

2022 ORDINARY GENERAL ASSEMBLY PRESIDENT'S REPORT



Col. Botsang Tshenyego

INTRODUCTION

1. The year 2022 has commenced on the back of the traction that was gained in 2021, as the world continues to recover from the fallout caused by the COVID-19 pandemic. As we continue to embrace the changes and challenges, as well as exploit the opportunities that the pandemic has brought about, with particular emphasis on business operations, the BNOC remains cognisant of the evolving business environment in order to remain relevant in these times.
2. Whereas the rollout of vaccination programmes would have assisted to ease the socio-economic landscape that sports exist in, more uncertainty such as the outbreak of the Russia-Ukraine conflict, in early February of this year, has severely strained global

relations and stability, rather reversing the positive gains.

3. The advent of globalisation means that the interconnectivity of the world's economy has a ripple effect on all nations. As such, Botswana has not escaped the mar of certain economic fallout from the above conflict, including but not limited to rapidly rising oil and gas prices as well as an increase in the price of a basic commodity such as cooking oil. This has led to an erosion in purchasing power on the back of rising inflation and the depreciation of our currency against leading global currencies.
4. Consequently, now more than ever, it is paramount that initiatives aimed at establishing the BNOC's financial independence be ramped up, to ensure the stabilisation of funding, even in the face of global uncertainty.
5. As such, our continued efforts are not dampened with respect to forging ahead, as the BNOC looks to implement the 2021-2024 strategic plan in earnest, with the newly elected Board at the helm.
6. The previous address was one of reflection, as the previous Board was ushered out as their tenure drew to a close. It was therefore imperative to look upon the achievements and strides that had been their four (4) years in office. The achievements and continued progress towards the improvement of Botswana sport must not be neglected, but rather the newly instated Board must opt to take up the mantle and drive towards greater heights.
7. The appointment of a new Board



into office is a time of hope as board members look towards the future, and find ways to further the mandate that has been entrusted unto them. It is therefore paramount that as the leadership at the helm of sport in Botswana, individuals pledge to work towards the overall improvement of the environment in which sport operates, whilst espousing the highest level of ethics and governance.

8. This year sees the BNOC working tirelessly towards fielding a formidable team to represent the nation at the XXII Commonwealth Games in Birmingham, England. This exercise is being completed surrounded by high levels of hope and excitement, on the back of the achievements of the Tokyo 2020 Olympic Games medal win by the 4x400m Men's Relay Team. The euphoria experienced has positively impacted the paradigms of the nation's athletes, as they prepare to fly the nations flag high.
9. Whilst it would be remiss not to mention the myriad challenges that have been faced in the successful implementation of the planned preparation schedule, the BNOC continues to forge ahead undeterred, with the organisation's strategic goals and intent in mind. The cautiously ambitious goal of bringing home eight (8) medals, remains in place, in spite of the challenges faced.
10. The BNOC continues to work in tandem with other key sport stakeholders, including the Botswana National Sport Commission (BNSC) and the Ministry of Youth, Sport, Gender and Culture (MYSGC) to ensure the holistic achievement of goals set forth. Both the BNOC and the BNSC continue to remain

committed to driving initiatives aimed at overhauling sport for the future.

11. As previously mentioned, the BNOC aims to align itself closely with the IOC, and it is in this regard that the strategy for the period takes shape. Particular emphasis over the next four (4) year period is going to be placed on the improvement of athlete performance, coupled with the improvement of strategic partnerships, improved process efficiency and the promotion of Olympism. These objectives echo those of the IOC's Olympic Agenda 2020+5, which has key themes aimed at building resilience in the face of the financial and economic consequences that have and will continue to result from Covid-19 and the shift in priority setting amongst governments and enterprises, in addition to increasing sustainable development.
12. The sustainability agenda has been wholly adopted by the BNOC, and the formation of a Sustainability sub-committee aimed at leveraging off of expertise of members, to ensure the achievement of the organisation's overall goals is notable. The establishment of this sub-committee has been replicated across pre-identified key areas of growth over the next four (4) years including Gender Equality and Inclusion, Safeguarding and Sport Science and Medicine.
13. As we consider the BNOC's Audited Financial Statements for the period, we must express our gratitude to the Government for their continued support, with the provision of funding over the



period that has enabled the organisation's continued implementation of various activities and initiatives. Additionally, the funding provided by other key stakeholders does not go unnoticed, and we remain grateful for their continued support.

14. I wish to take this time to acknowledge the Secretariat team, who have managed to successfully navigate the period of transition over the period. In spite of this, they have continued to remain committed to the BNOC's mandate, and to providing adequate support to our athletes. The successful recruitment of the substantive Secretary General, will undoubtedly lead to a continued alignment in the organisation aimed at the successful implementation of the organisation's strategy

15. This current reporting period is for the years 2021- 2024 and in the next sections, issues of Board composition, meetings, evaluation, remunerations, committees, corporate governance, assurances, technology and information are addressed. The topical issue of COVID-19 is covered in many sections throughout the report

CORPORATE GOVERNANCE

16. The President and Board members are elected by the General Assembly (GA) in compliance with the BNOC Constitution. The Board consists of the President, three (3) vice presidents and three (3) ordinary members. With the exception of the Athletes Commission (AC) representative and Chief

Executive Officer (CEO), all members of the current Board were elected in November 2021, for a four (4) year term which will draw to a close in October 2024 with the next elections.

17. The Board normally meets a minimum of four (4) times per annum to provide strategic direction to the Secretariat, whilst additionally considering and making decisions on recommendations put forward by the Secretariat. Collectively the Board has significant breadth of expertise and experience across a range of areas including sport management, governance, sports science, legal, banking and finance as well as environmental management and sustainability to

18. effectively direct BNOC operational activities.

19. Article fifteen (15) of the new Constitution stipulates that the Board shall be constituted to act as an operational Board. As such, duties may extend beyond those of advisory and/or the provision of strategic direction.

20. Where deficiencies exist, Board Committees are availed opportunities to bridge the gap, through outsourcing.

21. The current Constitution dictates that no member who has attained the age of 70 and above shall be eligible for election or re-election, as the case may be;

21.1. If a member of the Executive Board attains the age of seventy whilst still holding his position on the Board, he/she shall be entitled to serve therein until the end of his/her term notwithstanding that he



shall have attained the age of seventy whilst in office;

- 21.2. subject to the foregoing, a member of the Executive Board shall be entitled to be re-elected for subsequent terms of four (4) years each,
- 21.3. provided they will not have already attained the age of seventy (70) years at any such election

22. In the new draft constitution Members would recall that a maximum of two (2) consecutive terms of four (4) years has been proposed. Further information on the Board can be found on the BNOC website at www.botswananoc.org

23. The table below captures the composition of the Board for the period 2021-2024 and advisory bodies which serve to support the Board in their respective areas of focus;

Name	Position	Skills and Experience (Background)
Col. Botsang Tshenyego	President	Governance- Alumnus of the Africa, Quality Assurance, Risk Management, Member- Coaches and Mentors South Africa (COMESA)
Mr. Tshepo G. Sitale	Senior Vice President	Strategy, Sport Management and Built Environment Marketing
Mr. Michael Moroka	First Vice President	Sports Governance, Finance and Business
Ms. Boineelo Hardy	Second Vice President	Sports Management and Governance, Media, Marketing
Ms. Unaswi Matebu	Member	Environmental Science and Sustainability, Sports management
Ms. Tebo Segaise	Member	Educational and Sport Management
Ms. Yarona Sharp	Member	Attorney by Profession, Governance
Mr Oteng Oteng	Athletes Representative	Olympian, experience and Knowledge on athlete Welfare
Ms. Botho Bayendi	CEO	Strategy, Statistics, Governance, Risk, Leadership

EXECUTIVE OFFICE

24. April 2022 witnessed the successful conclusion of the recruitment of a substantive CEO exercise, with the assumption of the role by Ms. Botho K Bayendi.

25. Ms. Bayendi joins the BNOC from the BITC, where she was the Executive Director, Business Intelligence responsible for a vast portfolio including Research, Strategy, Risk and Compliance and the overall intelligence and competitiveness information for the effective execution of the BITC Mandate. Over her career, Ms. Bayendi has encountered diverse stakeholders inwardly and outwardly, sharing insights and contributing to policy and strategy developments, and creating relationships and willing partnerships to be leveraged for the advancement of her career success and that of the organisation she serves.



BOARD ACTIVITY

26. The Board has commenced the year by hitting the ground running, meeting to discuss the strategic direction and performance of the Organisation as well as provide key guidance on focus areas for the year.

27. As previously noted, the finalisation of the 2021-2024 Strategic Plan was completed at the end of 2021, and therefore this year is the first year in which implementation and measurement against set objectives will take place.

28. Consequently, the year commenced with an Annual Plan workshop between the Board and Secretariat which was aimed at providing Secretariat with key areas of focus and prioritisation with respect to strategic objectives and related initiatives.

29. As previously mentioned, Members are cognisant that Board Members are not paid salaries or any form of remuneration, but afforded sitting allowances for each official meeting as well as a fixed communication allowance for the year. The summary table below reflects both the sitting and communication allowances each Board Member has received this year as of 31 May 2022;

Summary				
Board member	Meetings	Amount	Communication	Total
Col. Botsang Tshenyego	12	1103.00	1800.00	15 036.00
Tshepo Sitale	12	882.00	1200.00	11 784.00
Unaswi Matebu	6	882.00	900.00	6 192.00
Boineelo Hardy	7	882.00	1200.00	7 374.00
Michael Moroka	12	882.00	1200.00	11 784.00
Tebo Segaise	12	882.00	900.00	11 484.00
Yarona Sharp	12	882.00	900.00	11 484.00
Oteng Oteng	12	882.00	900.00	11 484.00
Total				86 622.00

30. As previously mentioned, the prioritisation of Board training and performance are paramount to successfully achieving the organisations mandate. Consequently, an induction of the newly elected Board was carried out in December 2021. The aim of this induction was to provide Board members with an overview of the BNOC and its processes and procedures. A follow-up induction is planned for later this year, which will induct both Board members and the incoming CEO on those areas that are essential to providing oversight over the next quadrennial.

31. In addition to this, various Board members are undergoing training in various disciplines, aimed at enhancing their skillset, such that they can successfully drive the Organisation;

31.1. Board Member Ms. Tebo Segaise is currently a candidate of the 2021-2022 cohort in the Executive Masters in Sport Organisations Management (MEMOS).

31.2. Board Member Ms. Boineelo Hardy is currently pursuing an Executive Masters in Global Sport Governance with an anticipated graduation date of October 2022.

32. As apart of the Board Action Plan 2022, the prioritisation of Board



Performance Evaluations has been noted. The Board shall therefore endeavour to ensure that this is carried out in due course, such that governance standards are maintained.

STRATEGY

33. The implementation of the 2021-2024 Strategic Plan commenced in earnest this year, following dispensing of those items which were overhanging from the previous strategy, as a result of the postponement of the Tokyo 2020 Olympic Games.
34. Therefore, for the current reporting period, the Secretary General's report will discuss the BNOC's performance to date against our 2022 Corporate plan and by extension, the strategic plan.

STRATEGIC PARTNERSHIPS

35. A central theme to the BNOC's strategic success is the establishment and maintenance of strategic partnerships. As such, a concerted effort towards actively engaging various stakeholders has been prioritised.
36. To this end, inroads have been made, with the following notable partnerships established;
 - 36.1. **KGK Diamonds-** affording athletes' access to six (6) month training courses in diamond sorting and polishing, with the opportunity to be absorbed following successful completion of the course.
 - 36.2. **Sports for Life (S4L)-** The programme aims to promote human development and youth empowerment in underprivileged and underserved communities. The official launch of the project is Botswana is planned for the

20th of June 2022, with the programme training running for a fortnight. It is anticipated that following the launch and training, the project will be able to progress to the replication phase in regions throughout the country.

- 36.3. **Diplomatic Corps Cooperation-** having established relations with the Embassy of Japan in Botswana during the run up to the Tokyo Games, the BNOC has been able to further relations with the diplomatic corps in the country through engagements with the French Embassy in Botswana. With a long-term view of establishing a mutually beneficial relationship which includes cultural exchange, it is anticipated that athletes and the sports fraternity as a whole will benefit greatly from these relations.

CONSTITUTION

37. The finalisation of the draft Constitution, which incorporated Member comments has been underway. The Final signed document will be duly circulated to Members once complete.

RISK MANAGEMENT

38. It is incumbent on Organisations to be more risk averse by nature, in order to maintain our competitive advantage. There is therefore a need to explore innovative and creative solutions, sometimes at short notice, to complex problems and opportunities which at times requires a degree of acceptance of risk.
39. As Members would note, the Risk Management Policy was adopted in 2021, with the aim of providing guidance on the best way to



navigate and revitalise the organisations approach to risk management. The Risk Management Framework has been completed, however needs to be presented to both the GRLE and the Board for formal adoption.

40. For the period under review, the Board and Secretariat have identified and classified the risks that the organisation faces under three (3) broad categories; Operational, Financial and Strategic Risk. On the whole, mitigation strategies are already in place to address these risks, whilst others are in the process of being finalised.

SIGNIFICANT RISKS

41. **Operational Risks-** defined as the risk of loss arising from inadequate or failed internal processes, people or systems, or resulting from external events, cyber security remains the top identified operational risk for the organisation. The integrity of corporate data must be protected through the implementation of robust processes and procedures aimed at mitigating the risk. To date, the Organisation continues to explore avenues aimed at minimising this risk. The migration of physical records to a data cloud is another initiative that the Organisation has undertaken to guard against undue exposure and/or loss.
42. **Financial Risks-** described as risk relating to the Organisation's ability to meet its obligations as they fall due, both liquidity and credit risk are acute risks faced by the BNOC. With frequent delays in funding, the Organisation faces the possibility of being exposed to undue financial burdens/constraints which may lead to defaulting on its obligations. It is

therefore imperative that initiatives aimed at creating financial independence are implemented to protect the organisation against the occurrence of said scenario. The risk of financial dependency due to undiversified funding streams is noted as an existing threat and the Business Development function has been established to mitigate against this.

43. **Strategic Risks-** those risks that threaten the organisation's ability to implement its strategy fall under this category. For the BNOC, this includes governance risk related to the speed and quality of decisions, compliance to grant conditions which may threaten the sustainability of our funding sources which further affects timely implementation of strategic initiatives. With the advent of policy development, the Organisation is in the process of minimising global exposure to this risk.

FUNDING

44. As previously noted, Members are aware that the BNOC receives an annual grant from the Government, which is administered through the BNSC. Whilst this grant has remained constant over the last fourteen (14) years, the BNOC remains grateful to the Botswana Government for her continued commitment to our organisation, especially in an environment in which financial priorities have shifted, as a result of the COVID-19 pandemic. To mitigate possible risks arising from the disruption of funding, the BNOC continues to engage in discourse with the Ministry with respect to the implementation of direct funding.



45. As per our continued strategic intent to minimise our reliance on Government funding, the organisation continues to prioritise the implementation of resource mobilisation activities in order to augment funding. It is our intention that these funds be channelled towards supporting the implementation of certain key initiatives such as our Headquarters' project. A comprehensive Resource Mobilisation Plan is currently being developed through the Strategy and Business Development Department, with the intent of stabilising, increasing and standardising the organisation's funding.

46. **Olympic Solidarity Funding-** as an additional stream of income for the Organisation, above that of the Government, the BNOC is a recipient of additional funds from Olympic Solidarity (OS), the funding arm of the IOC. These funds are redistributed to the two hundred and six (206) National Olympic Committees (NOC)s globally through programmes offered and recognised by the IOC. For the 2021-2024 Olympic cycle, a significant increase in the budget has been observed including;

- 46.1. A 25% increase in NOCs activities budget
- 46.2. A 25% increase in support to athletes
- 46.3. A 16% increase in the 2021-2024 budget, with funding at \$590 million US Dollars.

47. **TOP Marketing-** The Olympic Partner Programme is a high-level marketing programme of the Olympic Movement aimed at benefitting NOCs, and Organising Committees (OCOGs). The

programme combines the rights of the aforementioned into a centralised marketing programme, with participant NOC's exclusively ceding rights to the IOC to sublicense NOC Marks to Top Partners and other international Olympic sponsors for the duration of the period, in return for consideration. The consideration amounts to \$130,000 payable to the BNOC as a participant in four (4) tranches, commencing in December 2021.

FINANCIAL POSITION OF THE ORGANISATION

48. Whilst we continue to explore alternative avenues for revenue, we are pleased to report that our audit has reported no adverse findings. Additionally, the Organisation continues to maintain going concern status.s

ANTI-DOPING

49. The National Anti-Doping Coordinating Office (NADCO) located at the Ministry of Youth, Gender, Sport and Culture (MYGSC) continues to work closely with respective stakeholders with the goal of mainstreaming clean sport education as a key component of any anti-doping program and as stipulated by WADA.

50. During the period under review, anti-doping activities were mainly geared towards stakeholder engagement of ensuring that stakeholders are cognisant of the crucial role they play individually in the fight against doping.

51. As a testament to the robust nature of the country's antidoping programmes and initiatives, two (2) Botswana Doping Control Officers (DCOs) have been



selected to form part of the Doping Control Team at the upcoming 2022 Birmingham Commonwealth Games.

52. It therefore comes to pass that we must express our gratitude to our athletes, who continue to avail themselves for testing as and when required, for both blood and urine sample testing.

BOTSWANA LONG TERM ATHLETE DEVELOPMENT (BLTAD)

53. The BNOc, through the Queen-Elizabeth Scholars Initiative (QESI) has been a beneficiary of ten (10) interns, known as Sport Works Officers since 2015. These interns have been tasked with undertaking various projects, including implementing Long Term Athlete Development (LTAD) programmes.

54. In 2017, these officers were tasked with the development of BLTAD Sport Specific Frameworks, placed with various National Federations (NFs) to provide administrative support.

55. As a direct result of the outbreak of COVID-19, the programme was halted. At this juncture, I am pleased to report that the programme has been resumed, and the BNOc has received an intern to continue the rollout of sport specific Frameworks.

56. The BNOc has actively engaged the BNSC with respect to the programme, to request assistance in identifying the next beneficiary to work with the Officer.

SPORT, CLIMATE CHANGE, THE ENVIRONMENT & SUSTAINABILITY

57. It goes without saying that climate change has and continues to have an adverse impact on the world. We are therefore driven to

continue to show care towards the environment in which we all live.

58. It therefore comes to pass, that strategies to address the impact of climate change on the IOC and by extension the NOc's operations must be developed and implemented.

59. In this regard, it is pleasing to note that positive strides have been made; the BNOc facilitated the staging of the inaugural ANOCA Sustainability Conference early January of this year. The Organisation also stands united behind the set of principles put forward by the UN Sports for Climate Action Framework which aims to support organisations such as the BNOc to achieve its climate change goals.

60. In addition, the BNOc continues to champion mindfulness towards the environment, through the adoption of paperless processes, and an endeavour to minimise our carbon footprint.

61. I therefore wish to take this opportunity to implore Members to take up the mantle, and join hands in making the sports sector in Botswana a climate leader. The BNOc pledges to support National Federations (NFs) in this regard, through assistance in establishing sustainability committees in their independent jurisdictions.

62. The past, as we know it will have an impact on our future, and as such it is paramount that we develop a governance structure and legacy plans which encompass sustainable development initiatives.

63. I therefore conclude by continuing to encourage us all in the sporting



cadre to maintain the highest standards as it pertains to respecting the environment.

64. Ends.

