



PRESIDENT AND SECRETARY GENERAL'S REPORTS 2020 ORDINARY GENERAL ASSEMBLY

1. Statement by BNOC Leaders

1.1. One Marcelo Gleiser wrote for CNN commentary that *"The year 2020 will be remembered as a turnaround point in human history. Not just because many will die, but because the Covid-19 pandemic is offering us a chance to reinvent ourselves."*

1.2. Like many organisations across the world, at the turn of the year, we at the BNOC were fully immersed in the development of what we believed to be a robust and fairly failsafe plan for the organisation; after all, 2020 was an Olympic year and we had long set our sights on going for the jugular in Tokyo; with a performance that would forever be **etched in Botswana sport's annals of history.**

1.3. Little did we know that 2020 would become a year many of us would like to forget; all thanks to the novel coronavirus **named 'Covid-19' that has not only affected us in Botswana but every country of the world;** one way of the other.

1.4. While we are optimistic and believe that sooner rather than later, many of the things in life will be restored to what we knew them to be, we are at the same time realistic and know that there will be yet many others that will never be the same again!

1.5. For now, there are many things that we are uncertain about than those we are. We do not know the exact day our athletes would be able to participate in international competitions, we do not know for sure that a cure will be found soon enough for the Tokyo 2020 Olympic Games to be held in 2021 in the manner we know Olympic Games to be, we do not know the extent to which the Botswana economy will be affected and what effect that would have to their ability to continue funding sport. And the list continues!

1.6. What we do know of course is **that sport's biggest spectacle;** the Olympic Games have been postponed for the first time in history. We also know that many sport competitions have either been cancelled for the year 2020 or postponed indefinitely. We know that we will not be in a position to know by the end of 2020 whether or not we have achieved our strategic goal in terms of athlete performance. Most importantly, we know for a fact that our key stakeholder; the athletes have been badly affected by the postponement of competitions and the uncertainties that have arisen.

- 1.7. These are both uncertain and unprecedented times; out of which the manner we respond will either result in us emerging very bruised or a lot stronger. There is more that is working against than for sport at the moment, and as a result, we need the highest levels of resolve.
- 1.8. Our athletes training and competition methods are being threatened, our revenue generation abilities are being impeded and our traditional ways of doing business in sport are being challenged.
- 1.9. It is in times like these that we should remember the wise words of one Doe Zantamara who once said ***“It is only in our darkest hours that we may discover the true strength of the brilliant light within ourselves that can never, ever, be dimmed.”***
- 1.10. Now it is time to reflect on whether or not the manner in which we have been conducting business has always been the best; to seek out and seize the opportunities that the existing and future prospective environments are presenting to us; including preparing to be **trailblazing in the ‘new normal’** that has been thrust upon us; where technology will be at the centre of most of what humankind will do.
- 1.11. Notwithstanding the challenges occasioned by the Covid-19 pandemic, the Board still has a responsibility to ensure that to the extent practically possible, BNOC business is progressed and reporting to stakeholders is done.
- 1.12. This current reporting period is January to May 2020 and in the next sections, issues of Board composition, competencies, 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.



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Col. Botsang Tshenyego
President



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Tuelo Daniel Serufho
Chief Executive

a. President's Report

2. Board, Board Performance, Remuneration and Board Committees

2.1. In the exception of the Athletes Commission representative and Chief Executive Officer, all members of the current Board were elected in October 2017, for a four (4) year term that will come to an end in October 2021 when the next election will be held.

2.2. The Athletes' Commission representative is elected through a different process that does not necessarily follow or occur at the same time as that of the rest of the Board, while the CEO is an executive of the organisation.

2.3. The composition of the Board for the period 2017 - 2020 is as follows:

2.3.1. Col Botsang Tshenyego: President

An aviation professional with the Botswana Defence Force and also a certified auditor and system implementer. In addition, he has a qualification in enterprise risk management, amongst others.

Col. Tshenyego is one of the longest serving Board Members, having previously held the position of Senior Vice President. Prior to serving on the BNOC Board, he had held leadership roles on some local and international sport structures, including the Botswana Tennis Association and International Military Sport Association (Eastern and Southern Africa). He is also **one of Botswana's only two (2) Programme Administrators for the International Olympic Committee (IOC)'s Advanced Sport Management Programme.**

Col. Botsang serves in the Botswana National Sports Commission Board as BNOC representative.

2.3.2. Mr. Tshepo G. Sitale: Senior Vice President

A professional town planner with many years of sport administration experience, Mr. Sitale has previously served as President of the Botswana Chess Federation, Board Member of the BNOC and the International Chess Federation, amongst other positions.

Mr. Sitale chairs the Marketing and Communications Committee and has been appointed Chef de Mission for Team Botswana to the Tokyo 2020 Games, by virtue of which position he also serves on the Local Organising Committee (LOC) until 2021. He also chairs the Task Team on the BNOC Headquarters Project.

2.3.3. Mr. Moses Moruisi: First Vice President

A physical education lecturer by profession and long serving Board Member, Mr. Moruisi has effectively been involved in all spheres of

sport, having been an elite athlete, a coach and an administrator at a national level.

Mr. Moruisi chairs numerous Board Committees namely; the Local Organising Committee (LOC), Human Resources and Remunerations Committee (HR&RC), the High Performance Committee (HPC) and the interim National Anti-Doping Organisation (NADO). In addition, Mr. Moruisi is the other Motswana Programme Director for the IOC Advanced Sport Administration Programme.

2.3.4. Ms Bernadette Moruti: Second Vice President

Qualified in criminal justice and strategic management, Ms Moruti has brought to the Board, many years of experience in security investigation, fraud risk management and strategy development and implementation.

Ms Moruti chairs the Governance, Risk, Legal and Ethics (GRLE) Committee and the Tender and Procurement Committee (TPC). In sport, she was on the previous BNOC Board as a member and is former President of Taekwondo.

2.3.5. Mr. Michael Moroka: Board Member

Board Member Moroka brings to the Board his business acumen as well as financial background. He is a long time sport administrator whose highlights include serving for many years as President of Botswana Boxing Association **as well as serving in that sport's** international structures.

Mr. Moroka is Chairman of the Finance and Audit Committee (FAC) and a Member of the Marketing and Communications Committee and the Headquarters Task Team Project.

2.3.6. Ms Tebo Segaise: Board Member

A teacher of languages by profession, Ms Segaise is an avid sport administrator with many years of experience in organisation of Games as well as leadership; having amongst others been Chef de Mission to international competitions and also having served on the Board of the Botswana Integrated Sports Association. At her school, she is responsible for sport.

Ms Segaise chairs the Olympic Values Education Programme (OVEP) Committee and is also a member of the Local Organising Committee and the Tender and Procurement Committee.

2.3.7. Ms Yarona Sharp: Board Member

An attorney by profession, Ms Sharp brings to the BNOC Board not only her legal background but also experience within a parastatal Board; the Botswana Post where she is Company Secretary.

The former national basketball player serves on two (2) Board Committees namely; Human Resources & Remuneration Committee and the Governance, Risk, Legal and Ethics.

2.3.8. Mr. Oteng Oteng: Athletes Representative

Mr. Oteng is a qualified Information Technology graduate who up until not so long ago was a national athlete that represented Botswana at the highest level.

Most recently, he has been both a national Team Coach and a Member of the Athletes Commission; by virtue of which position he serves on the Board.

2.3.9. Mr. Tuelo Daniel Serufho: CEO/Secretary General

Mr. Serufho's background is in sport administration and has had short stints in coaching and teaching.

He boasts extensive experience in the organisation of single and multi-sport competitions; both at a national and international level. By virtue of his position, Mr. Serufho is an ex-officio member of all Board Committees and also serves on the Board of the Botswana National Sport Commission (BNSC), in addition to being Secretary General of the Confederation of Southern African National Olympic Committees.

2.4. As can be noted from the above, the BNOC Board has fairly diverse skills and in the context of what the organisation is charged with, it is fairly well resourced and quite balanced. Where deficiencies exist, Board Committees have availed opportunities to bridge the gap. Board Members are encouraged to, and generally act independently.

2.5. Perhaps one weakness in the current Board is the allocation of roles and responsibilities; wherein some Board Members are in many Board Committees while others are in none or just one (1).

2.6. During the reporting period, no Board performance evaluations were conducted. In 2019, Board evaluation was piloted, limited to the position of President. The Board Action Plan for 2020 includes Board evaluation and that shall be done before the end of the year.

2.7. In the year-to-date, the Board has had seven (7) Board meetings including the statutory ones as prescribed in the constitution.

2.8. In the exception of the CEO, Board Members are not paid salaries or any form of remuneration, in the exception of sitting allowances for each official meeting as well as a fixed communication allowance for the year. For full disclosure purposes, the Board will, in its report to the Annual General Assembly later this year, disclose the quantum of sitting and communication allowances each Board member has received.

2.9. In no particular order, the following are existing Board Committees and/or structures, which provide the Board with assurances and at the very least, report once every quarter:

- 2.9.1. Finance and Audit Committee
- 2.9.2. Tender and Procurement Committee
- 2.9.3. Human Resources and Remunerations Committee
- 2.9.4. Local Organising Committee
- 2.9.5. High Performance Commission
- 2.9.6. Marketing and Communications Committee
- 2.9.7. Governance, Risk, Legal and Ethics Commission
- 2.9.8. Olympic Values Education Programme Committee
- 2.9.9. Interim National Anti-Doping Organisation

2.10. Besides the Board Committees, there is also the Headquarters Task Team. In addition, the BNOC works closely with the Botswana Athletes Commission and has recently facilitated the establishment of a Botswana Olympian Association.

3. Strategy

3.1. The current BNOC strategic plan was adopted in 2017 and is coming to an end this December. Plans are underway for a final review of performance against goals as set therein, as well as for the development of a new plan for the next four (4) years.

3.2. **For the current reporting period, the Secretary General's** report talks to our performance to date against our 2020 corporate plan; and by extension, the strategic plan.

4. Corporate Governance

The BNOC has generally been guided by the King III Report on Corporate Governance but is now working towards migrating to King IV. In this report, key principles from the King IV report as used to report on BNOC Governance.

4.1. ***Ethical Leadership***

4.1.1. To Board, Board structures and Secretariat continue to challenge themselves to act with integrity at all times. Amongst other things, declaration of interests continue to be a standard requirement where there is potential for conflict.

4.1.2. In the last few months, the Board has been working on strengthening its Committees to better enhance responsibility and accountability.

4.2. ***BNOC and the Society***

4.2.1. BNOC continues to produce sport administrators, coaches, sport medicine and sport science personnel not only for its own benefit, but rather for all levels of sport. During the period of the year to

date, unfortunately many of the planned activities had to be postponed indefinitely due to Covid-19; but will be resuscitated when the conditions permit.

4.2.2. In the interest of continuing to engage Batswana in its activities, the BNOC will commemorate the Olympic Day twice this year; virtually in June and possibly through a face-to-face setup later in the year. The virtual celebration provides an opportunity for as many Batswana as possible to participate, and get to **Move, Learn** and **Discover** in the process.

4.3. **Corporate Citizenship**

4.3.1. The Board continues to seek out opportunities through which the BNOC can meaningfully contribute to not only the needs and aspirations of Botswana sport, but also the nation at large. Earlier this year, the BNOC facilitated engagements with some international sport luminaries with the intention to lure them and/or their network of contacts to support and/or invest in Botswana; in sport, business and indeed through other avenues.

4.3.2. Additionally, discussions were started in February this year with the IOC and some international environmental bodies for the BNOC to lend a hand to Botswana structures in achieving some national and global natural environmental goals.

4.4. **Sustainable Development**

4.4.1. The Board is conscious that for the BNOC to survive now and in the future, it is important that it must interact with and respond to both opportunities and challenges it is confronted with and has to be socially responsible.

4.4.2. The Board is in the process of restructuring the Secretariat **structure such that areas key to the BNOC's** ability to generate income and self-sustain in future are bolstered. Further, the Board has already embarked on rigorous cost saving measures, noting that a challenging external funding period lies ahead.

4.4.3. On corporate social responsibility, nothing significant has been done in the year-to-date, owing to the Covid-19 pandemic.

4.5. **Stakeholder Inclusivity**

4.5.1. The Board values BNOC stakeholders and takes them into account in all key organisational decisions. It is now common cause that by not holding its General Assemblies in camera, the organisation effectively lets in the media, and by extension, the general public into its operations. The 2020 OGA would probably be streamed live to a sizeable percentage of the Botswana population by media practitioners that would be in attendance. This happens at a time

when many organisations are citing Covid-19 for their inability to engage with stakeholders.

4.5.2. In the early days of the Covid-19 pandemic in Botswana, the BNOC already had a strategy meant to keep its staff safe. Another of the **organisation's key stakeholder; athletes were not only** workshopped on the pandemic, but those on the Tokyo 2020 programme also received special support during the national lockdown.

4.5.3. Living true to our claim to transparency, earlier in the year we facilitated that MYSC leadership met with some of our key international stakeholders. Amongst other things, this was to allow Ministry leadership to better understand the Olympic and Commonwealth movements, build relationships and sell Botswana as a sport destination.

5. Technology and Information

5.1. While the Covid-19 pandemic has brought about a myriad of challenges, the one positive thing that it has done is thrust us right into the era of technology; and seize the opportunity we did.

5.2. In the year to date, the Board has successfully held three (3) virtual meetings, all Board Committees have met virtually at least once each and we are here today participating in the first ever virtual sport general assembly in Botswana.

5.3. The intention is not go back, but rather exploit the many benefits that technology presents, for the benefit our stakeholders.

6. Risk Management

6.1. The Board has recently adopted a risk management policy for the organisation. This will now make possible the development of a comprehensive risk strategy for the organisation.

6.2. In the short term, Board and Secretariat have identified the risks that the Covid-19 has elevated for the organisation and these include but not limited to; financial, health (Public), premises, supplier, technology and training methods risks and for most of them, mitigation strategies are already in place while for a few those are being finalised.

7. Assurances

7.1. Board Committees continue to provide assurances to the Board, through closely monitoring events in their realms of work and ensuring adherence to policies and best practice.

7.2. In addition to Board Committees, the Board has started using the services of the BNSC Internal Audit and so far one audit has been

conducted; with the intention to have audits regularly to provide the Board with assurances on our systems of internal control.

7.3. The external audit for the financial year 2019 has been successfully completed, albeit with delays mainly as a result of challenges brought about by the Covid-19 pandemic.

8. Financial Position of the Organisation

8.1. The Board is worried about the somewhat precarious position of the organisation financially. The grant from Government has anything but dwindled over the last few years, as a result of both cuts and loss of value. The advent of Covid-19 does not portend well for the BNOC and sport in general in so far as government funding is concerned. While the International Olympic Committee has given assurances that their insurances would be sufficient to guarantee normal support to National Olympic Committees, should the Olympic Games not be celebrated in **Tokyo next year, the IOC's biggest revenue steam**; TV rights will likely be affected, with a possibly knock on effect to NOCs.

8.2. In response to this, Board has come up with a comprehensive plan **that will not only ensure that BNOC's operational costs are reduced, but** also the organisation enhances its ability to mobilise resources from outside government and creates better value for its stakeholders.

9. Approval of NOC Emblems

9.1. During this period, in line with the Olympic Charter, the IOC approved 2 emblems (logos):

9.1.1. The Commercial emblem for use in marketing activities and for the promotion of Team Botswana. This will also be shared with the IOC Top Partners and

9.1.2. The institutional emblem that will replace the current one.

9.2. The two logos will be launched during the course of the year.

b. Secretary General's Report

10. Preamble

10.1. The **report mainly focuses on BNOc's performance against the 2017 - 2020 Strategic Plan** but also covers some of the work by Secretariat that may not be reflected under any of the fourteen (14) strategic goals.

10.2. In addition, on delegated authority, the report covers the work of the Governance, Risk, Legal and Ethics (GRLE) Committee as well as that of the Athletes Commission (AC).

10.3. It is important to highlight that a few of the strategic goals had assumed that the Tokyo 2020 Olympic Games would be celebrated in 2020. However, as it is already common cause, the XXXII Olympiad have been postponed to July-August 2021 and as a result, some of our plans and/or programmes have been affected.

10.4. The postponement of the Games was as a result of the Covid-19 pandemic, which has also led to quite some drastic changes to the manner in which the BNOc has conducted its business. Of course what is key to mention is the fact that BNOc business has never really stopped, but only the ways of work have been modified.

11. Facilitate Development Of Elite Sport Through Members: C1

Number of Athletes Qualified for the Olympic Games				
Start Date	End Date	2020 Target	May 2020 Status	
Jan 2019	June 2020	15 Athletes	5 athletes	

11.1. The original end date for this goal was June 2020. However, due to the postponement of the Tokyo 2020 Olympic Games, it will have to be extended to a date occurring in 2021. This is because qualification of many activities have been stopped and/or cancelled as a result of the coronavirus.

11.2. Notwithstanding the foregoing, two (2) new qualifications were recorded during the reporting period; taking to five (5) the number of athletes who have so far booked themselves places for the Games in Tokyo. This represents 33% of our target. Important to highlight is that:

11.2.1. The qualifications remain valid for the postponed Games that will now be celebrated in 2021;

11.2.2. Of the five (5) athletes who have qualified, four (or 80%) are women. Should the trend continue, it may possibly become

the first time in the history of Botswana that there are more women than men at a major international Games where both genders compete; and

11.2.3. It is the first time in the history of Botswana sport that we have qualified a female Boxer to the Olympic Games.

11.3. Board and Secretariat are confident that more athletes, including relay Teams from Athletics would still be able to qualify for the Games. As a result, the target remains attainable.

11.4. During the strategy workshop(s) later this year, this target will be discussed, especially in light of the postponement of the Games in Tokyo.

11.5. We wish to appreciate and extend our gratitude to MYSC for the unwavering support they have been giving us since the end of 2019.

Number of Medals from the Tokyo 2020 Olympic Games				
Start Date	End Date	2020 Target		Dec 2020 Status
July 2019	August 2020	Realistic: 2 medals	Stretch: 3 medals	To be measured in August 2021

11.6. While this will only be measured in 2021 as opposed to this year for what are now obvious reasons, there might be a need to review this during the strategy workshops later this year.

12. DELIVER KEY STAKEHOLDER EXPECTATIONS: C2

Compliance to MoU and SLAs				
Start Date	End Date	2020 Target	Dec 2019 Status	
2017	Dec 2020	100%	Drafts compact/MoU in place.	

12.1. Neither the Stakeholder Compact nor the MoU with MYSC and BNSC respectively have been signed. This is despite drafts having existed for a while now.

12.2. The new BNSC Board has of course committed to meeting the BNOC Board as soon as it is safe to do so and now with State of Emergency/Covid-19 restrictions having eased, plans are underway for the two (2) Boards to meet in June 2020.

12.3. Meanwhile, it is important to highlight that the Stakeholder Compact between MYSC and BNSC has yet to be signed. It is therefore very unlikely that MYSC would sign with the BNOC before she has done so with the BNSC.

13. CREATE A CONDUCIVE ENVIRONMENT FOR ATHLETES TO EXCEL: IP1

Level of Athletes Satisfaction				
Start Date	End Date	2020 Target	May 2020 Status	
2017	Dec 2020	85%	36%	

13.1. Athletes Satisfaction Survey

13.1.1. **A survey to determine the level of elite athletes' satisfaction** on services offered by BNOC was conducted by the University of Botswana.

13.1.2. The aggregated level of satisfaction is 36%. Amongst other things, athletes are concerned about:

13.1.2.1. What they determine to be low daily allowances rates;

13.1.2.2. What they perceive as low budgets allocated to athletes/Team preparation; and

13.1.2.3. Limited availability of medical personnel.

13.1.3. Above average scores were received for areas such as fairness of medical personnel and ethical conduct by the BNOC Secretariat.

13.1.4. **While the athletes' responses cannot be taken at face value** and need to be looked at within context, they nonetheless present a picture of what their perceptions, worries and desires are, and consequently, they should assist with the development of appropriate programmes.

13.2. **Already, there is good progress in the development of an Athletes' Welfare Policy**, a copy of which has been shared by the Board.

% Access to Support Services				
Start Date	End Date	2020 Target	May 2020 Status	
2017	Dec 2020	100%	Not measured.	

13.3. A study to determine the score for this will only be conducted in the second half of the year. Notwithstanding, all the elite athletes who have either qualified or remain on course to qualify for the Tokyo 2020 Olympic Games are receiving very comprehensive support from the BNOC, including but not limited to: monthly allowances, local and international camp and competition support, sport science and sport medicine support etc. This has been made possible by the financial support from MYSC, the IOC, private sector partners such as Mascom and Debswana and indeed Botswana through the donations on the SMS campaign.

13.4. A key weakness remains the fact that the BNOC is only able to provide consistent support to athletes on scholarships. Other athletes only get support during periods leading up to major competitions. The ongoing fundraising efforts are meant to, in part address this challenge. However, the BNOC Board continues to engage MYSC on a longer term funding model for Games preparation and most recently, there have been promises to make good on this.

14. FACILITATE TALENT IDENTIFICATION AND DEVELOPMENT: IP2

Number of Elite Athletes				
Start Date	End Date	2020 Target	May 2020 Status	
2017	Dec 2020	45	38 Individual & 3 Teams	

14.1. We are at 38/45 or 84% of the target for individual athletes and 100% with respect to Team sports, giving us an aggregated score of 92%. The status is based on the previously approved definition of elite athlete/team.

14.2. While the above may appear good, there are a few issues of concern that remain and need attention at both BNOC and NFs level. These include but not limited to, that:

14.2.1. many of our athletes/teams are struggling to maintain and/or improve their performance at the elite level, and

14.2.2. the conduct of some of our athletes is detrimental to their careers and/or lives in general.

14.3. Financial limitations have hitherto rendered the BNOC incapable of sufficiently supporting talent identification and nurturing. However, we are hopeful that with the participation of the private sector and Batswana, this is set to improve.

Number of Sports with Development Frameworks (LTAD)				
Start Date	End Date	2020 Target	May 2020 Status	
2017	Dec 2020	13	10	

14.4. The status remains the same from the previous reporting period. The development of sport specific LTADs has been put on hold and the focus has shifted to evaluation of implementation efforts in light of the ten (10) completed frameworks. The development of LTAD frameworks will resume in 2021.

14.5. However, assessment of implementation efforts around the same existing has been delayed because the Canadian expert who is expected to lead the exercise is not yet available to travel. On the other hand, the next cohort of interns from Canada has not been able to travel to Botswana due to Covid-19.

14.6. From the work done to date, some of the areas of concern include that:

14.6.1. Some key stakeholders within the NFs are not aware of their frameworks as the actual document was not handed over by the previous committees/stakeholders; and

14.6.2. There is a high number of athletes, coaches and committee members who do not understand the LTAD philosophy amongst those that are aware.

14.7. It is clear from the foregoing that a lot of work still needs to be done, by both the BNOC and the BNSC; more so given that the latter has now officially endorsed the framework.

15. INCREASE CAPACITY OF COACHES, SPORT ADMINISTRATORS AND MEDICAL PERSONNEL: IP3

% Priority Sports with Minimum of 3 active Coaches with Highest Level of Qualification				
Start Date	End Date	2020 Target	May 2020 Status	
2017	Dec 2020	100%	50%	

15.1. The status remains the same from the last reporting period. Level 1 & 2 coaching courses for Table Tennis and Tennis respectively that were scheduled to be held during the reporting period have been postponed indefinitely due to Covid-19.

15.2. A key highlight for the current period is that Ms Tapiwa Masunga has become the first Mofswana to attain a Level 3 coaching qualification in Tennis. This is the highest qualification accredited by the International Tennis Federation (ITF).

15.3. Tapiwa Masunga is probably the only female who is more qualified than men in Botswana in sports that are practised by both men and women.

Number of Sport Medicine/Science Specialists Trained				
Start Date	End Date	2020 Target	May 2020 Status	
2017	Dec 2020	3 Scholarship 30 locally trained	N/A	

15.4. Unfortunately all training that was to occur during the reporting period has been postponed and as such, nothing has changed since December 2019.

Number of Advanced Sport Management Course (ASMC) Graduates				
Start Date	End Date	2020 Target	May 2020 Status	
2017	Dec 2020	30	38	

15.5. A total of thirty-eight (38) (Francistown and Gaborone) have successfully completed the 2019-2020 ASMC and are due to graduate soon. This is eight (8) more than the target that was set for 2020.

15.6. However, there is a concern that some of our graduates have gone off our radar.

15.7. Meanwhile, only one (1) of the six (6) approved Sport Administration Courses for 2020 has been delivered due to Covid-19. In addition to that, five (5) new National Course Directors have been trained; a development that would enhance the delivery of more courses.

15.8. Secretariat is working on making the delivery of courses remotely possible as we continue to adapt to the new normal.

15.9. Accreditation of courses by the Botswana Qualifications Authority (BQA) is in the final stages. The second and hopefully final inspection is currently in progress.

16. **ENHANCE ORGANISATIONAL EFFICIENCY & QUALITY OF SERVICE: IP4**

% Compliance to Risk Management Plan				
Start Date	End Date	2020 Target	May 2020 Status	
2017	Dec 2020	100%	N/A	

16.1. The Risk Management Policy has only recently been approved and development of a plan is underway.

17. **IMPROVE MANAGEMENT AND COMPLIANCE OF MEMBERS: IP5**

Level of Member Compliance				
Start Date	End Date	2020 Target	May 2020 Status	
2017	Dec 2020	80%	The audit is currently on going.	

17.1. **The first phase of an audit of NFs' compliance to (8) minimum governance standards has been completed. The audit involved five (5)**

NFs and while the full report will be released when all BNOC Members have been audited later this year, preliminary results indicate that (i.e. based on the 5 audited NFs):

17.1.1. 80% of NFs neither have documented policies and/or are unable to produce those when required;

17.1.2. 80% of NFs either had not audited their financial statements or could not produce evidence of audited accounts for at least one (1) year between 2015 - 2018;

17.1.3. Only 60% of NFs file annual returns with the Registrar of Societies; and

17.1.4. 100% of NFs have Strategic Plans in place.

17.2. As per disclaimer at 17.1, the above results are preliminary as official results will only be released later in the year when the full audit is complete.

Number of Non-Compliance Issues				
Start Date	End Date	2020 Target	May 2020 Status	
2017	Dec 2020	0	0	

17.3. Anti-doping

17.3.1. During the period under review, there have been no adverse analytical findings. The grant from MYSC has contributed significantly to this desired state. Through the grant, we have been able to fully implement our January - March 2020 programme.

17.3.2. A totally of twenty-five (25) tests, namely twelve (12) in and thirteen (13) out of competition tests were conducted across four (4) individual sports and one (1) team sport.

17.3.3. Due to the Covid-19 pandemic, sample collection had to be brought to a halt in March/April 2020 following advice from WADA. Therefore, testing will only resume in the probable future.

18. ENHANCE BRAND IMAGE: IP6

% Brand Awareness				
Start Date	End Date	2020 Target	May 2020 Status	
2017	Dec 2020	80%	-	

18.1. No survey has been undertaken since 2017 due to budgetary constraints.

18.2. Notwithstanding, the brand has not suffered any significant negative reporting during the period. The organization continues to enjoy good reviews, positive media coverage, growing social media followership which goes a long way in building and maintaining the brand.

18.3. However, there is a concern on lack of acknowledgement and/or gratitude on the part of some of our beneficiaries; a development that if left unchecked could result in the BNOC losing current and/or prospective partners as well as its reputation getting harmed.

19. **PROMOTE OLYMPIC AND COMMONWEALTH VALUES: IP7**

% Completion of Project (Olymp-Africa)				
Start Date	End Date	2020 Target	May 2020 Status	
2017	Dec 2020	100%	Master plan developed and awaiting approval	

19.1. The BNOC have experienced challenges with respect to advancing the project. However, interest has since been rekindled and the project has gained some traction. Following failure to complete the boundary wall by the previous contractor, plans are underway to have the next contractor onsite as soon as possible.

19.2. As previously reported, OlympAfrica has extended the project completion date to December 2020 and if no further lockdown will be imposed between now and December, it is still possible to complete the OlympAfrica part of the project by the end of the year.

19.3. MYSC has also taken a strong interest in the project and has already facilitated a meeting in Ghanzi to ensure progress.

Number of Schools Implementing OVEP				
Start Date	End Date	2020 Target	May 2020 Status	
2017	Dec 2020	12	6	

19.4. Previously it was reported that of the fourteen (14) schools with trained resource persons, only six (6) have implemented the programme, namely: Parwe JSS, Motswedi JSS, Moselewapula JSS, Hatsalatladi Primary School, Maoka JSS and Bokamoso JSS.

19.5. Unfortunately, due to Covid-19 which resulted in schools closure, not much progress could be made.

20. IMPROVE STAKEHOLDER RELATIONS AND COMMUNICATION: IP8

% Stakeholder Satisfaction				
Start Date	End Date	2020 Target	May 2020 Status	
2017	Dec 2020	85%	-	

20.1. The survey was not carried out on account of lack of funds. Secretariat is attempting to secure funding for the survey from OS.

20.2. Notwithstanding, the BNOC continues to utilise existing media/communications platforms to engage with stakeholders as well as participating at stakeholder events.

20.3. The BNOC enjoys good relationships with key stakeholders like IOC, CGF, ANOCA, COSANOC, MYSC, BNSC, BITC and the media, amongst others.

20.4. Amongst the stakeholder highlights for 2020 are:

20.4.1. The BNOC continued to collaborate with the BNSC, BTV and MYSC in preparation for the 2020 Botswana National Sports awards;

20.4.2. BNOC facilitated a visit of the Minister for Youth Empowerment, Sport and Culture Development Honourable Tumiso Rakgare to IOC, CGF, FIFA to familiarise him with the Olympic and Commonwealth movements and International Federations and to lobby support for the development of sport in Botswana;

20.4.3. The CGF has informed the BNOC that they will be sending an exploratory Team to Botswana to determine the readiness and/or suitability of Botswana (and her facilities) to host Commonwealth Games in future;

20.4.4. The IOC has offered to appoint a female Botswana sport administrator to one of their Commissions and the Board is facilitating that process; and

20.4.5. MYSC is currently exploring the possibility of directly funding the BNOC.

21. BUILD KEY SKILLS AND COMPETENCIES: LG1

% Skills Gap Addressed				
Start Date	End Date	2020 Target	May 2020 Status	
2017	Dec 2020	95%	60%	

21.1. No change from the previous report; partly on account of funding and also Covid-19.

% Vacant Position Filled with Required Competencies				
Start Date	End Date	2020 Target	May 2020 Status	
2017	Dec 2020	100%	95 %	

21.2. No change from previous reporting period.

22. PROMOTE A HIGH PERFORMANCE CULTURE: LG2

Average Individual Performance				
Start Date	End Date	2020 Target	May 2020 Status	
2017	Dec 2020	90%	TBC	

22.1. First half results are only due after June 2020.

23. INCREASE AND DIVERSITY REVENUE: F1

Amount of non-traditional funding towards DAP				
Start Date	End Date	2020 Target	May 2019 Status	
2017	Dec 2020	3 Million	TBD	

23.1. In the year to date, no significant amount has been raised mainly as a result of the prevailing business disruptions due to Covid-19.

23.2. A number of initiatives planned for 2020 have stalled, amongst them the Golf Day in partnership with the Chinese Community and Business Botswana; the 2020 Diacore Marathon and merchandise sales. Inter alia:

23.2.1. The SMS donation campaign launched in May 2019 has rather been slow with only 5552 donations made at the end of April 2020. A re-launch will be made in the not so distant future followed by a rigorous marketing campaign.

23.2.2. The Fundraising Gala dinner has also been further postponed to January 2021 due to the Covid-19 and postponement of the Games. Preparations for the dinner will continue.

23.2.3. A partnership with a local merchandising company will be launched mid-year; the company is willing to support Team Botswana with attire and sell replicas to the public with an agreed revenue sharing formula.

23.2.4. Trustees for the Fundraising account have been appointed and they have already started approving funding for Games preparation.

23.3. Mascom has provided data to athletes and officials during lockdown to facilitate communication between Athletes, Coaches and the Medical Team; with a view that athletes could be supported to train remotely. Additionally, athletes who did not have smart phones were assisted accordingly. The total value of support is P200 000.00.

23.3.1. As at end of April 2020, P451 443.20 has been raised through sale of tickets, donations and SMS donation; with Mascom and Debswana each contributing P200 000.00.

% Completion of the development of Block 6 Plot				
Start Date	End Date	2020 Target	May 2020 Status	
2017	Dec 2020	100%	-	

23.4. Potential development partners are still being pursued. The project will certainly not be complete by 2020 and the Board shall advise of the new timelines.

23.5. A Board/Task Team workshop was held in January 2020 to amongst others address issues of timelines, possible funding models, as well as dealing with the legal implications.

23.6. Progress has been stalled by Covid-19.

24. IMPROVE ASSET UTILISATION (FINANCIAL STEWARDSHIP): F2

Variance to Budget				
Start Date	End Date	2019 Target	31 Dec Status	
2017	Dec 2020	+ - 10 %	-5%	

24.1. According to the 2019 Audited Financial Statements, the variance to budget stood at -5% which is within the approved threshold.

25. Review of the BNOC Constitution - GRLE

2.1. Following a previous workshop as well as engagement of stakeholders, an Extra-Ordinary General Assembly is being arranged for 30 July 2020 to consider the final draft constitution. Further details will be shared in due course.

26. Athletes Commission (AC)
 - 26.1. A planning and strategy development retreat for the Commission has been postponed indefinitely due to Covid-19.
 - 26.2. The AC is exploring new ways to conduct business under the prevailing circumstances. Should all go according to plan; a National Athletes Forum will take place in June 2020, followed by Athletes Outreach Workshops from September to November.
27. Secretariat Work Arrangements
 - 27.1. Less than half of the BNOC staff have returned to the offices, while more than 50% are still working remotely.
 - 27.2. The earliest time that the BNOC could have 100% of its employees back at the office is from 15th June 2020.
 - 27.3. Staff that are working from home remain accessible through the normal BNOC telephone line (i.e. 3918944) as well as regular emails.
 - 27.4. Further, staff working from home will attend all face-to-face meeting that their work dictate they be a part of.
28. Tokyo 2020 Athletes Support During the Lockdown
 - 28.1. Recognising that athletes would still need to keep fit, eat healthy and communicate during the lockdown; the following were arranged for athletes that remain on the Tokyo 2020 programme:
 - 28.1.1. Payment of camp allowances for the months of April and May.
 - 28.1.2. Food hampers valued at P2,500; and
 - 28.1.3. Data courtesy of Mascom. This was meant to enable them to stay in touch with their coaches and sport medicine personnel, amongst others.
29. Conclusion
 - 29.1. 2020 has generally been off to a challenging start for the BNOC, all as a result of the **novel corona virus "Covid-19"**.
 - 29.2. Notwithstanding, Board and Secretariat have tried as much as possible to ensure that disruption to the conduct of business is minimised.
 - 29.3. The postponement of the Tokyo 2020 Olympic Games perhaps gives us the opportunity to field an even stronger Team at the games next year.
 - 29.4. Meanwhile, Secretariat will continue to look into new ways to provide and strengthen support to NFs and athletes.