



Botswana Open
University

INTEGRATED
**ANNUAL
REPORT**

19
20

Inspire Tomorrow, Today





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University

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Botswana Open
University



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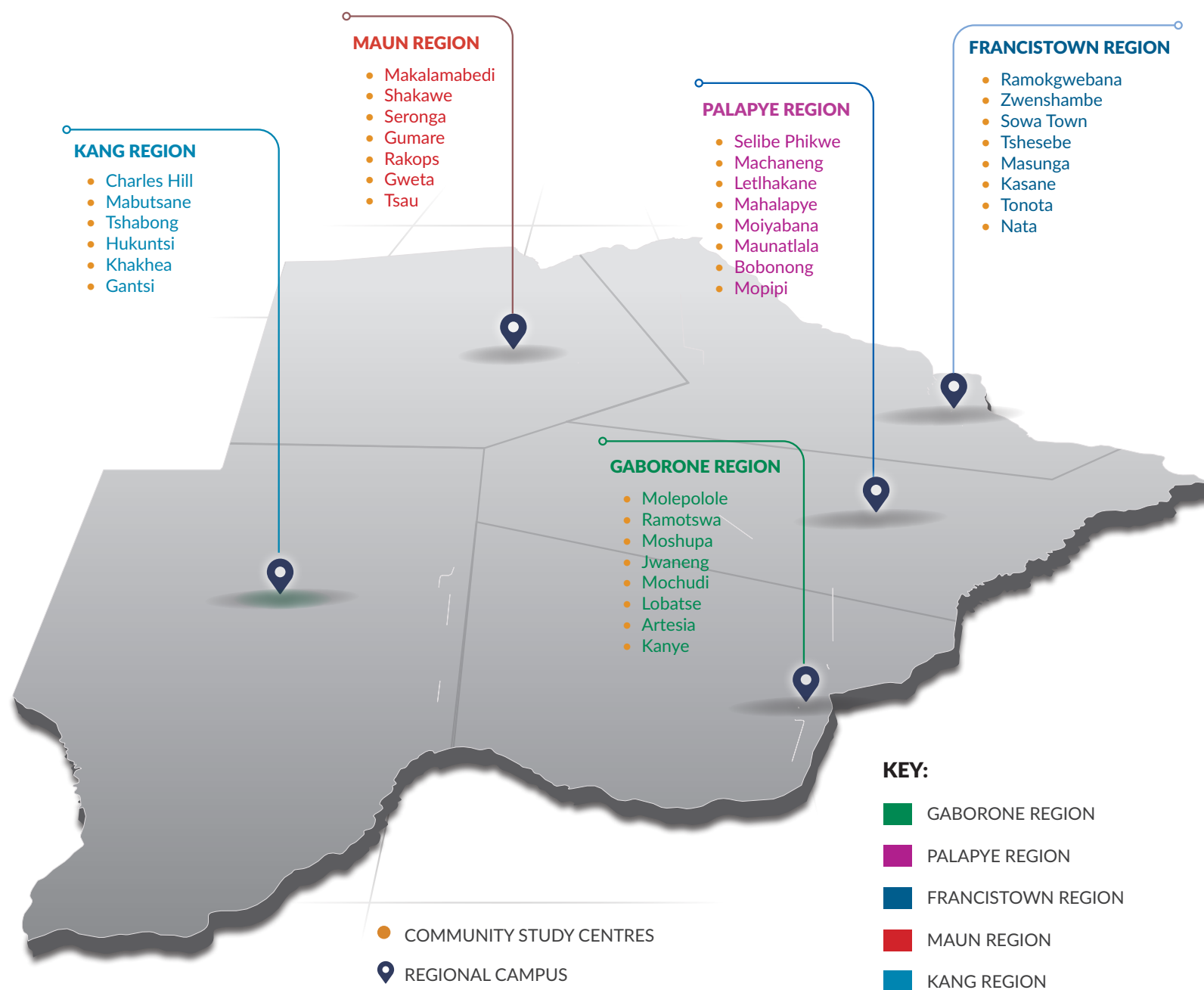
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BOU Regional Campuses and Community Study Centre's



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 tertiary education through open and distance learning.

Our Business Model

Botswana Open University is a public institution which operates largely on government subvention. The institution augments government subvention through tuition fees and other prioritised income streams targeting out of school youth and adults. BOU provides programmes that transcend all educational levels using open and distance learning methodologies. BOU students are supported through five regional campuses which are spatially distributed across the country. The campuses report to the institution's headquarters whose main role revolves around policy development, strategy, budgeting, programme development, monitoring and evaluation.



Our Vision

To inspire excellence and present life-long learning opportunities globally



Our Mission

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



Our Values



Innovation – We continuously improve our service delivery to stay above the rest through the infusion of technology in all we do

Student Centredness – We focus on nurturing the growth of our students by providing extraordinary learning experiences that promote lifelong learning

Excellence – We are committed to the continued pursuit of excellence and constantly challenge ourselves to exceed expectations in promoting learning, research and community engagement

Inclusivity – We aim to create an open environment that celebrates diversity to provide equal opportunities for all

Collegiality – We aim not only to promote partnerships with all our stakeholders but within the university to achieve a shared ambition in line with our existence



His Honour,
Dr PHK Kedikilwe
Chancellor

Foreword by the Chancellor

“ I am enthused by the academic developments, research and community engagement activities that have been undertaken and I am confident that the University will continue to significantly contribute to the transformation of Botswana through human capital development ”

This is the second time we present an integrated annual report to the Minister of Tertiary Education, Research, Science and Technology in accordance with Section 31 of the Botswana Open University Act. As was the case with 2019, this year's report covers a wide variety of activities undertaken by the University within the context of its statutory mandate, 2036 Strategic Framework as well as the 2023 Strategy.

I am grateful to the University Council, Management, Staff and Students for having worked hard and in unison to achieve the targets that were set for 2019/20. The University's performance relative to the agenda for the year under review is clearly indicative of how it is poised to effectively execute its mandate. I am enthused by the academic developments, research and community engagement activities that have been undertaken and I am confident that the University will continue to significantly contribute to the transformation of Botswana through human capital development.

I can only urge Botswana to take advantage of the affordable but high quality education and training services rendered by the Botswana Open University.

03

GOVERNANCE

Our Journey Towards Integrated Reporting

Our integrated reporting has been guided by the University's vision, its Strategic Framework, and its Strategic Plan. This is the University's second Integrated Annual Report.

SCOPE AND BOUNDARIES

The Report covers operations over the reporting period from the 1st April 2019 to the 31st March 2020. The Report contains financial data about our operations over the 2019-20 financial year. The full financial report is published as part of our integrated report in the University's Audited Annual Financial Statements prepared in accordance with the International Financial Reporting Standards (IFRS).

There are also customised reports from the Vice 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. The Report also includes Schools' reports. These reports highlight the value created

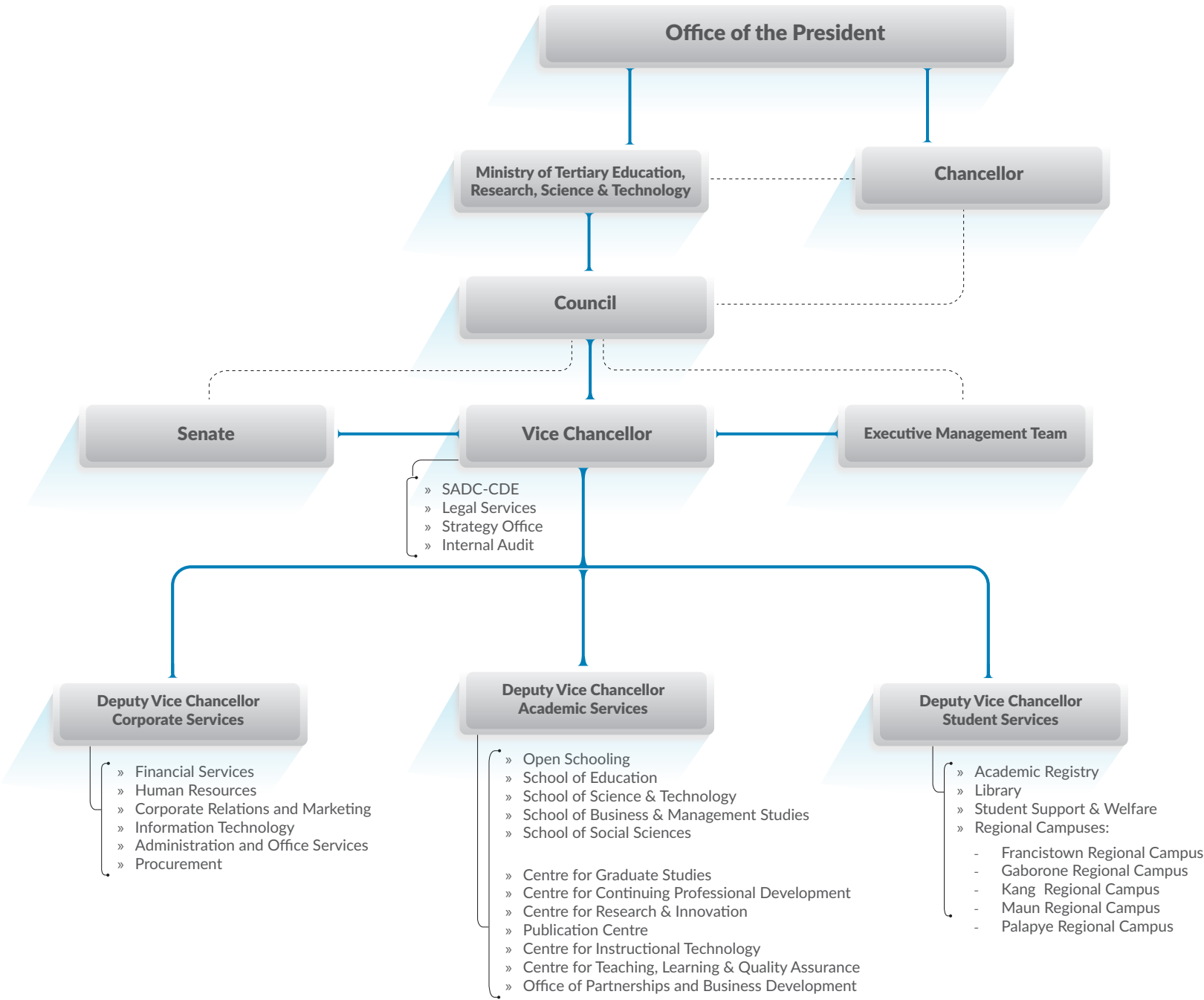
over the reporting period in line with the strategic priorities. This focus on value accords with the principles provided by the *International <IR> Framework* of the International Integrated Reporting Council (IIRC), which believes that "communication about value creation should be the next step in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

APPROVAL OF THE ANNUAL REPORT

Not only is an Annual Report best practice from the corporate governance perspective as recommended by King IV Code, it 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 Tertiary Education, Research, Science and Technology of an annual report within 6 months of the end of the Financial Year, which is the 31st March of every year. The Audit, Risk and Compliance Committee of Council examines the Report and, with adjustments, recommends it for approval by Council. Council then, with the necessary modification, approves its publication and submission to the Minister of Tertiary Education, Research, Science and Technology.



Our Governance Structure





Charles Coyne
Council Chairperson

Statement by the

Chairperson of Council

“The constant change in higher education particularly in the Open and Distance learning space, requires suitable responses from the universities involved. It is important for ODL institutions to establish them in digital learning and leverage on technology as much as possible to enhance student access and learning”

2019 has been yet another momentous year as it marks the 2nd anniversary for the institution as a University since the passing of the BOU Act establishing it as such in July 2017, and officially commencing operations as a University on the 1st December 2017. The University continues to establish itself in the higher education sector and Council has continuously ensured this by providing oversight and strategic direction.

The key highlights for the year are as follows:

- the full establishment of the University's governance system through the operationalisation of key structures such as Council and its Committees as well as Senate and its Committees;
- appointment of external experts to Council Committees to enhance independence and objectivity as well as bring their expertise to the business of Council;
- the successful implementation of the system of Appointments, Review and Promotions Committees, which made the award of new contracts to a number of Directors and Deans, promotions to Senior Lecturer and a variety of new appointments;
- strengthening of leadership through the training of Council members in corporate governance;
- providing oversight over the Consultancy on the Due Diligence and Organisational Redesign Study that it approved in the prior year;
- the approval of some University Policies to strengthen governance.

New Policies towards Good Governance

The constant change in higher education, particularly in the Open and Distance learning space, requires suitable responses from the universities involved. It is important for ODL institutions to establish themselves in digital learning and leverage on technology to enhance student access and learning. Council in this year approved the 2036 Strategic Framework through which the University intends to ultimately achieve global recognition, as well as the Strategic Plan for 2019-2023 which marks the first phase of the Strategic Framework. A roadmap to 2036 has been developed as indicated at page 23. Council is confident that it will help the University realise its vision.

Approved policies during the year under reporting;

- Council revised the Risk Management Framework to align with the latest corporate governance trends. The first framework was approved in 2016 with a review period of 3 years. Implementation of the framework is on-going.
- In its endeavour to improve corporate governance, Council approved a number of Committee Charters including for the Human Resource Committee, Planning and Resources Committee, Finance and Tender Committee as well as the Audit, Risk and Compliance Committee.
- In addition, Council revised the Council Code of Conduct and the Conflict of Interests Policy.
- Council also revised the Whistleblowing Policy by making provision for the whistleblowing hotline for anonymous disclosures.
- Council prioritised key risks and approved the Corporate Risk Register for 2019-20. The University has tracked and closely monitored the risks during the year.
- Council approved the Psychometric Assessment Policy in order to enhance its recruitment process for senior officers.
- Council approved six major academic policies and strategies including the Open Education Resources Policy, the Research and Innovation Strategy for 2019-2023, the Strategy for Technology Enhanced Learning, Teaching, Assessment and Student Support (STELTASS), Academic Programmes Development and Review Policy, Learning Analytics Policy and the Internationalisation Policy.
- Council approved the University's Procurement Manual to align with the national Public Procurement and Asset Disposal Board guidelines and best practise.
- Council also approved the University's first Integrated Annual Report.

This 2019/20 year has been successful and was marked by the across-board dedication and commitment. I would like to thank most particularly, the University staff, our greatest asset, without whom all this work would not have been possible. I look forward to yet another eventful year where we will continue to establish ourselves as a top notch University.

Thank you

BOTSWANA OPEN UNIVERSITY COUNCIL



Mr C Coyne
Chairperson



Ms F S Bakwena
Vice Chairperson



Dr D Tau
Vice Chancellor



Prof. F Youngman



Mr O O Motsumi



Mr O Masesane



Mr K Ramoroka



Ms T Magang



Ms N T Ratsoma



Dr P Molosiwa



Ms J Bahuma



Prof. M E Makoe



Dr B Nage-Sibande



Ms M J Mooketsi



Prof. S Aiyuk



Ms R Modise
Secretary to Council

BOTSWANA OPEN UNIVERSITY COUNCIL

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

Council is committed to the adherence of sound corporate governance principles as set out in the King IV Code and continues to comply with a number of corporate governance protocols it has adopted such as the Council Charter, a Code of Conduct and a Conflict of Interest Policy. Council Committee members declare interest at every meeting, as per the Conflict of Interest Policy.

CONSTITUTION OF COUNCIL

Council comprises sixteen (16) members as prescribed by the BOU Act. Council took a decision to co-opt a Student Representative to Council in June 2019 in terms of Section 15(8). The following table sets out membership of the BOU Council as at the 31st March 2020

Member	Appointment Statutory Provision
Mr Charles I. Coyne - Chairperson	Section 9 (1)
Ms Festina S. Bakwena- Vice-Chairperson	Section 10(2) (d)(i), section 9 (3)
Dr Daniel R. Tau (Vice Chancellor)	Section 10(2)(a)
Prof. Frank Youngman	Section 10(2)(b)
Mr Oupa Masesane	Section 10(2)(c)
Ms Masego J. Mooketsi	Section 10(2)(c)
Mr Kgopotso T. Ramoroka	Section 10(2)c)
Ms Naledi T. Ratsoma	Section 10(2)(d)(ii)
Mr Oscar O. Motsumi	Section 10(2)(d)(ii)
Ms Tsoseletso Magang	Section 10(2)(d)(ii)
Prof. Mpine E. Makoe	Section 10(2)(e)
Dr Bogadi Nage-Sibande	Section 10(2)(g)
Dr Phuthego P. Molosiwa	Section 10(2)(h)
Ms Julia P. Bahuma	Section 10(2)(i)
Prof. Sunny Aiyuk	Section 10 (2)(g)

* Mr Fish Modimooopelo - Co-opted SRC representative in accordance with Section 15(8) of the BOU Act

ATTENDANCE

Council had three (3) ordinary meetings and one (1) special meeting.

Member	Attendance
Mr Charles I. Coyne	4/4
Ms Festina S. Bakwena	3/4
Dr Daniel Tau	4/4
Prof. Frank Youngman	4/4
Mr Oupa Masesane	4/4
Ms Masego Mooketsi	3/4
Mr Kgopotso T. Ramoroka	3/4
Ms Naledi T. Ratsoma	4/4
Mr Oscar O. Motsumi	3/4
Ms Tsoseletso Magang	4/4
Prof. Mpine E. Makoe	3/4
Dr Bogadi Nage-Sibande	4/4
Dr Phuthego P. Molosiwa	4/4
Ms Julia P. Bahuma	4/4
*Prof. Sunny Aiyuk	1/4
Mr Fish Modimooopelo	2/4

* Appointed in the last quarter of the year hence attended one (1) meeting.

KEY AREAS OF FOCUS FOR COUNCIL

Council continued to improve its corporate governance and deliver on its key mandate of setting and directing strategic intent and improving risk governance in the University.

In addition to the approval of the University’s governance protocols, implementation commenced right away. Council also appointed experts to its Committees to enhance its decisions and performance. Council also approved and prioritised the Due-Diligence Study and Organisational Re-design Consultancy for the University.

COUNCIL COMMITTEES

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 field appointed externally. The majority of 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 HUMAN RESOURCES COMMITTEE

The Committee oversees matters relating to Human Resources and makes recommendations to Council as necessary.

Constitution

The Statutes prescribe that the Committee comprises the following:

- Three (3) external members of Council nominated by Council based on appropriateness of their skills, competencies and experience, and at least one (1) 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 (1) 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;
- Deputy Vice Chancellor - Corporate Services; and
- Deputy Vice Chancellor - Academic Services.

MEMBERSHIP AND ATTENDANCE:

Member	Attendance
Ms Festina Bakwena (Chairperson)	2/3
Mr Oscar O Motsumi	2/3
Ms Naledi T. Ratsoma	3/3
Dr Daniel Tau	3/3
Ms Lesedi Lesetedi	2/3
Prof Frank Youngman	3/3
*Ms Matlhogonolo Mponang	1/3

*External Human Resources expert appointed in the last quarter.

Key areas of focus

The Committee has been keeping track of the Due Diligence Study and Organisational Re-design project and reporting every stage to Council. The Committee also enhanced the recruitment process by recommending the approval of the Psychometric Assessment Policy. The Committee identified an external expert experienced in Human Resources Management for appointment to the Committee.

COUNCIL FINANCE AND TENDER COMMITTEE

The Finance and Tender Committee is responsible for ensuring that the University's financial business is conducted efficiently and is done in accordance with international financial practices and standards.

Constitution

The Statutes prescribe that the Committee comprises of the following:

- Three (3) external Council members nominated by Council, at least one (1) of whom has recognised professional financial and/or commercial qualifications and experience, and one (1) of whom shall be appointed by Council as the Chairperson of the Committee;
- One (1) non-Council member (not current University staff member or student) who is a reputable practising professional financial and/or commercial expert nominated by the Council Chairperson and approved by Council;
- Vice Chancellor; and
- Deputy Vice Chancellor - Corporate Services.

MEMBERSHIP AND ATTENDANCE

Member	Attendance
Mr Oscar O. Motsumi (Chairperson)	4/4
Ms Tsoseletso Magang	4/4
Ms Naledi T. Ratsoma	4/4
Dr Daniel Tau	4/4
Ms Lesedi Lesetedi	4/4
Mr Oupa Masesane	3/4
* Mr Godfrey Molefe	3/4

* External expert appointed in the 3rd quarter of the year.

The Committee had three ordinary meetings and one special meeting

Key areas of focus

Key activities of the Finance and Tender Committee were monitoring and review of the budget and ensured development of the University Procurement Manual. The Committee focused on diversifying sources of income generation to reduce the risk of Subvention dependency and would recommend appropriate protocols for approval by Council.

COUNCIL AUDIT, RISK AND COMPLIANCE COMMITTEE

The Committee is accountable to Council for the following key areas:

- Risk management, compliance management, fraud and corruption detection and prevention;
- Monitoring of legal compliance and University ethical standards; and
- Monitoring internal controls, information systems, accounting standards and practices, auditing processes across the University.

Constitution

The Statutes prescribe that the Committee comprises of the following:

- Three (3) external Council members nominated by Council, at least one (1) of whom has recognised professional audit and/or risk management qualifications and experience, and one of whom shall be appointed by Council as 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;
- Vice Chancellor; and
- Deputy Vice Chancellor who is a member of Council.

MEMBERSHIP AND ATTENDANCE

Member	Attendance
Ms Masego J. Mooketsi (Chairperson)	2/3
Mr Kgopotso T. Ramoroka	2/3
Ms Naledi T. Ratsoma	3/3
Dr Daniel Tau	3/3
Prof. Frank Youngman	2/3

The Committee had three ordinary meetings.
Appointment of an external expert to the Committee is yet to be done.

Key areas of focus

The key areas of the Audit, Risk and Compliance Committee comprised of the monitoring the University's Internal audit function, providing oversight of the University's risk management, monitoring the University's Corporate Risk Register, appointing new external auditors for the University and development of the Committee Charter. The Committee prioritised risk management activities across the University, ensuring there was risk management awareness and training.

COUNCIL PLANNING AND RESOURCES COMMITTEE

The Committee advises Council on major strategic issues, inclusive of strategic planning, management of physical infrastructure, disaster management, and acquisition of major assets.

Constitution

In terms of the Statutes, the Committee comprises 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 the Chairperson of the Committee;
- Vice Chancellor;
- Deputy Vice Chancellors (3); and
- At least one non-Council member (not a current University staff members) who is a reputable practising professional with expertise in master planning and/or capital asset management or property develop

MEMBERSHIP AND ATTENDANCE

Member	Attendance
Mr Kgopotso Ramoroka (Chairperson)	2/3
Prof. Frank Youngman	3/3
Dr Daniel Tau	3/3
Ms Masego J. Mooketsi	3/3
*Prof. Kgomotso Moahi	1/3
Ms Lesedi Lesetedi	3/3
*Prof Mpine Makoe	0/3

The Committee had three ordinary meetings.

*Prof Kgomotso Moahi was appointed at the last quarter hence attendance of one meeting.

Appointment of an external expert to the Committee is yet to be done.

*Prof. M Makoe was replaced by Ms T Magang on the 12th March 2020

Key areas of focus

The Committee provided direction as delegated by Council on implementation of the strategic Plan and prioritising key initiatives. The Committee worked on putting together an Inventory of the University's physical assets in order to set motion for infrastructure development.

SENIOR STAFF APPOINTMENTS, PROMOTIONS AND REVIEW COMMITTEE

The Committee is vested with the responsibility of making appointments, promotions and review of senior staff. This this includes Professors, Associate Professors, Deans and Directors

CONSTITUTION

The Statutes prescribe that the Committee comprise of the following:

- Vice Chancellor - Chairperson
- Deputy Vice Chancellors
- Two external members of Council
- Deans of Schools
- One representative of Regional Directors
- Two professors elected by Senate
- One professor elected by academic staff
- One Director elected by senior support staff
- Director, Human Resources

Member	Attendance
Dr Daniel R. Tau (Chairperson)	3/3
Mr Kgopotso T. Ramoroka	1/3
Ms Festina S. Bakwena	3/3
Prof Frank Youngman	3/3
Dr Lekopanye L. Tladi	3/3
Dr Bogadi Nage-Sibande	3/3
Dr Brian Muyambiri	3/3
Prof Bantu L. Morolong	3/3
Mr Mokeresete Boima	3/3
Ms Boipelo Kesamang	2/3
Ms Lesedi Lesetedi	3/3
Mr Gabathuse B. Molelu	3/3
*Prof Kgomotso Moahi	1/3

The Committee had three meetings.

*Prof Kgomotso Moahi was appointed at the last quarter hence attendance to one meeting.

Key areas of focus

The Committee made a number of senior staff appointments during the Year. The Committee appointed 1 full Professor, 2 Associate Professors and Directors.

RISK MANAGEMENT

Council is responsible for the oversight of risk management. It has delegated its responsibility for the governance of risk to the Council Audit, Risk and Compliance Committee. The Committee reports to Council on a quarterly basis.

BOU has established an institutional Risk Management Committee that is focused on ensuring that BOU maintains an effective system of internal control and risk management. The Committee reports to the Executive Management Team and the Audit, Risk and Compliance Committee of Council. The Committee structures, roles and responsibilities are detailed in the respective Committee Charters. BOU has also adopted a Risk Management Framework that governs the University's approach to managing risks.

The members of the Audit, Risk and Compliance Committee are appointed by Council and the Committee Charter is approved by Council.

Council reviewed the University Risk Management Framework during the

financial year and key changes were to include the University's Risk Management Committee and its role in the Risk Management Architecture. The key roles of the Committee are to inculcate a risk aware culture in the University and ensure risks are managed proactively and efficiently.

The Committee was reviewed during the year to enhance its performance and impact and its Committee Charter was adopted.

The Committee has been key in ensuring that an overall risk management culture is instilled in the institution and this process is still on-going. The Committee has been instrumental in the development of the Corporate Risk Register as well as Divisional and key department risk registers. Risk Management training has been conducted across the University, including for Senior Management and at Regional Campuses. Training has commenced for key functions of the University. With this foundation being set, the University will now focus on the tracking and monitoring of risks.

CORPORATE RISKS FOR 2019/20

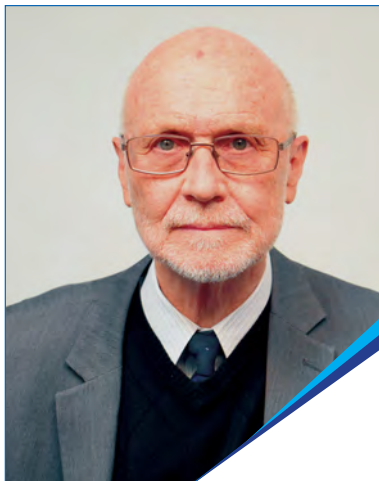
The University identified and prioritised 9 key risks as follows:

No.	RISK	MITIGATION
1	Fraud and corruption in the procurement process	Adherence to procurement policies and procedures
2	Cyber Security Risk	Adherence to cyber security protocols
3	Lapses in Corporate Governance	Continuous training, induction for new members, full disclosure, annual Council evaluation, corporate governance assessment and repositioning
4	Failure to implement the Strategy	Continuous engagement and quarterly reviews
5	Failure of integrity in exams and assessments	Establishment of a technology enabled exam and assessment management system
6	Lapses in the management of part-time tutors	Part-time tutor management project
7	Subvention dependency	Diversification of revenue generation for third stream income, appointment of Business Development Manager, review of the Business Development Committee
8	Financial blacklisting	Development and adherence to specified payment turn-around times
9	Negative brand perception	Intensify advertising and marketing

EXECUTIVE MANAGEMENT TEAM



Dr D Tau
Vice Chancellor



Prof. F Youngman
*Deputy Vice Chancellor
Academic Services*



Ms L Lesetedi
*Deputy Vice Chancellor
Corporate Services*



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





Dr Daniel Tau
Vice Chancellor

Report of the Vice Chancellor

“Flowing from these thematic areas are eleven (11) strategic objectives and twenty-two (22) measures against which the 2019/20 performance of the University is projected”

The 2019/20 integrated annual report, being the second since inception of the University, should be understood within the context of the institution's statutory mandate as encapsulated in the BOU Act No. 13 of 2017. Gleaned from the provisions of the Act, the main purpose of the University is to provide tertiary Open and Distance Learning programmes and services on a nationwide scale. Subsidiary functions within the mandate include provision of open schooling and professional development programmes, promotion of lifelong learning and equitable access to education and training nationally.

In order to systematically execute the referred broad mandate, BOU adopted and is implementing a four-phased strategic framework to 2036. The framework was launched during the year under review together with a strategic plan that details implementation activities relative to the first four years, being 2019 to 2023. The detailed strategic plan has prioritised themes in the areas of Academic Excellence, Student Experience, Collaboration and Partnerships as well as Institutional and Operational Excellence. Flowing from these thematic areas are eleven (11) strategic objectives and twenty-two (22) measures against which the 2019/20 performance of the University is projected. All in all, the University, as projected by the Corporate Scorecard Dashboard on the last page of the report, has performed very well against most of its performance targets for the year under review.

What follows represents a narrative of activities that were undertaken under each thematic area during the 2019/20 year:

Academic Excellence

In a bid to ensure academic excellence, the University managed to submit all its qualifications for registration by the Botswana Qualifications Authority (BQA). We enlisted most of our academic staff without a PhD for sponsorship to pursue same. In our view, this will go a long way in developing and retaining highly qualified staff with strong academic leadership and research capabilities. Our increased research output per academic staff member for the year bears testimony to our ground-breaking efforts to enhancing research capabilities. The year 2019/20 was also blessed with the employment of the first professors for the Schools of Business and Management Studies, Science and Technology, and Education. Going forward, the University wishes to significantly increase its programme menu to widen access to quality tertiary education through Open and Distance Learning (ODL) mode.

The University undertook a number of initiatives in order to enhance excellence and the value add to its stakeholders. The University implemented and funded the staff development plan with 33 staff members at various stages of pursuing Certificates, Diplomas, Degrees and PhDs through ODL.

The University continued engagement with the Commonwealth of Learning as a strategic partner with the execution of several projects and high profile participation in the 9th Pan Commonwealth Forum in Edinburgh.

There has been a major increase in the number of tertiary programmes with an online presence on Moodle.

There has been operationalisation of the University Conference Fund Committee and increased support for participation in academic conferences.

There has also been an extension of the use of ITS automated processes with improvements in service delivery.

Superior Student Experience

Students remain our major stakeholders and BOU seeks to create a customised and flexible learning environment which will serve their evolving needs. The institution's intent for the period up to 2023 is to position technology at the core of its operations

and delivery mode to ensure heightened student experience and success. The year under review has seen a significant investment in technology infrastructure and software tools aimed at improving efficiencies in service delivery to students. This has influenced the high demand for our programmes. Moreover, retention, progression and completion rates have increased significantly. The institution continues to strive to decentralise most of the systems and processes to Regional Campuses where our students receive both face-to-face and online support. More importantly, our ODL learning and teaching methodologies are highly student-centred and problem-based. It is our resolve to grow our offerings into other disciplines and have an overt presence in the international space.

Strong Collaborations 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 life-long learning. In the year 2019/20, the institution has signed new partnerships with both local and international collaborators. To operationalise these partnerships, we have approved an Internationalisation Plan and a Partnerships Policy to provide a framework for reports on value addition from the partnerships. Going forward, we will invoke the provisions of these documents to leverage the partnerships.

Strong Institutional and Operational Excellence

In our quest to develop and retain strong management and leadership capabilities across the University, we have developed, approved and implemented several strategies and policies that are geared towards facilitating innovation and high performance in various sections of the University. The launch of the BOU 2036 Strategic Framework and the 2019-2023 Strategic Plan clarified accountabilities and performance expectations to all stakeholders. For the year under review, 21 strategic initiatives were identified to operationalize the plan for the year. While the outbreak of COVID 19 towards the end of the plan period delayed the progress of some initiatives, most of our planned activities were achieved on time. We look forward to reviewing and repositioning ourselves for and beyond COVID 19. For the next four years, the University will be working on its capacity to radiate

the efficiency and effectiveness of its processes and systems through utilisation of technology, strong research and innovative teaching methods.

Future Outlook

Looking forward to next year, I see a bright future for BOU and another demanding year, which will only be successful if we apply team work and dedication. There are a number of key priorities:

- Implementation of the organizational redesign, including the new Open Schooling model;
- Implementation of all approved policies and strategies;
- Accreditation and diversification of the tertiary programme menu and increased student intakes;
- New initiatives in the Division of Student Services related to student engagement, enrolment management and assessment management;
- Improvement of customer service and stakeholder satisfaction and greater brand visibility;
- Approval of the Business Development Plan and diversification of revenue sources; and
- Intensification of the automation of business processes, such as the payment of part-time tutors.

I would like to take this opportunity to thank the University's governing body for providing sound strategic direction and our dedicated staff for the work undertaken this year.

Please spend some time and peruse our report and give us feedback. You will find our insights and achievements useful. The staff of BOU and myself are at your disposal for further clarification. You are welcome on board.

OUR INSTITUTIONAL INTENT AND STRATEGY

BOU's Strategic Foundations

Following the successful transition of Botswana College of Distance and Open Learning (BOCODOL) to Botswana Open University (BOU) in July 2017, BOU sought to operationalise its mandate by developing a long term strategy to project its long term planning which defines its growth pathway to 2036. BOU aims to be a globally recognised Open University by 2036; that is, a University that generates and transfers knowledge through the most effective and efficient methods and infrastructure. To achieve this desire, the University is currently implementing a 4-year Strategic Plan that is geared towards setting up technology systems that would widen access to its programmes and improve the delivery of the same. The incremental enrolment projections made for the 17-year period presume a total enrolment of 25000 by the year 2036 from a baseline of 4000 in 2019. This section of the report shows the performance of the institution in 2019/20 which represents the first year of implementing the 2019-2023 Strategic Plan under the purview of the BOU 2036 Strategic Framework.

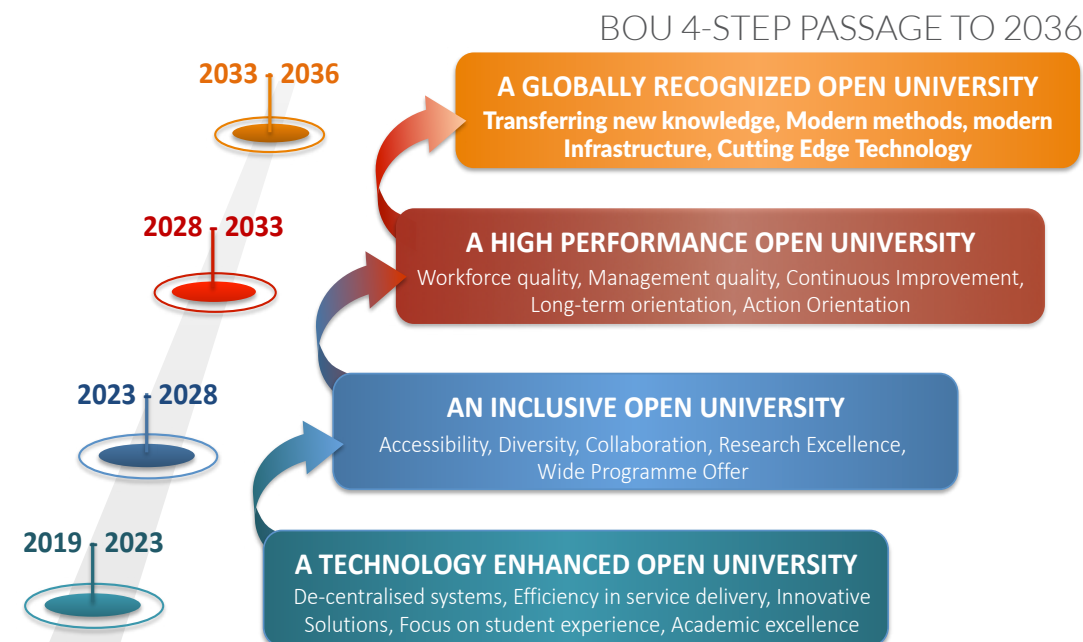
BOU 2036 STRATEGIC FRAMEWORK – TOWARDS GLOBAL RECOGNITION

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:

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.

Student and Stakeholder Engagement

In its pursuit of life-long 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.

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.

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' utilisation of multi-platforms. BOU endeavors to provide an enabling learning and teaching environment supported by a robust ICT infrastructure.

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 calibre human resources.

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 four (4) 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

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.

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.

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.

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 2019-2020 DASHBOARD PERFORMANCE

The Botswana Open University (BOU) uses the Balanced Scorecard model to plan, implement and track performance on annual objectives, targets, and initiatives. The model articulates performance on four perspectives;

- Student/Stakeholder Perspective
- Internal Processes Perspective
- People and Learning Perspective and
- the Finance Perspective.

A summary of the performance of the year under review is given below:

Student/Stakeholder

Effectively, the year 2019/20 represents the first milestone for evaluating the response of students and stakeholders to the transition from College to University. Applications for BOU tertiary programmes reached an all-time high of more than 7000 out of which an enrolment of 3795 new students was realised, representing about 22% above the target for the year with significant additional intake in 4 programmes, i.e., DIECD, CEMBA, CEMPA and MEdL. The cumulative enrolment for the year was 6747 over a target of 5100. Apart from the increased intake of new students, the University realised an increased number of continuing students. The second graduation for the University happened in November 2019 where 1647 graduands walked

down the aisle to collect their certificates. This represents over 20% increase from the previous graduation rate. The same pattern was observed at Open Schooling where 13630 students sat for examination from a baseline of about 8000 in 2018.

Apart from the novelty attached to the new status of the institution, several factors account for the high enrolment and completion rates. First, the automation of the application and registration processes reached out to more clientele. Second, increased research, library and tutor support has led to an increased number of completing post graduate students. Third, the transitional phase of the shift to University was awash with stakeholder engagements, which went a long way in increasing its visibility. While the University is still dealing with teething problems of resourcing and system adaptation, the overall performance on the Student/Stakeholder perspective shows great potential for increased enrolment and completion rates.

Internal Processes

A lot of work has gone on regarding the setting up of systems and processes for the provision of efficient and effective institutional services. These include accreditation of the institution as an Education and Training Provider (ETP) In line with the institution's predilection for technology-enhanced programmes and processes, a lot of work has been invested in procuring the requisite equipment, moving programmes onto online platforms, and automating processes. Moreover, with the approval of the University Research and Innovation Fund Guidelines, and the inclusion of research in the performance expectations of academics, research output has shown an upward mobility.

People and Learning

For the year under review, the University has maintained a very low staff attrition rate. An intensive staff development programme is being implemented at BOU, where staff is encouraged to continuously pursue learning programmes with support from the University. Among other achievements, 2019/20 saw about 50 Directors, Deans, Managers and Professional level staff of BOU enrolled for a Diploma in Management Development Programme offered by Stellenbosch University. Moreover, 13 staff members were included in the pipeline for PhD sponsorship.

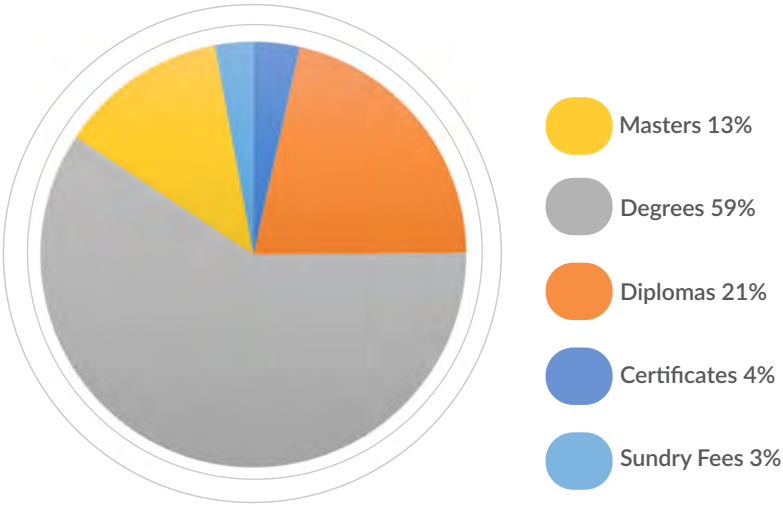
Corporate Scorecard Dashboard 2019/20 provided at page 102

Finance

Overall, the financial performance of the University in respect of 2019/20 has been impressive. The University recorded a surplus of P21.74M against a smaller surplus of P2.26M in 2018/19. Revenue for the year increased by 36% in comparison with that of 2018/19. The attributing factors to the financial performance included deliberate cost containment and optimisation of available funding sources, as well as the increase in student enrolment and therefore tuition-derived revenue.

Tuition fees, as the University's second stream revenue source contributed substantially to the 2019/20 performance. Of all the academic programmes' revenue, undergraduate degree programmes became the major contributor, at 59%, followed by Diploma and Masters programmes at 21% and 13% respectively.

March 2020 Tuition Fees Distribution



The third-stream income, referred to as Other Income, also increased significantly. It recorded revenue of P3.83M, which represents 68% increase over the 2018/19 performance. The increase precipitated from the increased funding sources in the main.

Second and Third Stream Income Analysis			
Description	2018/19	2019/20	
	BWP (M)	BWP (M)	% Movement
2 nd Stream Revenue	27 326 386	37 100 974	36%
3 rd Stream Income	2 288 863	3 839 539	68%
Total	29 615 249	40 940 513	38%

The Southern African Development Community Centre for Distance Education (SADC-CDE)

Introduction

This report from the SADC-Centre for Distance Education (SADC-CDE) covers the period April 2019 to March 2020. The report gives an update on the continuing projects that include:

- Capacity building initiatives
- Supporting networking
- Collaboration and advocacy for ODL in the SADC Region
- Promoting efficient and effective use of resources from COL, DEASA, SADC, and other partner organisations
- Strengthening support for COL Regional Centres
- Commonwealth of Learning activities and a Summary of the Botswana-COL Supported Activities for the period 2015-2019

Capacity Building Initiatives/Projects

The SADC-CDE is responsible for capacity building in the SADC region. The focus is on skilling the Open and Distance Learning practitioners in the member institutions.

Short Term Projects

To progress the above mandate, the Centre sponsored thirty-three (33) potential Open and Distance Learning practitioners with the Botswana Open University (BOU) in the Certificate for Distance Education Practitioners (CDEP) programme. The CDEP is a one-year programme which equips and grounds Open and Distance Learning practitioners in the pedagogy and practice of ODL. 7 countries were invited to submit a list of practitioners to take part in the CDEP programme. The table below summarises the enrolments per target country.

Table 1 CDEP 2019/2020 Intake by Country and Gender

Country	Sponsorship target #	# Practitioners Enrolled		Total
		Male	Female	
Eswatini	5	1	4	5
Lesotho	20	6	14	20
Malawi	3	2	1	3
Mauritius	3	0	0	0
Mozambique	3	2	1	3
Seychelles	3	1	1	2
South Africa	3	0	0	0
Total	40	12	21	33

Long Term Projects

The Centre received some action plans for Non-Formal Education (NFE) through Open and Distance Learning as well as the Gender Mainstreaming projects. This submission followed two workshops that were carried out on NFE and Gender Mainstreaming in January and February 2019 respectively. The current report gives a brief of what happened following the workshops. A summary of participating countries is as follows:

Table 2 Project by country

Country	Projects by Country	
	NFE by ODL (Tertiary & Open Schools)	Gender Mainstreaming (Tertiary institutions only)
Botswana	Yes	Yes
Eswatini	Yes	N/A
Lesotho	Yes	Yes
Malawi	Yes	Yes
Mauritius	N/A	Yes
Mozambique	Yes	Yes
Namibia	Yes	Yes
Seychelles	N/A	Yes
South Africa	N/A	Yes
Zambia	Yes	N/A

The submitted plans were reviewed for funding in the second phase of the projects (2019-2020). The Gender Mainstreaming project targeted tertiary institutions while the NFE project leaned more towards Open Schooling and NFE institutions.

Work in the gender action plans included briefing of the institutional management, lobbying for support and gaining approval of the action plans by the institutional management. To date, some universities had their plans approved and have operating Gender Committees with specific mandates to implement gender mainstreaming in their institutions. The committees engaged the University communities, which included students. One institution had two of their staff members taking part in training on Gender Responsive budgeting while one other, conducted an institutional gender situation analysis and held a Gender Dialogue. Work continues towards the development of the gender policies to guide the mainstreaming process in the respective institutions.

With regard to the Non-Formal Education (NFE) by ODL, one country has made the most progress since they already had an NFE Policy launched in the same month of attending the workshop, January 2019. The workshop helped the institution refine their plans and later develop an NFE Policy Performance Monitoring Matrix. The matrix will help drive the two goals of strengthening ODL in the country through implementing the NFE policy and developing NFE programmes with a focus on agriculture, using the ODL mode. A good number of the institution's staff members are undergoing training in order to deliver on the goals

Supporting networking, collaboration and advocacy for ODL in the SADC Region

Distance Education Association of Southern Africa (DEASA) support

DEASA held its second joint conference in Dar es Salaam, Tanzania. It was held in collaboration with the Distance Education Association of Tanzania (DEATA) at the Open University of Tanzania from 25th -27th September 2019. The first joint conference was in 2018 with the National Association of Distance Education and Open Learning in South Africa (NADEOSA).

The conference themed DEASA-DEATA: Agenda 2030 and Open and Distance Learning: Making Transformation Happen attracted seventy-nine (79) participants from nine SADC countries and one East African country outside the DEASA and SADC. Botswana, Eswatini, Lesotho, Namibia, Malawi, Mozambique, South Africa, Tanzania, Zambia and Uganda participated in the conference. The Botswana Open University (BOU) sent a delegation of six (6) to the Conference. The next conference (DEASA 2020) and Annual General Meeting was planned for Mozambique.

Papers came from as far as Nigeria. The highlight of the presentations was one entitled, Unlocking Human Potential through ICT for Persons with Disabilities at the Open University of Tanzania. This paper demonstrated how opening access using ODL could enhance growth and opportunities in education as well as impact positively on the citizens in the region. The message was driven home when two of the beneficiaries who were visually challenged shared their journeys with the participants.

Having the Conference co-hosted for the second time, reflected an important milestone in strengthening collaboration across the vast SADC region. DEASA encouraged other countries in the region to create national Distance Education associations such as those existing in Namibia, Tanzania and South Africa as that would enhance resource sharing.

Annual General Meeting-DEASA

Following the Conference, the DEASA community held its 53rd annual general meeting on the 27th September 2019 still in Dar es Salaam, Tanzania. The meeting discussed critical matters of the assembly, among them membership, participation and stability, election of the new leadership and the financial report which presented the audited financial statement.



Expanding networks in ODL

i) The Botswana Open University (BOU) Vice Chancellor travelled to Maputo, Mozambique in August 2019 to deliver a keynote address at the 4th Distance Education Conference held by the Universidade Pedagógica de Maputo (University of Pedagógica). The theme of the conference was Pedagogical Mediation in Open and Distance Learning. The Vice Chancellor's address was themed "**ODL Evolution and Pedagogical Trends**".

ii) The Open Innovative Schooling (OIS) Initiative in East Africa workshop held in May 2019 in Kigali, Rwanda sensitised participants about open schooling and introduced COL's OIS model. OIS increases access to secondary education, especially for out-of-school youths.

The workshop raised a lot of interest as participants appreciated the model.

Some of the questions posted entailed which format OIS could take, such as; could it be:

- a) an independent institution
- b) a department of University? Ministry?
- c) a blended learning system within a 12-year basic education school
- d) combined with an ordinary ODL programme of a higher learning institution?

Promoting efficient and effective use of resources from COL and other partner organisations

COL's role is to help Commonwealth countries use a range of appropriate and available approaches and technologies to foster learning at scale. COL's work covers two sectors of activity: Education and Livelihoods and Health. The Focal Points are the contact people found in each commonwealth member state to among other functions, receive and disseminate information about COL and its activities. The

following are some of the courses and or opportunities that the SADC-CDE shared with local institutions inviting their participation.

- 2020 International Visiting Scholar Programme Sponsored by Shanghai Open University, China
- Massive Open Online Course (MOOC) on “Blended Learning Practice”
- Massive Open Online Course (MOOC) entitled “Functional Numeracy MOOC”.
- Massive Open Online Course (MOOC) on ‘Introduction to Sustainable Development in Business’
- Online Training on Angular Web Framework
- COL Support through Consultancy work

Strengthening Support for COL Regional Centres

The Commonwealth of Learning operates four (4) regional centres in the Commonwealth. SADC-Centre for Distance Education (SADC-CDE) which is hosted in the Botswana Open University is one of them.

COL sponsored all the ten (10) members of staff to a pre-conference regional meeting and to attend the 9th Pan Commonwealth Forum (PCF) which were both held in Edinburgh, Scotland in September 2019. The objectives and outcomes of the meeting were to:

- Provide an opportunity to get-to-know each other and enhance understanding of the regional staff’s collective work
- identify and share Strategies to work with and expand engagement with partners
- identify and Strengthen Monitoring & Evaluation processes
- increase visibility; Expand leadership; Secure external funding
- develop a community of practice to share best practices, challenges and areas of cross-collaboration

Commonwealth of Learning Activities

Ninth Pan-Commonwealth Forum (PCF 9)

COL and partners (the Open University, UK) hosted the 9th Pan Commonwealth Forum (PCF9) in Edinburgh, Scotland in September 2019. The forum ran from 9 to 12th and close to 550 policy makers, practitioners and thought leaders from across the Commonwealth and beyond gathered at the historic Murrayfield Stadium for the Forum, themed Innovations for Quality Education and Lifelong Learning.

The forum addressed four key sub-themes: Opening Up Education, Equity and Inclusion, Technology, Employability, and delegates appreciated the focus on new forum features namely; artificial intelligence, youth and girls’ education and learners with special abilities. COL further hosted a ministerial roundtable with participation from six education ministers.

The objective of the workshop was to strengthen capacity of member states to adopt and implement OER policies in their countries.



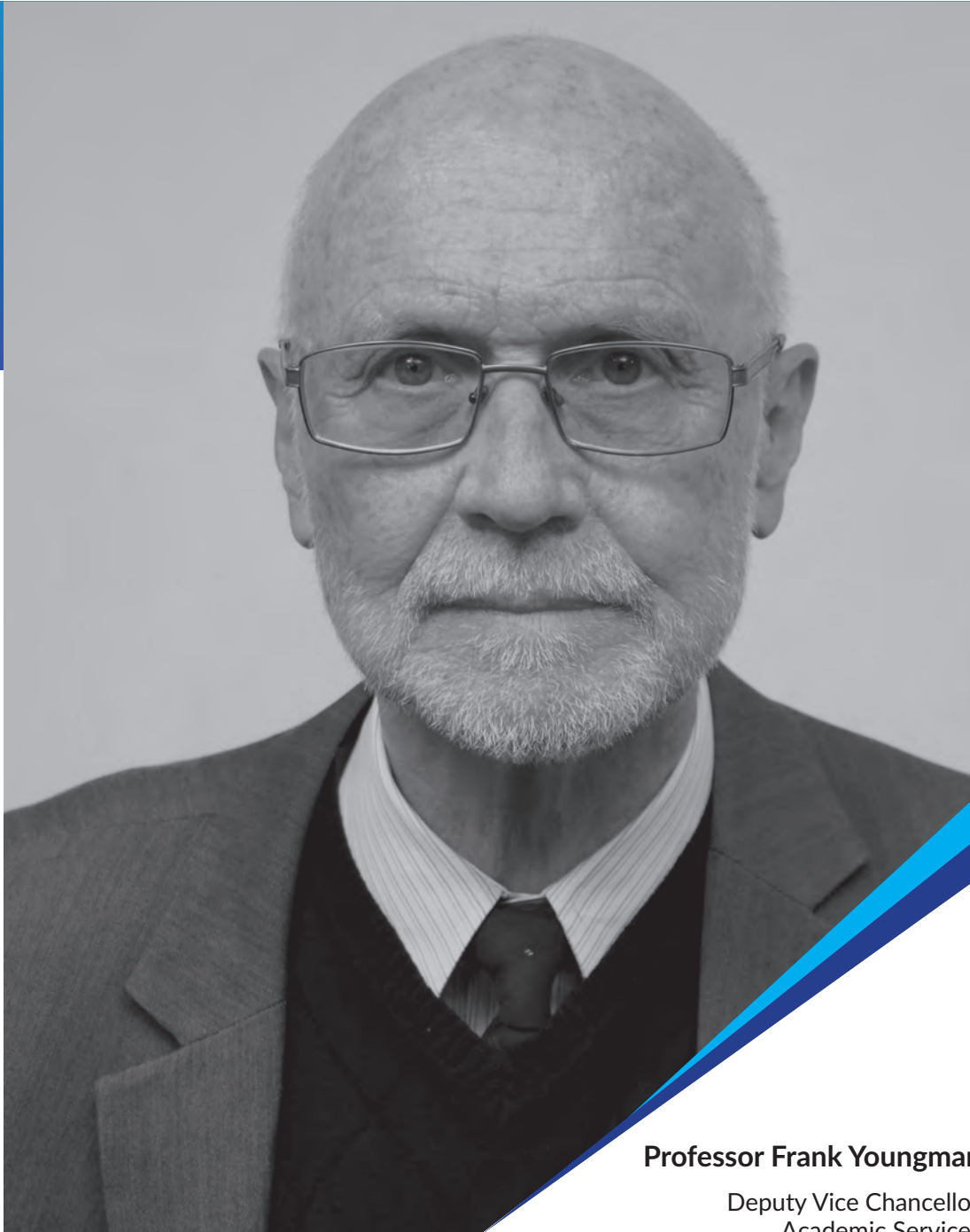
Botswana - COL Supported activities for the period 2015-2019

This summary is an extract from the Botswana-COL Supported activities for the period 2015-2019 report prepared by COL. The main activities were in the area of :

- tertiary education through the Botswana Open University (formerly BOCODOL)
- Open Educational Resources (OER)
- Gender
- Botswana’s hosting of the two-day meeting for COL’s Focal Points in Africa and Mediterranean region - organised jointly by the Ministry of Tertiary Education, Research, Science and Technology and the Botswana Open University (BOU).



Report of the
Deputy Vice Chancellor - Academic Services



Professor Frank Youngman

Deputy Vice Chancellor
Academic Services

“For the year under review, the 2019-2023 Strategic Plan identified four thematic areas which would guide the discourse for the next four years: academic excellence, superior student experience, strong collaborations and partnerships, and strong institutional capability and operational excellence.”

INTRODUCTION

The role of the Division of Academic Services is multifunctional and focuses on delivering the strategic goals of the University in terms of technology-enhanced programmes, relevant research and innovation, and strong collaborations and partnerships. Its overall goal is academic excellence.

The Division is constituted of four Schools which are responsible for the design, development and delivery of tertiary academic programmes and for research and innovation:

- School of Education
- School of Business and Management Studies
- School of Social Sciences
- School of Science and Technology

The Division has four centres which support the teaching and research work of the Schools and ensure its quality:

- Centre for Graduate Studies
- Centre for Instructional Technology
- Centre for Research and Innovation
- Centre for Teaching, Learning and Quality Assurance

The Division has a centre responsible for providing short courses and other modes of continuing professional development to the general public:

- Centre for Continuing Professional Development

The Division also has a centre responsible for materials development and quality enhancement for the institution's distance learning secondary school students:

- Centre for Open Schooling

The Division has two other centres which provide services across the University:

- Centre for Partnerships and Business Development
- Publications Centre

STRATEGIC INITIATIVES IN 2019/20

Academic programmes

The University is pursuing the strategic objective of having all of its programmes delivered in blended mode. This involves delivery that is predominantly online but which is supplemented with face-to-face activity. Already 16 of the 20 tertiary programmes have an online presence. In order to provide greater priority and clear strategic direction, the Division submitted to Senate and Council the *Strategy for Technology Enhanced Learning, Teaching, Assessment and Student Support*. The approved Strategy and accompanying Implementation Plan provide a blueprint for the transformation of the University's provision of academic programmes in the next three years. The Division established the Digital Learning Visioning Group chaired by the Deputy Vice Chancellor – Academic Services to study emerging technologies to ensure that BOU is future-ready for the next generation digital learning environment beyond 2023.

Council also approved the **Learning Analytics Policy**, which constitutes guidance for implementing cutting-edge approaches to programme improvement and student support. Senate also approved *BOU Standards for Blended Learning*, which provides the necessary quality assurance framework for online programme delivery.

In pursuit of maintaining excellence in the University's programmes, Council approved the *Academic Programme Development and Review Policy*, which sets out appropriate standards and procedures. With regard to meeting external standards, the Division initiated a comprehensive project for the Registration of BOU Qualifications, Accreditation of Learning Programmes, and Recognition of Non-Credit Bearing Short Courses with the Botswana Qualifications Authority (BQA) in order to meet the BQA deadline of December 2020. All tertiary qualifications of the University were submitted to BQA in December 2019 for registration and the preparation of the learning programme accreditation documents was commenced. It is noted that the slow procedures of the BQA for the new programmes have been a major obstacle to the University's strategic objective of programme diversification.

The majority of the University's students are adults, most of whom are working. The University wishes to ensure that its programmes lead to increased employment and career development opportunities for its students. The Centre for Research and Innovation therefore commenced a graduate employment tracer study.

Finally, it is important to note that the University faces a challenge of shortage of academic staff at this crucial stage in its development and take-off. In March 2020, there were 32 academic staff in post in the Schools, serving 6,747 enrolled students. In terms of the University's **Academic Staff Allocation Formula** the Schools only had 75% of the staff they required. This under-staffing has the potential to undermine the University's academic aspirations.

Business Development

An important strategic objective of the University is to diversify its sources of revenue and increase the proportion of its budget comprised of third stream income. To this end, the Office of Partnerships and Business Development developed a Revenue Generation Plan 2020/21 to 2022/23, which the Division presented to Council in March 2020. The Plan identifies seven potential sources

of revenue that the University should prioritise. One source of revenue is short courses, both general and customised. The responsibility for these courses lies with the Centre for Continuing Professional Development. During the year, as a result of market analysis, the Centre identified a new menu of ten short courses for development and registration with BQA. The Centre also undertook a benchmarking visit to universities in South Africa to explore the possibility of a new, more entrepreneurial organisational model.

Partnerships and Internationalisation

The current Strategic Plan conceptualises strong collaborations and partnerships as a major foundation of the University's work. During the year, two new partnerships were established with local partners, the Botswana Police Service and Botswana Society for the Deaf, and two with international partners, namely the Open University of China and the Open Education Resources Foundation. In order to provide greater direction to these activities, the Division presented to Senate and Council the *Internationalisation Policy* and commenced work on a companion **Partnerships Policy**.

Research and Innovation

Since the establishment of the University in 2017 and the transition from College status, the Division has undertaken a comprehensive approach to promoting a culture of research and innovation. This has involved ensuring that research and innovation was incorporated in the institutional mission and its strategic plans, the development of policies, strategies and guidelines, the establishment of relevant structures and committees, increasing budgetary allocations for research and for conference participation, undertaking capacity development and promoting research communication. There is now a clear expectation for all academic staff that they must be research active. These interventions were continued during 2019/20, supported by the University's office for research and innovation management, the Centre for Research and Innovation. The Centre participated in an EU-funded project to strengthen research management capability in Southern Africa.

At the policy level, Council approved the **Open Education Resources Policy** as well as the **University Research and Innovation Strategy**, which identifies priority research areas and provides an implementation matrix for six strategic objectives. The University Research Fund was increased and Senate approved Guidelines for its operation. Similarly, the University Conference Fund was fully operationalised and an increased number of staff were supported for presenting papers at international conferences. In order to reach the next level of research performance, it is important that staff are encouraged and supported to turn their papers into published journal articles. Research outputs in 2019 were: 18 conference papers, 1 conference proceedings and 1 journal article. Overall, the challenge facing the University is to develop stronger research capacity and the appointment of the first three professors has established new mentorship potential. Furthermore, the University is supporting 19 staff members in the Division to pursue part-time PhD studies. The establishment of a strong research profile for the University is a long-term project but good progress was made during the year in developing the necessary foundations.



Dr B Nage-Sibande
Dean

School Reports
School of Education

“BOU qualifications were being found to be compatible with those of the host institutions and countries. Those seeking promotion manage to get the promotion, some even before they complete the programme”

Introduction

The mandate of the School of Education (SOE) is primarily to provide training and skills development for people working or intending to work in the education and training sector. However, the School also receives clients from other sectors, as and when they find SOE programmes that are applicable to their situations and needs.

The School has three Departments and 14 staff members comprising 12 academic staff and two School Administrators. Currently the School offers seven programmes, ranging from Certificate through to Master’s degree level. All SOE programmes are offered through a blended learning approach, with more emphasis on online teaching and learning, supported by some limited face-to-face interactions with part-time tutors, supervisors and full-time academic and support staff, for most of the programmes. One programme, the Certificate for Distance Education Practitioners is offered exclusively online and has no face-to-face contact.

Performance on Planned Targets for 2019/2020

Strategic Objective C1 - Increase Student Enrolment, Success and Employability

Enrolment

The planned overall School enrolment for the year 2019/2020 was 1670. However, the School attained an actual enrolment of 2512, with the Diploma in Integrated Early Childhood Development (DIECD) attracting the largest enrolment of 2037 against a target of 625 for the plan period. Following closely after the DIECD was the Master of Education in Educational Leadership (MEDEL), which enrolled more than double the target for the year. The following table shows SOE enrolment per programme for the 2019/2020 Academic Year.

Table 1: 2019/2020 SOE Enrolment by Programme

Programme	Enrolment	Gender	
		Female	Male
Diploma in Integrated Early Childhood Development (DIECD)	2037	1971	66
BEd Integrated Early Childhood Development (BEd IECD)	112	110	2
Certificate for Distance Education Practitioners (CDEP)	37	20	17
MEd in Educational Leadership (MEDEL)	102	53	49
Post Graduate Certificate in Quality Assurance in Educ. (PGCQAE)	47	30	17
BEd Primary	69	53	16
BEd Special and Inclusive Education (BEdSIE)	108	87	21
Totals	2512	2324	188

SOE programmes continue to be relevant to the market and attract a lot of attention, as reflected by the growing enrolment figures in most programmes. The following table shows cumulative enrolments since inception of each programme up to the 2019/2020 Academic Year.

Table 2: Cumulative Enrolment for SOE Programmes 2011 - 2019

Programme	Period		Cumulative Enrolment	Gender	
	From	To		Female	Male
DIECD	2011	2019	4186	4039	147
CDEP	2012	2019	162	99	63
MEdEL	2014	2019	422	219	203
BEd Primary	2014	2019	352	269	83
PGCQAE	2015	2019	176	116	60
BEd IECD	2016	2019	359	352	7
BEdSIE	2017	2019	229	176	53
Totals	2011	2019	5886	5270	616

Cumulative figures indicate that more women (about 94%) than men enrolled in programmes preparing teachers for the early childhood development level. MEdEL, which targets people at administrative and management level, enrolled almost 50/50 in terms of men and women.

Student Completion

Although there was continued improvement of online services and academic support for both students and part-time staff, as well as revision of content in some areas, and the School realised improved performance compared to previous years, there was a slight decline in completion. For the 2019/2020 Academic Year, the target was 764 students graduating from SOE programmes. However, the School realised a shortfall and only a total of 649 students completed their programmes successfully, as reflected in the following table.

Cumulative figures indicate that more women (about 94%) than men enrolled in programmes preparing teachers for the early childhood development level

Table 3: SOE Graduation for 2019/2020 by Programme

Programme	2019 Graduation	Gender	
		Female	Male
DIECD	396	385	11
CDEP	10	4	6
MEdEL	34	17	17
BEd Primary	62	48	14
PGCQAE	69	35	14?
BEd IECD	40	40	0
BEdSIE	38	26	12
Totals	649	555	74

As with enrolment, more women than men seem to do well and complete programmes for the early years' teaching environment, while with MEdEL, there is a clear 50/50 completion rate between male and female for 2019/2020. The following table indicates cumulative completion across SOE programmes.

Table 4: Cumulative Completion for SOE Programmes 2011 - 2019

Programme	Period		Cumulative Enrolment	Gender	
	From	To		Female	Male
DIECD	2011	2019	10015	988	27
CDEP	2012	2019	86	49	37
MEdEL	2014	2019	101	54	47
BEd Primary	2014	2019	150	124	26
PGCQAE	2015	2019	102	70	32
BEd IECD	2016	2019	72	72	0
BEdSIE	2017	2019	38	26	12
Totals	2011	2019	1564	1383	181

Employability

Even though the School has not concluded the data analysis of its tracer study on the whereabouts of its graduates, preliminary indications are that the majority of the people enrolled on SOE programmes are practicing teachers and/or school administrators, already in employment. The preliminary findings indicate that those who want to pursue further studies do not face any programme compatibility challenges. BOU qualifications were being found to be compatible with those of the host institutions and countries. Those seeking promotion manage to get the promotion, some even before they complete the programme. Hence, the School estimates employability of its graduates to be above 90%.

Strategic Objective C2 - Value Adding Partnerships and Service Provision

Value Adding Partnerships

The School evaluated the two existing partnerships and will maintain them since they are value adding in the areas of programme diversification and quality assurance. The Commonwealth of Learning (COL) is a very strong and valuable strategic partner from which SOE has drawn three programmes and several projects in the past. During 2019/2020, the School was able to successfully review the BEd Special and Inclusive Education programme in collaboration with COL. The School is also working closely with COL to draw curriculum for two new post graduate programmes. Mauritius Open University also remains a valuable partner for the School, with two of the SOE programmes coming from the partnership.

Discussions with the Ministry of Basic Education (MOBE), on the training of teachers to integrate technology into teaching and learning were slowed down by the COVID-19 pandemic since March 2019. The BOU/MOBE discussions are therefore, still at initial stages, but promise to yield a long-term value adding partnership.

Community Service

In terms of social responsibility, SOE continued to provide support to House No. 6 within Tlokweng SOS. Members of the SOE, in partnership with those of the School of Social Sciences, embarked on an initiative to adopt a house at Tlokweng SOS. The Team contributed financially and bought groceries for the children in SOS House No 6. During 2019/2020. The Team worked on two projects, in addition to the usual three monthly grocery packets and Christmas presents for the children. One project was to purchase a TV for the children. The second project was for the Team to revamp House No 6 itself, to give it a face-lift. The TV project was accomplished without any assistance from outside the Team. However, for the house revamping project, the Team solicited assistance from the University's Community Social Responsibility (CSR) Committee, under the Division of Corporate Services. The Committee provided the necessary support, working hand in hand with the SOE/ SOSS Team. Out of this collaborative work, the house was successfully renovated and the project finally achieved on time.

Upon handing the renovated house back to the SOS management, the University through Corporate Services management, made renewed commitment to support House No.6 much more than the two schools have been doing. The School is happy to note that their humble outreach initiative has now attracted the University's

attention so much that more commitments have been pledged to benefit House No. 6 children and the SOS community at large more significantly.

Strategic Objective P2 - Diversification and Quality Assurance of Academic Programmes

Diversification of Academic Programmes

The School had planned to start making preparations for two new programmes and have them registered with the Botswana Qualifications Authority (BQA) during 2019/2020. However, both programmes are still at proposal stage and are still to be taken through the different internal approval structures before they can be taken to BQA.

Quality Assurance of Academic Programmes

Quality assurance of academic programmes was viewed from two perspectives. One was to undertake the process of registering new and existing qualifications with BQA on the National Credit Qualification Framework (NCQF), followed by accreditation of existing programmes. The second quality assurance measure was to undertake review and updating of identified programmes, in terms of their curriculum, design and content.

In terms of processing for BQA registration and accreditation, all existing seven SOE qualifications were submitted on time for registration. The University awaits feedback from BQA with regard to the registration of qualifications. Following feedback from BQA on the registration of qualifications, the School will submit programmes for accreditation.

Programme review started, and is at different stages of progress for the three programmes identified for review during 2019/2020. This review process for (BEd Primary, CDEP and DIECD), are all at initial stages. Meanwhile, BEd Special and Inclusive Education, which was later prioritised for urgent review, is now at 80% completion.'

Strategic Objective P4 - Institute Strategic Use of Technology

The School of Education delivers all its programmes through a blended learning approach, which allows for the bulk of the teaching and learning process to take place on the Moodle platform. Students interact with other students, tutors, supervisors and the office through a technology-enabled environment. They also submit their assessments through the Moodle platform. Limited face-to-face interaction is also built into the blended learning strategy.

Strategic Objective P6 - Enhance Research Capability

Research output of the School was very low during the year under review. There was only one paper submitted for possible journal publication and it is still at peer review stage. Four papers were presented by SOE members at different conferences during 2019/2020. Two staff members defended their PhD proposals successfully.

Strategic Objective L1 - Cultivate a High Performance and Innovative Culture

SOE conducts planning annually, at the beginning of the Financial Year. Monitoring and evaluation of progress and challenges continues during the entire implementation period. All members of the School are involved in this exercise. The School has a draft Master Plan covering the period 2019 to 2023, that informs the annual planning exercise, which is also influenced by the lessons learnt from the previous year's performance and experiences. Planning also allows the School to anticipate risks and plan for their mitigation. The School therefore developed and implemented a risk register during 2019/2020. The culture of planning and monitoring of the implementation phase has focussed all the members on identified targets and made them cognisant of the possible risks, and has provided a guide to the School on necessary re-prioritisation. Continuous monitoring and evaluation also enhance a high performance and innovative culture, encouraging the School to come up with alternative strategies and solutions to challenges and constraints. As a result, most targets are achieved.

Challenges and Mitigation Strategies

For the 2019/2020 Academic Year, the School realised a shortfall from the target of 764 students to an actual figure of only 649 students completing their programmes successfully, as reflected in Table 3 above. One of the major challenges was the expanded number of students enrolled, against the number of both full-time and part-time staff servicing them. However, following this experience and the continued high demand for SOE programmes, there has been an improvement in the recruitment of lecturers in the two areas where demand is highest in the School. With the assistance of the Centre for Instructional Technology, SOE full-time and part-time staff continued to undergo more training for enhancement of skills and competences in facilitating teaching and learning on the Moodle platform. Academic support services for students and part-time staff, as well as revision of content in some areas continue to be prioritised.

In the area of programming, the School had planned to complete development of proposals for two new programmes and ensure their internal approval, before submission to BQA for registration on the NCQF. However, the School had to prioritise preparation of the existing qualifications for registration with BQA and this exercise took longer than anticipated because BQA kept revising the submission forms and advising the University to start the exercise afresh each time. Since there was a deadline the University was working towards, a lot of planned activities in this area were put aside to try and meet the BQA deadline. Following feedback from BQA on the registration of qualifications, institutions would then submit programmes for accreditation. With such feedback not forthcoming from BQA, the University decided to start preparing programmes for accreditation. The School has since started this process, pushing the preparation of new programmes to next year.

Related to the COVID 19 disruptions, there has been a delay in facilitating the BOU/MOTE partnership to train basic education teachers on the use of technology in teaching and learning. This project is planned to take root during 2020/2021.

Research and publication is also an area still lagging behind in the School of Education. This is a new focus area for the University and research output will increase with time. Academic staff is aware of the need to strengthen this area.

Future Outlook for the School

The School has a draft Master Plan covering the period 2019 to 2023, which informs the annual planning exercise. As per the draft Master Plan, the School is putting forward projects to be undertaken during the 2019 – 2023 plan period. A Centre of Excellence for Early Childhood is being planned, which will facilitate among other things, research in this area and to become a resource centre for both researchers and practitioners. A building is undergoing renovation at the Gaborone Regional Campus, through which this plan will be implemented. According to the plan, a similar facility will be established in the Francistown Regional Campus and a possible third one in Maun before the end of the Strategic Plan (2019 – 2023).

The School also plans to increase its menu of postgraduate programmes, as well as intensify and strengthen graduate research supervision. To this end lecturers are undertaking training and staff development initiatives to acquire PhD qualifications and also receive training on postgraduate research supervision. This also prepares staff to meet BQA requirements for facilitation of postgraduate programmes. In addition to developing internal staff qualifications and competences for engaging in development and delivery of online programmes at postgraduate level, the School plans to continue recruitment of academic staff with the requisite qualifications at senior levels.

In the SOE draft Master Plan there are two postgraduate diploma programmes, three Masters level and one PhD programme being planned for the current Strategic Plan period. This will make a significant contribution to the University's strategic objective of programme diversification.





Dr B Muyambiri
Acting Dean

School Reports

School of Business and Management Studies

“Over the years, the SOBMS has built a strong brand and reputation as a leading business school of choice, offering formal postgraduate academic programmes and a range of executive education programmes, using an open distance-learning mode”

Introduction

The School of Business and Management Studies (SOBMS) is one of the oldest serving Schools in the University. It started as the Department of Vocational, Professional and Business Management in 2004. It began by developing two certificate programmes and it now has 10 active programmes that span from certificate to postgraduate. Over the years, the SOBMS has built a strong brand and reputation as a leading business school of choice, offering formal postgraduate academic programmes and a range of executive education programmes, using an open distance-learning mode. The School has also been instrumental in ensuring collegial relations with its sister Schools by among other things offering courses and programmes collaboratively, contributing academic and research expertise, sitting and contributing in statutory boards.

The School of Business and Management Studies is vigilant in building an atmosphere that stimulates increased engagement and collaboration that empowers all our stakeholders to achieve better levels of success. The School of Business and Management Studies has among other things achieved the following in the current Financial Year:

- Fostered new regional and international partnerships in promoting learning and research
- Operationalised most of the newly adopted University policies and procedures
- Initiated the revision of three programmes and the writing of three new programmes
- Increased its admissions in both postgraduate and undergraduate programmes
- Improved its quality assurance processes
- Engaged in a number of University wide initiatives spanning all divisions of the University
- Made significant inroads in offering most of its programmes online

- Hosted a public lecture on “Accounting, Accountability and Governance Research in Africa: What We Know and What We Don't Know so far” by Professor Teerooven Soobaroyen (Essex Business School, University of Essex, UK)

Programmes

Certificate

- Certificate – English for Professional Purposes
- Certificate in Disaster Management
- Certificate in Small Scale Business Management

Diplomas

- Diploma in Business Management
- Diploma in Human Resources Management

Undergraduate Degrees

- B.Com (Human Resources Management and Industrial Relations)
- Bachelor of Business and Entrepreneurship
- Bachelor in Business Administration - Leadership and Change Management

Postgraduate degrees

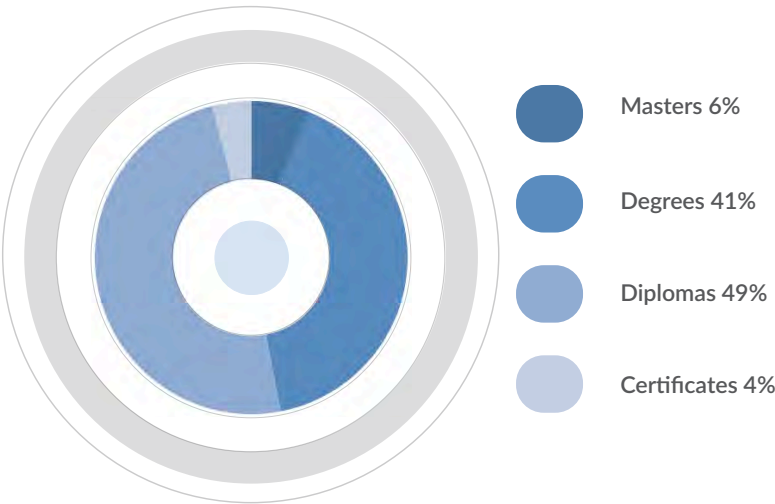
- Commonwealth Executive Masters in Business Administration

2020 Enrolment Update

The School received in excess of 3000 applications for admission in the 2019-2020 period, just above 2000 prospective students were admitted with only 1295 of them registering. The total SOBMS 2019-2020 class was made up of 3130 students.

2019-2020 Enrolment Class Characteristics

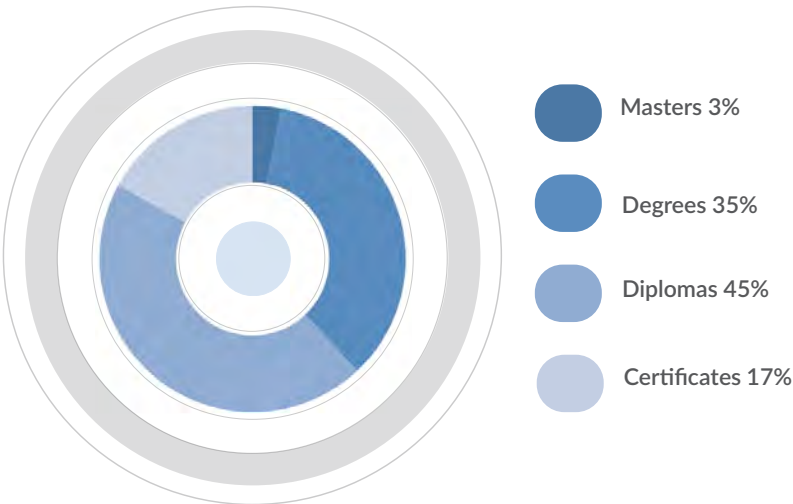
SOBMS
2019-2020 Class Characteristics



% Change in Enrolment	
Masters	+190%
Degrees	+42%
Diplomas	+75%
Certificates	+2217%
Total	+71%

2019-2020 Graduation Class Characteristics

SOBMS
Graduates by level 2019-2020



% Change in Enrolment	
Masters	+150%
Degrees	+19%
Diplomas	+3%
Certificates	-50%
Total	-8%

Publications and Conference Participation

The School achieved an average of at least one research output for each active member of staff and its researchers accounted for more than 50% of the University research output. Members of the School participated in a considerable number of regional and international conferences. In addition, the School has made significant progress in ensuring that most of its non-PhD holding staff are enrolled for PhDs and their overall annual performance assessment in the School takes into account their study progress.

Partnerships

The School partnered with the Ministry of Youth, Sports and Culture by providing professional expertise in the evaluation of Business Proposals of applications for the Youth Development Fund (YDF), and in the adjudication of selected business

plans for funding. The School has also engaged in new international collaborative partnerships with the Open University of Tanzania, nine areas for cooperation with the Faculty of Business at the Central University of Technology, South Africa, and five areas of cooperation with the Faculty of Business at the Namibia University of Science and Technology.

Community Service

The School ran a workshop wherein youth of Pilikwe village were trained on entrepreneurial skills while the village leaders (Dikgosi and VDC leadership) were trained on leadership skills. Attendants of the workshops were provided with Certificates of Attendance.



Prof B Morolong
Dean

Schools Reports

School of Social Sciences

“For the School, 2019/2020 was a busy year that had identifiable milestones in spite of the challenges that are typical of an emerging educational environment such as that of BOU and the School”

Introduction

The School of Social Sciences has a total staff complement of 7 being, five full time Academic staff (two male and three female) one temporary full time lecturer (female) and one School Administrator (female). Its activities in 2019/20 were planned and carried out in line with the key Strategic Objectives of the School Scorecard as guided by the University's overarching institutional planning frameworks, namely the Strategic Plan 2019-2023 and the BOU 2036 Strategic Framework. For the School, 2019/2020 was a busy year that had identifiable milestones in spite of the challenges that are typical of an emerging educational environment such as that of BOU and the School.

Programme Development

The School completed the process of programme development by submitting three new programmes to the Botswana Qualifications Authority (BQA) for registration as qualifications, which will in due course be followed by application for accreditation. The three new programmes are discussed below.

BSc in Youth Development Work

This is a programme that the School has adopted from the Commonwealth of Learning (COL) to be delivered within the University Consortium that BOU is a member of together with the other 16 universities from the Commonwealth. The programme was duly contextualised and first submitted to the Botswana Qualifications Authority (BQA) for registration and subsequent accreditation in July 2017. This programme will be offered through the School's Department of Community Development, Psycho-social and Behavioural Sciences. Working closely with the Centre for Teaching, Learning and Quality Assurance, during the

year the programme was taken through several revisions in order to meet the BQA requirements for registration as a qualification and for learning programme accreditation.

BSc in Public Health

The BSc in Public Health is another programme in the Department of Community Development that was duly developed in 2017/2018 by bringing together and contextualising selected open education resources modules from Johns Hopkins University, School of Public Health and some modules adopted from Oregon State University. The programme has been submitted to Botswana Qualifications Authority (BQA) for registration and subsequent accreditation.

Masters in Climate Change and Sustainable Development

This Masters programme in Climate Change and Sustainable Development was adopted as a programme that the Southern Africa Regional Universities Association (SARUA) has developed for offer by its member universities. The School of Social Sciences will deliver this programme from its Department of Environmental Studies. Work on this programme started in 2017, the major part of which was infusing the ODL mode of delivery since the programme was designed for traditional face-to-face teaching and learning. This programme also has been submitted to BQA for registration as a qualification and subsequent accreditation.

Programme Delivery

The School of Social Sciences is currently offering the two programmes reported below.

Certificate for Community Based Work with Children and Youth (CBWCY)

This programme is offered through the Department of Community Development Psycho-Social and Behavioural Sciences, in collaboration with the Regional Psycho-Social Support Initiative (REPPSI). In Semester 1 Academic Year 2019/20 the programme registered 77 students. Out of these students, 36 are sponsored by the Ministry of Local Government and Rural Development while 41 were self-sponsored.

Table1: Enrolments and Throughput trends

Regional Campus	No. registered by gender 2018/2019		Number graduated by gender		No. registered by gender 2019/2020		Number graduated by gender	
	M	F	M	F	M	F	M	F
F/Town RC	1	3	0	1	0	4	0	4
Gaborone RC	8	26	8	28	3	25	3	20
Kang RC	2	18	3	15	5	18	5	15
Maun RC	0	9	5	4	2	9	1	6
Palapye RC	2	9	3	7	3	8	3	8
Totals by gender	13	65	19	55	13	64	12	53
Totals	78		74		77		65	

There has been a steady increase in enrolment for the two academic years reflected in the table above, as compared to the previous years. This increase is mainly attributed to the Tuition and other forms of support which was received from the Ministry of Local Government and Rural Development, Protection Services Unit, by about 80% of the students in 2018/2019. This was under the Ministry's plan to build capacity for their staff in the Rural Area Dwellers/ Hostels Programme and identified the CBWCY Programme as suitable for that purpose. This is a highly appreciated partnership that the School of Social Sciences aims to work with the Ministry to recast and nurture.

Table 2: 2019/2020 Enrolments for CBWCY

Regional Campus	No of registered students
F/Town RC	4
Gaborone RC	28
Kang RC	21
Maun RC	10
Palapye RC	10
Total	73

Commonwealth Executive Masters in Public Administration

For the Commonwealth Executive Masters in Public Administration (CEMPA) programme, in July 2018/ 2019, 36 students were registered whilst in 2019/2020 this programme added the second cohort of 36 students bringing to date its total number of School of Social Sciences CEMPA students to 72. The first cohort is due to graduate in November, 2020.

Research and Publication

Members of the School have been active in research and publication. This includes presentation of conference papers, submission of journal articles, preparation of book chapters, development of research proposals and other research related efforts that comprise the School's output. As can be expected some of the works have been completed while some are in progress. The output shows the greater emphasis that is being put on research by the institution since the achievement of University status.

The School of Social Sciences intensified its efforts during the 2019/2020 with respect to research and publication. Weighing individual staff achievements in this area against their Performance Contracts for the period indicates close to 80% on target performance. Bearing in mind the requirements for performance in this area as set out in the BOU criteria for academic staff promotions, the gaps in the types of publications generated are noted, especially journal articles. The School has done better than in the past year with regard to mentoring both laterally and horizontally with evidence of team work on conference papers, research projects and other works. This marks good possibilities for future academic and career growth for staff in the school. This aspiration is shared by all and in this reporting period the School has three of its academic staff pursuing Doctoral studies.

Partnerships

During the year, the School focused on the maintenance of its existing partnerships with the following:

- a) The Regional Psychosocial Support Initiative (REPSSI) with which a new MOU for the delivery of the CBWCY programme is outstanding. The delay has mainly been due to the restructuring of REPSSI to have an Africa focus and scope as APSSI.
- b) Southern Africa Regional Universities Association (SARUA) which developed the Masters Programme on Climate Change and Sustainable Development and is kept abreast on the BOU initiative to have the Programme online when it had been in fact developed for conventional delivery.
- c) Commonwealth of Learning (COL) is a broad institutional Partner, However, a specific aspect of this partnership for the School of Social Sciences through its Dean has been the BOU Gender Mainstreaming Project. Early in the Academic Year 2019/2020 Phase 2 of the BOU/COL Gender Mainstreaming Project was implemented followed by an Evaluation of the project that was done during October/ November, 2019. The two key features of that Phase were for BOU
 - i) to undergo an Institutional Gender Audit and
 - ii) develop a gender Roadmap with support from a local Consultant. For these to be achieved the BOU gender Mainstreaming Project Team working with the Consultant from Gender Links conducted three two day Divisional workshops during the 23rd to 30th April, and a briefing session for the BOU Executive Management Team (EMT) on the 6th May. A report generated for this activity indicates shortfalls in what was achieved and as such the School undertakes to close those. For example, the key outcomes of the workshops were
 - i) An Institutional Gender Scorecard developed and
 - ii) Use information/data from the BOU gender scorecard to develop the BOU Gender Mainstreaming Roadmap. What is contained in the report is only indicative in both areas and on that basis the exercise seems to need repeating before the third Phase of the project can be implemented.
- d) The fourth Partner of the School is the Ministry of Local Government and Rural Development with whom the School is working closely in the delivery of the Certificate in Community Based Work with Children and Youth described above.

Service

For service in all of its three dimensions, the School has done well on service to the University in spite of being very thin on the ground and to the profession drawing very strongly on their academic and professional backgrounds. It is presumed that the various contributions made in those structures have added value to BOU's pursuit of its mission. Limited in this area is service to the community which is expected to be one of the springboards for expanding the impact of the University to the society that gives it context. The School of Social Sciences would be expected to be one of the key players in this and initial discussions have gone on with the relevant stakeholders to strengthen this aspect.

Future Outlook for the School

In addition to its ongoing responsibilities in the three areas of academic work, which are Promoting Teaching and Learning, Research and Innovation, and Service, following is the future outlook of the School of Social Sciences within the

planning framework of priority areas as presented below. In the next Academic year 2020/2021 the School aims to increase performance in the aforementioned areas by closing the identified gaps as discussed.

Beyond this point the School prioritises its reconfiguration through a proposal to be presented for consideration by the relevant BOU decision-making structures. The main justification for this move is to open up and increase the scope of programme diversification and delivery by the School to include other important sub-fields in the Social Sciences and related disciplines. The School also aims to achieve better on technology-enhanced delivery of its planned new programmes. A need for increased capacity building for staff and student support in this area is recognised and so are the resource implications. The School also places priority on its need to strengthen its networks especially through community engagement, which is known to have potential to improve institutional impact within the wider society.



Schools Reports

School of Science and Technology

“The School works within a broad Science, Technology, Engineering and Mathematics (STEM) philosophy to equip graduates with the necessary knowledge and skills to meet the needs of the knowledge economy that Botswana aspires to become”



Dr L L Tladi
Acting Dean

Introduction

The School of Science and Technology, located on the Gaborone Regional Campus, was established in 2017. Its mandate is to provide access to quality undergraduate and postgraduate Science and Technology programmes. The School works within a broad Science, Technology, Engineering and Mathematics (STEM) philosophy to equip graduates with the necessary knowledge and skills to meet the needs of the knowledge economy that Botswana aspires to become. Additionally, the School intends to cover studies on most aspects of the Fourth Industrial Revolution so as to produce graduates conversant with the latest cutting-edge technologies. Guided by the National Human Resources Development Strategy and emerging employment sector skills requirements, the School will introduce future-oriented studies in its curriculum in areas such as Artificial Intelligence, Big Data, the Internet of Things, Cyber-security, environmental technologies and green energy studies in its ICT and Environmental Science degrees.

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 three years, the School intends to establish local partnerships with relevant Science and Technology research organisations as well as the other public universities. External partnerships already established include Wawasan Open University (WOU) in Malaysia, Central University of Technology (CUT) in South Africa, and Huawei Technologies Botswana.

Programmes

The School of Science and Technology worked on registration of two programmes with BQA during 2019/20. One of these is a short course based on a partnership

with Huawei Technologies Botswana, which saw the establishment of a Huawei ICT Academy to offer training. The first course, Huawei Certified ICT Associate Course (Huawei Network Technology & Device) Routing and Switching, was successfully registered with BQA and its delivery will commence next year. 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. The School also managed to successfully satisfy the BQA requirements for registration of its first qualification for the Bachelor of Technology in Information systems (BTech-IS). Following this achievement, preparations commenced for the accreditation by BQA of the BTech-IS programme. The school hopes to start the programme next year.

Establishment of New School Structures

During this plan period, the School recruited one new Professor for Environmental Health and Technology. His arrival facilitated establishment of the Department of Applied Sciences, increasing the School's Departments to two, as per the Council approved 2019-2022 School of Science and Technology Forward Plan. Upon arrival, he commenced development of two new programmes, BSc Environmental Management and MSc Public Health, which are still in progress.

Capacity Building

Members of the School engaged in a number of staff development initiatives during the year. These included the following

- Enrolment for a PhD in Information Technology at Durban University of Technology



- Huawei Certified ICT Professional training in South Africa
- Android Developer Training in South Africa
- Completion of BOU's Certificate for Distance Education Practitioners
- Participation in the Management Development Programme facilitated by Stellenbosch University

Publications and Conference Participation

A total of two journal articles were published during this plan period and two more paper presentations were also published in the COL Oasis under Conference Proceedings following presentation at the 2019 Pan Commonwealth Forum 9 (PCF9) in Scotland.

University Service

The Department of Computing and Information Systems assisted the University with the development and deployment of the Ethics Management System (www.ethics.bou.ac.bw). This system has enabled the University Research Ethics

Committee to receive and process ethics clearance requests from researchers online. This has assisted the Committee to be more efficient, productive and responsive to the institution's student and staff research initiatives.

Community Service

The Department of Computing and Information Systems lecturers conducted a 1-week ICT for Teaching and Learning workshop for Itsekeng Junior Secondary School in Gantsi as part of its Community Building Project.

Future Outlook for the School

The future outlook for the School is to grow its human resources and fully operationalise all its departments with appointed Heads of Department. The School plans to commence enrolment of students in its Huawei Academy in July 2020. It expects to have its BTech-IS programme accredited by BQA in time to commence the programme in January 2021.

Report of the
Deputy Vice Chancellor - Student Services



Professor K H Moahi

Deputy Vice Chancellor
Student Services

“ The Division initiates, develops and delivers quality cost effective learner support (LS) services to assist students and promotes a culture of life-long learning ”

Introduction

The Student Services Division is responsible for the provision of student support, a critical component of any open and distance learning (ODL) system. The Division is responsible for provision of appropriate support to promote students' retention, progression and completion. The Division initiates, develops and delivers quality cost effective learner support (LS) services to assist students and promotes a culture of life-long learning. The following are some of the functions the Division is responsible for:

- Applications, admissions, registration and enrolment
- Assessment and certification (examination administration, recognition of prior learning (RPL), graduation)
- Central repository for student and tutor records
- Library and Information services
- Tutor management
- Overall student welfare
- Student Governance
- Delivery of programmes through a system of Regional Campuses and Learning Centres
- Delivery of programmes through technology-mediated platforms
- Management of Regional Campuses
- Marketing and community outreach at the Regions

Student Services contribution and maintenance of excellence during 2019

Students Success

A total of 6747 students were registered during the 2019/20 academic year, and comprised 3795 new students, 1883 continuing and 1069 repeating students. Of these 1647 graduated in November 2019 and 46 (BBA, BBE and BCOM HRM&IR) completed in December 2019. The second semester had 5699 enrolled students, thus the student progression rate was 89%. This was a great achievement attributable to efficient student support services. The Library was particularly instrumental in assisting completing students to access relevant research data bases and acquire requisite research skills.

Opening Access

Through the partnership of the Division and Corporate Relations and Marketing Office, the University was able to go beyond the student enrolment targets. The marketing and promotional strategies at Regional campuses were also instrumental to the growth of student numbers. The use of online platforms for programme applications and registration of students eased the burden of students having to travel to regional campuses, as they could apply and register where they were.

Student Structures

Student participation in governance structures remains a key component

of student support. The SRC was elected and participated fully in University governance structures such as the Senate, the Accreditation, Programmes, Policy and Quality Assurance Committee, University Research and Innovation Committee, and University Council.

Infrastructure Face-lift

The Division made tremendous improvement on various regional campus facilities such as, Classrooms, Computer Labs, Libraries, Offices, Hostels, Hotel (Maun), Cafeterias, Strong Rooms, Gardens and Counselling Room.

Material Distribution

Tertiary students study materials, which had been distributed physically to students before, were for the first time uploaded on the Moodle platform to facilitate students' access.

Student Support

- An Online Student Centre was developed and implemented to improve general communication with students.
- Student and tutor Inductions were organised and conducted at the beginning of each of the two Semesters.
- Face-to-face contact sessions were organised and conducted as scheduled.
- Timetabling of tutorials, examinations and other meetings were developed and shared with students on different platforms.
- All the Library centres were involved in training students and staff on the use of e-resources and other research skills.
- In particular Head Quarters Library provided intense classes for graduate and postgraduate students and BOU staff who are undertaking PhD studies.
- A BOU Library and Information Services (BOULIS) Information Literacy Framework was developed to help develop the Information Literacy programme.

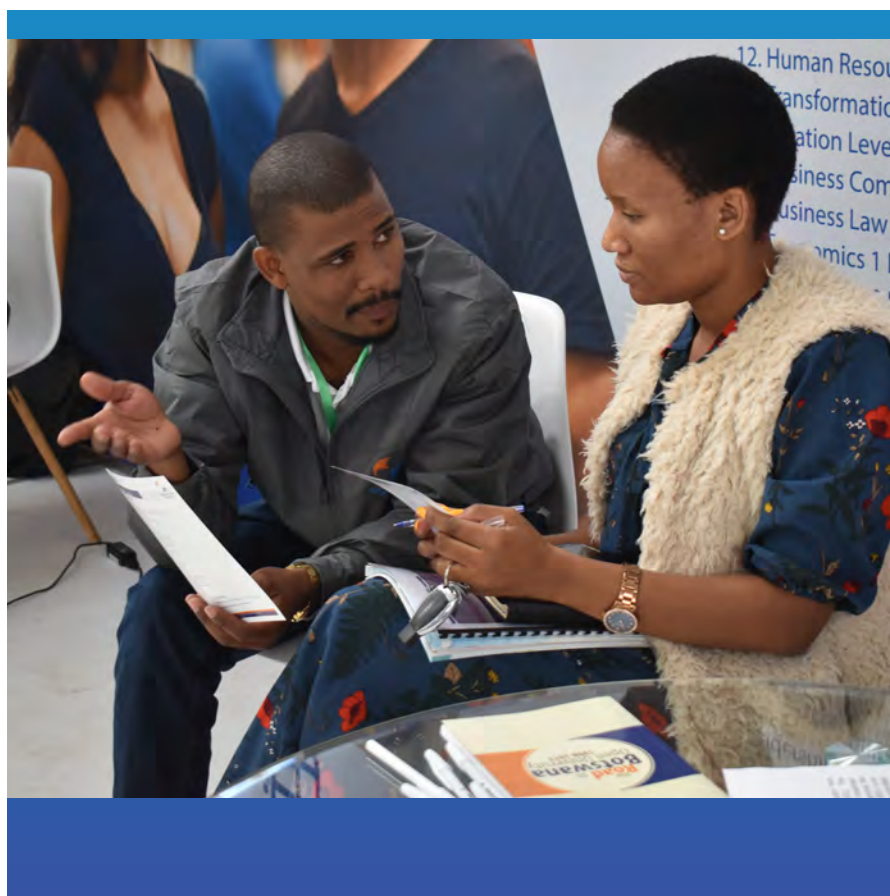
Local/International Partnerships

- The Division was able to renew 110 Memorandum of Agreements with its Learning Centre partners (where open schooling tutorials are held). This has seen the Division working closely with the community where these Learning Centres are based.
- Botswana Society for the Deaf signed a Partnership Agreement with BOU.
- Maun Campus has commenced a Partnership Agreement with the Okavango Villages Community. This partnership will see students from beyond the Okavango River accessing educational programmes with support from the Community.
- The BOU Library worked very closely with Botswana National Library

Services (BNLS) and Botswana Library Consortium. BOU Maun Library joined the North West Librarians to work on student programmes.

Future outlook for the Division.

Through the uptake of technology, the Division seeks to create a flexible learning environment where students will enjoy diversified learning methodologies. The use of Digital platforms has become the new normal in the advent of COVID19 and the Division can only use this to diversify its learning methodologies to suit the different needs of ODL learners. Students should expect to receive online support for all services such as, e-counselling, e-tutorials, e-assessment, shared content on google drive, chat forums with tutors and other students, whatsapp study groups, e-library, just to mention a few. Indeed COVID 19 has been a catalyst for increased technology enabled student support at all levels.





Report of the
Deputy Vice Chancellor - Corporate Services



Ms Lesedi Lesetedi

Deputy Vice Chancellor
Corporate Services

“Critical to the University operations, Corporate Services facilitated provision of IT infrastructure, systems, applications, tools, platforms, solutions and networks through availability of adequate bandwidth to enable and support the University on-line business.”

Overview

Corporate Services in general covered the following activities for the financial year under reporting:

- Driving the BOU prudent financial management by enabling production of the yearly budget with engagement and consultations with the budget holders across the University, hence oversaw availability of revenue or income to enable operations while on the other hand assisting with the management of expenditure for efficient use of financial resources and cost containment.
- Another area of focus was enabling adequate manpower resourcing and recruitments, talent management, performance management, staff development and welfare, with oversight on application of Conditions of Service.
- Corporate Services assisted with the procurement of learners' materials to support learners during their studies as well as the acquisition of University services and products including consumables, furniture and equipment.
- Critical to the University operations, Corporate Services facilitated provision of IT infrastructure, systems, applications, tools, platforms, solutions and networks through availability of adequate bandwidth to enable and support the University on-line business.
- Corporate Services resourced on the provision of physical space inclusive of office accommodation and residential houses, as well as availing other office services like security, landscaping, cleaning, transportation and fleet management, record keeping and general administration.
- Another area covered was the engagement with stakeholders to build positive relationships and provision of clarity for BOU mandate, management of the University's corporate image and public relations.

Financial Capital

The University has posted healthy financial results during the past year, as evidenced by the achievement of a surplus of P21.74 million (see Annual Financial Statements). As a University in its infancy, BOU maximised utilisation of its limited financial resources to advance its open and distance learning/education provision countrywide. Further achievements include the upgrading of technological infrastructure and refurbishment of some Regional Campuses. Consistent with the BOU plan, efficient fund management was achieved through a combination of close monitoring of fund utilisation and careful stewardship of the University.

Enhancements aimed to drive efficiencies in service delivery, which were introduced in the past year, include automation of budget, automation of part-time staff payments as well as the annual financial statements. As part of its pursuit of excellence, BOU plans to establish and decentralise its budgetary structures to improve execution and accountability across the University. Furthermore, the University continues to enhance management of assets through the development of a better fixed asset management system.

In light of the current and unfolding unpredictable macro environment, BOU will need to monitor and manage its financial resources through both a cultivation of a cost-conscious culture and ingenious revenue resources.

Human Capital

The University continued to grow and expand its manpower base to match the needs of its fledgling organs and systems. Worthy of note was the undertaking of a Due Diligence and Organisational Re-design consultancy whose overarching aim was to renew the efficacy of the organisational structures, systems and business processes that the University inherited from its predecessor institution. The expectation is that the exercise will lead to the adoption of more appropriate structures, systems and business processes.

Be that as it may, enhancement of staff quality was carried out to ensure that clients and stakeholders were served satisfactorily. A combination of long term training and continuing professional development was deployed to sharpen staff's service delivery capabilities. These interventions were coupled with annual staff awards to enhance motivation and promote productivity.

Staff Development

As at March 31, 2020 two members of staff had successfully completed their PhD programmes of study while the other 11 PhD studies were on-going (progress was at varying levels from enrollment to actual research activities/tasks). As at the end of year (March 31, 2020) out of the 66 staff members sponsored by the University 53, employees were already enrolled while 11 were still processing their applications. From these 11, one had requested change of programme of study while the second had requested for deferment to year 2020/21 plan. As at March 31, 2020 only 5 sponsored long term training staff members had completed their programmes of study. The on-going programmes of study will be carried over into the 2020/21 Staff development Plan.

As part of its strategic objectives, the University engaged the University of Stellenbosch Business School to conduct an intensive Management Development Programme for a total of 50 members to upskill and equip the senior and managerial cadre (Directors, Managers and Deans) with leadership skills. The programme was successfully conducted in-house for BOU and completed in December 2019.

Staff Recognition Awards

The Annual Staff Recognition awards ceremony was held on 29th November 2019 to recognise;

(i) academic excellence in respect of staff who had successfully completed their long-term study programmes through open and distance learning while working, as indicated on the side table presented, as well as

(ii) long service awards for employees who had worked continuously for 10 years and 15 years respectively.

Under the academic excellence awards, 23 staff members were recognised whilst for Long Service awards a total of sixteen (16) staff members was recognised.

Programmes for which staff were recognised

Programme of Study	Institution/University	Number of staff
PhD Computer Science	Botswana International University of Science & Technology (BIUST)	1
PhD Learning Support, Guidance & Counselling	University of Pretoria (UP)	1
MSc Information Technology	Amity university	1
Bachelor of Business Administration (Management)	University of Botswana (UB)	1
Bachelor Archives & Records Management	Institute of Development Management (IDM)	1
Diploma in Business Management (BDM)	Botswana Open University (BOU)	1
Diploma in Human Resources Management (DHR)	Botswana Open University (BOU)	1
Postgraduate Cert. in Practitioner Research & Evaluation Skills Training in Open & Distance Learning	Botswana Open University (BOU)	1
Certificate for Distance Education Practitioners (CDEP)	Botswana Open University (BOU)	7
Certificate for Community Based Work with Children & Youth	Botswana Open University (BOU)	1
Certificate in Archives and Records	Institute of Development Management (IDM)	1
Small Scale Business Management Certificate	Botswana open University (BOU)	4
Certificate in Vocational Education (CVET –TOT)	Botswana Open University (BOU)	1
Certificate in Nutrition and Self Care	Botswana Open University (BOU)	1

CORPORATE SOCIAL RESPONSIBILITY INITIATIVES

The University as part of the Community it operates within, continues to support the latter variously through its branches and its campuses and operational units. These activities are done in collaboration with the Corporate Social Responsibility Committee that is responsible for coordinating the University's CSR activities University wide.

This report highlights some of the CSR engagements that the University undertook during the reporting period.

Donations at Mphuthe Junior Secondary School



The University donated toiletry to Mphuthe Junior Secondary School boarding students in Letlhakeng village. Letlhakeng is about 120km west of Gaborone. Handing over the donation to the leadership and parents of Mphuthe Junior Secondary School, the BOU Vice Chancellor explained that the gesture was in line with the University's CSR initiative of being active in the social wellbeing of societies it co-exists with. He further explained that the University has over the years been active in assisting different societies in addressing their various challenges or needs but within the University's means. He further explained that through these engagements the University's object was to contribute to the improvement of the standard of living of the less privileged as well as upholding their dignity. The donation was inclusive of over two thousand bath soaps, one thousand sanitary towels, one thousand toothpastes, five hundred toothbrushes, and five hundred face towels.

Botswana Open University also donated and planted a tree in the School as a symbol of a long-lasting attachment to the School and its community.



Refurbishment of a house at SOS Children's Village in Tlokweng

The University showed its commitment to one of its strategic themes of "strong collaboration and partnerships" by further committing to the improvement of the lives of disadvantaged members of society. Testimony to this was the University's decision to refurbish a BOU adopted 'House' at SOS Children's Village in Tlokweng.

The BOU Deputy Vice Chancellor, Corporate Services when handing over the refurbished house, said the initiative was in line with the National Strategy, Vision 2036 and even the Sustainable Development Goals that have all been embedded in the University Strategy.

The DVC said it was the responsibility of all citizens to care for one another especially the under privileged urging other institutions and organisations to come forth and assist SOS.

The renovations included the installation of ceramic tiles, ceiling, painting of the house both the interior and the exterior as well as attending to other defects that were identified.

The SOS National Director in accepting the completed project informed all those in attendance that SOS was founded in 1985 and started operations in 1987 and that it had to date assisted more than 695 kids who were mostly orphans and vulnerable children, (OVCs).

Botswana Open University adopted the House in 2014 through the School of Education which was later joined by the School of Social Sciences.

Management and Leadership skills workshop at Pilikwe Village

The University further facilitated a Management and Leadership skills workshop and another on Business development and Entrepreneurial skills for the Pilikwe village elders and youth respectively. The workshops were facilitated by members of the School of Business and Management Studies (SOBMS).

The event was graced by the Village Chief, Kgosi Gasebalwe Seretse and the Bangwato Deputy Chief, Kgosi Serogola Seretse. Speaking at the entrepreneurial skills workshop, the Village Chief, Mr. Gasebalwe Seretse expressed his concern towards the high unemployment amongst the youth. He further noted the youth's lacklustre participation in available economic development programmes. He said the workshop was timeous and a much needed intervention in addressing the social and economic challenges faced by the youth of Pilikwe.



CSR at Regional Campuses

Botswana Open University regional campuses also engaged in CSR initiatives in their respective areas like in Kang and Maun.

CSR at Kang

The Kang Regional Campus undertook two such initiatives in the year under review. One of the initiatives was started several years ago whereby the regional campus staff adopted a needy person in the community whom they supply with basic needs throughout the year. This time the initiative culminated with a Christmas party where staff showered their adopted friend with gifts and basic food items. The Campus staff further sponsored a member of the youth in the village to register and study for the Small Scale Business Management (SSBM) programme offered by the institution. The staff supported the youth in all her needs related to her study. The young lady successfully went through the programme and graduated in November 2019. Her graduation regalia as well as transportation to and from the ceremony, were paid for through individual contributions made by Kang Regional Campus staff.

CSR at Maun

In Maun the staff organised and participated in a Community Clean-up Campaign in Disaneng Ward where the Campus is located. This campaign was graced by the local leadership as well as the Disaneng Community. The local leadership commended the University for such a noble gesture that proved the University's commitment to the community within which it exists.



HIGHLIGHTS

power of industries regarding training and skills development. In response to these presenting challenges and opportunities, the Vice Chancellor articulated the long-term vision of the institution as espoused in the BOU 2036 Strategic Framework. He also articulated the intricacies of the first BOU Strategic Plan and demonstrated how the planning cycles were going to be aligned to the National Development Plans (NDPs) spanning the period between 2019 and 2036.

In his deliberation, the Assistant Minister expressed his gratitude to the BOU family for the efforts that went into developing the instruments. He reiterated the challenge of the competition in a globalising economy and that it placed a premium on higher education to boost productivity, development and growth. To that he noted that it then results in the global tertiary education landscape going through a profound change marked by the waves of internationalisation and learner mobility, the fast evolution of ICT and content digitization, changing learner expectations and the shift from rigidity to flexibility in learning approaches. He sought to remind BOU and other institutions of the socio-economic responsibilities that they were called upon to shoulder so as to reach the targets set in the National Vision 2036 Blueprint. He concluded by committing his support to BOU's roadmap and declared the BOU Strategic Framework and the 2019-2020 Strategic Plan launched.

BOU LAUNCHES FIRST STRATEGIC INSTRUMENTS

On the 27th of June 2019, the Botswana Open University (BOU) launched its first Strategic Instruments to external stakeholders at Travel Lodge in Gaborone. Amongst the attendees of the launch were the Assistant Minister for the Ministry of Tertiary Education, Research, Science and Technology (MoTE), Chief Executive Officers (CEO) of Public and Private Tertiary Institutions and Parastatals, Senior Government Officials from various Ministries and the 'Critical Friends of BOU'. The University was represented by the Chancellor, the Council, the Executive Management and Senior Management.

In her opening and welcome remarks, the Deputy Council Chairperson, Ms Festinah Bakwena acknowledged, amongst other guests, the presence of the CEO of the National Vision 2036, Mr Chris Molomo. She went on to demonstrate how BOU was inspired by the National Vision 2036 in its development of the BOU 2036 Strategic Framework. She said the Framework provided the road map towards the institution's Vision of being globally recognised for providing quality education through Open and Distance Learning. Ms Bakwena noted that the Framework expressed the future aspirations of all the stakeholders of the University – and that it was a framework through which the institution would apply its resources and strengths to exploit the available opportunities and confront any threats that it may encounter towards achieving its vision. She also indicated that, as a new University, BOU had embarked on the first short-term strategic plan (2019-2023) – which shall set the foundations for the road map to 2036 and that both instruments were set out for launching that day.

In addressing the gathering, the Vice Chancellor, Dr Daniel Tau, reiterated the intent of the institution to be aligned to the national and international policy frameworks that guide the provision of education. He apprised the audience on the insights and consultative processes that were involved in coming up with the strategy instruments. Essentially, the Vice Chancellor highlighted some of the challenges and opportunities in the Higher Education space that compelled a strategic response by the institution. Amongst these are; a) the democratisation of education and access; b) digital technologies and the inherent disruptions; c) the global mobility of both education providers and students; d) the bargaining

In closing, the Chancellor, His Honour Dr P.H.K. Kedikilwe congratulated BOU for the boldness of traversing uncharted terrains. In his observation, he noted that not many public institutions embarked in long-term planning. He therefore advised the University to be adept at implementing the plans espoused in the document – arguing that a lot of good plans have been thrown into shelves to gather dust.

Prior to the launch of the Strategies to the general public the Vice Chancellor had gone around all the five Regional Campuses sharing the finalised Strategies with staff. The staff had played a major part in their development through membership in the responsible committees as well as through representation. Staff members had expressed gratitude at the gesture that the Vice Chancellor had portrayed in travelling to the Regional Campuses to personally hand over copies of strategies to each one of them.





THE CENTRE FOR GRADUATE STUDIES AND THE SCHOOL OF BUSINESS & MANAGEMENT STUDIES HOST AN ACADEMIC WRITING WORKSHOP FOR MASTERS' STUDENTS

The Graduate School, in conjunction with the School of Business and Management Studies (SOBMS) and the School of Social Sciences (SOSS) conducted an academic writing workshop for Commonwealth Executive Masters of Business Administration and Public Administration students at Maharaja Hotel in Gaborone. The workshop was facilitated by Prof. Jalon Pansiri, Prof. Joel Mokuedi Magogwe, Dr. Dudu Jankie and Dr. Lovie Edwin Seru from the University of Botswana.

The Dean in the School of Social Sciences, Dr. Bantu Morolong welcomed all to the workshop citing that students should take the forum seriously as it is a pathway towards the completion of their studies. More than sixty (60) students attended the workshop making it a notable success.

The workshop was tailored for final year students who were preparing to start their dissertations. Ms. Phetogo Sechele-Mosimanegape, a lecturer in the Marketing Department alluded that the objectives of the workshop were for students to gain and appreciate quality in academic writing, equip graduate students with skills and strategies for research proposals and to help graduate students meet the expectations and demands of research.





BOU SECOND GRADUATION A SUCCESS

Botswana Open University hosted a successful second graduation ceremony held under the theme; “Embracing Technology-enhanced Open and Distance Learning (ODL)”. The graduation signified growth of the University since its commencement in 2017.

The University at its first Graduation ceremony in 2017 conferred a total of 1 368 graduates and in the 2019 graduation successfully conferred 1 627 graduates from 20 academic programmes. These were for levels of certificate, diploma, undergraduate degree, postgraduate degree and postgraduate certificate. When welcoming the attendees/graduates, the Botswana Open University Vice Chancellor Dr. Daniel Tau stated that the theme for the graduation was motivated by the national vision 2036 ideals of a knowledge based society, the strategic intent of the University, the 2036 strategic framework as well as the objective of the University 2019-2023 Strategic Plan, all of which perceive technology as the nexus of human pursuits into the future. The Vice Chancellor pointed out that Open and Distance Learning is driven by technology in more ways than one. “Botswana Open University has made significant progress towards integration of technology in its teaching and learning processes, applications for study, registration into our tertiary programmes as well as payment which can now be done from any place in the world where there is access to internet”, he added.

The Minister of Tertiary Education, Research, Science and Technology Dr. Douglas Letsholathebe cited that Open and Distance eLearning is a fundamental mode of study judging from the cumulative enrolments and throughputs that had been achieved from the time of BOCODOL through the transition into. He stated that this mode of study had significantly impacted the lives of many Batswana.

The Minister said that Government was committed to creating conditions conducive for an inclusive economy. This encompassed empowering citizens to be active players in the economy and ODL institutions would play an important role in bringing up the required human resource development.

The Minister encouraged the graduates to pour out their educational investment into their families, workplaces and into the nation as a whole.

The Graduates were further reminded that they had already embraced technology in their learning and were better placed to serve as facilitators in the delivery of ODL.

A DAY WITH THE MINISTER OF TERTIARY EDUCATION RESEARCH SCIENCE AND TECHNOLOGY

The Minister of Tertiary Education Research Science and Technology Dr Douglas Letsholathebe accompanied by the Permanent Secretary Dr Theophilous Mooko and Deputy Permanent Secretary Mr Oupa Masesane visited the Botswana Open University Headquarters.

The Minister had a meeting with the management of the University led by the Vice Chancellor (VC) Dr Daniel Tau, Deputy Vice Chancellor Corporate Services Ms Lesedi Lesetedi, Deputy Vice Chancellor Student Services, Prof. Kgomo Moahi and Deputy Vice Chancellor Academic Services, Prof. Frank Youngman.

Giving the background of the University, the VC said BOU was among the newest in the ODL field and that it was carrying on with the proud legacy of Botswana College of Distance and Open Learning (BOCODOL). He said the University is mandated to provide tertiary level programmes, professional training and open schooling level programmes. He further stated that when offering these programmes, the University inspires excellence and presents life-long learning opportunities globally.

Dr Tau informed the Minister that the University’s operation anchors on world-class technology that enables teaching to be conducted virtually to other regions from a central point, a sound learner support system with counsellors in all the regional campuses and online library resources for BOU students and staff. He informed the Minister’s entourage that most of BOU services are offered online citing applications, registration and payment.

The Minister applauded the University Management on how they handled the transformation as well as for the achievements realised by the University thus far. These included the appointment of the Council, Senate, SRC and other structures that did not exist when the institution was still College.

The Honourable Minister said the BOU contributes a lot to the national economic transformation towards a knowledge based society from that of resource based especially through the on the job training that is able to produce large numbers of qualified personnel without them leaving their jobs to pursue further studies.

The Minister and his team ended their visit by touring the facilities and the team taken through the process of offering tutorials remotely using ICT.



BOTSWANA OPEN UNIVERSITY (BOU) PROMOTES CULTURAL PRESERVATION THROUGH THE PEN

Botswana Open University (BOU) launched two books on different aspects of Setswana culture on the 3rd of December 2019. The books; *Nyalo Ya Setso mo Botswana* and *Milidzo Ye Ikalanga*, authored by Ms. Irene Ngwako and Mr. Monty Fanikiso Moswela, respectively.

When welcoming guests the BOU Vice Chancellor, Dr Daniel Tau highlighted that the University was a social enabler and a catalyst of a knowledge based society as envisioned in the Botswana Vision 2036. He said through such an event, the University wanted to demonstrate its support and also advocate for cultural preservation through writing. The Vice Chancellor further said Botswana Open University had a role to play in encouraging Botswana to uphold culture and that the launch of these two books was a step in that direction.

The Guest Speaker, Deputy Permanent Secretary in the Ministry of Youth Empowerment, Sport and Culture Development, Mr Victor B. Paledi who was representing the Assistant Minister, emphasised the importance of books as a means of preserving and transmitting culture from one generation to another. He stressed that national libraries, which fall under his Ministry, would have interest in the books as they promote cultural preservation. He deservedly expressed profound gratitude to the two authors for their contribution in preserving and promoting culture through writing.

The author of *Milidzo Ye Ikalanga* Mr Monty F. Moswela informed all in attendance that his writing was inspired by the strong interest he had and still has for Ikalanga

language and culture. He said his wish was to see the Ikalanga language in the public domain among other local languages spoken in the country, and not have it disappear from the land like other languages of the world that no longer exist. Mr. Moswela has also published two other books in Kalanga.

The author of *Nyalo ya Setso mo Botswana* Ms. Irene Ngwako, when addressing the gathering, said she had worked in an environment that dealt with marriages for a total of thirty six (36) years, at the Ministry of Nationality, Immigration and Gender Affairs. She said this interaction with issues of marriage and the number of divorces in the country, aroused a desire in her to write about the Setswana marriage processes and procedures found in different localities within Botswana. Her hope was that this would promote adherence to the true Setswana marriage processes and procedures and in due course help reduce the number of divorces taking place in the country. She pointed out that in her book, *Nyalo Ya Setswana*, she acknowledges the different marriage practices across the length and breadth of the country and that it was important to appreciate and respect each other's practice. She however, expressed her discomfort in that all these practices are not documented for onward transmission to the current and future generations.

At the end of the event, the Deputy Vice Chancellor, Academic Services, Prof. Frank Youngman, expressed profound gratitude to the two authors for their work and encouraged other people to emulate them as this was very critical in the preservation of culture and its transmission from one generation to another. He also thanked Botswana Open University leadership for this noble gesture of supporting the two authors by assisting them to launch the books without expecting any financial gains.



Audited Annual Financial Statements

General Information

Country of incorporation and domicile	Botswana
Nature of business and principal activities	Open and distance learning
Council Members	Charles I Coyne II - Chairman Dr Daniel R Tau - Vice Chancellor Festina S Bakwena - Vice Chairperson Tsoseletso E Magang Professor Mpine M Makoe Oscar O Motsumi Julia P Bahuma Professor Francis Youngman Dr Bogadi Nage-Sibande Professor Sunny E Aiyuk Naledi T Ratsoma Ishmael Magare
Registered office	Plot 39972 Corner of Western Bypass Garamotlhose Road Gaborone Botswana
Postal address	Private Bag B0187 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

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The following supplementary information does not form part of the annual financial statements and is unaudited:	
Detailed Statement of Income and Expenditure	100 - 101

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 annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual 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 year then ended, in conformity with International Financial Reporting Standards. The external auditors are engaged to express an independent opinion on the annual financial statements.

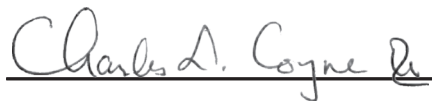
The annual financial statements are prepared in accordance with International Financial Reporting Standards and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

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 annual 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 2021 and, in light of this review and the current financial position, they are satisfied that the University has or had access to adequate resources to continue in operational existence for the foreseeable future.

The annual financial statements set out on pages 68 to 101, which have been prepared on the going concern basis, were approved by the Council members on 28 August 2020 and were signed on their behalf by:



Council Chairperson - Charles I. Coyne II



Vice Chancellor - Dr Daniel R Tau

Council members' Report

The Council members have the pleasure in submitting their report on the annual financial statements of Botswana Open University for the year ended 31 March 2020.

1. Nature of business

Botswana Open University was registered in Botswana, operates in Botswana and is engaged in open and distance learning.

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

2. Review of financial results and activities

The annual financial statements have been prepared in accordance with International Financial Reporting Standards and the requirements of the Botswana Open University Act 2017. 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 annual financial statements.

3. Council members

The Council members in office at the date of this report are as follows:

Council members	Office	Designation	Changes
Charles I Coyne II	Chairperson	Non-executive	
Dr Daniel R Tau	Vice Chancellor	Executive	
Festina S Bakwena	Vice Chairperson	Non-executive	
Tsoseletso E Magang	Council Member	Non-executive	
Professor Mpine M Makoe	Council Member	Non-executive	
Oscar O Motsumi	Council Member	Non-executive	
Kgopotso T Ramoroka	Council Member	Non-executive	Resigned 31 May 2020
Oupa Masesane	Council Member	Non-executive	Resigned 31 May 2020
Masego J Mooketsi	Council Member	Non-executive	Resigned 31 May 2020
Dr Phuthego P Molosiwa	Council Member	Non-executive	Resigned 31 May 2020
Julia P Bahuma	Council Member	Non-executive	
Professor Francis Youngman	Council Member	Executive	
Dr Bogadi Nage-Sibande	Council Member	Non-executive	
Professor Sunny E Aiyuk	Council Member	Non-executive	Appointed 20 February 2020
Naledi T Ratsoma	Council Member	Non-executive	
Ishmael Magare	Council Member	Non-executive	Appointed 01 July 2020

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

In December 2019 there was an outbreak of the coronavirus (Covid-19) in China which later on spread to various countries. The World Health Organisation announced that COVID-19 had become a pandemic on 11 March 2020. Many countries including Botswana have required some entities to limit and/or suspend business operations or activities, implemented travel restrictions and quarantine measures. The University has developed policies and procedures to address the health and wellbeing of Council members, employees, customers and, stakeholders and sustain the University amid Covid -19. These measures and policies are expected to have a material impact on the University's business activities. As the outbreak continues to progress and evolve, it is challenging at this juncture, to predict or quantify the full extent and duration of the virus and its business and economic impact on the University.

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

Council members' Report

6. Going concern

The Council members believe that the University has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual 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 financing 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.



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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 9 to 99, which comprise the statement of financial position as at 31 March 2020, 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 2020, 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 Institute of Chartered Accountants (BICA) 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
Accounting for government grants	
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.	We obtained direct confirmation of amounts disbursed from the Government through the relevant Ministry.
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.	We verified the accounting treatment of government grants for compliance with the requirements of IAS 20.

BDO
Registration number: RBN 10527
Certified Auditors

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

BDO, a Botswana partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the International BOO network of Independent members firms.



Key audit matter	How our audit addressed the key audit matter
Operating and employee expenses	
<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 62, the Council members' report set out on pages 63 and 64 and the detailed income statement set out on pages 100 and 101. 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
Christopher Matamande (BICA Practising Certificate Number 20080088) Partner

28 August 2020
Gaborone

Statement of Financial Position as at 31 March 2020

	Notes	2020 P	2019 P
Assets			
Non-Current Assets			
Property, plant and equipment	4	165 699 338	162 695 955
Right-of-use assets	5	2 218 815	-
Investment property	6	18 920 174	19 116 000
		186 838 327	181 811 955
Current Assets			
Trade and other receivables	7	755 797	2 384 925
Cash and cash equivalents	8	28 635 249	32 399 869
		29 391 046	34 784 794
Total Assets		216 229 373	216 596 749
Equity and Liabilities			
Equity			
Reserves		13 762 583	13 762 583
Accumulated deficit		(16 371 872)	(38 121 861)
		(2 609 289)	(24 359 278)
Liabilities			
Non-Current Liabilities			
Lease liabilities	5	1 910 442	-
Retention payable		144 979	144 979
Deferred capital grants	10	170 856 929	167 594 359
		172 912 350	167 739 338
Current Liabilities			
Trade and other payables	11	35 421 481	39 741 078
Lease liabilities	5	460 330	-
Deferred income	12	10 044 501	33 475 611
		45 926 312	73 216 689
Total Liabilities		218 838 662	240 956 027
Total Equity and Liabilities		216 229 373	216 596 749

Statement of Income and Expenditure

	Notes	2020 P	2019 P
Revenue	13	37 100 974	27 326 386
Other operating income	14	189 012 892	131 421 421
Other operating gains/(losses)	15	945 738	(379)
Movement in credit loss allowances	16	(2 657 357)	2 309 105
Employee expenses		(122 415 928)	(99 719 449)
Tutor and writer expenses		(17 293 629)	(6 952 546)
Other operating expenses		(63 884 303)	(53 361 682)
Operating Surplus	16	20 808 387	1 022 856
Investment income	17	1 106 787	1 244 085
Finance costs	18	(165 185)	-
Surplus for the year		21 749 989	2 266 941
Other comprehensive income:			
Items that will not be reclassified to profit or loss: Gains on property revaluation			
		-	13 762 583
Other comprehensive income for the year net of taxation		-	13 762 583
Total comprehensive income for the year		21 749 989	16 029 524

Statement of Changes in Equity

	Revaluation reserve P	Accumulated deficit P	Total equity P
Balance at 01 April 2018	-	(40 388 802)	(40 388 802)
Surplus for the year	-	2 266 941	2 266 941
Other comprehensive income	13 762 583	-	13 762 583
Total comprehensive income for the year	13 762 583	2 266 941	16 029 524
Balance at 01 April 2019	13 762 583	(38 121 861)	(24 359 278)
Surplus for the year	-	21 749 989	21 749 989
Other comprehensive income	-	-	-
Total comprehensive income for the year	-	21 749 989	21 749 989
Balance at 31 March 2020	13 762 583	(16 371 872)	(2 609 289)

Note 9

Statement of Cash Flows

	Notes	2020 P	2019 P
Cash flows from operating activities			
Surplus for the year		21 749 989	2 266 941
Adjustments for:			
Depreciation		8 869 512	5 630 141
Gains on disposals		(906 072)	-
(Gains) / losses on foreign exchange		(39 666)	379
Interest received		(1 106 787)	(1 244 085)
Finance costs		165 185	-
Impairment losses and reversals Net		2 657 357	(2 309 105)
movement in capital grants		3 262 570	19 912 234
Changes in working capital:			
Trade and other receivables		(1 028 229)	752 668
Trade and other payables		(4 279 931)	10 924 140
Deferred income		(23 431 110)	(5 630 094)
Cash generated from operations		5 912 818	30 303 219
Interest income		1 106 787	1 243 706
Finance costs		(165 185)	-
Net cash from operating activities		6 854 420	31 546 925
Cash flows from investing activities			
Purchase of property, plant and equipment	4	(11 987 368)	(15 102 974)
Proceeds on disposal of property, plant and equipment	4	1 762 900	-
Net cash from investing activities		(10 224 468)	(15 102 974)
Cash flows from financing activities Rental			
payment on operating lease liability		(394 572)	-
Total cash movement for the year		(3 764 620)	16 443 951
Cash at the beginning of the year		32 399 869	15 955 918
Total cash at end of the year	8	28 635 249	32 399 869

Accounting Policies

1. Significant accounting policies

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

1.1 Basis of preparation

The annual 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 annual financial statements and the Botswana Open University Act 2017.

The annual 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 period.

1.2 Significant judgements and sources of estimation uncertainty

The preparation of annual 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:

Lease classification

The University is party to leasing arrangements, both as a lessee and as a lessor. The treatment of leasing transactions in the annual financial statements is mainly determined by whether the lease is considered to be an operating lease or a finance lease. In making this assessment, management considers the substance of the lease, as well as the legal form, and makes a judgement about whether substantially all of the risks and rewards of ownership are transferred.

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.

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 motor vehicles, furniture and computer 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.

Accounting Policies

1.2 Significant judgements and sources of estimation uncertainty (continued)

Provisions

Provisions are inherently based on assumptions and estimates using the best information available. No provisions were raised at year end (2019: PNil).

Contingent liabilities

Management applies its judgement facts and advice it receives from its attorneys, advocates and other advisors is 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 liability or disclosed as a contingent liability.

1.3 Investment property

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

Investment property 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 property, the carrying amount of the replaced part is derecognised.

Cost model

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

The treatment of revaluation of investment properties is detailed under 1.4.

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.

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.

Property, plant and equipment is subsequently stated at cost less accumulated depreciation and any accumulated impairment losses, except for land which is stated at cost less any accumulated impairment losses.

When an item of property, plant and equipment is revalued, the gross carrying amount is adjusted consistently with the revaluation of the carrying amount. The accumulated depreciation at that date is adjusted to equal the difference between the gross carrying amount and the carrying amount after taking into account accumulated impairment losses.

Accounting Policies

1.4 Property, plant and equipment (continued)

Any increase in an asset's carrying amount, as a result of a revaluation, is recognised in other comprehensive income and accumulated in the revaluation reserve in equity. The increase is recognised in profit or loss to the extent that it reverses a revaluation decrease of the same asset previously recognised in profit or loss.

Any decrease in an asset's carrying amount, as a result of a revaluation, is recognised in profit or loss in the current year. The decrease is recognised in other comprehensive income to the extent of any credit balance existing in the revaluation reserve in respect of that asset. The decrease recognised in other comprehensive income reduces the amount accumulated in the revaluation reserve in equity.

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	5 years
Motor vehicles	Straight line	4 years
Office equipment	Straight line	5 years
IT equipment	Straight line	4 years

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.

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

Accounting Policies

1.5 Financial instruments (continued)

- 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 22 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:

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 7).

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 17).

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.

Accounting Policies

1.5 Financial instruments (continued)

- 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.

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 7.

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 7) and the financial instruments and risk management note (note 22).

Derecognition

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

Any gains or losses arising on the derecognition of trade and other receivables is included in profit or loss in the derecognition gains (losses) on financial assets at amortised cost line item).

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.

Accounting Policies

1.5 Financial instruments (continued)

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 18).

Trade and other payables expose the University to liquidity risk and possibly to interest rate risk. Refer to note 22 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.

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

Tax expenses

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

Accounting Policies

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 benefit from all of the economic benefits from the use of the asset as well as the right to direct the use of the asset.

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 5 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 5).

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 18).

Accounting Policies

1.7 Leases (Comparatives under IAS 17) (continued)

The University remeasures the lease liability (and makes a corresponding adjustment to the related right-of-use asset) when:

- there has been a change to the lease term, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- there has been a change in the assessment of whether the University will exercise a purchase, termination or extension option, in which case the lease liability is remeasured by discounting the revised lease payments using a revised discount rate;
- there has been a change to the lease payments due to a change in an index or a rate, in which case the lease liability is remeasured by discounting the revised lease payments using the initial discount rate (unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used); there has been a change in expected payment under a residual value guarantee, in which case the lease liability is remeasured by discounting the revised lease payments using the initial discount rate;
- a lease contract has been modified and the lease modification is not accounted for as a separate lease, in which case the lease liability is remeasured by discounting the revised payments using a revised discount rate.

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.

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.

University as lessor

Leases for which the University is a lessor are classified as finance or operating leases. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases. Lease classification is made at inception and is only reassessed if there is a lease modification.

When the University is an intermediate lessor, it accounts for the head lease and the sublease as two separate contracts. The sublease is classified as a finance or operating lease by reference to the right-of-use asset arising from the head lease. If the head lease is a short-term lease to which the University applies the exemption described previously, then it classifies the sub-lease as an operating lease.

Accounting Policies

1.7 Leases (Comparatives under IAS 17) (continued)

The various lease and non-lease components of contracts containing leases are accounted for separately, with consideration being allocated by applying IFRS 15.

Operating leases

Lease payments from operating leases are recognised on a straight-line basis over the term of the relevant lease, or on another systematic basis if that basis is more representative of the pattern in which the benefits from the use of the underlying asset are diminished. Operating lease income is included in other operating income (note 14).

Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and are expensed over the lease term on the same basis as the lease income.

Modifications made to operating leases are accounted for as a new lease from the effective date of the modification. Any prepaid or accrued lease payments relating to the original lease are treated as part of the lease payments of the new lease.

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 University 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.

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.

Accounting Policies

1.9 Employee benefits (continued)

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.

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.

Accounting Policies

1.11 Government grants (continued)

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 capital grant. The grants are recognised as income as the asset is being used and depreciated.

Grants related to income are presented as a credit in the profit or loss (separately). Any portion of the grants that is not expensed is deferred to future periods and included as deferred income.

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 and is recognised over the period of the courses.
- Any amount received from students in advance for 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.

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

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

Notes to the Annual Financial Statements

2. Changes in accounting policy

The annual financial statements have been prepared in accordance with International Financial Reporting Standards on a basis consistent with the prior year except for the adoption of the following new or revised standards.

Application of IFRS 16 Leases

In the current year, the University has adopted IFRS 16 Leases (as issued by the IASB in January 2016) with the date of initial application being 01 April 2019. IFRS 16 replaces IAS 17 Leases, IFRIC 4 Determining whether an Arrangement contains a Lease, SIC-15 Operating Leases - Incentives and SIC 27 - Evaluating the Substance of Transactions Involving the Legal Form of a Lease.

IFRS 16 introduces new or amended requirements with respect to lease accounting. It introduces significant changes to the lessee accounting by removing the distinction between operating and finance leases and requiring the recognition of a right-of-use asset and a lease liability at the lease commencement for all leases, except for short-term leases and leases of low value assets. In contrast to lessee accounting, the requirements for lessor accounting have remained largely unchanged. Details of these new requirements are described in the accounting policy for leases. The impact of the adoption of IFRS 16 on the University's annual financial statements is described below.

The University has applied the practical expedient available in IFRS 16 which provides that for contracts which exist at the initial application date, an entity is not required to reassess whether they contain a lease. This means that the practical expedient allows an entity to apply IFRS 16 to contracts identified by IAS 17 and IFRIC 4 as containing leases; and to not apply IFRS 16 to contracts that were not previously identified by IAS 17 and IFRIC 4 as containing leases.

IFRS 16 has been adopted by applying the modified retrospective approach, whereby the comparative figures are not restated. Instead, cumulative adjustments to retained earnings have been recognised in retained earnings as at 01 April 2019.

Leases where the University is lessee

Leases previously classified as operating leases

The University undertook the following at the date of initial application for leases which were previously recognised as operating leases:

- recognised a lease liability, measured at the present value of the remaining lease payments, discounted at the University's incremental borrowing rate at the date of initial application.
- recognised right-of-use assets measured on a lease by lease basis, at either the carrying amount (as if IFRS 16 applied from commencement date but discounted at the incremental borrowing rate at the date of initial application) or at an amount equal to the lease liability adjusted for accruals or prepayments relating to that lease prior to the date of initial application.

The University applied IAS 36 to consider if these right-of-use assets are impaired as at the date of initial application.

The University applied the following practical expedients when applying IFRS 16 to leases previously classified as operating leases in terms of IAS 17. Where necessary, they have been applied on a lease by lease basis:

- when a portfolio of leases contained reasonably similar characteristics, the University applied a single discount rate to that portfolio;
- leases which were expiring within 12 months of 01 April 2019 were treated as short term leases, with remaining lease payments recognised as an expense on a straight-line basis or another systematic basis which is more representative of the pattern of benefits consumed;
- initial direct costs were excluded from the measurement of right-of-use assets at the date of initial application. hindsight
- was applied where appropriate. This was specifically the case for determining the lease term for leases which contained extension or termination options.

Impact on financial statements

On transition to IFRS 16, the University recognised an additional P2 765 345 of right-of-use assets and P2 765 345 of lease liabilities.

When measuring lease liabilities, University discounted lease payments using its incremental borrowing rate at 01 April 2019. The weighted average rate applied is 6,5%.

Notes to the Annual Financial Statements

3. New Standards and Interpretations

3.1 Standards and interpretations effective and adopted in the current year

In the current year, the University has adopted the following standards and interpretations that are effective for the current financial year and that are relevant to its operations:

Plan Amendment, Curtailment or Settlement - Amendments to IAS 19

The amendment deals with the determination of past service cost and gains or losses on settlement, when a plan is amended, curtailed or settled ("the event"). Specifically, when determining the past service cost or gain or loss on settlement, the net defined benefit liability (asset) shall be remeasured using the current fair value of plan assets and current actuarial assumptions reflecting the benefits offered under the plan and plan assets both before and after the event. The effect of the asset ceiling shall not be considered in this exercise. The effect of the asset ceiling shall be determined after the event.

The amendment also specifies that when determining current service costs and net interest on the defined benefit liability (asset) in a period in which an amendment, curtailment or settlement occurs, to apply inputs at the beginning of the reporting period for the current service cost and interest up to the date of the event, and to apply inputs as at the date of the event to determine current service costs and interest for the remainder of the period.

The effective date of the amendment is for years beginning on or after 01 January 2019.

The impact of this amendment is not material.

Prepayment Features with Negative Compensation - Amendment to IFRS 9

The amendment to Appendix B of IFRS 9 specifies that for the purpose of applying paragraphs B4.1.11(b) and B4.1.12(b), irrespective of the event or circumstance that causes the early termination of the contract, a party may pay or receive reasonable compensation for that early termination.

The effective date of the amendment is for years beginning on or after 01 January 2019.

The impact of this amendment is not material.

IFRS 16 Leases

IFRS 16 Leases is a new standard which replaces IAS 17 Leases, and introduces a single lessee accounting model. The main changes arising from the issue of IFRS 16 which are likely to impact the University are as follows:

University as lessee:

- Lessees are required to recognise a right-of-use asset and a lease liability for all leases, except short term leases or leases where the underlying asset has a low value, which are expensed on a straight line or other systematic basis.
- The cost of the right-of-use asset includes, where appropriate, the initial amount of the lease liability; lease payments made prior to commencement of the lease less incentives received; initial direct costs of the lessee; and an estimate for any provision for dismantling, restoration and removal related to the underlying asset.
- The lease liability takes into consideration, where appropriate, fixed and variable lease payments; residual value guarantees to be made by the lessee; exercise price of purchase options; and payments of penalties for terminating the lease.
- The right-of-use asset is subsequently measured on the cost model at cost less accumulated depreciation and impairment and adjusted for any re-measurement of the lease liability. However, right-of-use assets are measured at fair value when they meet the definition of investment property and all other investment property is accounted for on the fair value model. If a right-of-use asset relates to a class of property, plant and equipment which is measured on the revaluation model, then that right-of-use asset may be measured on the revaluation model.
- The lease liability is subsequently increased by interest, reduced by lease payments and re-measured for reassessments or modifications.
- Re-measurements of lease liabilities are affected against right-of-use assets, unless the assets have been reduced to nil, in which case further adjustments are recognised in profit or loss.
- The lease liability is re-measured by discounting revised payments at a revised rate when there is a change in the lease term or a change in the assessment of an option to purchase the underlying asset.

Notes to the Annual Financial Statements

3. New Standards and Interpretations (continued)

- The lease liability is re-measured by discounting revised lease payments at the original discount rate when there is a change in the amounts expected to be paid in a residual value guarantee or when there is a change in future payments because of a change in index or rate used to determine those payments.
- Certain lease modifications are accounted for as separate leases. When lease modifications which decrease the scope of the lease are not required to be accounted for as separate leases, then the lessee re-measures the lease liability by decreasing the carrying amount of the right of lease asset to reflect the full or partial termination of the lease. Any gain or loss relating to the full or partial termination of the lease is recognised in profit or loss. For all other lease modifications which are not required to be accounted for as separate leases, the lessee re-measures the lease liability by making a corresponding adjustment to the right-of-use asset.
- Right-of-use assets and lease liabilities should be presented separately from other assets and liabilities. If not, then the line item in which they are included must be disclosed. This does not apply to right-of-use assets meeting the definition of investment property which must be presented within investment property. IFRS 16 contains different disclosure requirements compared to IAS 17 leases.

University as lessor:

- Accounting for leases by lessors remains similar to the provisions of IAS 17 in that leases are classified as either finance leases or operating leases. Lease classification is reassessed only if there has been a modification.
- A modification is required to be accounted for as a separate lease if it both increases the scope of the lease by adding the right to use one or more underlying assets; and the increase in consideration is commensurate to the stand alone price of the increase in scope.
- If a finance lease is modified, and the modification would not qualify as a separate lease, but the lease would have been an operating lease if the modification was in effect from inception, then the modification is accounted for as a separate lease. In addition, the carrying amount of the underlying asset shall be measured as the net investment in the lease immediately before the effective date of the modification. IFRS 9 is applied to all other modifications not required to be treated as a separate lease.
- Modifications to operating leases are required to be accounted for as new leases from the effective date of the modification. Changes have also been made to the disclosure requirements of leases in the lessor's financial statements.

Sale and leaseback transactions:

- In the event of a sale and leaseback transaction, the requirements of IFRS 15 are applied to consider whether a performance obligation is satisfied to determine whether the transfer of the asset is accounted for as the sale of an asset.
- If the transfer meets the requirements to be recognised as a sale, the seller-lessee must measure the new right-of-use asset at the proportion of the previous carrying amount of the asset that relates to the right-of-use retained. The buyer-lessor accounts for the purchase by applying applicable standards and for the lease by applying IFRS 16
- If the fair value of consideration for the sale is not equal to the fair value of the asset, then IFRS 16 requires adjustments to be made to the sale proceeds. When the transfer of the asset is not a sale, then the seller-lessee continues to recognise the transferred asset and recognises a financial liability equal to the transfer proceeds. The buyer-lessor recognises a financial asset equal to the transfer proceeds.

The effective date of the standard is for years beginning on or after 01 January 2019.

The University has adopted the standard for the first time in the 2020 annual financial statements.

The impact of the standard is set out in note 2 Changes in Accounting Policy.

Notes to the Annual Financial Statements

3. New Standards and Interpretations (continued)

3.2 Standards and interpretations not yet effective or relevant

The following standards and interpretations have been published and are mandatory for the University's accounting periods beginning on or after 01 April 2020 or later periods but are not relevant to its operations:

Standard/ Interpretation:	Effective date: Years beginning on or after	Expected impact:
<ul style="list-style-type: none">IFRS 17: Insurance Contracts	01 January 2021	Unlikely there will be a material impact
<ul style="list-style-type: none">Amendments to IAS 1 and IAS 8: Definition of Material	01 January 2020	Unlikely there will be a material impact
<ul style="list-style-type: none">Amendments to IFRS 9, IAS 39 and IFRS 7: Interest rate Benchmark Reform	01 January 2020	Unlikely there will be a material impact

Notes to the Annual Financial Statements

	2020 P			2019 P		
4. Property, plant and equipment						
	2020			2019		
	Cost or revaluation	Accumulated depreciation	Carrying value	Cost or revaluation	Accumulated depreciation	Carrying value
Buildings	171 760 221	(25 453 662)	146 306 559	166 943 314	(22 109 314)	144 834 000
Furniture and fixtures	3 476 377	(2 217 532)	1 258 845	5 182 899	(2 694 745)	2 488 154
Motor vehicles	8 774 228	(4 968 469)	3 805 759	11 264 823	(5 449 586)	5 815 237
Office equipment	20 975 454	(15 102 479)	5 872 975	17 279 344	(14 465 492)	2 813 852
IT equipment	18 648 094	(10 192 894)	8 455 200	15 256 893	(8 512 181)	6 744 712
Library books collection	-	-	-	3 419 148	(3 419 148)	-
Total	223 634 374	(57 935 036)	165 699 338	219 346 421	(56 650 466)	162 695 955

Reconciliation of property, plant and equipment - 2020

	Opening balance	Additions	Disposals	Depreciation	Total
Buildings	144 834 000	4 816 907	-	(3 344 348)	146 306 559
Furniture and fixtures	2 488 154	83 150	(856 828)	(455 631)	1 258 845
Motor vehicles	5 815 237	-	-	(2 009 478)	3 805 759
Office equipment	2 813 852	3 696 110	-	(636 987)	5 872 975
IT equipment	6 744 712	3 391 201	-	(1 680 713)	8 455 200
	162 695 955	11 987 368	(856 828)	(8 127 157)	165 699 338

Reconciliation of property, plant and equipment - 2019

	Opening balance	Additions	Buildings recognised through grant	Revaluations	Depreciation	Total
Buildings	102 105 093	-	39 590 000	5 388 422	(2 249 515)	144 834 000
Furniture and fixtures	2 969 545	-	-	-	(481 391)	2 488 154
Motor vehicles	1 289 298	5 296 649	-	-	(770 710)	5 815 237
Office equipment	1 249 729	2 307 538	-	-	(743 415)	2 813 852
IT equipment	417 628	7 498 787	-	-	(1 171 703)	6 744 712
	108 031 293	15 102 974	39 590 000	5 388 422	(5 416 734)	162 695 955

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 professional valuer on 31 December 2018 and Lot 31403 Francistown was performed by A Kunda (BSC(land Econ.), MIV (SA), MREIB, MREAC) an independent professional valuer on the 16 May 2019. The valuation conforms to International Valuation Standards and was based on recent market data on similar properties transacted on arm's length basis. This valuation was performed using the Depreciated Replacement Value. This is an acceptable method of valuation of such property.:

Buildings	99 855 578	99 855 578
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Notes to the Annual Financial Statements

	2020 P	2019 P
4. Property, plant and equipment (continued)		
Details of properties		
Lot 39972 Gaborone		
- Capitalised expenditure	16 441 453	16 441 453
- Additions during the year	124 889	-
- Revaluation	19 589 837	19 589 837
	36 156 179	36 031 290
Lot 4742 Gaborone		
- Capitalised property grant	21 590 000	21 590 000
- Additions during the year	72 419	-
	21 662 419	21 590 000
Lot 6342 Maun		
- Capitalised expenditure	105 523 439	105 523 439
- Revaluation	(14 201 415)	(14 201 415)
	91 322 024	91 322 024
Lot 31403 Francistown		
- Capitalised property grant	18 000 000	18 000 000
The University's building include Lot 4742 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 grant where the University has uninterrupted economic benefit to the facilities.		
5. Leases (University as lessee)		
Details pertaining to leasing arrangements, where the University is lessee are presented below:		
Additions to right-of-use assets		
Buildings	2 765 345	-
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	546 530	-
Other disclosures		
Interest expense on lease liabilities	165 185	-
Total cash outflow from leases	(394 572)	-

Notes to the Annual Financial Statements

	2020 P	2019 P
5. Leases (University as lessee) (continued)		
Lease liabilities		
The maturity analysis of lease liabilities is as follows:		
Within one year	597 734	-
Two to five years	2 107 658	-
	2 705 392	-
Less finance charges component	(334 620)	-
	2 370 772	-
Non-current liabilities	1 910 442	-
Current liabilities	460 330	-
	2 370 772	-

Exposure to liquidity risk

Refer to note 22 Financial instruments and risk management for the details of liquidity risk exposure and management.

Exposure to currency risk

Refer to note 22 Financial instruments and financial risk management for details of currency risk management for lease liabilities.

6. Investment property

	2020			2019		
	Valuation	Accumulated depreciation	Carrying value	Valuation	Accumulated depreciation	Carrying value
Investment property	21 517 416	(2 597 242)	18 920 174	21 517 416	(2 401 416)	19 116 000

Reconciliation of investment property - 2020

	Opening balance	Depreciation	Total
Investment property	19 116 000	(195 826)	18 920 174

Reconciliation of investment property - 2019

	Opening balance	Depreciation	Revaluation	Total
Investment property	10 955 245	(213 406)	8 374 161	19 116 000
Fair value of investment properties			18 990 000	19 116 000

Notes to the Annual Financial Statements

	2020 P	2019 P
6. Investment property (continued)		
Details of property		
Lot 39972 Gaborone		
- Capitalised expenditure	2 466 993	2 466 993
- Revaluation	5 873 759	5 873 759
	8 340 752	8 340 752
Lot 6342 Maun		
- Capitalised expenditure	10 676 262	10 676 262
- Revaluation	2 500 402	2 500 402
	13 176 664	13 176 664
Details of valuation		
The current year fair values were based on the Council members' valuation using a capitalisation rate of 7.25% on 90% of the present annual rental income.		
Prior year fair values were determined by an independent valuer, Mr Wilfred M Kathurima [Bsc (land econ.), MREIB, MREAC], of Messrs Willy Kathurima and Associates. 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	1 104 129	-
Direct operating expenses from rental generating property	451 488	-
	1 555 617	-
7. Trade and other receivables		
Financial instruments:		
Trade receivables	2 625 610	748 870
Loss allowance	(2 625 610)	(748 870)
Trade receivables at amortised cost	-	-
Staff related receivables	70	757 670
Other receivable	40 285	425 568
Non-financial instruments:		
VAT	-	99
Deposits	-	76 128
Prepayments	715 442	1 125 460
Total trade and other receivables	755 797	2 384 925
Split between non-current and current portions		
Current assets	755 797	2 384 925

Notes to the Annual Financial Statements

	2020 P	2019 P
7. Trade and other receivables (continued)		
Financial instrument and non-financial instrument components of trade and other receivables		
At amortised cost	40 355	1 183 238
Non-financial instruments	715 442	1 201 687
	755 797	2 384 925

Exposure to credit risk

Trade receivables inherently expose the University to credit risk, being the risk that the University will incur financial loss if students 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.

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:

	2020	2020	2019	2019
	Estimated gross carrying amount at default	Loss allowance (Lifetime expected credit loss)	Estimated gross carrying amount at default	Loss allowance (Lifetime expected credit loss)
Expected credit loss rate:				
More than 120 days past due: 100% (2019: 100%)	2 625 610	2 625 610	748 870	748 870

Fair value of trade and other receivables

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

8. Cash and cash equivalents

Cash and cash equivalents consist of:

Cash on hand	231	417
Bank balances	8 183 789	2 195 743
Short-term deposits	20 451 229	30 203 709
	28 635 249	32 399 869

Notes to the Annual Financial Statements

	2020 P	2019 P
9. Revaluation reserve		
The revaluation reserve relates to revaluation of property, plant and equipment and investment properties for the University which are carried under revaluation model.		
Property, plant and equipment	5 388 422	5 388 422
Investment property	8 374 161	8 374 161
	13 762 583	13 762 583

10. Deferred capital grants

Reconciliation of deferred capital grants - 2020

	Opening balance	Additions	Utilised during the year	Reversed during the year	Prior year adjustments	Total
Grants	167 594 359	11 987 368	(8 322 983)	(856 829)	455 014	170 856 929

Reconciliation of deferred capital grants - 2019

	Opening balance	Additions	Utilised during the year	First time recognised of buildings grant	Total
Grants	118 531 478	15 102 976	(5 630 095)	39 590 000	167 594 359

The University receives grants from Government based on the budget approved by the Council members and the Ministry of Tertiary Education Research, Science and Technology. The grant is allocated between revenue and capital expenditure by the Council members, based on the approved budget. The funds are not refundable by any circumstances.

In the prior year the University recognised buildings and related grants on Lot 4742 Gaborone and Lot 31403 Francistown. Where the University has uninterrupted economic benefit to the facilities. The amounts recognised were based on fair value of the buildings determined by an independent valuer.

11. Trade and other payables

Financial instruments:

Trade payables	5 152 934	5 742 041
Staff related accruals	18 261 133	18 242 836
Withholding tax payable	60 767	60 767
Accrued expenses Other payables	5 186 262	11 871 847
	6 760 385	3 823 587
	35 421 481	39 741 078

Exposure to currency risk

Refer to note 22 Financial instruments and financial risk management for details of currency risk management for trade payables.

Exposure to liquidity risk

Refer to note 22 Financial instruments and financial risk management for details of liquidity risk exposure and management.

Fair value of trade and other payables

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

Notes to the Annual Financial Statements

	2020 P	2019 P
12. Deferred income		
Current liabilities		
Tuition fees	8 332 661	5 461 928
Other projects	1 711 840	1 711 840
Government grants (Note 12.1)	-	26 301 843
	10 044 501	33 475 611
12.1. Government grants reconciliation		
Opening balance	26 301 843	20 704 622
Amount received during the year	159 242 550	160 970 875
Acquisition of property, plant and equipment	(7 367 368)	(15 102 974)
Expenses incurred during the year, excluding depreciation	(178 177 025)	(140 270 680)
Closing balance	-	26 301 843
13. Revenue		
Revenue from contracts with customers		
Student application and tuition fees	37 100 974	27 326 386
14. Other operating income		
Rental income	1 273 509	323 367
Other recoveries	-	1 890 136
Amortisation of capital grants	8 322 983	5 630 096
Tender sales	34 675	78 274
Other income	1 424 568	643 137
Government grants	177 957 157	122 856 411
	189 012 892	131 421 421
15. Other operating gains/(losses)		
Gains/(losses) on disposals Property, plant and equipment	4	-
Foreign exchange gains (losses) Net foreign exchange gains (losses)	39 666	(379)
Total other operating gains (losses)	945 738	(379)
16. Operating surplus		
Operating surplus for the year is stated after charging/(crediting) the following, amongst others:		
Auditor's remuneration - external		
Audit fees	227 606	168 450
Disbursements and Value added tax	27 313	35 307
	254 919	203 757
Leases		
Operating lease charges		
Premises	181 109	242 797

Notes to the Annual Financial Statements

	2020 P	2019 P
16. Operating surplus (continued)		
Employee costs		
Salaries, wages, bonuses and other benefits	76 056 662	67 090 780
Academic leave concessions	-	18 287
Allowances	25 812 736	16 611 056
Gratuity expenses	10 584 088	7 274 300
Retirement benefit plans: defined contribution expense	9 962 442	8 725 026
Tutor expenses - wages and salaries	17 293 629	6 952 546
Total employee costs	139 709 557	106 671 995
Depreciation		
Depreciation of investment property on the cost model	195 825	213 407
Depreciation of property, plant and equipment	8 127 157	5 416 734
Depreciation of right-of-use assets	546 530	-
Total depreciation	8 869 512	5 630 141
Movement in credit loss allowances		
Trade and other receivables	2 657 357	(2 309 105)
17. Investment income		
Interest income		
Investments in financial assets: Bank and other cash	1 106 787	1 244 085
18. Finance costs		
Operating lease liabilities	165 185	-
19. Taxation		
No provision for income tax has been made as the University is exempt from income tax under the second schedule of the Income Tax Act.		
20. Commitments		
Authorised capital expenditure		
Already contracted for but not provided for		
• Property, plant and equipment	3 678 346	-
21. Related parties		
Relationships		
The main financier and guarantor	Government of Botswana - Ministry of Tertiary Education Research, Science and Technology	

Notes to the Annual Financial Statements

	2020 P	2019 P		
21. Related parties (continued)				
Members of key management	Dr D R Tau - Vice Chancellor Prof F Youngman - Deputy Vice Chancellor -Academic Services L Lesetedi - Deputy Vice Chancellor - Corporate Services L Goitsemanang - Deputy Vice Chancellor - Student Services (Resigned 02.02.2020) Prof K. Moahi - Deputy Vice Chancellor - Student Services (appointed 03.02.2020)			
Related party balances				
Amounts included in Trade receivables/(Trade Payables) regarding related parties				
Ministry of Tertiary Education Research, Science and Technology	-	9 160 640		
Related party transactions				
Government Grants				
Ministry of Tertiary Education Research, Science and Technology Subvention				
Council sittings	(159 242 550)	(145 618 490)		
Council sitting fees				
Compensation to key management	156 240	419 248		
Short-term employee benefits				
22. Financial instruments and risk management	4 096 214	22 680 682		
Categories of financial instruments				
Categories of financial assets				
2020				
	Notes	Amortised cost	Total	Fair value
Trade and other receivables	7	40 355	40 355	40 355
Cash and cash equivalents	8	28 639 580	28 639 580	28 639 580
		28 679 935	28 679 935	28 679 935
2019				
	Notes	Amortised cost	Total	Fair value
Trade and other receivables	7	1 183 238	1 183 238	1 183 238
Cash and cash equivalents	8	32 399 869	32 399 869	32 399 869
		33 583 107	33 583 107	33 583 107
Categories of financial liabilities				
2020				
	Notes	Amortised cost	Total	Fair value
Trade and other payables	11	35 421 481	35 421 481	35 421 481

Notes to the Annual Financial Statements

22. Financial instruments and risk management (continued) 2019

	Notes	Amortised cost	Total	Fair value
Trade and other payables	11	39 741 078	39 741 078	39 741 078

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 and interest risk).

The Council members have overall responsibility for the establishment and oversight of the University's risk management framework. The board has established the risk committee, which is responsible for developing and monitoring the University's risk management policies.

The University's council members 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 council members are assisted in their oversight role by internal audit.

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.

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

		2020			2019		
		Gross carrying amount	Credit loss allowance	Amortised cost / fair value	Gross carrying amount	Credit loss allowance	Amortised cost / fair value
Trade and other receivables	7	3 370 440	(3 330 085)	40 355	1 932 108	(748 870)	1 183 238
Cash and cash equivalents	8	28 639 580	-	28 639 580	32 399 869	-	32 399 869
		32 010 020	(3 330 085)	28 679 935	34 331 977	(748 870)	33 583 107

Notes to the Annual Financial Statements

22. Financial instruments and risk management (continued)

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 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.

2020

		Less than 1 year	2 to 5 years	Total	Carrying amount
Non-current liabilities					
Lease liabilities		-	1 910 442	1 910 442	1 910 442
Current liabilities					
Trade and other payables	11	35 421 481	-	35 421 481	35 421 481
Lease liabilities	5	2 370 772	-	2 370 772	460 330
		(37 792 253)	(1 910 442)	(39 702 695)	(37 792 253)

2019

		Less than 1 year	Total	Carrying amount
Current liabilities				
Trade and other payables	11	39 741 078	39 741 078	39 741 078

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.

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	46 221	-
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ZAR exposure:

Current liabilities: Trade and other payables	11	819 881	-
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Net exposure to foreign currency in Pula		866 102	-
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Notes to the Annual Financial Statements

		2020 P	2019 P
22. Financial instruments and risk management (continued)			
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	4 045	-
ZAR exposure:			
Current liabilities: Trade and other payables	11	1 271 803	-
Exchange rates			
Pula per unit of foreign currency: US			
Dollar		11,427	-
ZAR		0,645	-
Interest rate risk			
Fluctuations in interest rates impact on the value of investments and financing activities, giving rise to interest rate risk.			
There have been no significant changes in the interest rate risk management policies and processes since the prior year.			
23. 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.			
Levels of fair value measurements			
Level 2			
Recurring fair value measurements			
Assets	Notes		
Investment property	6		
Investment properties		18 920 174	19 116 000
Property, plant and equipment	4		
Land		4 620 000	-
Buildings		141 686 560	144 834 000
Total property, plant and equipment		146 306 560	144 834 000
Total		165 226 734	163 950 000

Notes to the Annual Financial Statements

24. Going concern

The council members believe that the University has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual 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 financing 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.

25. Contingencies

There were no material contingencies as at year end.

26. Events after the reporting period

In December 2019 there was an outbreak of the coronavirus (Covid-19) in China which later on spread to various countries. The World Health Organisation announced that COVID-19 had become a pandemic on 11 March 2020. Many countries including Botswana have required some entities to limit and/or suspend business operations or activities, implemented travel restrictions and quarantine measures. The University has developed policies and procedures to address the health and wellbeing of council members, employees, customers and, stakeholders and sustain the University amid Covid -19. These measures and policies are expected to have a material impact on the University's business activities. As the outbreak continues to progress and evolve, it is challenging at this juncture, to predict or quantify the full extent and duration of the virus and its business and economic impact on the University.

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

Detailed Statement of Income and Expenditure

	2020 P	2019 P
Revenue		
Student application and tuition fees	37 100 974	27 326 386
Other operating income		
Rental income	1 273 509	323 367
Other recoveries Amortisation of capital grants	-	1 890 136
Tenders	8 322 983	5 630 096
Other income	34 675	78 274
Government grants	1 424 568	643 137
	177 957 157	122 856 411
	189 012 892	131 421 421
Other operating gains/(losses)		
Gains on disposal of assets	906 072	-
Foreign exchange gains / (losses)	39 666	(379)
	945 738	(379)
Movement in credit loss allowances	(2 657 357)	2 309 105
Expenses (Refer to page 42)	(203 593 860)	(160 033 677)
Operating surplus	20 808 387	1 022 856
Investment income	1 106 787	1 244 085
Finance costs	(165 185)	-
Surplus for the year	21 749 989	2 266 941

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

Detailed Statement of Income and Expenditure

	Note(s)	2020 P	2019 P
Other operating expenses			
Administration expenses		(874 261)	(541 801)
Auditors remuneration - external auditors		(254 919)	(203 757)
Bad debts		-	(275 672)
Bank charges		(2 056 703)	(1 360 404)
Cleaning		(1 315 523)	(1 847 380)
Consulting and professional fees		(1 052 900)	(81 333)
Consulting and professional fees - legal fees		-	(12 580)
Consumables		(113 272)	(107 135)
Depreciation		(8 869 512)	(5 630 141)
Employee costs		(122 415 928)	(99 719 449)
Entertainment		(190 007)	(126 448)
Teaching aids and audio cassettes		(135 311)	(97 912)
Examination expenses		(7 216 747)	(5 336 619)
Learner material		(6 760 207)	(8 222 217)
Other expenses		(6 551 335)	(7 173 862)
Library books		(30 980)	(632 182)
Library resources		(817 733)	(217 072)
License fees		(1 715 806)	(1 357 188)
Tutor and writer expenses		(11 570 049)	(6 952 546)
Partnership fees, development and maintenance		(914 889)	(1 615 866)
Programs expenditure		(3 686 233)	(2 353 713)
Insurance		(2 191 338)	(880 545)
IT expenses		(2 372 526)	(46 810)
Lease rentals on operating lease		(181 109)	(242 797)
Motor vehicle expenses		(419 853)	(381 532)
Municipal expenses		(2 728 961)	(2 485 756)
Moderators fees		(170 923)	(202 314)
Postage		(107 432)	(165 939)
Printing and stationery		(526 229)	(742 262)
Promotions		(2 360 129)	(2 212 343)
Protective clothing		(76 153)	(60 471)
Repairs and maintenance		(6 901 380)	(3 385 180)
Security		(664 593)	(309 390)
Staff welfare		(3 411 175)	(599 306)
Subscriptions		(133 088)	(58 766)
Telephone and fax		(467 903)	(492 243)
Training		(197 840)	(283 014)
Transport and freight		(290 148)	(127 993)
Travel - local		(2 208 189)	(1 879 928)
Travel - overseas		(1 642 576)	(1 611 811)
		(203 593 860)	(160 033 677)

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

Corporate Scorecard Dashboard 2019/20

The Corporate Scorecard Dashboard depicting the University's performance per strategic objectives and measures in relation to the annual targets. The achievements are computed to give the performance status per the key provided.

Strategic Objective	Performance Measure	Baseline	2019/20 Targets	2019/20 Achieved	Performance Status	2020/21 Targets	2021/22 Targets	2022/23 Targets	Stretch Targets
STUDENT/STAKEHOLDER									
Increase Student Enrolment, Success and Employment	C1.1 Enrolment (TER)	4000	5100	6747	132%	5610	6450	7420	8000
	C1.1 Enrolment (OS)	10000	10000	13573	136%	10500	11000	11500	12000
	C1.2 Completion(TER)	1170	1480	1647	111%	1630	1870	2150	2320
	C1.2 Completion(OS)	8000	8000	13630	170%	8400	8800	9200	9600
	C1.3 BGCSE Pass Rate	(93%)	95%	93%	98%	95%	95%	95%	96%
	C1.4 JC Pass Rate	(85%)	90%	74%	83%	90%	90%	90%	95%
	C1.5 Employment Rates	85%	90%	80%	89%	90%	90%	90%	92%
Increase and maintain value adding Partnerships	C2.1 No. of strategic partners on-boarded	19%	4	4	100%	4	4	4	4
Increase Student and Stakeholder satisfaction	C3.1 Stakeholder satisfaction score	TBD	65%	70%	108%	70%	75%	80%	85%
	C3.2 % student satisfied	55%	60%	72%	120%	65%	70%	75%	80%
INTERNAL PROCESSES									
Strengthen Infrastructure and facilities	P1.1 Completion of master plan	0%	0%	30%	130%	50%	100%	0	0
Diversify Academic programmes	P2.1 No. of BQA accredited TER programmes	20	20	20	100%	28	30	32	34
	P2..2 No. of CPD programmes	31	31	10	Target Re-viewed	33	35	37	39
Enhance Marketing and Branding	P3.1Brand Perception Index	65%	70%	80%	114%	75%	80%	85%	90%
Institute Strategic use of Technology	P4.1 % level of automation	60%	70%	95%	136%	80%	90%	90%	100%
	P4.2 % online programmes	47%	60%	80%	133%	70%	80%	90%	100%
Enhance Research capability	P6.1 No. research outputs	TBD	45	28	71%	28	30	40	45
PEOPLE AND LEARNING									
Attract, develop and retain high calibre leadership	Workforce quality (% Academic Staff with PhDs)	38%	45%	47%	104%	45%	45%	50%	55%
	Leadership Index								
	Vacancy Rate (Academics)	4%	10%	7%	142%	10%	10%	10%	10%
FINANCE									
Diversify funding sources	No. of funding sources	1	3	5	167%	4	5	6	7
	% contribution of 3rd stream income to budget	1.6%	2%	1.9%	95%	2%	3%	4%	5%
Optimise financial resources	% variance on budget expenditure	TBD	10%	1.2%	833%	10%	10%	10%	5%

Gold: Above 105% (Achievement above target)	Green: 105 - 85% (Achievement on target)	Amber: 84 - 65% (Target not achieved but in progress)	Red: Below 65% (Target not met)	Blue: Not Implemented/ not measured
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Key



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