

Empowering
Botswana's
Future Through
Practical Skills.



HUMAN
RESOURCE
DEVELOPMENT
COUNCIL
of BOTSWANA

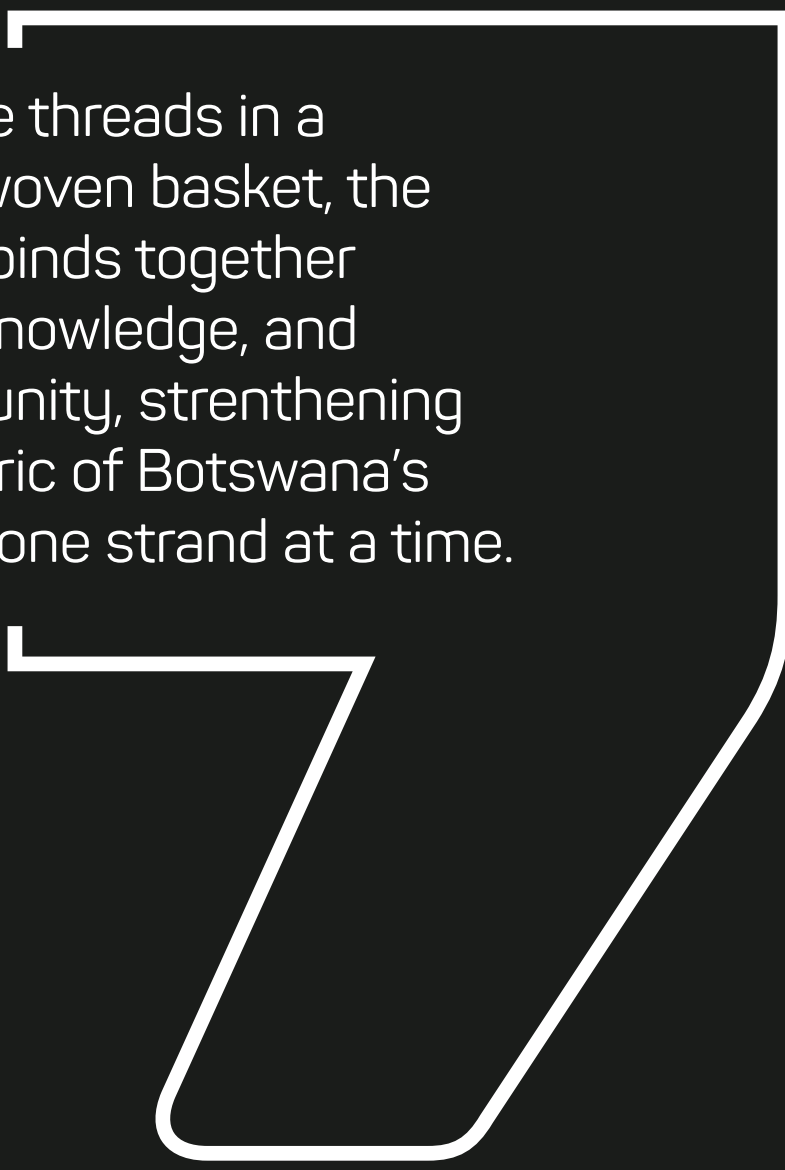
OUR PEOPLE • OUR FUTURE



HUMAN
RESOURCE
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COUNCIL
of BOTSWANA

OUR PEOPLE · OUR FUTURE





Like the threads in a finely woven basket, the HRDC binds together skills, knowledge, and opportunity, strengthening the fabric of Botswana's future, one strand at a time.



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Abbreviations

ACCA	Association of Chartered Certified Accountants	NHRDS	National Human Resource Development Strategy
ADP	Africa Directors Program	MBA	Master of Business Administration
AFDB	African Development Bank	MCKT	Ministry of Communications, Knowledge and Technology
BA	Bachelor of Arts	MESD	Ministry of Education and Skills Development
BCOM	Bachelor of Commerce	MET	Ministry of Environment and Tourism
BAC	Botswana Accountancy College	MMWER	Ministry of Minerals and Water Resources
BCh	Bachelor of Obstetrics	MSc	Master of Science
BCM	Botswana Chamber of Mines	NHRDP	National Human Resource Development Plan
BEC	Botswana Examinations Council	NDP	National Development Plan
BS	Botswana Scorecard	NGO	Non-Governmental Organisation
BSBA	BSC in Business Administration	OKMCT	Okavango Kopano Mokoro Community Trust
BBNF	Business Botswana Northern Trade Fair	PPA	Public Procurement Act
BHRDS	Botswana Human Resource Development Skills Fair and Career Clinics	SADC	Southern African Development Community
BGCSE	Botswana General Certificate of Secondary Education	SB	Statistics Botswana
BDIH	Botswana Digital and Innovation Hub	SBI	Subsidiary Body for Implementation
BITRI	Botswana Institute of Technology, Research and Innovation	SBSTA	Subsidiary Body for Scientific and Technological Advice
BIUST	Botswana International University of Science and Technology	SHE	Safety Health and Environment
BNCQF	Botswana National Credit and Qualifications Framework	SMS	Short Message System
BTU	Botswana Teachers Union	SOE	State Owned Enterprises
BQA	Botswana Qualifications Authority	SOUR	Statement of User Requirements
BRAST	Botswana Robotics and Automation Skills Transfer (BRAST)	SPSS	Statistical Package of Social Scientists
BURS	Botswana Unified Revenue Service	STEM	Science, Technology, Engineering and Mathematics
CIMA	Chartered Institute of Management Accountants	TEI	Tertiary Education Institution
CIS	Citizenship and Immigration System	TESR	Tertiary Education Statistics Report
CESA	Continental Education Strategy for Africa	TVET	Technical and Vocational Education and Training
CSR	Corporate Social Responsibility	UAT	User Acceptance Testing
COBIT	Control Objectives for Business and IT)	UB	University of Botswana
CPD	Continuous Professional Development	UGD	Unemployment Graduate Database
DTEF	Department of Tertiary Education Financing	UNFCC	United Nations Framework Convention on Climate Change
DPSM	Directorate of Public Service Management	QMS	Quality Management Service
ETP	Education and Training Providers (ETPs)	WSTP	Work Skills Training Plans
FAC	Finance and Audit Committee	VAT	Value Added Tax
FC	Funding Committee	IFRS	International Financial Reporting Standard
GER	Gross Enrolment Ratio	IP	Institutional Planning
GPI	Gender Parity Index	ITIL	IT Infrastructure Library
HATAB	Hospitality and Tourism Association of Botswana	LMO	Labour Market Observatory
HESLB	Higher Education Students' Loans Board	LMIS	Labour Market Information System
HRD	Human Resource Development	MA	Master of Arts
HRDC	Human Resource Development Council	MAAT	Member of the Association of Accounting Technicians
HRDF	Human Resource Development Fund	ICT	Information and Communication Technology
IDM	Institute of Development Management		

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Introduction

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1.1 CORPORATE PROFILE

The Human Resource Development Council (HRDC) was established by the HRDC Act No 17 of 2013 which became effective on the 8th November 2013. In a supervisory capacity and acting as Government's advisor on human resource development, the HRDC provides a platform for the Public Sector, Private Sector and Civil Society to act in concert to drive the National Human Resource Development Strategy (NHRDS).

Specifically, the Council coordinates efforts by all parties to study Botswana's education and skills development mechanism, assesses its impact on national priorities, identifies barriers to effective delivery of the NHRDS and mutually agrees on targeted solutions that should be implemented in the short, medium and long term in alignment with the strategic intent (as pronounced in the NHRDS). The implementation of the above targeted solutions is driven by a set of clear initiatives that are coordinated, promoted and overseen by the HRDC in partnership with relevant stakeholders.

The establishment of the HRDC, represents a clear acknowledgement by Government of the need to drive effective HRD through a process that engages and accommodates the input and broad participation of the Public sector, the Private sector, Civil Society, Labour, Educational Institutions and other key stakeholders as partners.

Chairperson of the HRDC Board
Ms Choice Malebogo Pitso

Chief Executive Officer (CEO)
Professor Alinah Kelo Segobye

Registered Office



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1.2 VISION, MISSION AND VALUES



VISION

To transform Botswana into a Globally Competitive Human Resource Hub by 2036.



MISSION

To drive the development of Botswana's Human Resource to achieve a Knowledge Based Economy through the provision of Policy Advice, Planning, Funding, Coordination and Effective Collaboration.



VALUES

Accountability- We act responsibly and commit to being answerable for our decisions and actions

Excellence- Quality service and commitment to outstanding performance

Effective Communication- Effective and continuous engagement of both internal and external stakeholders

Innovation- Continuously seeking solutions and improvements

Teamwork- Collectively working towards common goals

Integrity- Ethical, respectful, honest and Botho when dealing with customers and stakeholders

1.3 FUNCTIONAL STRUCTURE

Figure 1: Functional Structure



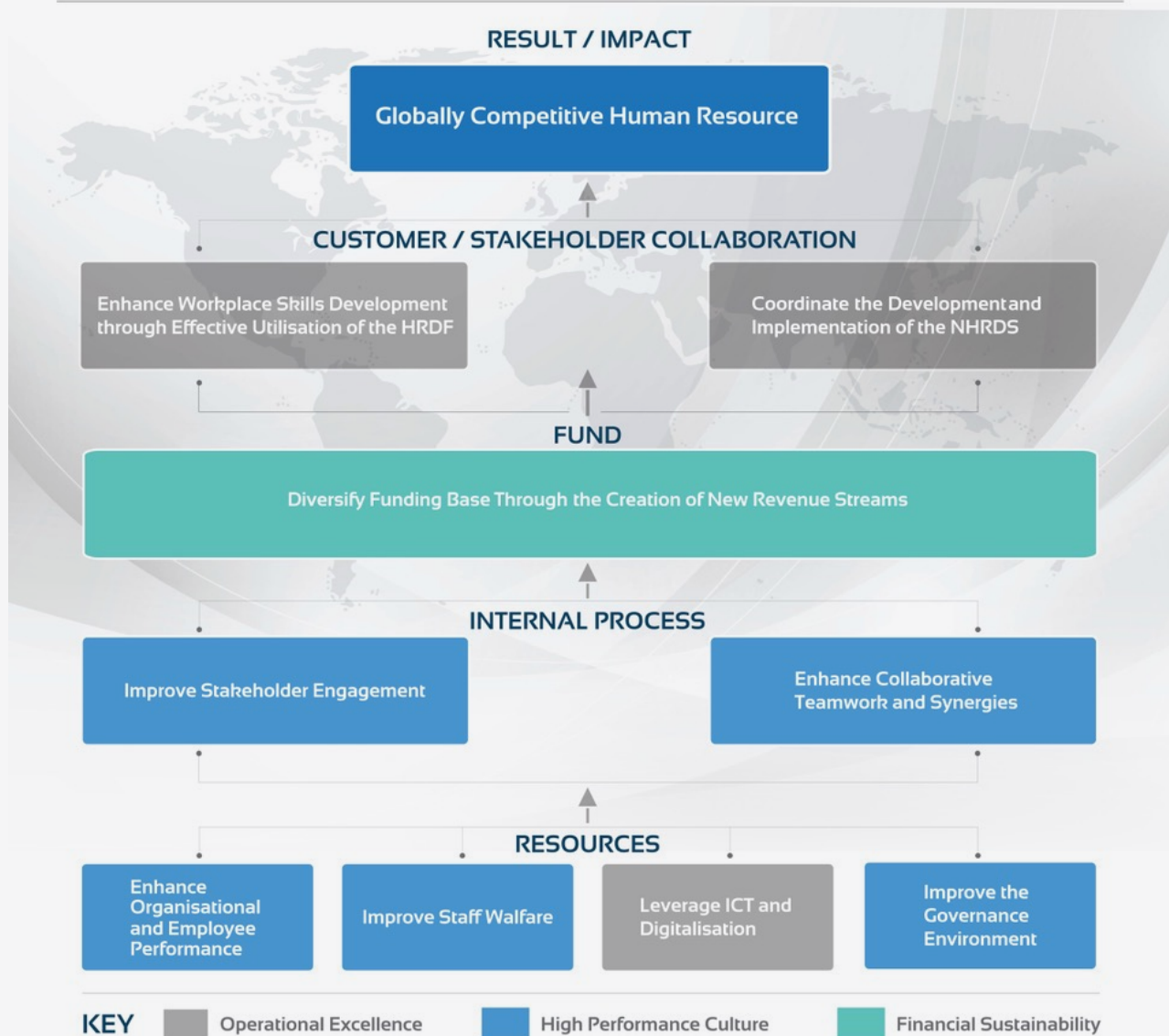
1.4 CORPORATE STRATEGY MAP

Figure 2: Corporate Strategy Map

HRDC Strategy (2021 - 2026)

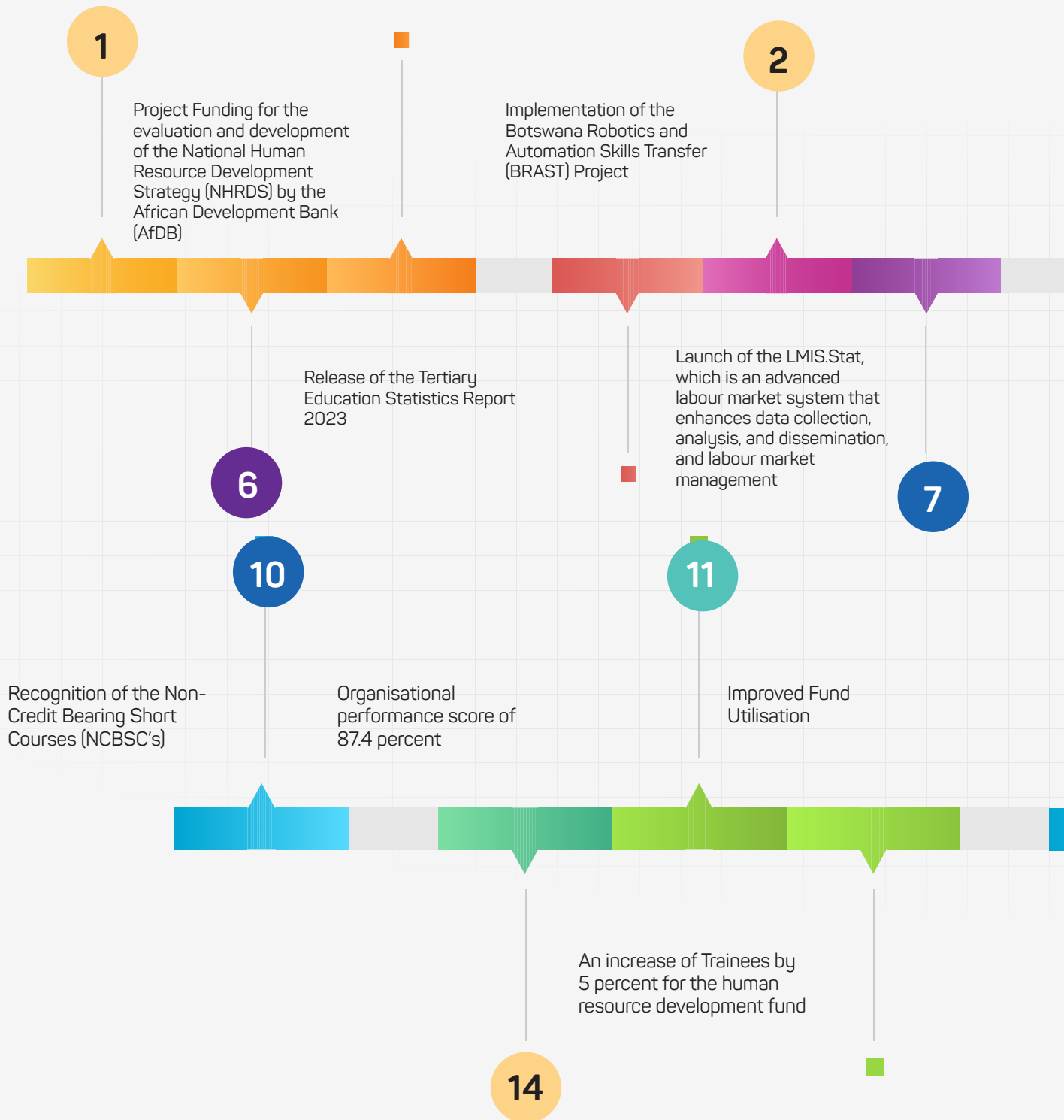
🌐 **VISION:** To transform Botswana into a globally competitive human resource hub by 2036

🎯 **MISSION:** To drive the development of Botswana's Human Resource to achieve a knowledge-based economy through the provision of policy advice, planning, funding, coordination and effective collaboration

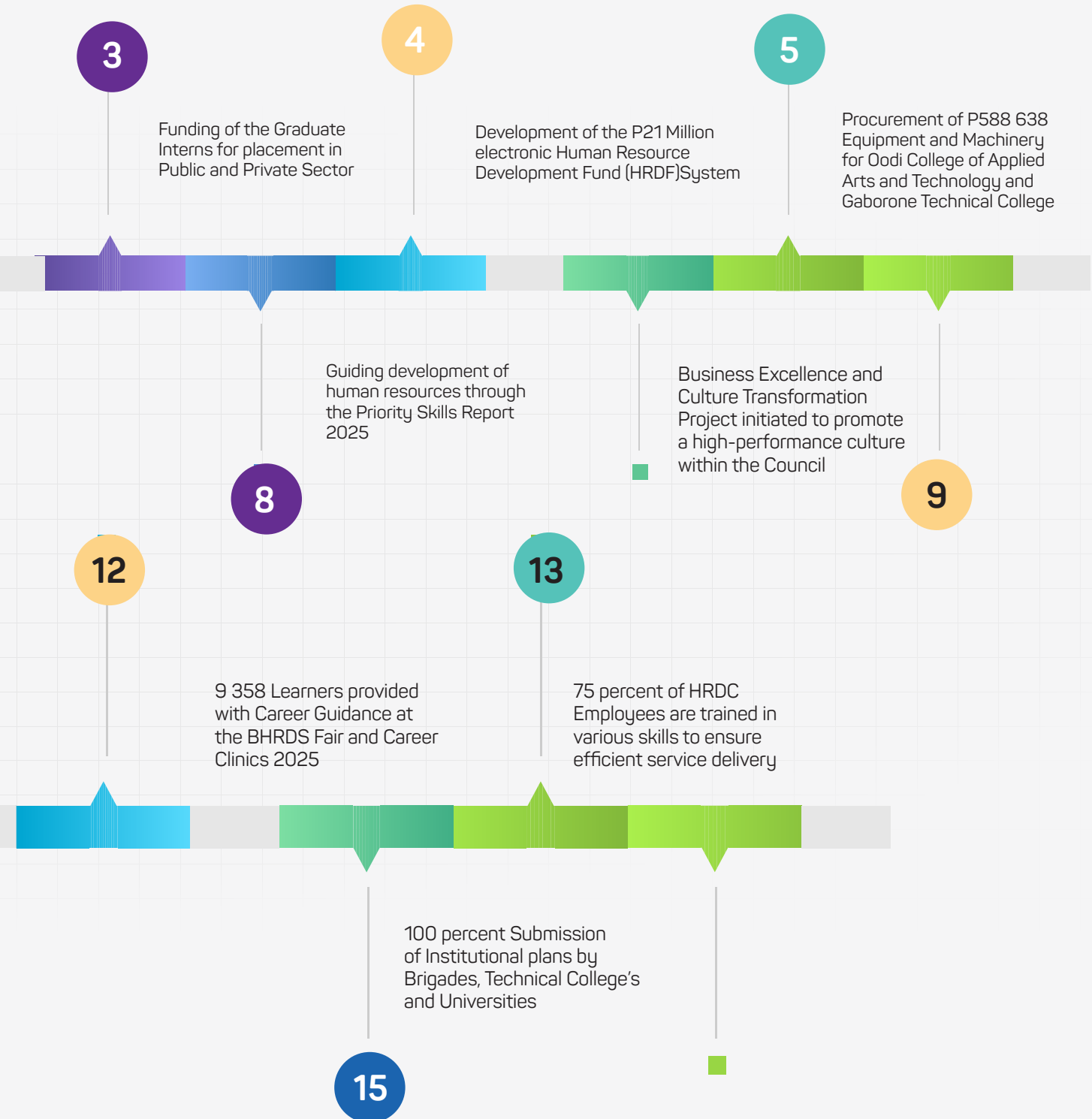


1.5 ACHIEVEMENTS/HIGHLIGHTS FOR THE FINANCIAL YEAR 2024/25

Figure 3: Achievements/Highlights for the Financial Year 2024/25



1.5 Achievements/Highlights For The Financial Year 2024/25 (Continued)





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CORPORATE GOVERNANCE

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Ms Choice Malebogo Pitso

Board Chairperson
Human Resource Development Council

21. CHAIRPERSON'S STATEMENT

Introduction

On behalf of the Board Members of the Human Resource Development Council (HRDC), I am honoured to present the Council's Annual Report for the financial year 2024/25. This report encapsulates our key achievements, challenges, and the progress we have made over the past year.

Botswana stands at a pivotal moment of transformation. On the 1st November 2024 Botswana witnessed a peaceful transfer of power from one president to a new incumbent following a historic election where, for the first time in its 58 years of democracy, the citizens of Botswana elected a new political party into leadership. The new government and the nation has been grappling with financial difficulties stemming from a decline in diamond sales. The majority of the Country's revenue is from diamond sales.

As the Council relies on Government subventions for funding, the limitations in government revenue have significantly impacted our operational efficiency. We remain committed to navigating these challenges and continuing our mission to provide policy advisory on human resource development in Botswana.

Review of Financial Performance

The fiscal year 2024-25 exemplified the Council's disciplined and prudent financial management amidst broad austerity measures introduced by the Government in response to a significant decline in revenues.

In light of these challenges, the Council is actively seeking third-stream income opportunities through external funding to expedite project

implementation and effectively fulfill its mandate. Proposals are currently under discussion at the Ministry level, aiming to initiate measures that will enhance the utilisation of the Human Resource Development Fund (HRDF).

Strategic Initiatives and Outlook

The Council is steadfast in its commitment to offering policy advice to the Government of Botswana, aimed at fostering effective policy development that supports skills development initiatives.

We are dedicated to ensuring that individuals are equipped with the essential tools and skills necessary for long-term career advancement. Simultaneously, we strive to empower businesses by ensuring they have access to a skilled workforce capable of driving operational success.

The Council is actively engaged in the development of two innovative systems, scheduled for launch in the 2025/26 financial year:

1. *The electronic Human Resource Development Fund (eHRDF) System*. This system aims to streamline the electronic submission of reimbursement claims, as well as enhance the processes of assessment, payment, reporting, and other HRDF operations.
2. *The Labour Market Information System (LMIS)*. The LMIS will deliver real-time labour market indicators, including trends in unemployment, job vacancy flows, skills gaps, and demand forecasts. The system has better functionality to enable a better user experience.

2.1 Chairperson's Statement *(Continued)*

These digital solutions are designed to improve efficiency in how the Council serves its stakeholders and should provide valuable insights into the labour market, levy fund utilisation and ultimately supporting better decision-making and resource allocation. They are also a milestone in advancing the Government's Digitalisation drive by offering efficient technologically supported services.

Future Outlook

The future of work is in a state of constant evolution, driven by technological advancements and various external factors that necessitate organisations to enhance their efficiency in order to remain competitive. The 2025 Global Learning & Skills Trends Report underscores that technology is not only a catalyst for the disruptive changes faced by employees and organisations but also offers a unique opportunity for agility and adaptation.

The Priority Skills Report released in March 2025 by the Council highlighted that the rapid pace of technological change, coupled with environmental crises, climate change, pandemics, and ongoing business transformations, is significantly increasing the demand for new skills. In response, the Council has initiated a skills forecasting process, which will be reviewed quarterly to keep pace with the rapid evolution of skills and competencies needed in the workplace.

In light of the current fiscal challenges, the Council has implemented cost-saving measures to ensure the optimal utilisation of limited resources. Additionally, we are actively exploring third-stream income-generating activities to guarantee that we can continue to provide essential services to our stakeholders.

Conclusion

The Honourable Prince Maele, Minister of Higher Education, has been actively engaged in our initiatives, sharing his vision and unwavering commitment to the effective delivery of our mandate. I would like to extend my heartfelt gratitude to him and acknowledge the invaluable support of the Ministry's leadership.

Additionally, I wish to express my sincere appreciation to my fellow Board Members, whose expertise and dedication have been pivotal to our success. Their guidance has played a crucial role in advancing the Council's achievements. The management team and staff of the HRDC have worked very hard in a challenging environment to deliver on the priorities of the annual business plan and I extend my deepest commendations to them.



Ms Choice Malebogo Pitso
Board Chairperson

Human Resource Development Council (HRDC)

2.2 BOARD COMPOSITION

HRDC subscribes to King III which promotes compliance with corporate governance structures.

Board Secretary

The Board Secretary ensures that the Council upholds the highest standards of corporate governance and compliance with the requirements of the HRDC Act and other relevant laws and corporate governance instruments. The Board Secretary also serves as the principal legal advisor to the Council and provides legal advice to Management and the Board. She particularly provides guidance on governance and legal procedure during Meetings both at Committee and Board Level.

Board Membership

The governing body of the Human Resource Development Council (HRDC) is the Board, consisting of the Chairperson, the Vice Chairperson and Board members drawn from various sectors of the economy. The Board comprises thirteen (13) non-executive members and one ex-officio member being the Chief Executive Officer, who are appointed by the Minister of Higher Education.

The Board is responsible for setting the direction in the execution of the HRDC mandate. It provides effective corporate governance that involves the relationships between the Board and Management and between the Council and its Stakeholders. The Board has a balanced membership comprising six (6) male and seven (7) female from a wide range of skills including finance, human resources, risk management and education..

The Board meets on a quarterly basis to consider projects, various strategic and policy issues and make decisions and other matters having a material effect on the Board's affairs. However, a special meeting may be called at any time to address pressing business issues.

During the reporting period, the Board operated with a full complement of thirteen (13) Board members as shown below;



Table 2: Profiles of HRDC Board Members

 <p>Ms Choice Malebogo Pitso Board Chairperson</p>	<p>KEY SKILLS Human capital professional with over 20 years of experience Public relations Life insurance Corporate governance</p> <p>APPOINTMENT 6th August 2024 - Re-appointment</p>	<p>EDUCATION</p> <ul style="list-style-type: none"> • MSc Human Resource Management • BA in Social Sciences (Public Administration & Political Science) • Senior Leadership Development Program • Africa Directors Program (ADP)
 <p>Mr Odirile Motlhale Vice Chairperson</p>	<p>KEY SKILLS Sales, communications, public relations management professional with over 24 years of experience.</p> <p>APPOINTMENT 1st March 2024 - Re-appointment</p>	<p>EDUCATION</p> <ul style="list-style-type: none"> • MSc in Strategic Management • Postgraduate Diploma in Business Management • Postgraduate Diploma in Education • Bachelor of Arts Humanities

2.2 Board Composition (Continued)

 <p>Ms Opelo Marata Board Member</p>	<p>KEY SKILLS Financial management and accounting professional with over 25 years of experience.</p> <p>APPOINTMENT 1st July 2023 - First appointment</p>	<p>EDUCATION</p> <ul style="list-style-type: none"> · MBA, ACCA · B.Com in Accounting
 <p>Ms Tebogo Mogotsi Board Member</p>	<p>KEY SKILLS Human capital professional with over 25 years of experience.</p> <p>APPOINTMENT 1st July 2023 - First appointment</p>	<p>EDUCATION</p> <ul style="list-style-type: none"> · MSc in Human Resources Management · BCom in Management
 <p>Dr Vincent Molelekwa Board Member</p>	<p>KEY SKILLS Obstetrician Gynaecologist Reproductive medicine specialist Endoscopic surgeon Mesotherapist and beauty consultant with over 30 years of experience</p> <p>APPOINTMENT 1st July 2023 - First appointment</p>	<p>EDUCATION</p> <ul style="list-style-type: none"> · Master of Philosophy in Reproductive Medicine · Bachelor of Endoscopic Surgery · Bachelor of Medicine (MB) · Bachelor of Surgery (BCh) · Bachelor of Obstetrics (BAO) and Bachelor of Medical Science (BMed Sc.)
 <p>Mr Gokaiwamang Mokolobetsi Hetolang Board Member</p>	<p>KEY SKILLS Civil engineering with over 28 years of experience.</p> <p>APPOINTMENT 1st March 2024 - Re-appointment</p>	<p>EDUCATION</p> <ul style="list-style-type: none"> · Postgraduate Certificate in Environmental Engineering · Bachelor of Engineering (Civil) · Diploma in Water Engineering · Professional Civil Engineer

2.2 Board Composition (Continued)

 <p>Ms Dinah Kesebonye Board Member</p>	<p>KEY SKILLS Professional accountant with over 15 years of experience post ACCA qualification.</p> <p>APPOINTMENT 1st March 2024 - First appointment</p>	<p>EDUCATION</p> <ul style="list-style-type: none"> Member of Association of Accounting Technician (MAAT) Member of Botswana Institute of Accountants (FCA) Chartered Accountant (FCCA)
 <p>Ms Mpho Leteane Board Member</p>	<p>KEY SKILLS Legal practice professional with over 12 years of experience.</p> <p>APPOINTMENT 1st March 2024 - Re-appointment</p>	<p>EDUCATION</p> <ul style="list-style-type: none"> Executive Master in Entrepreneurship LLB Degree Postgraduate Diploma in Business Management
 <p>Ms Thabile Faith Moipolai Board Member</p>	<p>KEY SKILLS Human capital professional with over 20 years of experience.</p> <p>APPOINTMENT 1st March 2024 - First appointment</p>	<p>EDUCATION</p> <ul style="list-style-type: none"> BSc in Business Administration (BSBA)
 <p>Professor Annah Anikie Molosiwa Board Member</p>	<p>KEY SKILLS Educator with over 40 years of experience.</p> <p>APPOINTMENT 6th August 2024 - Re-appointment</p>	<p>EDUCATION</p> <ul style="list-style-type: none"> PhD in Teaching, Curriculum and Education Policy MSc in Education MA (Computers & Education) BA + CDE

2.2 Board Composition (Continued)

 <p>Dr Andrew Bushie Molwane Board Member</p>	<p>KEY SKILLS Educator with over 30 years of experience.</p> <p>APPOINTMENT 6th August 2024 - Re-appointment</p>	<p>EDUCATION</p> <ul style="list-style-type: none"> PhD Major in Curriculum and Instruction and Minor in Instructional Systems Technology MSc in Education MA (Computers in Education) BA + CDE
 <p>Professor Elisha Nelson Toteng Board Member</p>	<p>KEY SKILLS Environmental scientist with over 30 years of experience.</p> <p>APPOINTMENT 1st March 2024 - Re-appointment</p>	<p>EDUCATION</p> <ul style="list-style-type: none"> PhD in Environmental Planning MA in Town and Regional Planning BA in Environmental Science
 <p>Mr Otlaabotsa Dane Tsie Board Member</p>	<p>KEY SKILLS Risk and compliance Enterprise risk with over 16 years of experience.</p> <p>APPOINTMENT 1st March 2024 - Re-appointment</p>	<p>EDUCATION</p> <ul style="list-style-type: none"> Bachelor Degree in Business Administration Management (BBA) Certified Enterprise Risk Manager
 <p>Professor Alinah Kelo Segobye Chief Executive Officer Ex-officio Member</p>	<p>KEY SKILLS Educator with over 30 years of experience.</p> <p>APPOINTMENT 12th January 2023</p>	<p>EDUCATION</p> <ul style="list-style-type: none"> MPhil & PhD in Archaeology BA (Humanities) Postgraduate Diploma in Education

2.3 BOARD MEETINGS FOR THE FINANCIAL YEAR 2024/25

Board Remuneration

The Board Members are paid sitting allowances for each Board and Committee meeting in accordance with the rates prescribed by the Ministry of Finance as follows:

Board Chairperson: P6 500 sitting allowance and P9 000 retainer fee

Board Members: P6 000 sitting allowance and P8 500 retainer fee

HRDC Board Meetings

The HRDC Board convened six (6) times: Four (4) scheduled Quarterly Board meetings and Two (2) Special Board meetings. Three (3) out of four (4) of the Quarterly meetings were continuation meetings.

Board Members were paid Sitting Allowances for both Board and Committees meetings and Retainer Fees which covered Retreats, Workshops and Continuation meetings. See Table 3.

Table 3: Board Members Sitting Allowances and Retainer Fees Paid

NO.	BOARD MEMBERS	NUMBER OF MEETINGS ATTENDED	SITTING ALLOWANCE (BOARD & BOARD COMMITTEES MEETINGS) AND RETAINER FEES PAID
1.	Ms. Choice Malebogo Pitso - Board Chairperson Re-appointment - 06 th June 2024	6 Board meetings (6 x P6,500) 4 Quarterly Retainer fees for 2024/25 (4 x P9,000)	P 75,000.00
2.	Mr Odirile Motlhale - Vice Chairperson Re-appointment - 01 st March 2024	12 Board and Board Committees meetings (12 x P6,000) 4 Quarterly Retainer Fees for 2024/25 (4 x P8,500) Prorated Retainer Fees (P2,833.33)	P108,833.33
3.	Mr Otleabotsa Dane Tsie - Member Re-appointment - 01 st April 2024	17 Board and Board Committees meetings (17 x P6000) 4 Quarterly Retainer Fees for 2024/25 (4 x P8,500)	P136,000.00
4.	Professor Annah Anikie Molosiwa – Member Re-appointment - 06 th June 2024	14 Board and Board Committees meetings (14 x P6000) 4 Quarterly Retainer Fees for 2024/25 (4 x P8,500)	P118,000.00
5.	Dr. Andrew Bushie Molwane – Member Re-appointment - 06 th June 2024	13 Board and Board Committees meetings (13 x P6000) 4 Quarterly Retainer Fees for 2024/25 (4 x P8,500)	P112,000.00
6.	Dr. Vincent Molelekwa – Member Appointment - 01 st July 2023	15 Board and Board Committees meetings (15 x P6000) 4 Quarterly Retainer Fees for 2024/25 (4 x P8,500)	P124,000.00
7.	Ms Opelo Marata – Member Appointment - 01 st July 2023	14 Board and Board Committees meetings (14 x P6000) 4 Quarterly Retainer Fees for 2024/25 (4 x P8,500)	P118,000.00
8.	Ms Tebogso Mogotsi – Member Appointment - 01 st July 2023	15 Board and Board Committees meetings (15 x P6000) 4 Quarterly Retainer Fees for 2024/25 (4 x P8,500)	P124,000.00

2.3 Board Meetings for the Financial Year 2024/25 (Continued)

9.	Mr Gokaiwang Mokolobetsi Hetolang – Member Re-appointment - 01 st March 2024	15 Board and Board Committees meetings (15 x P6000) 4 Quarterly Retainer Fees for 2024/25 (4 x P8,500) Prorated Retainer Fees (P2,833.33)	P126,833.33
10.	Ms Mpho Leteane – Member Re-appointment - 01 st March 2024	16 Board and Board Committees meetings (16 x P6000) 4 Quarterly Retainer Fees for 2024/25 (4 x P8,500) Prorated Retainer Fees (P2,833.33)	P132,833.33
11.	Professor Elisha Nelson Toteng – Member Re-appointment - 01 st March 2024	12 Board and Board Committees meetings (12 x P6000) 4 Quarterly Retainer Fees for 2024/25 (4 x P8,500) Prorated Retainer Fees (P2,833.33)	P108,833.33
12.	Ms Dinah Kesebonye – Member Appointment - 01 st March 2024	17 Board and Board Committees meetings (17 x P6000) 4 Quarterly Retainer Fees for 2024/25 (4 x P8,500) Prorated Retainer Fees (P2,833.33)	P138,833.33
13.	Ms Thabile Faith Moipolai – Member Appointment - 01 st March 2024	9 Board and Board Committees meetings (9 x P6000) 4 Quarterly Retainer Fees for 2024/25 (4 x P8,500) Prorated Retainer Fees (P2,833.33)	P 90,833.33
14.	Mr Gofaone Kebualemang (<i>Co-opted Member</i>) – Term expired on 31 st March 2025	4 Finance and Audit Committee Meetings (4 x P6000)	P 24,000.00
15.	Ms Carol-Jean Harward (<i>Co-opted Member</i>) – Term expired on 31 st March 2025	NIL	NIL
16.	Professor Alinah Kelo Segobye - Chief Executive Officer (Ex-Officio Member) Appointment - 12 th January 2023	6 Board meetings 20 Board Committee meetings	NIL
	Total		P1,537,999.98

The total sitting allowance for the Board Members during the Financial Year amounted to P1 538 000.00. This figure is consistent with the amount detailed in Note 7 on page 91.

Table 4: Board Meetings Convened During the Financial Year 2024/25

	DATE OF MEETING	TYPE OF MEETING
1.	29 th May 2024	65 th Special Meeting
2.	3 rd July 2024	66 th Quarterly Meeting
3.	26 th September 2024	67 th Quarterly Meeting
4.	17 th October 2024	68 th Special Meeting
5.	5 th December 2024	69 th Quarterly Meeting
6.	27 th March 2025	70 th Quarterly Meeting
	TOTAL NUMBER OF MEETINGS CONVENED	Six (6)

2.4 BOARD COMMITTEE MEETINGS

In the course and scope of discharging their mandate, the HRDC Board is empowered to delegate part of their duties to various Board Committees. Certain functions of the Board are facilitated through the four (4) Board Committees guided by the Board Charter which dictates their membership, scope of authority, responsibilities and duties. The Board Committees report to the main Board on quarterly basis or as and when there are special matters for consideration. During the reporting period, Board Committees met as follows;

- Finance and Audit Committee met five (5) times.
- Funding Committee met four (4) times.
- Human Resources Committee met seven (7) times.
- Human Resource Development (HRD) Planning Committee met four (4) times.

Finance and Audit Committee

The Finance and Audit Committee met five (5) times for four (4) quarterly meetings and one (1) special meeting.

Purpose of Committee:

The Finance and Audit Committee assists the Board in its oversight responsibilities relating to monitoring the performance of the finance, risk and compliance management and audit functions of the HRDC.

Chairperson: Ms Dinah Kesebonye

Vice Chairperson: Mr Otlabotsa Dane Tsie

Members: Ms Opelo Marata, Dr Vincent Molelekwa, Mr Odirile Motlhale, Mr Gofaone Kebualemang (Co-opted Member-Term expired on 31st March 2025), Ms Carol-Jean Harward (Co-opted Member-Term expired on 31st March 2025), Professor Alinah Kelo Segobye (Ex-officio Member)

Table 5: Finance and Audit Committee Meetings Convened During the 2024/25 Financial Year

	DATE OF MEETING	TYPE OF MEETING
1.	13 th June 2024	36 th Finance & Audit Quarterly Meeting
2.	22 nd August 2024	37 th Finance & Audit Quarterly Meeting
3.	19 th September 2024	38 th Finance & Audit Special Meeting
4.	14 th November 2024	39 th Finance & Audit Quarterly Meeting
5.	28 th February 2025	40 th Finance & Audit Quarterly Meeting
	TOTAL NUMBER OF MEETINGS CONVENED	FIVE (5)

Funding Committee

The Funding Committee met four (4) times and all the four were quarterly meetings.

Purpose of Committee:

The Funding Committee assists the Board in discharging its responsibilities in relation to the management of the funds under the HRDC (Human Resource Development Fund).

Chairperson: Professor Annah Anikie Molosiwa

Vice Chairperson: Ms Mpho Leteane

Members: Mr Gokaiwamang Mokolobetsi Hetolang, Ms Carol-Jean Harward (Co-opted Member-Term expired on 31st March 2025), Ms Tebogo Mogotsi, Mr Odirile Motlhale, Dr Andrew Bushie Molwane, Professor Alinah Kelo Segobye (Ex-officio Member)

2.4 Board Committee Meetings *(Continued)*

Table 6: Funding Committee Meetings for the 2024/25 Financial Year

	DATE OF MEETING	TYPE OF MEETING
1.	11 th June 2024	38 th Funding Committee Quarterly Meeting
2.	20 th August 2024	39 th Funding Committee Quarterly Meeting
3.	5 th November 2024	40 th Funding Committee Quarterly Meeting
4.	18 th February 2025	41 st Funding Committee Quarterly Meeting
	TOTAL NUMBER OF MEETINGS CONVENED	FOUR (4)

Human Resources Committee

The Human Resources Committee met seven (7) times for four (4) quarterly meetings and three (3) special meetings.

Purpose of Committee:

The Human Resources Committee assists the Board in fulfilling its oversight responsibilities of reviewing the management of human resources within the Council, providing recommendations and advice on issues pertaining to strategic human resource management.

Chairperson: Ms Thabile Faith Moipolai

Vice Chairperson: Ms Tebogo Mogotsi

Members: Mr Otlabotsa Dane Tsie, Ms Mpho Leteane, Ms Dinah Kesebonye, Professor Elisha Nelson Toteng, Mr Gokaiwamang Mokolobetsi Hetolang, Professor Alinah Kelo Segobye (Ex-officio Member)

Table 7: Human Resources Committee Meetings for the 2024/25 Financial Year

	DATE OF MEETING	TYPE OF MEETING
1.	12 th June 2024	49 th Human Resources Committee Quarterly Meeting
2.	21 st August 2024	50 th Human Resources Committee Quarterly Meeting
3.	6 th November 2024	51 st Human Resources Committee Quarterly Meeting
4.	13 th November 2024	52 nd Human Resources Committee Special Meeting
5.	30 th January 2025	53 rd Human Resources Committee Special Meeting
6.	19 th February 2025	54 th Human Resources Committee Quarterly Meeting
7.	19 th March 2025	55 th Human Resources Committee Special Meeting
	TOTAL NUMBER OF MEETINGS CONVENED	SEVEN (7)

Human Resource Development (HRD) Planning Committee

The Human Resource Development (HRD) Planning Committee met four (4) times. All four were quarterly meetings.

Purpose of Committee:

The HRD Planning Committee assists the Board to develop the national and sector human resource development plans and other initiatives that facilitate the link between demand and supply of labour in the economy of Botswana.

Chairperson: Dr Andrew Bushie Molwane

Vice Chairperson: Dr Vincent Molelekwa

Members: Professor Annah Anikie Molosiwa, Ms Opelo Marata, Ms Thabile Faith Moipolai, Professor Elisha Nelson Toteng, Professor Alinah Kelo Segobye (Ex-officio Member).

Table 8: Human Resource Development (HRDP) Planning Committee Meetings for the 2024/25 Financial Year

	DATE OF MEETING	TYPE OF MEETING
1.	10 th June 2024	37 th HRDP Committee Quarterly Meeting
2.	19 th August 2024	38 th HRDP Committee Quarterly Meeting
3.	4 th November 2024	39 st HRDP Committee Quarterly Meeting
4.	17 th February 2025	40 th HRDP Committee Quarterly Meeting
	TOTAL NUMBER OF MEETINGS CONVENED	FOUR (4)

2.5 COMPLIANCE FUNCTIONS

Internal Audit

To uphold its commitment to accountability, transparency, and effective governance, the Council has an internal audit function. This function serves as an assurance service for the organisation's Board and Executive Management. To preserve its independence, the Internal Audit Unit reports functionally to the Finance and Audit Committee of the Board while maintaining an administrative reporting line to the Chief Executive Officer (CEO) of the Council.

The Head of Internal Audit reports to the Chairperson of the Board and the Finance and Audit Committee. The purpose, responsibilities, and authority of the internal audit function are clearly defined in the Audit Charter, which is reviewed and approved annually by the Finance and Audit Committee. Additionally, a risk-based internal audit plan is developed and approved by the Finance and Audit Committee each year, ensuring that audit activities are aligned with the organisation's strategic objectives and risk management framework.

Internal Controls

As part of its fiduciary responsibilities, the Board, through the Finance and Audit Committee, ensures Executive Management maintains a robust internal control environment to minimise loss arising from key risks that could materialise. A combined assurance approach has been adopted, where quarterly reports are considered from all assurance providers, both internal and external. This enables the Internal Audit Unit to deliberate on significant internal control issues and subsequent remedial action.

The Finance and Audit Committee provides oversight on the implementation of recommendations from the assurance units. Furthermore, the Council maintains a robust internal control system embedded through its policies, procedures and other governance documents. These are continually reviewed and implemented to manage emerging risks. A continuous improvement approach to build resilience is deployed through automation of the key controls and maintains a balance through preventative rather than detective controls.



HRDC Ethics Hotline

To report incidences of suspected fraudulent and corrupt activities affecting the HRDC, use the following contact details:

By calling the toll free number **16136** through Landline or Cellphone (all mobile service providers)

Email: HRDC@tip-offs.com

Through the website at www.tip-offs.com

2.5 Compliance Functions *(Continued)*

Risk and Compliance

Recognising the importance of risk-driven decision-making, the Council has embraced a governance model that draws legitimacy from the comprehensive input of key stakeholders. This robust corporate governance system enhances the Council's ability to navigate the complexities of both internal and external environments. The Risk and Compliance function is essential in fostering a culture of risk awareness, thereby enforcing effective management controls in the execution of the Council's mandate.

The Council adheres to various risk management and governance frameworks and standards, ensuring that its operations align with best practices. As the global landscape continues to evolve, so too does the HRDC, adapting to new challenges and opportunities in the pursuit of organisational excellence and advancement of Botswana's development priorities.

The Board and Executive Management have adopted the Risk Appetite and Tolerance Framework to enhance oversight in the management of key risks that may affect the Council. Some of the emerging risks that the framework addresses include information technology risks especially, data protection, cybersecurity and artificial intelligence risks.

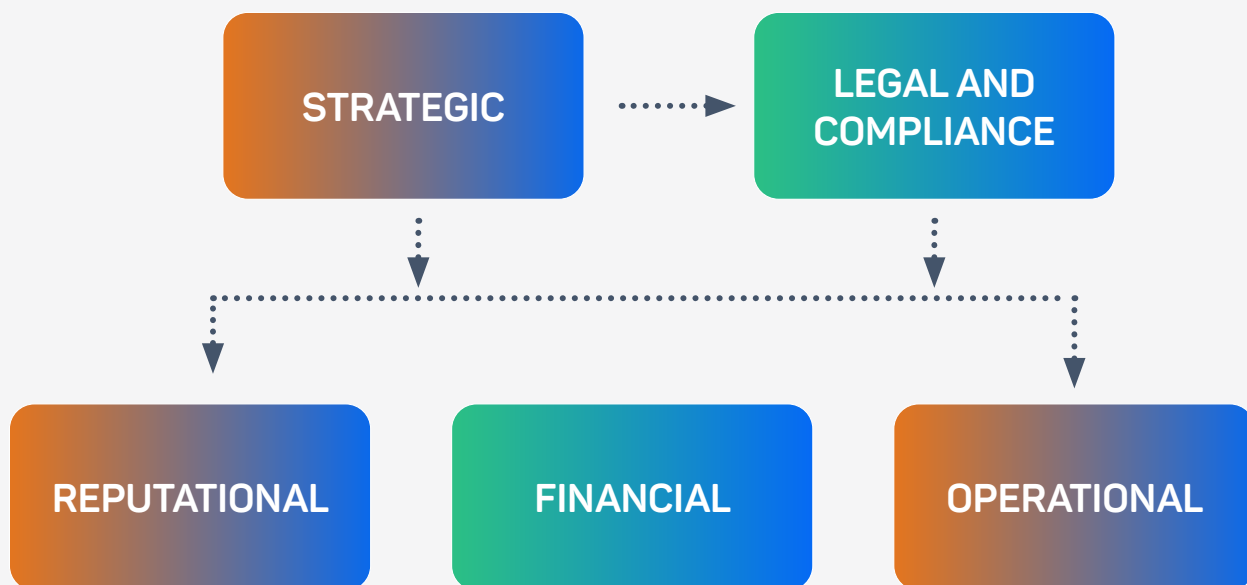
Managing these risks is crucial as the Council gears towards launching digital platforms such as the Electronic Human Resources Development Fund (eHRDF) and the Labour Market Information System (LMIS) with the aim of improving the effectiveness and efficiency of services to all stakeholders. While these developments are innovative, they pose a significant risk to the Council and its stakeholders. Such risks include loss of data and compromised security of clients' personal data.

Central to the Council's efforts in effectively managing these risks is the quality and integrity of human resources. The Council is dedicated to fostering a culture of discipline and ethical conduct in all business interactions, as outlined in the Code of Business Practice and other internal policies. Upholding the conduct of employees and promoting ethical behaviour are essential for ensuring the Council's operational sustainability.

The Council is acutely aware of its carbon footprint and is committed to acting as a responsible corporate citizen. It is actively integrating Environment, Social, and Governance (ESG) principles into its strategic framework and risk management processes. This commitment underscores its dedication to operational excellence, environmental stewardship, and economic development.

Risk categories

Figure 4: Risk Categories



2.5 Compliance Functions *(Continued)*

Procurement Oversight

The Procurement Oversight function reports directly to the Accounting Officer. The function ensures that all procurement activities are conducted in accordance with the provisions of the Public Procurement Act of 2021 and the Public Procurement Regulations of 2023.

The Procurement Oversight portfolio oversees the processes of pre-adjudication and further adjudication makes recommendations for the award, rejection, cancellation, or other appropriate actions related to tenders within the Council. Procurement is managed in a transparent, accountable, and efficient manner. This includes minimising deviations from the procurement process and procedures, ensuring value for money in all procurement activities, and overseeing the implementation of the Procurement Plan as per the approved budget.

Tenders awarded by the Council for the financial year 2024/25 played a crucial role in achieving the objective of the Government of Botswana in respect to Citizen Economic Empowerment. Furthermore, the Council has used other procurement methods to empower SMMEs, Youth, Women and people with disabilities through Request for Quotations (RFQ) and Micro-Procurement. The Council places a high priority on ethical procurement practices, in accordance with the Public Procurement Act (PPA) and other relevant statutory instruments.

Table 9: Macro Tenders Awarded for the Financial Year 2024/25 Strategic Outlook

Tender Reference Number	Method of Procurement	Title of the Tender	Date of Award	Tender Value (BWP)	Shareholder Ownership
Tender No. HRDC 9/2023-2024	Open domestic bidding	A three (3) year services contract for provision of external audit.	20 th May 2024	1,954,508.09	Non-citizen owned
Tender No. HRDC 7/2024-2025	Open domestic bidding	Consultancy services for provision of quality assurance services for design, development and implementation of Electronic Human Resource Development Fund System for HRDC.	10 th Oct 2024	2,317,050.00	100% citizen owned
Tender No. HRDC 4/2024-2025	Open domestic bidding	A three-year services contract for provision of Microsoft licenses for HRDC	4 th Feb 2025	1,273,256.53	100% citizen owned
Tender No. HRDC 6/2024-2025	Open domestic bidding	Supply and delivery of forty (40) laptops for HRDC staff members.	25 th Feb 2025	432,835.20	100% citizen owned
Tender No. HRDC 10/2024-2025	Direct procurement	Provision of exhibition facilities for 2024/2025 BHRDS career fair.	26 th Feb 2025	1,452,421.46	100% citizen owned

The contract for the provision of exhibition facilities for the 2024/25 BHRDS Fair Career Clinics was awarded through the Direct Procurement method, in compliance with Regulation 20 (1) and (3) of the Procurement Law. The deviation from the default procurement method being open domestic bidding was necessitated by the removal of this activity from the Procurement Plan during the 2024/25 mid-term budget review in October 2024, due to budgetary constraints. Funding was subsequently secured in January 2025, and authorisation was granted to proceed with hosting the BHRDS Career Fair in March 2025.

A portrait of Professor Alinah Kelo Segobye, Chief Executive Officer of the Human Resource Development Council of Botswana. She is a Black woman with her hair styled in braids, wearing a vibrant, patterned traditional Botswana garment in shades of red, blue, and white. She is also wearing a pearl necklace and bright pink lipstick. The background is dark and out of focus.

**Professor Alinah
Kelo Segobye**
Chief Executive Officer

2.6 CEO'S STATEMENT

Overview

It has been an incredibly rewarding journey traversing the year 2024/2025. We witnessed a heart-warming democratic transition that fully cemented Botswana's international stature as a country renowned for peace, respect for democratic best practice and reignited hope for economic transformation and recovery. As HRDC, we took the opportunity to shine the spotlight on the importance of human capital development as a critical driver for development and aligned ourselves with the new leadership agenda to focus on youth, skills development and diversification of opportunities for inclusion of all especially the most vulnerable.

Human capital is a vital resource that can catalyse a country's growth. In recognition of this, the Council joined forces with the new Ministry of Higher Education to champion for change in the education ecosystem. This included new initiatives to promote and facilitate the development of skills and capabilities within Botswana's workforce.

Among key initiatives undertaken during the year was hosting the HRDC Career Fair and Clinics. We supported the Ministry to host a very successful TVET Pitso, partnering with stakeholders to promote TVET in sectors such as tourism, manufacturing and other industry partners. The Council set itself ambitious targets to reach out to its multiple audiences and ensured that it maintained a vibrant and visible presence especially with local audiences. Outreach activities included visits to higher education institutions for data collection, monitoring and evaluation and for implementing projects with partners.

Under the Board's guidance, the Council was able to reach multiple stakeholders including international partners who provided much needed technical expertise and financial support. To this end, the African Development Bank has become a key sponsor for the Council by providing resources to undertake the review of the National Human Resources Development Strategy. Further, The World Bank has, through multiple consultative engagements provided expert support for the reconfiguration of the human capital agenda in

Botswana. For these partnerships, the Council remains grateful and keen to strengthen partnerships for more impactful delivery of the mandate.

Financial Highlights

The financial year under consideration has unfortunately been marked by several intersecting crises including the under-performance of the diamond sector which has been the mainstay of the economy. An overall depressed global economy has had a negative impact on the domestic environment with all sectors struggling to perform to predicted growth projections. This notwithstanding, the government embarked on several initiatives to which the HRDC has aligned as a key partner. Amongst these are the BETP program, the Presidential youth empowerment program and others targeting youth populations.

The subdued financial environment has provided an impetus for more robust third income stream funding initiatives. These include more attention towards business development initiatives which streamline our traditional public facing services with a suite of more services that aim to raise the bar for customers. To this end, the Non Credit Bearing Short Courses Unit has received commendations for its client-centric approach. Other Departments have also been in the spotlight for their service delivery to our publics. We remain optimistic that we can survive the head winds and emerge better sailors in these troubled seas!

Operational Updates

a) Skills in Demand

The priority skills in demand report for the year 2025, which is one of the key advisory documents the Council produces on behalf of the Ministry of Higher Education was produced to much acclaim in March 2025. The report is an essential guide for all our stakeholders on skills that will transform the economy. The future of skills development is poised to undergo significant transformations due to rapid advancements in technology and changes in the job market. In today's world, industries are evolving quickly, driven by

2.6 Chief Executive Officer *(Continued)*

innovations such as artificial intelligence, automation, digital communication, and climate change.

As a result, there is a growing need for individuals to adapt and acquire new skills that meet the demands of these modern workplaces. Traditional education systems are beginning to recognise that learning must go beyond just theoretical knowledge and should focus more on practical skills that prepare learners for real-world challenges. Further, enhancing soft skills such as languages education and inter-cultural exchanges could have a catalytic effect on employability especially for the youth.

b) The 2023 Tertiary Education Statistics Report

The Council publishes the Tertiary Education Statistics Report annually. The report provides critical insights into the performance of the sector in terms of national enrolment, progression and learner performance. It assists in facilitating the formulation of appropriate interventions under the National Human Resource Development Strategy and ensures that the data is availed to key stakeholders for evidence-based policy making. The report and other working documents that the Council produces are premised on the national development priorities as articulated in Vision 2036 and NDP 12.

Stakeholder Engagement

The Council has sustained its efforts to collaborate with diverse partners across Botswana's economic sectors. These include international development partners, civic society organisations and various diplomatic missions. Despite the challenging fiscal environment, the longstanding relationships we have cultivated over the years have enabled us to continue effectively serving our diverse stakeholders.

Global challenges such as climate change, resource scarcity, and social inequalities have intensified in an uncertain world. As a result, the need for sustainable economic development becomes increasingly urgent. This calls for collaborative efforts among Governments, Business, and Civil Society to create inclusive systems

that uphold both human dignity and ecological integrity for future generations.

Future Outlook

The Council, on behalf of the Ministry of Higher Education, has been tasked with developing the National Human Resource Development Strategy (NHRDS). The first NHRDS was developed for the period 2009 to 2022. During that period the Council was able to facilitate the implementation of several key sector initiatives which included the establishment of critical sector committees under the Council's guidance.

The Strategy review and development of a new one is being funded by the African Development Bank (AfDB). The project is anticipated to be completed in 2026. The initial phase will involve the assessment of the NHRDS (2009-2022). The Strategy provides a comprehensive plan to align Botswana's education, training, skills, and workforce development with the national socio-political and economic goals.

We remain optimistic that we can attract partnerships that can enable us to improve our financial resource base. The country, and indeed the rest of the world are facing multiple crises that have resulted in limited resources for public expenditure.

As a state owned enterprise, it is important that we can rise to the challenge of diversifying our income streams, including generating our own revenue streams. While we recognise that education is a public good, we are hopeful that the future will see us attracting more resources from private and other partnerships so that we can continue delivering the services we are good at. We wish all our key partners a sound fiscal year ahead.



Professor Alinah Kelo Segobye
Chief Executive Officer

2.7 EXECUTIVE MANAGEMENT



Professor Alinah Kelo Segobye
Chief Executive Officer



Mr Meshack Justin Tafa
Chief Operations Officer



Mr. Ralph Maganu
Director Corporate Services



Dr. Fernando Siamisang
Director Human Resource Development Planning



Dr. Tlameo Sekambo
Director Statistics, Research Development and Innovation



Mr. Mothusi Masole
Director Funding



Mr. Keefentse Gaebowe
Director Human Resources



Mr. John Vassiliadis
Director Information and Communication Technology



Dr. Matthews Phiri
Acting Director Strategy Policy and Business Development



Ms Masingoaneng Ramodimoosi
Board Secretary and Legal Adviser



Mr. Zachariah Kwada
Manager: Risk and Compliance
Acting Manager: Internal Audit



Ms. Keitumetse Bose
Manager: Procurement Oversight



Ms Topo Rabasima-Muthoni
Manager: Stakeholder Relations



Ms Atlasaone Motshegwe
Manager: Quality Management System (resigned 31/08/24)



Ms Agnes Phuthego
Manager: Internal Audit (resigned 31/12/24)

/03

OPERATIONAL REPORTS

- 3.1 Performance of the Implementation of the 2024/24 Business Plan
- 3.2 Enhance Organisational and Employee Performance
- 3.3 Enhance Work Skills Development Through Effective Utilisation of the Human Resource Development Fund
- 3.4 Priority Skills in Demand Report- Providing Advice on Skills Development
- 3.5 Leverage ICT and Digitisation
- 3.6 Stakeholder Engagement Activities
- 3.7 Corporate Budget and Expenditures



3.1 PERFORMANCE ON THE IMPLEMENTATION OF THE 2024/25 BUSINESS PLAN

HRDC continues to forge strategic alliances that allow the organisation to leverage the strengths of diverse partners to enhance its internal capabilities and support effective discharge of the mandate. Some key partnerships that were established in the year 2024/25 which led to resources mobilisation are highlighted below;

Evaluation of the NHRDS (2009-2022) and Development of the NHRDS (2026-2036)

The African Development Bank (AfDB) approved to fund a project to conduct an evaluation and develop a transformative National Human Resource Development Strategy (NHRDS) through a grant of USD 249 014.00. The summative evaluation is conducted to gain insights and understand the successes and challenges from the implementation of the National Human Resource Development Strategy (2009-2022) in relation to broad goals, strategic objectives and performance indicators.

The Bank's funding will help the Council to review the policy environment and to inform the development of a transformative National Human Resource Development Strategy (2026-2036). The funding will support Botswana's transformation agenda which seeks to achieve a knowledge-based economy and a high-income status as espoused by Vision 2036. This project is owned by the Ministry of Higher Education and HRDC is tasked with the coordination of the project delivery.

Implementation of the BRAST Project

HRDC secured funding from the Ministry of Communications and Innovation for the Botswana Robotics and Automation Skills Transfer (BRAST) which will be executed in support of the national digital transformation agenda. The BRAST project aims to bridge the skills gap in Robotics, Automation, and Internet of Things (IoT) and also seeks to empower the youth with 4th Industrial Revolution and 21st century STEAM competencies while fostering a sustainable innovation ecosystem across education levels from primary to tertiary level.

Implementaion of the HRDC 2021-2026 Strategic Plan

The 2024/25 financial year marked the fourth and penultimate year of the implementation of the HRDC's 2021-2026 Strategic Plan. HRDC seeks to coordinate the development of a globally competitive human resource by 2036 through the realisation of the objectives and initiatives in the strategic plan. The annual business plan for the Council comprised 29 key performance measures (indictors) linked to strategic and operational objectives of the Strategic Plan. As shown in Table 10, key initiatives of the reporting year included the following:

Table 10: Key Initiatives of the Reporting Year 2024/25

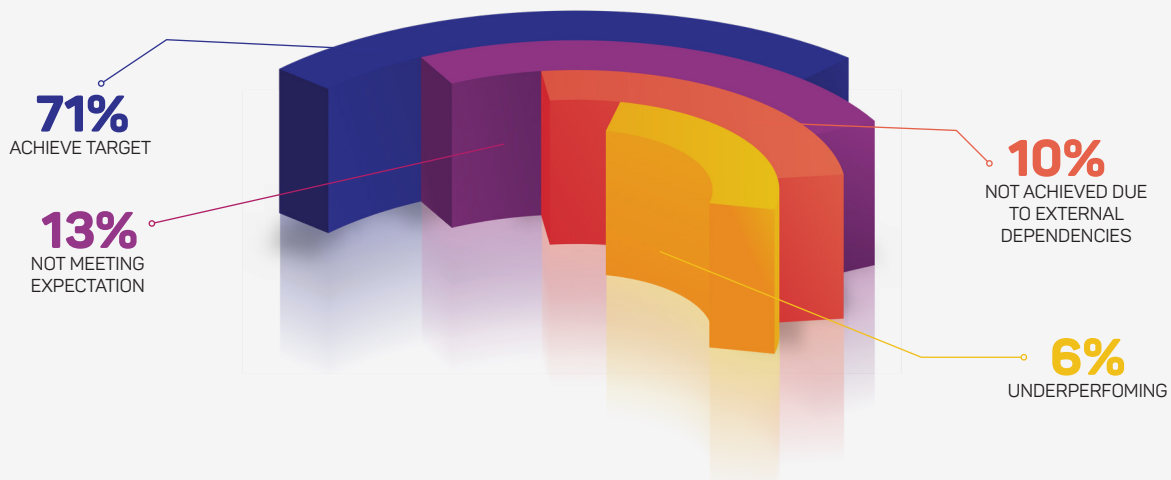
ITEM NO.	INITIATIVE	STATUS
1	Evaluation of the NHRDS 2009-2022 and development of the NHRDS 2026-2036 (Preparatory Phase)	Funding proposal was approved and procurement process completed and financial agreement between African Development Bank (AfDB) and Botswana Government represented by Ministry of Finance. Procurement of consultancy services was completed. The project will be completed in the next financial year.
2	Conduct a comprehensive review of skills in demand	A priority skills report for the year 2025 was produced. The report entails forecasted skills highlighting future skills and future jobs. The report is used by DTEF and the Ministry of Higher Education to allocate funding for training and developing programs for skills in demand and learners to identify relevant programs to enrol in.
3	Drive skills development through utilisation of the Human Resource Development Fund	60159 learners have been trained, and this represents an increase of 5 percent compared to last year. Utilisation by sector shows wholesale and retail sector (30 percent) mining, energy and water (25 percent) financial and business (12 percent), construction (9 percent) and transport and logistics (6 percent) with 18 percent in other sectors.
4	Production of the Tertiary Education Statistics Report	The 2023 Tertiary Education Statistics report was produced. It includes data collected from a total of 79 tertiary institutions where 36 were TVET providers. Total enrolment stood at 60215 learners mostly in public institutions at 75 percent of the enrolment.
5	Development of the Labour Market Information System (LMIS)	The major components of the system developed are the LMIS Portal, the LMIS.stat (statistical engine), the jobseeker-employer matching platform, the employment information subsystem and the education information subsystem.
6	Recognition Non-Credit Bearing Short Courses	A total of (1241) short courses were approved across various fields of learning. Most courses were in the business, commerce and management studies, service, health and social services and manufacturing engineering and technology sectors.

3.1 Performance on the Implementation of the 2024/25 Business Plan *(Continued)*

More details on the performance of the above initiatives are provided under the relevant sections of this report. As at the end of March 2025, from the 29 measures:

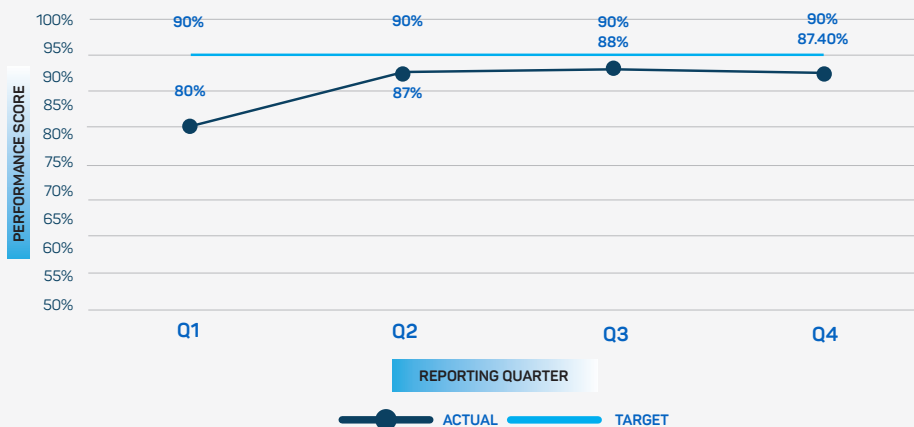
- 71 percent met at least 80 percent of the target.
- 13 percent did not meet expectations, thus progressing but not satisfactorily reaching the target (achieved at least 60 percent to 79 percent of the target).
- 6 percent were underperforming and fell below target (at most 59 percent of the target); and
- 10 percent could not be progressed to achievement due to delays caused by external factors.

Figure 5: Summary of the 2024/25 Measure of Performance



The average organisational performance score of the year was 87.4 percent, reflecting meaningful delivery of the strategic initiatives and the overall mandate. Figure 6 depicts consistent performance throughout the year, with a slight dip in the final quarter.

Figure 6: Organisational Performance Trends



3.2 ENHANCE ORGANISATIONAL AND EMPLOYEE PERFORMANCE

The Council has implemented a series of strategic initiatives designed to achieve its objectives. Central to this effort is a significant investment in a comprehensive talent management process aimed at attracting and retaining essential skills and competencies across the organisation, thereby aligning with the Council's strategic goals.

To this end, HRDC has actively engaged in staff training programs, utilising platforms such as LinkedIn, as well as organising workshops, seminars, and other capacity-building activities. These initiatives are intended to equip staff with the necessary skills to maintain a competitive edge. The Council further supports professional development through continuing professional development (CPD) opportunities and membership in professional bodies. Additionally, the Council endorses staff advancement through graduate training programs and self-sponsored educational pursuits.

Staff Complement

The table below shows that as at end of March 2025, the Council had a total of 108 employees against a staff complement of 116. As part of its contribution towards national skills development, the Council had a total of 14 graduate Interns. The table shows a summary of staff complement vs strength.

The gender distribution shows the Council had 40 males and 68 females, representing a 37:63 percent gender ratio.

Table 11: Staff Complement

STAFF COMPLEMENT	116
Staff number as at March 2025	108
Staff recruited	0
Staff Exited or Retired	8

Promoting a knowledge-driven Council

The table below indicates that HRDC has a highly educated and trained workforce. 86.1 percent of the employees have obtained a combination of first degree and master's degree qualifications and beyond, while 13.9 percent of the employees possess other qualifications.

Table 12: Staff Qualifications

GENDER	QUALIFICATIONS				Totals
	PhD	Masters	Degree	Others	
Male	3	22	12	3	40
Female	2	35	19	12	68
Total	5	57	31	15	108

During the year, 1 (one) Employee was sponsored for PhD studies and 3 (three) for master's degree.

Training and Development

A total of 80 employees were trained in line with the Training and Development Plan, representing 75 percent of the Staff. The focus of the training was on critical skills required to deliver on the mandate of the Council. The training focused on leadership development for middle management, and the enhancement of employee skills for both academic and professional enhancement. Compliance training was also undertaken to align with the regulatory and legal framework, particularly on the Procurement Act and Data Protection Act.

3.2 Enhance Organisational and Employee Performance (Continued)

Business Excellence and Culture

To attain its human capital strategic goals, the Council strives to create a conducive environment to attract and retain a high-performing and engaged team. Talent is sourced, developed, and retained to optimise the organisation's ability to realise positive outcomes. Given the changes in the operating environment where resources are limited, the Council continues to optimise its human capital through teamwork across projects and promoting partnerships with other organisations to ensure delivery against the Council's mandate.

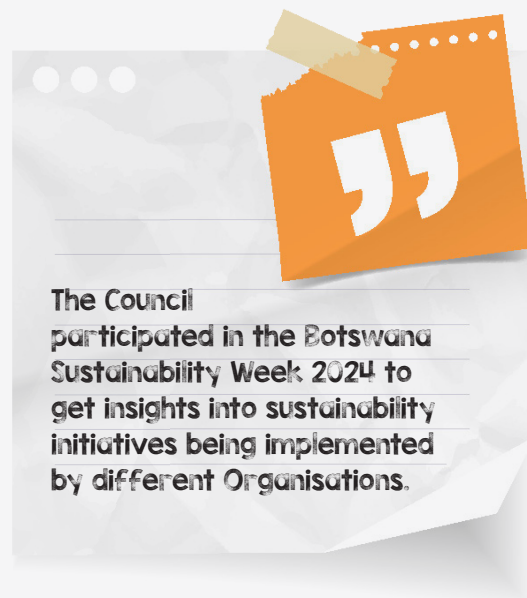
Employee engagement initiatives are also in place to promote collaborations across Departments. The Council undertook a business excellence and culture transformation project to promote a high-performance culture.

Safety, Health, and Environment (SHE)

HRDC has embarked on a safety, health and environment awareness process which includes promoting sustainability. During the year under review Staff were trained in fire safety and environment sustainability. The Council is reviewing its policies and practices to promote a culture of sustainability and environmental awareness. The Council is also developing Environmental Social and Governance (ESG) awareness as part of its strategic intent to promote sustainable policies and promoting a green footprint.

Staff Welfare and Wellness

The Council actively promotes and supports Staff participation in physical activities to cultivate and maintain a healthy workforce and enhance mental well-being. To this end, the Council has allocated resources for staff to engage in various sporting events, such as the Diacore Gaborone Marathon, the BDF Athletics Club Mogoditshane Half Marathon, and the inaugural UB Marathon. Participation in these athletic events not only fosters physical health but also strengthens team cohesion among staff members.



The Council participated in the Botswana Sustainability Week 2024 to get insights into sustainability initiatives being implemented by different Organisations.



HRDC Team at the BDF Half Marathon



HRDC Staff member at the Comrades Marathon

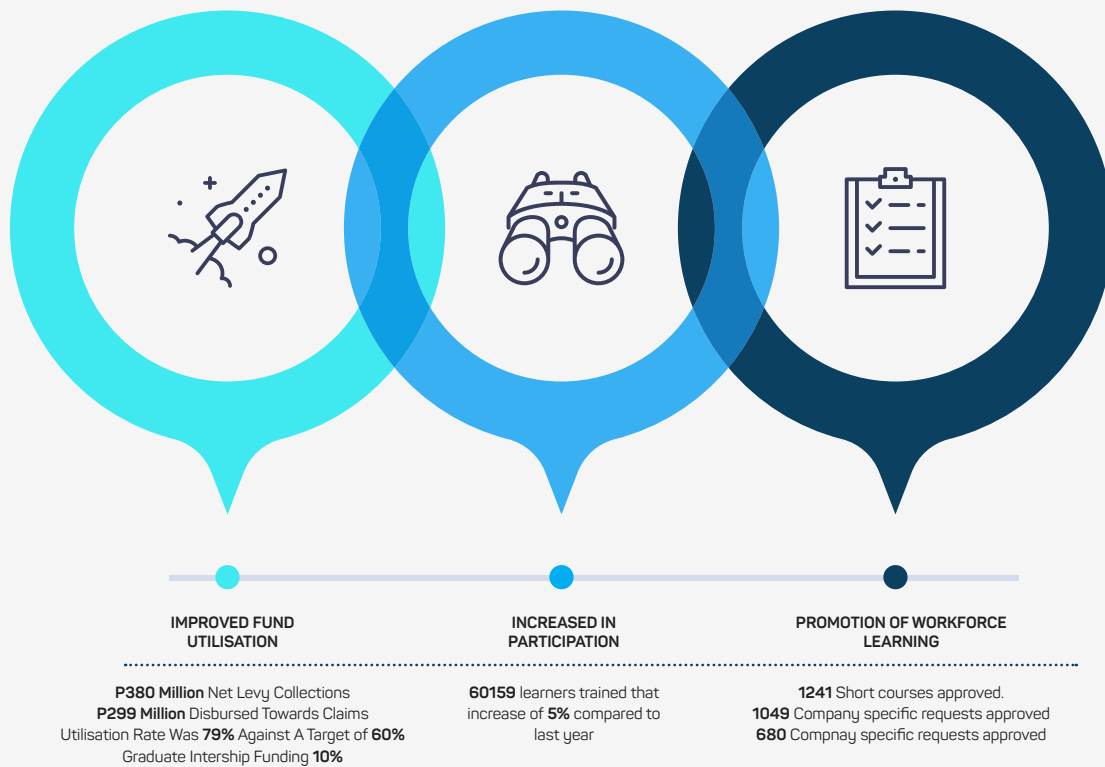


Farewell session for HRDC Team attending The Comrades Marathon

The Council boasts a vibrant athletics club that has competed in international events, including the prestigious Comrades Marathon. Additionally, the Council offers counselling support to Staff through third-party psychological and counselling services. This initiative serves as a vital resource, enabling employees to adeptly manage challenging life situations while maintaining their productivity in the workplace.

3.3 ENHANCE WORK SKILLS DEVELOPMENT THROUGH EFFECTIVE UTILISATION OF THE HUMAN RESOURCE DEVELOPMENT FUND

Figure 7: Highlights of the Performance of the HRDF in Numbers



The Human Resource Development Fund

The Human Resource Development Fund (HRDF) is a levy-based financing resource that is paid by the industry through the Levy Order of 2008. HRDC is the administrator of the Fund, while the Levy is collected by the Botswana Unified Revenue Service (BURS). The Fund is designed to promote workplace learning and skills development for Citizens. It enables employers to undertake workplace training and learning activities. Eligible employers benefit by way of reimbursement of training costs for authorised training activities.

Workplace learning and training is a critical component of Botswana's skills development agenda. It involves workplace training, internships, apprenticeships, and continuous professional development aimed at enhancing workforce skills. Such initiatives contribute directly to the National Human Resource Development Strategy (NHRDS), Vision 2036, and Botswana's transformative development agenda.

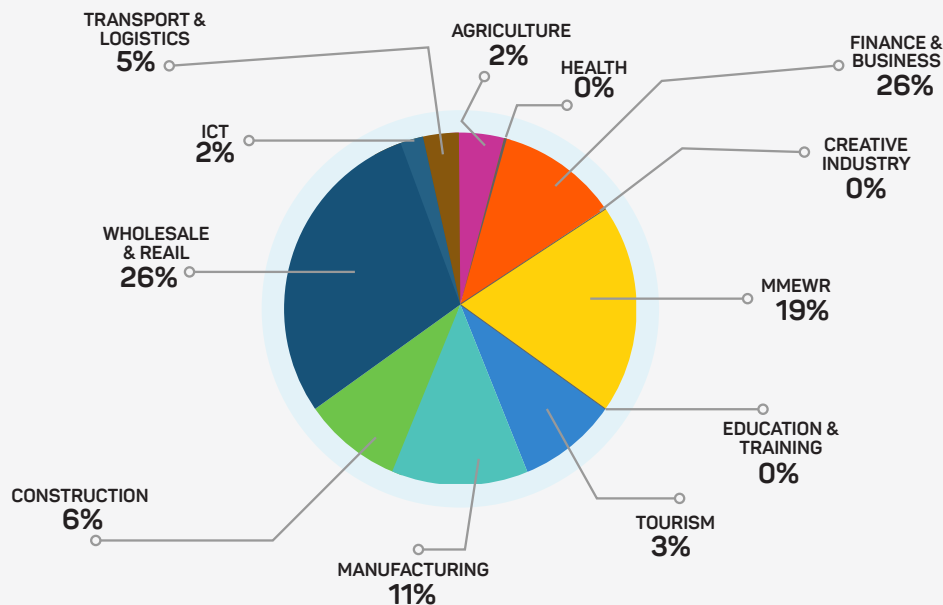
The HRDF operates under the strategic oversight of the HRDC Board. The Funding Committee of the Board oversees fund administration, compliance, and disbursements. Critically, the Fund is subject to annual internal and external audits. The Performance of the HRDF in numbers is presented in Figure 7 above.

3.3 Enhance Work Skills Development Through Effective Utilisation of The Human Resource Development Fund *(continued)*

HRDF Revenue

HRDF generates revenue by implementing a training levy, which is collected by the BURS as part of the Value Added Tax (VAT) system. This training levy is closely linked to the VAT framework, meaning it is assessed as a percentage of the turnover for companies that sell products and services subject to VAT. Figure 8 represents a proportion of the training levy contributed per sector.

Figure 8: Proportion of Training Levy Per Sector



The highest contributors of the training levy are the wholesale and retail sector, finance and business sector at 26 percent each, followed by minerals, mining, energy and water resources (MMEWR) sector at 19 percent, manufacturing at 11 percent and construction at 6 percent.

This can be attributed to the significant presence of businesses within the two leading sectors, which collectively account for 73 percent of the total number of levy payers. Notably, the MMWER sector, while contributing 19 percent of the total, stands out as the highest contributor in terms of monetary value. Among the top ten highest-paying companies, five (5) are from the MMWER sector, two (2) from manufacturing, and three (3) from the wholesale and retail sector.

The health, education, and training sectors are the lowest contributors to the training levy, primarily due to the fact that a significant portion of the services provided in these sectors are exempt from Value Added Tax (VAT). This exemption directly impacts the training levy.

Impact of the Fund

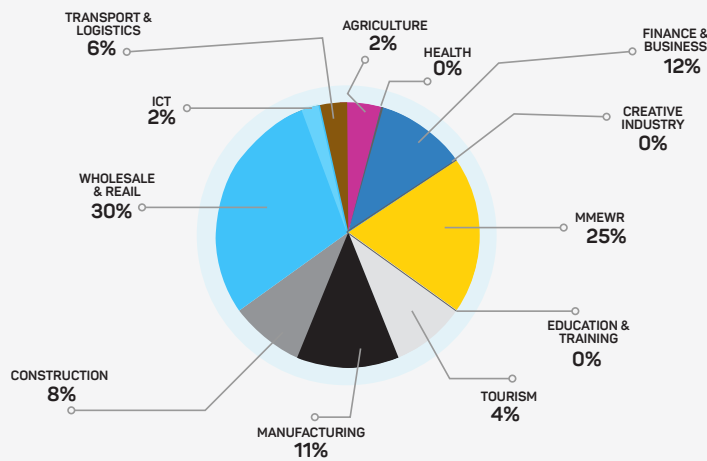
The effectiveness of the Fund in promoting skills development is measured through two (2) key strategic objectives: (1) Enhancing work skills development through effective utilisation of the Human Resource Development Fund (HRDF), and (2) Effective administration of the Human Resource Development Fund. The highlights of the progress made in 2024/25 on the initiatives driving these objectives are presented on the next page.

3.3 Enhance Work Skills Development Through Effective Utilisation of The Human Resource Development Fund *(continued)*

(1) Enhancing Work Skills Development Through Effective Utilisation of the HRDF

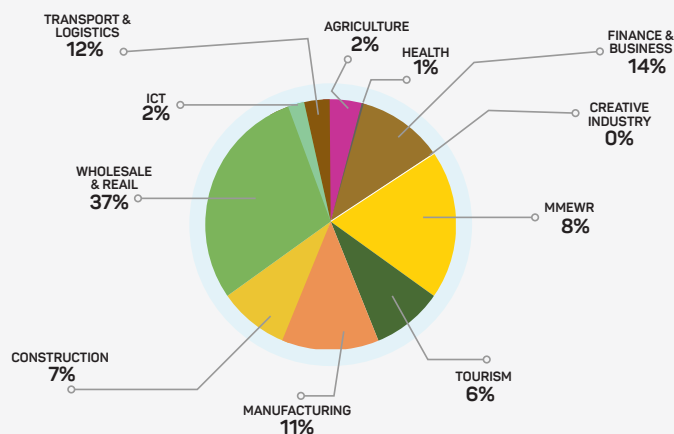
The utilisation of the Fund is assessed based on the level of expenditure on reimbursement claims, with a target set at 60 percent. During the year, a total of P299 million was disbursed for reimbursement claims, accounting for 79 percent of the net levy collected, which amounted to P380 million, as indicated in the unaudited financial statements for the period under review. Figure 5 provides a visual representation of the percentage of funds expended on reimbursement claims across various sectors.

Figure 9: Percentage Claimed Per Sector



During the reporting period 60,159 personnel were trained by the industry compared to 57,250 the previous year representing an increase of about 5 percent. Figure 10 represents the number of trainees by sector to illustrate the level of participation in skills development.

Figure 10: Trainees by Sector



The wholesale and retail sector trained more employees, as represented by 37 percent, followed by the finance and business sector and manufacturing at 14 percent and 11 percent, respectively. This scenario is attributable to the size of the sector in terms of growth, which correlates well with the capacity of the sector to employ more people. Predominantly, the industry is training on soft skills and TVET in alignment with the purpose of the Fund.

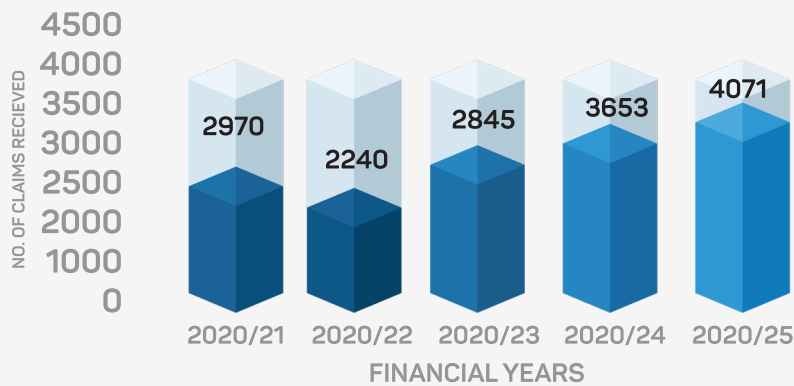
3.3 Enhance Work Skills Development Through Effective Utilisation of The Human Resource Development Fund *(continued)*

(2) Effective Administration of the Human Resource Development Fund

Responsiveness to the Needs of the Industry

During the period under review, 4071 claims were received compared to 3,653 claims received for the same period in the previous year, reflecting an increase of almost 10 percent. As at the end of the reporting period, 3,878 out of 4,071 claims were processed, representing 95.25 percent of the claims received. Generally, the Fund has experienced a gradual increase in the utilisation of the Fund. Figure 7 depicts a trend analysis of the number of claims received and processed during the last five (5) years.

Figure 11: Claims received over a five (5) year period



There has been an increase in the number of claims received from year to year. This can be attributed to increased awareness and continuous stakeholder engagement. Other reason may be due to slow economic growth so companies find an opportunity to utilise the Fund and subsequently develop their human capital.

Promotion and facilitation of Workplace Learning

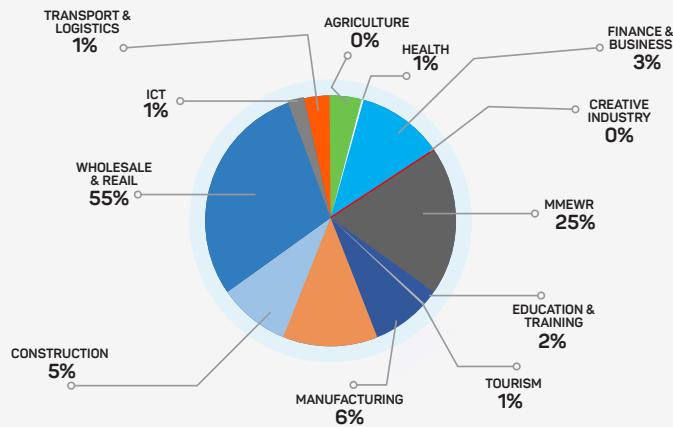
Workplace learning has become very critical for the modern workplace particularly in this era of advanced technology. This development has consequentially required the industry to invest in employee skills training and development so as to remain relevant and competitive. Among others, workplace learning essentially helps in enhancement of skills for employees to remain relevant and be able to keep up with emerging trend.

In a quest to promote workplace learning, employers are capacitated to develop and implement work-skills training plans. These are planning tools, premised on the understanding that training has to be structured and more importantly be aligned to the needs of the industry. While facilitation of training is prioritised to the local education and training market, for specific programmes not available locally, companies are permitted to solicit expertise from the global market through the pre-approval dispensation. This dispensation does not only assist the industry to source external training but also to train on the specific product related trainings.

HRDC was still experiencing very low submission of Work skills training plans which were only 33 during the period under review. The numbers are anticipated to increase with the new HRDF system which will facilitate for online submissions. Companies that require external training use the pre-approval dispensation to source essential training not available locally. For the period under review 1049 pre-approval requests were received from the industry, out of which, 55 percent was from the Wholesale and Retail sector, followed by 25 percent from the Mining sector, 6 percent from manufacturing while the rest were less than 5%. Pre-approvals per sector were as depicted on Figure 12 on the next page.

3.3 Enhance Work Skills Development Through Effective Utilisation of The Human Resource Development Fund *(continued)*

Figure 12: Pre-Approvals Processed 2024/25



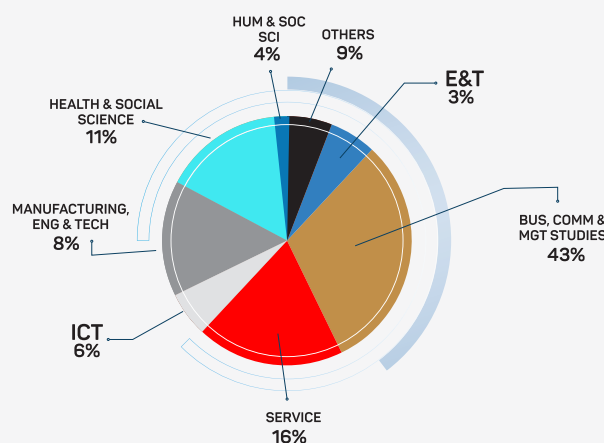
Facilitation of Workplace Learning

The industry is facilitated to implement workplace learning through the Non-Credit Bearing Short Courses (NCBSCs) portfolio which is responsible for the quality assurance in the development of these courses. NCBSCs are skills development interventions that do not earn credits towards a qualification but rather are geared towards professional development, skills enhancement and or personal interest.

The purpose of NCBSCs is primarily to address the operational skills gaps experienced by the industry with a view to be responsive and relevant to the new skills demand in the economy. NCBSCs make provision for workplaces to close employees' competency gaps through tailor-made training solutions / services.

Accredited Education and Training Providers (ETPs) that wish to offer NCBSCs are required to develop short courses and submit applications to HRDC for recognition. Courses that meet NCBSCs requirements are granted approval which allows ETPs to offer such courses for training by the industry. During the period, one thousand two hundred and forty-one (1241) short courses were approved across various fields of learning. Most of the approvals were for courses within the Business, Commerce and Management Studies, Service, Health and Social Services and Manufacturing Engineering and Technology sectors as shown in Figure 12.

Figure 13: Fields of Learning by Percentage



3.3 Enhance Work Skills Development Through Effective Utilisation of The Human Resource Development Fund *(continued)*

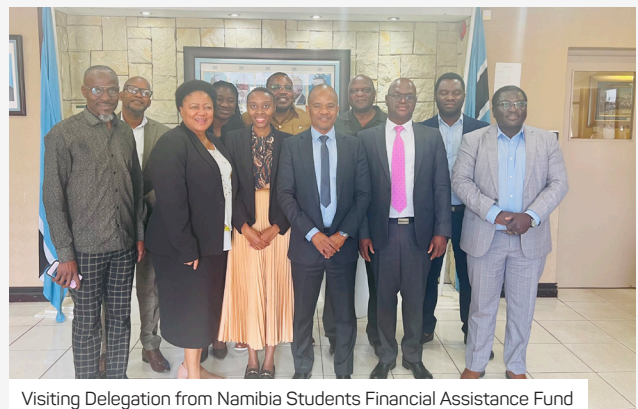
Stakeholder consultations

Every year the Council undertakes stakeholder support visits throughout the country which initiatives are intended to take services to the people. Additionally, sector-specific stakeholder engagements were also undertaken with the diamond manufacturing sector, mining sector, and some selected individual companies to capacitate and sensitise employers about the importance of employee training and the benefits that can be derived from the Fund.

Compliance in the education and training space is important to maintain quality in the delivery of skills training. To achieve that, monitoring and evaluation visits were undertaken to check for compliance and offer technical support on non-credit bearing short courses offerings by Education and Training Providers (ETPs) in and around Gaborone, Orapa and Shakawe.



Delegation from the Higher Education Students Loans Board in Tanzania



Visiting Delegation from Namibia Students Financial Assistance Fund

Human Resource Development Fund Impact Initiatives

During the reporting period, the Fund supported a range of strategic interventions aimed at strengthening workforce skills, enhancing industry productivity, and promoting inclusive participation in the national economy. Figure 14 below illustrates the funding that was provided to support such initiatives.

A major milestone for the period was the ongoing development of e-HRDF system. The automation initiative is intended to enhance stakeholder experience by enabling self-service capabilities for employers and training providers, reducing administrative burdens, and promoting transparency and accountability.

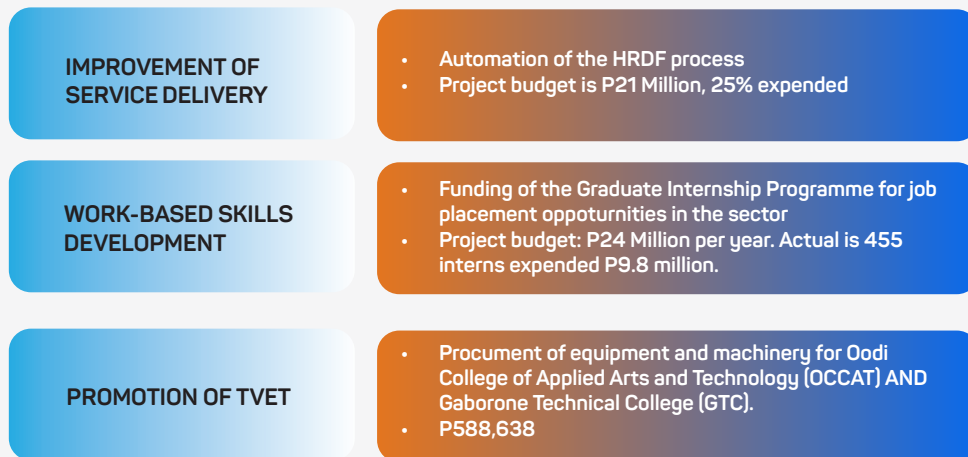
The Fund further contributed to national youth employment and skills development priorities through the funding of Graduate Internship placements across various economic sectors. These placements provided graduates with practical workplace exposure, industry-aligned competencies, and enhanced employability.

In addition, the Fund continued to promote Technical and Vocational Education and Training (TVET) as a key pillar of Botswana's skills development ecosystem. HRDF supported TVET learning initiatives aimed at strengthening technical competencies required by the economy.

Collectively, these impact-driven initiatives underscore HRDF's commitment to enhancing skills development systems, empowering youth, and strengthening Botswana's human capital base to support sustainable economic growth.

Figure 14: Fund Impact

3.3 Enhance Work Skills Development Through Effective Utilisation of The Human Resource Development Fund *(continued)*



Challenges and Mitigations in implementing Workplace Learning and Training activities

Table 13 presents some of the key obstacles encountered in facilitating funding for workplace learning and the strategies implemented to enhance service delivery.

Table 13: Challenges Encountered in Facilitating Funding for Workplace Learning

CHALLENGES	MITIGATIONS
Lack of comprehensive monitoring and impact of workplace learning programs. Many Workplaces do not effectively track how learning interventions contribute to improved skills and performance. It is often difficult to measure the return on training investment.	Implementation of M&E frameworks to track the impact of workplace learning programs. Regular monitoring visits, post-training evaluations, workplace performance assessments and stakeholder review meetings can strengthen accountability and ensure that training investments translate into measurable improvements.
Lack of comprehensive training initiatives by Workplaces. Some Workplaces do not have structured training initiatives that support skill development across different levels of the organisation.	Enhancement of stakeholder collaboration to create industry-aligned workplace learning opportunities. By enhancing stakeholder collaboration workplaces can build robust industry-responsive training systems that equip employees with relevant skills and improve productivity.
Some companies with cash flow challenges often leads to insufficient training initiatives. When cash flow is limited, training and development is often deprioritised in favour of other needs.	Workplaces are continuously capacitated to train and derive more benefits from the HRDF. While capacity building efforts are made, going into the future, the Act is been amended to remove the prescriptive reimbursement and open up for other channels in efforts to improve accessibility of the Fund.
Fraudulent activities on the Fund include submission of falsified training documents; collusion between companies and training providers and others	To safeguard the integrity of the training fund and promote ethical conduct development and implementation of a Code of Business Practice can serve as a guiding framework. Strengthen capacity building and awareness creation.
Suitability and sustainability of current funding models is important for effective utilisation of the training levy	To ensure that the training levy remains relevant, effective and responsive to national needs the review of the current Levy Collection and disbursement Models is necessary.
Manual and cumbersome reimbursement process	Development and implementation of the e-HRDF System

3.4 PRIORITY SKILLS IN DEMAND REPORT- PROVIDING ADVICE ON SKILLS DEVELOPMENT

Botswana, through Vision 2036, aspires to develop an internationally competitive workforce that is productive, creative, and has international exposure. Continuous foresight analysis enhances the development of medium to long-term skills plans that guide the development of future skills for future jobs.

The Council has to date developed six (6) sector human resource development plans. The Council produces on an annual basis the Priority Skills Report that guides the development of human resources across all sectors. The realisation of Vision 2036, the National Transformation Strategy and the National Development Plan (NDP) 12 all underscore the need for human capital development to transform and diversify the economy.

A globally competitive human resource can drive the development of a diversified economy with a capacity to sustainably create decent jobs and improve the socio-economic status of Botswana. According to the 2024 World Economic Forum Report the Fourth Industrial Revolution (4IR) has accelerated the pace of adoption of technologies and shifted the frontier between humans and machines across most sectors of the economy.

Given the rapid evolution of skills, it is of paramount importance for the Council to conduct annual review of the skills in demand to inform development of new programmes as well as re-tooling and up-skilling the workforce to continually make them relevant and competitive. The Priority Skills Report provides a skills forecasts report that is useful for Employers, Education Training Providers (ETPs), Learners, Policymakers and Planners, Regulators, Professional Bodies, among others.

A long-term skills forecast framework is being developed and will enable pro-active responses to the emerging future skills and future jobs in the local markets. These skills forecasts will be reviewed on an annual basis to adjust the forecasts to the changing dynamics and evolution of skills needed. The framework is being developed through an interactive process with industry partners. Engagement with professional bodies and other stakeholders will ensure that the process is inclusive.

Table 14: Summary of the Priority Skills for Sustainable Socio-Economic Development

STEAM EDUCATION	TVET TRANSFORMATION	ENTREPRENEURSHIP
Creativity	Coded welding	Creativity
Innovation	Machine repairers	Problem solving
Problem solving	Maintenance technicians	Innovation
Coding	Specialised machine operators	Business management
Programming	Hydraulics	Digital branding
Data analytics	Mechatronic technicians	Digital marketing & sales
Creative arts	Millwright artisan	Collaboration
Performing arts	Heavy duty maintenance specialist	Social media analyst
Graphical designs	Boilermakers	Content creator
Content creation	Scaffolding and rigging	Data analysts
AI in education	Bricklayers (robotic bricklaying)	Business modelling
Virtual reality in education	Chefs specialists	Creative writing
Robotics in education	Tour guides specialists	Proposal writing (tenders)

3.4 Priority Skills in Demand Report- Providing Advice on Skills Development *(continued)*

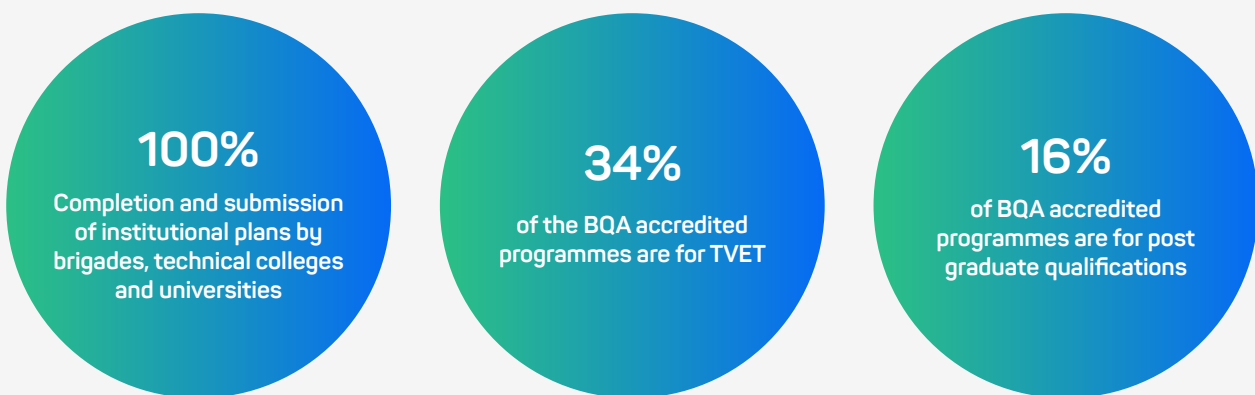
DIGITAL SKILLS FOR PRODUCTIVITY	GREEN SKILLS FOR THE GREEN ECONOMY	UNIVERSAL HEALTH CARE FOR ALL
Artificial Intelligence (AI)	Solar photovoltaics green specialists	Specialised medical practitioners
Machine e-Learning	Electrical engineering technicians	Specialised nurses
Robotics specialists	Maintenance technician	Telemedicine
Specialised engineering	Thermography technician	Medical robotics
Cybersecurity	Power plant laboratory technician	Artificial intelligence in health
Automated vehicles	Chemical engineers	Biomedical engineering
Drones technologists	Occupational hygienists	Allied health professionals
Cloud computing	Renewable energy engineers	Occupational therapists
Networking and security	Power plant laboratory engineer	Psychologists
3D/4D/5D printing	Environmental managers	Physiotherapists
Big data specialists	Energy modelers	Home care specialists

Promoting Implementation of Institutional Plans

The Council embarks on yearly institutional planning visits to support the development, monitoring, and review of institutional plans. Through the process of institutional planning, education training providers (ETPs) are continually guided to develop qualifications and education learning programmes that respond to the demands of industry across different sectors of the economy. The key performance indicators that were monitored include:

- Number of education training providers who have completed and submitted institutional plans.
- Percentage TVET accredited programmes aligned to the priority skills
- Percentage post graduate programmes aligned to the priority skills

Figure 15: Achievements of the Performance Indicators in the Implementation of Institutional Plans.



Source: www.bqa.org.bw

3.4 Priority Skills in Demand Report- Providing Advice on Skills Development *(continued)*

Botswana Human Resource Development Skills Fair and Career Clinics (BHRDS)

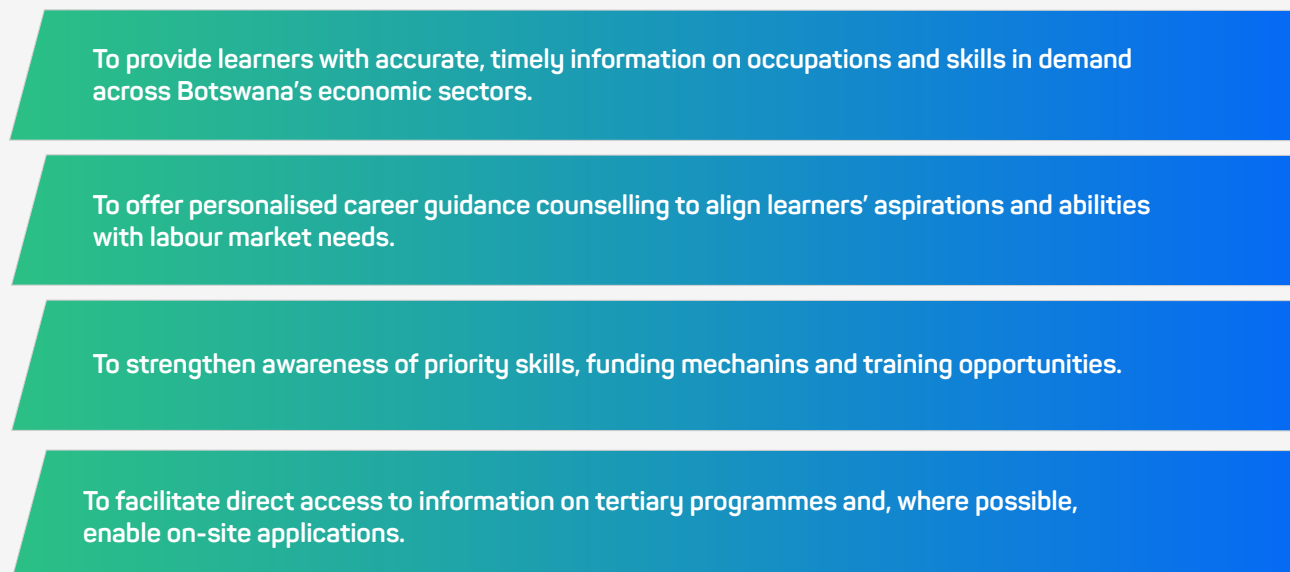
The BHRDS Fair and Career Clinics is a flagship national initiative implemented to promote informed career choices, enhance skills planning, and align learner aspirations with labour market needs.

The 13th Fair and Career Clinics was held from the 25th -28th March 2025 in Gaborone organised in collaboration with the Ministry of Higher Education and various stakeholders. It attracted over 60 local and international institutions and approximately 9,358 learners.

Held under the theme "Leveraging TVET to Transform Higher Education in Botswana: Diversifying the Economy through Youth Skills Development," the fair aimed to promote Technical and Vocational Education and Training (TVET) as a vital catalyst for economic diversification and youth empowerment. The keynote address was delivered by Honourable Prince Maele, Minister of Higher Education, who underscored the national priorities surrounding youth skills development.

A side event was a panel discussion held under the theme "Exploring TVET and STEAM Education to Unlock Opportunities for Skills Development, Job Creation, and Economic Diversification for Youth in Botswana." It brought together experts from the fields of artificial intelligence, STEM, the arts, and international cooperation. The discussion emphasised the importance of integrating science, technology, engineering, arts, and mathematics (STEAM) into TVET to foster innovation, creativity, and inclusive economic growth. The specific objectives of the event are presented in Figure 16.

Figure 16: The Specific Objectives of the BHRDS Fair and Career Clinics



3.4 Priority Skills in Demand Report- Providing Advice on Skills Development *(continued)*

Key Insights

Participation and coverage:

Out of 11,421 registered learners, 9,358 attended, accounting for 25 percent of the 2024 BGCSE cohort, which comprises 36,917 students.

Figure 17: Comparison of the Gaborone Fair Participation for 3 years

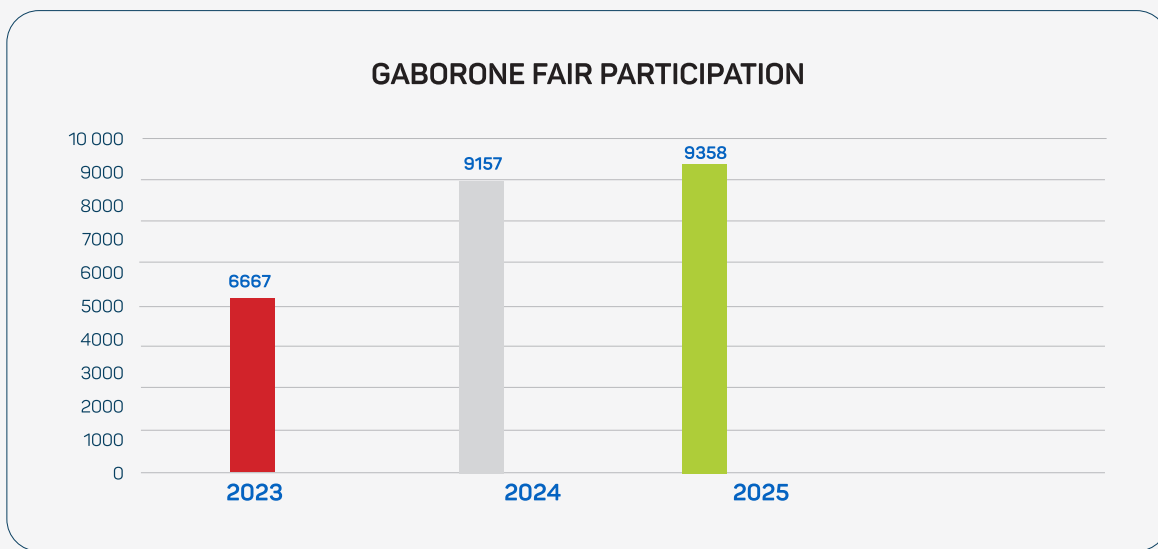
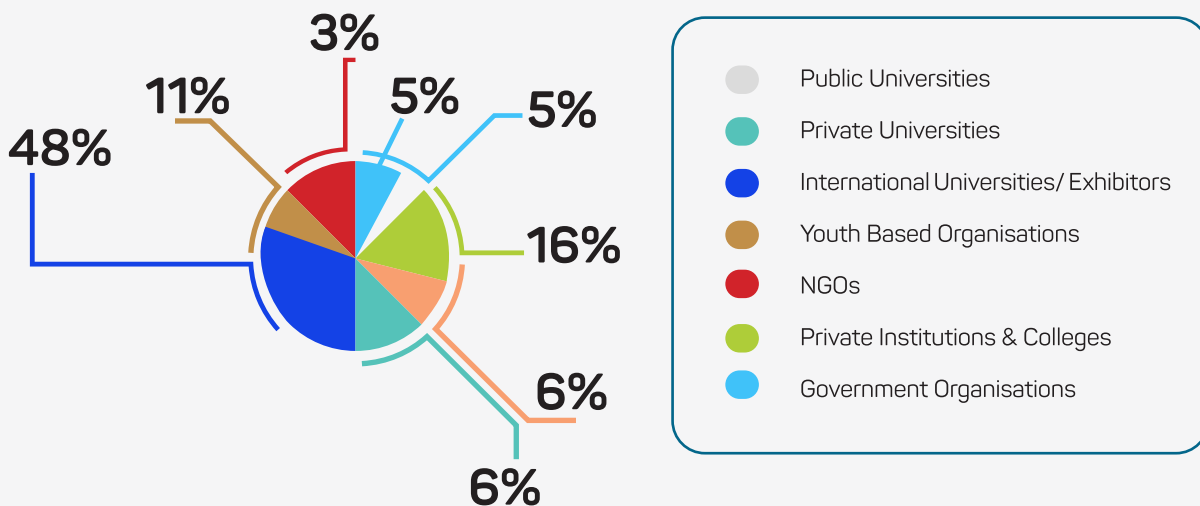


Figure 18: Exhibitor Type



3.4 Priority Skills in Demand Report- Providing Advice on Skills Development *(continued)*

A total of 63 exhibitors participated in the 2024/25 BHRDS Fair in Gaborone, reflecting a strong and diverse representation across sectors. The majority were private institutions and colleges, indicating robust engagement from the private education and training sector. This diversity of exhibitors ensured a comprehensive platform for showcasing post-secondary opportunities, skills pathways, and support services for youth and learners across Botswana.

The ETPs benefited from enhanced visibility and direct interaction with prospective students and SOEs in the higher education landscape, while other exhibitors such as professional bodies used the platform to showcase their mandates and explore partnerships. The Fair also complemented HRDC's initiatives such as priority skills information sharing. Through these engagements, HRDC reaffirmed its coordinating role in fostering collaboration between ETPs and industry.

Overall, the event successfully facilitated career guidance, strengthened industry-education linkages, and showcased essential skills development pathways that are critical to Botswana's transformation agenda. Key deliverables from the BHRDS 2025 are presented in Figure 19.

Figure 19: Key deliverables from the BHRDS Fair and Career Clinics 2025

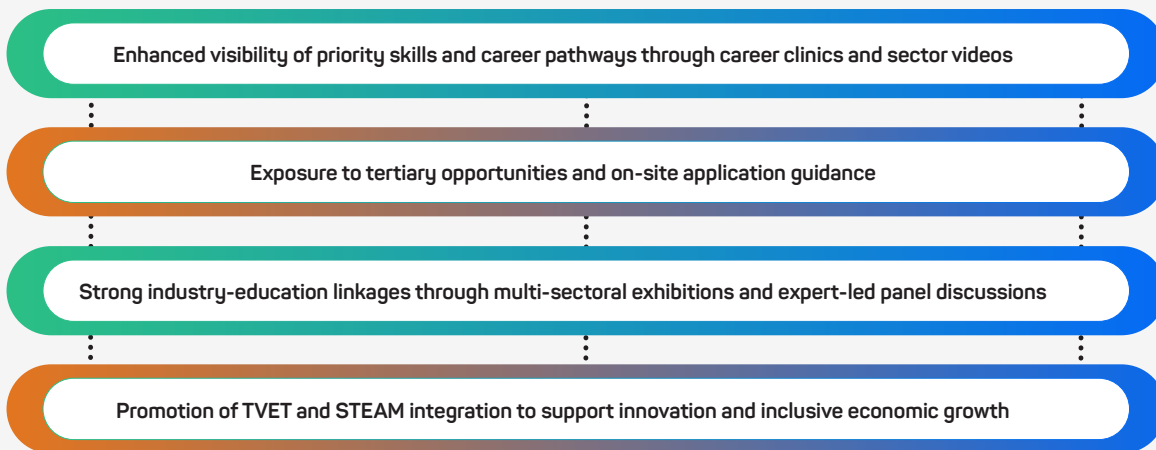
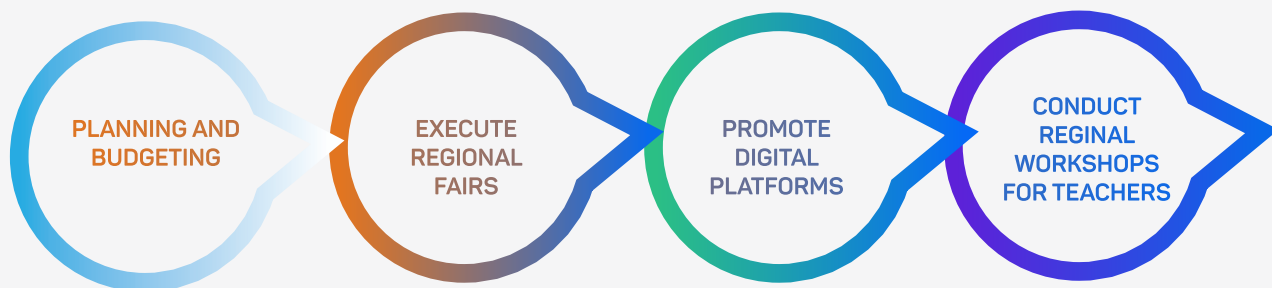


Figure 20: Future Outlook for BHRDS Fair and Career Clinics



3.4 Priority Skills in Demand Report- Providing Advice on Skills Development *(continued)*

Looking to the future, the Council intends to provide training for Career Guidance Teachers in partnership with the Ministry of Child Welfare and Basic Education who remain a key stakeholder in disseminating information with the different schools, promoting regional engagements in other areas to ensure broader reach of the Career Fair and Clinics.



Prospective Learners



BHRDS Fair official opening ceremony



Prospective Learners



Career Guidance in progress



Honourable Ministers encouraging the Learners

3.4 Priority Skills in Demand Report- Providing Advice on Skills Development *(continued)*

Tertiary Education Statistics Report

The 2023 Tertiary Education Statistics Report was successfully published as part of the Council's ongoing mandate to support evidence-based planning and policy formulation within Botswana's education and training sector. The publication provides comprehensive statistical insights on key performance indicators across the tertiary education system, with particular emphasis on enrolment patterns and trends, learner progression, graduate output, programme relevance, and equity of access. The 2023 report incorporates data collection tools and classification standards aligned to recognised international and regional frameworks, including the Sustainable Development Goal (SDG) 4 indicators, Southern African Development Community (SADC) Education Benchmarks, the Continental Education Strategy for Africa (CESA), and the Botswana National Credit and Qualifications Framework (BNCQF). Strengthened collaboration with tertiary education institutions and stakeholders further contributed to improved accuracy, timeliness, and completeness of submitted data.

Data for the report was collected from 1 October 2022 to 31 March 2023 and reflects the 2022/23 academic year. A total of 79 tertiary education institutions participated in the exercise, comprising of 43 Higher Education Institutions (public and private) and 36 Technical and Vocational Education and Training (TVET) institutions.

Key highlights from the 2023 report include:

- **Total Enrolment:** Botswana recorded **60,215 students** enrolled in tertiary education institutions in 2023, representing a **1.2% increase** compared to 2022. Publicly funded institutions accounted for **75%** of the total enrolment.
- **Gender Parity:** The Gender Parity Index (GPI) was 1.4, indicating a higher proportion of female than male learners enrolled in tertiary education. (See Table 15.)

Table 15: 2023 Enrolment by NCQF programme level and Sex

LEVEL	FEMALE	MALE	TOTAL	GPI
Trade Test C	1,140	2,402	3,542	0.47
Trade Test B	559	1,115	1,674	0.50
Certificate	2,159	1,615	3,774	1.34
Diploma	7,513	3,283	10,796	2.29
Bachelor's Degree	21,345	14,546	35,891	1.47
Post Graduate Diploma	189	80	269	2.36
Professional Qualifications	572	289	861	1.98
Master's Degree	1,771	1,287	3,058	1.38
Doctor of Philosophy	144	195	339	0.74
Other	8	3	11	2.67
TOTAL	35,400	24,815	60,215	1.43

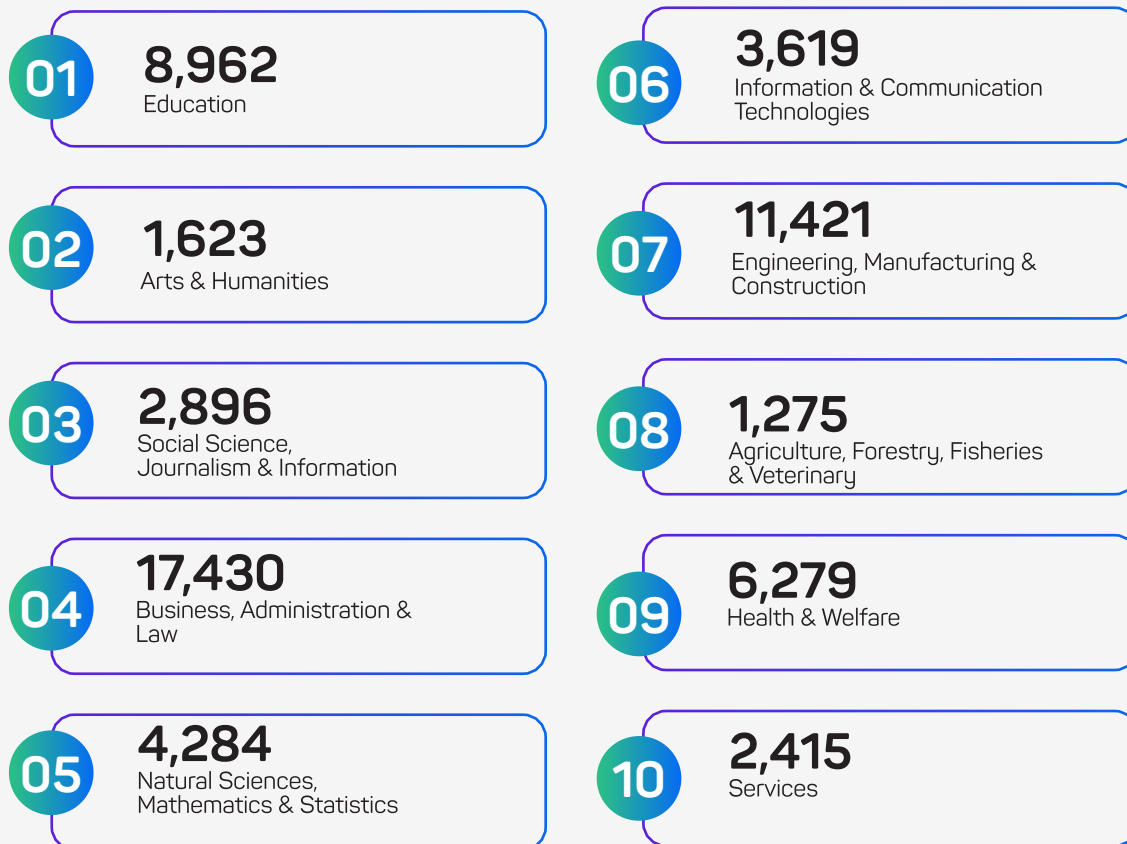
Source: Tertiary Education Institutions 2023

Enrolment by ISCED Field of Education

The 2023 enrolments were distributed across a wide range of broad fields of study based on the International Standard Classification of Education (ISCED 2013). (See Figure 21.)

3.4 Priority Skills in Demand Report- Providing Advice on Skills Development *(continued)*

Figure 21: Enrolment by the International Standard Classification of Education (ISCED) Field of Education



Source: Tertiary Education Institutions 2023

STEM Enrolment: Enrolment in Science, Technology, Engineering and Mathematics (STEM) programmes increased, with 32.1% of Enrolment in Science, Technology, Engineering and Mathematics (STEM) programmes increased, with 32.1% of students pursuing studies in these fields.

Gross Enrolment Ratio (GER): The GER was recorded at 22.0%, reflecting persistent challenges in expanding access to tertiary education. However, participation in Technical and Vocational Education and Training improved from 1.8% in 2022 to 2.1% in 2023.

Inbound Student Mobility: International students represented 4.2% of total enrolment. While Botswana continues to build a competitive tertiary education ecosystem, international student recruitment has not yet been fully prioritised.

Study Modes: Full-time study remained dominant, accounting for 83% of enrolments, while 17% were enrolled in part-time or distance learning modes. This reflects ongoing preference for traditional face-to-face learning models.

Government Sponsorship: A total of 72% of students received Government sponsorship, predominantly through the Department of Tertiary Education Financing (DTEF), while the remaining students were privately sponsored or self-funded. This indicated continued high levels of public investment in tertiary education.

Graduates: A total of 14 450 Students graduated in 2023. Table 16 presents graduation by type of institution.
Table 16: 2023 Graduate by Type of Institution

3.4 Priority Skills in Demand Report- Providing Advice on Skills Development *(continued)*

TYPE OF INSTITUTION	NUMBER	NUMBER OF GRADUATES	GRADUATES (%)
<i>Brigades</i>	32	2,354	16.3
<i>TVET institutions</i>	4	539	3.7
<i>Colleges of education</i>	4	448	3.1
<i>Institute of Health Sciences</i>	7	359	2.5
<i>Private institutions</i>	17	3,040	21.0
<i>Private universities</i>	3	1,701	11.8
<i>Public institutions</i>	4	1,254	8.7
<i>Public universities</i>	4	3,918	27.1
<i>Technical colleges</i>	4	837	5.8
<i>Total</i>	79	14,450	100.0

Source: Tertiary Education Institutions 2023

Graduation Rate: The tertiary education system recorded a graduation rate of 82.4%, representing a slight increase from 81.6% in 2022, indicating improved student progression and completion outcomes.

Teaching Professionals: A total of 3,247 qualified teaching professionals were employed across tertiary education institutions in 2023, with 75% based in public institutions and 25% in private institutions. This distribution reflects continued reliance on public sector provision for tertiary education staffing.

The report serves as a comprehensive guide to programs of study available at tertiary education institutions in Botswana. Furthermore, insights drawn from this report are being used to inform strategic interventions under the National Human Resource Development Strategy and to support alignment with the national development priorities under Vision 2036 and NDP 12. The report and other resources are accessible through the HRDC website at www.hrdc.org.bw.

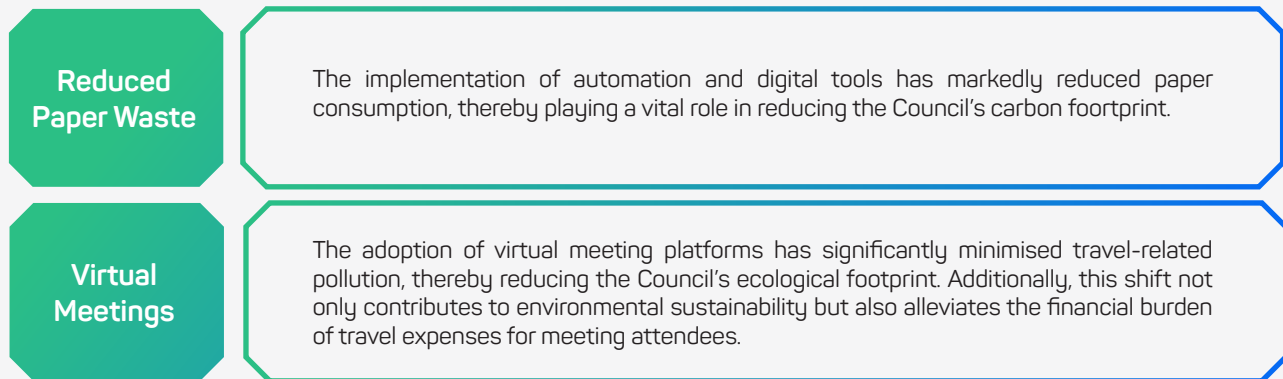
3.5 LEVERAGE ICT AND DIGITISATION

The Council is dedicated to delivering value through effective governance and the strategic alignment of the information and communication technology (ICT) function. This annual report outlines the significant progress made in integrating ICT strategies within the broader organisational framework of the HRDC. Our efforts ensure alignment with business objectives, regulatory compliance, and a commitment to environmental sustainability.

This comprehensive approach fosters value creation, enhances strategic risk management, optimises performance, and ensures adherence to regulatory standards, guaranteeing that the Council's IT initiatives contribute meaningfully to the overall business success. By harnessing advanced technologies, HRDC is improving service delivery, optimising resource utilisation, and accelerating the achievement of key organisational objectives.

HRDC continues to prioritise environmental sustainability through technology-driven initiatives as Figure 22 demonstrates.

Figure 22: Prioritisation of Environmental Sustainability Through Technology-Driven Initiatives



The Council's IT strategy has enhanced service delivery and operational efficiency, ensuring that resources are allocated optimally to meet the needs of the organisation.

HRDC employs a multilayered approach to risk management and mitigation, ensuring that IT-related risks are minimised through robust security controls and continuous policy updates aligned with global standards such as COBIT (Control Objectives for Business and IT) and ITIL (IT Infrastructure Library). See Figure 23.

Figure 23: A Multilayered Approach to Managing ICT Related Risks



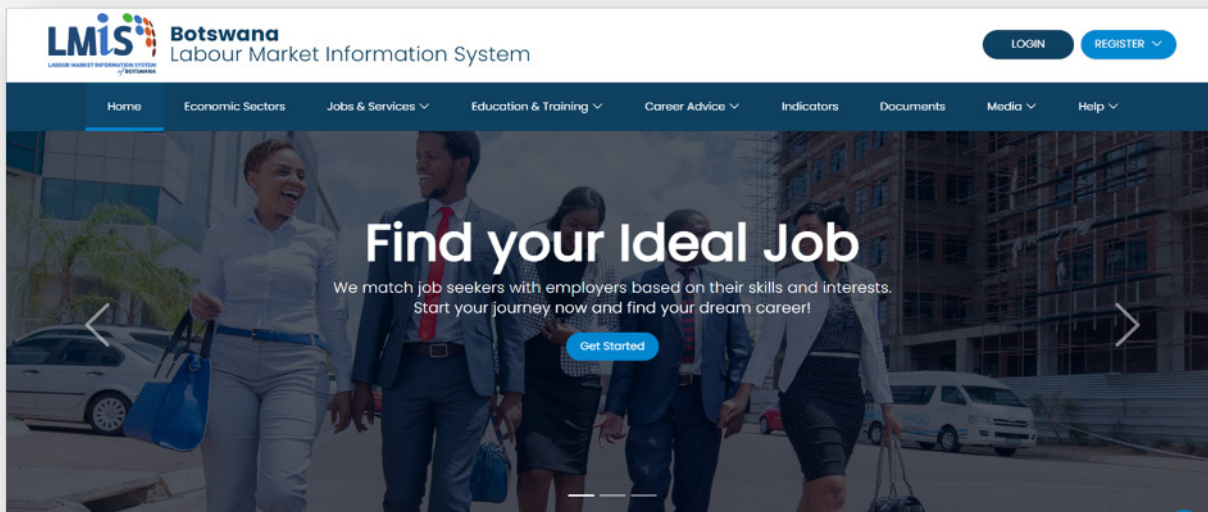
3.5 Leverage ICT and Digitisation *(continued)*

The Labour Market Information System (LMIS)

Botswana faces persistent human capital challenges, including high youth unemployment, growing skills mismatches, limited data-driven planning, and weak alignment between education and labour market needs. The implementation of the LMIS is a direct response to these challenges. It is a transformative digital platform designed to integrate job matching, labour statistics, educational outcomes, and employer engagement. The system represents a major step forward in strengthening Botswana's capacity to generate, manage, and utilise labour market data to support policy formulation, strategic planning, and employment services.

The major components of the system are the LMIS Portal (see Figure 26), the LMIS.stat (statistical engine), the Jobseeker/Employer Matching platform, the Employment Information Subsystem and the Education Information Subsystem. The LMIS has already been interfaced with key government systems, including the National Identity System (NIS), the Citizenship and Immigration System (CIS), the Short Messaging Service (SMS) gateway of 1Gov and the employers' database. User Acceptance Testing (UAT) and Stakeholder engagement sessions have been conducted. User Feedback has been incorporated to enhance functionality and user experience and reflects strong progress towards full integration of education and labour market related platforms.

The Labour Market Information System (LMIS) Landing Page



LMIS will enhance labour market transparency and coordination, enabling more efficient matching of skills to jobs, thereby reducing structural unemployment. By improving the availability, timeliness, and quality of labour market data, the system will support evidence-based policymaking and enable targeted skills development programmes that are aligned with current and emerging economic demands.

For researchers, think tanks, and policymakers, the tool will unlock unprecedented access to disaggregated, high-frequency labour market intelligence, facilitating deeper socio-economic analyses and forecasting. Overall, the initiatives will create a more responsive, data-driven ecosystem that enhances national productivity, supports inclusive economic growth, and accelerates progress toward Botswana's long-term development goals. The LMIS brings together diverse functionalities that address the needs of job seekers, employers, education and training institutions, policymakers, researchers, and the general public. See Figure 24.

3.5 Leverage ICT and Digitisation *(continued)*

Figure 24: Potential Benefits of the LMIS

Jobseekers: The LMIS will offer real-time access to advertised vacancies, a user-friendly profile creation interface, and intelligent job-matching tools that align individual qualifications and preferences with employer requirements. It also provides access to career guidance resources and labour market trends to support informed career decisions.

Employers: The LMIS can facilitate a more efficient recruitment process by allowing them to post vacancies, search for suitable candidates, and access analytics on labour supply. The system also helps employers identify emerging skills in the market and anticipate talent availability, improving workforce planning.

Education and training providers: The LMIS can offer insights into current and projected labour market demands, helping institutions align curricula and programmes with real economic needs. This strengthens relevance and employability outcomes for graduates.

Policy makers and planners: These benefit from a suite of integrated tools—including LMIS.Stat—for monitoring employment trends, analysing sectoral dynamics, identifying skills gaps, and evaluating the impact of human capital policies. This supports evidence-based decisions in areas such as curriculum reform, funding allocation, and job creation strategies.

Researchers and development partners: These can access a wealth of disaggregated labour market data and indicators to support research, evaluation, and programmatic design.

Strategically, the LMIS is a cornerstone of Botswana's transition to a knowledge-based and inclusive economy. It strengthens labour market governance, improves transparency and efficiency in employment services, and enhances the alignment between skills supply and demand.

3.6 STAKEHOLDER ENGAGEMENT ACTIVITIES

This function is tasked with strengthening stakeholder relations and engagement with different interested parties to ensure efficient service delivery. Additionally, the function manages the organisation's brand, event management, corporate communications, and management of corporate social responsibility initiatives. During the year under review, the Council engaged stakeholder groups across the country as Table 17 shows.

Table 17: Stakeholders Engaged in 2024/25

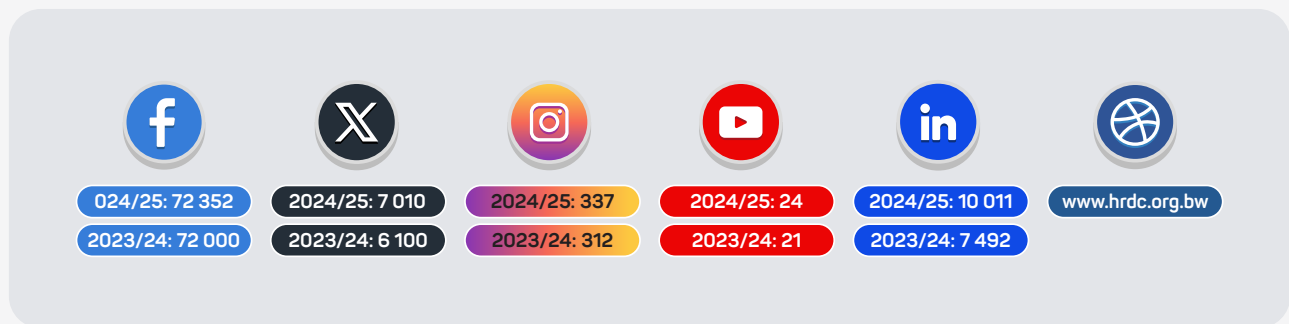
STAKEHOLDER GROUP	WHY DO WE NEED THEM	HOW WE CONSULTED	THEIR NEEDS, INTERESTS, EXPECTATIONS
Ministry of Higher Education	<ul style="list-style-type: none"> Guidance on Government agenda 	<ul style="list-style-type: none"> High-level engagements Policy recommendations Partnerships for activities including the BHRDS Fair and Career Clinics 	<ul style="list-style-type: none"> Strategic recommendations
Other Government Ministries and state-owned Enterprises	<ul style="list-style-type: none"> Strategic collaboration 	<ul style="list-style-type: none"> High-level engagements Projects 	<ul style="list-style-type: none"> Collaboration in different initiatives
Board Members	<ul style="list-style-type: none"> To provide strategic guidance and governance of the Council 	<ul style="list-style-type: none"> Board Meetings Meet-and-greet sessions High-level engagements with strategic partners 	<ul style="list-style-type: none"> Strategic focus Ensure compliance
Staff	<ul style="list-style-type: none"> To deliver our services and achieve our strategic objectives 	<ul style="list-style-type: none"> Staff meetings Weekly updates Department-level meetings 	<ul style="list-style-type: none"> Wellness activities Fair remuneration Good working environment Training and development
Suppliers	<ul style="list-style-type: none"> To deliver goods and services 	<ul style="list-style-type: none"> Advertising of tenders Availing the procurement plan for the organisation 	<ul style="list-style-type: none"> Fair procurement processes
Media	<ul style="list-style-type: none"> To enhance the role of the organisation 	<ul style="list-style-type: none"> Media briefings Media releases Media interviews 	<ul style="list-style-type: none"> Timely response to media enquiries
Levy Payers	<ul style="list-style-type: none"> To engage in strategic data collection and communication activities To contribute to the HRD Fund 	<ul style="list-style-type: none"> Workshops One-to-one engagements 	<ul style="list-style-type: none"> Timely Processing of claims Priority Skills Report
Workplaces	<ul style="list-style-type: none"> To provide training for their employees 	<ul style="list-style-type: none"> Workshops One-to-one engagements Public notices 	<ul style="list-style-type: none"> Approvals for training
Job Seekers	<ul style="list-style-type: none"> To use the Job Seeker database for employment opportunities 	<ul style="list-style-type: none"> Media releases One-to-one engagements Social media 	<ul style="list-style-type: none"> Access to the Job Seeker database
Non-Credit Bearing Short Courses Providers (NCBSCs)	<ul style="list-style-type: none"> They provide short-term skills initiatives 	<ul style="list-style-type: none"> Awareness workshops Individual meetings 	<ul style="list-style-type: none"> Recognition of courses Quick turnaround times
Education and Training Providers (ETPs)	<ul style="list-style-type: none"> To provide advice on skills needs of the country 	<ul style="list-style-type: none"> Workshops Site visits for monitoring and evaluation 	<ul style="list-style-type: none"> Policy recommendation
Industry/Sectors	<ul style="list-style-type: none"> To provide advice on skills needs of the country 	<ul style="list-style-type: none"> Sector-specific workshops/engagements MICE 	<ul style="list-style-type: none"> Advocate for skills needs within their specific sectors
Community Organisations, International Development Partners and Not for Profit Organisations	<ul style="list-style-type: none"> Strategic partnerships for projects 	<ul style="list-style-type: none"> High level Meetings 	<ul style="list-style-type: none"> Policy recommendations Reports Implementation partners
Unions	<ul style="list-style-type: none"> To advocate for employees 	<ul style="list-style-type: none"> Meetings 	<ul style="list-style-type: none"> Improve working environment for Employees

3.6 Stakeholder Engagement Activities *(continued)*

Digital and Social Media Presence

The Council continues to engage with stakeholders through digital and social media platforms. Online platforms have facilitated the Council's engagement with stakeholders and enhanced its responsiveness including the sharing of important updates in real-time.

Digital and Social Media Platforms Utilised for Stakeholder Engagement



Corporate Social Responsibility and Partnership Activities

The Council supported the various initiatives during the financial year as Table 18 shows.

Table 18: Partnership Activities

PARTNER	DATE	AMOUNT	OBJECTIVE
1. HATAB Annual Conference 2024	April 2024	P50,000.00 sponsorship	The Council successfully obtained delegate tickets for the conference to enhance its understanding of the challenges and opportunities facing the Tourism sector. This initiative will significantly contribute to informed sector planning and strategic decision-making.
2. National roadshow hosted by Education and Training Providers in Maun	April 2024	Travelling expenses for the team to Maun	The National Tertiary Education Institutions Roadshow was an extension of the BHRDS Fair and Career Clinics 2024. This initiative aimed to enhance access and opportunities for prospective learners across various regions of Botswana, enabling them to explore and identify their career options within the diverse programs offered by participating institutions.
3. World Intellectual Property Day	April 2024	Nil	World Intellectual Property Day 2024 presents a valuable opportunity to examine how intellectual property not only fosters innovation but also enhances the creative solutions essential for shaping our shared future. Held under the theme, "IP and the Sustainable Development Goals: Building our Common Future with Innovation and Creativity," Botswana joined the global celebration raising awareness about the power of IP and how it drives sustainable economic development
4. Business Botswana Northern Trade Fair 2024	May 2024	Travelling expenses for the team to Francistown	HRDC delegates attended the official opening ceremony in Francistown. The Fair provided exhibitors with an opportunity to actively promote their businesses and networks with other exhibitors. The fair presents an opportunity for business branding and creation of new product visibility and to promote existing products.
5. Botswana Safety, Health and Environment Summit and Expo	May 2024	Speaking role	The key objective of the SHE Summit and Expo is Building Capacity. The Summit provided participants with the latest knowledge, skills, and tools necessary to excel in safety, health, and environment (SHE). Participants gained insights and practical strategies from industry experts to enhance workplace safety and health.

3.6 Stakeholder Engagement Activities *(continued)*

PARTNER	DATE	AMOUNT	OBJECTIVE
6. Corporate Social Responsibility (CSR) Conference and Awards	May 2024	P14 000.00 delegate tickets	The conference focused on how companies have reinvented their business strategies by incorporating CSR initiatives into their core business. It aimed to showcase sustainable growth models and highlight the principles and best practices used by corporates and CSR & Sustainability professionals to innovate their existing efforts.
7. Africa Day Lecture hosted by the University of Mpumalanga	May 2024	Travelling expenses were covered by the host.	Africa Day Lecture hosted by the University of Mpumalanga under the theme "Celebrating Diversity: Showcasing our Africanness". HRDC CEO delivered the keynote address. The Africa Day Lecture provides a valuable opportunity for participants to engage in critical dialogue, exchange ideas, and explore potential solutions to challenges facing African nations.
8. The Future of Mining Summit	June 2024	P27 000.00 Delegate tickets	HRDC secured delegate tickets to enable the Council to have an appreciation of the challenges and opportunities available for the sector to assist in sector planning.
9. Gaborone Rugby Football Club	June 2024	P4 500.00 Sponsorship	To raise funds to support the club's sporting activities.
10. Blood Donation Drive by HRDC	June 2024	Refreshments for the Team	The Council spearheaded a blood donation campaign aimed at bolstering the national supply. In this endeavour, HRDC partnered with the National Blood Transfusion Services, BA ISAGO University, and MRI within the Block 7 Community. Together, they motivated their staff to actively participate in this vital initiative.
11. Institute of Labour and Employment Studies Annual Summit	June 2024	P21 900 Exhibition space and delegate tickets	To dialogue on labour and employment trends to inform policy development. The theme for the 2024 summit was "A Job-Rich Economy: Leveraging Technologies for Sustainable Decent Work."
12. BIUST Public Lecture on "Diversity, Equity, Inclusion and Access at BIUST: Successes and Challenges"	June 2024	P8 120.00 Sign Language interpreter costs	The Council sponsored the services of a sign language interpreter from the Botswana Society of the Deaf. In line with the theme of the activity, the interpretation services were intended to make the event inclusive.
13. Bokamoso STEM Career Fair hosted by Dare to Dream Foundation and Debswana Mining Company in Jwaneng.	June 2024	Travelling expenses for the team to Jwaneng	This program is designed to empower and inspire high-achieving young girls to explore diverse career opportunities in the fields of science, technology, engineering, and mathematics (STEM) by fostering their interests and providing valuable resources to cultivate the next generation of female leaders in these critical disciplines.
14. The Ministry of Education and Skills Development (MESD) in partnership with the German-African Business Association Symposium	June 2024	Nil	The Ministry of Education and Skills Development (MESD), in collaboration with the German-African Business Association, hosted a symposium designed to facilitate dialogue and the exchange of ideas. This event aimed to address the challenges and opportunities within the Technical and Vocational Education and Training (TVET) sector.
15. Women in STEM Roundtable hosted by Trade Up North in Gaborone	June 2024	P27 000.00 costs for hosting the panel discussions	The Council, in partnership with Soapbox Communications, hosted a panel discussion titled "Women in STEM: Challenges, Opportunities, and Support Systems to Encourage Greater Participation in Entrepreneurship." This event aimed to explore the various obstacles women face in STEM fields, the opportunities available to them, and the support systems that can be implemented to foster increased involvement in entrepreneurship.
16. United National Climate Change Conference	June 2024	Travelling costs for the team Member to Germany	The Department of Meteorological Services under the Ministry of Environment and Tourism (MET) extended an invitation to participate in the sixtieth (60 th) sessions of the Subsidiary Body for Scientific and Technological Advice (SBSTA) and Subsidiary Body for Implementation (SBI) (SB60) Conference from 3 rd to 13 th June 2024 in Germany. This invitation was from the Executive Secretary of the United Nations Framework Convention on Climate Change (UNFCCC) to Botswana.
17. Okavango Kopano Mokoro Community Trust (OKMCT) at Tapyowa NG32 Experience	July 2024	P10 500.00 exhibition space	Tapyowa NG32 is a cultural tourism event initiated by Okavango Kopano Mokoro Community Trust (OKMCT) to celebrate the diverse multi-ethnic groups found in the wildlife concessions area named NG32. The activities promote indigenous knowledge.

3.6 Stakeholder Engagement Activities *(continued)*

PARTNER	DATE	AMOUNT	OBJECTIVE
18. Selibe Phikwe Trade Fair & Agric Expo by Business Botswana	July 2024	P11 835.20 exhibition space	The trade fair and expo was held under the theme "Promoting industrialisation: paving the path to sustainable development." The event aimed to stimulate economic activity in the region by inviting various corporates to exhibit to showcase their products and services.
19. Botswana Sustainability Conference	July 2024	P7 500.00 Delegate tickets	Botswana Sustainability Week 2024 was held focusing on "Investing in ESG and Sustainability with Positive Environmental Social Impact". The event brought together leaders from Government, business, academia, and civil society to promote sustainable development and business practices in Botswana.
20. Trade Up North Conference	July 2024	P50 000.00 Sponsorship	Trade Up North hosted a comprehensive forum for stakeholders in the mining, manufacturing, and construction sectors in northern Botswana. This event convened policymakers, suppliers, and innovators to discuss collaborative opportunities and advancements within these industries. The seminar was centred around the theme "Unlocking Botswana's Economic Potential: Growth and Industrialisation," highlighting the critical role of these sectors in driving the nation's economic development.
21. Sponsorship of Katlego Emily Mpudi	August 2024	P10 000.00 sponsorship for travel	Sponsorship of Ms Mpudi's participation at the Toddler and Tween of the World International Pageant in South Africa.
22. Career Guidance Fairs at Oodima Junior Secondary School and Kagiso Secondary School	August 2024	Travelling costs for the team to Ramotswa	Students were informed about the Priority Occupations and Skills compiled by the Council through these interactions. Students were also informed about the HRDC's mandate and its functions, for their appreciation. By highlighting specific occupations that are prioritised by the Council, students can align their educational pursuits with industry needs. Furthermore, understanding the HRDC's role in workforce development fosters a sense of responsibility among students to actively engage in their career planning.
23. Local Manufacturing Expo	August 2024	P53 000.00 Exhibition space and delegate tickets	To showcase the importance of investing in skills development to support the growth of the manufacturing sector, HRDC participated in a panel discussion under the theme 'Skills Crisis and Immigration Policy: Talent Tipping Points for Manufacturing.' Additionally, HRDC had an exhibition stall at the event, where they highlighted various initiatives aimed at bridging the skills gap within the industry.
24. North-East Regional Education Office Awards for Top Performing Learners and Teachers	August 2024	Provided corporate gifts	The Council provided HRDC branded corporate gifts for the learners, and the HRDC Chief Operations Officer handed the gifts at the Prize Giving ceremony.
25. Business Botswana National Business Conference (NBC) 2024	August 2024	P79 800.00 sponsorship	The Council sponsored 20 Small, Medium, and Micro Enterprises (SMMEs) to participate in the Business Botswana 17th National Business Conference (NBC) to ensure they have representation in exploring strategies that fuel Botswana's economic growth. By facilitating this participation, the Council empowered the enterprises with valuable insights into market trends, innovative practices, and networking opportunities that can enhance their competitiveness.
26. Annual Botswana Consumer Fair 2024	August 2024	P20 100.00 exhibition space	The Fair provided an opportunity to engage with various stakeholders on the mandate of the Council of promoting skills development.
27. Xere Cultural Festival	August 2024	P55 000.00 sponsorship	The Xere Cultural Festival is an annual event that honours the traditions, music, dance, and art of the Khoesan community. The San people of Xere boast a rich culture and heritage that is built on their interaction with the environment, wildlife, flora and fauna, and the rivers and basins. This vibrant festival serves as a platform for showcasing the unique storytelling traditions of the Khoesan people, where oral histories are passed down through generations in captivating performances.

3.6 Stakeholder Engagement Activities *(continued)*

PARTNER	DATE	AMOUNT	OBJECTIVE
28. Namibia Students Financial Assistance Fund (NSFAF) Benchmarking visit	September 2024	Refreshments	The objective of the benchmarking exercise was to find out how other funds in Botswana operate. The delegation visited the Ministry of Education and Skills Development, Botswana Qualifications Authority (BQA), Botswana Digital and Innovation Hub (BDIH), and the Ministry of Communications Knowledge and Technology (MCKT). During these visits, the team aimed to gather insights into best practices, operational frameworks, and innovative strategies employed by these institutions. By engaging with key stakeholders, they sought to understand how funding mechanisms are structured, how resources are allocated, and what metrics are used to evaluate success.
29. International Conference of Engineering Education and Management BIUST conference	September 2024	P52 000.00 Sponsorship for conference dinner	The objective of the conference was to bring together professionals, academics, regulators, researchers, educators, managers, industrial collaborators, and policy makers engaged in the provision and management of quality engineering education to share their experiences and research outcomes on all aspects of Engineering Education. The theme of the conference was "Enhancing sustainable quality engineering education for a knowledge-based society" and facilitated discussion and exchange of ideas on the status, accreditation matters, programme delivery, resource management, learner dynamics and provision of engineering education in a knowledge-based society.
30. Shoeless Golf Charity initiative	September 2024	P20 000.00 sponsorship	The main objective of the event was to raise funds for the purchase of school shoes for underprivileged children. By providing these essential items, we aimed not only to ensure that every child has the proper footwear for school but also to boost their confidence and sense of belonging. Many children face challenges that go beyond academics, and something as simple as a new pair of shoes can significantly impact their self-esteem and willingness to participate in school activities.
31. Kgatleng District Botswana Teachers Union open day.	September 2024	Travelling expenses for the team's participation in Mochudi	The purpose of the event was to unite union members in one location to access services provided by BTU through various stakeholders. Members of BTU were able to explore different stalls and gain knowledge from the invited stakeholders. This gathering not only fostered a sense of community among members but also served as a platform for networking and collaboration.
32. The Ministry of Local Government and Rural Development inaugural Remote Area Development Employment Promotion Pitso in Gaborone	October 2024	Nil	The event aimed to address employment challenges and opportunities in remote areas of Botswana, recognising that these regions often face unique obstacles such as limited access to education, inadequate infrastructure, and a lack of investment. By bringing together local leaders, government officials, NGOs, and community members, the event sought to foster dialogue and collaboration on innovative solutions.
33. Republic of Tanzania's Higher Education Students Loans Board (HESLB) Benchmarking exercise	October 2024	Refreshments	The discussions between HESLB and HRDC focused on several key areas including the importance of sustainable financing models for higher education, the role of scholarships in promoting access to education, and strategies for aligning educational outcomes with labour market demands. Both delegations recognised that investing in human capital is crucial for economic growth and social development. The delegation also met with the Ministry of Education and Skills Development, Botswana Digital and Innovation Hub, the Department of Tertiary Education Financing, and the Ministry of Communications, Knowledge and Technology (MCKT).
34. Botswana National Arts Council Creative Kgotla events in Palapye, Selibe Phikwe and Francistown	October 2024	Travelling expenses for the team to Palapye, Selibe Phikwe and Francistown	These Creative Kgotla gatherings served as a valuable platform for discussions on various topics including intellectual property, funding opportunities, brand management, the current state of the creative industry, and priority occupations and skills development. Moreover, they fostered a sense of community among creatives, allowing artists, entrepreneurs, and industry professionals to network and collaborate. By sharing experiences and insights, participants could identify common challenges and brainstorm innovative solutions tailored to their unique contexts.

3.6 Stakeholder Engagement Activities (continued)

PARTNER	DATE	AMOUNT	OBJECTIVE
35. Construction Industry Trust Fund (CITF) Training Manufacturing Construction and Mining (TMCM) Expo 24 in Mahalapye	October 2024	Travelling expenses for the team to Mahalapye	The event was held to raise awareness and promote the Technical Vocational Education and Training (TVET) to potential learners so that they can consider career opportunities available in the sub-sector. The event also served as a platform for business-to-business interactions to share the latest technologies in the market and initiate business partnerships.
36. Transport and Energy Summit hosted by Progressive Institute	October 2024	Nil	Forum to dialogue on the transport and energy sector. HRDC Chief Operations Officer spoke to leaders within the transport sector on the critical importance of investing in skill enhancement and capacity-building initiatives to address the burgeoning demand for a skilled workforce in the transportation and energy sectors.
37. Annual University of Botswana Fundraising Dinner 2024	November 2024	P15 000.00 for a dinner table of 10.	Annual Fundraising dinner for scholarships for deserving students. This helps ensure that financial barriers do not prevent talented individuals from pursuing higher education.
38. Women of Kuru Art Exhibition	November 2024	Nil	HRDC CEO was the keynote speaker at the event which showcased art from the Kuru Art Project. The Project was founded to nurture and showcase the San Community's artistic abilities in D'kar, Ghanzi. It is a vital platform for artists to express their unique stories, traditions, and viewpoints to a global audience.
39. Botswana Teachers Union (BTU) National Wellness Day	November 2024	Travelling expenses for the team to Lobatse	The main purpose of the wellness day was to promote healthy living amongst members as well engaging them with BTU stakeholders. Activities such as walks, aerobics, different sports, financial literacy, mental awareness, skills, and human resource development were part of initiatives focused on creating awareness among the Union members.
40. Psych Matters Botsogo Jwa Rre	November 2024	P7 000.00 exhibition space	The <i>Botsogo Jwa Rre</i> Summit was a crucial initiative aimed at addressing the urgent issue of men's well-being in Botswana. The summit provided safe spaces for Men to openly express their challenges and gain valuable insights from experts in the field. This event marked a significant milestone in promoting mental health and emotional well-being among Men in the country.
41. Business Botswana Annual Gala Dinner	December 2024	P5 000.00 for dinner tickets for Staff	The Business Botswana annual gala dinner held under the theme 'Celebrating Partnerships, Fostering Growth' honoured the collaborations within Botswana's business community. This event highlighted the partnerships in driving economic development and innovation across various sectors.
42. Science Forum South Africa	December 2024	Travelling expenses	HRDC hosted a panel discussion under the theme 'Driving economic growth and sustainable development: Implementing Transformative Innovation Policy in SADC Countries, insights from Botswana and South Africa.'



Oodi College of Applied Arts Tour



Trade Up North Conference and Exhibition Engagement Activities



Shoeless Golf Charity Initiative



Botsogo Jwa Rre Summit



HRDC Board Meet and Greet with New Members



HRDC Strategy Retreat with Partner Organisations



Local Manufacturing Expo

3.7 CORPORATE BUDGET AND EXPENDITURES

The Financial Year 2024-25 was characterised by constrained government finances due to declining diamond revenues. As a result, there were delays in the disbursement of government subventions to HRDC. The first tranche was received on the 30th August 2024 against an expected arrival date of the 1st April 2024. The second tranche was received on the 12th December 2024 against an expected arrival date of 1st July 2024 and the third and final tranche was received on the 3rd March 2025 against an expected arrival date of the 1st October 2024. The total subvention received was P45 449 093 against an expected amount of P48 198 789 leading to a shortfall of (P2 749 697).

The impact of the late receipt of tranches and the shortfall was that HRDC had to frequently review its Business Plan and budget to align it with available resources. HRDC had to delay or postpone commencement of many of its major and key business plan projects or cancel them altogether. Furthermore, the late receipt of the last tranche did not accord the Council sufficient time to finance projects. The Business Plan and Budget were revised during midterm and at the end of the third quarter while during the first half of the year a decision was made to only proceed with ongoing projects from 2023-24 as well as to only start the most critical projects for 2024-25.

It is against this background that a 2024/25 budget performance review is provided below:

The initial approved budget for 2024-25 was P202 785 379 Total Revenue, P202 785 379 Total Expenditure made of P163 247 379 Recurrent Expenditure and P39 538 000 Capital Expenditure. The final approved revised budget (fourth version) was P122 694 376 Total Revenue, P118 517 036 Total Expenditure made of P106 822 675 Recurrent Expenditure and P11 694 361 Capital Expenditure. Therefore, the budget decline was 39% for Total Revenue, 42% for Total Expenditure (35% for Total Recurrent Expenditure and 70% for Capital Expenditure).

For the financial year 2024-25 HRDC recorded a 1% decline in Total Operating Income due to a 25% decline in Other Income on account of a 51% decline in the Botswana Human Resource Development Skills Fair and Career Clinics revenue. The hosting of the Fair was limited to Gaborone due to budget constraints while it normally also covers both Francistown and Maun. The Administrative expenses recorded an insignificant increase of 0.39% compared to 2023-24 on account of budget constraints and therefore implementation of austerity measures. The staff emoluments recorded a 5% increase overall on account of once off gratuitous payment in place of a cost of living adjustment and the settlement of outstanding staff payments from the past which first had to be agreed with parties. The remaining administration expenses declined to the same extent as the increase in staff emoluments (5%) due to the austerity measures.

The Statement of Financial Position (SFP) recorded an increase of 11% attributable to increases in both the Non-current assets and Current assets. The Non-current assets increase is due to the development of two major IT Systems, namely the electronic Human Resource Development Fund (eHRDF) System and Labour Market Information System (LMIS). The Software and hardware assets were acquired for the project. The Current Assets increase is in Cash and cash equivalents due to the late receipt of the third and last Government subvention tranche. The Accumulated surplus increased by 9%, Deferred Capital Grants increased by 22% due to a late receipt of the 2024-25 Capital Grant as part of the third Government subvention tranche as well as the increase in Work in Progress for the two major IT Systems referred to above. The Current Ratio was healthy at 1.55:1 while the Quick ratio was 1.25:1.

The Council generated adjusted cash from operating activities of P660 084. It further generated P380 862 from changes in Working Capital resulting in a net cash generated from operating activities of P1 040 946. It then utilised (P11 714 841) in the acquisition of assets and received interest of P1 332 922 resulting in a Net Cash used in investing activities of (P10 358 609). The Council received Net Cash of P11 714 841 from financing activities (Capital grant received and utilised), resulting in net change of Cash and cash equivalent of P2 360 366 leaving a Cash and cash equivalent balance of P54 853 055 from the opening balance of P52 450 877. HRDC continued to implement the National Citizen Economic Empowerment Policies, the Economic Diversification Policies and the Local Procurement Preference Schemes. In this regard HRDC recorded 586 procurement awards during the financial year 2024-25, 532 (90.78%) of which were to 100% citizen owned companies. Out of the total value of P18 157 975.17 awarded, P16 717 492.08 (92.07%) was to 100% citizen owned companies. 21 (3.58%) awards were under the Economic Empowerment Drive (EDD) at a total value of P3 299 097.01 representing 18.17% of the total value. 46 (7.85%) at a value of P1 110 029.01 representing 6.11% of the total value was for companies under the Local Procurement Scheme (women, youth and people living with disabilities). Micro procurements accounted for P7 609 699.88 (41.91%) of total value.

The background features a stylized financial chart with a yellow line graph and several candlestick bars in blue, orange, and yellow. The chart is set against a dark blue background with a grid of small dots in shades of blue and green. The overall aesthetic is modern and professional, typical of a corporate financial report.

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**Annual Financial
Statements for the
year ended 31st March
2025**



HUMAN RESOURCE DEVELOPMENT COUNCIL

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2025

COUNCIL INFORMATION

Domicile, legal form and principal business activity:

Human Resource Development Council (HRDC) was established under the Human Resource Development Council Act No, 17 of 2013. The Council is responsible for the coordination of and promotion of the implementation of the National Human Resource Development Strategy. The Council is domiciled in Botswana.

Registered address:

Plot 60113, Block 7,
Ext 48, Gaborone West,
Botswana.

Members of the Board:

Ms. Choice Malebogo Pitso - Chairperson
Mr. Odirile Motlhale – Vice Chairperson
Dr. Andrew Bushie Molwane
Dr. Vincent Molelekwa
Mr Gokaiwamang M Hetolang
Mr Otlaabotsa Dane Tsie
Ms Dinah Kesebonye
Ms Tebogo Mogotsi
Ms Mpho Leteane
Ms Opelo Marata
Ms Thabile Faith Moipolai
Prof. Elisha Nelson Toteng
Prof. Annah Anikie Molosiwa

Prof. Alinah Kelo Segobye-Chief Executive Officer

Postal address:

Private Bag BR 108, Gaborone

Auditors:

Grant Thornton Botswana

Lawyers:

Bogopa, Manewe, Tobedza & CO

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HUMAN RESOURCE DEVELOPMENT COUNCIL

STATEMENT OF RESPONSIBILITY BY BOARD MEMBERS for the year ended 31 March 2025

The Members of the Board of Human Resource Development Council (the Members of the Board) are responsible for the annual financial statements and all other information presented therewith. Their responsibility includes the maintenance of true and fair financial records and the preparation of annual financial statements in accordance with International Financial Reporting Standards and in the manner required by the Human Resource Development Council Act of 2013.

The Human Resource Development Council ("the Council") maintains systems of internal control, which are designed to provide reasonable assurance that the records accurately reflect its transactions and to provide protection against serious misuse or loss of Council's assets. The Members are also responsible for the design, implementation, and maintenance and monitoring of these systems of internal financial control. Nothing has come to the attention of the Members to indicate that any significant breakdown in the functioning of these systems has occurred during the year under review.

The going concern basis has been adopted in preparing the annual financial statements. The Members have no reason to believe that the Council will not be a going concern in the foreseeable future, based on the continuous support by the Government of Botswana through the Ministry of Education and Skills Development.

Our external auditors conduct an examination of the financial statements in conformity with International Standards on Auditing, which include tests of transactions and selective tests of internal accounting information technology system controls. Regular meetings are held between management and our external auditors to review matters relating to internal controls and financial reporting. The external auditors have unrestricted access to the Members of the Board.

The financial statements set out on pages 74 to 99 and supplementary information on Annexure 1 were approved by the Members of the Board and are signed on its behalf by:


Board Chairperson
24 NOV 2025


Board Member
24 NOV 2025

Independent Auditor's Report

To the Members of Human Resource Development Council

Report on the audit of the Annual Financial Statements

Chartered Accountants

Grant Thornton
Acumen Park, Plot 50370
Fairgrounds, Gaborone
P O Box 1157
Gaborone, Botswana

T +267 395 2313

[linkedin.com/company/Grant-Thornton-Botswana](https://www.linkedin.com/company/Grant-Thornton-Botswana)
[facebook.com/GrantThorntonBotswana](https://www.facebook.com/GrantThorntonBotswana)

Opinion

We have audited the annual financial statements of Human Resource Development Council set out on pages 74 to 99, which comprise the statement of financial position as at 31 March 2025, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the annual financial statements, including material accounting policy information.

In our opinion, the annual financial statements give a true and fair view of, the financial position of Human Resource Development Council as at 31 March 2025, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards issued by the International Accounting Standards Board and requirements of Section 23 of the Human Resource Development Council Act of 2013.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the annual financial statements section of our report. We are independent of the Authority in accordance with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (Parts 1, 3 and 4A) (IESBA Code) and other independence requirements applicable to performing audits of annual financial statements in Botswana. We have fulfilled our other ethical responsibilities in accordance with the IESBA Code and in accordance with other ethical requirements applicable to performing audits in Botswana. 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. We have no key audit matters to report.

Other information

The directors are responsible for the other information. The other information comprises the information included in the document titled "Human Resource Development Council" annual financial statements for the year ended 31 March 2025", which includes Director's report and the detailed Income Statement, which we obtained prior to the date of this report. Other information does not include the annual financial statements and our auditor's report thereon.

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

In connection with our audit of the annual financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the annual 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 Directors for the Annual Financial Statements

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

In preparing the annual financial Statements, the directors are responsible for assessing the Authority'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 directors either intend to liquidate the Authority or to cease operations, or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Authority's financial reporting process.

Auditor's responsibilities for the audit of the Annual Financial Statements

Our objectives are to obtain reasonable assurance about whether the annual financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with International Standards on Auditing 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 annual financial statements.

As part of an audit in accordance with International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the annual financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.



- Conclude on the appropriateness of the Directors' 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 Authority'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 annual 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 Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the annual financial statements, including the disclosures, and whether the annual financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

We also provide the directors with a statement that we have compiled with relevant ethical requirements regarding independence, and to communicate with them all the relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

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

Report on Other Legal and Regulatory Requirements

In accordance with section 23 of the Human Resource Development Council's Act No. 17, 2013 (The Act) we confirm that:

- We have received all the information and explanations which to the best of our knowledge and belief were necessary for the performance of our duties as auditors.
- The accounts and related records of the Council have been properly maintained.
- The Council has complied with all the financial provisions of the Act, which it is their duty to comply with.
- The financial statements of the Council were prepared on a basis consistent with that of the preceding year and represents a true and fair view of the transactions and financial affairs of the Council.

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HUMAN RESOURCE DEVELOPMENT COUNCIL**STATEMENT OF COMPREHENSIVE INCOME**
for the year ended 31 March 2025

	Note	2025 P	2024 P
Revenue	5	90,081,514	89,042,913
Other income	6	9,960,134	13,239,956
Administrative expenses	7	(99,486,66)	(99,102,688)
Impairment (charge)/reversal on receivables	7.1	128,407	(699,674)
Operating Profit/ (Loss)		683,394	2,480,507
Interest income - based on effective interest rate	9	1,332,922	1,657,383
Foreign exchange (loss)/Gain		(36,812)	(17,294)
Operation Profit/(loss)		1,979,504	4,120,596
Total comprehensive income/(loss) for the year		1,979,504	4,120,596

HUMAN RESOURCE DEVELOPMENT COUNCIL**STATEMENT OF FINANCIAL POSITION**

As at 31 March 2025

	Note	2025 P	2024 P
ASSETS			
Non-current assets			
Property, plant and equipment	10	37,083,137	35,745,400
Intangible assets	11	11,371,149	3,930,433
		<u>48,454,286</u>	<u>39,675,833</u>
Current assets			
Trade and other receivables	12	13,492,552	12,823,513
Cash and cash equivalents	13	54,811,243	52,450,877
		<u>68,303,795</u>	<u>65,274,390</u>
Total assets		<u>116,758,081</u>	<u>104,950,223</u>
FUNDS AND LIABILITIES			
Funds			
Accumulated surplus		<u>24,243,729</u>	<u>22,264,225</u>
		<u>24,243,729</u>	<u>22,264,225</u>
Non-current liabilities			
Deferred Capital grants	14	48,494,958	39,716,507
Current liabilities			
Trade and other payables	15	44,019,394	42,969,493
Total liabilities		<u>92,514,352</u>	<u>82,686,000</u>
Total funds and liabilities		<u>116,758,081</u>	<u>104,950,223</u>

HUMAN RESOURCE DEVELOPMENT COUNCIL

STATEMENT OF CHANGES IN FUNDS for the year ended 31 March 2025

	Accumulated fund	Total
	P	P
Balance as at 1 April 2023	18,143,629	18,143,629
Total comprehensive loss for the year	4,120,596	4,120,596
Balance as at 31 March 2024	22,264,225	22,264,225
Balance as at 1 April 2024	22,264,225	22,264,225
Total comprehensive income for the year	1,979,504	1,979,504
Balance as at 31 March 2025	24,243,729	24,243,729

HUMAN RESOURCE DEVELOPMENT COUNCIL**STATEMENT OF CASH FLOWS**
for the year ended 31 March 2025

	Note	2025 P	2024 P
Cash generated from operations			
Operation Profit/(loss)		1,979,504	4,120,596
Adjustments for:			
Depreciation	10	2,826,718	3,086,458
Amortisation of intangible assets	11	108,020	216,917
Profit on disposal of plant and equipment	6	(23,310)	(10,333)
Amortisation of deferred income	14	(2,934,738)	(3,303,376)
Interest income	9	(1,332,922)	(1,657,383)
Foreign exchange loss/(Gain)		36,812	17,294
		660,084	2,470,174
Changes in working capital			
Increase in trade and other receivables		(669,039)	(255,400)
Increase in trade and other payables		1,049,901	9,185,733
Net cash generated/(used) in operating activities		1,040,946	11,400,507
Cash flows from investing activities			
Purchase of property, plant and equipment	10	(4,166,106)	(1,163,830)
Purchase of intangible assets	11	(7,548,735)	(3,153,753)
Donated assets		-	16,749
Proceeds from disposal of plant and equipment		23,310	10,333
Interest income received	9	1,332,922	1,657,383
Net cash (used) in investing activities		(10,358,609)	(2,633,118)
Cash flows from financing activities			
Capital grant received and utilised during the year	14	11,714,841	4,927,782
Net cash generated from financing activities		11,714,841	4,927,782
Effect of exchange rate changes on cash and cash equivalents		(36,812)	(17,294)
Net change in cash and cash equivalents		2,360,366	13,677,877
Cash and cash equivalents at beginning of year		52,450,877	38,773,001
Cash and cash equivalents at end of year	13	54,811,243	52,450,877

HUMAN RESOURCE DEVELOPMENT COUNCIL

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2025

1. General information

Human Resource Development Council (HRDC) was established under the Human Resource Development Council Act No, 17 of 2013. The Council is responsible for the coordination of and promotion of the implementation of the National Human Resource Development Strategy. The address of its registered office is Plot 60113, Block 7, Ext 48, Gaborone West, Botswana.

The financial statements set out on pages 6 to 34 have been approved by the Members of the Board of Human Resource Development Council on 13th November 2025.

2. Material accounting policy information

The financial statements have been prepared in accordance with the International Financial Reporting Standards.

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented, unless otherwise stated.

2.1. Basis of preparation

The annual financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS).

The preparation of the Council financial statements is in conformity with International Financial Reporting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the Council financial statements are disclosed in the respective section of the financial statements. Refer to note 4 for critical accounting estimates and judgements policy notes. All amounts are shown in Pula which is the entity's functional and presentation currency. All values are rounded to the nearest Pula, unless otherwise stated.

2.1.1 Adoption of standards in the current financial year

New standards and interpretations

(a) International Financial Reporting Standards amendments and Interpretations issued for the ended 31 March 2025.

STANDARDS/INTERPRETATIONS	EFFECTIVE DATE	IMPACT ON THE FINANCIAL STATEMENTS
Amendments to IFRS 16-Lease Liability in sale and Leaseback The amendment specifies subsequent measurement requirements for sale and leaseback transactions.	Annual periods beginning on or after 1 January 2024	The amendment has no material impact on the Council.
Amendments to IAS 1-Presentation of Financial Statements Non current liabilities with covenants introduces additional disclosures for liabilities with covenants within 12 months of the reporting period. These disclosures are to enable financial statement users to understand the risks of the loans becoming repayable within 12 months of the reporting date.	Annual periods beginning on or after 1 January 2024	The amendment has no material impact on the Council.
Amendments to IAS 7-Statement of Cash Flows and IFRS 7 Financial instruments. Supplier finance arrangements, amendment to IAS & IFRS 7 is done to address the disclosure requirements to enhance the transparency of supplier finance arrangements and their effects on a company's liabilities cash flows and exposure to liquidity risk.	Annual periods beginning on or after 1 January 2024	The amendment has no material impact on the Council.
Amendments to IAS 21-Lack of Exchangeability Specifies how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking. An entity's objective in estimating the spot exchange rate is to reflect the rate at which an orderly exchange transaction would take place at the measurement date between market participants under prevailing economic conditions.	Annual periods beginning on or after 1 January 2024	The amendment has no material impact on the Council.

HUMAN RESOURCE DEVELOPMENT COUNCIL

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2025

2.1.1 Adoption of standards in the current financial year

New standards and interpretations

(b) International Financial Reporting Standards amendments and Interpretations issued but not yet effective for the ended 31 March 2025.

STANDARD/INTERPRETATION:	EFFECTIVE DATE:
- Lack of Exchangeability (Amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates)	1 January 2025
- Contracts Referencing Nature-dependent Electricity (Amendments to IFRS 9 and IFRS 7)	1 January 2026
- IFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027
- Amendments to IFRS 10 and IAS 28: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Deferred until further notice (IASB)
- IFRS 19 Subsidiaries without Public Accountability: Disclosures	1 January 2027
- Amendments to IFRS 1 First-time Adoption of International Financial Reporting Standards	1 January 2026
- Amendments to IFRS 7 Financial Instruments: Disclosures	1 January 2026
- Amendments to IFRS 9 Financial Instruments	1 January 2026
- Amendments to IAS 10 Statement of Cash flows	1 January 2026
- Amendments to IFRS 9 and IFRS 7: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
- Amendments to IFRS 10 Consolidated Financial Statements	1 January 2026

2.2 Foreign currency translation

2.2.1 Functional and presentation currency

Items included in the financial statements of the Council are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The financial statements are presented in Botswana Pula, which is the Council's functional and presentation currency.

2.2.2 Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are remeasured. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of comprehensive income.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in the Statement of Comprehensive income within "finance income" or "finance cost". All other foreign exchange gains and losses are presented in the statement of comprehensive income within "other income" or "operating expenses".

2.3 Property, plant and equipment

(a) Measurement

Property plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses, if any. Historical cost includes expenditure that is directly attributable to the acquisition of the items and to get the items ready for their intended use.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Council and the cost of the item can be measured reliably.

HUMAN RESOURCE DEVELOPMENT COUNCIL

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2025

2.3 Property, plant and equipment (continued)

(a) Measurement

All other repairs and maintenance costs are charged to the statement of comprehensive Income during the financial period in which they are incurred.

(b) Depreciation

Depreciation commences when the assets are available for use. Depreciation is calculated on the straight-line basis at rates designed to depreciate the cost of the assets, to their residual value, over their estimated useful lives as follows:

- Furniture and Office Equipment	2-10 years
- Gym equipment	5-10 years
- Computer equipment	3-5 years
- Motor vehicles	4-8 years
- Leasehold land and Buildings	Over the life of the lease
- Buildings- Porta Cabins	20 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period

(c) Derecognition

An item of property plant and equipment and any significant part initially recognised 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 (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of comprehensive income when the asset is derecognised.

Property and equipment are reviewed for impairment losses whenever events or changes in circumstances indicate that the carrying amounts may not be recoverable. An impairment loss is recognised for the amount by which the carrying amount of the asset exceeds its recoverable amount, the latter being the higher of the fair value less cost of disposal and its value in use.

A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years.

2.4 Intangible assets

Acquired Computer software

Intangible assets are carried at cost, less accumulated amortisation and accumulated impairment losses, if any. Acquired computer software licenses are capitalised and recorded as intangible assets on the basis of the cost incurred to acquire and bring to use the specific software. These costs are amortised on the basis of an expected useful life between five (5) to ten (10) years, using the Straight-line method. Useful lives and amortisation methods are assessed and adjusted for prospectively, if necessary, on an annual basis. The estimated useful life for Intangible Assets is five (5) to ten (10) years.

Internal Developed Computer software

The Council is currently in process of developing two major systems being the Labor Market Information system (LMIS) and the Human Resources Development Fund System (EHRDF System). Once completed the Intangible Assets will be carried at total cost incurred in developing the asset. These costs will be amortised on the basis of an expected useful life between five (5) to ten (10) years, using the Straight-line method.

HUMAN RESOURCE DEVELOPMENT COUNCIL

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2025

2.5 Financial Assets and Liabilities

2.5.1 Financial assets

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, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the statement of financial position. Cash and cash equivalents are stated at carrying amount which is deemed to be fair value.

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.

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

Derecognition of financial liabilities

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

2.6 Trade receivables

Trade receivables are amounts due from customers for services performed in the ordinary course of operation. If collection is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets. Trade receivables are recognised initially at invoice amount and subsequently measured at amortised cost using the effective interest method, less provision for impairment.

When a trade receivable is uncollectible, it is written off against the allowance account for trade receivables. Subsequent recoveries of amounts previously written off are credited as other income in the statement of comprehensive income.

2.7 Trade payables

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities.

Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

2.8 Employee benefits

The terminal benefits such as end of contract gratuity are accrued for employees based on their employment contracts over the period of the contract. The Defined Contribution Plan, the Council contributes 16% of basic salary for all illegible staff members and the amount is paid to the fund on monthly basis. These costs are recognised as part of the staff costs in the Statement of Comprehensive Income.

HUMAN RESOURCE DEVELOPMENT COUNCIL

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2025

2.9 Provisions

Provisions are recognised when: the Council 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 has been reliably estimated.

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 the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

2.10 Revenue recognition

Revenue is recognized upon transfer of control of promised services to customers in an amount that reflects the consideration the Council expects to receive in exchange for the services.

2.11 Nature of services & timing of revenue recognition

The Council provides Human Resource Development Fund administration services. The administration fee is earned on monthly basis from the administration of the Human Resource Development Fund. This is a Fund where the training levy is collected into from the companies that are eligible. Money that is transferred into this Fund is collected on a quarterly basis from the Botswana Unified Revenue Service (BURS) and forwarded to the Fund account. HRDC receives 10% of the money transferred by BURS towards the Council for the administration of the Fund.

2.12 Other income

The Council generates income by selling stands for the annual BHRDS Fair and Career Clinics as well as the advertising space on the Fair Catalogue. The prices for both the stand and advertising space are determined by Management and reviewed annually.

The Council is also responsible for registration and recognition of Non-Credit Bearing Short Courses (NCBSC). The Council generates revenue from Applications fees, Renewal Fees and fees for Application of Significant changes.

2.13 Government grants (Recurrent & Development)

Government grants are assistance by government in the form of transfers of resources to the Council in return for compliance with certain conditions relating to the operating activities of the Council.

Government subventions is one of the main source of revenue for the Council. These relate to a particular period and are recognised in the respective period at nominal value (amount receivable) where there is a reasonable assurance that the subventions will be received, and the Council has complied with conditions attached to them.

Government subvention is recognised based on the approved amount by Parliament and the parent Ministry confirm the approved amount in writing at the beginning of the financial year. The funds are released to the Council on quarterly bases at the beginning of every quarter, however the Council recognizes these amounts on monthly basis

Grants (Development Grant) received for specific expenses are recognised in the Statement of Comprehensive income over the period necessary to match with the expenses they are intended to compensate. Grants received for which the related expense have not been incurred remain included in current liabilities as unspent grants received from Government.

Grants received for the acquisition of property, plant and equipment ("capital assets") are transferred from unspent grants to capital grants (Deferred Income) in the statement of financial position in the period in which the underlying asset is bought. Grants, for which the underlying asset has been bought, is subsequently recognised in the statement of comprehensive income to match the depreciation of the related assets, as other income. Grants received for which assets have not been purchased, remain included in current liabilities as unspent grants received from Government.

HUMAN RESOURCE DEVELOPMENT COUNCIL

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2025

2.14 Human Resource Development Fund (HRDF) Administration fee

The administration fee is earned from the administration of the Human Resource Development Fund. This is a Fund where the training levy is collected into from the companies that are eligible. Money that is transferred into this fund is collected on a quarterly basis from the Botswana Unified Revenue Service (BURS) and forwarded to the Fund account. HRDC receives 10% of the money transferred by BURS towards the fund for the administration of this Fund.

2.15 Interest income

Interest income is recognised on a time-proportion basis using the effective interest method. Interest income refers to interest received from Call Accounts balances and Interest from Short term Investment on Fixed deposit.

2.16 Taxation

Council is exempt from income tax under Part 1 of the second schedule of the Income Tax Act (52:01).

2.17 Changes in accounting policies

There were no changes in accounting policy during the year under review.

3. Financial risk management

3.1 Financial risk factors

The Council's activities expose it to a variety of financial risks: market risk (including currency risk, fair value interest rate risk and other price risk), credit risk and liquidity risk. The Council's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Council's financial performance. Risk management is carried out under policies approved by the members of the board.

(a) Market risk

(i) Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Council is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the United States Dollar. Foreign exchange risk arises from commercial transactions. Management has set up a policy that require the Council to manage their foreign exchange risk against their functional currency.

		Cash and cash equivalents	Effect on Profit/(Loss)/Equity
		P	P
2025			
Increase in exchange rate	1%	174 712	17 712
Decrease in exchange rate	-1%	(174 712)	(17 712)
2024			
Increase in exchange rate	1%	428 285	42 828
Decrease in exchange rate	-1%	(428 285)	(42 828)

HUMAN RESOURCE DEVELOPMENT COUNCIL

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2025

3 Financial risk management (continued)

3.1 Financial risk factors (continued)

(b) Interest rate risk

(ii) Price risk

As the Council has no equity securities, the Council's income and operating cash flows are substantially independent of changes in equity price risk.

At 31 March 2025, if interest rates on short-term deposit had been 1% higher / lower with all other variables held constant, the effect of profit/(loss) and equity would have been P 132,344 (2024: P 143,512) mainly as a result of higher / lower interest income on floating rate deposits.

(c) Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Council. Any amount due over 90 days is considered to be in default. As at 31 March 2025, the Council's maximum exposure to credit risk which may cause financial loss due to failure to discharge an obligation by the third parties arises from the carrying amount of the respective recognised financial assets as stated in the statement of financial position.

In order to minimise credit risk, the Council has adopted appropriate policies and procedures to ensure that follow-up action is taken to recover overdue debts. Furthermore, the Council reviews the recoverable amount of each trade debt on an individual basis at the end of each month to ensure that adequate loss allowance is made for irrecoverable amounts. In this regard, the Members consider that the Council's credit risk is significantly reduced. The Council does not hold any collateral or other credit enhancements to cover its credit risks associated with its financial assets.

Financial assets of the Council, which are subject to credit risk, consist mainly of trade and other receivable and cash resources. The Council holds cash deposits with reputable financial institutions.

The Council applies the simplified approach to providing for expected credit losses prescribed by IFRS 9, which permits the use of the lifetime expected loss provision for all short-term receivables. To measure the expected credit losses, short-term receivables have been grouped based on shared credit risk characteristics and the days past due. The loss allowance as at 31 March 2025 is determined as follows.

Reconciliation of Impairment Loss Allowance

Description	2025	2024
	P	P
Opening balance	820,763	121,089
Increase/(decrease) in receivable loss allowance recognised in profit or loss during the period	(128,407)	699,674
Receivables written off during the year as uncollectible	-	-
Closing balance at 31 March 2025	692,356	820,763

Financial assets with the maximum exposure to credit risk at the year-end were as follows:

Description	2025	2024
Trade Receivables	1,224,214	2,084,857
Receivables from HRDF	10,645,411	10,355,664
Other Receivables	641,732	777,326
Less: Impairment provision	(692,356)	(820,763)
Net trade and other receivables	11,819,001	12,823,513

HUMAN RESOURCE DEVELOPMENT COUNCIL

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2025

3 Financial risk management (continued)

3.1 Financial risk factors (continued)

(c) Credit risk

The Council only deposit cash with major banks with high quality credit standing and limits exposure to any one counter-party. The Council has deposits with Absa Bank of Botswana Bank Gaborone Limited and Access Bank. There are no credit ratings available in Botswana.

Absa Bank of Botswana Limited is listed on the Botswana Stock Exchange and is a subsidiary of Absa Africa, which is listed on the London Stock Exchange and has a credit rating AAA+ (Fitch rating).

BBS Bank was licensed by Bank of Botswana in the 6th October 2022, the Bank is registered Over the Counter (OTC) by the Botswana Stock Exchange.

Bank Gaborone Limited is a wholly owned subsidiary of Capricorn Investment Holdings (Botswana) (Pty) Ltd. Bank Gaborone was issued a license by the Bank of Botswana on 1st February 2006 to commence with its full retail banking business.

There is no credit risk in respect to Bank fixed deposit held as at year end.

(d) Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions. Due to the dynamic nature of the underlying businesses, management of the Council aims to maintain flexibility in funding by keeping committed credit lines available.

The Council's financial liabilities as given in the table below consist of accounts payable with a maturity period of less than 12 months from the statement of financial position date. The analyses of financial liabilities into relevant maturity groupings are based on the remaining period at the statement of financial position to the contractual maturity date.

	Less than 1 year
	P
At 31 March 2025	
Trade and other payables	12,272,049
At 31 March 2024	
Trade and other payables	5,609,341

3.2 Capital risk management

The Council's objectives when managing capital are to safeguard the Council's ability to continue as a going concern and benefits for stakeholders and to minimise the use of debt capital. In order to maintain or adjust the capital structure the Council may adjust the assets or sell assets.

The Council is funded by the Government. Consistent with this objective the Council does not monitor capital on the basis of the gearing ratio.

4 Critical accounting estimates and judgements

The Council makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

(a) Residual values and useful lives of property, plant and equipment

Residual values and useful lives of property, plant and equipment are based on current estimates of the value of these assets at the end of their useful lives. The estimated residual values of buildings have been determined by the members of the Council based on their knowledge of the industry.

(b) Intangible assets - estimate of amortisation method and period

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired.

HUMAN RESOURCE DEVELOPMENT COUNCIL

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2025

4 Critical accounting estimates and judgements(continued)

(c) Impairment loss/ measurement of Expected Credit Loss (ECL) on trade receivables

The amortisation period and the amortisation method for an intangible asset with a finite useful life is reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates.

Expected Credit Loss Allowance (ECL)

The Council applies the simplified approach under IFRS 9 and recognises lifetime ECL for trade receivables.

The measurement of the expected credit loss allowance for financial assets measured at amortised cost is an area that requires the use of complex models and significant assumptions about future economic conditions and credit behavior (e.g. the likelihood of customers defaulting and the resulting losses).

A number of significant judgements are also required in applying the accounting requirements for measuring ECL, such as:

- Choosing appropriate models and assumptions for the measurement of ECL;
- Establishing groups of similar financial assets for the purposes of measuring ECL.

(d) Treatment of grant received from Government.

Taking into account its nature and substance, the Council considers amounts that it receives from the Government to fall within the scope of IAS 20 Accounting for Government Grants and Disclosure of Government Assistance. In reaching this conclusion, the Council considers the terms attached to each of the grants received and the current practice adopted by other parastatals in Botswana. Accordingly, the Council recognises the amounts received in accordance with the accounting policy as included in note 2.13.

HUMAN RESOURCE DEVELOPMENT COUNCIL**NOTES TO THE FINANCIAL STATEMENTS**
for the year ended 31 March 2025

5	Revenue	2025	2024
		P	P
	Government subventions	45,449,092	44,507,689
	HRDF administration fees	44,632,421	44,535,224
		90,081,514	89,042,913
6	Other income	2025	2024
		P	P
	Amortisation of Capital grant (Note 14)	2,934,738	3,303,376
	BHRDS Fair and Career Clinics	1,759,939	3,740,150
	Non credit bearing short courses	4,991,250	4,963,250
	Other Grants - Development	155,550	628,073
	Sale of tender documents and sundry income	95,347	594,775
	Profit on disposal of assets	23,310	10,333
		9,960,134	13,239,956
7	Expenses by nature	2025	2024
		P	P
	The following items have been charged in arriving at operating surplus before finance income:		
	Advertising	1,367,374	768,035
	Amortisation of intangible assets	108,020	216,917
	BHRDS Fair Career Clinics	2,388,207	4,397,258
	Auditors' remuneration	643,626	685,505
	Board members' sitting allowances	1,538,000	581,496
	Consultancy	908,554	624,279
	Depreciation	2,826,718	3,086,458
	Electricity and water	1,000,863	894,371
	Insurance	819,697	755,137
	Other administration expenses	2,204,035	2,449,053
	Printing and stationery	576,699	825,179
	Repairs and maintenance	2,330,349	2,487,801
	Staff costs (Note 8)	75,098,767	71,516,585
	Stakeholder meetings and Conferences	1,252,354	2,142,259
	Subscriptions	2,727,135	3,120,709
	Training and capacity building	1,472,687	1,001,732
	Travelling and accommodation	2,223,576	3,549,915
		99,486,661	99,102,688

HUMAN RESOURCE DEVELOPMENT COUNCIL**NOTES TO THE FINANCIAL STATEMENTS**
for the year ended 31 March 2025

7.1 Impairment charge on trade receivable (Expected credit loss)	2025 P	2024 P
Opening balance	820,763	121,089
Increase/(decrease) in expected credit loss	(128,407)	699,674
Balance as at end of the year	<u>692,356</u>	<u>820,763</u>
8 Staff costs	2025 P	2024 P
Salaries and wages	62,233,613	58,429,748
Medical and gratuity expenses	9,387,607	9,657,881
Pension Contributions	3,477,547	3,428,956
	<u>75,098,767</u>	<u>71,516,585</u>
Average number of employees	112	112
9 Interest income	2025 P	2024 P
Interest from fixed deposit	1,323,441	1,435,120
Interest on call accounts	9,482	222,263
	<u>1,332,922</u>	<u>1,657,383</u>

HUMAN RESOURCE DEVELOPMENT COUNCIL

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2025

10 Property, plant and equipment

	Leasehold Land and buildings	Buildings- Porta Cabins	Motor vehicles	Computer equipment	Gym equipment	Furniture and office fittings	Total
	P	P	P	P	P	P	P
As at 31 March 2023							
Cost	41,237,705	304,800	4,224,452	8,468,355	374,017	10,756,456	65,365,786
Accumulated depreciation	(10,527,219)	(153,670)	(1,878,460)	(6,624,062)	(370,955)	(8,129,429)	(27,683,795)
Net book amount	30,710,486	151,130	2,345,992	1,844,293	3,062	2,627,027	37,681,991
Year ended 31 March 2024							
Net book amount at beginning of year	30,710,486	151,130	2,345,992	1,844,293	3,062	2,627,027	37,681,991
Additions	-	-	-	865,209	-	298,621	1,163,830
Cost on disposal	-	-	-	(61,996)	-	(57,187)	(119,183)
Depreciation on disposal	-	-	-	48,042	-	57,187	105,220
Depreciation	(824,854)	(15,240)	(502,502)	(865,757)	(3,062)	(875,044)	(3,086,458)
Net book amount at end of year	29,885,632	135,890	1,843,490	1,829,791	-	2,050,605	35,745,400
As at 31 March 2024							
Cost	41,237,705	304,800	4,224,452	9,271,568	374,017	10,997,882	66,410,424
Accumulated depreciation	(11,352,073)	(168,910)	(2,380,962)	(7,441,777)	(374,017)	(8,947,286)	(30,665,024)
Net book amount	29,885,632	135,890	1,843,490	1,829,791	-	2,050,596	35,745,400
Year ended 31 March 2025							
Net book amount at beginning of year	29,885,632	135,890	1,843,490	1,829,791	-	2,050,596	35,745,400
Additions	-	-	-	3,521,395	46,500	598,211	4,166,106
Cost on disposal	-	-	-	(139,232)	-	(204,690)	(343,922)
Depreciation on disposal	-	-	-	139,232	-	203,040	342,271
Depreciation	(824,854)	(15,240)	(501,158)	(709,628)	(6,278)	(769,560)	(2,826,718)
Net book amount at end of year	29,060,778	120,650	1,342,331	4,641,558	40,223	1,877,596	37,083,137
As at 31 March 2025							
Cost	41,237,705	304,800	4,224,452	12,653,731	420,517	11,391,403	70,232,608
Accumulated depreciation	(12,176,927)	(184,150)	(2,882,121)	(8,012,173)	(380,294)	(9,513,807)	(33,149,472)
Net book amount	29,060,778	120,650	1,342,331	4,641,558	40,223	1,877,596	37,083,137

HUMAN RESOURCE DEVELOPMENT COUNCIL

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2025

11 Intangible assets	2025 P	2024 P
As at 31 March 2024		
Cost	7,063,219	3,909,466
Accumulated amortisation	(3,132,785)	(2,915,868)
Net book amount	3,930,433	993,598
Year ended 31 March 2025		
Net book amount at beginning of year	3,930,433	993,598
Additions	44,000	139,189
Amortisation charge	(108,020)	(216,917)
	3,866,414	915,869
Work in progress - Development of the LMIS & eHRDF system		
Opening Balance	3,624,763	610,199
Additions- LMIS	5,064,034	3,014,564
Additions- eHRDF	2,440,701	-
Total additions during the year	7,504,735	3,014,564
Total -Work in progress	11,129,498	3,624,763
Net book amount at end of year	11,371,149	3,930,433
As at 31 March 2025		
Cost	14,611,954	7,063,219
Accumulated amortisation	(3,240,805)	(3,132,785)
Net book amount	11,371,149	3,930,434
Intangible assets consist of computer software.		
12 Trade and other receivables		
Financial instruments:		
Trade receivables	1,224,214	2,084,857
Less: Loss allowance / provision for impairment	(692,356)	(820,763)
	531,858	1,264,094
Receivable from HRDF Admin fees (Note 18)	10,645,411	10,355,664
HRDF Grant receivable	1,090,732	-
Other receivables	641,732	777,326
	12,909,733	12,397,084
Non-financial instruments:		
Prepayment and deposit	582,819	426,429
	582,819	426,429
Trade and other receivable as at year end	13,492,552	12,823,513

HUMAN RESOURCE DEVELOPMENT COUNCIL**NOTES TO THE FINANCIAL STATEMENTS**
for the year ended 31 March 2025**12 Trade and other receivables****Reconciliation of loss allowance**

The following table shows the movement in the loss allowance (expected credit losses) for trade and other receivables

Opening impairment allowance as at 1 April 2024 – calculated under IFRS 9

Increase/(decrease) in receivable loss allowance recognised in profit or loss during the period

Balance at the end of the year

	2025	2024
	P	P
Opening impairment allowance as at 1 April 2024 – calculated under IFRS 9	820,763	121,089
Increase/(decrease) in receivable loss allowance recognised in profit or loss during the period	(128,407)	699,674
Balance at the end of the year	692,356	820,763

13 Cash and cash equivalents

Cash on hand

Cash at bank

Short-term deposits

	2025	2024
	P	P
Cash on hand	2,708	79
Cash at bank	19,282,051	11,605,658
Short-term deposits	35,526,484	40,845,139
Total	54,811,243	52,450,877

For the purpose of the statement of cash flows, the year end cash and cash equivalents comprise the following:

Bank balances

Cash on hand

	2025	2024
	P	P
Bank balances	54,808,535	52,450,798
Cash on hand	2,708	79
Total	54,811,243	52,450,877

Short-term deposits are made for varying periods of between one day and three months, depending on the immediate cash requirements of the Council, and earn interest at the respective short-term deposit rates.

Cash and cash equivalents denominated in foreign currencies are as follows:

US Dollar (2025 : 11 648 / 2024: 30 408)

	2025	2024
	P	P
US Dollar (2025 : 11 648 / 2024: 30 408)	174,712	428,285

14 Capital grants

Balance at beginning of year

Grant received during the year (Assets Additions)

Work in Progress addition

Donated Assets

Amortisation on disposal

Amortisation during the year (Note 6)

Balance at end of year

	2025	2024
	P	P
Balance at beginning of year	39,716,507	38,089,306
Grant received during the year (Assets Additions)	4,210,106	1,303,019
Work in Progress addition	7,504,735	3,624,763
Donated Assets	-	16,749
Amortisation on disposal	(1,651)	(13,954)
Amortisation during the year (Note 6)	(2,934,738)	(3,303,376)
Balance at end of year	48,494,958	39,716,507

HUMAN RESOURCE DEVELOPMENT COUNCIL**NOTES TO THE FINANCIAL STATEMENTS**
for the year ended 31 March 2025

15 Trade and other payables	2025	2024
	P	P
Financial instruments:		
Trade and other payables	7,650,666	4,942,856
	7,650,666	4,942,856
Non-financial instruments:		
Provision for Audit fees	643,625	590,486
Provision for Staff Cost	3,977,758	75,999
Staff accruals (Note 15.1)	18,392,623	15,942,650
Unutilised grants (Note 15.2)	13,354,722	21,417,501
	36,368,728	38,026,636
	44,019,394	42,969,493

15.1 Staff Accruals

Movement in staff accruals is as follows:

As at March 2025

	Gratuity	Leave pay	Total
	P	P	P
Balance at beginning of year	12,833,440	3,109,211	15,942,651
Additional accruals during the year	6,459,556	3,192,330	9,651,886
Paid during the year	(5,415,385)	(1,786,530)	(7,201,914)
Balance at end of year	13,877,611	4,515,011	18,392,623

As at March 2024

Balance at beginning of year	9,418,428	3,028,720	12,447,148
Additional accruals during the year	7,102,979	2,088,218	9,191,197
Paid during the year	(3,687,968)	(2,007,727)	(5,695,695)
Balance at end of year	12,833,440	3,109,211	15,942,650

15.2 Unutilised grants

	2025	2024
	P	P
HRDC Capital Grant	6,213,876	7,239,899
HRDC Development (Project) Grant	5,640,846	12,677,603
Recurrent Grant - Sector Committees	1,500,000	1,500,000
	13,354,722	21,417,501

Capital grant are grants received for capital expenditure. Development (Project) grants are grant received for specific or activities and can not be used for the Council's operation without the approval of Government hence categorised as current liabilities. The Sector Committee Grant also falls under special grants for specific Projects/activities.

16 Commitments

	2025	2024
	P	P
Commitments for consultancies and projects contracted but not incurred		
BITRI - Development of Labour Market Information System (LMIS) (The project is funded by the Government through the Development grant) The total grant amount for the project is P12 199 250.	6,435,078	7,964,477

HUMAN RESOURCE DEVELOPMENT COUNCIL

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2025

17 Analysis of financial instruments

Financial instruments by category

The following are the carrying amounts and fair values of financial assets and financial liabilities of the Council.

	Fair value through profit or loss P	Fair value through OCI P	Amortised cost P	Non - financial instruments P	Total carrying amount P
As at 31 March 2025					
Financial assets					
Trade and other receivables			12,909,733	582,819	13,492,552
Cash and cash equivalent			54,811,243	-	54,811,243
	-	-	67,720,976	582,819	68,303,795
Financial liabilities					
Trade and other payables			7,650,666	36,368,728	44,019,394
	-	-	7,650,666	36,368,728	44,019,394

	Fair value through profit or loss P	Loans and receivables P	Amortised cost P	Non - financial instruments P	Total carrying amount P
As at 31 March 2024					
Financial assets					
Cash and cash equivalent	-	-	52,450,877	-	52,450,877
	-	-	64,847,961	426,429	65,274,390
Financial liabilities					
Trade and other payables	-	-	5,609,341	37,360,152	42,969,493
	-	-	5,609,341	37,360,152	42,969,493

HUMAN RESOURCE DEVELOPMENT COUNCIL**NOTES TO THE FINANCIAL STATEMENTS**
for the year ended 31 March 2025**18 Related party transactions**

Human Resource Development Council (HRDC) was established through the Human Resource Development Act No. 17 of 2013. A related party transaction is a transfer of resources, services or obligations between a reporting entity and a related party, regardless of whether a price is charged.

Related party transaction and balances

(a) The council carried out the following transactions with its related parties during the financial year ended 31 March 2025:

Name of Related party	Nature of transactions	2025 P	2024 P
Ministry of Education and Skills Development	Government Subvention	45,449,092	44,507,689
Human Resource Development Fund	Administration fees	44,632,421	44,535,224

Key management compensation

Key management includes Board members and the Executive Management. The compensation paid or payable to Management for employee services together with payments made to the Board Members are shown below;

	2025 P	2024 P
Executive Management - salaries and short term benefits	9,234,544	6,171,010
Executive Management - gratuity and leave pay	4,620,716	3,663,605
	13,855,260	9,834,615
Board Members as sitting allowance and retainer fees	1,538,000	581,496
	15,393,260	10,416,111

(b) The following balances were receivable from related parties:

	2025 P	2024 P
Human Resource Development Fund-Administration fees	10,645,411	10,355,664
	10,645,411	10,355,664

HUMAN RESOURCE DEVELOPMENT COUNCIL**NOTES TO THE FINANCIAL STATEMENTS**
for the year ended 31 March 2025

19 Contingent liabilities**Staff Loan Guarantees**

The Human Resource Development Council has guaranteed the obligations of its employees under a motor vehicle and housing loan guarantee scheme operated through Botswana Savings Bank and Absa Bank Botswana Limited. The maximum amount guaranteed at 31 March 2025 was **P7 975 220** (2024: P 4 884 285) (Absa Bank of Botswana **P4 346 554** 2024:P3 627 930) and Botswana Savings Bank **P3 628 666** (2024:P1 256 355)). At the time of approving the financial statements, the Board Members were not aware of any losses that might arise from these arrangements.

All housing loans mortgage bonds are registered in the name of HRDC and the bond together with the title deed are retained by HRDC until the loan has been repaid in full. For motor vehicle loans, the related motor vehicle will be registered in the name of the employee while the financial interest of the HRDC will be noted on the vehicle registration book.

The Board Members confirm that there were no other contingent liabilities at the reporting date.

20 Events after reporting period

Based on the Council's own assessment there are no events after the reporting period that may impact on the Council's financial position.

21 Going concern

These financial statements have been prepared on a going concern basis based on the information available at the time of approval thereof.

HUMAN RESOURCE DEVELOPMENT COUNCIL DETAILED EXPENDITURE STATEMENT

1 Administrative expenses	2025 P	2022 P
Advertising	1,367,374	768,035
Amortisation of intangible assets (Note 11)	108,020	216,917
BHRDS Fair Career Clinics	2,388,207	4,397,258
Audit fees	643,626	685,505
Bank charges	101,028	90,237
Board expenses	292,169	322,868
Consultancy	908,554	624,279
Depreciation	2,826,718	3,086,458
Development office expenses	683,944	636,912
Electricity and water	1,000,863	894,371
Insurance	819,698	755,137
Legal Fees	26,790	157,094
Library	19,212	54,231
Offsite storage	113,290	-
Printing and stationery	576,699	825,179
Recruitment cost	48,011	74,718
Staff Pension Admin Fee	91,976	123,093
Repairs and maintenance	2,330,349	2,487,801
Salaries and wages	75,098,767	71,516,585
Security services	402,117	348,436
Sitting allowance	1,538,000	581,496
Staff welfare	103,887	237,620
Stakeholder meetings and conferences	1,252,354	2,142,259
Subscription	2,727,135	3,120,709
Telephone and postage	188,369	217,472
Training and capacity building	1,472,687	1,001,732
Travel and accommodation	2,223,576	3,549,915
Vehicle expenses	133,241	186,372
	99,486,661	99,102,688

This detailed expenditure statement does not form part of the financial statements covered by the audit opinion.



**HUMAN
RESOURCE
DEVELOPMENT
COUNCIL**
of BOTSWANA

OUR PEOPLE • OUR FUTURE

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