



SECRETARY GENERAL'S REPORT **BNOc 2019 ANNUAL GENERAL ASSEMBLY**

1. Preamble

- 1.1. This report covers progress with respect to fourteen (14) goals as set out in the 2017 - 2020 BNOc Strategic Plan, highlighting both successes and challenges, and in some areas proposing possible courses of action.
- 1.2. Additionally, 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).
- 1.3. It is important to note that the report focuses only on BNOc strategic goals. Outside of what is reported here, BNOc Officers are contributing significantly to the growth of sport in the region through their involvement in bodies such as the Africa Zone VI RADO and the Confederation of Southern African National Olympic Committees; BNOc hosts and/or facilitates the hosting of national and/or regional forums.
- 1.4. On the strategic goals, it is important to highlight that for the majority of them, progress since the last reporting period (i.e. May 2019) may appear either moderate or non-existent; this is as a result of most of the goals having a longer term outlook while the BNOc reports every six (6) months. Further, deadlines for various objectives occur at different times and in some cases, right at the end of the strategy period.

2. FACILITATE DEVELOPMENT OF ELITE SPORT THROUGH MEMBERS: C1

<i>Number of Athletes Qualified for the Olympic Games</i>				
Start Date	End Date	2020 Target	Dec 2019 Status	
May 2019	June 2020	15 athletes	3 athletes	

- 2.1. Since the opening of the qualification period for the Tokyo 2020 Olympic Games earlier in the year, Botswana has so far managed to qualify three (3) athletes; all of them from Athletics.
- 2.2. While qualification remains open for the majority of sports, in respect of a few, Botswana's efforts have not been successful. Specifically, we have not been able to qualify athletes in Cycling, Rugby 7s and Women's Softball, despite the gallant performances by our athletes and/or Teams.

- 2.3. From those still in contention, it is projected that at best, we would most likely qualify seven (7) individual athletes, taking to ten (10) the total number of qualified individual athletes (i.e. 67% of the target).
- 2.4. In addition to individual athletes, Botswana could still qualify both the Men's and Women's 4 x 400m relay Teams, provided we thoroughly follow the programme.
- 2.5. Besides athletes that will have gained automatic qualification, the BNOc could possibly get up to four (4) invitation places. Therefore, at best, the estimated Team size to Tokyo 2020 on athlete head count is approximately twenty (20); which would be the largest Botswana athlete delegation to an Olympic Games.
- 2.6. It must of course be noted that the change in approach to funding preparations caused disruption to the plans that we had, and potentially contributed to qualifications being slower than anticipated. MYSC has recently committed to working with the BNOc on a turnaround strategy and we are optimistic that we could attain the new qualification numbers as projected above (i.e. 10).

<i>Number of Medals from the Tokyo 2020 Olympic Games</i>				
Start Date	End Date	2020 Target	Dec 2019 Status	
July 2020	August 2020	4	To be measured in December 2020	

2.7. While this will only be measured in 2020, given the circumstances that have prevailed to date, the Board has adjusted the target as follows:

- 2.7.1. Realistic Target: 2 medals
- 2.7.2. Stretch Target: 3 medals

2.8. Had preparations gone according to plan, the four (4) would have been attainable. **It will therefore be very pertinent that as soon as the Tokyo 2020 Olympic Games have ended, key stakeholders meet to both evaluate preparations for and performance at the 2020 Games and put together a plan for the 2024 and 2028 Games.**

3. DELIVER KEY STAKEHOLDER EXPECTATIONS: C2

<i>Compliance to MoA and SLAs</i>				
Start Date	End Date	2018 Target	Dec 2019 Status	
2017	Dec 2020	90%	Drafts compact/MoU in place.	

- 3.1. 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.
- 3.2. For the BNSC, it is hoped that once appointed, the new Board will be willing to engage and go through the MoU so that it could be signed off in early 2020. This all the more as a result of a resolution from a recent forum of Ministries of Sports, NOCs and Sport Commissions:

“NOCs/CGAs and the relevant governmental bodies should, by December 2020, develop and sign MoUs to, among other things, promote collaboration, avoid conflict, ensure responsible autonomy and build mutual understanding and trust.”

4. **CREATE A CONDUCIVE ENVIRONMENT FOR ATHLETES TO EXCEL: IPI**

Level of Athletes Satisfaction				
Start Date	End Date	2019 Target	Dec 2019 Status	
2017	Dec 2020	80%	Results to be shared at the beginning of 2020.	

4.1. **Athletes Satisfaction Survey**

- 4.1.1. The BNOc is currently carrying out a survey to determine the level of athletes satisfaction in light of services offered to elite athletes. The exercise is undertaken in partnership with the University of Botswana (UB) and is expected to be completed before the Christmas holidays.

4.2. **Athletes Welfare Policy**

- 4.2.1. All the while, the draft welfare policy that is being developed by the High Performance Committee (HPC) and UB is also expected to be completed before end of the year.

% Access to Support Services				
Start Date	End Date	2019 Target	Dec 2019 Status	
2017	Dec 2020	90%	Not measured.	

- 4.3. So far, only athletes on Olympic Solidarity (OS) programmes have been getting support from the BNOc while others have only been receiving support in periods leading up to major competitions. This has been as a result of the BNOc not having other funds besides those two (2).
- 4.4. Members will be pleased to note that our efforts to raise funds have started bearing fruits, to the extent that from January 2020, the BNOc would be in a position to start supporting select athletes and/or Teams

from funds received from the public and/or private sector, through the SMS donation campaign, the fundraising gala dinner and other initiatives.

- 4.5. Members are reminded to keep supporting the SMS campaign by sending the message ‘TeamBW’ to 16789, at a charge of P5 per sms. Additionally, Members requested to promote this campaign to as many people as possible within their networks.

5. **FACILITATE TALENT IDENTIFICATION AND DEVELOPMENT: IP2**

Number of Elite Athletes					
Start Date	End Date	2019 Target	Dec 2019 Status		
2017	Dec 2020	40	38 Individual & 3 Teams		

- 5.1. Using current criteria, we are at 38/40 or 95% of the target with respect to individual athletes and 100% with respect to Team sports. The status is based on the previously proposed and accepted description.

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

5.2.1. many of our athletes/Teams are struggling to maintain and/or improve their performance at the elite level;

5.2.2. our athletes generally do not seem to be able to manage themselves well, something that potentially has a negative effect on their quest to stay at the top; and

5.2.3. our athletes seem to be susceptible to injuries and/or lack big stage temperament, both of which seem to have the effect of thwarting their success.

- 5.3. 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	2019 Target	Dec 2019 Status		
2017	Dec 2020	11	10		

- 5.4. With respect to development of sport specific LTADs, the Secretariat has paused the development of new frameworks to focus on evaluation of implementation efforts and challenges of existing ones.

- 5.5. An assessment on the extent to which NFs with LTADs are implementing the frameworks is ongoing; initially carried out by three (3) Canadian interns and later (i.e. In February 2020) to be carried out by one of the best LTAD experts in the world, Dr. Colin Higgs, also from Canada.
6. One challenge that has so far come to the fore is that NFs view the LTAD as a programme, as opposed to a philosophy. Consequently, NFs tend to expect separate funding for implementation of the LTAD, as opposed to embedding the LTAD principles into their regular funded programming.
7. The new Minister of Youth Empowerment, Sport and Culture Development (MYSC) takes a keen interest in the LTAD and it is therefore expected that not only will he be encouraging Botswana sport to fully embrace it, there may also be changes in the manner in which sport is structured and funded in Botswana.
8. **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	2019 Target	December 2019 Status	
2017	Dec 2020	83%	50%	

- 8.1. The status remains the same from the last time the report was given. To work towards attaining the target by 2020, amongst other things:
 - 8.1.1. A Level 2 Coaching Course was conducted for Botswana Rugby Union (BRU) during 2019;
 - 8.1.2. A swimming coach (Mr. Thobo Moleko) is currently in Canada for a three (3) months PAISAC Training until mid-December;
 - 8.1.3. At least one (1) Athletics Coach would be undergoing Level 2 Training in Zimbabwe at the time the AGA will be held;
 - 8.1.4. More Level 2 equivalent trainings are planned for 2020 in Botswana and in addition to that, select coaches are to be given the opportunity for Level 3 and/or advanced coaching programmes outside of Botswana;
 - 8.1.5. Further, noting that many of its Member countries do not have enough coaches to enable them to be supported for Level 2 and 3 training in country, the Confederation of Southern African National Olympic Committees (COSANOC) has committed to

facilitating regional trainings in select sports from 2020 onwards.

8.2. The concern that NFs are not retaining some of their highly qualified coaches remains valid and needs to be addressed.

Number of Sport Medicine/Science Specialists Trained				
Start Date	End Date	2019 Target	December 2019 Status	
2017	Dec 2020	3 Scholarship 30 locally trained	One (1) scholarship so far secured.	

8.3. An OS scholarship has been secured for one (1) medical doctor to attend training on the prevention of injury and illness in sport, in March 2020.

8.4. Due to logistical challenges, the sport science/medicine workshop that was planned for 2019 has been moved to the first quarter of 2020. Funding for the workshop has already been secured from Olympic Solidarity.

8.5. Notwithstanding the foregoing, a Coaches Conference was held in the second quarter of 2019.

Number of Advanced Sport Management Course (ASMC) Graduates				
Start Date	End Date	2019 Target	December 2019 Status	
2017	Dec 2020	30	37	

8.6. Of the 45 active participants for both Francistown and Gaborone intakes, 37 have fulfilled the requirements to be awarded their diplomas, a number that surpasses the target we had set for ourselves.

8.7. A few observations on the ASMC include that:

8.7.1. perhaps the BNOC had set herself a short target for 2019;

8.7.2. not all graduates from this programme go on to put to good use the skills that they have acquired. The challenge stems from either the individuals themselves and/or NFs/Schools/Clubs etc.

8.8. SAC 2019

8.8.1. All the six (6) SAC courses that were planned for 2019 and funded by OS have been successfully delivered and details are as shown in the table below:

<i>NF/Stakeholder Group</i>	<i>No of Participants</i>	<i>Graduates</i>
1. BOTESSA	25	21
2. BOTSWANA GAMES & F/TOWN MYSC	27	25
3. VARIOUS NFs	39	30
4. BAA	27	24
5. BOPSSA	30	28
6. MYSC MAUN	40	16

8.8.2. As a result of succeeding to deliver six (6) courses in one (1) year, BNOC now qualifies for a bonus four (4) courses by OS, and these are set to take place in 2020, in addition to those already scheduled.

8.8.3. One key challenge remains that NFs sometimes fail to stick to agreed dates, affecting scheduling in the process. In fact, had NFs honoured the dates initially agreed, the four (4) bonus courses would have been delivered in 2019.

8.8.4. Regarding accreditation, the BQA has confirmed having received all the necessary paperwork from the BNOC to be accredited as a training institution. Feedback from the BQA at the time of compiling this report was that our application was in the final stages of approval.

8.8.5. We are hopeful that the process will be completed before the end of the year.

9. ENHANCE ORGANISATIONAL EFFICIENCY & QUALITY OF SERVICE: IP4

<i>% Compliance to Risk Management Plan</i>				
<i>Start Date</i>	<i>End Date</i>	<i>2019 Target</i>	<i>Dec 2019 Status</i>	
2017	Dec 2020	100%	N/A	

9.1. The risk management policy and plan are still outstanding and will be priority in 2020.

<i>% of systems automated</i>				
<i>Start Date</i>	<i>End Date</i>	<i>2019 Target</i>	<i>Dec 2019 Status</i>	
2017	Dec 2020	100%	100%	

9.2. The above has been removed from the GA report because of its operational nature.

10. IMPROVE MANAGEMENT AND COMPLIANCE OF MEMBERS: IP5

Level of Member Compliance				
Start Date	End Date	2019 Target	Dec 2019 Status	
2017	Dec 2020	70%	The audit is currently on going.	

10.1. The first phase of the audit was conducted for five (5) NFs namely Athletics, Swimming, Taekwondo, Tennis and Volleyball and results are currently being collated and analysed. Results are to be initially shared at one-on-one meetings with concerned Member NF in January 2020 before the consolidated result is shared at the May 2020 OGA

10.2. Meanwhile, the second phase covering the remainder of the BNOC Full Members will be conducted between January and April 2020.

Number of Non-Compliance Issues				
Start Date	End Date	2019 Target	Dec 2019 Status	
2017	Dec 2020	0	0	

10.3. Anti-doping

10.3.1. During the period under review there has been no adverse analytical finding. The status notwithstanding, the fact that the BNOC has not been receiving funds to fight doping posed a threat not only to the attainment of the objective, but most importantly to the reputation of our country because not enough tests are conducted.

10.3.2. Despite the lack of funds BNOC facilitated both in and out of competition as illustrated in the table below;

Event	In-Comp	Out-Comp
Athletics	4	12
Boxing	0	2
Weightlifting	0	4
Swimming		4
	4	22
TOTAL:		26

10.3.3. On education, a wide array of stakeholders including but not limited to the below was covered in the year to date:

- 10.3.3.1. All Africa Games Team
- 10.3.3.2. Senior Volleyball Team
- 10.3.3.3. Spirit of Rugby Tournament
- 10.3.3.4. MYSC Constituency Coordinators
- 10.3.3.5. Diacore Marathon
- 10.3.3.6. Gaborone Sport Administration Course
- 10.3.3.7. Senior Ladies Football Team
- 10.3.3.8. Senior Men Football Team
- 10.3.3.9. BOTESSA Nationals
- 10.3.3.10. Moselewapula JSS OVEP Launch
- 10.3.3.11. Boxing Regional Championships
- 10.3.3.12. BISA Nationals
- 10.3.3.13. Football Coaches Training
- 10.3.3.14. BOPSSA Nationals
- 10.3.3.15. Kgale JSS Athletics Team

10.3.4. Members will be pleased to note that by the time the AGA is held, the BNOC should have received a grant from MYSC, which will go a long way in ensuring that our programme for the period January - March 2020 (i.e. remainder of the Government financial year) is as comprehensive as possible.

11. ENHANCE BRAND IMAGE: IP6

% Brand Awareness				
Start Date	End Date	2019 Target	Dec 2019 Status	
2017	Dec 2020	75%	-	

11.1. The survey has not been undertaken due to budgetary constraints.

12. PROMOTE OLYMPIC AND COMMONWEALTH VALUES: IP7

% Completion of Project (Olymp-Africa)				
Start Date	End Date	2019 Target	Dec 2019 Status	
2017	Dec 2020	75%	Master plan developed and awaiting approval	

12.1. The BNOC have experienced challenges with respect to advancing the project. The office of the District Council in Ghanzi has had challenges in terms of getting the District Council to move at the required speed. Additionally, there were issues with the contractor hired to do the boundary wall, leading to contract termination and consequently, delays to the project.

12.2. OlympAfrica has extended the project completion date to December 2020, failing which they will demand the BNOC to return the grant that was already credited to it.

12.3. MYSC has recently taken a keen interest in the project and is expected to assist with ensuring there is better progress.

Number of Schools Implementing OVEP				
Start Date	End Date	2019 Target	Dec 2019 Status	
2017	Dec 2020	9	6	

12.4. 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.

12.5. Challenges include either the trained people themselves lacking the commitment or there being no support from their school authorities. Secretariat is working with affected resource person to attempt to rekindle their interest or negotiate for the creation of enabling environments for them to implement the programme.

13. **IMPROVE STAKEHOLDER RELATIONS AND COMMUNICATION: 1P8**

% Stakeholder Satisfaction				
Start Date	End Date	2019 Target	Dec 2019 Status	
2017	Dec 2020	80%	-	

13.1. The survey was not carried out on account of lack of funds. Notwithstanding, BNOC continues to be active with social media in its platforms especially Facebook, in addition to attending stakeholder events and communicating effectively on official matters.

13.2. Amongst the stakeholder highlights for 2019 are:

13.2.1. The Botswana Tokyo 2020 Hospitality House stakeholder briefing facilitated in partnership with and through the financial support of the BITC; and

13.2.2. Participation at the International Food Festival on 16th March 2019, to promote and raise awareness around the Tokyo 2020 Olympic Games. This was done in partnership with the Embassy of Japan.

14. **BUILD KEY SKILLS AND COMPETENCIES: LG1**

% Skills Gap Addressed				
Start Date	End Date	2019 Target	Dec 2019 Status	
2017	Dec 2020	80%	60%	

14.1. The BNOC continues to experience financial constraints hence the stagnation in training growth. However, there have been efforts to ensure that employees are self-developed through provision of an enabling environment to allow employees to study.

% Vacant Position Filled with Required Competencies				
Start Date	End Date	2019 Target	Dec 2019 Status	
2017	Dec 2020	100%	95 %	

14.2. The BNOC has made a deliberate decision not to fill up some positions due to financial constraints and the anticipated BNOC/BNSC merger. Five (5) year Staff contracts from 2014 concluded in August 2019 and all contracts were extended for one (1) year to July 2020.

14.3. In the period under review, only one (1) employee left, and this represents a 6% turnover rate, which is 1% higher than the annual target contemplated in 2017-2020 strategic plan.

15. **PROMOTE A HIGH PERFORMANCE CULTURE: LG2**

Average Individual Performance				
Start Date	End Date	2019 Target	November 2019 Status	
2017	Dec 2020	80%	N/A	

15.1. Second batch of appraisals for 2020 are ongoing.

16. **INCREASE AND DIVERSITY REVENUE: F1**

Amount of non-traditional funding towards DAP				
Start Date	End Date	2019 Target	May 2019 Status	
2017	Dec 2020	2.5 Million	TBD	

16.1. Efforts to diversify revenue streams, by partnering with the private sector has proved difficult, despite the many approaches made to partner and support preparations for Tokyo 2020 Olympic Games.

- 16.2. The SMS donation campaign was launched in April, while projections had indicated that significant funds will be raised through this platform; the uptake has been rather too slow, with approximately 5000 donations to date. Some of the reasons advanced for the slow uptake are that Government should fund the Team preparations.
- 16.3. The Fundraising Gala dinner that was to be held this year has been rescheduled to 29th February 2020. The postponement was a result of few ticket purchases. Ticket sales are continuing.
- 16.4. In the New Year partnership will be concluded with a merchandising company, to support Team Botswana with attire and sell replicas to the public with an agreed revenue sharing formula.
- 16.5. A Trust to oversee the funds is to be appointed, with the mandate to approve funding requests and undertake an audit after the Tokyo 2020 Olympic Games.

% Completion of the development of Block 6 Plot				
Start Date	End Date	2019 Target	Dec 2019 Status	
2017	Dec 2020	75%	-	

- 16.6. 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.
- 16.7. Meanwhile, BNOC is purchasing a house that will temporarily serve as the Secretariat Offices. It is expected that Secretariat will move into the house in February 2020. After the completion of the main headquarters project, the house will convert into athlete's accommodation.

17. **IMPROVE ASSET UTILISATION (FINANCIAL STEWARDSHIP): F2**

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

- 17.1. The status will only be available in March 2020 after the accounts have been audited and consequently, the next reporting on this will be at the May 2020 OGA.

18. **Review of the BNOC Constitution – GRLE**

- 18.1. Whereas the process was right at its tail end midway through 2019, the exercise has had to be halted mainly on account of MYSC assignments with the potential to affect the role and/or

responsibility of the BNOC within the Botswana sport setting. Such exercises included, *inter alia*:

18.1.1. Benchmarking missions to countries with either a solitary or two (2) overarching sport bodies; arising out of MYSC's consideration to merge the BNOC and BNSC; and

18.1.2. Review of the BNSC Act.

18.2. In particular, a position on whether or not MYSC will follow through their intention to merge the BNOC and BNSC has to precede the finalisation of the BNOC constitution, as otherwise there is a risk that it would have to be revised within a few months of the conclusion of the current review.

19. Athletes Commission

19.1. With the support of Olympic Solidarity, the Athletes Commission (AC) will host a career workshop on Thursday 5th December 2019 for approximately fifty (50) National Team athletes across many of the BNOC Member NFs.

19.2. Amongst other topics, the workshop that will be facilitated by Athletes 365 personnel will cover: *Dual Career; Social Media, Interviewing and Balancing Sports and Education.*

19.3. With a view to better appreciate Athletes' issues as well as assist them, each AC Member has been allocated a group of NFs to work with, and communication to that respect went out in the past. One of the primary assignments of AC Members is to ensure that each NFs has an active AC and that at least one (1) member thereof serves on the NF Board.

19.4. In general, for 2019 the AC mainly focused on educating athletes and stakeholders about the AC's role, attempting to resolve issues of conflict as well as lobbying for the establishment of ACs at NF level and also representation of athletes in other national sport structures.

20. Conclusion

20.1. 2019 has been both an interesting and challenging year for the BNOC. On the positive side, the organisation had some of the below achievements:

20.1.1. Concluded the year as the best country in Africa in terms of securing Olympic Solidarity funding;

20.1.2. Was among the only four (4) Southern Africa countries that had athletes qualify for the inaugural World beach Games; and

20.1.3. For the first time, a Motswana was appointed to one of the IOC Commissions.

20.2. On the side of the challenges;

20.2.1. Limited financial resources remained right at the top, and in addition;

20.2.2. The issue around Tokyo 2020 funding and/or preparations were creating a wedge between the BNOC and the BNSC