



The Institute of
Internal Auditors

Botswana

ANNUAL REPORT
December 2025

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We welcome feedback on our Annual report

ABOUT THIS REPORT

Elevating Impact!



We heard the feedback from members, and we are proud to be able to deliver!

The **Institute of Internal Auditors Botswana's (IIAB)** annual report offers a comprehensive overview of the Institute's activities for the year and its approach to strategy implementation throughout the year.

This report covers IIAB's business activities, financial and operational performance for the financial year. It aims **to enable stakeholders to assess the Institute's ability to promote and create value for its members.** By linking material information to strategy, governance, performance, risk, opportunities and prospects, IIAB provides stakeholders with a holistic understanding of the commercial, social and environmental context in which it operates.

DISCLAIMER

This document contains certain statements that are “forward-looking” with respect to certain of the IIAB's plans, goals and expectations relating to its future performance, results, strategies and objectives. Words such as “may”, “could”, “will”, “expect”, “intend”, “estimate”, “anticipate”, “aim”, “outlook”, “believe”, “plan”, “seek”, “predict” or similar expressions typically identify forward-looking statements.

These forward-looking statements are not statements of fact or guarantees of future performance, results, strategies and objectives, and by their nature involve risk and uncertainty because they relate to future events **and circumstances which are difficult to predict and are beyond the Institute's control, including but not limited to,** domestic and global economic business conditions, market-related risks such as fluctuations in interest rates and exchange rates, the policies and actions of regulatory authorities, the impact of competition, inflation, deflation, the timing impact and other uncertainties of future acquisitions or combinations within relevant industries, as well as the impact of changes in domestic and global legislation and regulations in the jurisdictions in which the Institute and its affiliates operate.

The IIAB's actual future performance, results, strategies and objectives may differ materially from the plans, goals and expectations expressed or implied in the forward-looking statements. The Board makes no representations or warranty, express or implied, that these forward-looking statements will be achieved, and undue reliance should not be placed on such statements. The Board undertakes no obligation to update the historical information or forward-looking statements in this document and does not assume responsibility for any loss or damage arising as a result of the reliance by any party thereon.

Michelle Stroh
Secretary General

IIAB HIGHLIGHTS FOR 2025

A snapshot overview of the IIA Botswana's performance for the year (January – December 2025)



P2,8M
Revenue (as at
30 Oct 2025)



9 training sessions
237 people trained



516
paid up members



5
awareness campaigns



128
Qualified CIAs



210
delegates at the 14th
Annual Conference



ABOUT THE IIA



About the IIA Inc. & AFIIA

IIA GLOBAL

Since 1941, the Institute of Internal Auditors (the IIA) has been the global leader in advancing the internal audit profession.

The IIA is more than just an association - **it's** a global network of professionals dedicated to improving the field of internal auditing. The Global Institute of Internal Auditors Inc. (IIA Global) has more than 260,000 members in 170 countries and territories.

Throughout the world, The IIA is recognized as the Internal Audit profession's leader in certification, education, research, and technical guidance.

The mission of the IIA is to advance the internal audit profession and support internal auditors through:

- Promoting the value of internal auditing in business and government
- Providing world-class professional education & certification programs
- Advancing industry research on best practise in risk management, compliance and governance

ABOUT AFIIA

- Bringing together internal auditors globally to foster collaboration and innovation
- Promoting strong internal audit practices to create stronger organisations and more accountable business environments.

AFIIA was founded in May 2009 by leaders of eleven (11) recognised African IIA Institutes in Johannesburg, SA and witnessed by representatives from The IIA Global, IFACI, the World Bank, ECIIA and AFROSAI.

AFIIAs' founding institutes were IIA South Africa, IIA Botswana, IIA Democratic Republic of Congo, IIA Mauritius, IIA Ethiopia, IIA Ghana, IIA Kenya, IIA Malawi, IIA Tanzania, IIA Tunisia and IIA Uganda.

The main objectives of AFIIA are to:

- Assist in the development of strong, well-recognised and self-sufficient institutes, under the IIA banner, in each of the countries on the continent
- Promote Internal audit to be recognised as an indispensable profession by key stakeholders on the continent
- Facilitate collaboration and joint projects among member institutes that would benefit all African IIA institutes
- Ensure the long-term sustainability of AFIIA.

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ABOUT THE IIA BOTSWANA



About the IIA Botswana

IIA BOTSWANA

The IIA Botswana was established in 1996 as a non-profit organization registered under section 6(1) of the Societies Act and it is an affiliate of the Institute of Internal Auditors Global (IIA Global) as well as the African Federation of Institutions of Internal Auditors (AFIIA).

The IIA Botswana was formed by internal audit practitioners with the objective of strengthening governance, risk management and controls, training and practices in country. Initially it was recognised as a Chapter of IIA Global however in 2002, the Institute became recognised as an affiliate Institute.

The mission of IIA Botswana is to guide, build capacity and regulate the internal audit profession in Botswana

WHY WE DO WHAT WE DO

The role Internal Audit is to provide assurance to stakeholders by assessing and reporting on the adequacy and effectiveness of governance, risk management, and control processes designed to help the organization achieve its strategic, operational, financial, and compliance objectives. A

As such, Internal Audit has become an integral part of all organisations in Botswana and globally and so internal auditors are compelled to broaden their skills in areas of Governance, Human capital, Fraud Risk, Cybersecurity, Information Technology and Artificial Intelligence.





The primary purpose of the IIAB is to promote the advancement and professionalization of internal auditing. We strive to enhance the practice through education, certification, research, and the establishment of ethical standards.



OUR VALUES

OBJECTIVITY CONFIDENTIALITY HONESTY INTEGRITY

Our core objectives explained

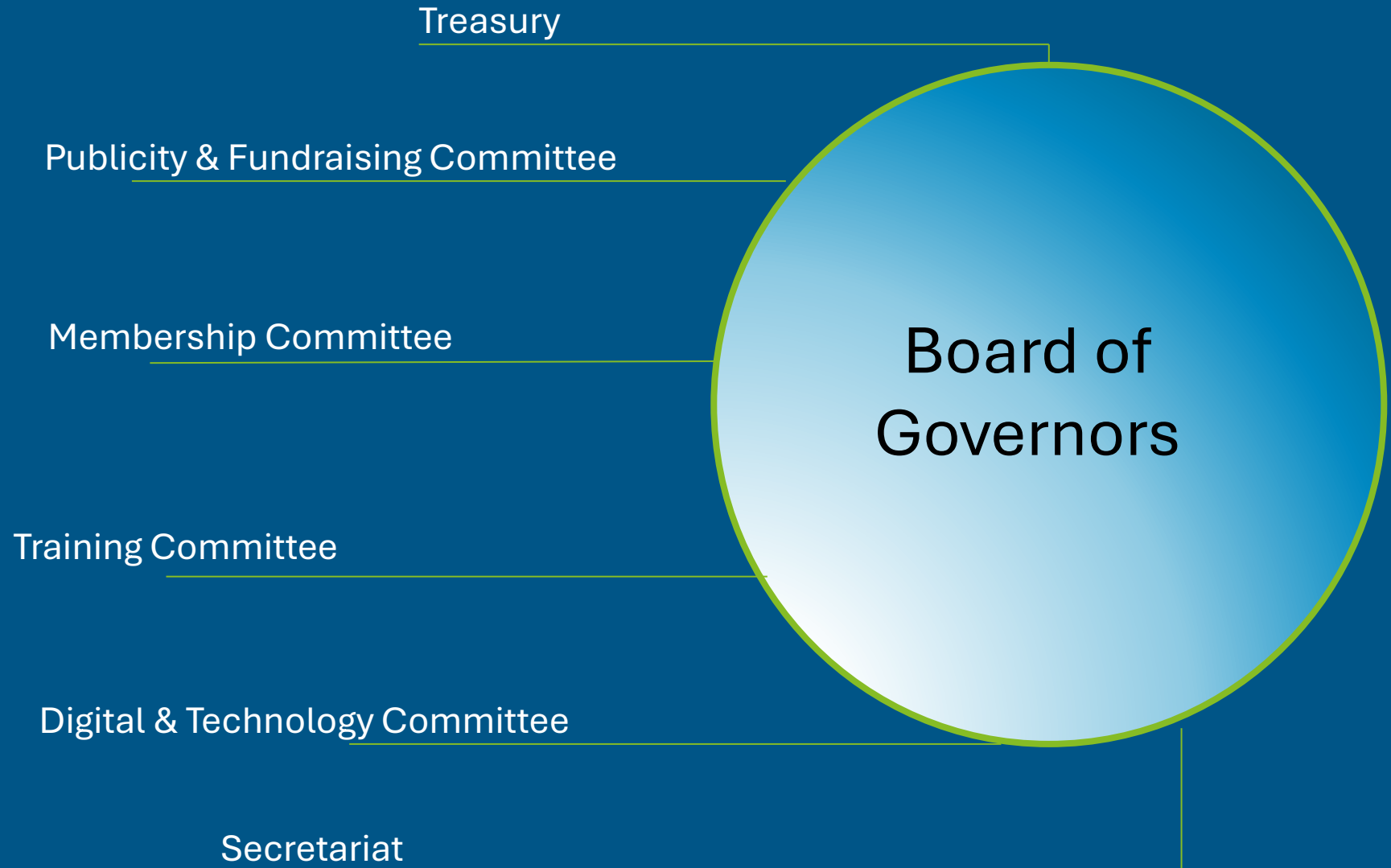
		WHAT	WHY	HOW
	Reimagine & Transform Our Organization	<ul style="list-style-type: none"> ❑ Evolve our ways of working ❑ Advance digital transformation 	<ul style="list-style-type: none"> ❑ To drive efficiency, productivity, and sound decision-making 	<ul style="list-style-type: none"> ❑ Develop internal policies & procedures ❑ Strengthen governance structures ❑ Service excellence
	Enhance Competencies of the Internal Audit Profession	<ul style="list-style-type: none"> ❑ Evolve the learning and competency products & services ❑ Improve the user experience and the value delivered 	<ul style="list-style-type: none"> ❑ Help internal audit professionals upskill, reskill, and remain up to date in a rapidly evolving landscape 	<ul style="list-style-type: none"> ❑ Webinars & online training/ events ❑ Annual training plan ❑ Education of stakeholders on the New IIA Global standards & Topical requirements
	Expand Membership & Pathways	<ul style="list-style-type: none"> ❑ Enhance the experience and value provided through membership & community. ❑ Expand and strengthen the pipeline of future IA professionals ❑ Reach new audiences 	<ul style="list-style-type: none"> ❑ To strengthen the community of local internal audit professionals ❑ To adapt to the evolving needs of the internal audit profession and provide pathways for new entrants. 	<ul style="list-style-type: none"> ❑ Improve member experience and the value deliver ❑ Engaging with students and young professionals pursuing the profession ❑ Establish partnerships with key stakeholders ❑ Exclusive Certifications and Training
	Advocate for Legislation & Governance practises	<ul style="list-style-type: none"> ❑ Leverage and expand advocacy capabilities to engage with and influence governments, regulators and other key entities ❑ Scale advocacy efforts focused on corporate governance practices 	<ul style="list-style-type: none"> ❑ To legislate IIAB locally ❑ To promote and influence positive outcomes for the internal audit profession locally ❑ To prevent or minimize negative outcomes that could impact the internal audit profession 	<ul style="list-style-type: none"> ❑ Engaging with Regulators, Ministries & other relevant stakeholders in line with the mandate of the Government to advocate for governance & internal control ❑ Leveraging on support from AFIIA & IIA Global

Operational Structure

The IIAB Board of Governors is established in line with the **Institute's byelaws to provide** robust oversight and monitoring of activities and performance of the Institute and is ultimately accountable to the IIA Global.

The IIAB Board of Governors is an operational board actively involved in the advocacy of the profession, activities of the Institute and servicing of its members.

The Board's composition, appointments, meetings, powers and decision making rights and obligations are aligned with the Institutes byelaws and corporate governance principles.



Message from the President



Dumelang Bagaetsho!

It is my privilege to present the first annual report for the IIA Botswana. This past year has been one of growth, engagement, and meaningful progress for our Institute. It has been a year that demanded resilience, collaboration, and strategic focus, and I am proud to say that we rose to the occasion.

Despite the challenges we encountered - resource constraints, regulatory hurdles and the increasing expectations placed on the internal audit profession, we remained steadfast in our commitment to advancing internal auditing in Botswana. We strengthened our presence locally and internationally, deepened our engagement with key stakeholders, and continued to deliver value to our members through impactful events, capacity-building initiatives, and thought leadership.

Our work this year reflects not only the dedication of the Institute but also the collective effort of our members, volunteers, partners, and the broader governance ecosystem. Together, we have taken important steps to elevate the relevance, professionalism, and influence of internal audit in Botswana. We have positioned the Institute as a credible contributor to governance reforms, a champion for ethical leadership, and a partner of choice for organisations seeking robust assurance and risk management.

As we reflect on the milestones achieved, one thing is clear: IIA Botswana is growing in strength, voice, and visibility. And this momentum gives us confidence as we look to the future; one where internal audit continues to play a central role in promoting transparency, accountability, and sustainable performance across both the public and private sectors.

I am truly grateful for the trust and support I have received throughout the year. When I was appointed President, I was very aware that I was stepping into big shoes left by the past leadership. Yet you— our members, partners, and stakeholders believed in me. You looked beyond my age, beyond my position, and beyond my qualifications. For that, I remain deeply humbled and committed to serving you with dedication, integrity, and excellence.

Throughout this year, I have found strength and grounding in a scripture that has guided my leadership journey. It comes from 1 Timothy 4:12, which says: ***“Do not let anyone look down on you because you are young, but set an example for the believers in speech, in conduct, in love, in faith and in purity.”***

This scripture has been a constant reminder that leadership is not defined by age or status, but by conduct, character, and the willingness to serve others wholeheartedly. It has encouraged me to lead boldly, to stay grounded, and to always strive to set an example worthy of the trust placed in me.

Thank you once again for believing in me, walking with me, and allowing me to serve this great Institute. I remain committed to advancing the profession and to upholding the values that make IIA Botswana strong.

Kea leboga!

Board of Governors



MS. GONTLE KHUPE
PRESIDENT
Joined the Board:
March 2018



MS. MICHELLE JORDAAN
SECRETARY GENERAL
Joined the Board:
December 2020



MR. LOVEMORE KATAKULA
PAST PRESIDENT
Joined the Board:
December 2018



MS. KEOLOPILE
MOSIMANE
TREASURER
Joined the Board:
December 2024



MS. CHIBUYA GABABOTSE
MEMBERSHIP CHAIR
Joined the Board:
December 2020



MR. ACE DINTWE
TRAINING CHAIR
Joined the Board:
December 2024



MS. KAMOGELO NNOI
PUBLICITY CHAIR
Joined the Board:
December 2022

Operating Structure



MS. BONNO RAKODU
OFFICE MANAGER

Ms. Bonno Rakodu is an experienced Office Manager with over five years at the Institute of Internal Auditors Botswana, combining strong administrative leadership with financial management expertise.

She oversees efficient office operations, budgeting, financial reporting, internal controls, and staff supervision to ensure seamless workflows and service excellence.

She collaborates closely with external accountants and auditors to ensure accurate, compliant, and transparent financial reporting, including preparation of general ledger reviews, trial balances. She prepares monthly and annual reports to the Board of Governors.

As a CCMS Reporting Administrator, she manages reporting within the IIA Global Continuing Certification Maintenance System, while also coordinating professional training programs with external trainers to align with IIA Global standards.

She successfully plans and executes the institute's annual conferences and year-end AGM, demonstrating strong event management and stakeholder coordination skills. Committed to continuous professional development, she is currently pursuing ACCA certification and awaiting her Certificate of Proficiency results.



MS. MARIA SAULO
OFFICE ADMINISTRATOR

Maria Soziso Saulo is a committed Client Service Executive at the Institute of Internal Auditors Botswana, where she plays a key role in member engagement, client service delivery, and financial administration.

Maria holds a Bachelor of Commerce in Accounting, which supports her professional and analytical abilities.

She began her career during her industrial attachment at the Mahalapye District Council, gaining valuable experience in administrative and public-sector operations.

In 2021, she joined the Institute of Internal Auditors Botswana as an intern, she served in this role until 2023, demonstrating strong communication, reliability, and a passion for service excellence.

In 2023, Maria progressed to her current position as Client Service Executive, where she continues to excel through her commitment and positive work ethic.



MS. KAMOGELO MESWELE
ACCOUNTS OFFICER

Kamogelo Meswele is an Accounts Officer dedicated to maintaining financial integrity and operational efficiency of the Institute.

She holds a Bachelor's Degree in Accounting from the University of Botswana and a Certificate of Proficiency in Short-Term Insurance.

With a keen eye for detail, she ensures that all financial processes are accurate, efficient, and fully compliant. Her responsibilities include executing the prompt processing of payments and receipts, maintaining accurate and auditable financial records and providing assistance in budgeting and external audit preparations.

In addition to her core finance duties, Kamogelo actively **contributes to the planning and execution of the Institute's** events demonstrating her versatility and commitment to the broader success of the organisation.

Registered facilitators



Deon van der Westhuizen
Facilitator: Risk Based Training

Deon is an extra-ordinary lecturer with the University of Stellenbosch, The University of Kehl, Next Step Academy and the Hugenote Kollege. He consults with international and local listed companies, public sector institutions and is a contracted partner on EU, USAID and Commonwealth projects in Africa.

His current projects include the development of transparent and ethical leadership, a project initiated by the Western Cape Provincial Government, and the development of strategic planning and decision making models for Governments of Botswana and Lesotho.

He presented Risk-based Auditing more than 300 times across the world. He has also designed and implemented the Governance and Risk Management Frameworks for several countries during the last decade.



Mario Fazekas
Facilitator: Fraud Risk Management

As a CFE (Certified Fraud Examiner), Mario is proficiently qualified to create the program and to implement the awareness campaign. He is also a registered Training Assessor with FASSET (Sector Education and Training Authority for Finance, Accounting, Management Consulting and other Financial Services).

He has over 25 year's fraud risk management experience, including managing a fraud hotline that averaged over 500 calls per year, creating fraud awareness programs, evaluating or creating ethics policies, performing ethics risk assessments and training directors, managers and employees to fight fraud effectively.

Mario is a sought-after international speaker and has delivered hundreds of fraud awareness presentations and has trained thousands of client employees in most of southern, central, and east Africa, Canada, France and the USA. He has developed unique training materials and hosted public and in-house workshops for many private and public-sector clients, including CPD training for SAICA, IIA, ACFE-SA, CGISA, CIMA, IoDSA, ACCA, ICAN and BICA.



Marthin Grobler
Facilitator: Global Internal Audit Standards (GIAS)

Marthin, MBA, CIA, CRMA, is from Cape Town, South Africa and is the director of an internal auditing firm called IA Professionals established in 2000. An experienced internal auditor with over 25 years of professional experience in the private and public sectors focusing on EQA's and the development of internal auditors. He is also a past governor of the IIA Western Cape chapter, Chairs and is a member of Audit and Risk Committees and speaks frequently at local and regional conferences and presents webinars on topics related to governance, internal auditing, risk management, and quality.

Through his involvement as a member of the IIA's Global Standards Board responsible for the redevelopment of the Standards, the Topical Requirements Sub-Committee as well as the "IA: Vision 2035" task team he is committed to driving the profession into the future. He's most recent involvement was with the QA Task team of the IIA Global developing the new Quality Assessment manual which was released in October 2024.



Enoch Mushango
Facilitator: Audit Committee Training

Enoch is an independent consultant who is a regular facilitator for Institute of Internal Auditors Botswana Conferences and Workshops. He is a Fellow Chartered Accountant and holds a Bachelor of Commerce in Accounting and Auditing from University of Botswana and Diploma in Accounting & Auditing from Co-operative College, Moshi, Tanzania. Enoch Mushango has been in the audit and governance field for over 38 years.

Over this period Enoch has gained vast experience in Audit, forensic investigation, compliance monitoring, corporate governance, financial management, business analysis & advisory, strategy and risk analysis & management. Enoch Mushango has served and continues to serve in various boards and committees including audit committees and continues to volunteer in IIA Botswana events. He also partners with different audit firms to carryout forensic investigations as lead consultant. He has served as World Bank Project on development of Public Finance Management & Corporate Governance Syllabus for Public Service College Lead Consultant in the development of Finance Officers Manual for the Ministry of Finance by LilQue Consultants.

Risks & Opportunities

“The main purpose of risk management is to adequately position the organisation to understand and respond to potential risks and opportunities that could materially impact the execution of our strategy and our ability to create value.”

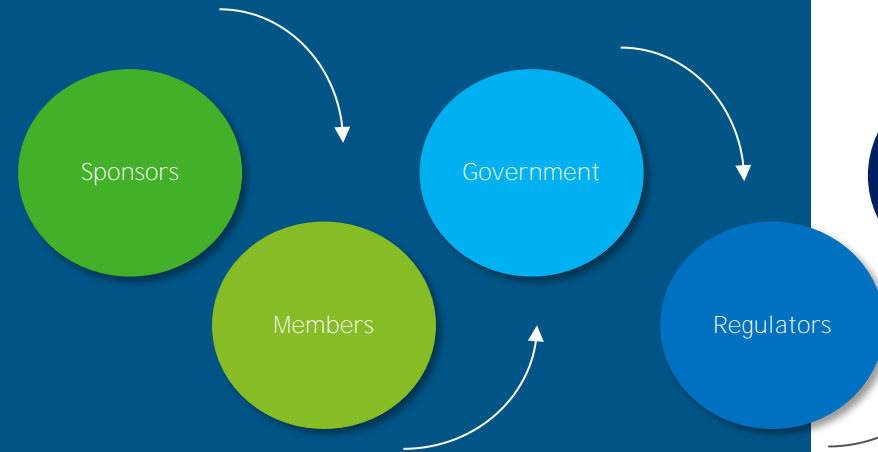
The IIAB’s primary risks and opportunities are identified within the context of our strategy to proactively respond to ever-changing internal and external operating environments.

In pursuing our goals towards reimagining and transforming our organisation, enhancing competencies of the IA profession, expanding membership and pathways as well as advocating for legislation and governance practices, we are strengthening the link between our strategy and the Institute’s risks and opportunities.

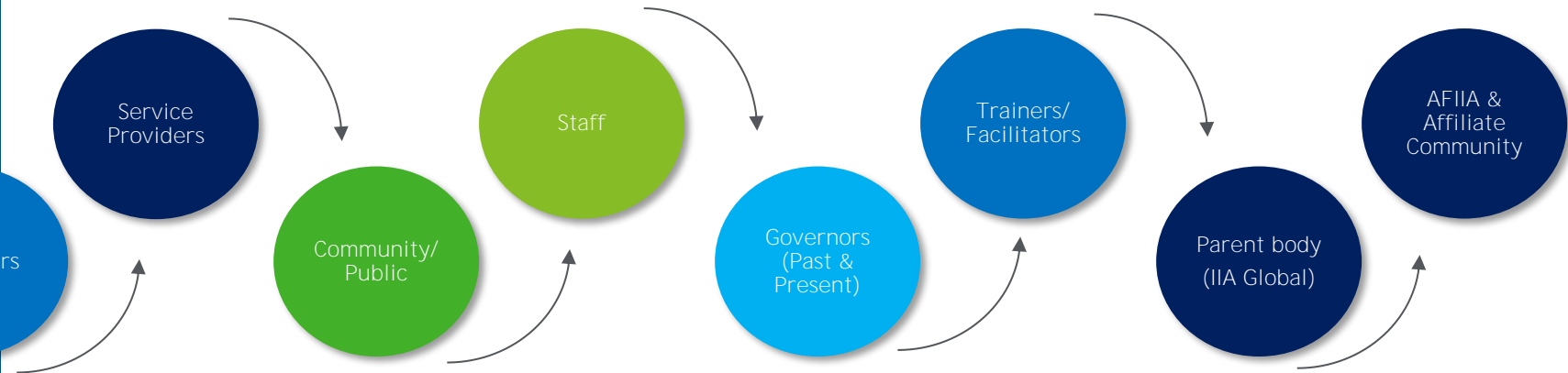
This year, the Board has started this process and plans to enhance the risk management process to ensure the adequacy, appropriateness and effectiveness of the Institute’s responses, mitigating potential negative impacts in order to deliver on our mandate.

Risk/ Opportunity	Strategic response and mitigating measures
Business continuity	<ul style="list-style-type: none"> • Expand service offerings to meet market needs • Position IIA Botswana as a capacity – building partner • Accelerate digital capability across the Institute
Recognition of the profession	<ul style="list-style-type: none"> • Increase advocacy and stakeholder engagement • Collaborate with regulators, academia and corporates
Economic landscape	<ul style="list-style-type: none"> • Strengthen financial resilience and adopt offerings to remain relevant
Uncertified Internal auditors	<ul style="list-style-type: none"> • Collaborate with universities • Offer mentorship and internship linkages
Outdated byelaws	<ul style="list-style-type: none"> • Update byelaws to reflect current legislative, regulatory & professional requirements

Stakeholder relations



OUR STAKEHOLDERS



Cultivating and preserving robust trusted relationships with all our stakeholders is fundamental to our objectives of expanding membership and pathways as well as advocating for legislation and governance practices. The importance stems from the fact that our operational impact extends beyond our immediate partners and members. Our philosophy regarding stakeholder engagement is grounded on consistent, proactive and substantive engagements. This approach allows us to identify key concerns, interests and expectations, ensuring we address these collaboratively.

OUR STAKEHOLDER ENGAGEMENT PROCESS

The Institute collaborates with various stakeholders as listed in the diagram on the right. Our stakeholder engagement process involves the following key steps:

- Step 1 - Identification of stakeholders
- Step 2 - Stakeholder assessment
- Step 3 - Development of stakeholder engagement plans (including communication plans)
- Step 4 - Ongoing engagement with stakeholders

Stakeholder relations

ADVOCATE FOR THE PROMOTION AND ELEVATION OF THE PROFESSION IN BOTSWANA

Throughout the year, our focus was on establishing new relationships and reinforcing existing relationships across Africa and this was seen through the various stakeholder engagements globally.

Our President and various members of the Board represented us well at the AFIIA Leadership Forum in Ghana, AFIIA Annual Conference in Rwanda, Global Assembly in Canada, the IIA South Africa Conference and IIA Zimbabwe Conference. Our President was also invited to present on numerous occasions at

The Institute of Risk Management - Botswana Chapter Launch as the Keynote Speaker and the Wise Leadership 4th Annual Corporate Governance Conference and our Secretary General represented the IIAB at the MVA Fund during the International Fraud Awareness Week. Our Past President represented IIAB at the IIA Zimbabwe Annual Conference 2025.

Building these relationships as representatives for the Institute has paved the way not only for **the profession but also for the Institute's** continued success.



Above: President IIAB at the Leadership Forum in Ghana, where she participated in a panel, "Effective Governance for Affiliate Success: Best Practices"



Above: President IIAB and the Past President IIAB at the AFIIA conference in Rwanda



Above: President IIAB, Past President and IIAB members at the Global Assembly and International Conference in Canada



Above: President IIAB at the 28th Annual National Conference 2025 hosted by IIA SA, joining an all-women Power Panel unpacking and exploring the topic, "Cybersecurity for All: Bridging Gaps & Building Resilience."

Stakeholder relations



The President IIA Botswana and the Secretary General joined the Bank of Botswana's Governor & Deputy Governor during the May Internal Audit Awareness Month, hosted by the Internal Audit Department



The Past President speaking at the IIA Zimbabwe's annual conference, presenting on the topic, "Ethical leadership: The first step for elevation"

The Secretary General represented the IIA Botswana at MVA Fund's celebration of International Fraud Awareness Week, a week dedicated to promoting fraud awareness globally; where she was also appreciated by the CEO



The President IIA Botswana joined the IIA South Africa conference as a panellist discussing the topic "Cybersecurity for all: bridging the gaps and building resilience"



Stakeholder relations



The President IIAB representing the Institute as a speaker at the Wise Leadership 4th Annual Corporate Governance Conference under the theme, “Governance as a Catalyst for Botswana's Economic Growth and Transformation – Embracing Boundless Opportunities.”



The President presenting at the IRMSA conference as the Keynote speaker.



As a build up to the Internal Audit month celebration, the IIAB Past President Mr. Lovemore Katukula who is a marathon runner together with fellow IIAB members participated in one of the country's iconic event - The BTC annual marathon in Francistown.

The President IIAB represented the Institute as a moderator for AFIIA webinar under the theme GenAI: Considerations for internal auditors

WEBINAR

African Federation of
Institutes of Internal Auditors

The Institute of
Internal Auditors
Botswana

Topic: **GenAI: Considerations for Internal Auditors**

SPEAKERS:

Mr. Kofi Awuah, Partner, Risk Advisory, Deloitte Ghana

Mr. Richard Quainoo, Senior Consultant, AI & Data, Deloitte Ghana

Ms. Gontle Khupe, President, IIA Botswana

MODERATOR:

Ms. Gontle Khupe, President, IIA Botswana

Date:
Thursday 3rd April 2025

Time:
1600hrs – 1800hrs (EAT),
1500hrs – 1700hrs (SAST),
1400hrs – 1600hrs (NAB CA),
1300hrs – 1500hrs (GMT)

Cost: Free

Save the date!

For Enquiries:

+255222602979 | +255685474322 | Email: info@afriia.org | www.afriia.org

Social Impact

As part of the May awareness month activities, we also advocated for a charity drive for the GBVC Botswana. The GBVC provided a list of requirements which was shared with our stakeholders for donation, and we also collected monetary donations. Through this initiative many of our members donated and we were also supported by our other stakeholders raising up to P30K which will be handed over to the GBVC on 21 June 2025.

The Institute of Internal Auditors Botswana handed over a heartfelt donation to the Botswana Gender-Based Violence Prevention and Support Centre as part of our ongoing commitment to social responsibility.

This initiative was made possible, not only through the Institute's efforts but also through the generous contributions from our valued Stakeholders, who came together to support a cause that truly matters!

Together, we stand united in the fight against gender-based violence and remain committed to driving positive change in our communities!



Special **THANK YOU** to the organisations who joined the IIAB in contributing financially. Total amount raised **BWP36,000**:

1. MSD Mesotlo & Associates
2. Gambling Authority
3. MVA Fund
4. Orange
5. SADC Internal Audit
6. Morupule Coal Mine (MCM)



Stakeholder relations



Dr. Lesedi Lesetedi, CIA, QIAL, CRMA,
Global Guidance Council (GGC), IIA
Botswana



Ms. Kagiso Khutsafalo, Institute
Relations Committee
(IRC), IIA Botswana

Botswana Shines on the Global Stage!

Celebrating our own trailblazers in internal audit as they take on global leadership roles. Congratulations, Dr. Lesedi Lesetedi and Ms. Kagiso Khutsafalo!

Our own President, Ms. Gontle Khupe has also been nominated by Global and appointed to serve on the IIA Global Excellence Awards Committee.

This recognition is a testament to the dedication and excellence in the internal audit profession. The IIA is proud to celebrate this milestone.

Celebrating Excellence at the IIA Botswana Gala Dinner!

We proudly honoured our newly qualified Certified Internal Auditors (CIAs) - a distinguished group of professionals who have demonstrated dedication, discipline, and an unwavering commitment to excellence.

We were especially honoured to have the Chairperson of African Federation of Institutes of Internal Auditors (AFIIA), Ms. Thokozile Kuwali present the certificates, making the moment even more memorable and symbolic of the regional strength and unity within our profession.

This achievement is not only a personal milestone for each graduate, but a win for the entire internal audit community in Botswana. You represent the future of our profession: skilled, ethical, and ready to drive meaningful impact across industries.

To our 2025 CIA graduates - **CONGRATULATIONS!** We are incredibly proud of you. Keep shining, keep leading, and keep raising the bar. Indeed, you were born to sparkle!



Meet the new CIAs!

1. Alwin Matshaba
2. Amantle Mothuti-Raikane
3. Dithapelo Mpaphadzi
4. Farai Calvin Chipomho
5. Kagiso Khutsafalo
6. Kamogelo Radibala
7. Katlo Neo Obadire
8. Lulu Maselwa
9. Maduo Simane
10. Matshidiso Monkutlwatsi
11. Motsu Olerato
12. Theetso Nkwe
13. Tsholofelo Kopano
14. Tumisang Masome

3

STRATEGY & PERFORMANCE



Financial performance

Overview

The Treasury role involves driving best practices in financial management, human resources management and administrative management within the organization to maximize efficiency and growth. The Treasurer supervises the office staff and oversee financial management, investors' relations, administration, human resources and compliance activities.

Key focus areas

- Evolve our ways of working by advance digital transformation and automation of key financial processes

Key challenges

- Economic challenges & the devaluation of the pula
- GPOs stopped. Majority of members are government employees (48%)
- Lack of formal accounting package in place, currently done manually which creates delays in finalization of Annual Financial Statements and Audits

The Institute is a non-governmental organization registered with the Registrar of Societies. Revenue generated by the Institute is sourced from membership dues, training sessions conducted and conference participation.

The revenue generated supports the maintenance of the office & administrative costs as well as makes all our activities possible. Where we have shortfalls, we rely on our strategic partners to support in interest of the Institute. As per the byelaws, Board members play a voluntary role and are not remunerated for their services. This is also aligned to the IIA Global philosophy.

Highlights for 2025

- Achievement of profit for the Institute despite economic challenges in the market both locally and internationally

Future areas of focus

- Procurement and implementation of an accounting package to streamline the book keeping of the Institute
- Formalised partnerships with key stakeholders to support the activities of the Institute
- Advocate for increased numbers of practising internal auditors to register with the IIAB
- Continued prudence on cost containment without taking away from the quality expected from the IIAB.

Membership Committee report

Overview

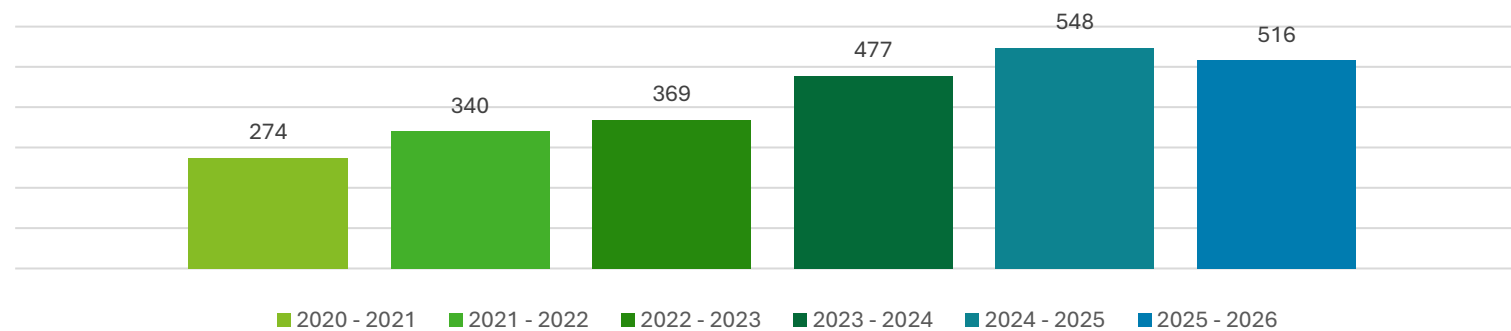
As a member of IIA Botswana, an internal auditor achieves recognition as a professional, dedicated to maintaining high standards and a code of ethics that earns respect, trust, and competence.

Key focus areas

- Improve member experience and the value deliver
- Engaging with students and young professionals pursuing the profession
- Establish partnerships with key stakeholders
- Exclusive Certifications and Training

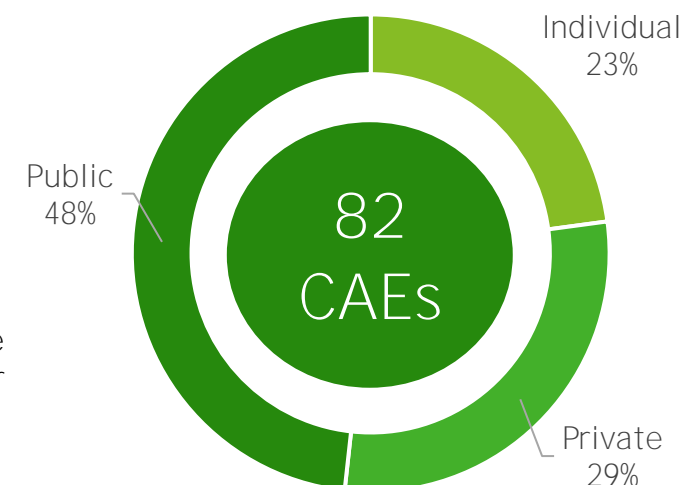
Key challenges

- Economic challenges & the devaluation of the pula
- IA recognised under BICA Act resulting in members having to be registered with both IIAB & BICA
- Over 2000 practising internal auditors in Botswana with limited numbers registered with the IIAB



Future areas of focus

- **Membership Benefits** - Provide exclusive benefits and perks for institute members (discounts, access to specialized resources)
- **Collaborative Initiatives** - Forge partnerships with other organizations, academic institutions, or industry bodies. To expand our network and provide additional resources and opportunities for our members
- **Surveys and Assessments** - Periodically conducting surveys and assessments to gauge satisfaction levels and identify areas of improvement
- **Responsive Member Service** - Ensuring our service is responsive and effective. Address queries and concerns promptly.
- **IIAB Website** - Enhance our Botswana Chapter site on the Global portal to make it user-friendly and informative for our members
- **Address Non-Renewals** - Reach out to former members and establish reason for non-renewals
- **Student Membership** - Offer student membership to tertiary students



Training & Certifications Committee report

Overview

The Institute is mandated to advocate for the Internal Audit Profession and through our training program we support our learners with various courses which provide guidance on new developments globally as well as courses that are relevant to the profession.

Key focus areas

- Webinars & online training/ events
- Annual training plan
- Education of stakeholders on the New IIA Global standards & Topical requirements

Key challenges

- Economic challenges & the devaluation of the pula
- GPOs stopped. Majority of members are government employees (48%)
- Scarce local accredited trainers

As part of our annual training plan, we have the following standing trainings and outline the success rate in terms of enrolment to these courses over the reporting period:

IIAB Training Summary (June 2024 - May 2025)							
#	Learning Program	Organisation	Facilitator	Dates	Duration	Location	Number of Attendees
1	Audit Committee Training	Francistown City Council	Mr Enoch Mushango	7 March 2025	1 day	Francistown	20
2	Global Internal Audit Standards (GIAS)	IIAB Calendar	Mr Marthin Grobler	11-13 March 2025	3 days	Gaborone	38
3	Quality Assurance Improvement Program (QAIP) (Review & Implementation)	Inhouse/ members	Mr Everhard Carstens	12 November 2024 - 30 June 2025	7 months	Gaborone	10
4	Global Internal Audit Standards (GIAS)	IIAB Calendar	Mr Marthin Grobler	9-11 April 2025	3 days	Gaborone	33
5	Global Internal Audit Standards (GIAS)	Bank of Botswana	Mr Everhard Carstens	10 - 11 April 2025	2 days	Gaborone	15
6	Audit Committee Training	City of Gaborone Council	Mr Enoch Mushango	7 May 2025	1 day	Gaborone	28
7	Audit Committee Training	Lobatse Town Council	Mr Enoch Mushango	29 - 30 July 2025	2 days	Lobatse	22
8	Fraud Detection, Prevention & Investigation	IIAB Calendar	Mr Mario Fazekas	4 - 8 August 2025	5 days	Kasane	35
9	Global Internal Audit Standards (GIAS)	IIAB Calendar	Mr Marthin Grobler	25 - 27 August 2025	2 days	Gaborone	36
						TOTAL	237

The Institute also partnered with Prozillog (led by Mr Everhard Carstens) to offer Quality Assurance Services to the Botswana Power Corporation for a QAIP Review Assistance Program. This proved to be a very successful partnership, and the Institute intends to provide this as a service in the coming years as it has received multiple requests across industry for the quality assurance reviews.

Training & Certifications Committee report



MSD Mesotlo & Associates, in partnership with IIA Botswana, successfully hosted a comprehensive **training session on “Combined Assurance: Successful Risk Management & Internal Audit Practices, facilitated by Mr. Gert Van Wyk”** The session brought together members from across sectors to explore practical approaches to integrating risk management and internal audit functions.

Participants gained valuable insights into how a combined assurance approach can enhance governance, strengthen internal controls, and improve organisational resilience. This initiative **reflects MSD Mesotlo & Associates’ and IIA Botswana’s** commitment to empowering members with knowledge and skills that support effective risk oversight and promote best practices in the internal audit profession.



The IIAB hosted various members from across Botswana at Cresta Lodge Gaborone, to deepen their knowledge and understanding of the newly launched Global Internal Audit Standards, facilitated by Mr. Marthin Grobler. This training equips professionals with the tools and insights needed to strengthen Governance, manage Risk effectively, and deliver greater value to their organizations in order to advance the Internal Audit profession and build a stronger future! **We plan to have similar engagements in next year’s training plan.**



Mr Deon Van Der Westhuizen facilitated two(2) sessions during this year on Risk Based internal auditing.



Forward looking strategies

- The outlook for the Institute is focused on leveraging on technology to roll out more training to our members. Some of the notable strategic initiatives that we are planning for the next reporting period include:
- Webinars and online training classes
- Registration of three (3) additional courses with HRDC (Data Protection, AML & ESG)
- Training support for the IAP, CIA & CRMA exams
- Partnerships with both secondary & tertiary institutions on road shows and career days
- Collaboration with other institutions such as ISACA and BICA in rolling out training
- Discounted merchandise & training materials
- Student memberships
- Inclusion of more topics for training with qualified facilitators leading these trainings
- Leveraging on relationships with other Affiliates within the IIA network to facilitate training to our members.

Training & Certifications
Committee report

Key Highlights for 2025

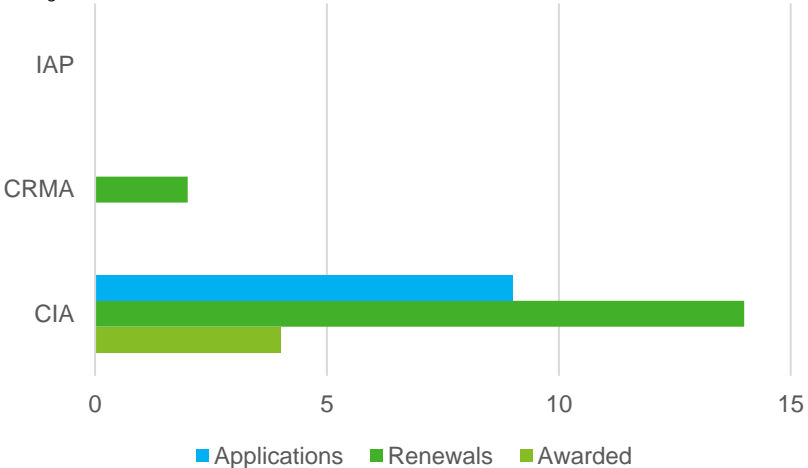
- 9 Successful training rolled out for reporting period
- 9 Accredited learning courses
- 128 Certified Internal Auditors in Botswana
- 237 Leaners trained over the reporting period
- P504K Profit from trainings rolled out over the reporting period

The IIA Global offers the following certifications:



These certifications are offered by IIA Global; however, registration is through IIA Botswana. The CIA exam is a three-part exam. Recently, IIA Global recognized learners that have completed Part 1 of the exam and offered them the Internal Audit Practitioner (IAP) designation. As this is new, we do anticipate more numbers in the next reporting period as IAP is aligned to the completion of Part 1 of the CIA exam. The promotion of these certifications' forms part of our publicity/ advocacy strategies.

Below we outline some of the key statistics in terms of enrollment and pass rates for these certifications as of May 2025:



	CIA	Part 1	Part 2	Part 3
Registrations		10	4	3
Exams delivered		6	6	3
Conversion		60%	150%	100%
Pass rate		50%	80%	67%

Other strategies rolled out by IIA Global is the CIA Challenge exam which allows those learners who have already obtained the Certified Information System Auditor (CISA) designation to take the exam challenge and receive the CIA certification. Unfortunately, during the reporting period there were no successful candidates. Marketing strategies for the next reporting period will also include marketing this opportunity to learners.

STRATEGY & PERFORMANCE

Training & Certifications Committee report

The Institute of Internal Auditors has partnered with Becker to support the professional development of our members.

Through this collaboration, IIA Botswana members will receive exclusive discounts on Becker study materials for the CIA Exams!



Now available!

Becker-The IIA
CIA® Exam Review

The **most trusted** review platform
meets content from the 2025
CIA Exam creators.



Forward looking strategies

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- Discounted merchandise & training materials
- Student memberships
- Inclusion of more topics for training with qualified facilitators leading these trainings
- Leveraging on relationships with other Affiliates within the IIA network to facilitate training to our members⁸.

Publicity & Fundraising Committee report

Overview

The publicity & fundraising committee plays a pivotal role in the implementation of the activities the IIAB and to promote for the advocacy of the profession.

Key focus areas

- Improve member experience and the value deliver
- Help internal audit professionals upskill, reskill, and remain up to date in a rapidly evolving landscape
- Establish strategic partnerships with key stakeholders in the interest of the IIAB

Key challenges

- Economic challenges & the devaluation of the pula
- GPOs stopped. Majority of members are government employees (48%)
- Limited sponsorships due to market challenges

Key Highlights for 2025

- **May Awareness Month** - Global initiative to promote the Internal Audit profession
 - **CAE Breakfast held at the Cresta Lodge in Gaborone on 8 May 2025. Theme: “Strengthening transparency and accountability in Governance”** (total attendance 178 pax)
 - IA Run held in Gaborone in partnership with Fearless on 10 May 2025 (total attendance 3000 pax)
 - IA Run held in Palapye on 17 May 2025 (total attendance 100 pax)
 - GBV Centre Charity Drive (handover scheduled for 21 June 2025) (total estimated amount handed over - donations in the form of monetary value or specific items requested by the GBVC - P40K)
 - Promotion of new CIAs on social media platforms
- **14th IIA Annual Internal Audit Conference & Gala Dinner** with the theme: “Mitigating Tomorrow’s Risk: from Hindsight to Foresight” held at Phakalane Golf Estate.

Publicity & Fundraising Committee report

May Internal Audit Awareness Month - CAE breakfast

As part of the May activities, the Institute of Internal Auditors Botswana hosted a Breakfast Session on 8th May for **Audit Committee Chairpersons and Chief Audit Executives**, under the theme: **“Strengthening Transparency and Accountability in Governance.”**

The keynote address was delivered by Ms. Pedzani Tafa, Managing Director of BBS Bank. A thought-provoking panel discussion followed, featuring Chief Audit Executives Ms. Pearl Molomo (Cresta), Ms. Palesa Semele (BBS Bank), and Ms. Mmametsi Sethare (Debswana), who shared their insights on the topic: **“From Box-Ticking to Impact: Redefining Audit Value in the Eyes of the Board.”**

Special thanks to our sponsors, Crowe Goel & Associates and Audio Tech, for their generous support in making this event a success.



 The Institute of
Internal Auditors
Botswana

**BREAKFAST SESSION FOR
AUDIT COMMITTEE CHAIRPERSONS
& CHIEF AUDIT EXECUTIVES**

THEME:
**STRENGTHENING TRANSPARENCY AND
ACCOUNTABILITY IN GOVERNANCE**

DATE: 8TH MAY 2025
VENUE: CRESTA LODGE, GABORONE
TIME: 08:00 - 12:00

SPEAKER:
MS. PEDZANI TAF
MANAGING DIRECTOR - BBS BANK

Tel: +2673902006
Whatsapp: +26772329331
admin@iiabotswana.org.bw



STRATEGY & PERFORMANCE

Publicity & Fundraising Committee report

May Internal Audit Awareness Month - IIAB & Fearless Awareness Run



The Institute of
Internal Auditors
Botswana

INTERNAL AUDIT MONTH

**INTERNAL
AUDITORS RUN**

10TH MAY 2025

Run. Connect. Celebrate!

Time: 05:30 AM
Venue: Game City Parking, Gaborone
Activities: Fun Run, Aerobics, Zumba,
Health Screenings
REGISTRATION: FREE

DISTANCES:
5 KM
10 KM
21 KM

Powered by:
FEARLESS
group

CHIEF RUNNER:
SIMON HIRSCHFELD
DIRECTOR - DELOITTE CONSULTING



What a Run!

This year's run was reached almost 3000 participants, advocating for the profession with the Chief Runner, Mr Simon Hirschfeld (Director, Deloitte Consulting) leading the way.

Thank you to everyone who showed up and showed out for the IIA Botswana Internal Auditors Run held on 10th May 2025! From 5KM to 21KM, you ran, connected, and celebrated the profession in true style.



STRATEGY & PERFORMANCE

Publicity & Fundraising Committee report

May Internal Audit Awareness Month - IIA Palapye Awareness Walk

All roads lead to PALAPYE! The IIA Botswana hosted a 10km Awareness Walk which was led by the chief walker Honourable Onneetse Ramogapi - Minister of Water & Human Settlement and MP for Palapye Constituency.

The event drew just over 100 participants, including members, stakeholders, and community supporters, providing an opportunity to raise awareness on the critical role of internal audit in strengthening governance and accountability. Beyond promoting wellness and camaraderie among participants, the walk served as a platform to **highlight IIA Botswana's commitment to driving professional excellence and public understanding of the internal audit profession.**



Publicity & Fundraising Committee report

14th Annual Internal Audit Conference



Hon. Maipelo B Mophuting, Assistant Minister for State President, Member of Parliament for Gaborone Bonnington North with the IIA Botswana President, Past Presidents and District Officer, Gaborone Administration.

The 14th Annual IIA Botswana Conference and Gala Dinner started with a warm welcome from our President, Ms. Gontle Khupe. She reflected on the evolving role of internal auditors in **Botswana; from examining the past to anticipating tomorrow's risks and underscored the importance of integrity, foresight, and accountability in safeguarding our institutions.**

She highlighted the critical work of internal auditors in supporting national initiatives like the ongoing forensic audit, and commended IIA Botswana for championing the Draft Internal Audit Act, a vital step toward professionalizing the profession, strengthening Governance, and ensuring transparency across both Public and Private sectors.

Ms. Khupe encouraged all auditors to lead by example: Register with IIA Botswana, engage fully, invest in continuous professional development and embrace the shift from hindsight to foresight. She reminded us that when internal auditors stand united, they amplify their impact and help build a Botswana where good Governance is not just a principle but a practice.

The Assistant Minister for State President & Member of Parliament for Gaborone Bonnington North, Honourable Maipelo B. Mophuting for the Keynote Address, inspiring delegates to think boldly about the future of Governance in Botswana. Honourable Mophuting spoke candidly about Governance challenges facing Botswana and reinforced the critical role of internal auditors in safeguarding integrity and accountability.

Honourable Mophuting highlighted the importance of shifting from hindsight to foresight, urging the profession to anticipate risks, strengthen systems, and support national transformation. She also applauded IIA Botswana for championing the draft Internal Audit Act - a key step towards enhancing independence, professionalism, and good Governance across the country.

The conference attracted attendance from both international and local delegates and speakers. The conference covered 13 speaker topics and three (3) panel discussions and overall feedback from the delegates was full of praises.

Publicity & Fundraising Committee report

14th Annual Internal Audit Conference - Speaker line out

The Speakers covered the following
key topics:

- ❑ Leading With Purpose & integrity
- ❑ Leveraging foresight
- ❑ Building organization resilience
- ❑ Data Protection
- ❑ Compliance & sustainable value
- ❑ Financial Crime in the Age of
Crypto & Digital Assets
- ❑ Delivering impactful reports
- ❑ Board room dynamics
- ❑ Managing integrity & ethical risks
- ❑ Governance in the Digital Age
- ❑ Balancing Assurance and
Influence
- ❑ Digital detox
- ❑ Thriving and not just surviving.



DR. LESEDI LESETEDI
DEPUTY VICE CHANCELLOR,
CORPORATE SERVICES-BOU
AND IIA GLOBAL GUIDANCE
COUNCIL MEMBER



DR. LISTER MAJUTA
DIRECTOR
TORO CLINIC



LUSANDA
NCOLIWE
CHAIRPERSON
IIA SA



THOKOZILE KUWALI
CHAIRMAN AFRICAN
FEDERATION OF
INSTITUTES OF
INTERNAL AUDITORS
(AFIIA)



LOVEMORE KATUKULA
DIRECTOR - INTERNAL
AUDIT AND ETHICS,
BURS



SEGAMETSI MAFA
FOUNDER & MANAGING
DIRECTOR, SERVICE
XCELLENCE



CHOSE MODISE
CHIEF EXECUTIVE
STANBIC BANK
BOTSWANA



LUBINDA NAMILUKO
TREASURER GENERAL
AFRICAN FEDERATION OF
INSTITUTES OF INTERNAL
AUDITORS (AFIIA)



NASOMA LIONJANGA
CHIEF RISK OFFICER,
LUCARA



BLESSING
SHUMBAMHINI
PRESIDENT
IIA ZIMBABWE



MATHABATHA JULIUS
MOJAPELO
HEAD OF INTERNAL
AUDIT, SKX PROTIVITI



PROF. ANTONIO POOE
PARTNER, DELOITTE
AFRICA FORENSIC &
FINANCIAL CRIME
LEADER



NTOMBI SETSHWAELO
LIFE COACH, THERAPIST
NEW FRONTIERS
CONSULTANCY



KEPALETWE SOMOLEKAE
INAUGURAL COMMISSIONER
INFORMATION & DATA
PROTECTION COMMISSION OF BOTSWANA

Publicity & Fundraising Committee report

14th Annual Internal Audit Conference - Panel discussions

Panel Discussion: Future Proofing Internal
Audit: CAE's as Strategic Navigators in a
Disruptive World



MODERATOR

DENNIS KENALEMONGWE
CHIEF INTERNAL AUDITOR,
KGATLENG DISTRICT COUNCIL



KAGISO KHUTSAFALO
HEAD OF INTERNAL AUDIT,
BANK GABORONE



TUDUETSO NTWAETSILE
GROUP CHIEF AUDIT EXECUTIVE,
LETSHEGO AFRICA HOLDINGS



MANTHO MOKOBI
DIRECTOR INTERNAL
AUDIT & RISK, BIUST

Panel Discussion: From Tradition to Transformation: Balancing Fresh Thinking from Time Tested Wisdom



LAONE GASEMOTHO-KWATI
INTERNAL AUDITOR,
BOTSWANA OIL LIMITED

MODERATOR



ENOCH
MUSHANGO
PAST PRESIDENT
IIA BOTSWANA



TRACY DITLHOGO
ASSOCIATE DIRECTOR,
BDO



OFENTSE CHIEF RASUWE
HEAD OF INTERNAL AUDIT,
TLOKWENG DISTRICT
COUNCIL



MOOKETSI NKAU
HEAD OF INTERNAL
AUDIT, BOTSWANA
SAVINGS BANK

Panel Discussion: Young Auditors Speak: The Future We Want to Shape



NATURE MOGOTSI
HEAD OF OPERATIONS
CONTROL, STANBIC
BANK BOTSWANA

MODERATOR



MABEDI BOITUMELO
MODIKO
SENIOR INTERNAL
AUDITOR, DEBSWANA
DIAMOND COMPANY



ONALENNA
RAPELANG
INTERNAL AUDITOR
MINISTRY OF
FINANCE



UNOBONA LINOS
PRESIDENT, ISACA
GABORONE CHAPTER

Publicity & Fundraising Committee report

14th Annual Gala dinner

BORN TO SPARKLE: A TIMELESS AFFAIR OF STYLE & SOPHISTICATION

Ms. Tapiwa Masie delivered an inspiring keynote at the IIA Botswana Gala Dinner, highlighting the critical role of internal audit in promoting governance, accountability, and risk management as drivers of sustainable growth.

She emphasised that internal auditors are strategic partners in fostering transparency, integrity, and institutional excellence. Ms. Masie reflected on the Gala theme, noting that “to sparkle” is to lead with professionalism, ethics, and impact. She acknowledged the contributions of members, sponsors, and partners, and encouraged continued collaboration to build strong, resilient organisations and institutions that uphold the highest standards of governance.



Ms Tapiwe Masie, the Acting CEO -
Special Economic zones authority



STRATEGY & PERFORMANCE

Publicity & Fundraising Committee report

Our Strategic partners

The IIA Botswana is a non-profit organisation and we rely on strategic partnerships in order to deliver successfully on all our activities throughout the year. We could not have achieved what we did with the 14th Annual Internal Audit Conference & Gala Dinner without our strategic partners.

GOLD



Wolters Kluwer

PLATINUM



Diligent



SILVER



BRONZE



Grant Thornton

ISP PARTNER



EXHIBIT PARTNER



Digital & Technology Committee report

Overview

The Digital & Technology committee is an additional committee established by the Board to take ownership and accountability for all digital and technology driven systems and processes.

Key focus areas

- Improve member experience and the value deliver
- Evolve our ways of working
- Advance digital transformation

Key challenges

- Economic challenges & the devaluation of the pula
- Capacity constraints and financial resources

Future focus areas

- Payment system - to create ease of payments for members

Key Highlights for 2025

- **Upgrading of IIAB Website** – the IIA Botswana webpage can now be accessed through the IIA Global website. It features details on membership, certifications, the byelaws, upcoming events and news as well as contact details of the office.
- **Enhanced use of technology** - the IIAB has where possible leveraged on various technology tools and apps to ease the membership experience for our members.
- **Upgrade of office Microsoft accounts** – the Office is now aligned to industry practices in terms of software upgrades and tools.

A special **THANK YOU** to the former Digital & Technology Chair, Mr Lawrence Bukhosi Khumalo, the Institute values the support provided in taking time to support the Office staff with any ICT challenges and supporting our conference technical team.



Welcome to **IIA Botswana**

[IIA Botswana - https://www.theiia.org/en/affiliates/IIA-Botswana/](https://www.theiia.org/en/affiliates/IIA-Botswana/)

4

CORPORATE GOVERNANCE

Governance Philosophy & Approach

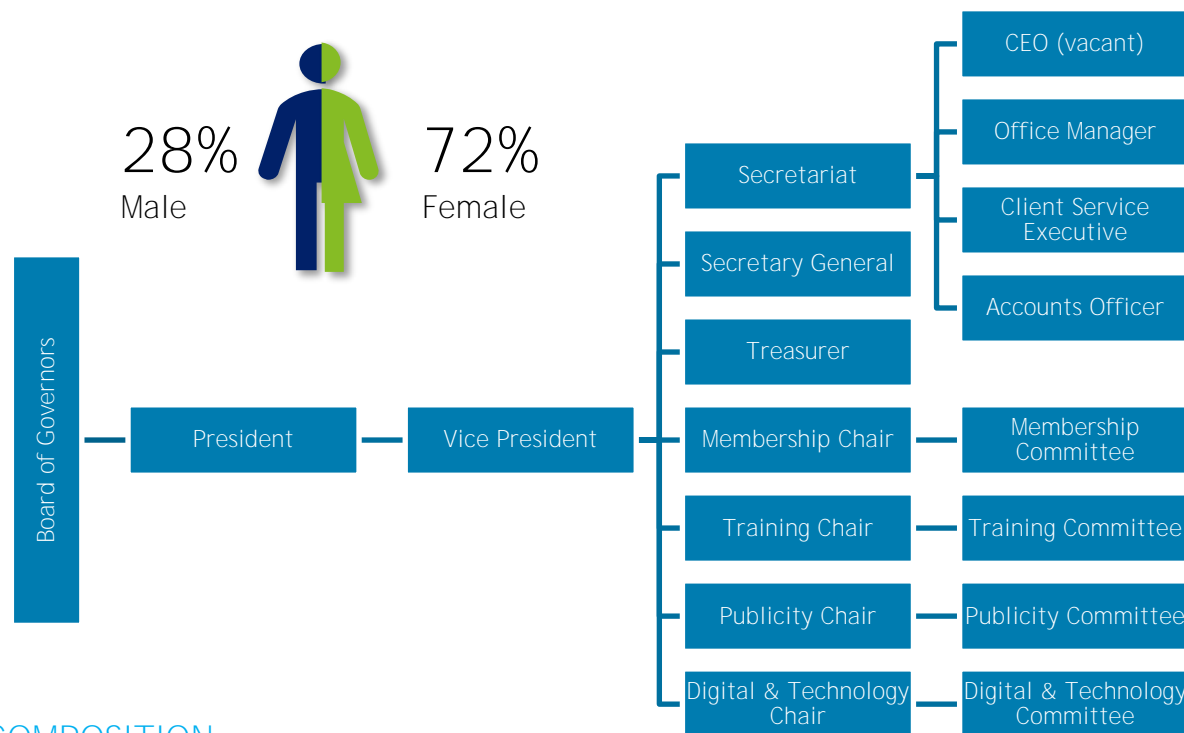
GOVERNANCE FRAMEWORK

The Board regards governance as fundamental to the success of the IIAB.

It is committed to applying the principles of good governance in directing and managing the Institute towards achieving its strategic objectives. The Board is the focal point for and **custodian of the IIAB's governance framework and is supported** by its committee structures, office staff, past president, and other stakeholders. The Board is ultimately accountable for the performance affairs of the Institute.

The governance framework facilitates a balance between the **Board's role of providing direction and oversight with** accountability to support acceptable risk parameters and consistent compliance with its byelaws, regulations, standards and codes relevant to the Institute. At the same time, the Board is also an operational board who is actively involved in the operations of the Institute providing guidance to the office staff as needed throughout the year.

As one of the key strategic objectives for the year, the Board set out to reimagine & transform our organization and getting the house in order by developing internal policies & procedures and strengthening its governance structures. These are still in draft format and to be finalized, one of the key milestones for the upcoming year.



BOARD COMPOSITION

The IIAB has a flat board structure comprising of 10 (ten) directors as per the byelaws. During the year a draft Board charter was drawn up and is yet to be finalised, as such the governance of the board is guided by the byelaws and good corporate governance practices. The CEO position is currently vacant until such **time as the Institute has adequate funding to accommodate this role. The President's role includes** setting the ethical tone for the Board and ensuring that the Board remains efficient, focused and operates as a unit.

The President provides overall leadership to the Board without limiting the principle of collective responsibility for Board decisions. She also facilitates appropriate communication with stakeholders and enables constructive relations between the Institute, the IIA Global and AFIIA. Each of the Board members have a portfolio for which they are responsible in order to drive the achievement of the **Institute's objectives and mandate.**

Board of Governors

IIAB BOARD OF GOVERNORS

The Board of Governors is constituted by ten (10) Governors all of whom are appointed by a simple majority vote of the members, present voting in person or **by proxy at an Annual General Meeting (AGM) as outlined in the Institute's bye-laws**. The roles of President, Vice-President, Secretary, Treasurer and Committee Chairpersons are elected in by the Board in the first meeting after the AGM. The Board is an operational board supporting by the IIAB Office staff. The Institute calls for student volunteers to support on IIAB events and by this they are also exposed to the topics of discussion at our events.

The Board of Governors direct and facilitate the Institute toward the achievement of its strategy and operational objectives. It is an operational board **and is accountable for the development and execution of the IIAB's strategy**, operating performance and financial results. Its primary responsibilities include:

- ❑ Determining purpose and values aligned to IIA Global and setting its strategy
- ❑ Providing strategic direction to IIAB Office staff
- ❑ Identifying key risk areas and developing key performance indicators for IIAB
- ❑ **Monitoring IIAB's performance against agreed objectives**
- ❑ **Deciding on events and activities which form part of the IIAB's advocacy drive** for the profession
- ❑ Deciding on financial matters for the furtherance of the Institute and its activities
- ❑ **Developing policies and procedures aligned to the IIAB's bye laws and** operations
- ❑ Ensuring alignment with IIA Global requirements

The Board meets as often as required to discuss portfolio updates and critical matters which require decision making. The Board is also actively involved in the day-to-day management of the IIAB Office staff and administration of the Institute.

SUB COMMITTEES

The Board has the following sub-committees:

- ❑ Audit Committee: responsible for liaising and appointment of the independent auditor as well as oversight over the book of accounts
- ❑ Membership Committee: responsible for membership promotion, administration and liaison with members and membership growth
- ❑ Training Committee: responsible for the promotion of all IIA Global Certification programs and any other related training programs offered by the Institute
- ❑ Digital & Technology Committee: responsible for the information, communication and technology (ICT) infrastructure of the Institute as well as implementing measures for protection of information and the intellectual property of the Institute
- ❑ Publicity Committee: responsible for driving advocacy of the Institute through various initiatives throughout the year.

BOARD ATTENDANCE (JANUARY - DECEMBER 2025)

	Board member	Role	Board Attendance*	Board status
1	Gontle Khupe	President	27/27	Active
2	Kenneth David	Vice President	6/27	Resigned
3	Michelle Jordaan	Secretary General	25/27	Active
4	Lovemore Katukula	Past President	26/27	Active
5	Keolopile Mosimane	Treasurer	21/27	Active
6	Chibuya Gababotse	Membership Chair	22/27	Active
7	Kamogelo Nnoi	Publicity Chair	22/27	Active
8	Abednico Sethono	ICT Chair	11/27	Relinquished
9	Ace Dintwe	Training Chair	23/27	Active
10	Isang Letlhogela-Malebe	Additional member	1/27	Resigned

* Attendance numbers include attendance at IIAB events & activities

Board of Governors

BOARD EFFECTIVENESS

As part of strengthening governance and enhancing board effectiveness, the Secretary General was tasked with developing a board evaluation template and process. This process however is currently still in draft and will form part of the future focused activities. The aim is to conduct bi-annual board evaluations of the Board through peer and self-evaluations.

Once the new byelaws have been implemented, the Nominations Committee (planned committee responsible for board nominations and appointments) will take overall responsibility for board evaluations against agreed upon performance measures and targets.

The IIA Global further has a requirement to complete the New Leader Onboarding Program which is compulsory for each new member of the Board. Going forward this will form part of the requirements for board inductions and appointments.

Board Skills							
Corporate Governance							
Risk Management & Controls							
Internal Audit							
Finance							
Information Technology							
Corporate Social Responsibility							
Public Relations & Stakeholder Management							
Fraud & Corruption Risk							

SECRETARY GENERAL

The Board remains satisfied with the competency and experience of the Secretary General. As part of the board performance evaluation process which will be implemented, the Board will be required to also assess the effectiveness of the Secretary General.

The Secretary General is responsible for all administrative tasks in so far as they relate to the Board and operational management of the Office. This includes keeping records of all meetings through minutes, developing internal policies, procedures, and frameworks.

The Secretary General is also required to maintain good relations with the Registrar of Societies in terms of the registration of the Institute and its byelaws. This year due the Secretary General also played a role in the drafting of the IA Act and supported the Office with submissions made to BOA with regard to its registration. The Secretary General also represented the Institute on the BAOA Standards Setting Committee Working group.

DISCLAIMER

During the Annual General Meeting 2024, 10 members were elected to the Board.

Two (2) of these members subsequently resigned early in the year and one (1) of the current Board members has been inactive since April 2025. As such we have not included them in this report.

Financial management & Resource Management

FINANCIAL MANAGEMENT

The Institute is a non-governmental organization and registered as a society with the Registrar of Societies Botswana. As such funding is mainly based on the income from membership subscriptions and fees paid for training conducted. The Institute further relies on sponsorships to drive the events planned for the year such as the May Awareness month activities as well as the Annual Conference. Being a registered Affiliate of IIA Global as well as AFIIA, the Institute is also required to pay royalty fees to IIA Global. This payment is based on the total number of our members.

PHYSICAL RESOURCES MANAGEMENT

The Institute has developed a Resources Management Policy dated July 2019 which highlights the importance of physical resources **in the attainment of the Institute's** objectives. Physical resources include land and buildings, vehicles and equipment.

The Institute currently does not own any land and buildings but has a lease agreement in place where the Institute's offices are located. The Institute currently does not have any plans to procure academic facilities as training is conducted at various venues and conference facilities across Gaborone or wherever the training is to be facilitated in other parts of Botswana.

The Institute does not currently own any vehicles and has a policy in place regarding the claiming of transport costs by staff and the Board. The only physical resources that the Institute currently maintains is the office furniture and equipment, which includes computers, laptops, printers and projectors which are adequate for the purposes of running its operations.

STRATEGIES FOR IMPROVEMENT

As part of the new Strategy 2025-2026, the Institute embarked on a process of reviewing all its policies and procedures to ensure alignment to leading practices and Global requirements. To date the following policies and procedures have been developed however the process is still ongoing and will be finalized in the next calendar year:

- IIAB Board Charter
- IIAB Governance Framework
- IIAB Nominations Committee Charter
- IIAB Finance & Administration policy & procedures
- IIAB Board Evaluation framework

Human resources & Recruitment

HUMAN RESOURCES OVERVIEW

The organizational structure of the Institute is a lean structure with the Board being an operational Board involved in the day-to-day operations of the Institute and Office staff who are responsible for the daily activities.

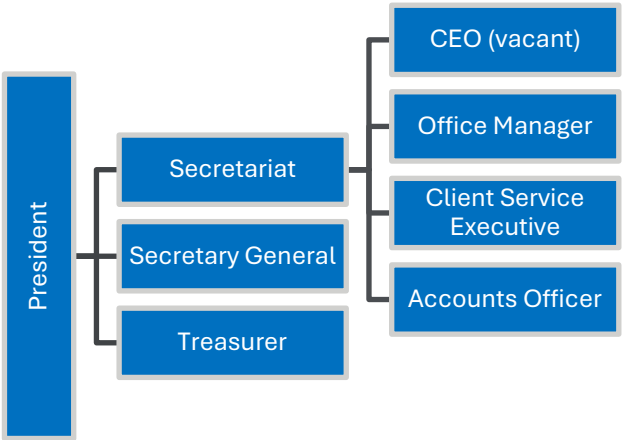
The Treasurer supervises the accounting side of the business. Where there is a requirement for publicity matters, the Publicity Chair engages with the office and similarly where there is training to be rolled out the Training Chair liaises with the office. The diagram on the right depicts the reporting lines of the Institute.

RECRUITMENT & RETAINMENT

As mentioned above, the Institute has a lean structure and currently the CEO position is vacant. The Institute faces a challenge in terms of remuneration of such a role, as the Institute is non-profit making, and this role will only become effective when this situation changes.

Future strategies are to grow the revenue and office so that the Office can operate on its own while the Board only provides strategic guidance and oversight.

In order to retain our staff, we ensure that there is award and recognition of staff. We also arrange for training and development as needed.



STAFF SOCIAL WELFARE & SUPPORT PROGRAMS

The Institute currently does not have specific staff social welfare and support programs however since it operates as a lean structure, the staff are encouraged to raise any concerns or issues directly with the Board and the Board has support staff where needed in difficult times such as support through grievances.

LOCALIZATION POLICY

As an Institute we do not have a specific documented localization policy in place however, all staff are local citizens. The composition of the Board is also majority citizens. A current challenge is that the majority of our trainers are not citizens of Botswana. Efforts are underway to develop and engage more local talent in our training programmes.

STAFF EVALUATION

The Institute is in the process of developing formal performance management policies and key performance indicators (KPIs). Nonetheless, staff performance continues to be actively assessed. On an annual basis, the Board evaluates staff performance against agreed milestones and deliverables. These assessments also inform the determination of annual performance-based bonuses, ensuring recognition of contributions and achievement of organisational objectives.

Protection of learners & Quality management

SAFETY HEALTH & ENVIRONMENT POLICY

The Institute has a Safety, Health & Environment Policy date July 2019 in place. The policy is applicable to all IIA staff, learners and stakeholders affected by the operations of the Institute. The goal of the policy is to:

Provide protection of learners and staff against accidents, injuries, illness and potential loss of property
Create an accident and injury free work environment
Provide and commit to ongoing safety and consciousness among all members of the Institutional community.

PROTECTION OF ENROLLED LEARNERS

Protection of Enrolled Learners (PEL) aims to safeguard a learner's academic journey. It refers to arrangements made for specific programs to ensure that a learner can complete the program that they have begun if their program is no longer offered by their provider for any reason.

The IIAB provides facilitated trainings throughout the year according to the Annual training plan published on social media platforms as well as communicated to our members through email. If there are any changes in the dates or cancellations of such trainings, this is communicated well in advance. Where payment has already be made and the course is cancelled, the Institute refunds the learner according to the refunds policy.

With regard to other certifications learners are enrolled in through IIA Global, there is direct communication with the learner should any courses be cancelled or expired. It is also the responsibility of the IIAB to publish this message to ensure that learners are aware of any changes or updates. As such, a learner will always be protected and informed of any changes or cancellations of any learning programs.

During the reporting period, we have not had any instances where the learner was disadvantaged due to any activity of the Institute.

QUALITY MANAGEMENT POLICY

The Institute has a Quality Management Policy in place dated July 2019.

This policy was developed to ensure:

- **Alignment of people and resources to the Institute's Mission and Vision**
- Alignment of planning, quality and risk management systems and the integration of such into all areas of **the Institute's operations**
- Focus of Institutional stakeholders to foster cross-unit **collaboration, exchange of 'best practice' and critical self-evaluation**
- **A 'wholistic Institute's approach' that reflects the Institution's governance and organizational structure** with clear responsibilities and accountability
- Continued improvement and innovation.

The Quality Management Policy supports the development of a quality culture in which the IIA staff assume responsibility for quality and engaged in quality **management at all levels and areas of the Institution's operations.**

The Quality Management Cycle consists of Plan-Implement-Review-Improve (PIRI) as depicted in the diagram on the right.

5

STAKEHOLDER INFORMATION & ADMINISTRATION



Legislation of the profession

Overview

IIA Botswana has taken a significant step in strengthening the internal audit profession in the country by submitting the draft Internal Audit Act to the Permanent Secretary of the Ministry of Finance for consideration.

Key focus areas

- Recognition of the Internal Audit profession by public and private stakeholders
- To promote and influence positive outcomes for the internal audit profession locally
- To prevent or minimize negative outcomes that could impact the internal audit profession
- To legislate the Internal Audit profession

Key challenges

- Internal Audit recognised under Accounting Act resulting in members having to be registered with both IIAB & BICA
- Over 2000 practising internal auditors in Botswana with limited numbers registered with the IIAB

Future areas of focus

- Finalisation of the Internal Audit Act

BACKGROUND

The draft Act was developed by leveraging global best practices. It has received endorsement from both the Institute of Internal Auditors (IIA) Global and the African Federation of Internal Audit Institutes (AFIIA). Using these frameworks as a foundation, the Act was customised to reflect the regulatory, legal, and operational context of Botswana. This landmark initiative aims to formalise the role, responsibilities, and standards for internal audit practitioners, enhancing governance, accountability, and transparency across both public and private sectors.

WHERE WE ARE IN THE PROCESS

The draft Act has now been submitted for review to the Department of Internal Audit within the Ministry of Finance. This stage involves detailed scrutiny by relevant authorities to ensure alignment with national legislation and operational feasibility.

NEXT STEPS

Following departmental review, the Act will progress through the necessary governmental approval processes, including consultations, refinements, and eventual submission for formal enactment. Once enacted, the Act will serve as the legal framework underpinning the internal audit profession in Botswana.

ACKNOWLEDGMENTS

The development of the draft Internal Audit Act was made possible through the dedication and expertise of the drafting team, whose commitment ensured the Act aligns with both international standards and national priorities:

- | | |
|-----------------------------------------|-----------------------------------------|
| - IIA Global | - AFIIA Leadership |
| - Mr. Enoch Mushango, Past President | - Mr. Ichu Molebatsi, Past President |
| - Mr. Yadavan Sandrkanthan, PwC | - Mr. Lovemore Katukula, Past President |
| - Ms. Michelle Stroh, Secretary General | - Ms. Gontle Khupe, President |

Special General Meeting

BACKGROUND

The Institute of Internal Auditors Botswana is registered as a society with the registrar of Societies and is governed by the bye laws which are duly authorised by the Registrar. The current byelaws in place were approved 3 December 1996.

Section 15.1 of the byelaws stipulate that an SGM may be convened by the Board for the purpose of considering motions for the amendment of the byelaws. A quorum at any SGM shall constitute 50% of the members entitled to vote, present or by proxy.

Section 171. of the byelaws further stipulate that the byelaws may be amended provided that all members have been duly notified of such motion for amendment and that such motion be approved by a two thirds majority vote at a duly convened AGM or SGM. No such amendment may come in force or effect until approved by the Institute (Global) and registered by the Registrar of Societies.

The byelaws provides for the governance framework as to how the Institute operates and is managed.

REASONS FOR PROPOSED AMENDMENTS

The current byelaws:

- Are outdated (1996) and are not aligned to industry standards/ developments or the new global internal audit standards (GIAS).
- References the Institute as a Chapter of Global IIA, but IIAB has been recognised as an Institution since 2022.
- Does not include critical elements of governance such as the nominations of board members, the establishment of committees, different types of memberships and succession planning.
- Has minor formatting and grammatical errors which need to be corrected.

During May 2025, the Board approached the Registrar to obtain a copy of the revised byelaws as discussed and proposed during the 2024 AGM. It was then found that the process was never followed and before any amendments to the byelaws could come into effect, the following process needed to be followed:

- **Obtain approval from the Registrar by indicating the Board's intention to amend the byelaws** - approval obtained 30 July 2025
- Notify members of the proposed amendments - 17 October 2025
- Conduct a special general meeting to adopt the proposed amendments with 50% quorum - 13 November 2025

SPECIAL GENERAL MEETING

On 13 November 2025, following the last session of the 14th Annual Internal Audit Conference for Day 2, members were invited to attend the SGM for the purpose of discussing the proposed amendments. The meeting was conducted in a hybrid manner to allow as many members to attend.

Unfortunately as history has proven, attendance by members for SGMs or AGMs have not been attended in numbers. This matter was raised for discussion and those present agreed to proceed with the proceedings. The proposed amendments were discussed and additional amendments were taken note of.

WAY FORWARD

The proposed amendments from members have been incorporated into the proposed document to be submitted to the Registrar and will also be shared with members. A date is yet to be set for the Board to meet with the Registrar to discuss challenges faced in terms of meeting quorum and will form part of the activities in the new year.

Notice of Annual General Meeting



18th 18th, Matsitama Road, Gaborone P.O. Box 203446 Gaborone
URL: <https://theia.org/bsw>
Email: info@theia.org.bw
Cell: +267 72 324 255 Tel/Fax: +267 390 2009

1st December 2025

NOTICE OF ANNUAL GENERAL MEETING

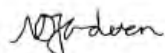
NOTICE IS HEREBY GIVEN to all fully paid-up members, that the Annual General Meeting of the Institute of Internal Auditors Botswana will be held on Thursday **11th December 2025 at 1400 hours at Cresta President Hotel** for the following purpose:

AGENDA

1. Read the notice of the meeting and agree on the agenda items.
2. To approve the 2024 minutes.
3. To discuss matters arising from the minutes
4. To receive and consider the report of the Board of Governors for the period from December 2024 to December 2025
5. To receive and consider the audited Financial Statements for the year ended 30th April 2023.
6. To appoint or reappoint the Auditors
7. To elect Governors for the year 2025-2026
8. Any other business

BY ORDER OF THE BOARD

Michelle Jordaan



IIA - Secretary General

REGISTERED OFFICE:

Plot Number 183 Matsitama Road, Gaborone

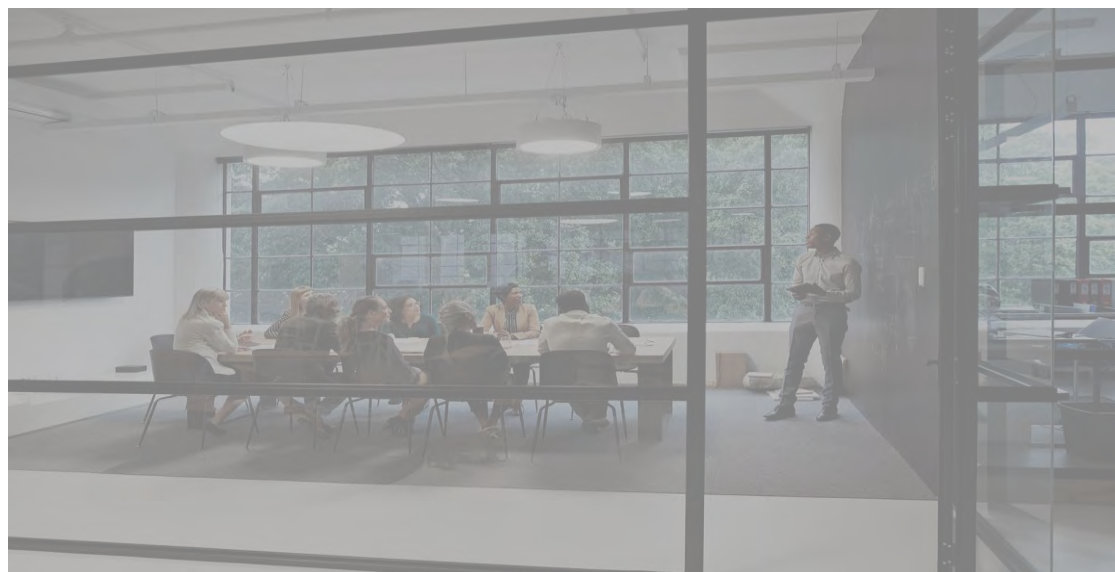
President – Gantle Khuphe; Secretary General – Michelle Jordaan; Treasurer – Keolagile Mzimane; Training Chair – Aci Dintwa;
Membership Chair – Chibuya Gababotse; Publicity Chair – Kamogale Nnoji; Past President – Lamekane Katsukula

RECORD DATES, PROXIES AND VOTING

In terms of Section 14 of the byelaws, a written notice specifying the date, place and time of the proposed AGM has been set for the purpose of determining the matters outlined in the agenda. Those present are entitled to participate and vote at the AGM either by being present or by proxy.

The byelaws further stipulate that a 50% quorum is required however if with 30 minutes from the time appointed for the AGM a quorum is not present, the meeting shall be adjourned to the same day, time and place in the immediately succeeding week. If at such adjourned meeting a quorum is not present within 30 minutes from the time appointed for the meeting, the members present shall constitute a quorum.

Taking note of the history of member attendance, we urge all members to attend and attend in numbers.



AFIIA 2026

We look forward to seeing you there!

The IIA SA is proud to host

AFIIA WEEK



African Federation of
Institutes of Internal Auditors



The Institute of
Internal Auditors
South Africa

Sikekel' iAfrika:
One IIA, One Africa, One Voice

25 - 29 May 2026 | Cape Town, South Africa

REGISTRATION
IS OPEN!
SCAN THE CODE

