



Botswana Open  
University

Integrated **Annual Report**

**20<sup>21</sup>**  
**2022**

*Inspire Tomorrow, Today*



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Plot 39972  
Garamothlose  
Junction, Western Bypass  
Gaborone



Postal address:  
Private Bag BO 187, Bontleng,  
Gaborone



Telephone: (+267) 3646000  
Fax: (+267) 3191089



E-mail: [enquiries@staff.bou.ac.bw](mailto:enquiries@staff.bou.ac.bw)  
Website: [www.bou.ac.bw](http://www.bou.ac.bw)

# Table of Contents

<b>ABOUT BOTSWANA OPEN UNIVERSITY</b> .....	2
Vision .....	2
Mission .....	2
Values .....	2
Our Stakeholders .....	3
Our business model .....	3
<b>FOREWORD BY THE CHANCELLOR</b> .....	5
<b>OUR JOURNEY TOWARDS INTEGRATED REPORTING</b> .....	6
Scope and boundaries .....	6
Approving the Annual Report .....	6
<b>GOVERNANCE</b> .....	7
Our governance structure .....	7
Statement by Chairperson of Council .....	8
The University Council as at 31 <sup>st</sup> March 2021 .....	9
Committee Structures and performance of mandates .....	10
<b>REPORT OF THE VICE CHANCELLOR</b> .....	20
Statement of the Vice Chancellor .....	20
Our Performance Against Our Strategic Priorities And Goals .....	22
Overview of our Financial Capital .....	26
<b>REPORT OF THE DEPUTY VICE CHANCELLORS</b> .....	27
Deputy Vice Chancellor- Academic Services .....	27
Deputy Vice Chancellor- Student Services .....	45
Deputy Vice Chancellor- Corporate Services .....	48
<b>THE CORPORATE SOCIAL RESPONSIBILITY REPORT</b> .....	49
<b>HIGHLIGHTS</b> .....	51
<b>CORPORATE SCORECARD</b> .....	55
<b>OUR FINANCIAL REPORT</b> .....	56

# List of Acronyms

- BOU-Botswana Open University
- BIUST-Botswana International University of Science and Technology
- BSC-Balanced Scorecard
- BQA-Botswana Qualifications Authority
- CCPD-Centre for Continuing Professional Development
- CIT-Centre for Instructional Technology
- COL-Commonwealth of Learning
- CTELT-Centre for Technology Enhanced Learning and Teaching
- DVC-Deputy Vice Chancellor
- EMT-Executive Management Team
- ICT-Information and Communications Technology
- IIRC-International Integrated Report Council
- MOU-Memorandum of Understanding
- ODL-Open Distance Learning
- OER-Open Educational Resources
- PHSM-Public Health and Social Measures
- SAIDE - South African Institute for Distance Education
- SADC CDE-Southern African Development Community Centres for Distance Education
- STELTASS-Strategy of Technology Enhanced Learning, Teaching, Assessment and Student Support
- SoBMS-School of Business and Management Studies
- SoE-School of Education
- SoST-School of Science and Technology
- SoSS-School of Social Sciences
- SMT-Senior Management Team
- UN-United Nations
- WHO-World Health Organisation

# ABOUT

## Botswana Open University



### Our Purpose

Botswana Open University derives its purpose from the Act of Parliament which promulgated its existence. The primary purpose of BOU is to provide quality education through open and distance learning.



#### Our Vision

To be an innovative Open University globally recognised for academic excellence, life-long learning and societal impact.



#### Our Mission

To provide quality academic programmes and services through teaching and learning, research and innovation, and community engagement for a prosperous knowledge-based society.



#### Our Values

- Excellence
- Student-centredness
- Equity
- Integrity
- Academic Freedom
- Accountability
- Collegiality
- Compassion



**Excellence:** Focusing on quality, innovative and relevant programmes and services.

**Student-centredness:** Shifting the focus of instruction from the teacher to the student by using strategies that address students' distinct needs, interests and learning styles.

**Equity:** Ensuring equal opportunity and non-discrimination on the basis of personal, ethnic, religious, gender or other social characteristics.

**Integrity:** Showing honest and strong moral principles in all aspects of the University's work.

**Academic Freedom:** Guaranteeing the freedom of an academic to inquire, teach or communicate or exercise critical thought without suffering any professional disadvantage at the place of employment.

**Accountability:** Ensuring all staff and students take responsibility for their actions.

**Collegiality:** Promoting shared governance, cooperation and due respect amongst colleagues at the workplace.

**Compassion:** Demonstrating empathy, support, care and concern for others (botho).

## Our Stakeholders

Our stakeholders include:

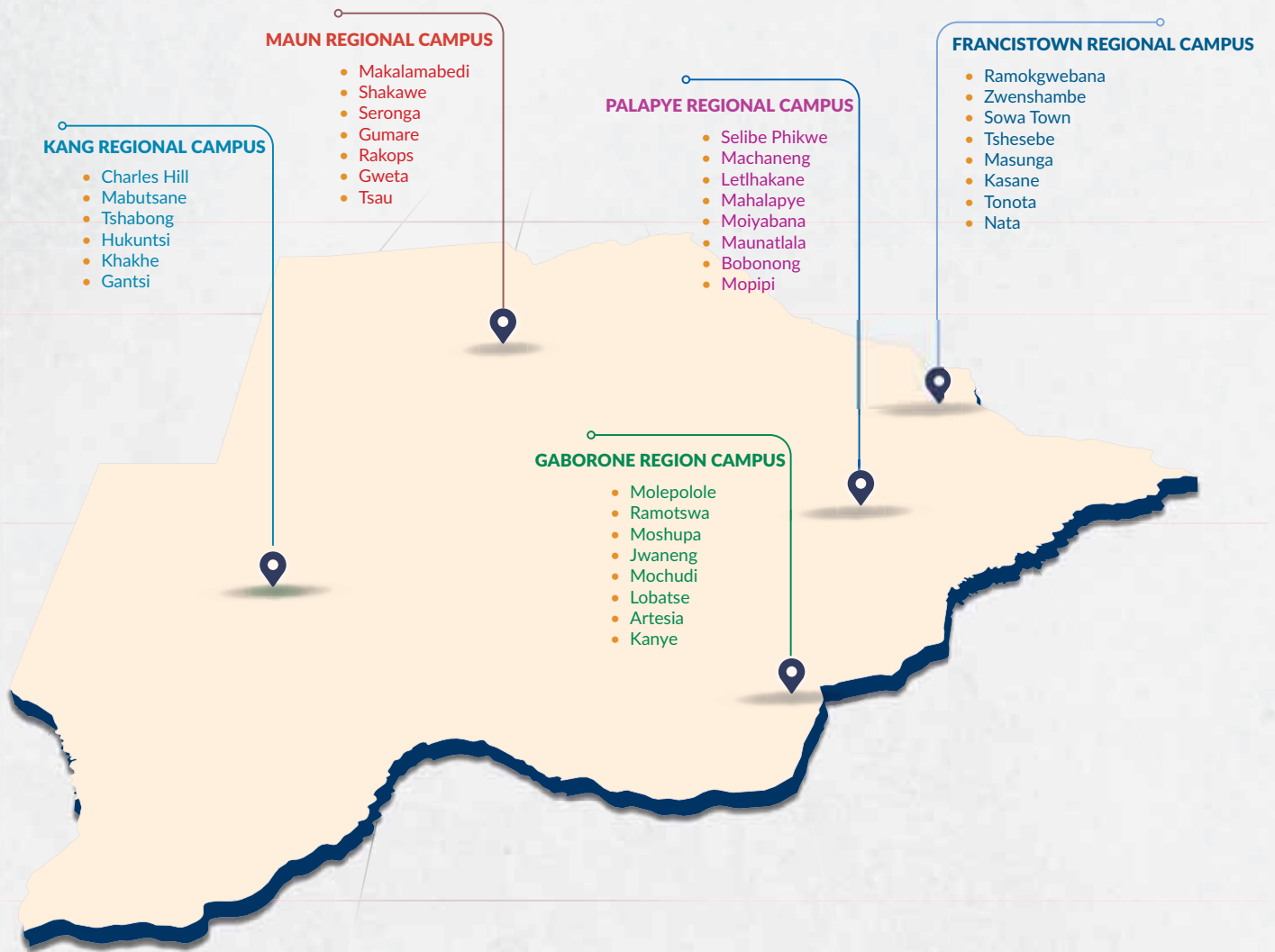
- Government;
- students (present, past and prospective);
- parents and sponsors of students;
- donors;
- research foundations (local and international); and
- the community (civil society), regional and international partners, non-governmental organisations, industry, other universities, schools, advisory councils, service providers and the media)

## Our Business Model

BOU is an Open and Distance Learning Institution. It operates through five Regional Campuses (as reflected in the organogram) in order to promote access to students. The University focuses on its key stakeholders and how to satisfy their needs by means of value-adding activities, such as the effective delivery of academic programmes, research, effective engagement with stakeholders, and good corporate governance. The University offers its value-adding programmes, in some cases, through collaborating with other organisations.

Make  
**eLearning**  
work for you

# BOU Regional Campuses and Community Study Centre's





## Foreword by the Chancellor



*Prof Sheila Tlou*  
Chancellor

We have come to the time when Botswana Open University (BOU) has to give an account of its performance for the past financial year, 2021/2022 to its principals. The Annual Report is meant to account to both the principals and other key stakeholders on what transpired during the year regarding both activities and the financials. The University's key principals are the Ministry of Education and Skills Development and the Botswana Government. I want to commend the BOU leadership for their commitment and diligence in that the University has never had a time when the statutory obligation could not be met, and within the stipulated time frame. This is testimony to the high regard that the University embraces excellence. The Botswana Open University operates and functions guided and controlled by strategic plans. BOU is one of the few institutions in the country that rely on strategic plans to guide the delivery of its mandate. The reliance of the University on its strategic plan, 2019-2023 and a localised National Vision 2036, BOU 2036 Strategic Framework, has confirmed the statement I made at the occasion of my inauguration when I said "My overall impression is that BOU is a strategy-driven institution". Indeed, BOU is a strategy driven institution given that it had a vision to become a University by 2016 in one of its previous strategies and indeed the vision was realised a year later, in 2017. This report will detail to you the University's performance against the approved strategic-plan 2019-2023.

Botswana Open University in its 2019-2023 Strategy pronounced its desire to become a technology enhanced Open University. I am delighted to announce that it will be evident in this report that the University has fast-tracked that desire as most of the University programmes are offered through the use of technology, offered online. This was despite the challenges brought about by the emergence of COVID-19. The University took advantage of the pandemic instead of it being a hindrance. The University has performed beyond expectation given the pandemic and the challenges that came with it.. The strategic leadership of the University used initiatives that put the University above the rest. The University has played a leading role in a lot of initiatives that promote eLearning and I am fully convinced that the University will achieve its 2036 vision of becoming a globally recognised Open University.

In conclusion I wish to categorically state that Botswana Open University will continue to be an active player in contributing to the development of the national education spectrum as well as the national and global economy through collaborative research. All these are geared towards the improvement of lives of Batswana and also contributing to the solution of global challenges that continue to emerge in the world.

I urge all the BOU stakeholders to continue doing good for the benefit of every Mtswana and the global economy at large.

Pula.

# Our Journey Towards Integrated Reporting



Our integrated reporting is guided by the University's vision, its Strategic Framework and Strategic Plan and corporate governance principles. This is the University's 4th Integrated Annual Report and the University is committed to making improvements over the years.

## Scope

Our Report covers operations over the reporting period from the 1<sup>st</sup> April 2021 to the 31<sup>st</sup> March 2022. The report contains financial data regarding our operations over the 2021-22 financial year, strategic performance and our value-addition over the same period. There are also customised reports of the Chancellor (describing the context in which the University operates) and the Chairperson of the University Council (describing the Council's governance over the period). The Vice Chancellor reports on the University's strategic priorities and achievements. Reports on different capitals that the University uses to create value is demonstrated through reports from Academic Service (core University business), Student Services (student support) and Corporate Services. All these reports highlight the value created over the reporting period in line with the strategic priorities.

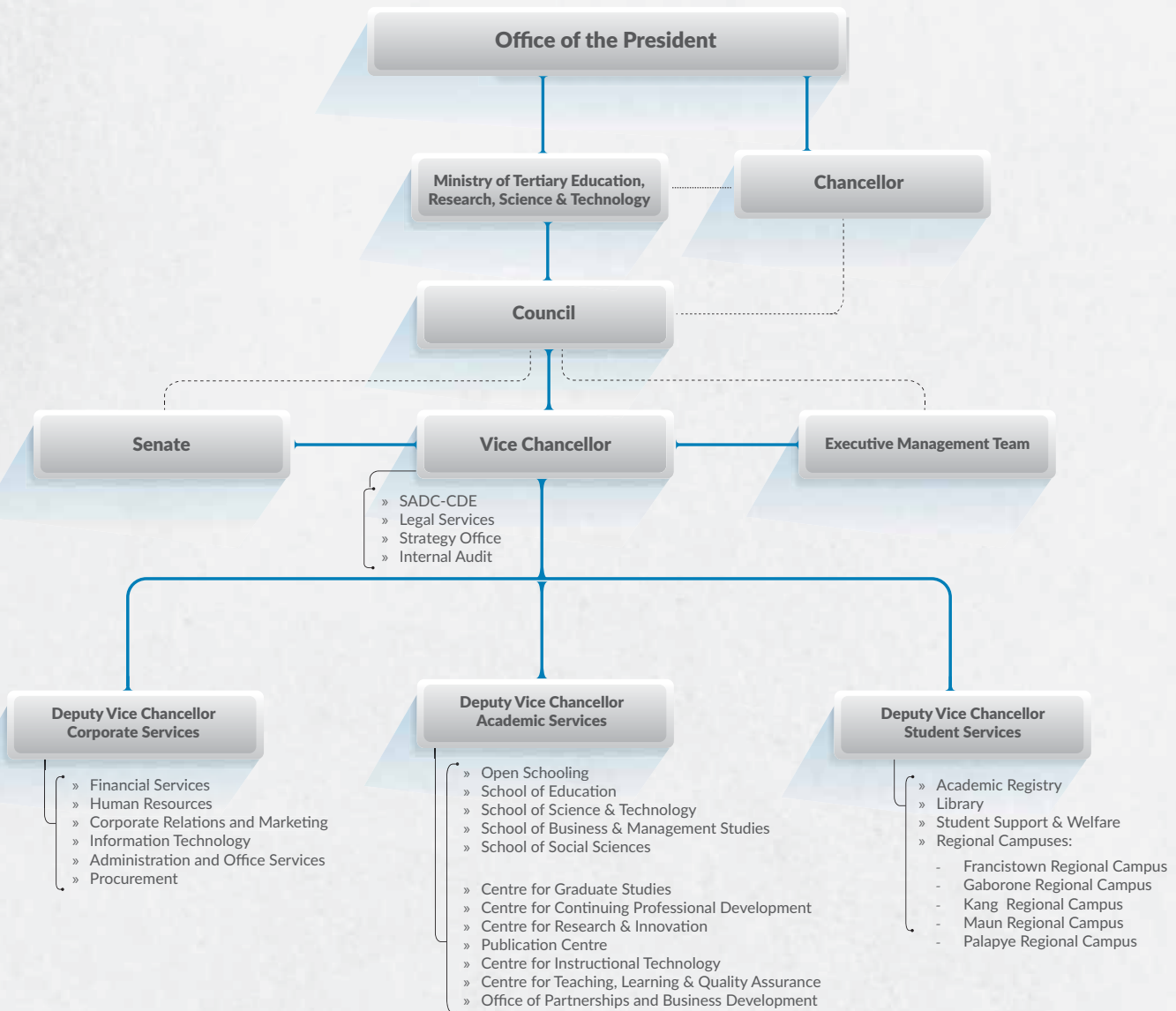
This focus on value creation accords with the principles provided by the *International <IR> Framework* of the International Integrated Reporting Council (IIRC), which states that "communication about value creation should be the next step in the evolution of corporate reporting". It also accords with the latest best practice principles recommended in the King IV Code.

## Approving the Annual Report

The production of an Annual Report is a statutory requirement in terms of the Botswana Open University Act, No 13 of 2017. The Act requires the submission to the Minister of Education and Skills Development of an Annual Report within 6 months of the end of the Financial year, which is the 30<sup>th</sup> September of every year. Council approves the Report for publication and submission to the Minister.

# GOVERNANCE

## Our Governance Structure





## Statement by the Chairperson of Council



*Mr Charles Coyne*  
Chairperson

I would like to take this opportunity to welcome the stakeholders and general public to the 2021-22 Integrated Annual Report. Last year, I stated that the University was going to focus on the implementation of the protocols that had been adopted to assist us to lay the groundwork for establishing our fledgling University. Key among these was the Internationalisation Policy, whose objectives are to ensure that BOU markets itself actively to recruit international students, encourages staff and student exchange, promotes the recruitment of senior international scholars, promotes international collaboration for research and innovation, increases the number of value-adding international partnerships, promotes internal and external resource mobilisation for internationalisation, ensures adequate funding provision in the University's annual budget as well as jump start, the Business Development Strategy aimed at income generation.

Full implementation of these key policies has been hindered by the advent of the COVID-19 pandemic. As a result, the institution could not optimally generate either the 2<sup>nd</sup> or 3<sup>rd</sup> stream income streams.

This led to serious financial constraints for the University, exacerbated by inadequate financial support from the Government. Our Ministry effected an 8.8% or P11,9 million cut on our subvention. In the prior year, the subvention had already been reduced by 15%, or P23,4 million. These cuts had a significant impact on the University's financial situation.

Notwithstanding the tough and often detrimental choices imposed by financial insecurity, I applaud the Vice Chancellor and his Executive Management Team for the outstanding responses to these unprecedented challenges. Notably,

decisions on cost containment, where sacrifices were made to suspend some of the key operations, have managed to keep the University afloat. The University Staff has also demonstrated resourcefulness and resilience during this tough time and I commend them as well. Teaching and Learning continued and succeeded through the dedicated implementation of the Strategy of Technology Enhanced Learning, Teaching, Assessment and Student Support (STELTASS) Policy.

To enable BOU to successfully achieve the current Strategic Plan and 2036 Strategic Framework, Council approved the following:

- Partnerships Policy
- Anti-Fraud and Corruption Policy
- Senior Staff Appointments, Promotions and Review Committee Charter
- Cost Containment Strategy

Reflecting on the University's performance during the year, where most operations were curtailed and significantly impacted because of the pandemic, I am of the view that BOU's performance has exceeded all expectations.

Therefore, once again, I express great gratitude to the Vice Chancellor and his BOU team for the hard work and the outstanding performance during the year despite of all the challenges. I trust they will lead us to even greater heights next year.

**Mr Charles Coyne**  
**Chairperson of Council**

## The Botswana Open University Council



Mr C. Coyne  
Chairperson



Dr D. Tau  
Vice Chancellor



Ms F.S. Bakwena  
Vice Chairperson



Ms T. Magang



Mr G. Molefe



Mr U. Ndadi



Ms B Morolong



Prof K. Moahi



Mr O. Masesane



Mr I. Magare



Prof S. Aiyuk



Prof M. E. Makoe



Ms J. Bahuma



Ms O. Sechele



Prof F. Youngman



Mr K. Ramoroka



Ms N.T. Ratsoma



Mr O.O. Motsumi



The University Council is the governing body of Botswana Open University. Council was established in terms of Section 10(2) of the BOU Act of 2017. The composition and functions of Council are set out in the Act.

Council is committed to adherence to good corporate governance principles as set out in the King IV Code and has in this regard adopted a number of corporate governance protocols such as the Council Charter, a Code of Conduct, and a Conflict of Interest Policy. Council continues to implement these policies.

## CONSTITUTION OF COUNCIL

### Membership and Attendance

Member	Attendance
Mr Charles Coyne (Chairperson)	3/3
*Ms Festina S. Bakwena (Vice Chairperson)	3/3
Dr Daniel Tau (Vice Chancellor)	3/3
*Prof Kgomotso Moahi	2/2
*Mr Uyapo Ndadi	2/3
Mr Kgopotso Ramoroka	3/3
*Mr Godfrey Molefe	3/3
*Ms Tsoseletso Magang	3/3
Professor Mpine E. Makoe	3/3
Professor Sunny Aiyuk	2/3
Ms Julia P. Bahuma	3/3
Mr Ishmael Magare	2/3
Prof Bantu Morolong	3/3
Ms Onalenna Sechele	3/3
Mr Oupa Masesane	2/3
*Prof F. Youngman	1/1

\*Ms Bakwena was re-appointed in June 2021

\*Prof Kgomotso Moahi joined Council in August 2021, having been appointed as the new Deputy Vice Chancellor-Academic Services.

\*Mr Ndadi was appointed in July 2021

\*Mr Molefe was appointed In July 2021.

\*Ms Magang was re-appointed in July 2021

\*Prof Youngman resigned in July 2021

## COMMITTEES OF COUNCIL

Council has constituted nine (9) Committees. The Committees were established in terms of Section 18(1) of the Act. All Committees have their mandates clearly set out in the Statutes and comprise Council members and experts in the specific fields, appointed externally. The Committees meet on scheduled dates before every Council meeting while others are ad-hoc and sit as and when required. The established Committees of Council are as follows:

- Council Executive Committee
- Council Human Resources Committee
- Council Finance and Tender Committee
- Council Planning and Resources Committee
- Council Audit, Risk and Compliance Committee
- Senior Staff Appointments Promotions and Review Committee
- Staff Appeals Committee
- Joint Committee of Council and Senate (ad-hoc)
- Review Committee of Council and Senate (ad-hoc)

## COUNCIL COMMITTEE REPORTS

### COUNCIL HUMAN RESOURCES COMMITTEE

#### The Role of the Committee

The Council Human Resources Committee has been constituted with the mandate to ensure that Council meets its obligations pertaining to the Human Resources Strategy and policies, terms and conditions of service, recruitment, remuneration and performance management.

#### Composition

The Committee is composed of the following:

- Three (3) external members of Council nominated by Council based on appropriateness of their skills, competencies and experience, and at least one of whom has recognised professional human resources qualifications and experience. One of the members shall be appointed by Council as the Chairperson of the Committee;
- One non-Council member (not a current University staff member) who is a reputable practising professional HR expert nominated by the Council Chairperson and approved by Council;
- Vice Chancellor; and
- Deputy Vice Chancellor - Corporate Services

#### Membership and attendance:

Member	Attendance
*Ms Festina S. Bakwena (Chairperson)	2/2
*Ms Onalenna Sechele	0/2
*Mr Godfrey Molefe	2/2
Dr Daniel Tau	3/3
Ms Masego Mookodi	3/3
Ms Lesedi Lesetedi	3/3
*Ms Naledi Ratsoma	1/1
*Prof Frank Youngman	1/1
*Mr Oankaraba Motsumi	0/1

The Committee had 3 ordinary meetings during the period of reporting.

\*Ms Festina S. Bakwena's term expired at the end of May 2021 and she was reappointed in June 2021.

\*Mr Godfrey Molefe and Ms Onalenna Sechele were appointed to the Committee, in July 2021. Ms Sechele was unable to attend the two meetings, one of which was due to technical challenges to join the meeting virtually.

\*Ms Naledi Ratsoma attended 1 meeting in May 2021, after which her appointment ended as Council member.

\*Professor Frank Youngman attended 1 meeting before retirement as Deputy Vice-Chancellor, Academic Services at the end of July 2021.

\*Mr Motsumi's term expired at the end of May 2021.

#### Key areas of focus

The Committee was seized with the implementation of the Transformation Programme following the completion of the Due Diligence and Organisational Redesign Study. It provided oversight over the 3 main projects namely restructuring and culture change, Process Re-engineering and Systems review. Due to financial constraints, the Transformation Program could not be implemented fully. Therefore, an incremental approach was adopted. The Principles and Guidelines for migration of Staff were approved. These are intended to ensure a coordinated and seamless placement of staff to the recommended positions. Planning has been completed as far as restructuring is concerned. However, progress has been interrupted by financial challenges.

Activities in relation to culture change have been deferred due to financial constraints. However, the Transformation Programme Committee that has been established oversees communication with staff on developments with the implementation of the Transformation Programme. Work on process mapping

is in progress. The commencement of the Systems review project is dependent on the completion of process re-engineering.

Other activities undertaken include due diligence on and recommending to Council the appointment of an HR expert.

An Executive Management Official Vehicles Policy, for the regulation of vehicles acquired for the Executives of the University, was recommended and approved by Council

The Committee executed its mandate in terms of the Annual Work Plan comprising planned activities and targets. While not all activities were achieved mainly because of COVID-19, a recovery plan was put in place to ensure they were executed. Another notable challenge for the Committee was financial constraints which had a negative impact on some of its planned activities.

This notwithstanding, the Committee is of the view that it has been able to execute its mandate well enough for the year under reporting.

### Future areas of focus

The Committee intends to prioritise implementation of the Transformation Program, work on the Talent Management Strategy as well as enhance the University's Performance Management System.

## COUNCIL FINANCE AND TENDER COMMITTEE

### The Role of the Committee

The primary role of the Committee is to ensure that the University's financial business is conducted efficiently, effectively, and in a manner that is consistent with international financial practices and standards. It is responsible for reviewing policies pertaining to financial management and reporting standards; determining tuition and other fees on an annual basis; providing oversight over the internal tender process and making

recommendations to Council as appropriate; Budgeting and preparation of the Financial Statements; and advising Council on matters of significant financial repercussions to the University.

### Composition

The Committee is composed of the following:

- Three (3) external Members of Council appointed by the Council based on the appropriateness of their skills, competencies and experience, and at least one of whom has recognised professional financial and/or commercial qualifications and experience. One of the members shall be appointed by Council as the Chairperson of the Committee;
- One non-Council member (not a current University staff Member) who is a reputable practising professional financial and/or commercial expert nominated by the Chairperson of Council and approved by Council;
- Vice Chancellor; and
- Deputy Vice Chancellor - Corporate Services.

### Membership and Attendance

There was a full complement in the year under review except that the Committee operated without an expert from July following the appointment of the former expert to Council. There were 5 meetings during the year, 3 ordinary, and 2 special meetings.

Member	Attendance
*Mr Godfrey Molefe (Chairperson)	5/5
Dr Daniel Tau	5/5
Mr Oupa Masesane	2/5
Ms Tsoselesto Magang	4/5
Ms Lesedi Lesetedi	5/5

\*Mr Godfery Molefe was appointed Chairperson of the Committee in July 2021.



## Areas of Focus

In order to ensure the University's financial business was conducted efficiently, effectively and in a manner that does not expose the university to risk, the Committee reviewed, periodically, the Management Accounts to ensure the financial health of the University and that it continues as a going concern. This year the University operated with insufficient Subvention from the Government, with a total cut of 9% from the subvention. The Committee closely monitored the financial performance and status of the institution. Its oversight role in the development of the University's Budget and review thereof also assisted to monitor the University's financial situation. The University had to suspend capital expenditure and some of key operations.

With this major cut in subvention, it became necessary to put in place measures to manage carefully the financial situation. The Committee provided direction over the development of a Cost Containment Strategy to aid in the containment of costs across the University. Implementation of this Strategy would commence in the next financial year. In addition to these measures, the Committee recommended to Council the adoption of both short-term and long term strategies to ensure the University remained sustainable including rationalisation of enrolment numbers at Open Schooling; engagement with Government to fund Open Schooling; revision of the policy on gratuity withdrawal and prioritisation of Strategic objectives without cost implications.

With its mandate for revenue generation and the diversification of income streams, a revision of the Business Generation Plan was undertaken in order to have a more comprehensive approach to meet the financial strategic objectives, hence the development of the Business Development Strategy and Business Development Plan. The implementation of this Plan and the optimum diversification of revenue streams was however hampered by COVID-19.

The Committee has been able to ensure the University's sustenance in the midst of these challenges. The inadequate subvention was been a major challenge during the year under review as the University operated with a very lean budget and had to suspend capital expenditure and some key University operations.

Despite the challenges brought by COVID-19, the Committee is of the view that it has been able to execute its mandate, during the year under review.

## Future Areas of Focus

Key areas to be prioritised include the implementation of the Cost Containment Strategy and the implementation of the Business development Strategy to diversify revenue streams and optimise financial resources. The Committee will continue to closely monitor the financial status of the University through the review of the Management Accounts. Other areas are the preparation and review of the University's budget, the development and implementation of the Asset Utilisation Plan, the determination of Tuition fees.

## THE COUNCIL PLANNING AND RESOURCES COMMITTEE

### The Role of the Committee

The purpose of the Council Planning and Resources Committee is to advise Council on major strategic issues pertaining to higher-level physical infrastructure planning, including construction, maintenance, and security of physical infrastructure, disaster management, and acquisition of major assets. It is also responsible for the University's Strategic Plan and implementation thereof.

### Composition

The Committee is composed of the following:

- Three (3) external members of Council appointed by Council based on appropriateness of their skills, competencies and experience and one of whom

shall be appointed by Council as the Chairperson of the Committee;

- Vice Chancellor;
- Deputy Vice Chancellors; and
- At least one non-Council member (not a current University staff member) who is a reputable practising professional with expertise in master planning and/or capital asset management or property development nominated by the Council Chairperson.

### Membership and Attendance

Member	Attendance
*Ms Tsoseletso Magang (Chairperson)	4/4
Dr Daniel Tau	4/4
Prof Kgomotso Moahi	4/4
Ms Lesedi Lesetedi	4/4
*Dr Godson Gatsha	3/3
Mr Peter Moalafi	4/4
*Mr Kgopotso Ramoroka	3/3
*Prof Frank Youngman	1/1
*Ms Onalenna Sechele	3/3

The Committee had 3 ordinary meetings and 1 Special meeting during the year.

\*Ms Tsoseletso Magang's term ended in May 2021 and was reappointed in July 2021.

\*Dr Godson Gatsha, Deputy-Vice Chancellor Student Services assumed office in August 2021.

\*Prof Frank Youngman attended 1 meeting before retirement at the end of July 2021.

\*Mr Kgopotso Ramoroka was re-appointed to the Committee in July 2021.

\*Ms Onalenna Sechele was appointed to the Committee in July 2021.

### Key Areas of Focus

The Committee provided oversight over the implementation of the University's Strategic Plan. An Annual Plan for 2021/22 and the accompanying Initiatives Implementation Plan was put in place. Performance was monitored through periodic reporting on strategic objectives and initiatives set in terms of the Annual Plan. A Mid-year review on the Implementation of the University's Strategic initiatives was conducted. In terms of the annual performance for the year, the University performed exceptionally well relative to the targets set, with an overall rating of 87%. Those not implemented are attributed to COVID-19 and the financial constraints. Through the Annual Performance Report, the Committee was able to track and monitor performance in relation to the achievement of initiatives relative to targets set in the Strategic Plan and provide direction.

A Monitoring and Evaluation Framework was developed to guide the University's processes with regard to the implementation of the 2019-2023 Strategic Plan.

The Committee provided direction over the Mid-Term review of the 2019-2023 Strategic Plan.

The Committee also monitored the University's physical infrastructure and the inventory of the physical assets. Direction was provided on optimal use of the University's physical assets. However, progress with physical infrastructure has been stalled by the University's financial constraints. A key activity planned for the period was the development of the University's Infrastructure and Facilities Master Plan but this had to be suspended as well as other infrastructural developments planned for the year. A submission was made to the Minister for NDP 12 for physical infrastructure developments.

### Future areas of focus

The Committee will continue providing oversight over the implementation of the Strategic Plan. One of the key activities of focus in the next year is the development of a new Strategic Plan.



The transfer of government facilities to BOU will be prioritised. In addition to this, application for the consolidation of the University's residential plots at Palapye and for the conversion of land use from residential to commercial will be undertaken.

In terms of Policy, the University's Transport Policy; the Records Management Policy and the Physical Infrastructure Policy will be reviewed.

The Committee is of the view that it has been able to execute its mandate for the year under reporting.

## **COUNCIL AUDIT, RISK AND COMPLIANCE COMMITTEE**

### **The Role of the Committee**

The main purpose of the Council Audit, Risk and Compliance Committee is to oversee the University's audit and risk management activities. This includes ensuring that the University is compliant with relevant legislation, policies, codes and standards. It is responsible for reviewing and recommending to Council, policies pertaining to risk management, compliance management, fraud and corruption detection and prevention; assisting Council in carrying out its IT governance responsibilities and ensure IT risks are adequately assessed and addressed; reviewing the adequacy and effectiveness of internal controls, information systems, human resources practices, accounting standards and practices, financial accounting practices and auditing processes used throughout the University; recommending to Council appointment and termination of External Auditors and oversee the external audit process; approving the Audited Annual Financial Statements; recommending the appointment and/or dismissal of the Internal Auditor and monitor performance.

### **Composition**

The Committee is composed of the following:

- Four (4) external Council members appointed by Council based on appropriateness of their skills, competencies and experience. One of the members shall be appointed by Council as the Chairperson of the Committee.
- One (1) non-Council member (not current University staff member) who is a reputable practising professional financial and/or risk management expert nominated by the Council Chairperson and approved by Council;
- The Vice Chancellor and Deputy Vice Chancellors shall be in attendance at meetings of the Committee but shall have no voting rights.

The Committee Composition was reviewed on the 1<sup>st</sup> of April 2021 to align with Corporate Governance best practice and ensure the Committee's overall independence by excluding from membership, the Vice Chancellor and Deputy Vice Chancellors who will only be in attendance at meetings, with no voting rights.

### **Membership and Attendance**

<b>Member</b>	<b>Attendance</b>
Mr Kgopotso Ramoroka (Chairperson)	3/4
Mr Godfrey Molefe	4/4
Ms Nature Mogotsi	4/4
*Mr Uyapo Ndadi	2/2

\*Mr Uyapo Ndadi was appointed to the Committee in July 2021.

The Committee had four (4) meetings during the year. This comprised three (3) Ordinary meetings and one (1) Special meeting.

### **Key Areas of Focus**

The Committee approved the Audited Annual Financial Statements for 2021-22. Oversight was provided over

the external audit process. The Committee monitored implementation of the recommendations made on issues identified to ensure they were closed. The audit had identified 5 audit issues, and of the 5, 4 were closed.

Performance of the internal auditor was monitored and reviewed periodically. The Committee had approved the internal audit plan through which performance was reported. A number of interventions were provided to enhance the internal audit report including an indication of timelines for actioning recommendations and indication of recurring audit findings. These were meant to enable the Committee to effectively monitor progress and provide intervention where challenges are identified.

Oversight and direction over risk management was provided. A number of interventions were provided to enhance risk management in the University including revamping the risk management tools and improving the risk management reports to include the risk profile and key risk indicators. The Key risks prioritised for the year were monitored and the internal controls assessed. The Internal Auditor provided assurance that the risk management processes were adequate. The Committee ensured a Risk Management induction was conducted for Council.

In terms of the monitoring of the University's compliance and regulatory requirements, the Committee received updates on new legislation and ensured that the University complied. The Declaration of Assets and Liabilities Act was complied with, as well as the Income Tax Act.

On Policy, the Committee recommended to Council, the approval of the following:

- The Anti-Fraud and Corruption Policy
- The Senior Staff Appointments, Promotions and Review Committee Charter.
- Review of the Council Charter.

In order to ensure fulfillment of its mandate, the Committee received a report on the implementation of its Annual Work Plan and at the end of the year, all activities had been executed. A new Work Plan for the next financial year was approved.

The Committee is of the view that it has been able to execute its mandate for the year under reporting.

### **Future Areas of Focus**

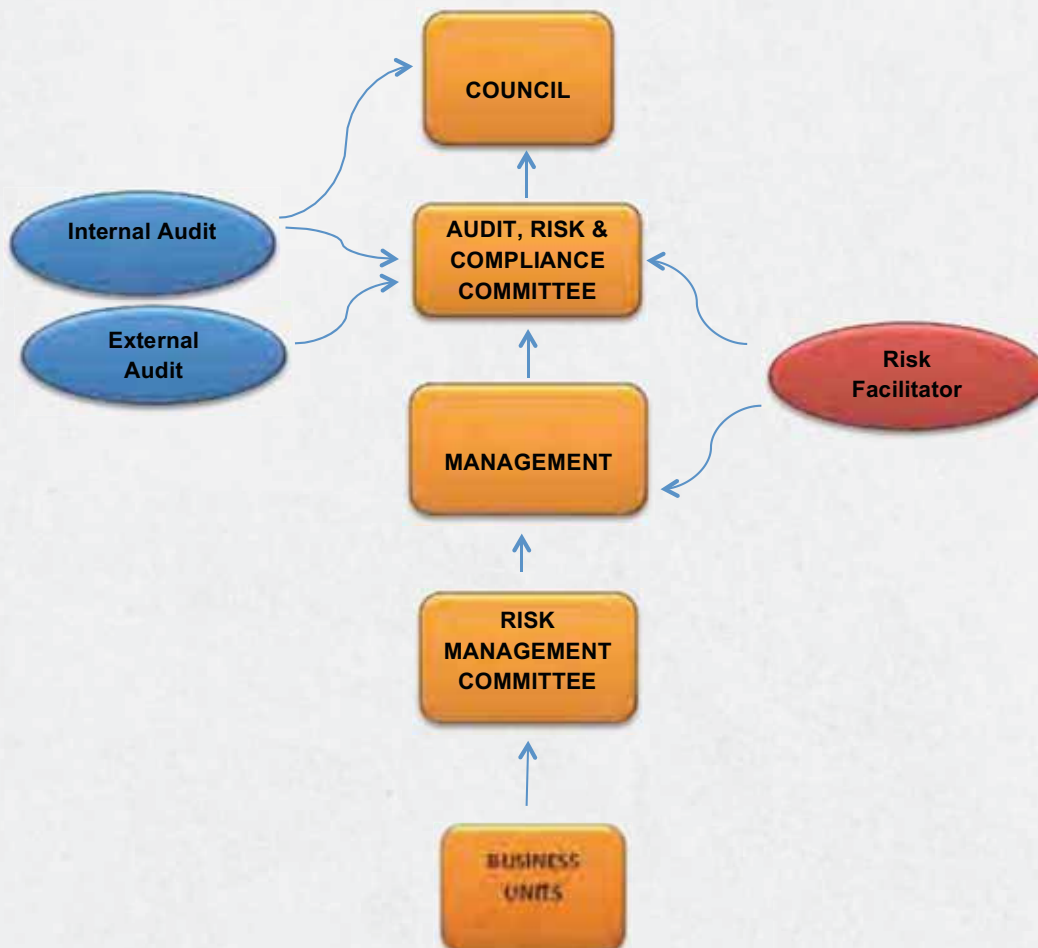
The Committee will continue to provide oversight on risk management and advise Council accordingly; monitor compliance with legislation, provide oversight over the internal and external audits. It will approve the Audited Annual Financial Statements for the 2022/2023 financial year, approve the Internal Audit Plan and monitor performance on same.

To enhance compliance and performance, the Committee will review a number of governance protocols including the Internal Audit Charter, the Conflict of Interest Policy, the Council Code of Conduct and the Risk Management Framework. It will also provide direction over the development of the University's Compliance Framework and the ICT Governance Framework.

## RISK MANAGEMENT

Effective risk management is fundamental to the University's business. BOU is committed to increasing its shareholder value by operating within the approved risk appetite statements. Council provides oversight over the governance of risk in the University and sets the direction for how risk should be approached and managed. It approved the Risk Management Framework through which risk management is directed and implemented.

The University's Risk Architecture is as indicated below: -



Council has delegated the responsibility for the governance of risk to the Audit, Risk and Compliance Committee. Management has been delegated the responsibility to implement and execute effective risk management. The Executive Management is closely involved in the risk management initiatives and has established the University's Risk Management Committee to assist it to ensure that BOU maintains an effective system of internal controls and risk management. The Risk Committee works through Risk Champions to ensure the effective reporting of risks across the institution. These structures enable Council to assess the risks faced by the institution and the effectiveness of the management of these risks. They are integral to BOU's risk governance system. The integration and embedding of risk management in the day to day business activities and the culture of BOU continues and is improving.

### Corporate Risks for 2021/22

The University prioritised the following eleven (11) key risks:

No.	Risk	Mitigation
1	Fraud and corruption	Comply with the Procurement Manual and procurement procedures
2	Cyber security risk	Adhere to cyber security protocols
3	Lapses in Corporate Governance	Adherence to corporate governance protocols
4	Failure to implement the Strategy	Supervision of strategy cascading; continuous reporting to the EMT, Council Planning and Resources Committee and Council
5	Low integrity in examinations and assessments	Quality assurance of examination items and scripts
6	Deficiencies in the management of part-time tutors	Maintenance of Registers; tutor contracts, Tutor records, Responsibility Matrix, Payment Schedule. Payment Verification Form
7	Subvention dependency	Revenue generation from 3rd stream income
8	Financial blacklisting	EFT payments; Automation and Decentralisation in progress
9	Negative brand perception	Brand awareness campaigns; customer feedback; brand perception survey
10	COVID-19	COVID-19 task team; Adherence to Health protocols; Implementation of the Working from Home Policy; Provision of sanitisers to Staff; Provision of Funding by the University; Regular and prompt communication on COVID-19 developments; Digital intervention
11	Failure to implement the transformation Program	Program committee and Steering Committee are in place to keep the project on track; Staff engagement by the Vice Chancellor

The risks were effectively managed throughout the year, and with the implementation of internal controls, some of the risks reduced.



## The Executive Management Team



**Dr D. Tau**  
Vice Chancellor



**Dr G. Gatsha**  
Deputy Vice Chancellor  
Student Services



**Ms L. Lesetedi**  
Deputy Vice Chancellor  
Corporate Services



**Prof K.H. Moahi**  
Deputy Vice Chancellor  
Academic Services



## The Report of the Vice Chancellor



*Dr Daniel Tau*  
Vice Chancellor

This report shows the performance of the institution in the year 2021/22 which represents the third year of implementing the 2019-2023 Strategic Plan within the scope of the BOU 2036 Strategic Framework. It is now clearer than before that online learning is the alternative mode of delivery of education for both conventional education systems and distance learning. It is with this understanding that the BOU 2036 annual enrolment target of 25000 remains a conservative undertaking. The arrival of the COVID-19 pandemic and the resultant shift to doing work virtually has intensified BOU's foundational strategic intent of providing technology-enhanced programmes, relevant research and societal impact. While the pandemic has brought with it some counter effects such as an economic downturn through loss of jobs and business, it is envisaged that this will be short-lived. It is without a doubt that some potential candidates for open and distance learning have been hard-hit by the scourge and have had to reprioritise. A semblance of this effect has been experienced in the year under review – with tertiary enrolment dropping relative to the previous year – nevertheless, the graduation rate has shot up by more than 150%.

This Annual Report demonstrates the resilience of the University in delivering on critical targets and initiatives against externalities and budgetary constraints. I herein present the commitments and goals which informed our annual performance for the year under review.

### **Policy Implementation and Review Forum**

The University has adopted a number of policies to assist it to successfully implement its Strategic Plan and achieve its mandate. The inaugural Policy Implementation and Review Forum aimed at raising awareness of the Policies as well as to reflect on the implementation was conducted. A total of 41 policies were reported on and reviewed at the forum. With this initiative, the University is able to identify the challenges faced, devise ways of remedying them and strengthen the efficacy of the policy framework in place. Going forward, the review forum will be held annually.

### **Reset Agenda**

The Presidential Chief of Staff Mr Boyce Sebetela was invited to BOU to deliver a presentation on the Reset Agenda. He noted that the President had decided that there was a need for revival in the way the nation does things, hence the name 'reset' agenda. This entails moving Botswana from a middle-income to a high-income country. He defined 'reset' as stop, start or improve hard choices and actions to get Botswana to 2036. The reset agenda is a call for leaders to champion the economic transition. If BOU were to be among the institutions that move Botswana from middle to high-income, it would have to reinvent itself

that is, identify what to stop, what to start, or what to improve. BOU Management has begun the reinvention process. Management has identified its shortcomings among others, and has compiled a 'Let's Own Up' slide, comprising the activities it would like to change as a start to the University's reset process.

### **The University's Financial Challenges**

The University's financial situation has worsened during the financial year due to inadequate support from the Ministry, exacerbated by the 9% cut to the subvention allocation. This financial challenge has had a negative impact on the University's operations as well as employee welfare. It has also caused the University to take drastic decisions including rationalising its structure. The University continues to engage the Ministry for supplementary funding, while also putting in place initiatives to diversify its income streams to assist in keeping it afloat.

### **BOU's Response to COVID-19**

#### **Preface**

The world has fought intensely to prevent and contain the COVID-19 pandemic with measurable success. It particularly stressed global health (UN Foundation, 2021) and educational systems in 2021 and as of 20<sup>th</sup> March 2022, over 430 million cumulative cases and 6 million deaths had been recorded (WHO, 2022). There is presently a clear pandemic shift towards endemicity, with only sporadic peaks expected around the globe. Many countries have thus eased their restrictions, to enable their economies to recover and communities to slowly get to pre-pandemic normality.

#### **Salient steps taken by COVID-19 Task Team**

- During this financial year, the BOU COVID-19 Task Team, together with the regional task teams, have been monitoring the general BOU environment closely to make sure that the BOU environment is conducive and safe for work.
- The Public Health and Social Measures (PHSM)

continue to be followed.

- The Task team has developed the COVID-19 management guidelines for all staff members, addressing all issues surrounding being safe and protecting others from COVID-19.
- BOU continued to make admirable steps towards adapting and re-engineering itself to ensure business continuity.
- Continuous communication, with fortnightly reports written and presented to EMT and intermittent communication of salient issues were made with all staff members using information from credible sources like Posters, Videos, etc. Reports received from all Regional Directors, with help from their respective task teams, on the state of affairs at their Regions.
- COVID-19 Supervisors' Guide developed (empathetic supervision during COVID-19 times).

Through the efforts made by the Executive Management and Task Team, BOU has only recorded 56 cases of COVID-19 and, unfortunately, (2) deaths, since the pandemic began.

#### **Expenditure and supplies**

The total COVID-19 expenditure and supplies as of 19<sup>th</sup> March 2022 was P482,600.99. More infra-red thermometers, soap dispenser machines and gel sanitisers were procured to maintain a safe environment in BOU.

#### **e-Education: BOU's further digital moves to 'arrest' the pandemic for business continuity**

BOU has continued to take more steps to reposition itself in response to the pandemic. BOU has leveraged on its ODL strength and Strategic Framework. It has put together a set of e-Education advances and made substantial e-Education policy framework interventions with the use of technology.

The digital responses from the University include the following:

- The Strategy of Technology Enhanced Learning, Teaching, Assessment and Student Support (STELTASS) Policy continues to be implemented.
- E-Tutor Model
- Online submission of assignments
- Online assessment
- Data given to tutors to support remote facilitation in 2020
- Holding of Virtual meetings, e.g., Senate meetings
- BOU Online Ethics Management System (BOEMS)
- BOU QR-based COVID-19 Registration System
- Mobile App developed to facilitate access of BOU resources online and offline.
- BOU leading the National e-Education Policy Framework development, in line with Vision 2036 of Botswana.
- Establishment of the Department of Educational Technology.
- BOU made E-Education hub by Gov't.
- e-Counselling system developed and presented to EMT for institutionalisation.



### Vaccination

BOU staff members are applauded for actively taking up vaccination, and almost 100% coverage has been achieved in all departments. Staff is also actively receiving the booster doses. Two staff members however remain vaccine-hesitant.

Overall, the BOU COVID-19 Task Team has done a sterling job with regard to managing the pandemic. The Executive Management has also provided full support, financial and otherwise. Cases at BOU have been very low and work environment has been kept safe. The PHSM and other measures shall continue to be followed as the pandemic becomes endemic.

Given the observed decline in incidence and prevalence

of the pandemic, EMT has decided to reduce the frequency of reporting on COVID-19 from twice to once a month.

Looking forward, we note that COVID-19 is becoming endemic, and BOU is prepared for that, especially with its e-Education policy framework interventions. ODL for the future is the present and BOU had visualised the future with a competitive edge in the calls for effective education today.

Whilst the main focus of this report is on the activities of the year under review, it can only be fully appreciated when it viewed within the context of the University's 2036 Strategic Framework and the Strategic Plan both of which are elucidated in the following sections.



## BOU's Strategic Foundations

BOU 2036 Strategic Framework-Towards Global Recognition

### Our Broad Thematic Areas

To achieve the BOU Mission and Vision the University focuses on five core themes that will guide our path to 2036:

#### 1. *Learning & Teaching – the BOU Experience*

BOU commits to providing a distinct learning and teaching experience to all its students, staff and alumni. This Framework will enable the University to create an intellectually stimulating and rewarding learning and teaching environment.

#### 2. *Student and Stakeholder Engagement*

In its pursuit of lifelong learning, BOU will provide innovative programmes and services attractive to its prospective students, alumni and the public. BOU will collaborate with communities for addressing the country's socio-economic needs. Such collaborations are an integral part of BOU's mission and provide opportunities for research and innovation, student attachments, study visits and internships.

#### 3. *Research, Innovation and Sustainable Development*

Research and innovation will focus on defined thematic areas including indigenous knowledge

systems, sustainable development and technology-enabled learning. A culture of research for both students and staff will be promoted. Inter-disciplinary research and close connection with communities and partners for collaborative research will be encouraged.

#### 4. *Open Education, Entrepreneurship and Employability*

BOU subscribes to open education through the global open educational resources (OERs) agenda as articulated in the 2012 OER Paris Declaration. It also values students' utilization of multi-platforms. BOU endeavors to provide an enabling learning and teaching environment supported by a robust ICT infrastructure.

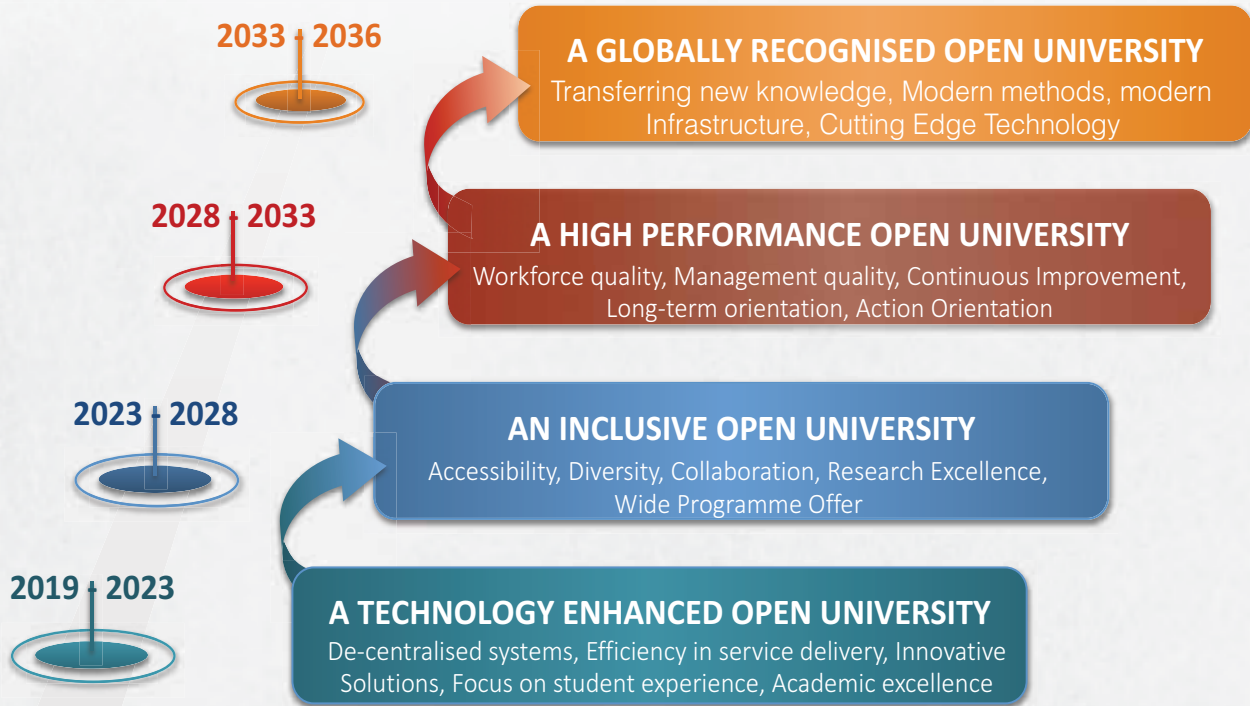
#### 5. *Governance and Leadership*

A culture of good governance and leadership will permeate the entire institution, contributing to sound policy formulation, robust strategic planning, change management, quality assurance, partnerships and reviews. It entails upholding the rule of law, ensuring effective oversight on issues of strategic importance, policy implementation, collegiality, accountability, transparency and effective communication across the university. It also entails prudence in the mobilisation and allocation of resources, including the attraction, development and retention of high caliber human resources.





## BOU 4-Step Passage to 2036



### BOU 2019-2023 STRATEGIC PLAN

#### *Purpose and Direction*

BOU 2019-2023 Strategic Plan defines the University's 4-year **vision**, **mission** and **strategic intent** to guide the foundational tenets of the **journey to 2036**. These foundational tenets span **7 change dimensions** that the university has identified as key priority areas for the 4-year period.

#### 2019-2023 Vision Statement

To inspire excellence and present life-long learning opportunities globally.

#### 2019-2023 Mission Statement

To provide quality education, research and community engagement through open and distance learning solutions.

### 2019-2023 Strategic Intent

By 2023 BOU will be an innovative open university recognised for its technology-enhanced programmes, relevant research and societal impact.

#### Strategic Sub-Themes for 2019-2023

##### 1. Academic Excellence

BOU intends to ensure academic excellence by: 1) delivering high quality and innovative programmes that meet market demands; 2) attracting, developing and retaining highly qualified academic staff with strong leadership capabilities; 3) growing research capabilities through consolidation and establishment of cross-disciplinary research competences.

##### 2. Superior Student Experience

BOU seeks to create a customised and flexible learning environment, which will serve evolving learner preferences. Strategically positioning technology at the core of its operations and

delivery model in line with the transformational higher education learning ecosystem will ensure heightened student experience and success.

### 3. **Strong Collaboration and Partnerships**

BOU aims to develop strong and relevant partnerships and collaborations which seek to drive innovation and knowledge transfer with the aim of promoting continuous and experiential learning. The university will therefore encourage social interaction, collaboration and engagement with local, regional and international communities promoting valuable research and superior learning.

### 4. **Strong Institutional Capability and Operational Excellence**

BOU intends to develop and retain strong management and leadership capabilities across the University as characteristic of high performing institutions. In the pursuit of achieving operational excellence BOU will optimise policies, processes and systems which seek to deliver value to its key stakeholders.

## **Unpacking the 2021/22 Dashboard Performance**

The Botswana Open university (BOU) has adopted the Balanced Scorecard (BSC) model as the guiding tool for planning, implementing and tracking performance on the strategic plan. The model revolves around four perspectives;

- a) Business Perspective;
- b) Stakeholders Perspective;
- c) Internal Perspective; and
- d) Finance Perspective.

### **Student/Stakeholder**

The year 2021/22 represents the 3rd milestone for the BOU 2019/23 strategic plan. It is also the 2<sup>nd</sup> year in which the world was battling with the COVID-19 scourge;

however, it is worth noting that the year was relatively sanctified with the easing of some tight COVID-19 protocols to allow moderate flow of business. Judging by the enrolment patterns at BOU, the effects of the pandemic on individual BOU students can be reliably inferred. While the enrolment of new students went up to **3520** relative to **2947** the previous year, the number of continuing students saw a nosedive – from **3935** to **2626**. This is despite that the total enrolments for the previous year had surpassed the stretch target for the entire strategic plan period. While the total enrolment for the year (**6481**) is within the projected target range for the year, it is **25%** less than the previous year's enrolment of **8643**. Follow-through surveys indicate that, largely, the economic effects of COVID-19 have had their share on continuing students. The institution, however, was able to graduate **2964** students – which is a **26%** increase from the previous year. The online assessment which has been wholly adopted in tertiary programme delivery becomes the likely anecdote that can explain the marked rise in the graduation rate over the last two years. Previously, some students used to travel long distances to examination centres and this might have raised affordability issues, resulting in some missing examinations. The numbers at Open Schooling have remained relatively the same as those of the previous year, with an enrolment of **12105** and a completion rate of **12529**. Worthy of noting is that the pass rates have slightly gone up for both JC and BGCSE. Again, this could largely be attributed to the easing of COVID-19 protocols which allowed students to access more support services across the country.

### **Internal Processes**

The institution continues to hold fast on its intent to leverage technology to drive the effectiveness and efficiency of its processes. Despite the heavy cuts in the budget the University has continued to facilitate a mindset of improvisation through various staff engagement activities in order to keep afloat. A case in point is the Incremental Implementation of the BOU Transformation Programme which has seen all the three projects take off; the Restructuring and Staff project has completed the review of job profiles and

a few Departments and Units have been moved to the new structure some of which have assumed new nomenclature; the Process Reengineering exercise has commenced and due diligence has been started on the mapping of the University processes; while the Systems Review Project awaits the outputs of the other two projects. Virtual meetings have become a norm and have been running with minimal interruption. Conferences, seminars and workshops have been held unabated. The research output has since gone up – giving hope to the acceleration of the University's second commitment in its mission statement. It is, however, concerning that the University is struggling to register new qualifications, let alone accrediting new programmes and courses due to slow processes at the Accrediting Authority. This goes a long way in short-circuiting the Universities aspirations for expansion.

### **People and Learning**

During the year under review, two Lecturers and one e-learning Specialist passed on. The budget situation has delayed the recruitment of the replacements for the Lecturers and Professors which increased the vacancy rate of academics to 15%. Twelve staff members, wholly sponsored by the University are at different stages of completing their PhDs. The University continues to

strive for staff engagement for both employee growth and development, and general well being.

### **Finance**

The University was able to implement the Business Development Plan per the identified sources, however, COVID-19 and the budget situation continued to constrain the extent of operationalising funding activities. A target for the third-stream income for the year was set at **P2 024 126** after the rationalisation of the target in the strategic plan vis-à-vis the prevailing externalities and available opportunities. An actual third-stream income of **P2 230 456** was realised by the close of the year. Moreover, the University's continues to register low variance on budget expenditure. For the year under review, the over expenditure constitutes **1.7%** of the actual budget. This is attributable to the strict adherence to the Cost Containment and Utilisation Plans that are drawn at the beginning of each year, coupled with the close monitoring of the Management Accounts.

A summary of the Dashboard reflective of the above mentioned perspectives of the Balanced Scorecard is depicted on page 54 of the report.





# The Report of The Deputy Vice Chancellor Academic Services



*Prof K. H. Moahi*  
Deputy Vice Chancellor  
Academic Services

## Introduction

As BOU enters the last year of the 2019 to 2023 Strategic Plan, Building Foundations, much has been achieved by all the University's Divisions, including the Academic Services Division. The Division is tasked with academic matters that lead to the achievement of the University's Vision statement: "To inspire excellence and present life-long learning opportunities globally". The Division is fundamental to the mission of the University, which is articulated as "to provide quality education research, and community engagement through open and distance learning solutions". Indeed, the overall goal of the Division is academic excellence, achieved through the four Schools that are responsible for the design, development, and delivery of tertiary education programmes:

- School of Business and Management Studies (SoBMS)
- School of Education (SoE)
- School of Science and Technology (SoST)
- School of Social Sciences (SoSS)

The Division has three centers that were transformed in terms of scope, location, and nomenclature through the implementation of the institution's Transformation Programme. These centers are:

- The Academic Registry – which was moved from Student Services to Academic Services for better alignment with its academic support function
- The Centre for Quality Assurance - which in the old organisational structure was known as the Centre for Quality Assurance in Teaching and Learning. Although it supports quality assurance in learning and teaching, it also supports quality across the University.
- The Centre for Technology Enhanced Learning and Teaching (CTELT), which was formerly known as the Centre for Instructional Technology (CIT). The name change aligns the function of the Centre with the support of learning and teaching.
- Finally, the Centre for Graduate Studies is being transformed into the School of Graduate Studies which has an expanded mandate for overall responsibility for graduate education.

This report accounts for the activities of the Division of Academic Services in the financial year 2021/22. These activities were aligned to BOU's Strategic Objectives. Worth noting is that this reporting period still falls within the COVID-19 era, thus the achievements were made under difficult and challenging circumstances.



## Staffing

### Academic Staff

The Botswana Open University employs a lean staffing model both in terms of academic staff as well as support staff. The delivery of teaching and learning is carried out by part-time Tutors under the coordination of the academic staff, and Student Services staff in the five regional campuses. Besides coordinating and in some cases, delivering the learning and teaching, the academic staff is engaged in the setting and moderation of assessments, the supervision of graduate students, and the development of learning material. Staff is also expected to carry out research and innovation, and provide service at the university, professional and community level. Table 1 shows the academic staff by School, Academic Rank and Gender. Overall there were 32 academic staff where (18) were female and (14) were male.

**Table 1: Academic Staff**

School	Academic Rank			Gender		Total Staff
	AP/P	SL	L	F	M	
School and Dean						
School of Business & Management Studies. <b>Dean: Prof Baakile Motshegwa</b>	1	1	8	6	4	10
School of Education <b>Dean: Prof Gbolagade Adekanmbi</b>	1	1	10	7	5	12
School of Science & Technology <b>Dean: Prof Sunny Aiyuk</b>	1	0	2	0	3	3
School of Social Sciences <b>Dean: Prof Bantu Morolong</b>	1	1	4	4	2	6
<b>TOTAL</b>	<b>4</b>	<b>3</b>	<b>24</b>	<b>17</b>	<b>14</b>	<b>31</b>

Key- AP - Associate Professor, P - Professor, SL - Senior Lecturer, L - Lecturer

### Staffing at the Centers

The Division has three centers that support the academic endeavors of the staff. These include the Centre for Technology Enhanced Learning and Teaching which provides services in instructional design, capacity building on the technology enhanced learning and teaching, website development and management, as well as providing technical support during learning, as well as during formative and summative assessments of students. Academic Registry is responsible for the application, admissions and registration of students, student assessment coordination, and student records. The Centre for Quality Assurance provides professional and strategic expertise in the area of quality assurance in learning and teaching. Table 2 below provides information on the staffing of these centers.

**Table 2: Centre Staffing**

Centre	Gender		Number of Staff
	F	M	Total
Name and Director			
Centre for Technology Enhanced Learning & Teaching (CTELT) <b>Director: Mr. Gabathuse B Molelu</b>	1	6	7
Academic Registry <b>Director: Mr Victor B Maika</b>	6	5	11
Quality Assurance <b>Director: Mr Phineas Sebopelo</b>	2	1	3
Centre for Graduate Studies <b>Director: Dr Tebogo Seretse</b>	1	1	2
<b>TOTAL</b>	<b>9</b>	<b>12</b>	<b>21</b>

### Enrolments

The table below shows the 2021/22 enrolments by School, Programme and Gender.

**Table 3: Enrolments by School and Programme**

School	Programmes	Enrolment			
		Females	Males	Total	
SoBMS	Level				
	Certificate	Certificate in Small Scale Business Management	50	22	72
		Certificate in Disaster Management	14	18	32
	Diploma	Diploma in Business Management	183	387	570
		Diploma in Human Resources Management	579	190	769
	Degrees	B.Com (HRM & Industrial Relations)	306	70	376
		Bachelor of Business and Entrepreneurship	106	68	174
		Bachelor of Business Administration (Leadership & Change Management)	410	183	593
	Graduate	Commonwealth Executive MBA	140	66	206
<b>TOTAL SoBMS</b>				<b>2792</b>	

School	Programmes		Enrolment			
			Females	Males	Total	
SoE	By Level					
	Certificate	Certificate in Distance Education for Practitioners	15	7	22	
	Diplomas	Dipl. in Integrated Early Childhood Development	2716	152	2868	
	Degrees	BEd Integrated Early Childhood Development		116	3	119
		BEd Special & Inclusive Education		185	33	218
		BEd Primary Education		92	21	113
	Graduate	Post Graduate Certificate in Quality Assurance in Education		34	21	55
Masters in Education - Educational Leadership (MEDEL)		60	92	152		
TOTAL SoE					3547	
SoSS	Certificate	Certificate in Community Based Work with Children and Youth	43	4	47	
	Graduate	Commonwealth Executive Master in Public Administration (CEMPA)	57	38	95	
TOTAL SoSS			100	42	142	
GRAND TOTAL			1139	5342	6481	

### Graduation/Throughput

Overall, BOU graduated 2964 students in the year 2021/22 in the two graduation ceremonies held in November 2021 and March 2022 which represents a 26% increase from last year (2020/21).

**Table 4: Graduation by School and Programme**

School	Programmes		Enrolment			
			Females	Males	Total	
SoBMS	By Level					
	Certificate	Certificate in Small Scale Business Management	39	13	52	
		Certificate in Disaster Management	2	7	9	
	Diploma	Diploma in Business Management	163	54	217	
		Diploma in Human Resources Management	241	54	295	
	Degrees	B.Com (HRM & Industrial Relations)		61	21	82
		Bachelor of Business and Entrepreneurship		30	9	39
		Bachelor of Business Administration (Leadership & Change Management)		87	40	127
Graduate	Commonwealth Executive MBA		35	19	54	
TOTAL SoBMS			658	217	875	

School	Programmes		Enrolment		
			Females	Males	Total
SoE	By Level				
	Certificate	Certificate in Vocational Education & Training	53	29	82
		Certificate in Distance Education for Practitioners	30	17	47
	Diplomas	Dipl. in Integrated Early Childhood Development	1539	28	1567
	Degrees	BEd Integrated Early Childhood Development	66	0	66
		BEd Special & Inclusive Education	69	17	86
		BEd Primary Education	47	12	59
	Graduate	Post Graduate Certificate in Quality Assurance in Education	34	17	51
		Masters in Education - Educational Leadership (MEdEL)	39	37	76
	TOTAL SoE			1877	157
SoSS	Certificate	Certificate in Community Based Work with Children and Youth	26	5	31
	Graduate	Commonwealth Executive master's in public administration (CEMPA)	14	10	24
TOTAL SoSS			40	15	55
<b>GRAND TOTAL</b>			<b>2575</b>	<b>389</b>	<b>2964</b>

### Strategic Initiatives in 2021/22

During this period, the Division developed and implemented or began the process of developing a number of strategic initiatives (a total of 5) as articulated in the 2019-2023 Strategic Plan, and in the Divisions 2021/22 Balance Score Card. These initiatives are described below and arranged by strategic objectives

#### Strategic Objective (C1): Increasing Students Enrolment, Success, and Employment

Associated with this objective are two strategic initiatives, namely the development and implementation of a Strategic Enrolment Management Plan and the development and implementation of an Employability Strategy.

- **Strategic Enrolment Management Plan**

A strategic enrolment plan is a university-wide strategy that cuts across most of the functions that include Academic Registry, Corporate Relations and Marketing, Finance, the Schools, the Regional Campuses, the Centre for Graduate Studies, and the Strategy Office. In developing the strategy, a Task Team was set up and guided by the DVC Academic Services. The strategy has been developed and approved by the relevant structures. The task now is to develop specific initiatives for implementation as the University works towards reaching a total enrolment of 25,000 students by 2036, as outlined in the University's Strategic framework.

- **Employability Strategy**

An employability strategy has also been developed and awaits the approval process. The development of this strategy was facilitated by SAIDE through the support of the Commonwealth of Learning (COL). A BOU team



was set up and led by Prof Sunny Aiyuk, Dean of the SoST, working with the SAIDE consultant.

- **Implementation of the Recognition of Prior Learning (RPL)**

Through the Department of Early Childhood, the School of Education has worked collaboratively with the Centre for Prior Learning Assessment (CPLA) and the RPL Assessment Panel to ensure that eligible candidates were selected for admission into the programme. Ten students were trained by the department members and later submitted their portfolios, only seven registered, while the other three had varied challenges that prevented their registration.

- **Increase and maintain value-adding partnerships**

Partnerships in the Division were maintained and continued to generate significant value add:

- Wawasan Open University (WOU) continued its relationship with the School of Science and Technology regarding the use of learning and teaching materials for the BTech programme.
- The Division and the School of Science and Technology continued the conversations around furthering collaboration with the Central University of Technology (CUT) with whom BOU has signed an MOU.
- Huawei Technologies with whom the School of Science and Technology collaborates to offer a short course (Huawei Certified ICT Associate Course) at the Huawei ICT Academy based at the School of Science and technology. The course covers the basics of IP network connectivity, TCP/IP technologies, Ethernet technologies such as STP and RSTP, VLAN and Link Aggregation and their implementation within Huawei switches. Routing principles and technologies, including RIP and OSPF for IPv4 and IPv6 networks, WAN technologies, IP based security, network management as well as IPv4

and, IPv6 based application services and their implementation within Huawei routers. So far two cohorts have been trained by the School and it is expected that the programme will continue.

- The School of Social Sciences has developed a new partnership with The Africa Medical Health Research Foundation Africa Health Leadership and Management Network (AMREF). Under this new partnership, the school has received into its LMS system ten modules that are open for use in a contextualised form to deliver a Degree in Leadership Management and Governance (LMG) for Health System Strengthening. These modules can be adapted as short courses in this area. Since the beginning of the Partnership BOU has also received a module on e-mentoring, offered it online, and seven BOU staff members out of the 23 who had registered, have completed the course. Currently, The School in collaboration with the CTELT is piloting the delivery of four of the ten modules with the aim to use inputs from the pilot to develop the degree programme. Discussions are ongoing to sign an MOU with this partner instead of the current letter of collaboration that has enabled the two organisations to implement activities as here described.
- The SoSS has also maintained existing partnerships with REPSSI/AAPSI and the Commonwealth of Learning in running the Certificate Programme on Community-Based Work with Children and Youth and the Executive Masters in Public Administration respectively.
- The SoE, through the Department of Early Childhood, has become a partner with Springboard Kindergarten in Palapye to enable the early childhood students to acquire access to their programmes' practical components.
- The Commonwealth of Learning (COL) continues to work with various Schools and Departments at BOU. In the School of Education, COL has provided funds through the SADC Centre for

Distance Education (SADC-CDE) for the review of the Certificate in Distance Education for Practitioners (CDEP) curriculum; further with funding from COL, the School plans to upgrade the CDEP to be a Postgraduate Diploma in Distance Education. COL is also collaborating with the School of Business and Management on the development of an innovative programme on digital entrepreneurship.

- The Botswana Open University signed a memorandum of Understanding with the Writing Centre at Michigan State University towards the establishment of Academic Writing support that enables possible student exchange, workshop programming and possible development of a writing center. Following the signing of the memorandum on academic writing, a workshop was arranged for staff on doctoral studies and master students covering the following key areas; academic writing, motivations for research writing, achieving goals, research methods and support.

#### • **Diversify Academic Programmes**

A number of new programmes were approved by the University Council. These programmes include the following:

- Certificate in Digital Entrepreneurship
- Diploma in Marketing
- Bachelor of Accounting
- Postgraduate Diploma in Technology Enhanced Teaching and Learning

#### • **Community Engagement**

A Community Engagement Strategy has been developed and endorsed at Executive Management Level for cascading to the University structures.

The Schools engaged with the community in various ways:

- Professor Sunny Aiyuk, Dean of the School of Science and Technology is an external examiner for the Environmental Health Degree Programme in the Faculty of Health Sciences at the Namibia University of Science and Technology (NUST)
- The School of Science and Technology participated in the STEM Festival during the BIUST organised National Science Week from the 5th to 9th October 2020
- The SoE developed a short course on the training of teachers to integrate technology into teaching and learning, which was delivered in November 2021 through the newly established Department of Educational Technology.
- The Department of Special and Inclusive Education lecturer is part of a team working on a Ministry of Basic Education project through the Department of Special Support Services to develop a new Special Education Policy. Currently, the team is working on reviewing the existing policy, policy guidelines, an implementation plan, and a monitoring and evaluation framework.
- The Department of Teacher Education was engaged in the Ministry of Defence, Justice and Security consultancy, organised by the CCPD in September 2021 and was responsible for training the officers on data analysis using ATLAS.ti and SPSS.
- The SoE is currently revising its House No. 6 SOS community engagement project activity in Tlokweng and is planning to go into an Adopt a School project initiative as part of its community service initiatives.
- Staff members continue to serve in various BOU committees and other professional bodies and associations.

- **BQA Programmes Accreditation**

BOU had submitted 28 qualifications for registration with BQA. Eleven (11) of these qualifications have been registered under cooperative arrangements (where similar programmes are offered by two or more institutions), whereas the other eleven (11) are BOU registered qualifications. So far two (2) learning programmes have been accredited by BQA and it is expected that more will follow. Notably, the BTech programme (School of Science and Technology) was finally accredited by BQA and will be offered in the coming academic year (2022/23).

- **Strategic use of Technology**

Since the start of the COVID-19 pandemic, BOU was able to move all its programmes offerings to the online environment, thus fully implementing the strategy (Strategy for Enhanced Learning, Teaching, Assessment and Student Support (STELTASS) that was meant to have been implemented gradually or incrementally. Although most courses are offered in the fully online mode, there are some, such as the Certificate in Community-Based Work with Children and Youth that have had to be offered through a blended approach. This is because most students on the programme are from the Remote Area Duellers (RADs) area where there is a huge challenge with connectivity.

With all courses fully online since 2020, the aim is to continue training its part-time staff, supervisors and students on technology enhanced learning, teaching, and assessment.

- **Attract Develop and Retain a High Caliber Academic Leadership**

- **Academic Staff Attraction and Retention Strategy**

An Academic staff attraction and retention strategy has been developed and is currently being discussed at the Schools level for finalisation.

- **Leadership Development Programme**

A needs assessment study into the leadership development needs of staff in the two Divisions – Academic Services and Research Innovation and Partnerships was conducted, and a draft leadership development framework has been developed. The framework will guide the implementation of a leadership development programme in the coming plan period and years.

### **Research, Innovation and Publication**

Staff at the School of Science and Technology made significant contributions in the research and innovation space. The first contribution was the development of a BOU Student app which has been piloted and is now available on the Google Store and Apple Store. The second is the further improvement of the Ethics Management System. This system is used by the BOU community to apply and submit their research proposals for ethics clearance. This has speeded up the process as submissions are made online. Currently, the School in collaboration with other BOU researchers has developed an e Counselling system that is currently being piloted.

Great strides were made in introducing research dissemination seminars and colloquia at BOU, and the School of Business was the first to present their research findings of their study entitled, “The impact of technological innovations during the COVID-19 pandemic: Implications for higher institutions practitioners, policymakers and researchers”.

The following table shows the types of research outputs that have been produced by the Schools.



**Table 5: Research output by School and type**

Type of Research output	SoBMS	SoE	SoS&T	SoSS	SGS	TOTAL
Refereed Journal Papers	4	9	1	4		18
Book Chapters		8	1		2	11
Conference Proceedings				2		2
Books						
Consultancies		3				3
Ongoing Research		13	3	3		19
Seminars/Conferences & Workshops	6	13	7	14	1	41

## FUTURE OUTLOOK OF THE DIVISION

### The School of Business & Management Studies

will diversify its academic programmes by prioritising the introduction of programmes such as a PhD, which is currently being drafted. The school will also increase the uptake in technology usage to enhance teaching and learning by making the programmes more interactive and learner centered. Authentic assessment will be used to promote collaborative learning and teamwork so that the competencies and skills acquired will be transferable to the graduates' workplaces.

**The School of Education** is guided by its 2019-2023 draft Master Plan. The School plans to increase its postgraduate programmes and strengthen its graduate research supervision capacity. To this end, there is a plan to offer the MEd in Early Childhood Development in August 2023 and as such, the lecturers are undertaking training to acquire PhD qualifications. A new department was established in the SoE, the Department of Educational Technology. The Department is currently working on developing a new Postgraduate Diploma in Technology Enhanced Teaching and Learning (PGDTETL). The Pre-qualification registration application for this programme has been submitted to BQA for consideration. There are also plans to begin developing two postgraduate qualifications, an MEd-Educational Technology programme in the Department of Educational Technology and an MEd-Research in the Department of Teacher Education. The Department

of Teacher Education has acquired the Certificate in English for Professional Purposes (CEPP) programme from the School of Business and Management Studies. The Department currently offers the DIECD, BEd-IECD and the two year Primary programme for In-service-students. However, following BQA advice, the Department is currently reviewing these programmes to run for four years and therefore provide access to students that do not have any prior qualifications in education-related programmes.

Guided by the National Human Resources Development Strategy and emerging employment sector skills requirements, the **School of Science and Technology** will introduce future-oriented programmes in areas such as Artificial Intelligence, Big Data, the Internet of Things, Cyber-security, Environmental Technologies, Environmental Management, Renewable (green) Energy and Water Resources Management in its ICT and Environmental Health curricula. The School aims to establish strategic partnerships with leading industry players in the Science and Technology space, so as to enrich its curriculum to improve the quality of its graduates and their job readiness. In the next two to three years, the School intends to establish local partnerships with relevant Science and Technology research organisations as well as the other public universities and institutions.

**The School of Social Sciences** priorities for the future, the delivery of new programmes culminating in increased enrolments and throughputs; Programme diversification; intensified efforts for technology-



enhanced teaching and learning; increased research capacity and outputs; implementation of a better structured community engagement plan, and continued participation in efforts for the generation of third-stream income.

**The Centre for Graduate Studies (CGS)** will explore opportunities of interaction with industry leaders. This will enable the CGS to have access to real world professional networks; determine postgraduates' career fitness for the market; and establish competences and skills to be infused into the graduate programmes as required in the industry. The Centre further plans to expand graduate school orientation to provide more welcoming and informative introduction to graduate education to decrease stress and increase retention rates.

**The Office of Quality Assurance** intends to facilitate the reinstatement of the institution's registration with Botswana Bureau of Standards (ISO Certification) to enhance its global competitiveness by demonstrating that its products and services are of a recognised quality. The Office also intends to build its profile and visibility throughout the University by ensuring and assuring quality of services and products coming out of the institution. This may require increased resources as available.

The focus of the **Academic Registry** is to drive the Implementation Plan for the Strategic Enrolment Management Strategy. Another critical activity will be the review of the current student management system and process re-engineering to ensure that the process is user-friendly for the students. In terms of assessment, the Department will continue to consolidate online assessment as part of the strategic intent of leveraging technology. In the process, a review of the current online assessment platform will be carried out to ensure seamless implementation as the University institutionalises technology utilisation in its offerings. Related to this will be the exploration of the use of the ITS graduator functionality to enable a systematic way of identifying those students eligible for graduation based on their assessment records. With regards to the recognition of prior learning (RPL), the Department will focus on the development of process

documents and related instruments for implementation of RPL for access and RPL for accreditation. This is critical as it will enable the University to widen access to its programmes.

The **Centre for Technology-Enhanced Learning and Teaching (CTELT)** will be developing a workshop series programme for staff aimed at covering the critical areas of Instructional design principles, technology-enhanced teaching principles, use of advanced Moodle Tools for teaching, use of multimedia in teaching, and virtual teaching skills. Additionally, the Centre will lead in the review of its strategic policy documents (Learning Analytics Policy and STELTASS).



## DIVISION OF RESEARCH INNOVATION AND PARTNERSHIPS

### INTRODUCTION

The Research, Innovation and Partnership Division was established in April 2021 following BOU Council's approval of the incremental implementation of the new University structure. However, due to resource issues, the DVC for Research, Innovation and Partnerships was not recruited, and the division is headed by the DVC-AS. The Division is comprised of five (5) Departments, namely:

- Office of Research and Innovation Management
- Office of Publishing Services
- Office of Partnerships and Internationalisation
- The SADC Centre for Distance Education (SADC-CDE)
- The Centre for Continuing Professional Development (CCPD)

This report presents the activities of each of these departments in the financial year 2021/22.

### Office of Research and Innovation Management

The Office Research and Innovation Management (ORIM) has evolved from the Centre for Research and Innovation which was established in 2017 with a mandate to develop university research management frameworks and tools, structures, systems, and guidelines for the advancement of the university mission. **Dr Mogodisheng B Sekhwela** who joined BOU on 1 October 2021 heads the Office. The focus in the 2021/22 financial year has been on:

- The establishment of structures and procedures for the management of research,
- Strengthening research capacity and capability
- Supporting the dissemination of research findings.

## Structures and procedures for the management of research

The structures and systems put in place for the management of research during the financial year 2021/22 include the following:

- The University Research Ethics Committee (UREC) that ensures quality and ethical conduct of research was established. The Committee then recommended the de-centralisation of some of its functions to schools' level through the establishment of the Schools Research Ethics Committee (SREC). This has enabled quality and ethical review of applications early in the development of research proposals by bringing more staff at the school level to improve efficiency. These developments came into effect in July 2021 and are being monitored for efficiency and compliance with the university's Research Ethics Policy and Procedures.
- The existing online ethics management system was also updated to support the work of both committees, and it now also includes the provision of Bi-lingual questionnaires and consent forms (English and non-English (e.g., Setswana versions). It is hoped that with this in place, BOU will produce quality research and innovations in line with institutional quality standards, policies, and procedures.

### Strengthening Research Capacity and Capability

ORIM undertook a number of activities in order to strengthen research capacity and capability at BOU:

- In order to increase research activity and enhance capacity as well as integrity at BOU, the Office organised a Research Ethics Induction workshop for the Schools Research Ethics Committees, research supervisors and new graduate students.
- Funding was made available to four research projects led by BOU staff to encourage research and also improve research output.
- A BOU seminar series was launched to encourage peer review and sharing of research findings. This was a departure from the past, where seminars were

limited to presentations in preparation for conference attendance and BOU-funded research. It is envisaged that all staff members who are enrolled for PhD and other research programmes will be provided a forum for both peer review and exchange of ideas.

- Guidelines for Affiliate Researchers Appointment have been developed in an effort to improve strategies for resource mobilisation and for strengthening research capacity. Having seasoned researchers affiliating to BOU will provide opportunities for BOU staff and students to interact with other researchers from different learning cultures/traditions, research approaches, intellectual orientations, and professional experiences. These guidelines have gone through all the BOU consultation stages and have been approved by Senate. The Office is in the process of operationalising the guidelines.
- The Office further developed the Publication Subsidy Criteria and Procedures to support the dissemination of research findings. The publication subsidy will enable eligible staff and collaborating students to publish their research findings in reputable publishing outlets. The Criteria was developed with the objective of supporting the dissemination of research and knowledge production of the University and establishing the criteria and procedures for the administration of publication subsidy funding.

### **Collaborations and the Professionalisation of Research Management and Administration**

Collaboration in research management administration is a vehicle through which the research management skills can be enhanced as well as professionalised. The Office, therefore participated in this activity as outlined below.

- The Office successfully participated in the International Research Management Staff Development Programme (IRMSDP). IRMSDP is a collaborative effort between the Research Management Programme in Africa (ReMPro Africa) and the Association of Research Managers and Administrators (ARMA) in the United Kingdom (UK). It is a practical skills and cultural learning programme for UK and African research managers

focusing on knowledge sharing and the co-development of tools and resources for the wider research management community. The IRMSDP contributes to ReMPro Africa's fourth strand on developing individual capacity of research management staff.

- ORIM participated as part of the International Team 1 (Comprising of staff from Botswana Open University, Namibia University of Science and Technology, University of Witwatersrand, Loughborough University, Montfort University and Cranfield University) that took part in the seven months collaborative project on "Toolkit for Early-career Research Managers Online Resource -TREMOR", from November 2020 to May 2021.

The outputs of this collaboration will assist the office in resourcing staff members on issues of grant proposal writing and administration.

### **Future Outlook for ORIM**

There are several initiatives that the Office of Research and Innovation Management is driving to fulfill its mandate as reflected above and these will form part of the next financial operational and strategic plans. Key among these is the development of online systems to support the whole research life cycle to make services readily available to researchers and for outputs to be accessible not only for reporting purposes but for impactful solutions to support national development.

### **The Office of Publishing Services**

The Office of Publishing Services provides editorial, reprographics, and printing services across the University. It is headed by **Mr. Eric Lobakeng Setabo**. Most of its operations support the initiatives that are driven by other functional areas within the University. For the year reporting, there are two strategic objectives to report on.

### **Diversify Funding Sources**

As part of operationalising the University's strategic objective of Diversifying Funding Sources, as well as the BOU Business Development Plan, the Office of



Publishing Services has embarked on the development of a commercialisation plan.

### **Institute Strategic Use of Technology**

As a support organ, the Office of Publishing Services has collaboratively worked with the Schools and the College of Open Schooling to ensure successful implementation of the University's aspiration of being a flagship in technology-enhanced teaching and learning. The Office packaged all teaching and learning materials for online delivery. The Office worked collaboratively with the College of Open Schooling on projects to repurpose its learning materials for delivery through the Moodle platform. These projects are aimed at making the study materials more interactive.

The Office has also compiled a draft Digital Publishing Strategy, which will be finalised in the coming financial year and taken through the relevant approval structures.

### **Future Outlook for the Office of Publishing**

The Office of Publishing needs to carefully orchestrate its transition to become a digitally enhanced publishing arm of the University. This will enable it to effectively market its services and to also consider establishing a university press. The development of a digital publishing strategy and a commercialisation strategy will provide a blueprint for the way forward.

### **Office of Partnerships and Internalisation**

The Office of Partnerships and Internationalisation, is a unit within the division of Research, Innovation and Partnerships headed by a **Director, Mr. Lawrence Tshipana**. The Centre is mandated with overseeing the establishment and management of mutually beneficial national and global partnerships and the University internationalisation initiatives. The Centre has two officers, being the Director and an Administrator.

For the current period, 2021/2022, the report will be on the following Strategic areas:

#### **Partnerships Maintenance**

Three partnerships were renewed for a period of three years. The affected partnerships are the Open University of Mauritius (OUM), focusing on the licensing of the B.Ed., Early Childhood Education, and the B.Ed. Primary degree; and the WAWASSAN Open University agreement on the BTech, which is a new programme to be offered by the School of Science and Technology. These are academic partnerships, which give the University access rights for the use of their copyrighted learning material.

#### **New Partnerships**

Four new partnerships were established and these are:

- The AMREF Health Africa, Kenya on the licence agreement for the Leadership, Management and Governance for Health System Strengthening (LMGHSS) programme;





- Michigan State University (USA) – the signing of a Memorandum of Understanding that covers amongst others, collaboration on the development of an academic writing programme;
- Springboard Kindergarten (Palapye) – the signing of a Memorandum of Understanding for Early Childhood Education, facilitating the use of the school for practical training of BOU students;
- BOU- Ministry of Education and Skills Development – giving non-exclusive rights for the use of the BOU learning management system (LMS) to the Ministry;
- BOU-Ministry of Education, and Skills Development Memorandum of Understanding for sharing of the Serowe College of Education facilities.

### Future Outlook

There are three main initiatives that the Office of Partnerships and Internationalisation will focus on in the next financial year:

- The development of strategies and instruments to guide the implementation of the University's Internationalisation Policy.
- Robust monitoring of all partnerships to ensure compliance with policy and value add to the work of the University.
- The development and enhancement of partnership initiatives in the areas of academic programme diversification, research and innovation, superior student experience, and community engagement.

### The Centre for Continuing Professional Development (CCPD)

The Centre for Continuing Professional Development (CCPD) is currently led in an Acting Director capacity by **Ms Tebogo Moagi**. Its mandate is to promote professional growth and provide opportunities for in-service employees across multiple disciplines to acquire new skills and capabilities thus allowing them to stay relevant in the current knowledge-based global context. CCPD therefore, offers a range of non-credit-bearing short courses and continuing professional development. The courses run from a minimum of 1

day to a maximum of 12 weeks and they are delivered through face-to-face and a blended learning approach. The Centre also offers customised short courses tailor-made for the client.

The Centre undertook a number of activities during the financial year 2021/22 that included the alignment of short courses to industry needs, forging of new partnerships, and generation of third stream income.

### Alignment of Short Courses to Industry Needs

The CCPD has embarked on the project of aligning its menu of short courses to industry needs. The exercise involved conducting needs assessment and benchmarking with both local and international service providers. Table 1 presents a list of short courses that have been reviewed and aligned with the market needs.

**Table 1: List of short courses aligned to industry needs**

Field	Short course
Management	Occupational Health and Safety
	Project Management
	Labour Relations
Leadership	Strategic Planning
	Transformational Leadership
Marketing	Customer Care
IT	Ms Office Suite
Hospitality	Bakery
	Waiting/Serving
	Bartending
	Culinary/Chef

### New Partnerships

- BOU has signed an agreement with First National Bank of Botswana to offer short courses to its employees across the country. The contract is for two years.
- BOU has also partnered with the AMREF leading to the adoption of a short course: Leadership, Management and Governance for Health System Strengthening (LMGHSS), to be offered in collaboration with the School of Social Sciences. This course will be offered through the Moodle platform.

### Third Stream Income

During the financial year 2021/22, CCPD conducted five(5) training sessions and generated P350,981 out of which P155,900 was incurred as training costs. Table 2 provides information on the courses and their income.

**Table 2: Third Stream Income**

Recipient	Short Course	Participants	No. In Attendance	Location	Income Received	Training costs	Net Income
Ministry of Youth Empowerment Sports and Culture (MYSC)	Professionalising Youth Work	MYSC field workers	46	Gaborone	P161 000	P94 700	P66 300
	Entrepreneurship	Remote Area Dwellers from the Ngamiland District	25	Gumare	P47 375	P30 600	P16 775
Botswana Police Services	Academic Writing Skills	BPS officers	16	Online through Teams	P72 000	P30 600	P41 400
	Data Analysis	BPS officers	16				
General Public	Ms Office Suite	General public, Sefalana, DPP & MYSC	91	Gaborone	P60 606	P0	P60 606
<b>Total</b>			<b>194</b>		<b>P340 981</b>	<b>P155 900</b>	P185 081

### Future Outlook for CCPD

The Centre intends to build and strengthen both the internal (BOU divisions) and external networks (diverse institutions such as BUAN, LEA, CEDA, hospitality companies, media and any other interested parties), to provide a platform for the growth of the 21<sup>st</sup> century entrepreneurs. It will take advantage of the niche available in the market to offer value chain short courses such as food processing, advertising, branding, packaging, import and export logistics. Additionally, the Centre, in partnership with the HR office, shall provide capacity building for both the part time and full time staff by providing or enhancing skills and competencies required by the institution.

### SADC CENTRE FOR DISTANCE EDUCATION (SADC-CDE)

The Southern African Development Community – Centre for Distance Education (SADC-CDE) has a new Director **Dr Mmabaledi Seeletso** who assumed duty on 1st October 2021. This followed the retirement of Ms. Fancy Amey, who has been at the helm of the Centre since 2014. The new Director joins the centre from the School of Education, where she has been HoD for Educational Management and Leadership since 2014.

Some notable progress has been realised in the initiatives reported in the period under review. These include the following:

#### Taking the Centre to Stakeholders

In November 2021, staff of the Centre embarked on a familiarisation visit to regional campuses. This was done out of the recognition that the regional campuses are strategic partners that can drive Commonwealth of Learning (COL) projects. A needs identification template was shared with the regional campuses to enable them to determine community projects for possible funding. Following this engagement, the Centre, in its submission for the January – June 2022 plan period and budget cycle, has requested for the procurement of Aptus gadgets for satellite Centres at Kang and Maun Regional Campuses.

## Rebranding of the Centre logo

Following an audit of member states that led to the realisation that the Comoros as a new SADC member, did not have their flag represented in the Centre logo, the Centre Management embarked on a rebranding exercise. The Centre re-created the logo specific to the Centre (depicting all the members' national flags) to include the Comoros flag. The logo was further amplified to incorporate those of BOU and COL to represent the tripartite partners being BOU, COL and the SADC-CDE as shown below;



The other issue regarding the re-branding of the Centre is the website re-development. Due to the fact that the original Centre website ceased to exist because the domain was not renewed and therefore, was sold, arrangements were made for a new website to be developed and registered.

## Malawi delegation visit

The Centre hosted a 11-person delegation from Malawi on 21 October 2021. The delegation included personnel from the two Ministries of Education and Labour. The objective of the visit was for the delegation to appreciate Open and Distance eLearning (ODEL) programme implementation at BOU.

## New BOU-COL Agreement

The new BOU-COL MOA has been signed in October 2021 for the 2021 – 2024 period. Collaboration with the Commonwealth of Learning (COL) is expected to continue for the next 3 years.

## COLcommons MOU

The COLcommons MOU was signed in December 2021 and will run for 5 years. The COLcommons mandate is mainly to promote the use and adoption of courses on the COLcommons platform. It further promotes information sharing, knowledge delivery and capacity building. It promotes online learning, populating the

platform with courses that can be used by both parties for the professional development of teachers and staff. The COLcommons further promotes collaborative development of courses as open educational resources. The Centre is exploring the possibility of partnering with the COL Sector for skills programmes towards offering some of their programmes through BOU regional campuses. These programmes include Lifelong Learning for Farmers and Girls Inspire.

## Reactivation of the Centre Advisory Board (AB)

Following the COVID-19 pandemic, the Centre Advisory Board memberships elapsed in September 2021 and a new Board was reconstituted on 1st April 2022 and would remain in place until 31st March 2025.

## The Conversation (Seminar Series)

In February 4th 2022, the SADC-CDE launched "The Conversation" seminar series. The Vice Chancellor of BOU, Dr Daniel Tau, officially launched the seminar series. The Conversation aims primarily to facilitate the interaction between ODL practitioners in the region that will enable networking, the exchange of knowledge and experience, advocacy, collaboration, and promote research and scholarship by publishing what would have been presented; and co-publishing as practitioners for the ODL institutions.

Prof. Moeketsi Letseka, holder of the UNESCO Chair on ODL, at the University of South Africa (UNISA) honoured the launch by giving the inaugural keynote address. The



launch attracted a total of 72 virtual participants. The seminars are held on a rotational basis by the members under the theme "A future for ODeL in the 21st Century: Opportunities and Challenges."

### **Staff Development Initiatives**

The Centre Coordinator attended a 2 weeks SADC Civilian Foundation Course in Peace Support Operations from 14th – 25th February 2022. This was a SADC-sponsored training that took place in Harare, Zimbabwe. The Civilian Foundation Course (CFC) in Peace Support Operations (PSOs) training was organised by the Southern African Development Community (SADC) Regional Peacekeeping Training Centre (RPTC) based in Harare, Zimbabwe, in conjunction with the SADC Planning Element and Mediation Unit at the SADC Secretariat. The Course aim was to build capacities for the Civilian Component Experts for their possible deployment in Multidimensional Peace Support Operations both regionally and continentally. Thus, this kind of training ensures the availability of the African Standby Capacity Civilian Component Experts for Peace Support Operations.

### **Commonwealth of Learning Funded SADC-CDE Projects**

There are a number of projects funded through the Centre. Some have been completed, which were mainly short-term (less than a week-long) while others are long-term and still ongoing. Ongoing projects include those discussed below.

- **Planning a Family and Intergenerational Literacy and Learning (FILL) programme**

All five members of the Department of Early Childhood Education, in the School of Education, registered for this online course offered by the Commonwealth of Learning and UNESCO Institute for Lifelong Learning (UIL). The course ran from April 12 to May 7, 2021, and its main objective was to provide participants with a basic understanding of the family and intergenerational literacy and learning (FILL) approach, and the skills

to plan, design, and implement a FILL programme in their local contexts. The participants attained some skills which they now use to help their students. They further noticed that there was a need to adopt the FILL methodology of teaching young children together with their families at home as that would benefit people in rural areas, cattle posts and settlements. Four participants completed the programme and got certificates of Completion while the fifth could not complete it due to domestic challenges.

- **CDEP (Certificate for Distance Education Practitioners) Sponsorship**

After a lull in the sponsorship of SADC member states to the CDEP programme, it is expected that sponsorships will be available during the 2022/23 academic year. Member states have been invited to submit names of those they wish to have enrolled and sponsored for the programme for the 2022/23 academic year.

Further, the Centre approached COL to fund the review of the programme since it was first offered by BOU (BOCODOL) in 2012. The Centre Director has engaged with the School of Education, Department of Educational Management and Leadership in particular, to review and upgrade the CDEP programme to a graduate qualification level. The programme, which will be an open educational resource, is expected to be completed by December 2022, provided the Centre receives funding on time.

- **Technology Enhance Learning (TEL) Project**

COL is currently funding a TEL Project at BOU. The project involves populating the MOODLE platform with 6 JC courses by the College of Open Schooling. The project is led by Dr. Brenda Mallinson. The project started off with an online workshop grounding participants on developing online instruction. The workshop was completed in December 2021 and the project, started in January 2022. The project targeted six subjects except for Business Studies Subjects which are covered by another TEL project. The six subjects are English, Social Studies, Moral Education, Science and Mathematics. The Subject specialists are currently working on the online course content.



- **Universidade Pungue Staff training**

The Commonwealth of Learning (COL), through the SADC Centre for Distance Education (SADC-CDE), facilitated a highly successful 3 day workshop from February 7 to 9th, 2022. The workshop, held virtually, was facilitated by Prof. Gbolagade Adekanmbi, who is a Professor of Distance Education at the Botswana Open University (BOU). Prof. Adekanmbi is also Dean of the School of Education at BOU. The workshop attracted a total of twenty-nine (29) participants. All the 29 participants are employees of the Universidade Pungue, in Mozambique.

- **Virtual University for the Small States of the Commonwealth (VUSSC)**

The Education Specialist at VUSSC issued a call (through the Centre Director) for applications to participate in a short course, Introduction to Assistive Technologies. Following this call seven Batswana were admitted into the course. The 7 learners have completed Course 1 and started Course 2 on February 7<sup>th</sup>, 2022.

### **Future Outlook for the SADC-CDE**

The Centre is set to continue its mandate to advocate for ODL in the SADC region in various ways. The activities of the past year that include the signing of a number of memoranda of agreement, such as the BOU-COL MOU (October 2021), COLcommons MOU (December 2021) will result in several projects. The aim of the Centre is to extend its work to communities through BOU regional campuses and to advocate for the same for its SADC members. In addition, BOU has been offering a certificate programme in distance education (CDEP) for which COL has been sponsoring participants from SADC member countries. The Centre has mooted the upgrade of CDEP into a graduate level programme with COL funding. The Centre has been pivotal in ensuring that DEASA holds its conference in the new year, and it is now certain the conference will be held in Namibia from 2-4 November 2022. Finally, for the 2022/23 plan period the Centre will continue to seek funding from COL for short projects in the SADC region.



# The Report of The Deputy Vice Chancellor Student Services



*Dr G. Gatsha*  
Deputy Vice Chancellor  
Student Services

## Introduction

The Student Services Division is responsible for providing student support. This is a critical component for student retention, persistence and success. The Division initiates, develops and delivers quality cost-effective student support services and promotes a culture of lifelong learning. Learning support through digital platforms has been scaled up due to the advent of COVID-19 pandemic. Key services are being provided online with some limited face-to-face contact for instance, e-counselling, e-tutorials, shared content on google drive, chat forums for both tutors and students and WhatsApp personalised support and group engagements. The Division of Student Services during this reporting period executed several activities including the following:

- Implementation of Applications, Admissions, registration and enrolment procedures and processes.
- Administration of Assessment, marking and grading for certification
- Provision of Library and Information services to both staff and students
- Tutor management
- Student welfare, guidance and counselling
- Student Representative Council participation in university governance
- Delivery of programmes through the regional campuses
- Marketing and community outreach through the Regional Campuses
- Student profiles to promote student centric support

## Student Services contribution during 2021/22

The Division supported the University's Academic Project through its five strategically located Regional Campuses, namely; Gaborone, Francistown, Kang, Maun and Palapye. The library and information service under the Division is a cross-cutting staff and student support service, available and accessible both electronically and physically to students and staff. Key contributions include the following outputs:

## Staff Continuous Professional Development

The Division recognises the importance of continuous professional development in terms of re-skilling and retooling to ensure staff remain relevant in the delivery of student support services. Eighteen (18) staff members from the Division undertook learning on the job by enrolling in various short and long-term staff professional development and completed the programmes as indicated in the Table below:

Number of Student Services Staff Trained	Programme	Graduated
7	Certificate in Distance Education	March 2022
1	Diploma in Human Resource Management	November 2021
2	Bachelor Business Administration-Leadership & Change Management	November 2021
4	Post Graduate Certificate Quality Assurance Education	November 2021
2	Certificate in Vocational Education & Training	March 2022
1	Bachelor of Education-Special & Inclusive Education	November 2021
1	Community Based Work with Children & Youth	March 2022

### Opening access and Equity

Open access and equity that is critical to reach the unreached was compromised by COVID-19 and the high costs for connectivity resulting in the digital divide. However, the collaboration across the university divisions ensure that the target enrolment of **5200** was exceeded as **6 481** students were enrolled across all the five Regional campuses.

### Students Success

A total of **2964 students** against a set target of **1870** graduated during the reporting period 2021/22. This was an achievement attributable to integrated student support services provided by the University's three Divisions namely; Academic Services, Corporate Services and Student Support Services. Given the covid-19 challenges, the library became central in ensuring cost-effective student support services for promoting was particularly instrumental in training students on the use of online services and the effort led to increased use of e-resources particularly by graduate students.

### Student Representative Council

The Division continues to promote student engagements. The 3rd Student Representative Council (SRC) was successfully elected into office, with each Regional Campus at least being represented. There are (15) members of the SRC. The SRC participates in the university governance structures including the Senate, the Quality Assurance Committee, the University Research and Innovation Committee and the Graduate Studies Committee.

### Retention and Progression Rates

Student retention and progression from one semester to the next is critical for success. The University registered a retention and progression rate of 80% and 83% respectively during the 2021/22 financial year. The rates reflect students' commitment to studying at a distance even under COVID-19 challenges. It also reflects the advantages of leveraging technology during such difficult times.



### Local /International Partnerships

The Division was able to renew 122 Memoranda of Agreement (MOA) with its established partners that host the learning Centres used to reach students to deliver academic programmes and student services. However, due to financial constraints as a result of Covid-19 impact, several Open schooling Learning Centres had to be temporarily suspended at the beginning of 2022. The target number of students had to be reduced and only a number that could be accommodated at the Regional Campuses and Centres of Excellence were enrolled.

The Division has continued to work very closely with a number of organisations including the Botswana Society for the Deaf, to provide and enhance special education offering, Beetsha-Okavango Village Trust to expand access and equity to students to deeply marginalised contexts and remote areas. The Division has strengthened its critical mission on shared use of resources through sharing the Francistown Campus with Botswana Accountancy College and sharing the Maun and Kang Campuses with the Out-of-School Education and Training (OSET) unit of the Department of Basic Education. The Division was able to sustain the partnership with Botswana Defense Force on Open Schooling programme offering at both Gaborone and Francistown Campuses. Other local partnerships include the Springboard Kindergarten in Palapye, on Early Childhood Education, the Local Government Department of Social Support Services and the Ministry

of Education and Skills Development's Resource Centre for assessment of students with special needs. The Division, through the Library and Information Services, has continued to collaborate with the Botswana National Library Services and the Kitsong Centres across the country. Regarding cross-border activities the Division networked with international partners including CODATA, BLC, TTC-Africa, Dublin University's Trinity College, and Neil Butcher & Associates on good practices on library and information services, open data science, open access and open educational resources. The Division also initiated the BOU and Michigan State University (MSU) collaboration on academic and professional writing targeting both students and staff.

### Future Outlook for Student Services Division

The Division is developing a student services strategic plan with a focus on ensuring student superior experience throughout their learning journey, right from admissions to beyond graduation as alumni. The goal is to empower students through an expanded co-curricular activity enhanced career development with a special attention to building capabilities for employability regarding knowledge, soft skills and competencies for the Fourth Industrial Revolution (4IR) to enable BOU graduates to lead decent sustainable livelihoods and contribute to a knowledge economy by 2036.





# The Report of The Deputy Vice Chancellor Corporate Services



*Ms L. Lesetedi*  
Deputy Vice Chancellor  
Corporate Services

## Introduction

The Financial Year under review was a very difficult period with regard to resources, thus the University income was quite low leaving no budget allocation to capital or developmental projects, acquisition of new infrastructure, physical or IT related as well as the inability to fill vacant positions (Human Resources). The University had to come up with some measures like the development of the Cost Containment Strategy for cost minimisation to add to the already existing Business Development Strategy designed for revenue maximisation on attracting third stream income from the identified sources. However business had to continue despite the resources constraints as depicted hereunder.

## Participation in the University's Strategic Plan and Corporate Scorecard Implementation

This was done by coming up with the Corporate Services Divisional Scorecard providing guidance on implementation of projects, initiatives and activities through the performance period (FY 2021-22). The University Strategic Plan for 2019-23 was used to inform the scorecard. The Divisional Risk Register was also drawn to identify risks that might inhibit the operations and impact negatively on University delivery of the achievement of identified goals as well as impede the scorecard implementation. Mapping the risks prompted the introduction of mitigating controls and measures.

## Key Activities performed within the Year

### • Financial Services

- The little available revenue was apportioned to the budget holders across the university at the beginning of the Financial Year to enable them to meet their financial needs and operationalise their plans by implementing projects, doing activities, and attending to initiatives.
- Prudent management of funds between BOU bank accounts to benefit from interest earning accounts was achieved.
- Overseeing that forecasts and coming up with realistic management plans detailing expenditure and cash flow forecasts was done. Ensuring conducting of budget reviews culminating in the redistribution of un-used funds to finance other important university commitments.
- Overseeing the efficient management of expenditure for prudent use of financial resources, hence periodic reports and presentations continued to be made to Executive Management (EMT), as well as Council and the Council Finance and Tender Committee (CFTC) for decision-making.
- The university expenditure is well managed with staff payroll done accordingly within time. Tutor payments are automated and

decentralised therefore the process to pay the Tutors per schedules and on-time, which has been previously a challenge, improved.

- External Auditor's engagement was done through different stages starting with planning, then fieldwork and exit discussions. Further assurance was made that the External Auditors present their report to EMT, CFTC and the University Council. All these were done to make sure the stipulated timelines by the BOU Act are met.

- **Corporate Relations and Marketing**

- Vigorous university marketing efforts were done by coming up with relevant initiatives along the marketing strategy drawn. Further, to improve the visibility and BOU brand perception, the initiative of developing and implementing a branding strategy was completed. An initiative for building and promoting a BOU brand of repute was put in place and an intensive use of social media platforms to market the university was done. Radio station programs are also pursued in creating BOU visibility.
- Oversight to collaborative responsibilities like publishing of the University's Annual Report and participating in organising graduations and other ceremonies.

- **Human Resources**

Management and facilitation of staff long-term training and continuing professional development (CPD). Meetings for the BOU Pension Fund and coming up with policies and instruments and meetings with the Union (TAWU). Facilitating performance management and managing staff welfare. Handling the COVID-19 situation within BOU and making periodic reports to Executive Management.

- **Procurement**

Purchasing University products and services with due diligence and awarding of Tenders. Ascertaining that negotiations at tendering are done for good prices to attain value for money for the goods and services acquired for BOU.

- **Information Technology**

- Ensuring provision of necessary IT infrastructure and networks through availability of equipment and WIFI to enable the University business continuity.
- Oversight of management of the BOU system (ITS) Service Provider (Adapt-IT) that is the livelihood of the university.

- **Admin and Office Facilities**

Ensuring that there is provision of office accommodation, maintenance of buildings, and allocation of transportation to BOU staff as well as provision of other office services. Handling SHE issues and compliance with the standards.

### Future Outlook

There is a complete paradigm shift within the space of Corporate Services, particularly with the impact of COVID-19 which brought in a new normal that BOU also aligns with.

In the area of Human Resources, it is the aim of Corporate Services to build a new culture of agile staff who are robust and dynamic to match the 21<sup>st</sup> Century dictates of the labor space, hence to nurture identified talents after introducing a Talent Management Strategy to lead to a high performing organization (HPO). The Division wishes to also do more in the area of staff welfare and wellbeing where programs like psycho-social interventions and sport activities are started by establishing the necessary structures to take lead of relevant initiatives. The Division also plans to enhance the Performance Management System (PMS) through introducing a Calibration Committee and automating the process.

Under Financial Services, the intention is to implement the cost containment strategy as well as collaborate with other functions within the University to vigorously ensure revenue maximization like with the Office of Research and Innovation by intensifying soliciting grants and sponsorship for the University.

Within the space of Information Technology, the aim is to strengthen security measures to protect the University from intrusion considering attempts coming with a shift



of the business to the digital space. There will also be collaboration with local partners in the area of information technology like SmartBots, BOTSREN and ENREN in order to strengthen the University infrastructure and networks.

For Procurement, the institution is to comply with the new Procurement Act of 2021 by establishing the necessary structures and processes as well as abiding with the Regulations to be read with the Act.

Under Office Services and Infrastructure, the Division aims to strengthen relationships with Service Providers who provide physical security, landscaping, cleaning and others for a conducive working environment for BOU Staff, visitors and students.

Under Corporate Relations and Marketing, the aim is to do more digital marketing as well as enhancing the corporate image by implementing developed strategies and engaging more with stakeholders

The Business Development Office will continue implementing the approved strategy to pursue the identified sources for maximizing third stream income for the University.

## CORPORATE SOCIAL RESPONSIBILITY REPORT

### Botswana Open University lives its value of Collegiality and shows its compassion to the underprivileged in the community

Botswana Open University (BOU) Executive Management and staff are a true example of living their values. In September 2021, one of the employees had her two bed roomed house gutted by fire with serious destruction to her property. The University leadership and staff showed their compassion, empathy and testimony of collegiality by coming to her assistance. The assistance enabled her to recover from the loss by making good the damage that she had experienced.

Botswana Open University has clearly shown its profound care for not only its stakeholders but also its staff members. The University through its Regional Campuses undertook corporate social responsibility focusing on mitigating challenges faced by the less privileged in the communities they serve, as indicated in the pictures that follow.



- Kang Campus supported a needy and elderly person in Kang Village by providing gifts which included groceries and also undertook some cleaning of the residence of the elderly person.



- Gaborone Campus assisted a needy family in Mokolodi Village by donating food hampers and paying for water connection.
- Palapye Campus donated school uniforms to three (3) needy students at a local primary school.

## HIGHLIGHTS



### **PROF SHEILA TLOU INAUGURATED AS THE 2<sup>ND</sup> BOTSWANA OPEN UNIVERSITY CHANCELLOR**

Botswana Open University (BOU) inaugurated its 2<sup>nd</sup> Chancellor Prof. Sheila Dinotshe Tlou in an event that was held virtually on the 9<sup>th</sup> July 2021. The inauguration followed the retirement of the 1<sup>st</sup> Chancellor Dr PHK Kedikilwe who served from 2018 to 2020

During this event the Minister of Tertiary Education Research Science and Technology Dr Douglas Letsholathebe welcomed the congregation and indicated that he was pleased to be witnessing the official inauguration of the Chancellor. Dr Letsholathebe said he believed that Prof. Tlou's professional intellect, wisdom and academic experience made her the perfect choice for the position especially that the current pandemic placed more demand on technology enhanced learning that needs leadership and experience she possessed. The Minister also congratulated the University for its excellence in Open and Distance learning that is inherently technology dependent.

When bestowing the Chancellor, the President of the Republic of Botswana, Dr Mokgweetsi Eric Keabetswe Masisi, expressed his delight that Prof. Tlou, as a

distinguished citizen who has served the country and the world with diligence and distinction had acceded to his request. The President said Prof. Tlou's profile was quite lengthy and attractive having worked locally and abroad in different positions of leadership which is why he saw it fit to appoint her to this position. In addition, he said he had embarked on a journey to appoint competent and well-abled women to positions of power in the country to close the gender gap in the workplace. The President also cited BOU as a life changing institution whose aim was to extend tertiary education and open schooling to youth and adults who could not pursue their education aspiration through the conventional system.

The President informed the congregation that one of his government's top priorities was to transform the economy through digitisation and therefore applauded BOU for assuming leadership in this regard and for recently leading the development of the e-education policy framework that will serve as the bedrock for education in the country. His Excellency Dr Masisi



said the University was well placed to support his government's aspiration to promote quality education and training as envisioned in the National Vision 2036.

In her acceptance speech the Chancellor Prof. Sheila Tlou expressed how excited she was to take up her new role as the first female Chancellor of the University. Prof. Tlou said she appreciated the President for having entrusted her to take-up this position, adding that she intended to be an ambassador, advocate and promote goodwill and endeavor to mobilise resources for Botswana Open University. She said she was animated to head a University that was founded on the principles of equity, flexibility, access, inclusiveness and lifelong learning. These she said, were also reflected in the strategic foundations of the University that are the drivers of its vision 2036.

The Chancellor cited that BOU was a young University that needed nurturing to become the University it is envisioned to be. She applauded the Government for setting up an Open University as a vehicle for transforming the country into a knowledge based society and a knowledge-based economy adding that BOU provided access to learning to students anywhere therefore extending education to all corners of the country and abroad.



## **BOTSWANA OPEN UNIVERSITY (BOU) LAUNCH THE JC BUSINESS SUBJECTS OER AND MOODLE LEARNING PORTAL**

The Botswana Open University in collaboration with the Commonwealth of Learning developed and launched the Open Education Resources for Junior Certificate Business Subjects and Moodle Learning Portal. The College of Open Schooling is a wing of BOU that is responsible for administering the Junior Certificate and Botswana General Certificate of Secondary Education subjects. The development of these resources came about as an initiative addressing the need for learning at this level to be digitised.

The Permanent Secretary (PS) in the Ministry of Basic Education Ms Bridget John on her deliberation said that the launch for the introduction of the newly developed Moodle Learning Portal where secondary school students will access digital content and the Open Education Resources for the Junior Certificate business subjects. She said these would not only be available to Botswana but also to other countries.

The Permanent Secretary said her Ministry welcomed the developments by BOU as the enhancements are in line with the government's endeavor to promote digitisation and the drive towards the attainment of knowledge-based economy by 2036. The Ministry was said to be committed to the development of e-education by making sure that all schools are connected to the internet, teachers capacitated for ICT integration in learning, gadgets available and e-content available. The PS therefore appreciated this development saying that it came at the right time when there was a need to have the curriculum digitally.

Ms John commended the University for this development and cited that it would enable more people to access education, especially that the whole world was turning to Open Education Resources because of the current pandemic that had interrupted the face-to-face delivery of education. She added that the business subjects' content would be available to all interested countries of the commonwealth and thereby projecting a good image of the country internationally especially since

Botswana was the first country to deploy the Moodle Portal for secondary school teaching and learning.

Officially launching JC Business Subjects Open Educational Resources (OER) and the Moodle Portal the University Vice Chancellor Dr. Daniel Tau said the Commonwealth of Learning collaborated with BOU from as far as the 1990s through the Botswana College of Distance and Open Learning and the legacy continues. The VC said that the Commonwealth of Learning assisted BOU to come up with a lot of courses with the advent of the virtual University for small states of the commonwealth, these programmes continue to be enhanced in quality through technical and financial support from COL.

Dr Tau also indicated that BOU had a Centre for Distance Learning whose capacity building projects and services are financed by COL and that the Centre has extended its services to the whole SADC region. He further emphasised that this launch is testimony to the continued mutual relationship that exist between COL and BOU. The VC added that the University would share this product with other commonwealth countries at its completion. He said that the Business Studies open education resources will be the first set of e-content to go into the digital repository of open resources and will set the standard to how e-content for courses and programmes should be developed, stored and utilised.

For his part, the Commonwealth of Learning represented by Dr Tony Mays said that COL was delighted to be sharing their ideas with BOU on the enhancement of open schooling delivery methods. Dr Mays said day scholars could also use the learning resources available in open schooling. For e-portals to be effective Dr Mays said there was a need for a collaborative effort to provide free access to devices, Internet, training and support. "The government needs to make an effort to drive down data charges for users of such platforms," he added. He said it was through technology-enhanced learning that large numbers of learners can be reached, taught and assessed.

The College of Open Schooling Director Ms Masego Bagopi informed attendees that it is through these kinds of platforms that the country can be able to achieve a knowledge-based economy. She said this would also motivate teachers and students to enjoy online teaching and learning.

Launched alongside the business subjects Open Education Resources was the Open Schooling Moodle-Learning Portal that will house the developed e-content and serve as the digital instructional space for all secondary school subjects on offer. It would also ensure that the digital methodologies currently used at the University were also employed at the Open Schooling level.

### **BOTSWANA OPEN UNIVERSITY LAUNCH THE EX-LIBRIS PRIMO ALMA**

The Library and Information Services Department launched the Ex-Libris Primo Library Management System. This is a one-stop-searching platform for books, videos, articles and digital media; Primo also helps students manage their research.

The Deputy Vice Chancellor Student Services Prof. Kgomotso Moahi welcomed all to the launch and cited that she has been part of the initiative and takes it as a very important element of the University that supports learning through the use of technology. Prof Moahi said that the use of technology in BOU is an integral aspect looking at its mandate; this is also reflected in the strategic framework of the Learner Support, The DVC also recounted that the Covid-19 pandemic has propelled developments such as the implementation of this system.

The Deputy Vice Chancellor said it is expected that the system will improve the management of library resources adding that it was procured to assist the University in its strategic intent that by 2036 BOU will be a globally recognised Open University.

The system will address the need to ease the management of information and improve access to library services by BOU students and staff anywhere.

The system is also to mitigate the current challenges presented by the pandemic and the need to intergrade with other Institution's systems.

Ms. Natasja Malherbe the, Manager Digital Libraries, Stellenbosch University, South Africa said this system is the best choice in terms of rationalising costs to content ratio. "They offer cutting edge research experience and seamless integration with other systems," she said. Primo is said to offers a range of materials from articles to journals and books, there is also a provision for open access resources within the system.

Ms. Thabeah Motubudi a Librarian at Maun Regional Campus also added that the system is a comprehensive one-stop shop that offers an infinite amount of information. The system offers convenience and mobility as it shows the researcher where the needed resources are with many optional features like citation and referral to other resources the research may be interested in.

The Acting Director, Library and Information Services Ms. Refilwe Modikwagae alluded that this library management system came in handy as Universities are facing a mammoth task of retaining learners and coming up with attractive initiatives that bring the library and information to the palm of every learner.



## Corporate Scorecard Dashboard 2021/2022

Strategic Objective	Performance Measure	2020/21 Baseline	2021/22 Targets	2021/22 Achieved	Performance Status
<b>STUDENT/ STAKEHOLDERS</b>					
Increase student enrolment, success and employment	C1.1 Enrolment (TER)	8643	6450	6481	100%
	C1.1 Enrolment (OS)	12525	11000	12105	110%
	C1.2 Completion (TER)	2349	1870	2964	158%
	C1.2 Completion (OS)	12857	8800	12529	158%
	C1.3 BGCSE Pass Rate	94.3%	95%	95.3%	100%
	C1.4 JC Pass Rate	73.3%	90%	76.8%	85%
	C1.5 Employment Rates	80%	90%	80%	89%
Increase and maintain value adding Partnerships	C2.1 No. of strategic partners on-boarded	4	5	4	100%
	C2.2 Value addition analysis	Re	vi	ew	ed
Increase student and stakeholder satisfaction	C3.1 Stakeholder satisfaction score		79%	105%	108%
	C3.2 % student satisfied		70.4%	73.6%	109%
<b>OVERALL PERFORMANCE (Student/Stakeholder)</b>					111%
<b>INTERNAL PROCESSES</b>					
Strengthen infrastructure and facilities	P1.1 Completion of master plan	-	0	-	-
	P1.2 % implementation of planned projects	100%	95%	-	-
Diversify academic programmes	P2.1 No. of BOA accredited TER programmes	19	23	20	87%
	P2.2 No. of CPD programmes	7	10	12	120%
Enhance marketing and branding	P3.1 Brand Perception Index	80%	80%	80%	100%
Institute strategic use of technology	P4.1 % level of automation	-	90%	-	-
	P4.2 % online programmes	100%	80%	100%	125%
Enhance corporate governance	P5.1 Governance score	64%	95%	64%	67%
Enhance research capability	P6.1 No. research outputs	14	30	41	137%
<b>OVERALL PERFORMANCE (Internal Processes)</b>					94%
<b>PEOPLE AND LEARNING</b>					
Cultivate a high performance and innovative culture	Employee Engagement Score		90%		
	PMS Score	111.5%	108	111	103%
Strengthen management and leadership capabilities	Competency Score	110.5%	108	110	102%
Attract, develop and retain high calibre leadership	Workforce quality (% Academic Staff with PhDs)	50%	45%	47%	104%
	Vacancy Rate (Academics)	8%	10%	15%	67%
<b>OVERALL PERFORMANCE (People &amp; Learning)</b>					94%
<b>FINANCE</b>					
Diversify funding sources	No. of funding sources	5	5	6	120%
	% contribution of 3rd stream income to budget	3%	3%	1.3%	43%
Optimise financial resources	% variance on budget expenditure	0%	10%	1.67%	83%
<b>OVERALL PERFORMANCE (Finance)</b>					82%

**Key**

Gold: 105% and above (Achievement above target)	Green: 85 - 104% (Achievement an target)	Amber: 65 - 84% (Target not achieved but in progress)	Red: 64% and Below (Target not met)	Blue: Not Implemented/ Not measured
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## Our Financial Report

Botswana Open University  
**Audited Financial  
Statements**

For the year ended  
31 March 2022



## General Information

Country of incorporation and domicile	Botswana
Nature of business and principal activities	Open and distance learning
Council Members	<ul style="list-style-type: none"><li>• Charles I Coyne II - Chairman</li><li>• Festina S Bakwena -Vice Chairperson</li><li>• Dr Daniel R Tau - Vice Chancellor</li><li>• Professor Mpine M Makoe</li><li>• Kgopotso T Ramoroka</li><li>• Oupa Masesane</li><li>• Tsoseletso E Magang</li><li>• Professor Sunny E Aiyuk</li><li>• Onalenna Sechele</li><li>• Uyapo Ndadi</li><li>• Godfrey Molefe</li><li>• Kgomotso Moahi</li><li>• Bantu L Morolong</li><li>• Professor Francis Youngman</li><li>• Naledi T Ratsoma</li><li>• Oscar O Motsumi</li></ul>
Registered office	Plot 39972 Corner of Western Bypass Garamothhose Road Gaborone Botswana
Postal address	Private Bag BO187 Bontleng Gaborone
Bankers	African Banking Corporation of Botswana Limited ABSA Bank Botswana Limited First National Bank Botswana Limited Stanlib Investments Management Services Botswana Savings Bank
Auditors	BDO Certified Auditors

**Botswana Open University**  
Financial Statements for the year ended 31 March 2021

## Contents

	page
Council members' Responsibilities and Approval	59
Council members' Report	60
Independent Auditor's Report	62
Statement of Financial Position	65
Statement of Income and Expenditure	66
Statement of Changes in Equity	67
Statement of Cash Flows	68
Accounting Policies	69
Notes to the Annual Financial Statements	82

The following supplementary information does not form part of the annual financial statements and is unaudited:

Detailed Income Statement	100
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## Botswana Open University

Financial Statements for the year ended 31 March 2021

### Council Members' Responsibilities and Approval

The Council Members are required in terms of the Botswana Open University Act 2017 to maintain adequate accounting records and are responsible for the content and integrity of the financial statements and related financial information included in this report. It is their responsibility to ensure that the financial statements fairly present the state of affairs of the university as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with International Financial Reporting Standards. The external auditors are engaged to express an independent opinion on the financial statements.

The financial statements are prepared in accordance with International Financial Reporting Standards and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

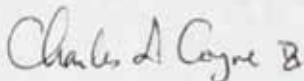
The council members acknowledge that they are ultimately responsible for the system of internal financial control established by the university and place considerable importance on maintaining a strong control environment. To enable the council members to meet these responsibilities, the council members sets standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the university and all employees are required to maintain the highest ethical standards in ensuring the university's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the university is on identifying, assessing, managing and monitoring all known forms of risk across the university. While operating risk cannot be fully eliminated, the university endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The council members are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The council members have reviewed the university's cash flow forecast for the year to 31 March 2023 and, in light of this review and the current financial position, they are satisfied that the university has access to adequate resources to continue in operational existence for the foreseeable future. Additionally, the Council has received a letter of support from the sponsor being the Ministry of Education and Skills Development indicating that they will continue to offer financial support at least twelve months following the signing of these Financial Statements.

The financial statements set out on pages 65 to 101, which have been prepared on the going concern basis, were approved by the Council on 12 August 2022 and were signed on their behalf by:

#### Approval of financial statements



Charles I Coyne II  
- Chairperson



Dr Daniel R Tau -Vice Chancellor

Botswana Open University  
Financial Statements for the year ended 31 March 2021

## Council Members' Report

### 1. Nature of business

Botswana Open University was incorporated in Botswana and is engaged in open and distance learning.

There has been no material changes to the nature of the university's business from the prior year.

### 2. Review of financial results and activities

The financial statements have been prepared in accordance with International Financial Reporting Standards. The accounting policies have been applied consistently compared to the prior year.

Full details of the financial position, results of operations and cash flows of the university are set out in these financial statements.

### 3. Council Members

The Council Members who served in office from the 01 April 2021 until the signing of this report are as follows:

Council Members	Office	Designation	Changes
Charles I Coyne II - Chairperson	Chairperson	Non-executive	
Festina S Bakwena- Vice Chairperson	Council Member	Non-executive	
Dr Daniel R Tau -Vice Chancellor	Vice Chancellor	Executive	
Professor Mpine E Makoe	Council Member	Non-executive	
Oscar O Motsumi	Council Member	Non-executive	Resigned 31 May 2021
Kgopotso T Ramoroka	Council Member	Non-executive	
Oupa Masesane	Council Member	Non-executive	
Tsoseletso E Magang	Council Member	Non-executive	
Julia P Bahuma	Council Member	Executive	Resigned 30 June 2022
Professor Francis Youngman	Council Member	Executive	Resigned 31 July 2021
Professor Sunny Aiyuk	Council Member	Executive	
Naledi T Ratsoma	Council Member	Non-executive	Resigned 31 May 2021
Ishmael Magare	Council Member	Executive	Resigned 30 June 2022
Onalenna Sechele	Council Member	Non-executive	
Uyapo Ndadi	Council Member	Non-executive	Appointed 01 July 2021
Godfrey Molefe	Council Member	Non-executive	Appointed 01 July 2021
Kgomotso Moahi	Council Member	Executive	Appointed 01 August 2021
Bantu L Morolong	Council Member	Executive	Appointed 01 July 2021
Dr Joseph Agolla	Council Member	Executive	Appointed 14 July 2022
Tendani Nkolo	Council Member	Executive	Appointed 14 July 2022

### 4. Property, plant and equipment

There was no change in the nature of the property, plant and equipment of the University or in the policy regarding their use.

### 5. Events after the reporting period

The council members are not aware of any material event which occurred after the reporting date and up to the date of this report.

Botswana Open University  
Financial Statements for the year ended 31 March 2021

## Council Members' Report

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### 6. Going concern

The financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The council members believe that the university has adequate financial resources to continue in operation for the foreseeable future and accordingly the financial statements have been prepared on a going concern basis. The council members have satisfied themselves that the university is in a sound financial position and that it has access to sufficient funding to meet its foreseeable cash requirements. The council members have also received a letter of support from the Ministry of Education and Skills Development indicating that they will continue to offer financial support for the next 12 months from the date of signing of the financial statements.

The council members are not aware of any new material changes that may adversely impact the university. The council members are also not aware of any material non-compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the university.





Tel: +267 390 2779  
Fax: +267 318 6055  
www.bdo.bw

BDO House - 28 Kgale Mews  
Gaborone International Finance Park  
PO Box 1839, Gaborone  
Botswana

## INDEPENDENT AUDITOR'S REPORT

### To the Members of Botswana Open University

#### Opinion

We have audited the accompanying annual financial statements of Botswana Open University set out on pages 64 to 100, which comprise the statement of financial position as at 31 March 2022, and the statement of income and expenditure, the statement of changes in equity and the statement of cash flows for the year then ended, and the notes to the annual financial statements, including a summary of significant accounting policies.

In our opinion, the annual financial statements present fairly, in all material respects the financial position of Botswana Open University as at 31 March 2022, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards.

#### Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Annual Financial Statements section of our report. We are independent of the university in accordance with the Botswana Accountancy Oversight Authority (BAOA) Code, which is consistent with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (Part A and B), together with other ethical requirements that are relevant to our audit of the annual financial statements in Botswana, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Key audit matters

Key audit matters are those matters that in our professional judgment were of most significance in our audit of the annual financial statements. These matters were addressed in the context of our audit of the annual financial statements as a whole and in forming our opinion thereon, and we do not provide a separate opinion on these matters. The key audit matters below relate to the annual financial statements:

Key audit matter	How our audit addressed the key audit matter
<p><b>Accounting for government grants</b></p> <p>The University receives subvention and assistance in form of cash and assets from the Government of Botswana through the Ministry of Tertiary Education, Research, Science and Technology for their operational and capital expenditure. These amounts are granted by the government based on the budgets submitted after appropriate rationalisation. Government subventions are recognised in line with requirements of IAS 20.</p> <p>The amount received from the government is significant and the accounting for these grants is considered complex hence we have identified the accounting treatment of Government grants to be a key audit matter.</p>	<p>We obtained direct confirmation of amounts disbursed from the Government through the Ministry of Tertiary Education, Research, Science and Technology.</p> <p>We verified the accounting treatment of government grants for compliance with the requirements of IAS 20.</p>

BDO  
Registration number: RBN 1992/10527  
Certified Auditors

Partners: Chris Bray FCA(ICAEW) FCA(Bots) - (Motswana) . Christopher Matamande CA(z) FCA(Bots) - (Zimbabwe)  
Donovan van der Vyver CA(SA) FCPA(Bots) - (South Africa)

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Key audit matter	How our audit addressed the key audit matter
<b>Operating and employee expenses</b>	
<p>The University's operations depend mainly on human resources and the related expenses form a significant portion of the University's expenditure. Administration expenses also form a significant portion of the University's expenditure.</p> <p>Due to the high volume of transactions, amounts involved and the susceptibility to incurring expenses that may have not been carried out as per the laid down procedures or expenditure incurred not for the purpose of the University business, these areas are considered key audit matters.</p>	<p>We reviewed approval procedures for a sample of transactions and verified that procurement was done in terms of laid down procedures.</p> <p>We reviewed the monthly payroll costs for inconsistencies and physically verified a sample of employees.</p>

#### Other Information

The Council members are responsible for the other information. The other information comprises the Council members' responsibilities and approval statement on page 54, the Council members' report set out on pages 59 and 61 and the detailed income statement set out on pages 99 and 100. Other information does not include the annual financial statements and our auditor's report thereon.

Our opinion on the annual financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the annual financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the annual financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information we are required to report that fact. We have nothing to report in this regard.

#### Responsibilities of the Council members for the Annual financial statements

The Council members are responsible for the preparation and fair presentation of the annual financial statements in accordance with International Financial Reporting Standards, and for such internal control as the Council members determine is necessary to enable the preparation of annual financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the annual financial statements, the Council members are responsible for assessing the university's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Council members either intend to liquidate the university or to cease operations, or have no realistic alternative but to do so.

#### Auditors' Responsibilities for the Audit of the Annual Financial Statements

Our objectives are to obtain reasonable assurance about whether the annual financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual financial statements.



- As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:
- Identify and assess the risks of material misstatement of the annual financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the university's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of the Council members' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the university's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the annual financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the university to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the annual financial statements, including the disclosures, and whether the annual financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Council members regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

#### Report on other legal and regulatory matters

As required by the Botswana Open University Act of 2017, we report to you, based on our audit that;

- We have received all the information and explanations which, to the best of our knowledge and belief, were necessary for the performance of our duties;
- The accounts and related records of the University have been properly kept;
- The University has complied with all the financial provisions of the Botswana Open University Act with which it is the duty of the University to comply; and
- The annual financial statements prepared by the University were prepared on a basis consistent with that of the preceding year and represents a true and fair view of the transactions and financial affairs of the University.



BDO  
Certified Auditors

Practicing Member: Christopher Matamande (CAP: 0040 2022)

15 September 2022

Gaborone



## Botswana Open University

Financial Statements for the year ended 31 March 2022

### Statement of Financial Position as at 31 March 2022

Figures in Pula	Notes	2022	2021
<b>Assets</b>			
<b>Non-Current Assets</b>			
Property, plant and equipment	3	153 365 663	162 377 681
Right-of-use assets	4	1 260 874	1 209 818
Investment properties	5	18 471 708	18 902 053
		<b>173 098 245</b>	<b>182 489 552</b>
<b>Current Assets</b>			
Trade and other receivables	6	351 502	1 789 221
Short Term Bank Deposits	7	10 155 735	21 447 910
Cash and cash equivalents	8	5 968 464	1 919 230
		<b>16 475 701</b>	<b>25 156 361</b>
<b>Total Assets</b>		<b>189 573 946</b>	<b>207 645 913</b>
<b>Equity and Liabilities</b>			
<b>Equity</b>			
Reserves		13 762 583	13 762 583
Retained income		(43 225 240)	(31 149 977)
		<b>(29 462 657)</b>	<b>(17 387 394)</b>
<b>Liabilities</b>			
<b>Non-Current Liabilities</b>			
Lease liabilities	4	993 879	1 033 771
Deferred capital grants	10	158 082 385	167 200 023
Retention payable		-	144 979
		<b>159 076 264</b>	<b>168 378 773</b>
<b>Current Liabilities</b>			
Trade and other payables	11	50 894 843	47 993 050
Lease liabilities	4	382 740	380 912
Deferred income	12	8 682 756	8 280 572
		<b>59 960 339</b>	<b>56 654 534</b>
<b>Total Liabilities</b>		<b>219 036 603</b>	<b>225 033 307</b>
<b>Total Equity and Liabilities</b>		<b>189 573 946</b>	<b>207 645 913</b>

## Botswana Open University

Financial Statements for the year ended 31 March 2022

### Statement of income and expenditure

Figures in Pula	Notes	2022	2021
Revenue	13	45 554 653	41 774 177
Other operating income	14	135 923 346	144 297 595
Other operating gains / (losses)	15	(25 878)	19 160
Employee costs	16	(142 124 476)	(140 152 183)
Tutor and writer expenses	17	(8 363 624)	(6 672 014)
Other operating expenses	18	(43 821 372)	(54 865 322)
<b>Operating (deficit)/surplus</b>	16	<b>(12 857 351)</b>	<b>(15 598 587)</b>
Investment income	19	879 434	921 762
Finance costs	20	(97 346)	(101 280)
<b>(Deficit) / surplus for the year</b>		<b>(12 075 263)</b>	<b>(14 778 105)</b>

**Botswana Open University**  
Financial Statements for the year ended 31 March 2022

**Statement of Changes in Equity**

Figures in Pula	Revaluation reserve	Retained income	Total equity
<b>Balance at 01 April 2020</b>	<b>13 762 583</b>	<b>(16 371 872)</b>	<b>(2 609 289)</b>
Deficit for the year	-	(14 778 105)	(14 778 105)
<b>Total comprehensive deficit for the year</b>	<b>-</b>	<b>(14 778 105)</b>	<b>(14 778 105)</b>
<b>Balance at 01 April 2021</b>	<b>13 762 583</b>	<b>(31 149 977)</b>	<b>(17 387 394)</b>
Deficit for the year	-	(12 075 263)	(12 075 263)
<b>Total comprehensive deficit for the year</b>	<b>-</b>	<b>(12 075 263)</b>	<b>(12 075 263)</b>
<b>Balance at 31 March 2022</b>	<b>13 762 583</b>	<b>(43 225 240)</b>	<b>(29 462 657)</b>
Note	9		



**Botswana Open University**  
Financial Statements for the year ended 31 March 2022

**Statement of Cash Flows**

Figures in Pula	Note(s)	2022	2021
<b>Cash flows from operating activities</b>			
Cash (used in)/generated from operations	22	(6 873 546)	1 122 204
Interest income		879 434	921 762
Finance costs		(97 346)	(101 280)
<b>Net cash from operating activities</b>		<b>(6 091 458)</b>	<b>1 942 686</b>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment	3	(862 833)	(6 254 709)
Proceeds on disposal of property, plant and equipment	3	34 928	-
Sale of investments at fair value		11 292 175	(996 681)
<b>Net cash from investing activities</b>		<b>10 464 270</b>	<b>(7 251 390)</b>
<b>Cash flows from financing activities</b>			
Net movement in lease liabilities		(323 578)	(956 086)
<b>Total cash movement for the year</b>		<b>4 049 234</b>	<b>(6 264 790)</b>
Cash at the beginning of the year		1 919 230	8 184 020
<b>Total cash at end of the year</b>	8	<b>5 968 464</b>	<b>1 919 230</b>

**Botswana Open University**  
Financial Statements for the year ended 31 March 2022

## Accounting Policies

### 1. Significant accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below.

#### 1.1 Basis of preparation

The financial statements have been prepared on the going concern basis in accordance with, and in compliance with, International Financial Reporting Standards ("IFRS") and International Financial Reporting Interpretations Committee ("IFRIC") interpretations issued and effective at the time of preparing these financial statements.

The financial statements have been prepared on the historic cost convention, unless otherwise stated in the accounting policies which follow and incorporate the principal accounting policies set out below. They are presented in Pula, which is the university's functional currency.

These accounting policies are consistent with the previous year.

#### 1.2 Significant judgements and sources of estimation uncertainty

The preparation of financial statements in conformity with IFRS requires management, from time to time, to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. These estimates and associated assumptions are based on experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

#### Critical judgements in applying accounting policies

The critical judgements made by management in applying accounting policies, apart from those involving estimations, that have the most significant effect on the amounts recognised in the financial statements, are outlined as follows:

##### Leases as lessee

The determination of the lease term for lease contracts in which the university is a lessee, including whether the university is reasonably certain to exercise lessee options and the determination of the incremental borrowing rate used to measure the lease liabilities require significant judgement.

##### Key sources of estimation uncertainty

##### Impairment of financial assets

The impairment provisions for financial assets are based on assumptions about risk of default and expected loss rates. The university uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the university's past history, existing market conditions as well as forward looking estimates at the end of each reporting period. For details of the key assumptions and inputs used, refer to the individual notes addressing financial assets.

##### Impairment testing

The university reviews and tests the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. When such indicators exist, management determine the recoverable amount by performing value in use and fair value calculations. These calculations require the use of estimates and assumptions. When it is not possible to determine the recoverable amount for an individual asset, management assesses the recoverable amount for the cash generating unit to which the asset belongs.

**Botswana Open University**  
Financial Statements for the year ended 31 March 2022

## Accounting Policies

### 1.2 Significant judgements and sources of estimation uncertainty (continued)

#### Useful lives of property, plant and equipment

Management assess the appropriateness of the useful lives of property, plant and equipment at the end of each reporting period. The useful lives of property, plant and equipment are determined based on university replacement policies for the various assets. Individual assets within these classes, which have a significant carrying amount are assessed separately to consider whether replacement will be necessary outside of normal replacement parameters.

When the estimated useful life of an asset differs from previous estimates, the change is applied prospectively in the determination of the depreciation charge.

#### Provisions

Provisions are inherently based on assumptions and estimates using the best information available. During the year no provisions were made (2021: P Nil).

#### Contingent Liabilities

Management applies its judgement facts and advice from its attorneys, advocates and other advisors in assessing if an obligation is probable, more likely than not or remote. This judgement application is used to determine if the obligation is recognised as a liability or disclosed as a contingent liability.

### 1.3 Investment properties

Investment properties is recognised as an asset when, and only when, it is probable that the future economic benefits that are associated with the investment properties will flow to the enterprise, and the cost of the investment properties can be measured reliably.

Investment properties is initially recognised at cost. Transaction costs are included in the initial measurement.

Costs include costs incurred initially and costs incurred subsequently to add to, or to replace a part of, or service a property. If a replacement part is recognised in the carrying amount of the investment properties, the carrying amount of the replaced part is derecognised.

#### Cost model

Investment properties is carried at cost less depreciation less any accumulated impairment losses.

Depreciation is provided to write down the cost, less estimated residual value by equal installments over the useful life of the property, which is as follows:

Item	Depreciation method	Average useful life
Property - buildings	Straight line	50 years

### 1.4 Property, plant and equipment

Property, plant and equipment are tangible assets which the university holds for its own use or for rental to others and which are expected to be used for more than one year.

An item of property, plant and equipment is recognised as an asset when it is probable that future economic benefits associated with the item will flow to the university, and the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost. Cost includes all of the expenditure which is directly attributable to the acquisition or construction of the asset, including the capitalisation of borrowing costs on qualifying assets and adjustments in respect of hedge accounting, where appropriate.

**Botswana Open University**  
Financial Statements for the year ended 31 March 2022

## Accounting Policies

### 1.4 Property, plant and equipment (continued)

Expenditure incurred subsequently for major services, additions to or replacements of parts of property, plant and equipment are capitalised if it is probable that future economic benefits associated with the expenditure will flow to the university and the cost can be measured reliably. Day to day servicing costs are included in profit or loss in the year in which they are incurred.

Subsequent to initial recognition, property, plant and equipment is measured at cost less accumulated depreciation and any accumulated impairment losses, except for land and buildings which are stated at revalued amounts. The revalued amount is the fair value at the date of revaluation less any subsequent accumulated depreciation and impairment losses.

The revaluation reserve related to a specific item of property, plant and equipment is transferred directly to retained income as the asset is used. The amount transferred is equal to the difference between depreciation based on the revalued carrying amount and depreciation based on the original cost of the asset, net of deferred tax.

Depreciation of an asset commences when the asset is available for use as intended by management. Depreciation is charged to write off the asset's carrying amount over its estimated useful life to its estimated residual value, using a method that best reflects the pattern in which the asset's economic benefits are consumed by the university. Leased assets are depreciated in a consistent manner over the shorter of their expected useful lives and the lease term. Depreciation is not charged to an asset if its estimated residual value exceeds or is equal to its carrying amount. Depreciation of an asset ceases at the earlier of the date that the asset is classified as held for sale or derecognised.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
Buildings	Straight line	50 Years
Furniture and fixtures	Straight line	1-12 Years
Motor vehicles	Straight line	4-6 Years
Office equipment	Straight line	3-8 Years
IT equipment	Straight line	2-11 Years
Computer software	Straight line	Not Depreciated
Capital-Work in progress	Straight line	Not Depreciated

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting year. If the expectations differ from previous estimates, the change is accounted for prospectively as a change in accounting estimate.

Each part of an item of property, plant and equipment with a cost that is significant in relation to the total cost of the item is depreciated separately.

The depreciation charge for each year is recognised in profit or loss unless it is included in the carrying amount of another asset.

Impairment tests are performed on property, plant and equipment when there is an indicator that they may be impaired. When the carrying amount of an item of property, plant and equipment is assessed to be higher than the estimated recoverable amount, an impairment loss is recognised immediately in profit or loss to bring the carrying amount in line with the recoverable amount.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its continued use or disposal. Any gain or loss arising from the derecognition of an item of property, plant and equipment, determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item, is included in profit or loss when the item is derecognised.



**Botswana Open University**  
Financial Statements for the year ended 31 March 2022

## Accounting Policies

### 1.5 Financial instruments

Financial instruments held by the university are classified in accordance with the provisions of IFRS 9 Financial Instruments.

Broadly, the classification possibilities, which are adopted by the university, as applicable, are as follows:

Financial assets which are equity instruments:

- Mandatorily at fair value through profit or loss; or
- Designated as at fair value through other comprehensive income. (This designation is not available to equity instruments which are held for trading or which are contingent consideration in a business combination).

Financial assets which are debt instruments:

- Amortised cost. (This category applies only when the contractual terms of the instrument give rise, on specified dates, to cash flows that are solely payments of principal and interest on principal, and where the instrument is held under a business model whose objective is met by holding the instrument to collect contractual cash flows); or
- Fair value through other comprehensive income. (This category applies only when the contractual terms of the instrument give rise, on specified dates, to cash flows that are solely payments of principal and interest on principal, and where the instrument is held under a business model whose objective is achieved by both collecting contractual cash flows and selling the instruments); or
- Mandatorily at fair value through profit or loss. (This classification automatically applies to all debt instruments which do not qualify as at amortised cost or at fair value through other comprehensive income); or
- Designated at fair value through profit or loss. (This classification option can only be applied when it eliminates or significantly reduces an accounting mismatch).

Financial liabilities:

- Amortised cost; or
- Mandatorily at fair value through profit or loss. (This applies to contingent consideration in a business combination or to liabilities which are held for trading); or
- Designated at fair value through profit or loss. (This classification option can be applied when it eliminates or significantly reduces an accounting mismatch; the liability forms part of a group of financial instruments managed on a fair value basis; or it forms part of a contract containing an embedded derivative and the entire contract is designated as at fair value through profit or loss).

Note 24 Financial instruments and risk management presents the financial instruments held by the university based on their specific classifications.

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

The specific accounting policies for the classification, recognition and measurement of each type of financial instrument held by the university are presented below:

**Botswana Open University**  
Financial Statements for the year ended 31 March 2022

## Accounting Policies

### 1.5 Financial instruments (continued)

#### Trade and other receivables

##### Classification

Trade and other receivables, excluding, when applicable, VAT and prepayments, are classified as financial assets subsequently measured at amortised cost (note 6).

They have been classified in this manner because their contractual terms give rise, on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding, and the university's business model is to collect the contractual cash flows on trade and other receivables.

##### Recognition and measurement

Trade and other receivables are recognised when the university becomes a party to the contractual provisions of the receivables. They are measured, at initial recognition, at fair value plus transaction costs, if any.

They are subsequently measured at amortised cost.

The amortised cost is the amount recognised on the receivable initially, minus principal repayments, plus cumulative amortisation (interest) using the effective interest method of any difference between the initial amount and the maturity amount, adjusted for any loss allowance.

##### Application of the effective interest method

For receivables which contain a significant financing component, interest income is calculated using the effective interest method, and is included in profit or loss in investment income (note 19).

The application of the effective interest method to calculate interest income on trade receivables is dependent on the credit risk of the receivable as follows:

- The effective interest rate is applied to the gross carrying amount of the receivable, provided the receivable is not credit impaired. The gross carrying amount is the amortised cost before adjusting for a loss allowance.
- If a receivable is a purchased or originated as credit-impaired, then a credit-adjusted effective interest rate is applied to the amortised cost in the determination of interest. This treatment does not change over the life of the receivable, even if it is no longer credit-impaired.
- If a receivable was not purchased or originally credit-impaired, but it has subsequently become credit-impaired, then the effective interest rate is applied to the amortised cost of the receivable in the determination of interest. If, in subsequent periods, the receivable is no longer credit impaired, then the interest calculation reverts to applying the effective interest rate to the gross carrying amount.

##### Impairment

The university recognises a loss allowance for expected credit losses on trade and other receivables, excluding VAT and prepayments. The amount of expected credit losses is updated at each reporting date.

The university measures the loss allowance for trade and other receivables at an amount equal to lifetime expected credit losses (lifetime ECL), which represents the expected credit losses that will result from all possible default events over the expected life of the receivable.

**Botswana Open University**  
Financial Statements for the year ended 31 March 2022

## Accounting Policies

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### 1.5 Financial instruments (continued)

#### Measurement and recognition of expected credit losses

The university makes use of a provision matrix as a practical expedient to the determination of expected credit losses on trade and other receivables. The provision matrix is based on historic credit loss experience, adjusted for factors that are specific to the debtors, general economic conditions and an assessment of both the current and forecast direction of conditions at the reporting date, including the time value of money, where appropriate.

The customer base is widespread and does not show significantly different loss patterns for different customer segments. The loss allowance is calculated on a collective basis for all trade and other receivables in totality. Details of the provision matrix is presented in note 6.

An impairment gain or loss is recognised in profit or loss with a corresponding adjustment to the carrying amount of trade and other receivables, through use of a loss allowance account. The impairment loss is included in other operating expenses in profit or loss as a movement in credit loss allowance (note 16).

#### Write off policy

The university writes off a receivable when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings. Receivables written off may still be subject to enforcement activities under the university recovery procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

#### Credit risk

Details of credit risk are included in the trade and other receivables note (note 6) and the financial instruments and risk management note (note 24).

#### Derecognition

Refer to the derecognition section of the accounting policy for the policies and processes related to derecognition.

**Botswana Open University**  
Financial Statements for the year ended 31 March 2022

## Accounting Policies

### 1.5 Financial instruments (continued)

#### Trade and other payables

##### Classification

Trade and other payables (note 11), excluding VAT and amounts received in advance, are classified as financial liabilities subsequently measured at amortised cost.

##### Recognition and measurement

They are recognised when the university becomes a party to the contractual provisions, and are measured, at initial recognition, at fair value plus transaction costs, if any.

They are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period, to the amortised cost of a financial liability.

If trade and other payables contain a significant financing component, and the effective interest method results in the recognition of interest expense, then it is included in profit or loss in finance costs (note 20).

Trade and other payables expose the university to liquidity risk and possibly to interest rate risk. Refer to note 24 for details of risk exposure and management thereof.

##### Derecognition

Refer to the "derecognition" section of the accounting policy for the policies and processes related to derecognition.

#### Cash and cash equivalents

Cash and cash equivalents are stated at carrying amount which is deemed to be fair value.

##### Derecognition

#### Financial assets

The university derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the university neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the university recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the university retains substantially all the risks and rewards of ownership of a transferred financial asset, the university continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

#### Financial liabilities

The university derecognises financial liabilities when, and only when, the university obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.



## Accounting Policies

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### 1.5 Financial instruments (continued)

#### Reclassification

##### Financial assets

The university only reclassifies affected financial assets if there is a change in the business model for managing financial assets. If a reclassification is necessary, it is applied prospectively from the reclassification date. Any previously stated gains, losses or interest are not restated.

The reclassification date is the beginning of the first reporting period following the change in business model which necessitates a reclassification.

##### Financial liabilities

Financial liabilities are not reclassified.

### 1.6 Tax

#### Current tax assets and liabilities

No provision for taxation is made as the university is exempt from income tax under the second schedule of the Income Tax Act.

### 1.7 Leases

The university assesses whether a contract is, or contains a lease, at the inception of the contract.

A contract is, or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

In order to assess whether a contract is, or contains a lease, management determine whether the asset under consideration is "identified", which means that the asset is either explicitly or implicitly specified in the contract and that the supplier does not have a substantial right of substitution throughout the period of use. Once management has concluded that the contract deals with an identified asset, the right to control the use thereof is considered. To this end, control over the use of an identified asset only exists when the university has the right to substantially all of the economic benefits from the use of the asset as well as the right to direct the use of the asset.

Botswana Open University  
Financial Statements for the year ended 31 March 2022

## Accounting Policies

### 1.7 Leases (continued)

In circumstances where the determination of whether the contract is or contains a lease requires significant judgement, the relevant disclosures are provided in the significant judgments and sources of estimation uncertainty section of these accounting policies.

#### University as lessee

A lease liability and corresponding right-of-use asset are recognised at the lease commencement date, for all lease agreements for which the university is a lessee, except for short-term leases of 12 months or less, or leases of low value assets. For these leases, the university recognises the lease payments as an operating expense (note 16) on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

The various lease and non-lease components of contracts containing leases are accounted for separately, with consideration being allocated to each lease component on the basis of the relative stand-alone prices of the lease components and the aggregate stand-alone price of the non-lease components (where non-lease components exist).

However as an exception to the preceding paragraph, the university has elected not to separate the non-lease components for leases of land and buildings.

Details of leasing arrangements where the university is a lessee are presented in note 4 Leases (university as lessee).

#### Lease liability

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the rate implicit in the lease. If this rate cannot be readily determined, the university uses its incremental borrowing rate.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed lease payments, including in-substance fixed payments, less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the university under residual value guarantees;
- the exercise price of purchase options, if the university is reasonably certain to exercise the option;
- lease payments in an optional renewal period if the university is reasonably certain to exercise an extension option; and
- penalties for early termination of a lease, if the lease term reflects the exercise of an option to terminate the lease.

Variable rents that do not depend on an index or rate are not included in the measurement of the lease liability (or right-of-use asset). The related payments are recognised as an expense in the period incurred and are included in operating expenses (note 4).

The lease liability is presented as a separate line item on the Statement of Financial Position.

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect lease payments made. Interest charged on the lease liability is included in finance costs (note 20).

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recognised in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

## Botswana Open University

Financial Statements for the year ended 31 March 2022

### Accounting Policies

#### 1.7 Leases (continued)

##### Right-of-use assets

Right-of-use assets are presented as a separate line item on the Statement of Financial Position.

Lease payments included in the measurement of the lease liability comprise the following:

- the initial amount of the corresponding lease liability;
- any lease payments made at or before the commencement date;
- any initial direct costs incurred;
- any estimated costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, when the university incurs an obligation to do so, unless these costs are incurred to produce inventories; and
- less any lease incentives received.

Right-of-use assets are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the shorter period of lease term and useful life of the underlying asset. However, if a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the university expects to exercise a purchase option, the related right-of-use asset is depreciated over the useful life of the underlying asset. Depreciation starts at the commencement date of a lease.

For right-of-use assets which are depreciated over their useful lives, the useful lives are determined consistently with items of the same class of property, plant and equipment. Refer to the accounting policy for property, plant and equipment for details of useful lives.

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting year. If the expectations differ from previous estimates, the change is accounted for prospectively as a change in accounting estimate. Each part of a right-of-use asset with a cost that is significant in relation to the total cost of the asset is depreciated separately.

The depreciation charge for each year is recognised in profit or loss unless it is included in the carrying amount of another asset.

#### 1.8 Impairment of assets

The university assesses at each end of the reporting period whether there is any indication that an asset may be impaired. If any such indication exists, the company estimates the recoverable amount of the asset.

Irrespective of whether there is any indication of impairment, the university also:

- tests intangible assets with an indefinite useful life or intangible assets not yet available for use for impairment annually by comparing its carrying amount with its recoverable amount. This impairment test is performed during the annual period and at the same time every period.
- tests goodwill acquired in a business combination for impairment annually.

If there is any indication that an asset may be impaired, the recoverable amount is estimated for the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the recoverable amount of the cash-generating unit to which the asset belongs is determined.

The recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs to sell and its value in use.

If the recoverable amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. That reduction is an impairment loss.

An impairment loss of assets carried at cost less any accumulated depreciation or amortisation is recognised immediately in profit or loss. Any impairment loss of a revalued asset is treated as a revaluation decrease.

## Accounting Policies

### 1.8 Impairment of assets (continued)

An entity assesses at each reporting date whether there is any indication that an impairment loss recognised in prior periods for assets other than goodwill may no longer exist or may have decreased. If any such indication exists, the recoverable amounts of those assets are estimated.

The increased carrying amount of an asset other than goodwill attributable to a reversal of an impairment loss does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior periods.

A reversal of an impairment loss of assets carried at cost less accumulated depreciation or amortisation other than goodwill is recognised immediately in profit or loss. Any reversal of an impairment loss of a revalued asset is treated as a revaluation increase.

### 1.9 Employee benefits

#### Short-term employee benefits

The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as paid vacation leave and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which the service is rendered and are not discounted.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs.

The expected cost of profit sharing and bonus payments is recognised as an expense when there is a legal or constructive obligation to make such payments as a result of past performance.

#### Defined contribution plans

Payments to defined contribution retirement benefit plans are charged as an expense as they fall due.

Payments made to industry-managed (or state plans) retirement benefit schemes are dealt with as defined contribution plans where the university's obligation under the schemes is equivalent to those arising in a defined contribution retirement benefit plan.

### 1.10 Provisions and contingencies

Provisions are recognised when:

- the university has a present obligation as a result of a past event;
- it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation; and
- a reliable estimate can be made of the obligation.

The amount of a provision is the present value of the expenditure expected to be required to settle the obligation.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement shall be recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement shall be treated as a separate asset. The amount recognised for the reimbursement shall not exceed the amount of the provision.

Provisions are not recognised for future operating losses.

If an entity has a contract that is onerous, the present obligation under the contract shall be recognised and measured as a provision.



## Accounting Policies

### 1.10 Provisions and contingencies (continued)

A constructive obligation to restructure arises only when an entity:

has a detailed formal plan for the restructuring, identifying at least:

- the business or part of a business concerned;
- the principal locations affected;
- the location, function, and approximate number of employees who will be compensated for terminating their services;
- the expenditures that will be undertaken; and
- when the plan will be implemented; and
- has raised a valid expectation in those affected that it will carry out the restructuring by starting to implement that plan or announcing its main features to those affected by it.

After their initial recognition contingent liabilities recognised in business combinations that are recognised separately are subsequently measured at the higher of:

- the amount that would be recognised as a provision; and
- the amount initially recognised less cumulative amortisation.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in Note 25.

### 1.11 Government grants

Government grants are recognised when there is reasonable assurance that:

- the university will comply with the conditions attaching to them; and
- the grants will be received.

Government grants are recognised as income over the periods necessary to match them with the related costs that they are intended to compensate.

A government grant that becomes receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs is recognised as income of the period in which it becomes receivable.

Government grants related to assets, including non-monetary grants at fair value, are presented in the statement of financial position by setting up the grant as deferred income or by deducting the grant in arriving at the carrying amount of the asset.

Grants related to income are presented as a credit in the profit or loss (separately).

Repayment of a grant related to income is applied first against any un-amortised deferred credit set up in respect of the grant. To the extent that the repayment exceeds any such deferred credit, or where no deferred credit exists, the repayment is recognised immediately as an expense.

Repayment of a grant related to an asset is recorded by increasing the carrying amount of the asset or reducing the deferred income balance by the amount repayable. The cumulative additional depreciation that would have been recognised to date as an expense in the absence of the grant is recognised immediately as an expense.

### 1.12 Revenue from contracts with customers

The university recognises revenue from the following major sources:

- Student and tuition fees are recognised over the period of the courses.
- Any amount received from students in advance for the courses not yet attended is deferred to the future periods where the courses are attended.

Revenue is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties. The university recognises revenue when it transfers control of a product or service to a customer.

## Accounting Policies

### 1.12 Revenue from contracts with customers (continued)

Interest is recognised in the profit and loss, using the effective interest method.

Rental income on leases is recognised on straight line basis over the lease period.

### 1.13 Translation of foreign currencies

#### Foreign currency transactions

A foreign currency transaction is recorded, on initial recognition in Pula, by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

At the end of the reporting period:

- foreign currency monetary items are translated using the closing rate;
- non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction; and
- non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined.

In circumstances where the university receives or pays an amount in foreign currency in advance of a transaction, the transaction date for purposes of determining the exchange rate to use on initial recognition of the related asset, income or expense is the date on which the university initially recognised the non-monetary item arising on payment or receipt of the advance consideration.

If there are multiple payments or receipts in advance, university determines a date of transaction for each payment or receipt of advance consideration.

Exchange differences arising on the settlement of monetary items or on translating monetary items at rates different from those at which they were translated on initial recognition during the period or in previous financial statements are recognised in profit or loss in the period in which they arise.

When a gain or loss on a non-monetary item is recognised to other comprehensive income and accumulated in equity, any exchange component of that gain or loss is recognised to other comprehensive income and accumulated in equity. When a gain or loss on a non-monetary item is recognised in profit or loss, any exchange component of that gain or loss is recognised in profit or loss.

Cash flows arising from transactions in a foreign currency are recorded in Pula by applying to the foreign currency amount the exchange rate between the Pula and the foreign currency at the date of the cash flow.

## Botswana Open University

Financial Statements for the year ended 31 March 2022

### Notes to the Financial Statements

Figures in Pula

2022

2021

#### 2. New Standards and Interpretations

##### 2.1 Standards and interpretations not yet effective

The university has chosen not to early adopt the following standards and interpretations, which have been published and are mandatory for the university's accounting periods beginning on or after 01 April 2022 or later periods:

Standard/ Interpretation:	Effective date: Years beginning on or after	Expected impact:
• Amendments to IFRS 10 and IAS 28: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Not yet established	Unlikely there will be a material impact
• Deferred tax related to assets and liabilities arising from a single transaction - Amendments to IAS 12	01 January 2023	Unlikely there will be a material impact
• Disclosure of accounting policies: Amendments to IAS 1 and IFRS Practice Statement 2.	01 January 2023	Unlikely there will be a material impact
• Definition of accounting estimates: Amendments to IAS 8	01 January 2023	Unlikely there will be a material impact
• Classification of Liabilities as Current or Non-Current - Amendment to IAS 1	01 January 2023	Unlikely there will be a material impact
• IFRS 17 Insurance Contracts	01 January 2023	Unlikely there will be a material impact
• Annual Improvement to IFRS Standards 2018-2020: Amendments to IFRS 1	01 January 2022	Unlikely there will be a material impact
• Reference to the Conceptual Framework: Amendments to IFRS 3	01 January 2022	Unlikely there will be a material impact
• Annual Improvement to IFRS Standards 2018-2020: Amendments to IFRS 9	01 January 2022	Unlikely there will be a material impact
• Property, Plant and Equipment: Proceeds before Intended Use: Amendments to IAS 16	01 January 2022	Unlikely there will be a material impact
• Onerous Contracts - Cost of Fulfilling a Contract: Amendments to IAS 37	01 January 2022	Unlikely there will be a material impact
• Annual Improvement to IFRS Standards 2018-2020: Amendments to IAS 41	01 January 2022	Unlikely there will be a material impact

Botswana Open University  
Financial Statements for the year ended 31 March 2022

Notes to the Financial Statements

Figures in Pula 2022 2021

3. Property, plant and equipment

	2022			2021		
	Cost or revaluation	Accumulated depreciation	Carrying value	Cost or revaluation	Accumulated depreciation	Carrying value
Buildings	174 764 328	(32 600 505)	142 163 823	174 764 328	(28 919 472)	145 844 856
Furniture and fixtures	3 507 946	(3 069 028)	438 918	3 476 377	(2 673 931)	802 446
Motor vehicles	9 526 034	(8 620 289)	905 745	9 526 034	(6 950 382)	2 575 652
Office equipment	22 072 226	(17 092 379)	4 979 847	22 072 226	(16 389 675)	5 682 551
IT equipment	21 450 314	(16 620 681)	4 829 633	20 619 049	(13 194 570)	7 424 479
Capital - Work in progress	47 697	-	47 697	47 697	-	47 697
<b>Total</b>	<b>231 368 545</b>	<b>(78 002 882)</b>	<b>153 365 663</b>	<b>230 505 711</b>	<b>(68 128 030)</b>	<b>162 377 681</b>

Reconciliation of property, plant and equipment - 2022

	Opening balance	Additions	Depreciation	Total
Buildings	145 844 856	-	(3 681 033)	142 163 823
Furniture and fixtures	802 446	31 569	(395 097)	438 918
Motor vehicles	2 575 652	-	(1 669 907)	905 745
Office equipment	5 682 551	-	(702 704)	4 979 847
IT equipment	7 424 479	831 264	(3 426 110)	4 829 633
Capital - Work in progress	47 697	-	-	47 697
<b>Total</b>	<b>162 377 681</b>	<b>862 833</b>	<b>(9 874 851)</b>	<b>153 365 663</b>



## Botswana Open University

Financial Statements for the year ended 31 March 2022

### Notes to the Financial Statements

#### 3. Property, plant and equipment (continued)

##### Reconciliation of property, plant and equipment - 2021

	Opening balance	Additions	Transfers in (out)	Depreciation	Total
Buildings	146 306 559	2 387 481	616 626	(3 465 810)	145 844 856
Furniture and fixtures	1 258 845	-	-	(456 399)	802 446
Motor vehicles	3 805 759	751 806	-	(1 981 913)	2 575 652
Plant and Machinery	5 872 975	1 096 770	-	(1 287 194)	5 682 551
IT equipment	8 455 200	1 970 955	-	(3 001 676)	7 424 479
Capital - Work in progress	-	47 697	-	-	47 697
	<b>165 699 338</b>	<b>6 254 709</b>	<b>616 626</b>	<b>(10 192 992)</b>	<b>162 377 681</b>

##### Revaluations

A revaluation of buildings on Lot 39972 Gaborone, Lot 4742 Gaborone and Lot 6342 Maun, was performed by Wilfred Kathurima (registered valuer), an independent valuer on 31 December 2018 and Lot 31403 Francistown was performed by A Kaunda (BSC(land Econ.), MIV (SA), MREIB, MREAC) an independent professional valuer on 16 May 2019. The valuation conforms to International Valuation Standards and was based on recent market data on similar properties transacted on arms' length basis. This valuation was performed using the Depreciated Replacement Value. This is an acceptable method of valuation of such property.

## Botswana Open University

Financial Statements for the year ended 31 March 2022

### Notes to the Financial Statements

#### 3. Property, plant and equipment (continued)

##### Details of properties

##### Lot 39972 Gaborone

-Capital Expenditure	16 566 342	16 566 342
- Revaluation	19 589 837	19 589 837
- Capitalised expenditure	2 387 481	2 387 481
	<b>38 543 660</b>	<b>38 543 660</b>

##### Lot 37010/000/OG Kang

Capitalised expenditure	616 626	616 626
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##### Lot 4742 Gaborone

- Capitalise property grant	21 662 419	21 662 419
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##### Lot 6342 Maun

- Capitalised Expenditure	105 523 439	105 523 439
-Revaluation	(14 201 415)	(14 201 415)
	<b>91 322 024</b>	<b>91 322 024</b>

##### Francistown

-Lot 31403 (Capitalised expenditure)	18 000 000	18 000 000
- -Lot 31403 (Capitalised expenditure)	3 650 000	3 650 000
	<b>21 650 000</b>	<b>21 650 000</b>

##### Palapye

- Lot 19692 (Capitalised expenditure)	610 000	610 000
- Lot 6467 (Capitalised expenditure)	60 000	60 000
- Lot 6468 (Capitalised expenditure)	60 000	60 000
- Lot 6469 (Capitalised expenditure)	60 000	60 000
- Lot 6470 (Capitalised expenditure)	60 000	60 000
- Lot 6471 (Capitalised expenditure)	60 000	60 000
- Lot 6472 (Capitalised expenditure)	60 000	60 000
	<b>970 000</b>	<b>970 000</b>

The University's buildings include Lot 4272 Gaborone and Lot 31403 Francistown, which have been provided by the Government of Botswana. Title to the properties was not transferred from the Government of Botswana to the university however, this is deemed as a grant where the University has uninterrupted economic benefit to the properties.

#### 4. Leases (University as lessee)

Details pertaining to leasing arrangements, where the university is lessee are presented below:

**Botswana Open University**  
Financial Statements for the year ended 31 March 2022

**Notes to the Financial Statements**

**4. Leases (University as lessee) (continued)**

**Net carrying amounts of right-of-use assets**

The carrying amounts of right-of-use assets are as follows:

Buildings	1 260 874	1 209 818
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**Depreciation recognised on right-of-use assets**

Depreciation recognised on each class of right-of-use assets, is presented below. It includes depreciation which has been expensed in the total depreciation charge in profit or loss (note 16), as well as depreciation which has been capitalised to the cost of other assets.

Buildings	234 456	392 372
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**Other disclosures**

Interest expense on lease liabilities	97 346	101 280
Lease repayments	420 924	1 121 274

**Lease liabilities**

The maturity analysis of lease liabilities is as follows:

Within one year	480 086	459 507
Two to five years	993 879	1 108 150
	1 473 965	1 567 657
Less finance charges component	(97 346)	(152 974)
	<b>1 376 619</b>	<b>1 414 683</b>

Non-current liabilities	993 879	1 033 771
Current liabilities	382 740	380 912
	<b>1 376 619</b>	<b>1 414 683</b>

**Reconcillation of movement in the lease liability**

Opening balance	1 414 683	2 370 772
Interest expense	97 346	165 185
Lease modification adjustment	285 512	-
Lease payments	(420 924)	(1 121 274)
	<b>1 376 617</b>	<b>1 414 683</b>

Botswana Open University  
Financial Statements for the year ended 31 March 2022

Notes to the Financial Statements

5. Investment properties

	2022			2021		
	Valuation	Accumulated depreciation	Carrying value	Valuation	Accumulated depreciation	Carrying value
Investment properties	21 517 416	(3 045 708)	18 471 708	21 517 416	(2 615 363)	18 902 053

Reconciliation of investment properties - 2022

	Opening balance	Depreciation	Total
Investment properties	18 902 053	(430 345)	18 471 708

Reconciliation of investment properties - 2021

	Opening balance	Depreciation	Total
Investment properties	18 920 174	(18 121)	18 902 053

Details of properties

Lot 39972 Gaborone

- Capitalised expenditure	2 466 993	2 466 993
- Revaluation	5 873 759	5 873 759
	<b>8 340 752</b>	<b>8 340 752</b>

Lot 6342 Maun

- Capitalised expenditure	10 676 262	10 676 262
- Revaluation	2 500 402	2 500 402
	<b>13 176 664</b>	<b>13 176 664</b>

Details of valuation

Fair values for prior years were determined by an independent valuer, Mr Wilfred M. Kathurima(BSC (land econ.), MREIB, MREAC), of Messrs Willy Kathurima and Associates on the 31 December 2018. Willy Kathurima and Associates are not connected to the university and have recent experience in location and category of the investment property being valued.

The valuation was based on open market value for existing use.

Amounts recognised in profit and loss for the year

Rental income from investment property	903 288	1 277 494
Direct operating expenses from rental generating property	(66 835)	(61 522)
	<b>836 453</b>	<b>1 215 972</b>



## Botswana Open University

Financial Statements for the year ended 31 March 2022

### Notes to the Financial Statements

#### 6. Trade and other receivables

##### Financial instruments:

Trade receivables	297 838	315 501
Accrued income	-	(143 396)
Loss allowance on trade receivables	(297 838)	(315 501)
Trade receivables at amortised cost	-	(143 396)
Other receivable	275 374	339 120

##### Non-financial instruments:

Employee costs in advance	76 128	76 128
Prepayments	-	1 517 369

##### Total trade and other receivables

**351 502    1 789 221**

##### Split between non-current and current portions

Current assets	351 502	1 789 221
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##### Financial instrument and non-financial instrument components of trade and other receivables

At amortised cost	275 374	195 724
Non-financial instruments	76 128	1 593 497
	<b>351 502</b>	<b>1 789 221</b>

#### Exposure to credit risk

Trade receivables inherently expose the university to credit risk, being the risk that the university will incur financial loss if customers fail to make payments as they fall due.

A loss allowance is recognised for all trade receivables, in accordance with IFRS 9 Financial Instruments, and is monitored at the end of each reporting period. In addition to the loss allowance, trade receivables are written off when there is no reasonable expectation of recovery, for example, when a debtor has been placed under liquidation. Trade receivables which have been written off are not subject to enforcement activities.

The university measures the loss allowance for trade receivables by applying the simplified approach which is prescribed by IFRS 9. In accordance with this approach, the loss allowance on trade receivables is determined as the lifetime expected credit losses on trade receivables. These lifetime expected credit losses are estimated using a provision matrix, which is presented below. The provision matrix has been developed by making use of past default experience of debtors but also incorporates forward looking information and general economic conditions of the industry as at the reporting date.

There has been no change in the estimation techniques or significant assumptions made during the current reporting period.

## Botswana Open University

Financial Statements for the year ended 31 March 2022

### Notes to the Financial Statements

#### 6. Trade and other receivables (continued)

The university's historical credit loss experience does not show significantly different loss patterns for different customer segments. The provision for credit losses is therefore based on past due status without disaggregating into further risk profiles. The loss allowance provision is determined as follows:

	2022	2022	2021	2021
	Estimated gross carrying amount at default	Loss allowance (Lifetime expected credit loss)	Estimated gross carrying amount at default	Loss allowance (Lifetime expected credit loss)
<b>Expected credit loss rate:</b>				
More than 120 days past due: 100% (2021: 100%)	297 838	(297 838)	315 501	(315 501)

#### Reconciliation of loss allowances

The following table shows the movement in the loss allowance (lifetime expected credit losses) for lease receivables:

<b>Opening balance</b>	(315 501)	(2 055 254)
Current year charge	17 662	1 739 753

#### Fair value of trade and other receivables

The fair value of trade and other receivables approximates their carrying amounts.

#### 7. Short term bank deposits

The University held short term bank deposits with Access Bank Botswana Limited and these were short term deposits maturing after four months at an interest rate of 5.6% and these are as follows:

#### Details of short term bank deposits

Short term bank deposits	10 155 735	21 447 910
Fixed deposit for 126 days at a rate of 5.6%		
	<b>10 155 735</b>	<b>21 447 910</b>

#### 8. Cash and cash equivalents

Cash and cash equivalents consist of:

Cash on hand	1 207	445
Bank balances	5 967 257	1 918 785
	<b>5 968 464</b>	<b>1 919 230</b>

## Botswana Open University

Financial Statements for the year ended 31 March 2022

### Notes to the Financial Statements

Figures in Pula	2022	2021
<b>9. Revaluation reserve</b>		
The revaluation reserve relates to revaluation of property, plant and equipment and investment properties for the university.		
Buildings	5 388 422	5 388 422
Investment property	8 374 161	8 374 161
	<b>13 762 583</b>	<b>13 762 583</b>
<b>10. Deferred capital grants</b>		
<b>Reconciliation of deferred capital grants</b>		
Opening Balance	167 200 024	170 856 929
Additions	862 833	6 822 830
Amortisation	(9 980 472)	(10 479 736)
	<b>158 082 385</b>	<b>167 200 023</b>
<b>11. Trade and other payables</b>		
<b>Financial instruments:</b>		
Trade payables	3 598 464	5 918 994
Staff related accruals	40 462 319	30 777 793
Withholding tax payable	-	60 767
Accrued expenses	3 484 907	5 091 834
Other payables	3 349 153	6 143 662
	<b>50 894 843</b>	<b>47 993 050</b>
<b>Fair value of trade and other payables</b>		
The fair value of trade and other payables approximates their carrying amounts.		
<b>12. Deferred income</b>		
<b>Reconciliation of deferred income</b>		
Opening balance	8 280 572	10 044 501
Additions	8 682 756	8 280 572
Realised in Income	(8 280 572)	(10 044 501)
	<b>8 682 756</b>	<b>8 280 572</b>
Deferred income for the current year and prior year are composed of the deferred tuition fees income already received from students but the university had not yet offered tuition to the students as at year end.		
<b>13. Revenue</b>		
<b>Revenue from contracts with customers</b>		
Student application and tuition fees	45 554 653	41 774 177

**Botswana Open University**  
Financial Statements for the year ended 31 March 2022

**Notes to the Financial Statements**

Figures in Pula	2022	2021
<b>14. Other operating income</b>		
Rental Income	967 720	1 277 494
Bad debts recovered	115 708	449 158
Amortisation of capital grants	9 712 687	10 479 736
Tender sales	48 545	16 150
Other income	1 146 396	2 427 479
Government grants	123 932 290	129 647 578
	<b>135 923 346</b>	<b>144 297 595</b>
<b>15. Other operating gains (losses)</b>		
<b>Gains /(losses) on disposals of property, plant and equipment</b>		
Property, plant and equipment	3 34 928	-
<b>Foreign exchange gains / (losses)</b>		
Net foreign exchange (losses)/ gains	(60 806)	19 160
<b>Total other operating gains (losses)</b>	<b>(25 878)</b>	<b>19 160</b>
<b>16. Operating profit (loss)</b>		
Operating (deficit) / surplus for the year is stated after charging (crediting) the following, amongst others:		
<b>Auditor's remuneration - external</b>		
Audit fees	254 534	290 850
<b>Employee costs</b>		
Salaries, wages, bonuses and other benefits	85 698 191	86 369 897
Allowances	30 426 701	29 338 689
Gratuity Expense	16 956 562	14 389 163
Retirement benefit plans: defined contribution expense	9 043 022	10 054 434
<b>Total employee costs</b>	<b>142 124 476</b>	<b>140 152 183</b>
<b>Depreciation and amortisation</b>		
Depreciation of investment property on the cost model	430 347	18 121
Depreciation of property, plant and equipment	9 874 851	10 192 992
Depreciation of right-of-use assets	234 456	392 372
<b>Total depreciation and amortisation</b>	<b>10 539 654</b>	<b>10 603 485</b>
<b>17. Tutor and Writer Expenses</b>		
<b>Analysis of Tutor and Writer Expenses</b>		
Tutor Related Fees (Tertiary and Open Schooling)	8 040 025	5 815 399
Marking and Writers Expenses	323 599	856 615
	<b>8 363 624</b>	<b>6 672 014</b>



## Botswana Open University

Financial Statements for the year ended 31 March 2022

### Notes to the Financial Statements

Figures in Pula	2022	2021
<b>18. Other Operating Expenses</b>		
Administration and management Fees	470 697	1 095 342
Auditor's Remuneration-External Audit	254 534	290 850
Bank Charges	1 669 370	1 709 108
Cleaning	1 063 369	1 237 047
Consulting fees	464 089	2 156 445
Consumables	44 861	87 468
Depreciation	14 478 889	10 603 485
Entertainment	36 936	49 142
Examination Expenses	6 088 729	4 703 785
IT Expenses	1 771 959	2 058 118
Insurance	1 650 790	1 587 053
Learner Materials	495 576	2 629 297
Library Books	23 884	40 780
Library Resources	-	40 699
License Fees	2 405 965	3 739 318
Moderator Fees	481 307	668 867
Motor Vehicle Expenses	216 717	242 573
Other Expenses	462 519	2 105 255
Partnership Fees	540 640	1 043 998
Postage	126 324	185 081
Printing and Stationery	193 653	317 617
Programs Expenditure	1 574 526	2 453 953
Promotions	876 279	1 552 247
Protective Clothing	47 127	77 421
Repairs and Maintenance	5 603 285	6 432 346
Security	1 009 263	834 250
Staff Welfare	1 113 111	2 045 010
Subscriptions	359 002	167 025
Teaching Aids	100 918	83 970
Telephone and Fax	371 040	243 478
Training	156 911	154 555
Travel- External	-	23 184
Travel-Local	178 092	681 708
Utility Costs	3 430 247	3 524 847
	<b>47 760 609</b>	<b>54 865 322</b>
<b>19. Investment income</b>		
Interest income		
Investments in financial assets:		
Bank and other cash	879 434	921 762
<b>20. Finance costs</b>		
Lease liabilities	97 346	101 280
<b>21. Taxation</b>		

No provision has been made as the university is exempt from income tax under the second schedule of the Income Tax Act.

## Botswana Open University

Financial Statements for the year ended 31 March 2022

### Notes to the Financial Statements

Figures in Pula	2022	2021
<b>22. Cash (used in)/generated from operations</b>		
Profit (loss) before taxation	(12 075 263)	(14 778 105)
<b>Adjustments for:</b>		
Depreciation and amortisation	10 539 654	10 603 485
Gains on disposals, scrappings and settlements of assets and liabilities	(34 928)	-
Losses (gains) on foreign exchange	60 806	(19 160)
Interest income	(879 434)	(921 762)
Finance costs	97 346	101 280
Movements in provisions	(144 979)	-
<b>Changes in working capital:</b>		
Trade and other receivables	1 437 719	(1 033 424)
Trade and other payables	2 840 987	12 590 725
Deferred capital grants	(9 117 638)	(3 656 906)
Deferred income	402 184	(1 763 929)
	<b>(6 873 546)</b>	<b>1 122 204</b>
<b>23. Related parties</b>		
Relationships		
The main financier and guarantor	Government of Botswana- Ministry of Education and Skills Development	
Executive Management	Dr D R Tau- Vice Chancellor Professor K. Moahi- Deputy Vice Chancellor- Academic Services Dr Godson Gatsha- Deputy Vice Chancellor- Student Services L Lesetedi-Deputy Vice Chancellor-Corporate Services	
<b>Related party transactions</b>		
<b>Government Grants</b>		
Subvention	(123 932 290)	(135 834 470)
<b>Council Sitings</b>		
Council Sitting Fees	184 771	185 865
<b>Compensation to directors and other key management</b>		
Short-term employee benefits	5 313 790	5 303 911

**Botswana Open University**  
Financial Statements for the year ended 31 March 2022

**Notes to the Financial Statements**

Figures in Pula 2022      2021

**24. Financial instruments and risk management**

**Categories of financial instruments**

**Categories of financial assets**

**2022**

	Note	Fair value through profit or loss - Designated	Amortised cost	Total	Fair value
Investments at fair value	7	10 155 735	-	10 155 735	10 155 735
Trade and other receivables	6	-	275 374	275 374	275 374
Cash and cash equivalents	8	-	5 968 464	5 968 464	5 968 464
		<b>10 155 735</b>	<b>6 243 838</b>	<b>16 399 573</b>	<b>16 399 573</b>

**2021**

	Note(s)	Fair value through profit or loss - Designated	Amortised cost	Total	Fair value
Investments at fair value	7	21 447 910	-	21 447 910	21 447 910
Trade and other receivables	6	-	195 724	195 724	195 724
Cash and cash equivalents	8	-	1 919 230	1 919 230	23 367 140
		<b>21 447 910</b>	<b>2 114 954</b>	<b>23 562 864</b>	<b>45 010 774</b>

**Categories of financial liabilities**

**2022**

	Note(s)	Amortised cost	Total	Fair value
Trade and other payables	11	50 894 842	50 894 842	5 089 482

**2021**

	Note(s)	Amortised cost	Total	Fair value
Trade and other payables	11	47 993 050	47 993 050	47 993 050

## Botswana Open University

Financial Statements for the year ended 31 March 2022

### Notes to the Financial Statements

Figures in Pula	2022	2021
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#### 24. Financial instruments and risk management (continued)

##### Financial risk management

##### Overview

The university is exposed to the following risks from its use of financial instruments:

- Credit risk;
- Liquidity risk; and
- Market risk (currency risk, interest rate risk and price risk).

The Council Members have overall responsibility for the establishment and oversight of the university's risk management framework. The Council has established the risk committee, which is responsible for developing and monitoring the university's risk management policies. The committee reports quarterly to the Council on its activities.

The university's risk management policies are established to identify and analyse the risks faced by the university, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the university's activities.

The university's audit committee oversees how management monitors compliance with the risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the university. The audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee and the risk committee.

##### Credit risk

Credit risk is the risk of financial loss to the university if a customer or counterparty to a financial instrument fails to meet its contractual obligations.

The university is exposed to credit risk on trade and other receivables and cash and cash equivalents.

Credit risk for exposures other than those arising on cash and cash equivalents, are managed by making use of credit approvals, limits and monitoring. The university only deals with reputable counterparties with consistent payment histories. Sufficient collateral or guarantees are also obtained when necessary. Each counterparty is analysed individually for creditworthiness before terms and conditions are offered. The analysis involves making use of information submitted by the counterparties as well as external bureau data (where available). Counterparty credit limits are in place and are reviewed and approved by credit management committees. The exposure to credit risk and the creditworthiness of counterparties is continuously monitored.

Credit risk exposure arising on cash and cash equivalents is managed by the university through dealing with well-established financial institutions with high credit ratings.

For trade receivables which do not contain a significant financing component, the loss allowance is determined as the lifetime expected credit losses of the instruments. For all other trade receivables, IFRS 9 permits the determination of the credit loss allowance by either determining whether there was a significant increase in credit risk since initial recognition or by always making use of lifetime expected credit losses. Management have chosen as an accounting policy, to make use of lifetime expected credit losses. Management does therefore not make the annual assessment of whether the credit risk has increased significantly since initial recognition for trade receivables.



**Botswana Open University**  
Financial Statements for the year ended 31 March 2022

**Notes to the Financial Statements**

Figures in Pula 2022      2021

**24. Financial instruments and risk management (continued)**

The maximum exposure to credit risk is presented in the table below:

		2022			2021		
		Gross carrying amount	Credit loss allowance	Amortised cost / fair value	Gross carrying amount	Credit loss allowance	Amortised cost / fair value
Investments at fair value through profit or loss	7	10 155 735	-	10 155 735	21 447 910	-	21 447 910
Trade and other receivables	6	794 248	(442 746)	351 502	2 587 714	(798 493)	1 789 221
Cash and cash equivalents	8	5 968 464	-	5 968 464	1 919 230	-	1 919 230
		<b>16 918 447</b>	<b>(442 746)</b>	<b>16 475 701</b>	<b>25 954 854</b>	<b>(798 493)</b>	<b>25 156 361</b>

**Liquidity risk**

The university is exposed to liquidity risk, which is the risk that the university will encounter difficulties in meeting its obligations as they become due.

The university manages its liquidity risk by effectively managing its working capital, capital expenditure and cash flows. The financing requirements are met through a mixture of cash generated from operations and long and short term borrowings.

The maturity profile of contractual cash flows of non-derivative financial liabilities, and financial assets held to mitigate the risk, are presented in the following table. The cash flows are undiscounted contractual amounts.

**2022**

	Less than 1 year	Total	Carrying amount
<b>Current liabilities</b>			
Trade and other payables	50 894 842	50 894 842	50 894 842

**2021**

	Less than 1 year	Total	Carrying amount
<b>Current liabilities</b>			
Trade and other payables	11 47 993 050	47 993 050	47 993 050

**Foreign currency risk**

The university is exposed to foreign currency risk as a result of certain transactions and borrowings which are denominated in foreign currencies. Exchange rate exposures are managed within approved policy parameters utilising foreign forward exchange contracts where necessary. The foreign currencies in which the university deals primarily is South African Rand.

**Botswana Open University**  
Financial Statements for the year ended 31 March 2022

**Notes to the Financial Statements**

Figures in Pula	2022	2021
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**24. Financial instruments and risk management (continued)**

There have been no significant changes in the foreign currency risk management policies and processes since the prior reporting period.

**Exposure in Pula**

The net carrying amounts, in Pula, of the various exposures, are denominated in the following currencies. The amounts have been presented in Pula by converting the foreign currency amounts at the closing rate at the reporting date:

**US Dollar exposure:**

**Current liabilities:**

Trade and other payables	11	39 531	46 221
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**ZAR exposure:**

**Current liabilities:**

Trade and other payables	11	27 397	819 881
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**Net exposure to foreign currency in Pula**

<b>66 928</b>	<b>866 102</b>
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**Exposure in foreign currency amounts**

The net carrying amounts, in foreign currency of the above exposure was as follows:

**US Dollar exposure:**

**Current liabilities:**

Trade and other payables	11	3 500	4 045
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**ZAR exposure:**

**Current liabilities:**

Trade and other payables	11	35 169	1 271 803
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**Exchange rates**

**Pula per unit of foreign currency:**

US Dollar	11,295	11,247
ZAR	0,779	0,645

**25. Fair value information**

**Fair value hierarchy**

The table below analyses assets and liabilities carried at fair value. The different levels are defined as follows:

Level 1: Quoted unadjusted prices in active markets for identical assets or liabilities that the university can access at measurement date.

Level 2: Inputs other than quoted prices included in level 1 that are observable for the asset or liability either directly or indirectly.

Level 3: Unobservable inputs for the asset or liability.

**Botswana Open University**  
Financial Statements for the year ended 31 March 2022

**Notes to the Financial Statements**

Figures in Pula		2022	2021
<b>25. Fair value information (continued)</b>			
<b>Levels of fair value measurements</b>			
<b>Level 2</b>			
<b>Recurring fair value measurements</b>			
<b>Assets</b>	<b>Note</b>		
<b>Investment property</b>	<b>5</b>		
Investment properties		18 902 053	18 902 053
<b>Property, plant and equipment</b>	<b>3</b>		
Land		4 620 000	4 620 000
Buildings		170 144 328	170 144 328
<b>Total property, plant and equipment</b>		<b>174 764 328</b>	<b>174 764 328</b>
<b>Total</b>		<b>193 666 381</b>	<b>193 666 381</b>

Details of the valuation of the above land and buildings and investment properties are disclosed in note 3 and note 5 respectively.

**26. Going concern**

The financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The Council Members believe that the university has adequate financial resources to continue in operation for the foreseeable future and accordingly the financial statements have been prepared on a going concern basis. The Council Members have satisfied themselves that the university is in a sound financial position and that it has access to sufficient funding to meet its foreseeable cash requirements. The Council Members are not aware of any new material changes that may adversely impact the university. The Council Members are also not aware of any material non-compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the university.

**27. Events after the reporting period**

The Council Members are not aware of any other significant matter or circumstance arising since the end of the financial year, not otherwise dealt with in this report or the annual financial statements, which significantly affect the financial position of the university or the results of its operations to the date of this report.

**28. Contingencies**

The university had no material contingencies as at year end.

**29. Commitments**

**Commitments**

The university did not have any commitments as at year end.

**Botswana Open University**  
Financial Statements for the year ended 31 March 2022

**Notes to the Financial Statements**

Figures in Pula	2022	2021
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**30. Comparative figures**

Certain comparative figures have been reclassified. The reclassifications were done to achieve better presentation of the amounts.

The effects of the reclassification are as follows:

**Statement of Financial Position**

Short term bank deposits	10 155 735	21 447 910
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**Profit or Loss**

Bad debts recovered	-	(449 158)
Tutor and writer expenses	-	(2 295 276)
Other operating expenses	-	2 744 434



**Botswana Open University**  
Financial Statements for the year ended 31 March 2022

**Detailed Income Statement**

Figures in Pula	Note(s)	2022	2021
<b>Revenue</b>			
Rendering of services		45 554 653	41 774 177
<b>Other operating income</b>			
Other rental income		967 720	1 277 494
Bad debts recovered		115 708	449 158
Amortisation of capital grant		9 712 687	10 479 736
Tenders		48 545	16 150
Other income		1 146 396	2 427 479
Government grants		123 932 290	129 647 578
		<b>135 923 346</b>	<b>144 297 595</b>
<b>Other operating gains / (losses)</b>			
Gains on disposal of assets or settlement of liabilities		34 928	-
Foreign exchange (losses) / gains		(60 806)	19 160
		<b>(25 878)</b>	<b>19 160</b>
<b>Expenses (Refer to page 45)</b>		<b>(194 309 472)</b>	<b>(201 689 519)</b>
<b>Operating (deficit) /surplus</b>		<b>(12 857 351)</b>	<b>(15 598 587)</b>
Investment income		879 434	921 762
Finance costs		(97 346)	(101 280)
<b>(Deficit)/ surplus for the year</b>		<b>(12 075 263)</b>	<b>(14 778 105)</b>

The supplementary information presented does not form part of the annual financial statements and is unaudited

## Botswana Open University

Financial Statements for the year ended 31 March 2022

### Detailed Income Statement

Figures in Pula	Note(s)	2022	2021
<b>Other operating expenses</b>			
Administration and management fees		(470 697)	(1 095 342)
Auditor's remuneration - external audit		(254 534)	(290 850)
Bank charges		(1 669 370)	(1 709 108)
Cleaning		(1 063 369)	(1 237 047)
Consulting and professional fees		(427 823)	(2 090 831)
Consulting and professional fees - legal fees		(36 266)	(65 614)
Consumables		(44 861)	(87 468)
Depreciation		(10 539 654)	(10 603 485)
Employee costs		(142 124 476)	(140 152 183)
Entertainment		(36 936)	(49 142)
Examination expenses		(6 088 729)	(4 703 785)
IT expenses		(1 771 959)	(2 058 118)
Insurance		(1 650 790)	(1 587 053)
Learner materials		(495 576)	(2 629 297)
Library books		(23 884)	(40 780)
Library resources		-	(40 699)
License fees		(2 405 965)	(3 739 318)
Motor vehicle expenses		(216 717)	(242 573)
Utility Costs		(3 430 247)	(3 524 848)
Other expenses		(462 517)	(2 105 255)
Moderator Fees		(481 307)	(668 867)
Partnership fees, development and maintenance		(540 640)	(1 043 998)
Postage		(126 324)	(185 081)
Printing and stationery		(193 653)	(317 617)
Programs expenditure		(1 574 526)	(2 453 951)
Promotions		(876 279)	(1 552 247)
Protective clothing		(47 127)	(77 421)
Repairs and maintenance		(5 603 285)	(6 432 347)
Security		(1 009 263)	(834 250)
Staff welfare		(1 113 111)	(2 045 010)
Subscriptions		(359 002)	(167 025)
Teaching aids and audio cassettes		(100 918)	(83 970)
Telephone and fax		(371 040)	(243 478)
Training		(156 911)	(154 555)
Travel - local		(178 092)	(681 706)
Travel - overseas		-	(23 184)
Tutor and writer expenses		(8 363 624)	(6 672 016)
		<b>(194 309 472)</b>	<b>(201 689 519)</b>

The supplementary information presented does not form part of the annual financial statements and is unaudited





Botswana Open  
University

Inspire Tomorrow, Today

Integrated **Annual Report**

20<sup>21</sup>  
2022



Inspire Tomorrow, Today



Botswana Open  
University



Plot 39972  
Garamothhose  
Junction, Western Bypass  
Gaborone



Postal address:  
Private Bag BO 187, Bontleng,  
Gaborone



Telephone: (+267) 3646000  
Fax: (+267) 3191089



E-mail: [enquiries@staff.bou.ac.bw](mailto:enquiries@staff.bou.ac.bw)  
Website: [www.bou.ac.bw](http://www.bou.ac.bw)