

Secretary General's Report



Mrs Botho K. Bayendi

1. Preamble

- 1.1. The report mainly focuses on BNOC's performance against the 2021 - 2024 Strategic Plan but also covers some of the work by the Secretariat that may not be reflected under any of the ten (10) strategic goals.
- 1.2. In addition, on delegated authority, the report covers the work of the of the Athletes Commission (AC).
- 1.3. It is important that this will be the first report against the BNOC's 2021-2024 strategic plan which was developed throughout the course of last year. As such, the Secretariat is excited to report on the inroads that have been made on the goals set out therein.
- 1.4. Additionally, Members are cognisant of the fact that this report comes at a time when the world continues to recover and rebound from the impact of COVID-19 in all

facets of life, notwithstanding sporting activity.

- 1.5. Also of note, is the development period of the strategic plan. This occurred with the Tokyo 2020 Games not having taken place as yet. As a consequence, certain objectives have elapsed.

<i>To increase the number of sports qualifying at Olympic Games</i>				
Start Date	End Date	2024 Target	May 2022 Status	
2022	June 2024	7 Sport		

2. Improve Athlete Performance: CI

- 2.1. The participation and competing by Botswana teams at Major Games such as the Birmingham 2022 Commonwealth Games, Regional, Continental and World Championships will serve as a spring board for preparation and qualification for the Paris 2024 Olympic Games for many of our National Federations.
- 2.2. As the above objective dictates, we are more open to supporting more federations with the potential and interest in working towards qualifying athletes for Paris 2024 Games with the objective reaching the above target of seven (7) sport qualifying in 2024.
- 2.3. This objective will only be measurable as soon as qualification events for Paris 2024 open for the different sports.
- 2.4. We however wish to extend our gratitude to the Ministry of



Youth, Sport, Gender and Culture (MYSGC) for the support extended during the Tokyo 2020 Games that were eventually held in 2021. The BNOG continues to engage with the Ministry on the matter of the early release of funds ahead of events to allow us ample time for preparations of teams to achieve the set objectives and those of our Teams and National Federations.

<i>To increase the number of athletes qualifying for the Olympics</i>				
Start Date	End Date	2024 Target	May 2022 Status	
2022	June 2024	15	-	

2.5. While this will only be measured in 2024 as opposed to this year for obvious reasons, the number of athletes participating and competing major games in the period leading to Paris 2024 for the Birmingham 2022, African and World Junior & senior Championships is a good stepping stone for us to measure potential Olympic qualifiers and revise the targets as we progress.

2.6. In an effort to work towards this, we have the following initiatives;

2.6.1. The qualification incentives

2.6.2. The Olympic Solidarity (OS) Scholarships which enable the NOC to start preparations and qualifications for the Games well in time

<i>To increase the number of athletes participating at Birmingham 2022 Games</i>				
Start Date	End Date	2022 Target	May 2022 Status	
2022	June 2022	35	31	

2.7. The number of athletes participating at the Commonwealth Games is determined by the number of slots the Games Organising Committee (BO 2022) of the specific edition of the Games offers every individual CGA including Botswana, and that is determined by previous Teams' performances.

2.8. Members would note that this year Botswana was offered twenty-four (24) slots. Further to this we were offered one (1) additional slot for a female boxer.

2.9. Following the redistribution, we were further offered an additional five (5) slots, four (4) for lawn bowls, and one (1) for another female boxer.

2.10. Of the thirty-one (31) listed above, it is noted that sixteen (16) are female athletes; this registers the highest number to be fielded at any edition of the Commonwealth Games.

<i>To increase the number of athletes qualifying for the Birmingham 2022 Games</i>				
Start Date	End Date	2022 Target	May 2022 Status	
2022	June 2022	4	1	



2.11. Botswana was given an opportunity to qualify athletes in the following sport; Table Tennis, Para-athletics and weightlifting.

2.12. At the time of writing this report, only one (1) athlete has qualified for the Commonwealth Games from Weightlifting.

<i>To increase the number of female athletes qualifying for the Olympic Games</i>				
Start Date	End Date	2024 Target	May 2022 Status	
2022	June 2024	4	N/A	

2.13. As stated above, certain objectives can not be measured, and will be measured in 2024.

2.14. At present, the BNOC is working on deliberate initiatives to qualify and retain more female athletes as a part of their teams to afford them a fair opportunity to be assisted in preparations and qualifying for Paris 2024 Olympic Games.

<i>To increase the number of female athletes qualifying for the Commonwealth Games</i>				
Start Date	End Date	2022 Target	May 2022 Status	
2022	June 2022	11	16	

2.15. Whilst the BNOC will be fielding its highest number of female athletes as a part of Team Botswana at this edition of the Games, we have been unable to increase the number of females qualifying to compete.

2.16. This is directly as a result of the hybrid qualification system that is used by the Commonwealth Games

Federation with respect to qualification for the Games; Botswana was prescribed certain sport from which we could qualify athletes, therefore placing a limitation on the number of athletes that could qualify

2.17. At a historic turnout for Team Botswana, we were able to bring home three (3) Gold medals, one (1) Silver medal and one (1) bronze medal at the Gold Coast 2018 Commonwealth Games in Australia.

<i>To increase the number of medals at the Commonwealth Games</i>				
Start Date	End Date	2022 Target	May 2022 Status	
2022	June 2022	Gold: 4 Silver: 2 Bronze: 2	TBD	

2.18. Following this, the pool of athletes in Botswana has deepened, and the new talent discovered leaves us cautiously optimistic of attaining our goals ahead of Birmingham 2022.

<i>To increase the number of medals at the Paris 2024 Games</i>				
Start Date	End Date	2024 Target	May 2022 Status	
2022	Nov 2024	3	N/A	

2.19. Botswana was able to acquire her maiden Olympic medal back in London 2012, in the form of a silver medal through Nijel Amos.

2.20. We were once again able to bring home a bronze medal at the recently ended Tokyo 2020 Games in Japan in 2021 through the Men's 4x400m Relay team.



2.21. BNOC intends to work closely with NFs with potential to qualify and compete at the Olympic Games to harness the best potential we can to be able to deliver three (3) medals at Paris 2024.

<i>To improve sport integrity</i>				
Start Date	End Date	2022 Target	May 2022 Status	
2022	Nov 2024	Number of Antidoping workshops: 10 Number of Safeguarding workshops: 7 Number of coaches trained at Level II:7	-	

2.22. The first quarter of 2022 has seen the planned roll out active stakeholder engagement from the National Anti-doping Coordinating Office (NADCO). Whilst only one (1) anti-doping workshop had been carried out the first quarter of 2022, it is anticipated that further workshops shall be held as the year progresses.

2.23. In addition, one (1) safeguarding workshop was carried out early this year, but the program has since been temporarily suspended due to human resource challenges at the Secretariat. This has since been mitigated, and it is anticipated that workshops shall recommence.

2.24. No Level II coaches training has been organized as at reporting; however, we look forward to closing that gap during the course of the year.

3. INCREASE STRATEGIC PARTNERSHIPS: C2

<i>Increase Number of Partnerships with External Stakeholders</i>				
Start Date	End Date	2022 Target	May 2022 Status	
2022	Nov 2024	Signed MoU's Tertiary Institutions:2 Collaborative Projects:5 Formal Partnerships with Nocs:2	Signed MoU's Tertiary Institutions: 0 Collaborative Projects:4 Formal Partnerships with Nocs:0	

3.1. MoUs with institutions are yet to be signed pending the formalisation of existing collaborations with the University of Botswana through the Sport Science and Physical Education Department and the High-Performance Centre.

3.2. The BNOC is actively engaging with other institutions for possible partnerships.

3.3. There has been active engagement with respect to the collaborative projects that have been undertaken. Examples include Sport for Life, the collaboration with the French Embassy on various projects and the Gaborone International Meet.

3.4. Olympic Values Education (OVEP) schools are actively engaged on both celebrations of Commonwealth Day (With Nanogang JSS) and the upcoming Olympic Day Celebrations with Mahupu Unified School in Takatukwane, Motswedi JSS in Gaborone, Parwe CJSS in Mahalapye and Matshelagabedi communities ongoing during this reporting period, with Mahupu Unified and Matshelagabedi schools joining for the first time.

3.5. The aforementioned Sport for Life and the Embassy of France in Botswana will also join



hands with us on various activities to celebrate the Olympic Day as we build up to Paris Olympic Games in 2024.

<i>Increase Customer and Stakeholder satisfaction</i>				
Start Date	End Date	2022 Target	May 2022 Status	
Jan 2022	Nov 2024	75%	Not Measured	

effective execution of the mandate. Upon assumption of duty the Secretary General (SG) had one-on-one meet and greet sessions with some NFs with the view to align expectations and address any mishaps that could affect harmonious working relationships.

3.6. Athletes Satisfaction Survey

3.6.1. The status for this item remains unchanged as in the previous reporting period, which is based on a survey conducted with the help of the University of Botswana.

3.7. Athletes Welfare Policy

3.7.1. The BNOC Athletes Welfare Policy was completed and has been endorsed by the Board. This tool was carefully crafted to assist in increasing athlete satisfaction.

3.7.2. We acknowledge the need to continuously monitor this item and certain measures will be put in place including but not limited to; conducting athlete surveys after every Games; survey and monitoring and evaluation for OS scholarship holders, a Feedback Box at the Secretariat office etc.

3.8. Stakeholder Satisfaction

3.8.1. National Federations as well as sponsors are also key stakeholders whose relationships matter for the

4. IMPROVE MARKETING: IP1

<i>To Increase Brand Equity</i>				
Start Date	End Date	2022 Target	May 2022 Status	
2022	Nov 2024	85%	Not Measured	

4.1. Increasing the level of brand awareness has been launched in earnest through the following; public exhibitions at Botswana Calendar events, Sport and other stakeholders' events.

4.2. BNOC has covered and attended a fair number of member events and activities to build the necessary brand awareness and presence to all our stakeholders.

4.3. Media coverage for our activities and name mentions has been optimal in the reporting first quarter of 2022 despite the undefined media monitoring process used.

4.4. It must be noted however that to date, the brand equity survey has not been carried out.



5. IMPROVE PROMOTION OF OLYMPISM: IP2

<i>Increase the Number of institutions implementing OVEP</i>				
Start Date	End Date	2022 Target	May 2022 Status	
2022	Dec 2024		Not Measured	

5.1 There has been high levels of interest observed from various schools around the country in partnering with the BNOC with respect to implementing the Olympic Values Education Programme. At present we can report that the following schools shall be collaborating with the BNOC on various initiatives; Mahupu Unified School, Nanogang JSS and Matshelagabedi Primary School.

6. IMPROVE PROCESS EFFICIENCY: IP3

6.1. Improve Operational Efficiency

<i>Improve operational Efficiency</i>				
Start Date	End Date	2022 Target	May 2022 Status	
2022	2024	100%	Not Measured	

6.1.1 With a view to moving towards operational excellence as an Organisation, various initiatives centred around Secretariat performance have been planned. This includes the drafting of performance contracts, to be implemented once

reviewed by the necessary structures.

6.1.2 Implementation with respect to performance appraisals has as a consequence been delayed

6.2 Improve Governance, Policy and Regulatory Framework

<i>Improve Governance, Policy and Regulatory Framework</i>				
Start Date	End Date	2022 Target	May 2022 Status	
2022	Dec 2024	70%	Not Measured	

6.2.1 The Risk Management Policy is still to be reviewed and as such is pending implementation.

6.2.2 Subsequent to this, the Risk Management Plan will be developed and implemented.

6.3 Improve ICT Uptake

<i>Improve ICT Uptake</i>				
Start Date	End Date	2022 Target	May 2022 Status	
2022	Dec 2024	6	Not measured	

6.3.1 In a move towards ensuring there is ownership for this objective, the BNOC has elected to implement job enlargement, and appoint a dedicated IT Officer, who shall be responsible for this function.

6.3.2 Measurement of this objective has therefore been hindered by this process, as there was a dearth of accounting. This has however been mitigated by the aforementioned.



7 IMPROVE ESG STANDARDS: IP4

7.1 Mainstream Sustainability

Mainstream Sustainability				
Start Date	End Date	2022 Target	May 2022 Status	
2022	Dec 2024	%Reduction in carbon footprint: 5% Number of conservation initiatives implemented: 2	Not Measured	

7.1.1 In a concerted move towards embracing this, the BNOG has encouraged the Secretariat to go paperless in our daily operations to reduce our carbon footprint.

7.1.2 Measurement has been hampered by the absence of a measuring tool as yet.

8 INCREASE HUMAN RESOURCE DEVELOPMENT LG 1

Promote high performance culture				
Start Date	End Date	2022 Target	May 2022 Status	
2022	Dec 2024	%Skills gap addressed: 85% %Staff Turnover: 20%	%Skills gap addressed: n/a %Staff Turnover: 5.88%	

8.1 As Members would be aware the position of CEO has been filled following the secondment of the former substantive CEO to the BNSC.

8.2 In an effort to address the skills gap, a needs analysis and skills audit are to be conducted during the course of the year.

8.3 With respect to staff turnover, notably only one member of staff has left the Organisation during the period.

9 IMPROVE TALENT MANAGEMENT: LG2

To increase staff satisfaction				
Start Date	End Date	2022 Target	May 2022 Status	
2022	Dec 2024	75%	Not Measured	

9.1 The staff satisfaction survey has not been conducted as yet, as the BNOG is working on a criterion or model to use to implement measurement

9.2 The Employee Welfare and Wellness policy is under development and should be ready for implementation in the next reporting period.

9.3 It is pleasing to note that since the migration of the human resources function back to a substantive position, staff engagement has increased.

9.4 In an effort to understand employees on a holistic level, upon arrival the CEO engaged staff members in one-on-one sessions to align expectations and map initiatives to improve employee engagement.

10 DIVERSIFY REVENUE STREAMS: F1

10.1 Increase Resource Base

Increase Resource Base				
Start Date	End Date	2022 Target	May 2022 Status	
2022	Dec 2024	5%	Not measured	

10.1.1 The expansion of the organisations resource base remains a top priority, and the Secretariat is committed to continuing to find ways to broaden the base, irrespective of a poor economic outlook amidst



the adverse effects of Covid -19 adverse effects to the business environment.

10.1.2 A Resource Mobilisation Plan has been drafted and awaits approval prior to implementation. However, it needs to be noted that the Secretariat continues to forge ahead to source fund for various projects in spite of this.

10.1.3 The BNOG Headquarters Project has experienced a long pause due to the outbreak of Covid-19 and poor investor sentiment.

10.1.4 A Stakeholder engagement plan was outlined and embedded in the Organisational Business Plan for 2022.

10.1.5 Full scale implementation of the aforementioned has been halted by funding constraints but will be taken up during the year.

10.1.6 Notwithstanding the above, the BNOG continues to utilise existing media and/or communications platforms to engage with stakeholders as well as participating at stakeholder events.

10.1.7 The BNOG enjoys good relationships with key stakeholders such as IOC, CGF, ANOCA, ANOCA Zone VI, MYSGC, BNSC, BITC, NFs and the media, amongst others.

10.1.8 The BNOG continued to collaborate with the BNSC, BTV and MYSGC in preparation and hosting of

the 41st Botswana Sports Awards that were held on 7th May 2022.

10.2 Improve Prudent Financial Management

Improve Prudent Financial Management				
Start Date	End Date	2022 Target	May 2022 Status	
2022	Dec 2024	90%	TBC	

10.2.1 Given the continued financial constraints placed upon sport, and as priorities continue to shift, it has continued to become increasingly imperative to ensure adherence to the budget.

10.2.2 The BNOG has put in place controls that ensure that this is maintained across all expenditure lines and continues to work within the parameters of its set budget. Following the audit, effective monitoring of corrective actions will be drawn and implemented under the supervision of the Finance and Audit Committee.

11 IMPROVE RESOURCE UTILISATION: F2

IMPROVE COST MANAGEMENT				
Start Date	End Date	2022 Target	May 2024 Status	
2022	Dec 2024	Number of costs saving initiatives:3 % Increase in surplus:3% % Margin: +/- 10%	Number of costs saving initiatives: 0 % Increase in surplus: % Margin: +/- 10%	

11.1As with other objectives, implementation has lagged



behind. It is however of key strategic importance to ensure that the BNOC remains committed to the improvement of the organisations financial position.

12 Conclusion

- 12.1 The implementation of the BNOC strategy has extended to the first quarter of 2022, thereby forcing most of the first quarter items to be left behind.
- 12.2 Notwithstanding the above, Board and Secretariat have tried as much as possible to drive the strategy the best way possible to catch up with set targets and goals.
- 12.3 The Commonwealth Games funding delay has dampened certain efforts towards driving objectives, however the BNOC remains cautiously optimistic of recovery in the second half of the year.
- 12.4 The release of part funding of the same has helped in assisting some of our prospective Teams in their activities in their quest to prepare and /or qualify for the Birmingham 2022 Commonwealth Games in England.
- 12.5 Meanwhile, the Secretariat will continue to look into new ways to provide and strengthen support to NFs and athletes.

