6 960 000. At a later stage, supplementary funding for P4 000 000 was received. In March 2024, the Council was favoured with P30 000 000 taking the total subvention funding to P40 960 000. The amount was committed to high impact spending items such as office rental, acceleration of staff recruitment, ICT infrastructure, public education (on BOTEPCO's mandate) activities, and others. Going forward, the Council will exploit all available sources of funding, being, fees charged for services (registration and licensing), and, grants and donations, including investment of surplus funds where applicable.

The Council has developed draft BOTEPCO Act Regulations and is engaging with the Ministry of Education and Skills Development, and the Attorney General Chambers to finalise the said regulations. Once completed, these are going to be key in enabling the commencement of Teacher Registration and Licensing. The Regulations are intended to guide effective operationalisation of BOTEPCO Act.

At corporate planning level, the Board has been running the Financial Year under review through an Annual Plan as placeholder for a long-term Strategic Plan. The strategic plan will be developed during the 2024/25 Financial Year. Whilst short-term in nature, the Annual Plan enables the Council to focus its resources and performance efforts around a clearly defined framework. In future, the output from these Plans is envisaged to create the necessary baseline data for strategic planning.

Teacher Registration

Whilst the process of registering and licensing of teachers remains a performance priority for BOTEPCO, it must also be noted that all transitional activities enlisted above, must be satisfied first before the actual registration and licensing of teachers can commence.

Parallel to satisfying the transitional requirements, the Council has commenced development of a Teacher Registration and Licensing (TR&L) System. The System, which comes with in built controls to manage the risk of fraud, will ensure a cost-efficient teacher registration process and is anticipated to 'Go-Live' in the 2024/25 Financial Year.

Corporate Governance

Pursuant to the provisions of BOTEPCO Act, in particular, Section 6 of same, I am equally honoured to report that Minister of Education and Skills Development renewed serving terms of all Board members by a further period of three years. The decision, in my considered view, was foresighted in that it guaranteed BOTEPCO the necessary continuity and stability at leadership level. I am also confident that the diversity, commitment, and integrity of my fellow board members present a strong mix of strengths necessary to steer BOTEPCO to greater heights.

As Chairperson of BOTEPCO, I look forward to a progressive 2024/25 Financial Year, that would entail "Going Live" – commencement of Registration and Licensing of teachers.

Ms. Selang Mogatwane
BOARD CHAIRPERSON

REGISTRAR'S REMARKS

I am delighted to proffer this inaugural Annual Report by the Botswana Teaching Professionals Council (BOTEPCO) for the Financial Year 2023/2024. BOTEPCO was established through the Botswana Teaching Professionals Council Act Number 22 of 2019. It however started operating on April 01, 2023, with the appointment of the Registrar. Thereafter, a process of staff recruitment began in earnest. As at year end of the Financial Year, the Council's staffing rate stood at 10% of the approved sixty-seven staff complement. The recruitment process was conducted against the constraints of financial resources during the financial year under review.

Capacity Building

To mitigate the previously mentioned constraints, the Council had two employees seconded from the Ministry of Education and Skills Development (MESD), and Human Resources Development Council (HRDC). The two experts were to establish the Teacher Professional Services Department, which is a core function within BOTEPCO's value creation process. To augment the team's capacity, the Council further enrolled the services of two officers from Zambia Council of Teachers (ZCT) on a capacity building programme. For the four months that the team was on-board, they assisted the Council with developing key business processes around teacher registration and licensing.

Stakeholder Engagement and Collaborations

Considering both the newness of the organisation and the vast geographic spread of teachers across the country, the Council developed and implemented an aggressive Public Education and Outreach Programme as part of change management. The Programme was intended to create awareness about the existence of BOTEPCO and its mandate, to all stakeholders. During implementation of the Programme, all educational regions and sub-regions were engaged. Other communication media such as Facebook, X, Instagram, Linked In, Tik Tok were utilised, while a Website was also activated. These communication measures are proving to be effective in information dissemination.

In furtherance of its nascent mandate, BOTEPCO was successfully admitted as a bona-fide member of the African Federation of Teacher Regulatory Authorities (AFTRA) during the year under review. The benefits of this membership include giving BOTEPCO access to a network of likeminded institutions, offering training opportunities to members, engendering policy transfer measures, and, facilitation of exchange for best practices.

Teacher Registration and Licensing System

In line with Government's digitisation aspirations and commitment to efficient service delivery, BOTEPCO has commenced a process of implementing a Teacher Registration and Licensing System(TRLS). The System is intended to automate teacher registration and licensing processes to ensure efficiency and improved service delivery. The System will form the basis for teacher registration and licensing activities. As such, its implementation is prioritised. The System Go-Live is envisaged to occur in the financial year 2024/25. The exercise of teacher registration and licensing will commence immediately thereafter.

Outlook

BOTEPCO's prospects remain positive as it plans to develop its first Strategic Plan which will define its mission, vision, core values, and strategic objectives to guide its future. As this will be the first Strategic Plan, it is the intention of the Council to consult widely and capture the voices, aspirations, and guidance of BOTEPCO's customers and stakeholders, alike. To adequately resource implementation of the envisaged Strategic Plan and thereby deliver on BOTEPCO's mandate, the Council will prioritise and accelerate staff recruitment in line with the approved Recruitment Plan.

Appreciation

Allow me to express my utmost gratitude to our custodial Ministry, the Ministry of Education and Skills Development for its support to BOTEPCO through policy enablement and financial support to drive the operations of the Council. A take this moment to also appreciate the BOTEPCO Board of Directors for its stewardship and steadfast commitment to its fiduciary duties. It will be remiss of me not to recognise the employees who took up the onerous task of setting up this organisation through policy and processes development during its first year of existence. The future looks truly promising!

Dr Raphael D. Dingalo
REGISTRAR

ABOUT THIS REPORT

This is the inaugural Annual Report by the Botswana Teaching Professionals Council (BOTEPCO). Development and submission of an annual report is a statutory requirement under section 25 of the Botswana Teaching Professionals Council Act. It stipulates that the Council must submit such a report within six months of the end of the fiscal year.

As a new entity, in its inaugural year of operation, BOTEPCO invested time in community outreach programmes. Other important objectives of the Council in the fiscal year under review was to establish basic structures (including for digital transformation, innovation, and ICT support), formulate policies, standards, and regulations essential to regulating the teacher profession.

SCOPE OF THE REPORT

The Report is for the 2023/2024 Financial Year, and therefore covers the period 1st April 2023 to March 31st, 2024.

ABOUT BOTSWANA TEACHING PROFESSIONALS COUNCIL

Botswana Teaching Professionals Council, BOTEPCO was founded through the Botswana Teacher Professionals Council Act, No. 22 of 2019. The object of BOTEPCO is to professionalise and regulate the teaching profession, promote and maintain ethical standards as well as register and license teachers.

Our Mission Statement

Professionalising teaching by promoting the highest standards of professional conduct and practice to advance the attainment of quality education.

WHAT WE DO

a) Regulate the teaching profession.
b) Maintain professional and ethical standards including teaching knowledge, skills, and competence.
c) License teachers.
d) Advocate for the teaching profession.
e) Establish, publish, review, and maintain a code of ethics for teachers.
f) Review and advice on professional standards of teachers.
g) Determine the criteria and procedures for registration; and
h) Conduct research to inform quality teaching.

OUR CUSTOMER/STAKEHOLDERS MAP

At its inception and for effective engagement with its customers and stakeholders, BOTEPCO conducted a comprehensive Customer/Stakeholder Needs Analysis, the results of which are summarised in Table 1 below:

Table 1: BOTEPCO Customer / Stakeholder Needs Analysis Map

CATEGORY	DESCRIPTION	NAME	THEIR NEEDS/EXPECTATIONS
Customer	Direct Beneficiaries of BOTEPCO's products & services.	Teachers	• Job Opportunities (locally, regionally, and internationaly) • Exchange programmes • Career progression • Improved Welfare • Enhanced Professional Status
Stakeholder	Individuals/ institutions with an interest in the outcomes of BOTEPCO business.	Ministry of Education and Skills Development	Improved teacher performance.
		Learners	Quality education.
		Parents	Value for money.
		Community	Productive community members.
		Teacher unions	Improved teacher performance & welfare

GORVENANCE

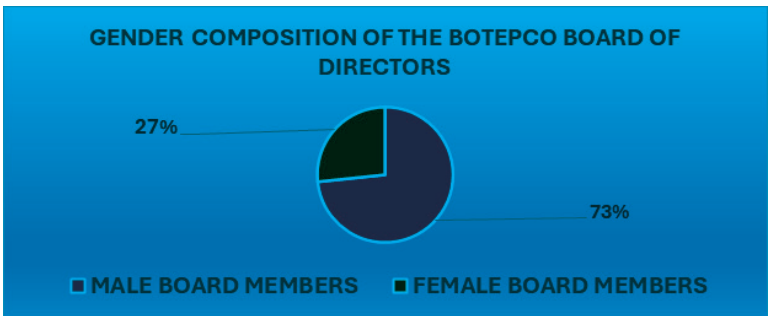
The Botswana Teaching Professionals Council Act, 2019, No.22 is the primary legislation underpinning governance of the Council. Part II of the Act establishing BOTEPCO provides for the seal of the Council and outlines its functions. Part III provides a guide on the Board's constitution and qualifications. Thus, the Board, accountable to the Minister, is the supreme authority governing BOTEPCO. During the year under review, as directed by the Botswana Teaching Professional Council Act, the Board of Directors of the Council established corporate governance structures and processes such as establishment of its Committees and Calendar of its Events, among others.
BOARD OF DIRECTORS

The composition and functions of the board are set out in the Botswana Teaching Professionals Council Act. The Board is constituency based, as members are appointed mindful of representation of diverse interests such as gender, disability, and geographic distribution. Other considerations include the education sphere in general, and teaching in particular. Table 2 shows the members of the BOTEPCO board of directors, as well as their attendance record in the 2023/24 financial year

Table 2: BOTEPCO Board of Directors

NAME	CONSTITUENCY	ATTENDANCE
1. Ms Selang Mogatwane	Chairperson	6/6
2. Mr Mogomotsi Motshegwa	Vice Chaiperson - BOSETU Representative	6/6
3. Mr Nasim Miller	Registered Private Schools Teacher Association Representative	6/6
4. Mr Basil Ncaagae	Private School Heads Representative	6/6
5. Mr Mmoloki Raletobana	MELSD Representative	1/6
6. Mr Tiroyaone Disang	Public School Heads Representative	6/6
7. Mr Chika Victor Liwena	National PTA Representative	4/6
8. Mr Edward Moganana	National PTA Representative	6/6
9. Mr Andrew Stephen Jones	Educational Business Organisations' Representative	6/6
10. Mr Fidelis Machola	Retired Inspectors' Representative	5/6
11. Mr Kenathata Dipogiso	BTU Representative	6/6
12. Ms Neo Tshani Mafunye	Special Education Representative	6/6
13. Ms Lydia Sorinyane	Retired School Heads Representative	6/6
14. Dr Lydia Ngati	BQA Representative	4/6
15. Mr Moses N. Kandjou	BOSETU Representative	5/6

Figure 1 shows the gender composition of the board. There are 11 men, and four women on the board. This translates to 73% males and 27% females.



BOTEPCO BOARD COMMITTEES

To facilitate effective functioning of the Board, the Botswana Teaching Professionals Council Act provides for Committees of the Board. It also provides for the Board to co-opt professionals for specific expertise that the Board may require from time to time. The following are the board Committees adopted by BOTEPCO.

a) Registration and Licensing Committee;
b) Professional Development Committee;
c) Ethics and Disciplinary Committee;
d) Finance, Audit and Risk Committee; and
e) Human Resources Committee;

Through sections 37, and 39 respectively, the Botswana Teaching Professionals Act prescribes for the formation of two other committees, which are appointed by Minister. These are:

a) Disciplinary Committee; and
b) Appeals Committee.

The mandate of the Disciplinary and the Appeals Committees is described in the Botswana Teaching Professionals Act.

Registration and Licensing Committee

The Registration and Licensing Committee advises and recommends on all areas relating to registration and licensing of teachers. The mandate of the committee extends to such matters as development, implementation, and maintenance of the Council's strategy and plans; Development and maintenance of standards, regulations, and policies on teacher registration, and licensing; domains of teacher competencies and various categories of registration and licenses issued; and minimum entry requirements into the teaching profession, establishment of registration and licensing panels and their composition and reference; and the form of teacher professionalisation certification to be issued;

Composition

The Registration and Licensing Committee of the Council shall consist of:

a) A chairperson who is a member of the Board and is appointed by the Council;
b) At least four other members appointed by the Council;

The Registrar, and Director, Teacher Professional Services may attend all meetings of the Committee by invite, except where conflicted for personal reasons.

Table 3: Registration and Licensing Committee - Membership and Attendance

NAME	DESIGNATION	ATTENDANCE
1. Kenathata Dipogiso	Chairperson	2/2
2. Neo Tshani Mafunye	Vice Chairperson	2/2
3. Chika Victor Liwena	Member	2/2

Professional Development Committee

The Professional Development Committee advises Council and makes recommendations in all areas relating to teacher training and continuous development of teachers. Its mandate includes promotion of continuous education, training, and development of teachers; professional qualifications and standards of entry to the teaching profession; review of standards of knowledge, skills, and competence required for the practice of teaching;; review of accreditation of programmes of initial teacher education in the country; matters concerning the induction of new members to the

profession; promotion of continuous professional development; and advocacy for the teaching profession.

Composition
The Professional Development Committee of the Council shall consist of:
1. A chairperson who is a member of, and is appointed by the Council;
2. At least four other members appointed by the Council, of whom at least one must be a member of the Ministry of Basic Education (MoBE); and another from the Ministry of Tertiary Education, Research, Science, and Technology (MTERST);
The Registrar, and Director, Teacher Professional Services may attend all meetings of the Committee by invite except where conflicted for personal reasons.

Table 3 shows the membership of the Professional Development Committee and attendance record for the 2023/24 financial year.

Table 4: Professional Development Committee: Membership and Attendance

NAME	DESIGNATION	ATTENDANCE
1. Moses Kandjou	Chaiperson	N/A (not functional yet)
2. Fidelis Machola	Vice Chaiperson	N/A (not functional yet)
3. Neo Tshani Mafunye	Member	N/A (not functional yet)

Ethics and Standards Committee

The Ethics and Standards Committee advises Council and makes recommendations in all areas relating to compliance with established teaching regulations, standards, and ethical code of conduct. Other aspects of this mandate include development, implementation, and maintenance of the code of professional conduct/code of ethics for teachers; development of policies, processes, and procedures for monitoring adherence to the professional standards and the Code of Ethics; review of the Code of Ethics; imposing penalties, and/or sanctions to be applied in cases where a teacher is found to be 'unfit' to teach; ensuring fair hearings in relation to disciplinary policies and appropriate actions to be taken in light of breach of policy.

A teacher that may be found to be in breach of the Code of Ethics may be provided with an opportunity to appeal the decision of the Ethics and Disciplinary Committee before lodging an appeal with the Appeals Committee. If the aggrieved teacher wishes to appeal the decision, the Board may appoint additional members to the Ethics and Disciplinary Committee to assist the Committee in reviewing the appeal.

At least one of the committee members shall be an attorney admitted to practice law in the courts of Botswana in accordance with the Legal Practitioners Act, with not less than ten years of experience.
Information relating to the Disciplinary Committee is outlined under clause 37 of the Botswana Teaching Professionals Council Act, No. 22 of 2019.

Composition

As per the Botswana Teaching Professionals Council Act, No 22 of 2019, the Ethics and Standards Committee of the Council shall consist of:
1. The Vice Chairperson of the Board, who shall be the Chairperson of the Disciplinary Committee;
2. The Director, Legal Services and Board Secretary;
3. Seven other members with relevant qualifications and experience who shall include-
    a. One member from the Ministry of Basic Education;

b. One member from a parent-teacher association (PTA);
c. A retired school head; and
d. A retired school inspector

The Registrar and Director, Ethics and Standards Compliance may attend all meetings of the committee by invite except where conflicted for personal reasons.

Appeals Committee

The appeals Committee shall hear appeals in relation to the decisions of the Ethics and Disciplinary Committee. Its mandate will include actions such as development and maintenance of Appeals Policy and procedure; and action to take on appeals against a decision of the Ethics and Disciplinary Committee. The Committee has the wherewithal to determine whether it shall hear new evidence in connection with an appeal (such as in cases where such evidence was not available at the time of the disciplinary hearing and will have a material impact on the outcome of the disciplinary hearing). The Committee shall consider the appeal within 30 days of delivery of the notice of appeal to the board by the Registrar.

The appeal against the decision of the Disciplinary Committee shall be based on the record of proceedings by the Disciplinary Committee. The Disciplinary Committee may:

a) Confirm or establish aside the finding or ruling of the Ethics and Disciplinary Committee;
b) Confirm or establish aside the penalty imposed by the Disciplinary Committee, or;
c) Refer the matter back to the Ethics and Disciplinary Committee.

Information relating to the Appeals Committee is outlined under clause 38 of the of the Botswana Teaching Professionals Act, No. 22 of 2019.

Composition

As per the Botswana Teaching Professionals Act, No. 22 of 2019, the Appeals Committee of Council shall consist of:

a. Seven members with relevant qualifications and experience appointed by the Minister, who shall include:
i. An attorney admitted to practice law in the courts of Botswana in accordance with the Legal Practitioners Act, with not less than ten years of experience, who shall be the chairperson of the committee;
ii. A registered teacher employed in the public service;
iii. A registered teacher employed in the private sector;
iv. A representative of the Ministry responsible for basic education;
v. A member of a registered teacher union;
vi. A representative of the school head conference; and
vii. A school inspector.

The Appeals Committee will be activated once the registration and licensing of teachers is embarked upon.

Finance, Audit and Risk Committee

The Finance, Audit and Risk Committee shall have the responsibilities of liaison with internal and external auditors; review annual audit plans with the internal and external auditors; assessment of financial management; review audit findings and the annual financial statements and review interim financial information; and review of independence of internal and external auditors.

Composition

The Finance, Audit and Risk Committee of the Council shall consist of:
1. Members of the Board appointed by the Board. The Committee will consist of at least three and

no more than six members of the Council board;
2. The board shall appoint a chair from the non-executive members of the board;
3. At least one member shall be designated as the 'financial expert,' as defined by applicable legislation and regulation;
The Registrar, and Internal Audit and Director Corporate Services or Finance Manager may attend all meetings of the committee by invite except where conflicted for personal reasons.

COMMITTEE MEMBERSHIP AND ATTENDANCE

Table 5: Finance, Audit and Risk Committee - Membership and Attendance

NAME	DESIGNATION IN THE BOARD	ATTENDANCE
1. Basil Ncaagae	Chairperson	2/3
2. Lydia Sorinyane	Vice Chairperson	3/3
3. Andrew Stephen Jones	Member	2/3
4. Edward Moganana	Member	2/3
5. Liwena Victor Chika	Member	2/3

Human Resources Committee

The responsibilities of the Human resources Committee shall include oversight for review of the development of appropriate human resources policies and practices oversight of remuneration of the Registrar, executive directors, and other key management of the Board of the performance of the Registrar and senior management team; review of the terms of the Council's performance incentive plans for employees, and/or directors; oversight to the Registrar and non-executive director remuneration in alignment with Government policy including provisions and guidance of the Wages Policy Committee.

Composition

The Human resources Council shall consist of:

1. Members of the Board appointed by Board;
2. The Committee shall consist of at least three and no more than six members of the Council board;
3. The Registrar shall not be a member of the committee.
4. The Board shall appoint a Chair from the non-executive members of the Committee;
5. At least one member shall be designated 'human resources expert;

The Registrar, Director-Corporate Services or Manager, Human Capital may attend all meetings of the committee except where conflicted for personal reasons.

COMMITTEE MEMBERSHIP AND ATTENDANCE

Table 6:Human Resources Committee Membership and Attendance

NAME	DESIGNATION	ATTENDANCE
1. Mogomotsi Motshegwa	Chairperson	3/3
2. Tiroyaone Disang	Vice Chairperson	3/3
3. Nasim Miller	Member	2/3
4. Lydia Sorinyane	Member	3/3

Council Sitting Allowance Rates

The Permanent Secretary to the President proffered a Directive guiding the emolument of Non-Executive Directors. Table 9 shows fees earned by board members.

Table 7: Council Sitting Allowance Rates

SITTING ALLOWANCE RATE PER MEETING			
	Sitting rate- Per Meeting	Revised Rates – Per Meeting	Quarterly Retainer fees
Chairperson	1,575.00	3,000.00	5,000.00
Vice Chairperson	1,260.00	2,000.00	4,000.00
Member	1,260.00	2,000.00	4,000.00
Transport (members residing out of Work-station	2.75 per KM		

MANAGEMENT STRUCTURES – BOTEPCO DEPARTMENTS

DEPARTMENT OF TEACHER PROFESSIONAL SERVICES DEPARTMENT

The Department of Teacher Professional Services (DTPS) oversees teacher registration, licensing, and adherence to the Code of Ethics. It also oversees the review of professional standards, promotion of continuing education and professional development in accordance with the BOTEPCO Act.

DEPARTMENT OF CORPORATE SERVICES

The Department of Corporate Services is responsible for provision of support services to the operations of the Council. It does this by ensuring that the day-to-day functions run smoothly. The Department is made up of four units; being Finance and Procurement, Corporate Affairs, Human Capital and Administration, and Records Management. Services that are delivered by these Units include but not limited to: Management of financial resources; Procurement of works, services and supplies; Recruitment; Performance management; Facilitate employee rewards; and Conduct community and teacher outreach programmes

DEPARTMENT OF DIGITAL TRANSFORMATION & INNOVATION

The Department of Digital Transformation and Innovation (DT&I) is responsible for coordination of strategic and operational activities, and implementation of the digital transformation strategy. Other duties include digitalisation and automation of all key business processes of Council, setting and enforcing ICT standards, ICT governance framework, policies, and guidelines to manage ICT related risks.

DEPARTMENT OF LEGAL SERVICES AND BOARD SECRETARY

The Department of Legal Services and Board Secretary performs Board and secretarial services for the Board, and its sub committees. Its other functions include to represent Council in legal matters, provide Council with legal advice, and legal advisory services to Management, and the Board of Council.

DEPARTMENT OF STRATEGY, PLANNING AND RESEARCH

The Department of Strategy, Planning and Research has several roles in the Council that encompass development, monitoring and evaluation of the Council strategy and development of a strategic planning framework for teacher professionalisation. Other roles include researching and statistical analysis for the Council and reporting. The Department works through collaborations with other education sector Organisations, such as BQA, BEC, HRDC, and University of Botswana among others.

OUR PERFORMANCE

Having begun operations in the 2023/24 financial year, BOTEPCO is a new organisation. The Council faced human, financial, and other resource constraints during the early months in its formative year. These challenges led the Board to make the determination that the organisation would operate on the basis of an Annual Plan for the year under review (2023/2024). The strategic plan is to be developed in the 2024/25 financial year.

STRATEGIC DIRECTIONS

Once formulated, the Strategic Plan will provide the roadmap for execution of Council's mandate. It will set the timetable for attaining major strategic actions, mobilising resources for such implementation, and providing feedback for remedial actions where necessary.

ANNUAL PERFORMANCE PLAN (2023/24)

The Council's Board approved the Annual Plan for the Financial Year 2023/24 in December 2023 for immediate implementation. The process of mapping the Mission statement of the organisation was conducted in reference to BOTEPCO's mandate as entailed in Section 5 of BOTEPCO Act number 22 of 2019.

STRATEGY CONTEXT

In developing BOTEPCO's Annual Plan, Management considered the context within which the Council operates. Such context is defined by a combination of the Council's operational scope and guiding documents as follows:

a) Botswana Teaching Professionals Council Act, No. 22 of 2019,
b) Government Statutory Instruments/Directives
c) Transitional National Development Plan (TNDP 2023 – 2025)
d) Vision 2036
e) Reset & Reclaim Agenda
f) Education & Training Sector Strategic Plan (ETSSP)

The reason for BOTEPCO's existence is justifiable as far as it aligns with attainment of Botswana's Vision 2036 Goals, and the Reset Agenda.

This following section describes the performance of the Council by end of March 2024. The reported performance is measured against the organisation's 2023/24 Annual Performance Plan (APP) which was developed in December 2023; almost nine months into the financial year).

STRATEGY SCORECARD

This narrative of the Council's performance is crafted along the four perspectives of the Balanced Score Card. These are:

a) Customer/Stakeholder Perspective;
b) Financial Stewardship Perspective;
c) Business Processes; and
d) Organisational Capacity Perspective

CUSTOMER/STAKEHOLDER PERSPECTIVE

The Annual Plan had two major objectives under the Customer/Stakeholder Perspective. These are as follows.

a) To improve Brand Awareness; and
b) To improve customer satisfaction

To deliver on the objective of improving brand awareness, the Council aimed to implement ten meetings with regions, 16 sub-regional engagements, and one corporate social responsibility activity. During the year under review, the Council managed to execute all ten regional, and 16 sub-regional engagements. Subsequently the Council scores 100 % of its objectives on either performance target.

Under the Corporate Social Responsibility performance measure, Council attained 100% of the targeted performance, having concluded two corporate social responsibility activities against the envisaged target of one such activity. Overperforming the target by one activity – suggests that Council was efficient at its delivery – attaining more with less financial outlay.

Council performance under the strategic objective named Improve Customer Satisfaction was not measured. The reason for this is that the survey meant to carry this out was not implemented due to financial, human resource, and time constraints. The survey will be carried out in the 2024/25 financial year.

FINANCIAL STEWARDSHIP

Under the Financial Stewardship perspective, the Council had one strategic objective, namely 'Improve Financial Performance'. There were two performance measures under this objective, namely;

a) Cost containment; and
b) Days payable outstanding.

Under Cost Containment, Council attained a 100% performance score, since it attained a 4% variance against the set target of 5% positive budget variance. Similarly, Council attained 100% performance under the Days Payable Outstanding measure. For this measure, Council had a target of paying suppliers within 21 days. All supplier invoices were paid within the stipulated timeframe.

BUSINESS PROCESSES

The Council had three objectives under the perspective for Improving Business Processes, and they are as follows:

a) Improve Business Processes
b) Improve Research and Development; and
c) Improve Performance Reporting and Transparency

Under the objective of Improving Business Processes, Council attained a 50% performance

measure. For the year under review, six processes of the envisaged 12 were successfully concluded. Under the same objective named Improve Business Processes, looking specifically at the performance measure named % of Project Implementation, Council attained a 95% score out of a targeted 100% project implementation rate.

The objective, 'Improve Performance Reporting and Transparency' had two performance measures, being 'Timely Presentation of BOTEPCO Annual Report', and Timely Submission of Board Pack. Under the former objective on the measure named Timely Submission of Board Pack, Council attained a score of 75%, indicating that three quarters of requisite reports were submitted seven days prior to the holding of Board meetings. The measure named Timely Presentation of BOTEPCO Annual Report will be measured in the coming fiscal year.

ORGANISATIONAL CAPACITY

The organisational capacity perspective had three objectives as follows:

a) Improve Uptake of ICT services;
b) Improve Employee Performance; and
c) Improve Employee Welfare.

Council had a 100% performance rate under the performance measure for Number of ICT Services introduced through implementing the Microsoft 365 solution. Council attained a 97.5% performance rate for Systems Availability – which is 2.5 percentage points above the target of 95%.

Under the objective "Improve Employee Performance", Council had three performance measures – Staff Supervision; Staff Development; and Percentage of Employees Meeting Performance requirements. Of the three, Council measured the indicator on Staff Supervision; where Council attained 40%. Performance management tools to monitor the staff performance through supervision were not yet in place as the Council had just started its operations. As a result, Council did not have an adequate staff complement. The Council performance management tools are being developed and will be implemented in 2024/25 to monitor staff performance.

For the strategic objective "Improve Employee Welfare", there were two performance measures as follows:

a) an Employee Satisfaction Index for which the target was 60% satisfaction level attained; and
b) the Number of Welfare Initiatives Introduced.

In the Employee Satisfaction Index – Council performance was not measured due to time, financial and human resources constraints, which necessitated Council to defer the staff satisfaction survey during the year under review.

In terms of Welfare Initiatives introduced, Council had a total target of five such programmes for the year under review. Council however attained an 80% score on this measure. Among others, successful delivery includes enrolling a medical aid provider for Council staff; and signing of a comprehensive employee insurance scheme for the benefit of Council staff.

CONCLUSION-PERFORMANCE OVERVIEW

Based on the above, and aggregating performance on the indicators that were measured for the year under review, BOTEPCO's average performance for the financial year 2023/24 is calculated at 90.5%. Positive contribution was largely received from the Customer/Stakeholder Perspective. The corporate social investment measure delivered an extra initiative in the same year, at the same budget, suggesting strong cost containment measures, and higher efficiency in resource deployment.

The least performing measure was employee performance; due to absence of a monthly performance appraisal tool. However, performance is mainly measured at Departmental level since most of Departments had an average of one employee. The ongoing recruitment process, coupled with development of a Performance Management Policy will assist in improving performance around this Key Results Area.

KEY ISSUES FROM THE REVIEW PROCESS

a) The Objective on Brand Awareness, which includes stakeholder engagements, performed relatively well. Management will continue to enhance this performance by intensifying the use of digital platforms in order to achieve wider reach of customer and stakeholder base.

b) Digitisation of core business processes remains at the centre of the Council's service delivery. As a result, more resources will be expended on automation and technological uptake across the organisation.

c) With the ongoing aggressive staff recruitment drive towards a full staff complement, Management envisages improved performance during the 2024/25 Financial Year.

CONCLUSION

All outstanding work from the 2023/24 Annual Performance Plan has been carried over into the proposed 2024/25 Annual Performance Plan for continuity.

OUR IMPACT

STAKEHOLDER ENGAGEMENT

During the year under review, Council participated in a wide array of engagements to effectively equip our stakeholders about the establishment of the Council, its mandate, and teacher registration and licensing plans as shown below:

Table 10: BOTEPCO Stakeholder Engagements for the Year 2023/24

STAKEHOLDER	ENGAGEMENT MANNER & MEDIUM
Teaching Fraternity • Regions • Sub Regions • Schools	Consultative Engagement Meetings
Partners • Ministry of Education & Skills Development • Relevant Parastatals • Various Government Departments	Consultative Engagement Meetings
Teacher Representative Unions & Association	Consultative Engagement Meetings
Media Fraternity	Courtesy Visits Press Conference Media Reception Interviews
Local Government (urban and rural councils). Ntlo Ya Dikgosi	Consultative Engagement Meetings
Learners, Parents and Communities	Mainstream Media Social Media Platforms
International engagements • African Federation of Teacher Regulatory Authorities (AFTRA-10th Conference and 11th Roundtable, Namibia) • Staff exchanges with Teaching Council of Zambia (TCZ)	Conference attendance Hosting Zambian experts in teacher professional development for two months in Botswana to learn from their experiences and establish core systems.

CORPORATE SOCIAL RESPONSIBILITY(CSR)

In the year under review, BOTEPCO undertook two corporate social responsibility (CSR)initiatives as follows:

a) BOTEPCO participated at the Inaugural Orapa Half Marathon, organised by Orapa Athletics Club. It was officiated by His Honour the Vice President, Mr. Slumber Tsogwane on Saturday 25th November 2023. Council contributed financial support for Mr. Onkabetse Nkobolo, a retired athlete afflicted by a spinal injury due to a car accident.

b) Council also made a financial contribution to assist 17 athletes from the Orapa Athletics Club in pursuit of their academic goals.

COMMUNITY ENGAGEMENT

To build and enhance the trust between the Council and communities, as well as promote the Council's image, BOTEPCO participated in the following activities(s):

a) Council participated in the World Aids Day Commemorative event in Nata, on Friday 1st December 2023. The theme of the event was #LetCommunitiesLead.

b) The Honourable Assistant Minister for Health, Mr. Setlhomo Lelatisitswe, representing His Honor the Vice President, Mr. Slumber Tsogwane officiated the event.

c) The First Lady, Her Excellency Ms. Neo Jane Masisi was Special Guest at the event.

d) Among others, to facilitate participation in mass sporting activities, the Council supported the initiative by registering its staff to participate in the marathon

e) BOTEPCO exhibited products and services to over 5000 participants.

HUMAN CAPITAL

BOTEPCO has an approved establishment of 67 employees. At the conclusion of the financial year, Council had a total headcount of seven substantively appointed members of staff, representing 10.45% staffing rate.

Secondment

In support of organisational start-up activities, four employees were seconded from the Ministry of Education of Education and Skills Development (MESD), and the Human Resources Development Council, (HRDC). As of the 31st of March 2024, the Council had two employees on Secondment.

Procurement

BOTEPCO performs the procurement of goods and services in line with the Public Procurement Regulatory Act No. 24 of 2021(PPRA), and accompanying Public Procurement Regulations, 2023.

For the year under review, a total of P18, 390, 056 was utilised for procurement of goods and services.

a) Council awarded 99.7% of tenders to citizen owned companies with youth and women being given preference.

b) Only 0.3% of the total procurement was sourced from outside Botswana. This is attributable to procurement of accommodation services outside the country for reasons of benchmarking with other teaching councils, and attending the AFTRA conference.

OUR FINANCIAL REPORT

AUDITED FINANCIL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

Botswana Teaching Professionals Council
Annual Financial Statements
for the year ended 31 March 2024

Botswana Teaching Professionals Council

Annual Financial Statements for the year ended 31 March 2024

General Information

Country of incorporation and domicile	Botswana
Nature of business and principal activities	The entity is a regulatory body of Teaching Profession. It derives revenue primarily from Government grants.
Council members	Selang Mogatwane Mogomotsi Motshegwa Moses Ndiriva Kandjou Kenathata Dipogiso Neo Tshani Mafunye Tiroyaone Disang Basiel Samuel Ncaagae Nazim Miller Lydia K. Sorinyane Fidelis Machola Andrew Stephen Jones Lydia Ngati Chika Victor Liwena Edward Moiteelo Moganana Edward Mmoloki Raletobana
Registered office	Plot 63726 Fairgrounds Gaborone Botswana
Business address	Plot 63726 Fairgrounds Gaborone Botswana
Postal address	Private Bag 407 AAD
Bankers	First National Bank of Botswana Limited
Auditors	Grant Thornton Chartered Accountants A Botswana member of Grant Thornton International Limited
Functional currency	Botswana Pula " BWP "
CEO / REGISTRAR	Dr Raphael Dingalo
Chairperson	Selang Mogatwane

Botswana Teaching Professionals Council

Annual Financial Statements for the year ended 31 March 2024

Contents

The reports and statements set out below comprise the annual financial statements presented to the shareholders:

	Page
Council's Approval of the Annual Financial Statements	3
Independent Auditor's Report	4 - 6
Statement of Financial Position	7
Statement of Surplus or Deficit and Other Comprehensive Income	8
Statement of Changes in Accumulated Funds	9
Statement of Cash Flows	10
Accounting Policies	11 - 14
Notes to the Annual Financial Statements	15 - 20
The following supplementary information does not form part of the annual financial statements and is unaudited:	
Detailed Surplus or Deficit Statement	21 - 22

Council's Approval of the Annual Financial Statements

The Council is required in terms of the Botswana Teaching Professionals Council Act, No.23 of 2019 Part vi Financial provisions subsection 25: 1-2 to maintain adequate accounting records and is responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is its responsibility to ensure that the preparation and fair presentation of the annual financial statements of Botswana Teaching Profession Council, comprising the statement of financial position as at 31 December 2024, and the statements of surplus or deficit and other comprehensive income, changes in accumulated funds and cash flows for the year ended, and the notes to the financial statements, which include a summary of significant accounting policies and other explanatory notes, in accordance with International Financial Reporting Standards The external auditors are engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with International Financial Reporting Standards and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The Council acknowledge that they are ultimately responsible for the system of internal financial control established by the Institute and place considerable importance on maintaining a strong control environment. To enable the Council to meet these responsibilities, the Council sets standards for internal control aimed at reducing the risk of error or loss in a cost-effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the Institute and all employees are required to maintain the highest ethical standards in ensuring the Institute's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the Council is on identifying, assessing, managing and monitoring all known forms of risk across the Institute. While operating risk cannot be fully eliminated, the Council endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The Council is of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The Council has reviewed the Institute's's cash flow forecast for the year to 31 March 2025 and, in light of this review and the current financial position, they are satisfied that the Institute has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the Institute's's annual financial statements. The annual financial statements have been examined by the Institute's external auditors and their report is presented on pages 4 to 6.

The annual financial statements set out on pages 7 to 22, which have been prepared on the going concern basis, were approved by the board of directors on 27 June 2024 and were signed on their behalf by:

Approval of financial statements

Registrar **Chairperson**

Statement of Financial Position as at 31 March 2024

Figures in Pula	Note(s)	2024
Assets		
Non-Current Assets		
Property, plant and equipment	3	5 627 439
Current Assets		
Trade and other receivables	4	2 001 404
Cash and cash equivalents	5	18 493 468
		20 494 872
Total Assets		**26 122 311**
Equity and Liabilities		
Equity		
Accumulated funds		11 250
Liabilities		
Non-Current Liabilities		
Deferred income	6	5 627 439
Current Liabilities		
Trade and other payables	7	926 777
Deferred income	6	19 556 845
		20 483 622
Total Liabilities		**26 111 061**
Total Equity and Liabilities		**26 122 311**

Statement of Surplus or Deficit and Other Comprehensive Income for the year ended 31 March 2024

Figures in Pula	Note(s)	2024
Other income	8	11 250
Grant income	9	15 775 716
General and administrative expenses		(15 775 716)
Total comprehensive surplus for the year		**11 250**

Statement of Changes in Accumulated Funds for the year ended 31 March 2024

Figures in Pula	Accumulated funds
Balance at 01 April 2023	-
Profit for the year	11 250
Other comprehensive income	-
Total comprehensive surplus for the year	**11 250**
Balance at 31 March 2024	**11 250**

Statement of Cash Flows for the year ended 31 March 2024

Figures in Pula	Note(s)	2024
Cash flows from operating activities		
Surplus for the year		11 250
Adjustments for:		
Depreciation and amortisation		199 639
Changes in working capital:		
Trade and other receivables		(2 001 404)
Trade and other payables		926 777
Deferred income		25 184 284
Cash generated from operations		**24 320 546**
Cash flows from investing activities		
Purchase of property, plant and equipment	3	(5 827 078)
Total cash movement for the year		**18 493 468**
Cash and cash equivalents at the end of the year	5	**18 493 468**

Accounting Policies

Institute information

Botswana Teaching Profession Council (the Institute) is a professional body of Teachers domiciled in the Republic of Botswana. Its role is to represent its members' interests, develop the teaching profession, protect the public interest, and ensure observance of the highest professional and ethical standards by its members.

Statement of compliance

The financial statements have been prepared in accordance with International Financial Reporting Standards (IFRSs) issued by the International Accounting Standards Board (IASB) which comprise IFRS, International Accounting Standards (IAS) and Interpretations originated by the International Financial Reporting Interpretations Committee (IFRIC) or the former Standing Interpretations Committee (SIC).

1. Material accounting policies

Management has considered the principles of materiality in IFRS Practice Statement 2 Making Materiality Judgements, and only those accounting policies which are considered material have been presented in these annual financial statements.

1.1 Basis of preparation

The annual financial statements are presented in Botswana Pula (BWP or P), which is also the functional currency. The financial statements, which assume a going concern basis, have been prepared using the accrual basis of accounting. Further, the financial statements have been prepared under the historical cost basis, unless otherwise stated in the accounting policies which follow and incorporate the principal accounting policies set out below.

The annual financial statements have been prepared in full IFRS and this is the Institute's first year of operation.

1.2 Property, plant and equipment

Property, plant and equipment is initially measured at cost.

Expenditure incurred subsequently for major services, additions to or replacements of parts of property, plant and equipment are capitalised if it is probable that future economic benefits associated with the expenditure will flow to the Institute and the cost can be measured reliably. Day to day servicing costs are included in profit or loss in the year in which they are incurred.

Property, plant and equipment is subsequently stated at cost less accumulated depreciation and impairment losses except for land which is not depreciated.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
Furniture and fixtures	Straight line	6 years
Motor vehicles	Straight line	4 years
Office equipment	Straight line	6 years
IT equipment	Straight line	4 years

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting period. No material changes were made.

There were no indicators of impairment for property, plant and equipment and no impairment tests were performed.

1.3 Financial instruments

Financial instruments are recognised when the Institute becomes a party to the contractual provisions. They are measured, at initial recognition, at fair value plus transaction costs, if any.

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis.

The material accounting policies for each type of financial instrument held by the Institute are presented below:

Accounting Policies

1.3 Financial instruments (continued)

Trade and other receivables

Trade and other receivables, excluding, when applicable, VAT and prepayments, are measured, subsequent to initial recognition, at amortised cost.

The amortised cost is the amount recognised on the receivable initially, minus principal repayments, plus cumulative amortisation (interest) using the effective interest method of any difference between the initial amount and the maturity amount, adjusted for any loss allowance.

The accounting policy for impairment of trade and other receivables is set out in the loss allowances and write offs accounting policy.

Impairment - Expected credit losses and write offs

A provision matrix is used as a practical expedient when determining expected credit losses. The provision matrix is based on historic credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current and forecast conditions.

All other loss allowances are measured at an amount equal to lifetime expected credit losses (lifetime ECL) when there has been a significant increase in credit risk (risk of default) since initial recognition. If the credit risk has not increased significantly since initial recognition, then the loss allowance for that instrument is measured at 12 month expected credit losses (12 month ECL). The amount of expected credit losses is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective instruments. This means that at each reporting date, the ECL for a specific instrument will either be based on lifetime ECL or 12 month ECL depending on the credit risk at reporting date compared to the credit risk at initial recognition.

Irrespective of the outcome of the above assessment, the credit risk on an instrument is always presumed to have increased significantly since initial recognition if the contractual payments are more than 30 days past due, unless the Institute has reasonable and supportable information that demonstrates otherwise.

By contrast, if an instrument is assessed to have a low credit risk at the reporting date, then it is assumed that the credit risk of the receivable has not increased significantly since initial recognition.

The measurement of expected credit losses incorporates the probability of default, loss given default and the exposure at default, taking the time value of money, historical data and forward-looking information into consideration.

The movement in credit loss allowance is recognised in profit or loss with a corresponding adjustment to the carrying amount of the instrument through a loss allowance account.

The Institute writes off an instrument when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings. Instruments written off may still be subject to enforcement activities under the company's recovery procedures. Any recoveries made are recognised in profit or loss.

Trade and other payables

Trade and other payables, excluding VAT and amounts received in advance, are classified as financial liabilities subsequently measured at amortised cost.

Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less.

Cash and cash equivalents are classified as financial assets at amortised cost. Cash and cash equivalents are measured, at initial recognition, at fair value plus transaction costs, if any. They are subsequently measured at amortised cost.

They have been classified in this manner because the contractual terms of these cash and cash equivalents give rise, on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding, and the company's business model is to collect the contractual cash flows on these cash and cash equivalents.

Accounting Policies

1.3 Financial instruments (continued)

Derecognition

The Institute 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 party. If the Institute neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Institute recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Institute retains substantially all the risks and rewards of ownership of a transferred financial asset, the Institute continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

The Institute derecognises financial liabilities when its obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in surplus or deficit.

1.4 Tax

The Institute is exempt from Income Tax in accordance with paragraph XIV of the Second Schedule of the Income Tax Act (Cap 52:01) as amended.

1.5 Leases

The Institute assesses whether a contract is, or contains a lease, at the inception of the contract.

No contracts were identified that required specific judgement as to whether they contained leases.

Institute as lessee

A lease liability and corresponding right-of-use asset are recognised at the lease commencement date, for all lease agreements for which the Institute is a lessee, except for short-term leases of 12 months or less, or leases of low value assets. For these leases, the Institute recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

1.6 Equity

Equity is the Institutes accumulated funds, which includes all current and prior period retained surplus / (deficits).

1.7 Employee benefits

Short-term employee benefits

Short-term employee benefits, which consist of medical aid, are recognised in the period in which the service is rendered and are not discounted.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs.

The expected cost of profit sharing and bonus payments is recognised as an expense when there is a legal obligation to make such payments as a result of past performance.

Contractual gratuity

Contract staff members of the Institute are entitled to gratuities at the end of their contracts at the rates and in accordance with terms specified in their contracts of employment. Gratuities are recognized at the end of each financial yea as they are accrued and a provision is made up to the end of each reporting period which approximates the liability estimated as the employee renders services to the Institute.r

Leave pay

The Institute provides for leave pay at the end of the year based on the number of leave days accrued and the salary cost to the Institute at the yea end.

Accounting Policies

1.8 Provisions

The Institute recognises provisions in circumstances where it has a present obligation resulting from past events, which can be measured reliably and for which it is probable that the Institute will be required to settle the obligation.

There is always a degree of estimation uncertainty involved with provisions as they are measured at management's best estimate of the amount which will be required to settle the obligation. When the effect of discounting is material, the provision is measured at the present value of such amounts.

1.9 Government grants

Government grants are recognised when there is reasonable assurance that the grant will be received and all attached conditions will be complied with.

When the grant relates to an expense item, it is recognised as income over the period necessary to match the grant on a systematic basis to the costs that it is intended to compensate.

When the grant relates to an asset it is recognised as deferred income as a liability and it is released to income in equal amounts over the remaining lease period of the asset.

Contract liabilities - Deferred income

A contract liability is the obligation to transfer goods or services to a customer for which the Institute has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Institute transfers goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Institute performs under the contract.

1.10 Translation of foreign currencies

Foreign currency transactions

A foreign currency transaction is recorded, on initial recognition in Pulas, by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

Foreign currency monetary items are translated at the end of the reporting period using the closing rate.

Cash flows arising from transactions in a foreign currency are recorded in Pulas by applying to the foreign currency amount the exchange rate between the Pula and the foreign currency at the date of the cash flow.

Refer to the individual accounting policies for financial instruments for the detailed foreign exchange accounting policies.

Notes to the Annual Financial Statements

2. New Standards and Interpretations

2.1 Standards and interpretations effective and adopted in the current year

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

Standard/ Interpretation:	Effective date: Years beginning on or after	Expected impact:
• Initial application of IFRS 17 and IFRS 9 - Comparative information	01 January 2023	The impact of the amendment is not material.
• Disclosure of accounting policies: Amendments to IAS 1 and IFRS Practice Statement 2	01 January 2023	The impact of the amendment is not material.
• Definition of accounting estimates: Amendments to IAS 8	01 January 2023	The impact of the amendment is not material.
• Classification of Liabilities as Current or Non-Current - Amendment to IAS 1	01 January 2023	The impact of the amendment is not material.

2.2 Standards and interpretations not yet effective

The company has chosen not to early adopt the following standards and interpretations, which have been published and are mandatory for the company's accounting periods beginning on or after 01 April 2024 or later periods:

Standard/ Interpretation:	Effective date: Years beginning on or after	Expected impact:
• Presentation and Disclosure of Financial Statements IFRS 18	01 January 2027	Unlikely there will be a material impact
• General Requirements for Disclosure of Disclosure of Sustainability-related Financial Information IFRS S1	01 January 2024	Unlikely there will be a material impact
• Lack of exchangeability - amendments to IAS 21	01 January 2025	Unlikely there will be a material impact
• Supplier finance arrangements - amendments to IAS 7 and IFRS 7	01 January 2024	Unlikely there will be a material impact
• Non-current liabilities with covenants - amendments to IAS 1	01 January 2024	Unlikely there will be a material impact
• Lease liability in a sale and leaseback	01 January 2024	Unlikely there will be a material impact

Notes to the Annual Financial Statements

Figures in Pula	2024

3. Property, plant and equipment

	2024		
	Cost	Accumulated depreciation	Carrying value
Furniture and fixtures	2 794 701	(37 786)	2 756 915
Motor vehicles	935 108	(98 186)	836 922
Office equipment	1 721 855	(28 991)	1 692 864
IT equipment	375 414	(34 676)	340 738
Total	**5 827 078**	**(199 639)**	**5 627 439**

Reconciliation of property, plant and equipment - 2024

	Opening balance	Additions	Depreciation	Total
Furniture and fixtures	-	2 794 701	(37 786)	2 756 915
Motor vehicles	-	935 108	(98 186)	836 922
Office equipment	-	1 721 855	(28 991)	1 692 864
IT equipment	-	375 414	(34 676)	340 738
	-	**5 827 078**	**(199 639)**	**5 627 439**

4. Trade and other receivables

Non-financial instruments:	
PAYE	1 371
Employee costs in advance	15 650
Prepayments	1 984 383
Total trade and other receivables	**2 001 404**

Financial instrument and non-financial instrument components of trade and other receivables

Non-financial instruments	2 001 404

Fair value of trade and other receivables

The fair value of trade and other receivables approximates their carrying amounts.

5. Cash and cash equivalents

Cash and cash equivalents consist of:

Cash on hand	23 394
Bank balances	18 470 074
	18 493 468

Credit quality of cash at bank and short-term deposits, excluding cash on hand

The credit quality of cash at bank and short-term deposits, excluding cash on hand that are neither past due nor impaired can be assessed by reference to external credit ratings or historical information about counterparty default rates. The commercial banks in Botswana are not rated, however, Institute's banker is a subsidiary of a rated bank in South Africa.

6. Deferred income

Deferred capital grants	5 627 439
Deferred income	19 556 845
	25 184 284

Notes to the Annual Financial Statements

Figures in Pula	2024

6. Deferred income (continued)

Split between non-current and current portions

Non-current liabilities	5 627 439
Current liabilities	19 556 845
	25 184 284

Reconciliation of Government grants

Grant received at the beginning of the year	40 960 000
Grants utilised	(21 403 155)
	19 556 845

Reconciliation of Deferred capital grants

At the beginning of the year	5 827 078
Recognised in the statement of surplus or deficit and other comprehensive income	(199 639)
	5 627 439

7. Trade and other payables

Financial instruments:

Trade payables	26 200
Other payables	676 624

Non-financial instruments:

Accrued leave pay	223 953
	926 777

Financial instrument and non-financial instrument components of trade and other payables

At amortised cost	702 824
Non-financial instruments	223 953
	926 777

Fair value of trade and other payables

The fair value of trade and other payables approximates their carrying amounts.

8. Other income

Revenue from contracts with customers

Tender income	11 250

9. Government grant income

Amortisation of grant income	199 639
Government grants	15 576 077
	15 775 716

The Government of Botswana provides funding to cover running costs of the Institute.

Notes to the Annual Financial Statements

Figures in Pula	2024

10. Employee costs

Employee costs	
Basic salaries	3 619 096
Leave pay provision charge	223 953
Gratuity pay	675 193
Severance pay	1 430
Other short-term costs	212 517
Long-term benefits - incentive scheme	427 899
	5 160 088

The average number of persons employed by the Institute during the year was 7.

11. Depreciation and amortisation

The following items are included within depreciation and amortisation:

Depreciation	
Property, plant and equipment	199 639

12. Related parties

Related parties include the following, whether there have been transactions or not:

The Government of Botswana remains a principal stakeholder of the Institute.

Holding Institute	Ministry of Education

The following are transactions entered into with related parties

The following are transactions entered into with related parties:	
Grant income received from Government of Botswana	40 960 000

Compensation and benefits of key management personnel	
Directors and board expenses	840 550
Directors fees and allowances	427 899
	1 268 449

Notes to the Annual Financial Statements

Figures in Pula 2024

13. Financial instruments and risk management

Categories of financial instruments

Categories of financial assets

2024

	Note(s)	Amortised cost	Total
Cash and cash equivalents	5	18 493 468	18 493 468

Categories of financial liabilities

2024

	Note(s)	Amortised cost	Total
Trade and other payables	7	702 824	702 824

Fund management

The Institute's objective when managing capital (which includes share capital, borrowings, working capital and cash and cash equivalents) is to maintain a flexible capital structure that reduces the cost of capital to an acceptable level of risk and to safeguard the Institute's ability to continue as a going concern while taking advantage of strategic opportunities in order to maximise stakeholder returns sustainably.

Planning, annual budgeting and controls over major investment decisions are the primary tools used to manage the Institute's capital. Update are made as necessary to both capital expenditure and operational budgets in order to adapt to changes as required from time to yime.

The Council reviews the funds management structure of the Institute at least on a semi-annual basis.

Financial risk management

Overview

The Institute is exposed to the following risks from its use of financial instruments:

- Credit risk;
- Liquidity risk; and
- Market risk (currency risk, interest rate risk and price risk).

Credit risk

Credit risk is the risk of financial loss to the Institute if a customer or counterparty to a financial instrument fails to meet its contractual obligations.

The maximum exposure to credit risk is presented in the table below:

Notes to the Annual Financial Statements

Figures in Pula 2024

13. Financial instruments and risk management (continued)

		2024		
		Gross carrying amount	Credit loss allowance	Amortised cost / fair value
Trade and other receivables	4	2 001 404	-	2 001 404
Cash and cash equivalents	5	18 493 468	-	18 493 468
		20 494 872	**-**	**20 494 872**

Liquidity risk

The maturity profile of contractual cash flows of non-derivative financial liabilities, and financial assets held to mitigate the risk, are presented in the following table. The cash flows are undiscounted contractual amounts.

2024

		Less than 1 year	Total contractual amount	Carrying amount
Current liabilities				
Trade and other payables	7	702 824	702 824	702 824

Foreign currency risk

The institute is not exposed to foreign currency risk

Interest rate risk

The institute is not exposed to interest rate risk.

14. Contractual capital commitments

The Council of the Institute confirms that there no significant contractual capitall commitments as at the reporting date which require disclosure.

15. Events after the reporting period

There were no events that occured after the reporting period which require adjustment to or disclosure in these financial statements.

16. Comparative figures

No comparative figures have been presented as these are the first annual financial statements of the Institute.

The reporting period is longer/shorter than a year, therefore comparative amounts are not comparable to the current balances.

Detailed Surplus or Deficit Statement

Figures in Pula	Note(s)	2024
Revenue		
Other income		11 250
Other operating income		
Amortisation of Government grants		199 639
Government grants income		15 576 077
	9	**15 775 716**
Expenses (Refer to page 22)		**(15 775 716)**
Total comprehensive income for the year		**11 250**

The supplementary information presented does not form part of the annual financial statements and is unaudited

Detailed Surplus or Deficit Statement

Figures in Pula	Note(s)	2024
General and Administration expenses		
Advertising		(389 711)
Bank charges		(7 141)
Car allowance		(335 133)
Cleaning		(43 642)
Consulting and professional fees		(1 225 594)
Consumables		(360 957)
Depreciation		(199 639)
Electricity and water		(4 800)
Employee costs		(5 160 088)
Entertainment		(45 611)
Utility allowance		(83 621)
Fines and penalties		(16 342)
Hire		(10 804)
Housing allowance		(703 642)
IT expenses		(4 750)
Insurance		(115 791)
Legal fees		(33 477)
License fees		(56 611)
Meal allowance		(28 059)
Motor vehicle expenses		(29 763)
Postage		(3 347)
Printing and stationery		(65 498)
Publicity expenses		(1 168 318)
Recruitment costs		(1 054 093)
Refreshments		(38 042)
Rent and rates		(882 360)
Repairs and maintenance		(2 134 891)
Staff welfare		(109 890)
Strategy costs		(86 668)
Subscriptions		(182 657)
Sundry expenses		(9 928)
Telephone and fax		(19 090)
Training		(16 300)
Transport and freight		(168 924)
Travel - International		(48 173)
Travel - local		(903 042)
Utensils		(29 319)
		(15 775 716)

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