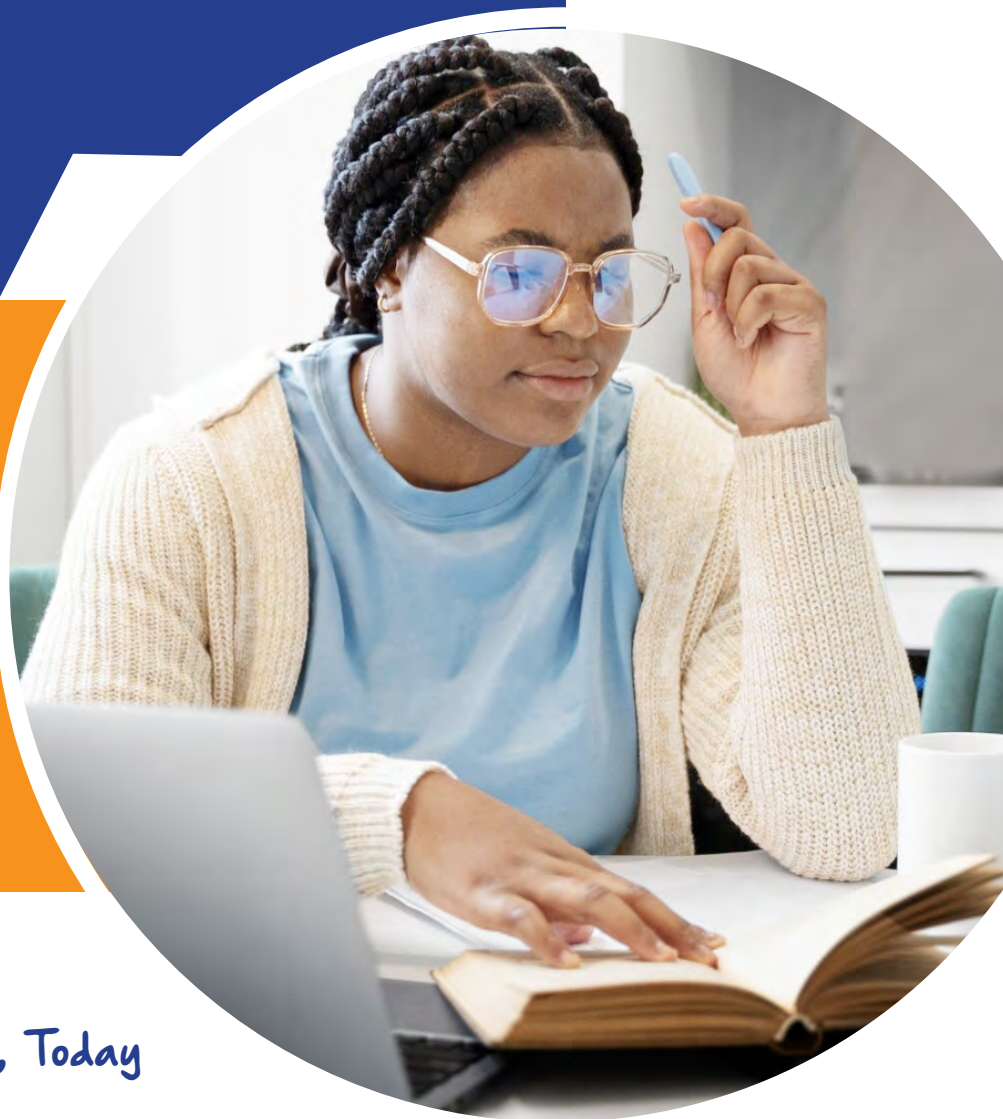




Botswana Open
University

INTEGRATED Annual Report 2023 - 24

Inspire Tomorrow, Today





23
24

Integrated
Annual Report

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List of Acronyms

APPQAC - Academic Programmes Policy and Quality Assurance Committee

BOCOBONET - Botswana Community Based Organisations Network

BLC-Botswana Libraries Consortium

BOTSREN - Botswana Research and Education Network

BOTEPCO - Botswana Teaching Professionals Council

BOU – Botswana Open University

BQA - Botswana Qualifications Authority

COL - Commonwealth of Learning

CTELT - Centre for Technology-Enhanced Learning and Teaching

CVET - Certificate in Vocational Education and Training

DEASA - Distance Education Association of Southern Africa

EMT - Executive Management Team

HRDC - Human Resources Development Council

IDRC - International Development Research Centre

LIBSENSE - Library Support for Embedded NREN Services and E-infrastructure

LMS – Learning Management System

MESD - Ministry of Education and Skills Development

MCKT - Ministry of Communication, Knowledge and Technology

ODL - Open and Distance Learning

OER - Open Educational Resources

PCF - Pan Commonwealth Forum

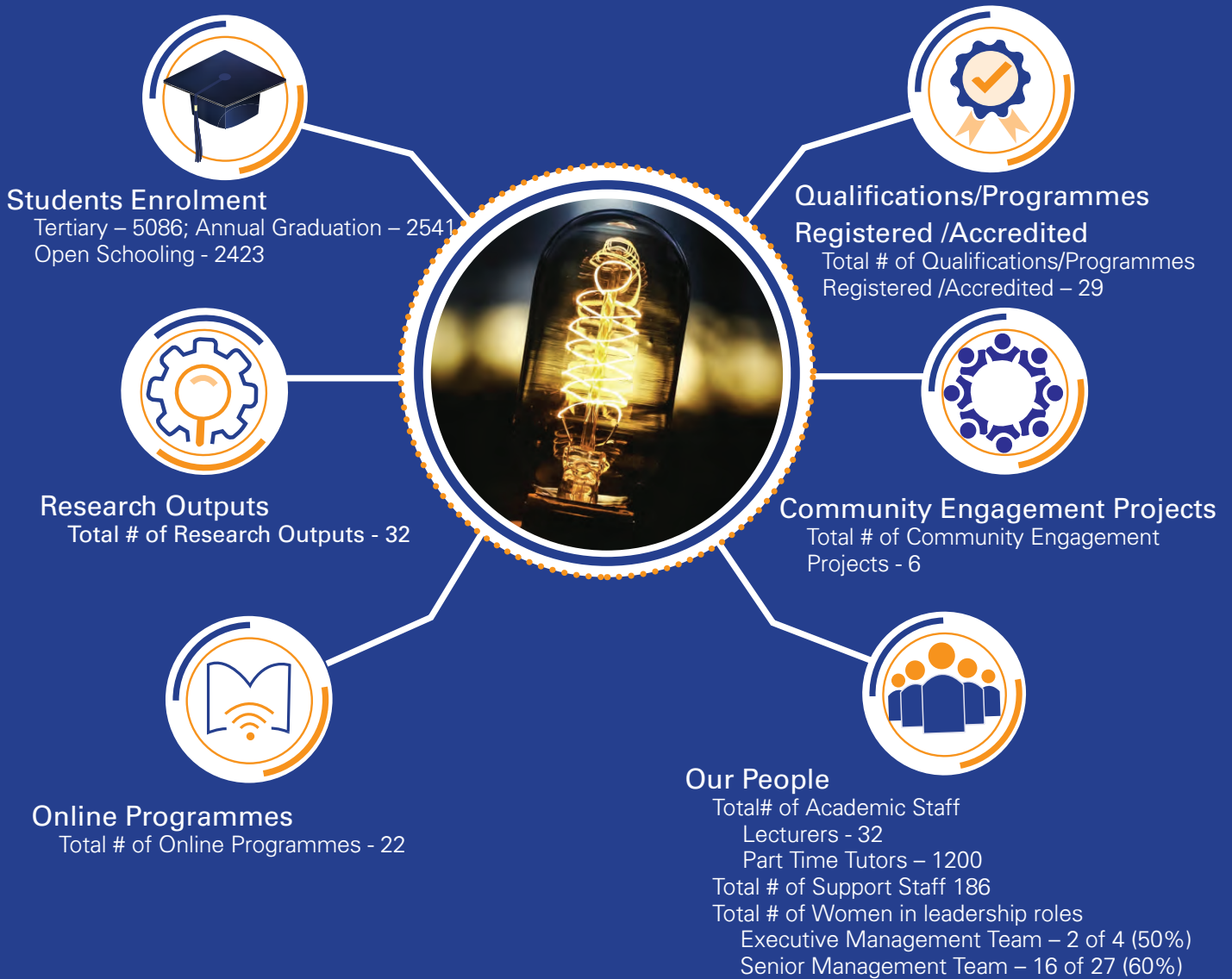
SMT - Senior Management Team

STELTASS - Strategy for Technology-Enhanced Learning, Teaching Assessment and Student Support

UNISA – University of South Africa

WACREN - West and Central African Research and Education Network

BOU AT A GLANCE





FOREWORD BY THE CHANCELLOR

Prof Sheila Tlou



I also wish to take this opportunity to share with the nation BOU's great achievement of being nominated for the Zairi International Awards for Excellence in Higher Education under the category of Digital Transformation for 2023 – 2024

It is that time of the year when the University has to get back to its stakeholders to account for its performance in the year 2023 – 2024. It is pleasing to note that Botswana Open University has never failed to account to its key stakeholders especially, the major shareholder, Government in any given year. The University as a strategy driven institution is guided by its strategy in all that it does. It commenced the implementation of the second five-year phase of the BOU Roadmap which has five phases in all. The first five-year phase went with the theme; "A Technology Enhanced Open University". This phase started in 2019 and ended in 2023. I am delighted to state that the University achieved this milestone as BOU currently offers its programmes online and very few minimally use contact sessions.

In 2023-2024 BOU commenced the first year of the subsequent five-year phase, with the theme "An Inclusive Open University". The phase commits to the following: accessibility, diversity, collaboration, research excellence and wide programme offer. In going through this report I am convinced that you will note that BOU has embraced inclusivity in all its operations. Therefore, I wish to invite all stakeholders to appreciate the performance of BOU and feel free to give us feedback through the many channels of communication of the university. We value your feedback immensely.

I also wish to take this opportunity to share with the nation BOU's great achievement of being nominated for the Zairi International Awards for Excellence in Higher Education under the category of Digital Transformation for 2023 – 2024. The nomination enhances the University's profile, visibility and also confirms BOU's lasting impact through exceptional education and commitment in pursuit of excellence in all its programmes and services. The nomination in the category

of digital transformation is confirmation of the University's achievement of its previous five-year phase of being "A Technology Enhanced Open University". This further opens doors for BOU to collaborate with more institutions of higher learning globally, as advocated in the current phase.

In the 2022-2023 Annual Report it was stated that BOU had won the bid to host the Pan Commonwealth Forum Conference in 2025. Preparations for the Forum have commenced in earnest. The University has extended an invitation to its stakeholders to participate in the preparations. This is in line with the University's inclusivity inclination. The invitation has been extended to stakeholders who among many include industries, parastatals, educational institutions, Government Ministries, and Departments as well as many other critical stakeholders. Together BOU should be able to deliver a successful event.

I wish to extend profound gratitude to the former Vice Chancellor for his incredible contribution to the birth and growth of BOU. He has left an indelible mark in the history of BOU. I also wish to congratulate the Acting Vice Chancellor for the wonderful job of ensuring that BOU's leadership transition is seamless. You have done very well and it is appropriate to commend you for a job well done.

I want to end my message by extending profound gratitude to the University Council. The Council's strategic leadership is key in the progress and growth that BOU has realised.

The economic hardships experienced following the COVID-19 pandemic were mitigated against through your ingenuity. However, continuous improvement is the way at all times.

I further extend gratitude to BOU staff for their commitment and diligence because, without your efforts, not much could have been achieved. I urge you to never allow yourselves to be complacent with the now. Let us always aim higher, for BOU to be a "Globally Recognised Open University" by the year 2036.

BOU students, it would be remiss of me if I failed to recognise your relevance in the University. We thank all those who have chosen to study with BOU amongst many other universities. Join us in growing the BOU brand for the benefit of all that will come after you.

Botswana Open University, a unique institution of learning, is here to transform the lives of Batswana regardless of their various situations.

It's important that we all remain positive and forever strive towards our goals.

BOU inspires tomorrow, today.

Thank you.

ABOUT THE INTEGRATED ANNUAL REPORT

The structure of this Integrated Report is guided by the International Integrated Reporting Framework. The content of the report is informed mainly by the University's Vision, Strategic Framework, Strategic Plan and Corporate Governance Principles. It is the University's intent to continuously improve its reporting in line with international standards.

SCOPE

The Report covers operations over the reporting period from the 1st April 2023 to the 31st March 2024. The Report contains financial data regarding our operations over the financial year, strategic performance and value-addition efforts. There are also customised reports by the Chancellor (describing the context in which the University operates) and the Chairperson of the University Council (describing the Council's governance over the period). The Vice Chancellor reports on the University's

strategic priorities and achievements. The Report also describes how the University has used different capitals to create value in the short, medium and long term. This focus on value creation accords with the principles provided by the International <IR> Framework of the International Integrated Reporting Council (IIRC), which provides that "communication about value creation should be the next step in the evolution of corporate reporting".

APPROVING THE ANNUAL REPORT

The Botswana Open University Act, No 13 of 2017 requires the submission of an Annual Report within six (6) months of the end of the Financial year to the Minister of Education and Skills Development, which is by 30th September of every year. Therefore, this report is a fulfilment to the statutory requirement. Council approves the Report for publication and submission to the Minister.



ABOUT BOTSWANA OPEN UNIVERSITY

Our Purpose

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



Our Vision

To Inspire Excellence and Present Life-Long Opportunities Globally



Our Mission

To Provide Inclusive Quality Education, Research and Community Engagement through Open and Distance Learning Solutions.

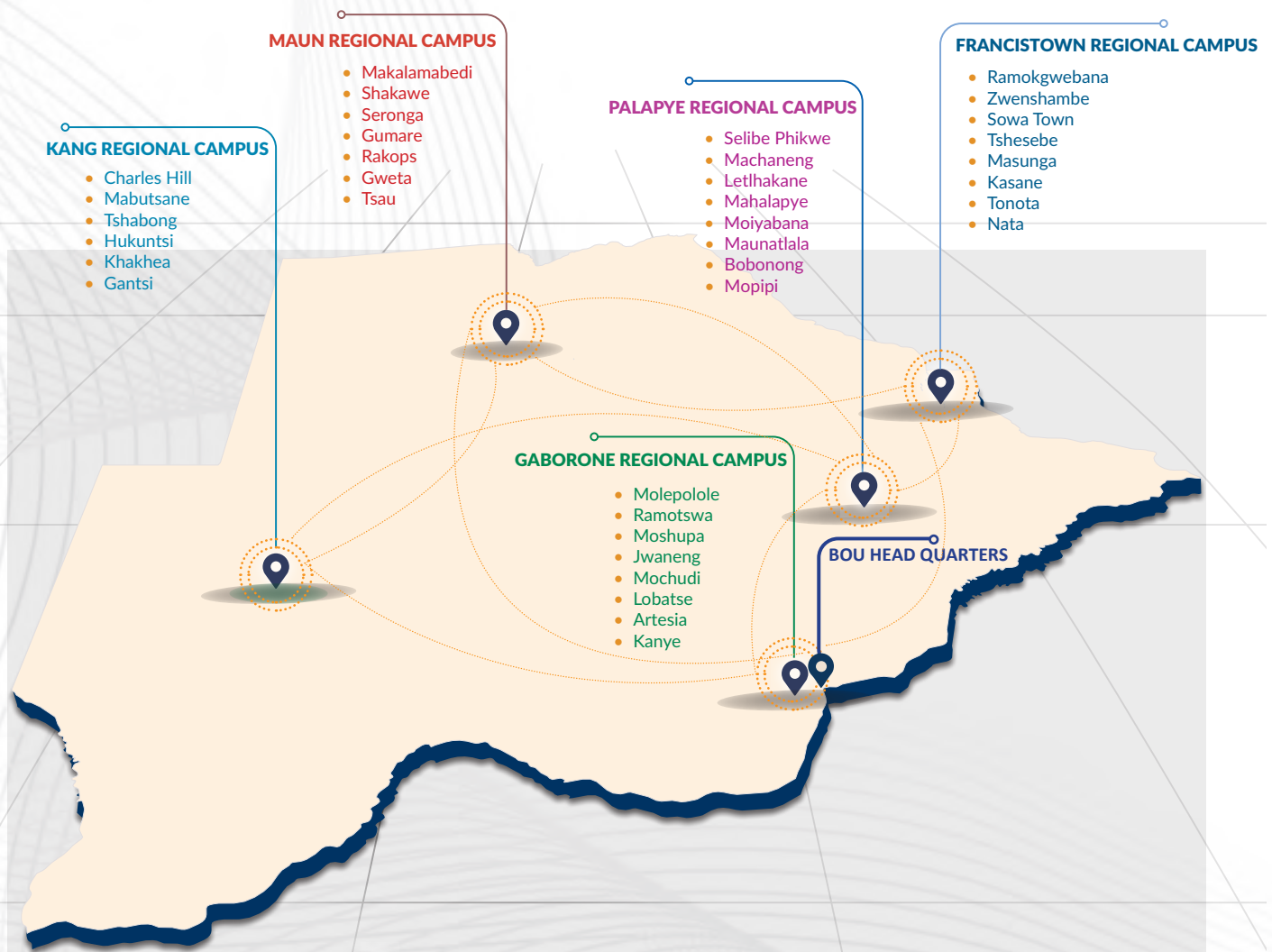


Our Values

- Excellence
- Student-centredness
- Inclusivity
- Innovation
- Collegiality

OUR BUSINESS MODEL

BOU is a public university operating through Open and Distance Learning methodologies. While it delivers its services mainly online, it has five Regional Campuses which are strategically located in Botswana namely Gaborone (Southern), Francistown (North-East), Kang (Kgalagadi), Maun (North-West) and Palapye (Central). The Regional Campuses serve as support centres to students and communities for programme delivery, research and service. The University thrives on partnerships in collaborations that enable its delivery of the mandate.







CORPORATE GOVERNANCE

Statement by the Chairperson
Statement by the Vice Chancellor
Governance Structure
Council
Committees of Council
Executive Management Team



STATEMENT BY THE CHAIRPERSON OF COUNCIL

Mr Charles Coyne II



We are guided by the strategic intent of 'Technology-enhanced Learning and Teaching', as well as being 'Inclusive' to all our citizens. The year under review marks the beginning of the BOU 2023-28 Strategic Plan, which is the second phase of BOU's Vision 2036 Framework towards a 'Globally Recognised Open University'.

It gives me great pleasure to invite our stakeholders and the general public to peruse and appreciate our 2023-24 Integrated Annual Report. As Council we fully understand our mandate with regard to mobilising resources and human capital with a view to realising the vision of being a premier technologically driven University excelling in Quality Education, Research and Technology. We are guided by the strategic intent of 'Technology-enhanced Learning and Teaching', as well as being 'Inclusive' to all our citizens. The year under review marks the beginning of the BOU 2023-28 Strategic Plan, which is the second phase of BOU's Vision 2036 Framework towards a 'Globally Recognised Open University'.

As Council, we continue to keep Botswana Open University vibrant and visible. This has been accomplished through our functional policy, strategic direction with clear deliverables, community empowerment and transformation through innovative research promotion. We have created an enabling environment that will promote learning, good networks, and collaborations for internationalisation. We have also fostered partnerships with institutions, schools, and the organisations where we get our learners, as well as partnerships that produce graduates for various vocational institutions. All of this is done while enacting policies for the world of work relevant to the 21st Century scenario. Our inclusive agenda strives to leave no one behind in our pursuit of a knowledge-based society.

For the year under review, I acknowledge the financial dire straits that the University had to endure. However, Council continued to make proactive policy decisions to facilitate cost containment. We have had to put moratoria on new recruitments, leave and gratuity part-encashment and capital expenditure. By these interventions, our end of the year expenditure budget variance was within manageable thresholds. We look forward to

an easing of these financial constraints in the next financial year.

I wish to appreciate the enabling environment given by the Government of Botswana as well as continued support from our strategic partners from all walks of life. I further appreciate that my Council's success pivots on the astute University Management and staff who continue to teach and support our students to overcome the demands of open and distance education.

Finally, my special thanks go to the Acting Vice Chancellor, Prof Kgomotso Moahi, and her Executive Management Team who, despite the challenging environment, continued to steer the ship on its strategic course.

In closing, I am looking forward to a productive year ahead as we implement the second year of our new five-year Strategic Plan.

Mr. Charles I. Coyne II



STATEMENT BY THE ACTING VICE CHANCELLOR

Prof Kgomoiso H. Moahi



The University has continued its journey to increase strategic use of technology and has aligned major policies to the inclusivity theme of the new strategic plan.

Showcased in this Integrated Annual Report is the performance of BOU vis-à-vis its second Strategic Plan 2023/24. The Strategic Plan is the second in a five-step journey to 2036 when BOU shall be a globally recognised ODL University. This annual report focuses on the first year of the Strategy which is themed Inclusivity with the title, "Towards an Inclusive Open University" and runs from 2023 to 2028. Implementation of the first year of the new Strategy has continued apace, despite the less than optimum financial situation of the University, a result of the Covid-19 pandemic of four (4) years ago. To cope with the financial constraints, the University has strived for cost-containment, whilst ensuring that the work of the University and its commitment to its Students, Stakeholders, Principals, and Shareholder is not compromised. Efforts have been made to enhance third stream revenue, but more needs to be done. Due to the continuing financial challenges faced by our students, the University has witnessed a decline in student numbers. We are however committed to diversifying our program offerings, redoubling our outreach and promotion activities, as well as establishing flexibility in tuition payments. Work has also commenced to influence policy towards Government sponsorship of eligible BOU students. Also key to emphasise is the in-service possibilities given our open and distance education mode

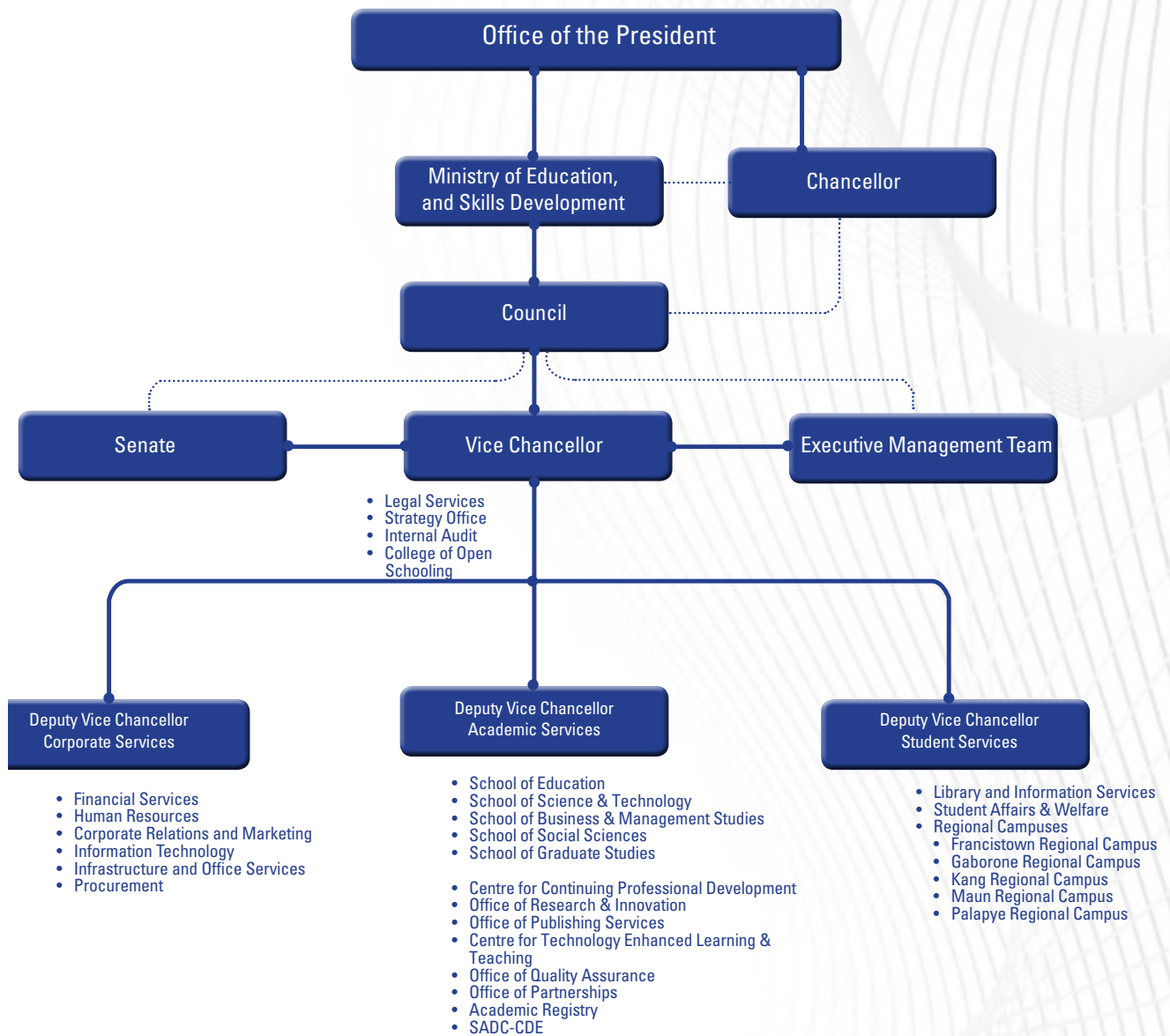
Despite the dire financial situation BOU is facing, it has demonstrated remarkable resilience, manifested in the implementation of several strategic initiatives. Highlights include the development of PhD programs in each of the four schools, so far, two programs have been approved by Senate and Council. A study of the extent and forms of academic dishonesty at BOU was undertaken and completed, with a view to informing the development of an Academic Integrity Enhancement Strategy. Various programs are in place to develop the skills

and capacity of researchers, the outcomes being BOU staff submitting research grant proposals and participating in workshops, seminars, and colloquia. The University has continued its journey to increase strategic use of technology and has aligned major policies to the inclusivity theme of the new strategic plan. A Community Engagement Strategy has been developed and is being implemented, with the COL funded Girls Inspire Project being an example of its implementation.

Reading through this Annual Report unearths a steady momentum of strategy implementation even in the face of difficult financial times. The report on the Strategy and Scorecard found in this document gives more detail on the University's performance during 2023-24.

Professor Kgomotso H Moahi

OUR GOVERNANCE STRUCTURE





COUNCIL

The Botswana Open University Council



Prof K. Moahi
Acting Vice Chancellor



Mr C. Coyne II
Chairperson



Ms F. Bakwena
Vice Chairperson



Prof G. Adekanmbi



Mr U. Ndadi



Ms T. Magang



Mr K. Ramoroka



Mr O. Masesane



Ms O. Sechele



Dr J. Agolla



Prof M.E. Makoe



Mr G. Molefe



Prof B. Morolong



Prof S. Aiyuk



Ms T. Nkolo

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

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

We have four scheduled sittings in a year and the table below indicates attendance.

MEMBERSHIP AND ATTENDANCE OF FULL COUNCIL MEETINGS.

Name	Attendance
1. Mr. Charles Coyne (Chairperson)	5/5
2. Ms. Festina Bakwena (Vice Chairperson)	5/5
3. Prof Kgomoitso Moahi (Acting Vice Chancellor)	5/5
4. Mr Uyapo Ndadi	3/5
5. Ms Tsosetso Magang	5/5
6. Mr. Kgopotso Ramoroka	3/4
7. Mr. Oupa Masesane	3/4
8. Ms Onalenna Sechele	0/4
9. Dr Joseph Agolla	5/5
10. Prof Mpine E. Makoe	4/5
11. Mr Godfrey Molefe	4/5
12. Prof Bantu Morolong	5/5
13. Prof Sunny Aiyuk	5/5
14. Prof Gbolagade Adekanmbi	5/5
15. Ms Tendani Nkolo	5/5

*Mr. Masesane, Mr. Ramoroka and Ms. Sechele's tenures ended in January 2024. The last Council Meeting was held in March 2024.

COMMITTEES OF COUNCIL

Council has constituted nine (9) Committees. The Committees were established in terms of Section 18 (1) of the Act. All Committees have their mandates clearly set out in the Statutes and Committee Charters. They comprise Council members and experts appointed externally. The Committees meet on scheduled dates before every ordinary 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 Committee
- Council Planning and Resources Committee
- Council Audit, Risk and Compliance Committee
- Senior Staff Appointments Promotions and Review Committee (ad-hoc)
- Staff Appeals Committee (ad-hoc)
- Joint Committee of Council and Senate (ad-hoc)
- Review Committee of Council and Senate (ad-hoc)

COMMITTEE REPORTS

HUMAN RESOURCES COMMITTEE

The Role of the Committee

The Council Human Resources Committee has been constituted with the mandate to ensure that Council meets its obligations pertaining to the Human Resources Strategy and Policies, Terms and Conditions of Service, Recruitment, Industrial Relations, Staff Development and Performance Management.

Composition

The Committee comprises the following:

- Three External Members of Council nominated by Council based on the appropriateness of their skills, competencies, and experience, and at least one of whom has recognised professional Human Resources Qualifications and Experience;
- One of the members is appointed by Council as the Chairperson of the Committee;
- One non-Council Member (not a current University staff member) who is a reputable practising professional HR expert is nominated by the Council Chairperson and approved by Council;
- Vice Chancellor; and
- Deputy Vice Chancellor - Corporate Services

Membership and Attendance of Committee Meetings

Member	Attendance
Ms Festina S. Bakwena (Chairperson)	3/3
Ms Onalenna Sechele	1/3
Mr. Godfrey Molefe	2/3
Prof Kgomotso Moahi	3/3
Dr Lesedi Lesetedi	3/3
Ms Masego Mookodi	3/3

The Committee had three Meetings during the period under reporting.

Key Areas of Focus

At the beginning of the planning year, the Committee was seized with the task of recruiting the Vice Chancellor after the retirement of the founding Vice Chancellor, Dr Daniel Tau on the 31st March 2023. The recruitment process was conducted in accordance with the relevant statutes and a recommendation was made to the appointing authorities. By the end of the reporting

period (31st March 2024), the process of the recruitment of the Vice Chancellor was still ongoing. The other matter the Committee was seized with was the BOU Organisational Structure Rationalisation Exercise. By the end of the planning year, the initiative was undergoing consultations with the Trade Unions, moreso that a new Trade Union (BOSETU) had been introduced to BOU staff. It was expected that the exercise would commence in the following year. The review of the BOU Conditions of Service was yet another key project for the year. By the end of the planning year, Management was still consulting with staff for their input.

Future Areas of Focus

The rationalisation of the organisational structure continues to be a key priority area for the Committee since it will go a long way in addressing the current financial situation that the University is facing. The review of the Conditions of Service also represents a milestone for the Committee and the University. In the next financial year, a Talent Management Strategy will be developed alongside the Review of the Performance Management Policy.

Execution of Mandate

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

FINANCE COMMITTEE

The Role of the Committee

The primary role of the Committee is to ensure that the University's financial business is conducted efficiently, effectively, and in a manner that is consistent with international financial practices and standards. It is responsible for reviewing policies pertaining to financial management and reporting standards; and determining tuition and other

fees on an annual basis. It also handles Budgeting and preparation of the Financial Statements; and advising Council on matters of significant financial repercussions to the University.

Composition

The Committee is composed of the following:

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

Membership and Attendance Of Committee Meetings

Member	Attendance
Mr. Godfrey Molefe (Chairperson)	5/5
Prof Kgomotso Moahi	5/5
Mr. Oupa Masesane	3/5
Ms Tsosetso Magang	4/5
Dr Lesedi Lesetedi	5/5
Mr. Ralph Maganu	5/5

Mr Masesane's Council membership ended in January 2024.

Key Areas of Focus

For the financial year under reporting, the Ministry released the same amount of

subvention as the previous year (P117m). This was despite the inflationary adjustment of the salaries for the public service. That notwithstanding, the third stream income was still not doing well. It recorded a percentage contribution of 1.5% against a target of 3%. The Committee closely monitored the financial performance and status of the institution to ensure sustainability through various engagements such as:

- Overseeing the preparation and endorsement of strategic initiatives for approval by Council
- Determining tuition fees for the year
- Overseeing the Implementation of the Cost Containment and Asset Utilisation Plans
- Receiving periodic Management Accounts
- Receiving reports and advice on Implementation of the Business Development Strategy and Plan

Future Areas of Focus

Due to the unpredictable nature of the Government subvention, the Committee intends to put more emphasis on the internally generated revenue through the Business Development Strategy and Plan. Moreover, the Implementation of the Cost Containment and Asset Utilisation Plans will continue to be monitored. An Asset Disposal Policy will be developed.

Execution of Mandate

The Committee is of the view that it has been able to execute its mandate. Careful spending was exercised for the sustenance of the University.

PLANNING AND RESOURCES COMMITTEE

The Role of the Committee

The purpose of the Council Planning and Resources Committee is to advise Council on major strategic issues pertaining to key

physical infrastructure planning, including construction, maintenance, and security of physical infrastructure, disaster management, and acquisition of major assets. It is also responsible for the University's strategic planning and implementation.

Composition

The Committee is composed of the following:

- Three External Members of Council appointed by Council based on the appropriateness of their skills, competencies and experience and one of whom shall be appointed by Council as the Chairperson of the Committee;
- Vice Chancellor;
- Deputy Vice Chancellors; and
- At least one non-Council Member (not a current University staff member) who is a reputable practising professional with expertise in Master Planning and/or Capital Asset Management or Property Development nominated by the Council Chairperson and approved by Council.

Membership and Attendance of Committee Meetings

Member	Attendance
Ms Tsoseletso Magang (Chairperson)	3/4
Prof Kgomotso Moahi	3/4
Ms Lesedi Lesetedi	4/4
Dr Godson Gatsha	4/4
Mr. Peter Moalafi	4/4
Mr. Kgopotso Ramoroka	3/4
Ms Onalenna Sechele	2/4

The Committee had four meetings during the period reporting.

Key Areas of Focus

At the beginning of the year, the Committee endorsed the new five-year Strategic Plan for the University. The plan served to kickstart all the initiatives for the year. These were

communicated to the rest of the Committees of Council for oversight and implementation.

A mid-year review report on the implementation of the strategic initiatives was given to Council, indicating that most of the initiatives had been taken on board. Another important thing to note is that all the initiatives were not heavily dependent on availability of funds. This was a deliberate measure that was taken due to the financial situation at the time.

Regarding infrastructure and land issues, the Palapye Office Relocation Project was prioritised for commencement in the year under review. Consultations with service providers, verifications of plot beacons, as well as the preliminary design concept were completed. The plan was to complete Phase 1 of the project before the end of the financial year. A sum of P1.9m was allocated to the project, however, the University had cashflow shortages, and only site clearance and fencing were achieved.

The other land issues that the Committee was seized with were transfers of Gaborone, Maun and Francistown properties to BOU ownership. A request for a meeting with the Permanent Secretary (PS) at the Ministry of Education and Skills Development was made on the 16th January 2024. The request sought to have this matter closed before the end of the Financial Year to enable planning activities for the 2024/25 Financial Year. This was acknowledged by the PS on the 21st January 2024 and the matter has since been referred to the Ministry Facilities' Team for further advice.

Future Areas of Focus

Areas of priority for the next financial year include:

- Finalisation and approval of the Transport Policy;
- Mid-year review of the Implementation of the Strategic Initiatives;
- Follow-through with the Ministry regarding the Transfer of Ownership of Land;

- Implementation of the Palapye Relocation Project

Execution of Mandate

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

AUDIT, RISK AND COMPLIANCE COMMITTEE

The Role of the Committee

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

Composition

The Committee is composed of the following:

- Four External Council Members appointed by Council based on the appropriateness of their skills, competencies, and experience. One of the members shall be appointed by Council as the Chairperson of the Committee.

- One 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.

Membership and Attendance of Committee Meetings

Member	Attendance
Mr. Kgopotso Ramoroka (Chairperson)	3/4
Mr. Godfrey Molefe	3/4
Mr. Uyapo Ndadi	4/4
Ms Tsosetso Magang	1/4
Ms Nature Mogotsi	1/4

*Ms Magang was appointed to CARCC after Mr Ramoroka's tenure ended in January 2024.

*Ms Mogotsi was appointed to the Committee as an Expert and she resigned in November 2023.

The Committee had four meetings during the period under reporting.

Key Areas of Focus

The Committee approved the audited annual statements of the previous year, as well as the annual audit plan for the obtaining year as presented by the Director – Internal Audit. The implementation of the Corrective Action Plan on the 2022/23 Management Letter was also monitored. Oversight and direction over risk management was provided to enhance alertness to the threats that may befall the University. The following key policy documents were reviewed and endorsed to Council for approval:

- The University's ICT Governance Policy
- Council Committee Charters
- Whistleblowing Policy
- Electronic Handheld Devices Policy
- Contracts Development, Review and Management Policy

Other matters that the Committee was following closely involved litigation issues regarding BOU Vs COSBOTS, and BOU Vs Strongman and Gaamangwe. By the end of the year the BOU/COSBOTS matter was still at pleading stage while a settlement was yet to be fielded with the court in the month of April 2024.

Future Areas of Focus

Due to the work that was done the previous year on the review of most of the key compliance and policy documents, for the year ahead, the Committee will continue to provide oversight on risk management and advise Management and Council accordingly; monitor compliance with legislation, and provide oversight over the Internal Audit function and External Audit.

Execution of Mandate

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

Council Sitting Allowance Rates

- * Council has been rated as Category B
- * The rates indicated are before withholding tax of 10%
- * The rates are prescribed by the Minister of Finance

Sitting Allowance Rate Per Meeting

Chairperson	P6000
Vice-Chairperson	P4000
Members	P4000
Co-opted Committee Experts	P4000
Transport (out of Gaborone residents)	P2.75/km

- Quarterly Retainer Allowance:
Chairperson = P7 500
Member = P6 000



THE EXECUTIVE MANAGEMENT TEAM

As per the University Act, the Executive Management Team is made up of the Vice Chancellor and the Deputy Vice Chancellors.



OFFICE OF THE VICE CHANCELLOR

Prof K.H. Moahi

The mandate of the Office of the Vice Chancellor (OVC) is determined by the University's Act under direct oversight of the University Council. The Vice Chancellor serves as the Chief Executive Officer of the University responsible for providing overall leadership to the development and implementation of policies and strategies for executing the University's mandate, as well as ensuring the adherence of the University to these policies. Accountable to Council and Senate, the OVC facilitates the development of a vision and sets the goals for the University and provides effective leadership towards the realisation of vision and goals. The Office, through the subsequent structures, oversees the optimal use of resources to run the operations of the University in accordance with the direction established in the strategic plans. At the peak of its operations, the OVC is expected to lead and inspire the highest standards of knowledge creation and sharing to support the delivery of world class education and academic excellence and advance the national economic development agenda. These support arms of the University report to the Office of the Vice Chancellor:

- Legal Services
- Strategy Office
- Internal Audit
- College of Open Schooling



OFFICE OF THE DEPUTY VICE CHANCELLOR ACADEMIC SERVICES

Prof G. Adekanmbi

The Division of Academic Services continues to play its role in the provision of strategic leadership to the academic agenda of the University, with the overarching goal of delivering excellence in teaching and learning, research and innovation, and community engagement. Made up of five Schools and seven Directorates, the Division's Schools are mandated to design, develop and deliver tertiary academic programmes, carry out research and innovation, and promote partnerships while the directorates support this academic process. Four of the five schools host the credit-based academic programmes. They are the School of Business and Management Studies, School of Education, School of Social Sciences, and the School of Science and Technology. In collaboration with the four schools, the School of Graduate Studies oversees graduate programmes, developing policies and administering such programmes. Support for the Schools is provided by the Centre for Technology-Enhanced Learning and Teaching, the Office of Research, Innovation and Partnership and the Office of Quality Assurance. To manage student recruitment and admissions, registrations, graduation and conferment of awards, and management of recognition of prior learning (RPL) assessment, the Division relies on the Academic Registry. For non-credit bearing short courses and professional programmes, it has the Centre for Continuing Professional Development. It also has the Office of Publishing Services for its publishing activities. The Southern African Development Community Centre for Distance Education (SADC-CDE) serves as the liaison for regional capacity development in open and distance learning as well as the management of training and partnership across the region, in partnership with the Commonwealth of Learning (COL).



OFFICE OF THE DEPUTY VICE CHANCELLOR CORPORATE SERVICES

Dr L. Lesetedi

The Division of Corporate Services is headed by the Deputy Vice Chancellor whose office provides strategic leadership and management in the institution's support functions to ensure adherence to good corporate governance and industry best practices. It is, amongst other duties, responsible for the production and management of the institution's budget, in liaison with respective departments and ensures availability of University revenue to sustain the business. It also ensures adequate manpower resourcing and recruitment, staff development and good industrial relations. The office is responsible for Procurement of the University services and products as may be necessary from time to time. It is also responsible for the provision of IT infrastructure, networks and associated systems and tools to enable and support the institution's business. It also provides infrastructure and office service solutions. Its other mandate is to reach out to prospective customers, investors and/or the community, while creating an image that portrays the institution in a positive light.

The Division effectively carries out its mission through the following Departments:

- Financial Services
- Human Resources
- Corporate Relations and Marketing
- Information Technology
- Infrastructure and Office Services
- Procurement
- Business Development



OFFICE OF THE DEPUTY VICE CHANCELLOR STUDENT SERVICES

Dr G. Gatsha

The Division of Student Services is responsible for providing university-wide holistic student support. It promotes student retention, persistence, satisfaction and success. The Division initiates, develops and delivers student support programmes. Its mandate is driven from the Office of the Deputy Vice Chancellor Student Services. However, implementation is effected through its five Regional Campuses and two Departments, namely, the Library and Information Systems, and the Student Affairs and Welfare. Its key student services and programmes are offered using online platforms with some limited face-to-face contact. Some of the services include e-counselling, e-tutoring, shared content on google drive, e-mails, chat forums for both tutors and students and WhatsApp personalised support and group engagements and some drop-in face-to-face counselling and advice.

Under the Office of Deputy Vice Chancellor Student Services, there are Departments that contribute to the University mission and success. These are:

- Library and Information Services
- Student Affairs and Welfare
- Regional Campuses
 - Gaborone Regional Campus
 - Francistown Regional Campus
 - Palapye Regional Campus
 - Maun Regional Campus
 - Kang Regional Campus



OUR PERFORMANCE

Strategy and Scorecard
Stakeholder Perspective
Corporate Scorecard Dashboard
Academic Overview
Research Support and Output
The SADC-CDE
Library and Information Services (LIS)
The College of Open Schooling
Highlights

STRATEGY AND SCORECARD

Our Strategic Foundations

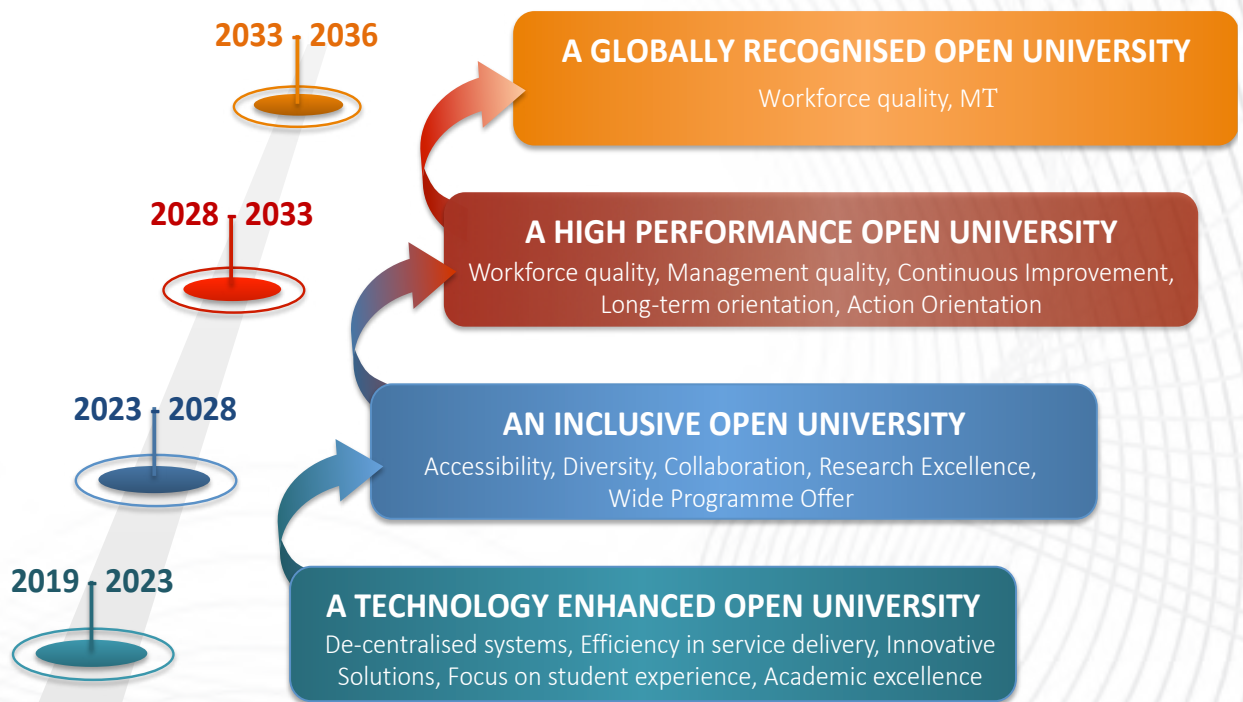
BOU 2036 Strategic Framework - 'Towards Global Recognition'

Broad Thematic Areas - To achieve its Mission and Vision, the University focuses on five core themes that will guide our path to 2036:

- Learning and Teaching – the BOU Experience.
- Student and Stakeholder Engagement.
- Research, Innovation and Sustainable Development.
- Open Education, Entrepreneurship and Employability; and
- Governance and Leadership

BOU 4-STEP PASSAGE TO 2036

The graphic below illustrates the phases BOU will undertake to achieve its 2036 vision of becoming a globally recognised open university. These phases are implemented through a series of medium-term strategic plans. The first four-year strategic plan covered the years 2019-2023. The next phase is a five-year strategic plan for 2023-2028 with the initial performance of this plan detailed in this report.



BOU 2023-2028 STRATEGIC PLAN

Purpose and Direction – The BOU 2023-2028 Strategic Plan outlines the University's five-year Vision, Mission, and Strategic intent to guide the foundational tenets of the journey to 2036.

Vision Statement -To inspire excellence and present lifelong learning opportunities globally.

Mission Statement - To provide inclusive quality education, research, and community engagement through open and distance learning solutions.

Strategic Intent - By 2023 BOU will be known for inclusiveness, diversity, and equity in teaching and learning, research and societal impact.

The Strategic Sub-Themes

- Inclusive Academic Excellence
- Superior Student Experience
- Strong Research and Partnership
- Strong Institutional Capability and Operational Excellence

The 2023/24 Performance

The year 2023/24 marked the first year of the implementation of the 2023-2028 Strategic Plan titled 'Towards an Inclusive Open University'. Although the Strategic Plan was approved late in the year (July 2023), its implementation was advised to begin promptly, based on drafts already prepared at the beginning of the financial year. The plan was immediately cascaded to all internal stakeholders, who then aligned their performance plans with the prioritised areas of the University's 2023/24 annual plan. Regrettably, the University was unable to launch the Strategic Plan to external stakeholders as planned due to unforeseen circumstances. It was Internally Launched at BOU. By mid-

year, all strategic initiatives had been set in but, there was widespread concern over shortage of funds. In a summary, no budget was allocated for capital expenditure due to the reduced government subvention. An end-of-year scorecard report was compiled which revealed a number of things, now highlighted.

STAKEHOLDER PERSPECTIVE

Despite considerable efforts to enhance the enrolment system, the results fell significantly short of the target. First year tertiary enrolment was 2317, representing 77% of the target of 3000. The overall tertiary enrolment reached 5086, which is 64% of the target of 8000. Open Schooling enrolment was 2423 (81%) and remains capped at 3000 due to budgetary constraints.

The Tertiary throughput followed a similar pattern, with 2338 completions or 78% of the target of 3000. This performance does not align with the growth strategy that BOU espouses for 2036. It calls for decisive action from all stakeholders to attract, admit and retain a reasonable number of students.

Internal Processes

The University has made strides in increasing the number of programmes; i.e. BTech has enrolled students for the first time while all three Schools are working on providing PhD programmes. Nevertheless, the number of programmes is still too low (19) relative to the target (28). There is a need to appreciate and actively resource the academics to be equal to the task. Financial constraints have been noted and continue to cause major delays in critical areas of the University.

Learning and Growth Perspective

The University continues to prioritise staff welfare, as evidenced by the low staff

attrition rate (3% among academic staff). A similar number of staff members are pursuing further studies with many at various stages of completion. A significant milestone in the inclusivity strategy has been achieved through the adoption of gender mainstreaming activities in collaboration with partners like the Commonwealth of Learning (COL). However, the lack of funds has limited the extent of staff engagement.

Financial Perspective

The Business Development Unit has identified seven avenues for generating third stream revenue, yielding P2 347 790 which is 1.4% of the 3% target. A comprehensive strategy has been developed to commercialise certain BOU services and products and operate a subsidiary company to manage the associated billing. Additionally, the University is working on building multiple avenues for attracting grants, sponsorships, alumni engagement, recognition, and partnerships to access markets or potential clients. A proposal to register a BOU Foundation is also under consideration for future development. Thanks to the Cost-containment Strategy, the University has utilised the budget within the accepted parameters for the year under review

CORPORATE SCORECARD DASHBOARD 2023/2024

Strategic Objective	Performance Measure	2022/23 Baseline	2023/24 Targets	2023/24 Achieved	Performance Status
STUDENT/STAKEHOLDER					
C1: Increase Student/Participant Enrolment	C1.1 Enrolment – New Students (TER)	2879	3000	2317	77%
C2: Increase Student Success	C1.1 Cumulative TER Enrolment	6341	8000	5086	64%
	C1.1 Enrolment (OS)	2806	3000	2423	96%
	C1.1 Enrolment – S/Courses	200	300	355	118%
	C2.1 Completion (TER)	3000	3000	2541	85%
	C2.2 BGCSE Pass Rate	93%	95%	72%	76%
	C2.2 JC Pass Rates	77%	80%	70%	74%
Strategic Objective	Performance Measure	2022/23 Baseline	2023/24 Targets	2023/24 Achieved	Performance Status
C3: Promote and Enhance Employability	C3.1 No. of Courses Enhanced with Employability Enrolment (TER)	TBD	TBD	-	-
	C3.2 No. of Tracer Studies	1	1	1	100%
	C3.3 No. of BOU Students on Internship)	0	TBD	0	-
C4: Maintain, Increase and Broaden Value-Adding Partnerships	C4.1 Value Addition Reports	-	-	-	-
C5: Enhance Impactful Research Capability	C5.1 No. of Peer Reviewed Research Outputs	19	31	32	103%
	C5.2 No. of R&D Solutions	0	1	0	0%
C6: Enhance Student and Stakeholder Satisfaction	C6.1 Stakeholder Satisfaction Score	79%	80%	80%	100%
	C6.2 Student Satisfaction Score	74%	75%	73%	97%
	C6.3 Student Retention Rate	80%	85%	76%	89%
OVERALL PERFORMANCE (Student/Stakeholder)					83%
INTERNAL PROCESSES					
P1: Diversify Programmes and Courses	P1.1 No. of BQA Accredited Tertiary Programmes	20	28	19	68%
	P1.2 No. of Vocational Courses Offered (COS)	1	1	1	100%
	P1.3 No. of Registered CCPD Courses	11	15	20	133%
P2: Increase Strategic Use of Technology	P2.1 Rate of Online Interactivity	80%	80%	80%	100%
	P2.2 Level of Automation	80%	95%	80%	84%
P3: Improve Institutional Reputation	P3.1 Brand Perception	80%	95%	80%	84%
P4: Strengthen Infrastructure and Facilities	P4.1 Completion of Planned Projects	20%	60%	70%	117%
	P4.2 Progress on the Development of the Master Plan	20%	40%	5%	13%
P5: Enhance Institutional Planning	P5.1 Frequency of Reporting institutional Data	0	4	1	25%
P6: Enhance Corporate Governance	P6.1 Corporate Governance Assessment Score	64%	70%	70%	100%
OVERALL PERFORMANCE (Internal Process)					85%
PEOPLE AND LEARNING					
L1: Attract, develop and retain high calibre leadership	L1.1 Workforce Quality	47%	60%	46%	77%
	L2.2 Retention Rate of Academic Establishment	92%	95%	97%	102%
L2: Cultivate a high performance and innovative culture	L2.1 Employee Engagement Score	-	TBD	TBD	-
	L2.2 Employee Productivity	91%	95%	88%	93%
L3: Improve Gender Responsiveness	L3.1 Gender Diversity	TBD	TBD	TBD	-
OVERALL PERFORMANCE (People & Learning)					91%
FINANCE					
F1: Diversify funding sources	F1.1 No. of funding sources	6	7	7	100%
	F1.2 % contribution of 3 rd stream income to budget	1.9%	3%	1.4%	47%
F2: Optimise financial resources	% variance on budget expenditure	2%	10%	1.4%	86%
OVERALL PERFORMANCE (Finance)					77%
Key Gold: 105% and above (Achievement above target) Green: 85 -105% (Achievement on target) Amber: 65 - 84% (Target not achieved but on progress) Red: Below 65% (Target not met)					

ACADEMIC OVERVIEW

Introduction

This report outlines the activities during 2023-2024, covering academic programmes and accreditation, teaching and learning, research, innovation and partnerships and other activities. It represents the first phase of the five-year pursuit of the University's inclusive agenda since the launch of the Strategic Plan 2023-2028, Towards an Inclusive Open University.

Staff Complement

During the period, the Division of Academic Services had a total of 76 staff members, with 32 of them being academic, while 44 were support staff. Following the pattern established in the 2022/2023 academic session, 36 (47.4%) staff members were male while 40 (52.6%) were female. No new lecturers joined the institution during the year, although there is now room for visiting Researchers and Scholars to join the ranks for a brief period and complement the staff capacity through the approved Research and Professional Affiliate Guidelines. It is hoped that in the following academic year, such adjunct staff may enhance the University's research agenda.

Academic Programmes and Accreditation

The University offered a total of twenty (20) tertiary Programmes. The breakdown, as highlighted in Table 1, shows seven Certificate Programmes, three Diplomas, six Degrees, one Postgraduate and three Masters Programmes. Due to the vigorous pursuit of the accreditation drive, the number of programmes accredited by the Botswana Qualifications Authority (BQA) has increased greatly with a total of nineteen (19) accredited by the end of the academic period. Ten (10) programmes remain to be accredited or their

learning programmes submitted for such. Table 1 provides a picture of the status of the programmes.

Table 1: Programme Accreditation Trends at BOU in 2023-2024

Programmes	Numbers
Number of programmes currently accredited	19
Number of programmes awaiting accreditation	10
Total	<u>29</u>

Graduates Per School

Table 2 provides the number of students who graduated in each school during the last academic period. In all, a total of 2338 students graduated in the two graduation ceremonies, held physically in November 2023, and the other, held virtually in March 2024. The November graduation marked the resuscitation of physical graduation ceremonies since the end of the COVID 19 pandemic. Held at the Ditshupo Hall in Gaborone, the University received guests from various universities and related institutions. The Vice Chancellor of the Botswana International University of Technology (BIUST) Professor Otlogetswe Totolo gave the Keynote Address. The Chancellor of the University, Professor Sheila Tlou, the Chairperson of BOU Council Mr Charles Coyne and Council members, BOU Acting Vice Chancellor, Professor Kgomo Moahi, and the Deputy Vice Chancellors, and members of the University's Senior Management Team and other University staff, dignitaries, graduands, and the media graced the occasion.

Table 2: 2022-2023 Graduation Report per School

Schools	Levels	Total Graduates
School of Business and Management Studies (SoBMS)	Certificate (Total)	55
	Certificate in English for Professional Purposes	13
	Certificate in Small Scale Business Management	25
	Certificate in Microsoft Office Suite	2
	Certificate in Disaster Management	15
	Diploma (Total)	498
	Diploma in Business Management	214
	Diploma in Human Resource Management	284
	Degree (Total)	224
	Bachelor of Commerce in Human Resources and Industrial Relations	89
	Bachelor of Business in Entrepreneurship	37
	Bachelor of Business Administration Leadership and Change Management	98
	Postgraduate (Total)	72
	Executive Masters in Business Administration	72
	SOBMs Overall Total	849
School of Education (SoE)	Certificate (Total)	66
	Certificate in Distance Education	15
	Certificate in Vocational Education and Training	51
	Diploma (Total)	1116
	Diploma in Integrated Early Childhood Development	1116
	Degree (Total)	143
	Bachelor of Education-Primary Education	37
	Bachelor of Education-Integrated Early Childhood Development	28
	Bachelor of Education- Special and Inclusive Education	78
	Postgraduate (Total)	74
	Postgraduate Certificate in Quality Assurance in Education (PGCAE)	40
	Master of Education-Educational Leadership	34
	SOE Overall Total	1399
School of Social Sciences (SoSS)	Certificate (Total)	74
	Certificate in Community-Based Work with Children and Youth Work	74
	Postgraduate (Total)	16
	Executive Masters in Public Administration	16
	SOSS Overall Total	90
Grand Total	Total for all Programmes	2338

Senate

Senate remains the University's main academic governing body responsible for "policymaking, decision-making, quality assurance and implementation oversight of all academic matters relating to and affecting programme development and delivery, admission standards, teaching and learning, assessment, research and innovation, and advice to Council on all academic matters."

During the period, a full implementation of the ITS Lecturer I-Enabler was done to ensure online processing of students' assessment results. To this end, the interface between the Student Management System (ITS) and Learner Management System (Moodle) for holistic processing and management of all students' records (registration and assessment) was achieved. Using the Diploma in Integrated Early Childhood Development, a pilot project was carried out to assess and admit some students nineteen (19) through recognition of prior learning assessment (RPL for access). Plans are underway to extend this service to other programmes. The Senate also reviewed and finalised the Departmental business processes as part of the project on Business Process Re-engineering. The Senate also ensured conformity to academic governance standards, including the Senate Code of Conduct.

The Senate has approved the proposal from the School of Business and Management Studies for a PhD in Business Administration, the first PhD programme so approved. This was later approved by the Council. Four new programmes were also approved for the School of Social Sciences, namely the Diploma in Psychological Support for Children and Youth, Certificate in Healthcare Leadership, Management and Governance and Master's Degree in Healthcare Leadership, Management and Governance Development, and the Bachelor of Public Administration and Management. The MSc in Climate Change earlier approved by the Senate and

Council, is now a programme on the menu of postgraduate programmes, ready to admit new students in the new academic session

Two concept papers on future PhD programmes were noted by the Senate. One, from the School of Education, PhD in Educational Leadership and Policy Studies and another, and from the School of Science and Technology on a PhD in Environmental Management and Sustainability. Submissions of proposals for programme approval are expected in the next academic session.

Teaching and Learning

The teaching and learning function remained the thrust of University activities, with Schools, Departments, and Deans and Heads of Department, as well as Lecturers coordinating and guiding the process. Through the leadership given to the tutors, academic activities were enabled and the Regional Campuses further provided the needed support at the grassroots level. Further support came from External Moderators, External Examiners, and Research Supervisors. A growing call to improve on the numbers of full-time Academic Staff has been noted. As a way of promoting engagement in teaching and learning, the Acting Vice Chancellor and members of the Senior Management Team met with the Part-Time Tutors in November 2023. This was aimed at empowering Part-time Tutors and engaging them more in the day-to-day activities of the University. Additionally, through the planned implementation of the Research Scholar/Affiliate and Professional Guidelines, departments are expected to bring in additional resources to utilise the experience of Adjunct Professors and staff to support research, including enabling the applications for research grants.

A number of policies and guidelines were reviewed to take into consideration new developments in technology, additional inclusion of new concepts and an outright enhancement of the policies. These include

the Strategy for Technology-Enhanced Learning and Teaching and Student Support (STELTASS) and the BOU E-Tutor Model. Furthermore, the Centre for Technology-Enhanced Learning and Teaching was able to, working with Information Technology, integrate technology in the teaching and learning function and manage the Moodle platform. As a way of enhancing the integrity of our assessment processes, the University changed from using the Plagscan software to Turnitin with the goal of ensuring better use of the plagiarism check on students' dissertations and taking all students assignments and submissions through similarity checks.

The pursuit of digital transformation even in the new Strategic Plan on Inclusivity has continued to enhance online delivery, as well as student assessment. Continuing training of staff is being done while most of the meetings held are also being supported through the enabling platforms.

Promotion of Technology-Enhanced Teaching and Learning

The Centre for Technology Enhanced Learning and Teaching (CTELT) continued to provide leadership in the use of digital technology and continued to enable the use of technology to enhance teaching and learning, support academic discourse. This is done through seminars, workshops, colloquia and conferences and the provision of virtual connectivity for institutional virtual engagement. On online delivery, assessment and eLearning support, high level professional portal administration and management of emerging issues in the delivery of programmes and summative assessment was achieved. Similarly, the Centre continued to give support to institutional digital connectivity thus making BOU a truly digital and virtual institution in its operations of delivering virtual tutorials and enhancing all forms of virtual meetings internally, regionally and internationally. To this end, the Multi-

Media Section of the Centre has provided an enabling and supportive environment for workshops, conferences and colloquia.

Research and Innovation

The Division, through its Office of Research, Innovation and Partnership (ORIP) has been actively engaged in developing policies and guidelines, organising colloquia and seminars and involved in new partnership initiatives across the University and in the international space. A workshop on resource mobilisation, aimed at getting staff to respond to the funding call by the Ministry of Communication, Knowledge and Technology (MCKT) was organised in February 2024 while a proposal to review the Botswana National Policy on Indigenous Knowledge Systems was submitted in March 2024. New capacity development seminars have been held to further promote grant writing, while international speakers have visited BOU, physically and virtually to explore topics of national and global interest. These have been done in the context of the new Strategic Plan 2019-2023 which ORI has considered pivotal in progressing its activities and indeed all other activities within the University, including our partnership agenda and thrust.

The University had its first exhibition dedicated to research, innovation and teaching and learning in May 2023 and a workshop on Project Management methodologies and applied research was held in March 2023, a Colloquium was organised on Project Management, and many research proposals were submitted by staff. The research outputs in the period have been slightly lower than the previous year, with a lot of publications still at the acceptance stage while others are awaiting publication. Overall, nineteen (19) journal articles and eight (8) book chapters were recorded. A great improvement was seen in the research publication profile of the School of Business and Management Studies while the School of Education maintained about the same profile during the period as it did the

previous year. Many staff members served as external examiners during the period. There have been publications emanating from the SADC-CDE, where the Director authored one book chapter and has been serving as external examiner for a thesis.

University staff made major submissions for research grants during the year. These include submissions by staff from the School of Science and Technology, School of Business and Management Studies and the Office of Quality Assurance on climate change community empowerment; and another on AI applications and multilingual issues. Similar submissions from the SOBMs and the submissions from SOSS, in conjunction with Graduate Studies and the CCPD were recorded these included the EU/AU proposal submitted in February 2024 to the International Development Research Centre (IDRC) and another submitted to the Ministry of Communications, Knowledge and Technology (MCKT) in March 2024.

Early in 2024, a lecturer from the School of Social Sciences, won a P1million grant through a proposal titled: Geo-spatial Risk Index Tool (GSRIT) to Monitor Human Nature Conflicts (Human-Wildlife Conflicts; Poaching and Illegal Trade; and Climate Change) from the Ministry of Communication Knowledge and Technology (MCKT). Also, the Director of SADC-CDE, became a member of the UNESCO International Jury of Literacy Awards and attended the award ceremony in Paris in September 2023. The Dean of the School of Education became the Chair of the African Deans of Education Forum. Many BOU staff served as international journal reviewers, external examiners to various universities while others are on the boards of institutions, journals and special publications.

Partnerships

The University has continued to grow its partnership base. An MoU was signed with the Central University of Technology, located in

Bloemfontein South Africa and the University was represented at the Central University of Technology Family Week in October 2023 by the Acting Deputy Vice Chancellor, Academic Services. The partnership with Petlo Literacy Arts, signed in 2022 has begun with an expectation that staff will be trained on writing skills, collaborate on organisation of seminars and the editing of each other's works. Earlier, the University received visitors from the Holmes Education Group, based in Australia and operating in among others, the United Kingdom. Requests for additional MOUs from the Prison, Police and other organisations were received. An MoU with the Botswana Community Based Organisations Network (BOCOBONET) with its over 160 members has been received and is being developed while the SADC-CDE is working on signing an MOU with the SADC Secretariat, following a visit by the Vice Chancellor and her team to the SADC offices. The MOU will help to SADC-CDE to better achieve its mandate. If finally approved, it would mark a major milestone in the relationship, and in particular, in fulfilment of the Centre's vision. Through the Centre, the Commonwealth of Learning (COL) has continued to sponsor relevant activities in higher education, skills development through the Girls Inspire project and promoted the use of technology in TVET programmes. The Centre has also continued to provide regional training.

The University has continued its partnership with the Namibian College of Open Learning (NAMCOL) with which it is renewing its toolkit for enhancing quality of its operations. Relatedly, the partnership with the African Council for Distance Education has also yielded a toolkit for the use of staff members to enhance operational quality. There are emerging requests for benchmarking with the University by various institutions in the country, a reflection of the University's growing status as an ODL institution.

The University has also started working with the Botswana Teaching Professionals Council

(BOTEPCO), although a partnership has not been formalised. There are expectations of support by way of sharing databases/information regarding teachers who have graduated from our University and those currently studying towards a teaching qualification.

Other Achievements

The following activities are being embarked upon:

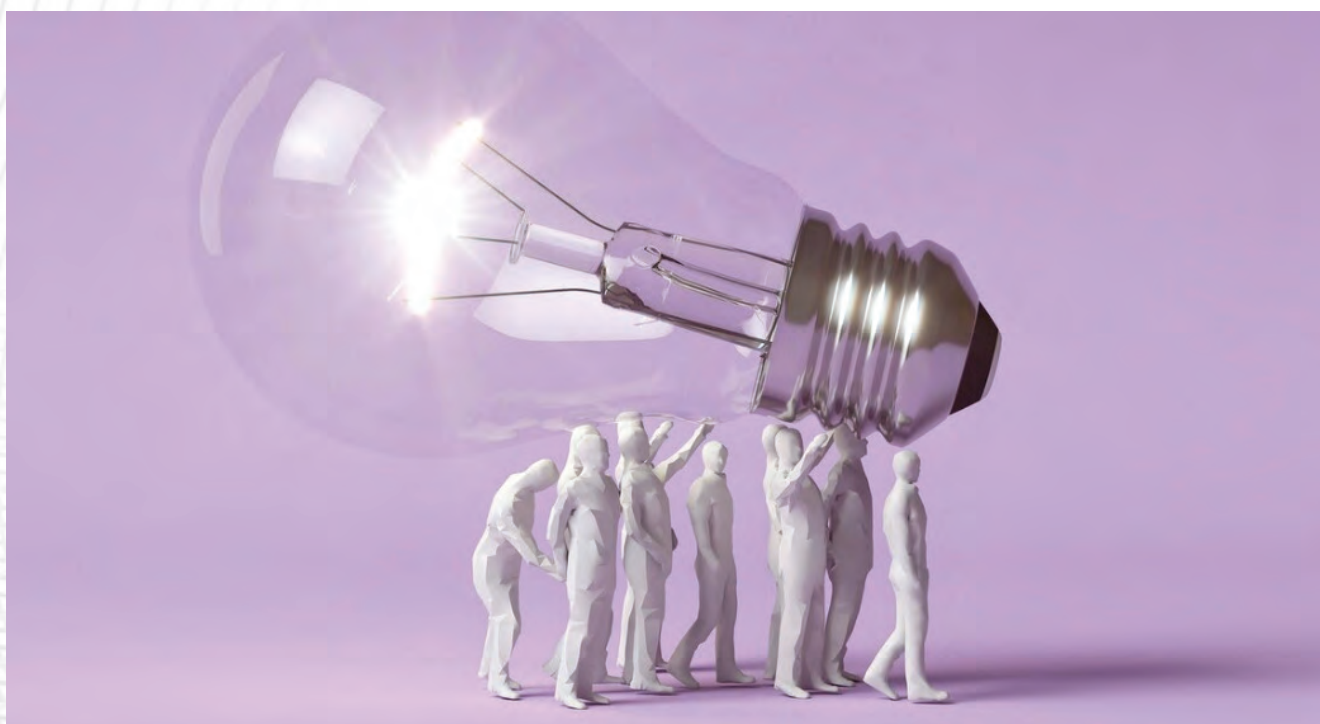
- The Office of Publishing Services is actively engaged in a Commercialisation Plan as a strategy for monetising its services and products, marking a significant step towards sustainable growth and financial independence.
- The Office of Quality Assurance has assisted Regional Campuses (Francistown, Palapye, and Kang) in the Institutional audits by BQA, and successfully hosted the BOU-UNISA colloquium in 2023. Apart from the completion of the process reengineering report and its presentation to both the Executive Management Team and the Council, it has

also provided needed internal audit report to both APPQAC and Senate. It also put in place plans to review the BOU NAMCOL Quality standards and MOU.

- The Committee tasked with implementing the Employability Strategy has continued to pursue this vision vigorously and in October 2023, organised a national workshop on the same at the Cresta Lodge in Gaborone. It attracted participants from Human Resources Development Council (HRDC), Botswana Qualifications Authority, the University of Botswana, and the Botswana Innovation Hub.

Conclusion

In this report, a good beginning has been made in the University's drive Towards an Inclusive Open University. The drive for partnership locally and internationally, led by the Acting Vice Chancellor and her Management Team, should help to achieve that inclusivity, and open up new vistas of hope towards a high-performance university, and ultimately, a globally recognised one.





RESEARCH SUPPORT AND OUTPUT

In the financial year marking the start of the Strategic Plan 2023 – 2028, the Office of Research, Innovation, Partnerships and Internationalisation (ORIPi) concentrated on reviewing and aligning policies and other instruments, while continuing to advance the university's strategic initiatives. A significant highlight was BOU's inaugural exhibition on research, innovation and learning which showcased BOU's achievements, and enhanced its visibility internationally. This event featured a Colloquium facilitated by a team of sixteen Research Management Professionals from nine countries including Europe, the USA and the Middle East. The Colloquium sought to provide perspectives on Research Management and Administration, particularly in Southern Africa; to expand the knowledge about and the potential of research in Southern Africa from the research support side; to strengthen awareness of the SDGs and the need for increased global collaboration, and to offer insights into the innovative research and innovation environments in Southern Africa.

Research Grants

The significant 'pay-off' from the continued drive to foster a vibrant culture of research, innovation and commercialisation supported by value adding partnership and internationalisation, was a **P1 million** research grant from the Ministry of Communication, Knowledge and Technology (MCKT). This grant is rooted in partnerships and collaboration among researchers and their countries. The grant has been a major boost for grant writing that doubled the previous effort of four grants to eight submitted to the MCKT in March 2024. While still awaiting the outcome, the effort demonstrates the increasing awareness of research as a core function, positioning BOU on the path to achieving global visibility in knowledge generation and innovation.

Research Outputs

Recorded research outputs stand at 32 of which referred journal articles make 68%, highlighting the increasing quality as compared to the previous years. It is acknowledged that lack of funding may have affected the publishing effort due to our

inability to support the Publishing Subsidy to cover Article Processing Charges (APCs) required by publishers.

Partnerships

The year also witnessed an increasing number of proposals submitted for partnerships with BOU by local companies/organisations, and international institutions. One Memorandum of Understanding (MoU) was signed between BOU and the Central University of Technology

(CUT), while additional MoUs including the one with UNISA are still under discussion. Additionally, four proposals submitted by local companies/organisations were found to align with the BOU Partnerships Policy and the processing of these proposals is nearing completion. The University initiated a MoU with the Botswana Community Based Organisations Network (BOCOBONET) which has over 160 members and has been identified as a strategic stakeholder for its Engagement Strategy.





THE SADC-CDE

The SADC-CDE continues to deliver on its mandate of academic and professional development of citizens of the SADC region. This is done by conducting capacity building initiatives in the form of workshops, seminars, colloquiums, and other initiatives that involve engaging with members from the SADC member states. All SADC-CDE activities are funded by the Commonwealth of Learning (COL). These are achieved through different sectors, among them education, skills and technology.

(i) Education

Under the education sector, the SADC-CDE successfully completed some major activities that include the following:

- Capacity building initiatives on ODL and OER policy development and implementation.
- Capacity building initiatives that improve research and scholarship in the region.
- Resuscitating the DEASA Journal to promote research publications in the region.
- Continuation of the Conversation Seminar Series which provides ODeL practitioners from across the globe with an opportunity to share ideas on good practices and collaborate with one another as necessary.
- A study that informs and guides the development of a Directory that provides all institutions in the region, as well as the programmes they offer – to help market ODL institutions globally, and to make the SADC a regional ODL hub.
- A study that informs and guides Quality Assurance Policies and Frameworks in the region, and establish the areas for support to develop such in the SADC ODL institutions.
- Graduated 12 ODL practitioners from SADC member states in the CDE programme.
- Facilitated a Workshop on the development and use of open educational resources, sponsored by COL.
- Encouraged member states to have OER champions in their institutions to further drive the OER and ODL agenda in their respective spaces. Most countries in the region have now appointed ODL/OER

champions to drive their agenda.

- The Centre continues to offer Secretarial services to DEASA and was involved with the preparations for the 2023 DEASA conference held in Harare, Zimbabwe, in September 2023.

(ii) Skills

(a) Girls Inspire Initiative

Following the signing of an MOU in September 2023 that established The Girls Inspire Initiative (GI) Botswana Chapter, the initiative started trainings in Botswana, at the identified villages of Kotolaname, Losilakgokong and Shorobe. The GI Initiative expanded the already existing collaboration with COL. The Initiative was launched in November 2023 followed by training programs aimed at empowering girls, women, and people with disabilities in understanding and advocating for their human rights, sexual reproductive health rights, and combating gender-based violence. The training covered fundamental human rights principles and international conventions. It also emphasised the importance of equality, dignity, and non-discrimination, as well as exploring the background on knowledge of the legal services and part awareness creation on tools to deal with rights violations. Participants were again trained on the following topics:

- Sexual Reproductive Health Rights, (ie) family planning, reproductive health care and informed decision-making.
- Gender-Based Violence, Awareness and Prevention.
- Practical strategies for prevention, intervention, and support.

The other training was for traditional leaders, which was on how existing discriminatory gender norms contributed to inequality and violence. Villagers were also encouraged to work with their local social workers to establish gender committees in their respective localities.

(b) Technical and Vocational Skills

A team of six staff members from the Ministry of Education and Skills Development (MESD) and Botswana Open University (BOU) were nominated from Botswana to participate in COL's competency-based course on planning for blended delivery of TVET. Of these six, three have met competence requirements and have been engaged by COL as master trainers to conduct cascade training in Botswana.

(iii) Technology

COL also provides member states with an opportunity to enrol in technology enabled courses to promote and facilitate continued learning.

(a) Expanding Access through massive open online courses (MOOCS)

The Centre has disseminated five MOOCs developed by COL to facilitate professional development in the region, mainly;

- (i) The Blue Economy
- (ii) Creating an Inclusive School
- (iii) Self-directed Learning for Higher Education
- (iv) Teaching for Climate Action
- (v) Women Leadership in ODL

(b) Webinar Series

During the advent of COVID-19, most institutions introduced technology enabled webinars to continue with their mandate. COL did the same and introduced webinars that allowed for continuity of learning and the necessary training. The webinars that were developed for the current reporting period include:

- (i) ChatGPT: Implications for Teaching and Teacher Training
- (ii) Challenges, Opportunities and Worries – The responsible use of Generative AI
- (iii) Navigating the Digital World: Online safety for Women and Girls.

LIBRARY AND INFORMATION SERVICES (LIS)

BOU Library has significantly increased its support for students, researchers, and staff especially in the digital space. The following are the initiatives undertaken:

1. Digital Collection Expansion of e-Books and other electronical resources

- i. **E-books:** In 2023/24 the University Library expanded its digital collection by subscription to Ebsco E-Book Collection with a total of over 237,000 books, thus improving access to more content to support learning and research.
- ii. **Library guides provide** resources and tools specific to a particular academic discipline or field of study and they include links to key databases, journals, books, and websites relevant to the subject. All the Schools including Open Schooling, Research Support and Open Access guides have been catered for.

2. Online Services and Resources

- i. **Reference services:** The library provides virtual and online reference services through email, WhatsApp, phone call and request services in the

library management system.

ii. Integrated Library Management System

– The upgraded Integrated Library System (ILS) has enhanced cataloging, circulation, and user account management, improving overall user experience and operational efficiency. The library has witnessed increased usage that includes searching and downloading resources. During the year 2021-22 there were 23,643 activities, whilst in 2023 there was an increase in usage of up to 52,453. The total sign-ins have increased from 819 to 1769 this year.

3. Digital Library Instructions and E-Resources Training

- BOU Library provides extensive training for students in the use of available resources to enable them to effectively use the resources. Apart from the routine University first year orientations, the library staff train students online after hours from 1900hrs to 2100hrs during weekdays helping students to improve their skills in using digital tools and resources. During the year 2023/24 a total of 781 students were inducted and 1019 students were trained.



4. Social Media Interaction

- i. WhatsApp is one of the most effective ways of communicating with students and with groups at the different schools and programs. More communications platforms will be tried during the coming year.

5. Collaborations – Highlights of key collaborative initiatives for this year include: The year 2023/24 has been an exciting and busy year for the library.

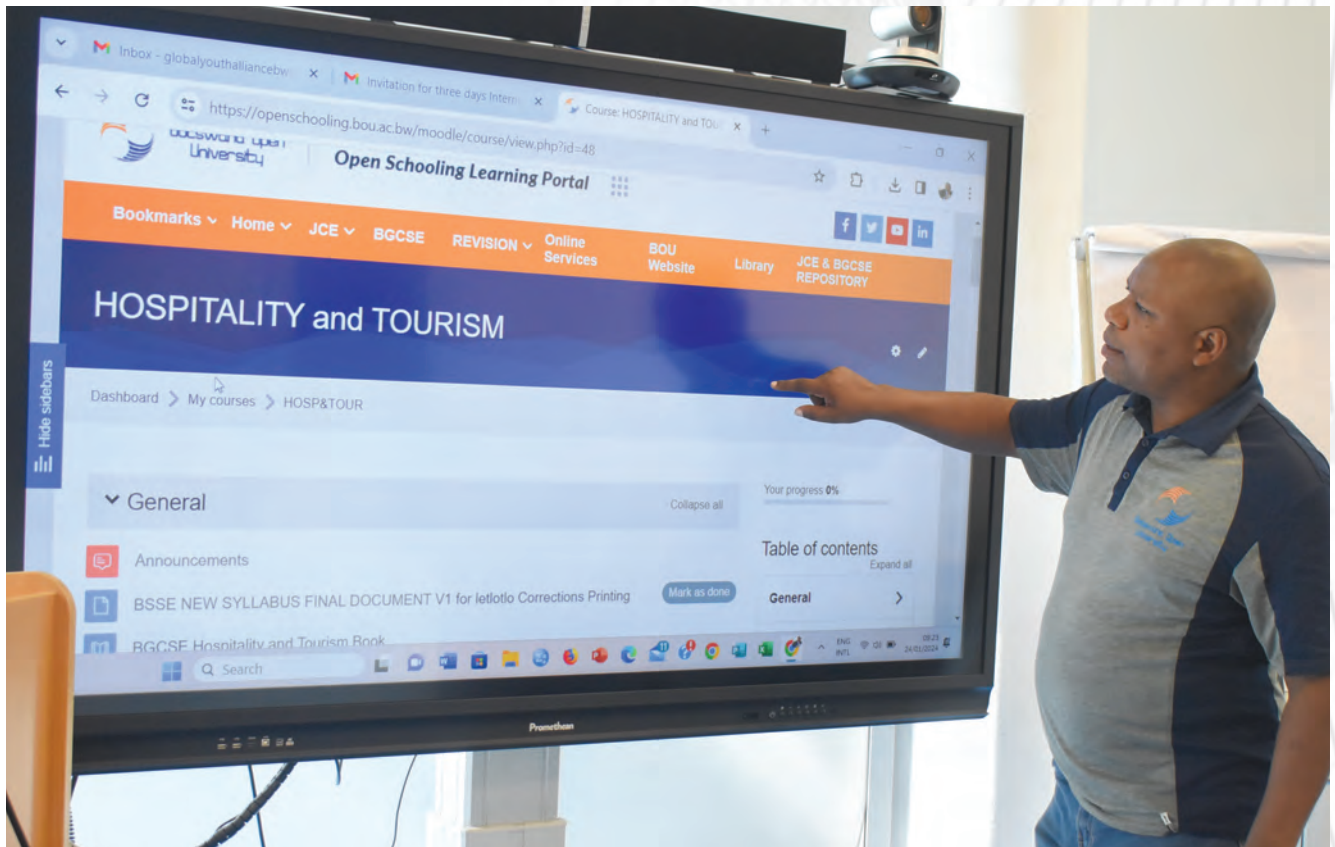
- i. Consortium Membership e-resource sharing – with over fifty (50) local libraries we pooled resources for shared access of expansive databases. This has enabled our institution to financially support the Library in the procurement of license for the databases, and most importantly students are exposed to much needed resources.
- ii. **Botswana Library Consortium** -Through Botswana Library Consortium (BLC), the Library was part of an organising team for the Botswana Open Science Symposium that was working with a number of partners internally, nationally, regionally and at the international level. They include CTELT, WACREN (West Africa Central Education Research Networks), LIBSENSE (*Library Support for Embedded NREN Services and E-infrastructure*), BOTSREN, Ministry of Knowledge, Communication and Technology (MKCT) and the Office of the President. BOU through the LIS Director and Acting Vice Chancellor are part of two working groups assigned to develop Open Science Policy and Open Data Policies. Both policies are completed and awaiting handover to the MKCT.
- iii. **Botswana National Library Services**



(BNLS) – BOU has signed an MOU with BNLS.

- iv. **Read Japan Project** - On 5th April 2024 BOU received a donation of books through the Read Japan Project. The collection introduced new topics and genres that the library has not been able to purchase, thus diversifying the collection. The collection includes historically and culturally significant works that have enriched the library and most importantly promoted increased accessibility, and enhanced community engagement.
- v. **Electronic Information for Libraries (eIFL)** - The relationship between Botswana Open University and Botswana Library Consortium and eIFL continues to grow. This year the BOU Library Director participated in a Diamond Open Access Publishing Research Project on the status of Open Access publishing in Botswana with a view to seeking financial support to capacitate writers in our countries. EIFL has since secured funding and there has been a call for application for funding.

THE COLLEGE OF OPEN SCHOOLING



The College of Open Schooling (COS) targets out of school youth who wish to pursue to secondary or higher education. They enrol to upgrade their previously unsatisfactory grades to meet entry requirements for programs they may wish to pursue at higher education institutions, or BGCSE and Junior Certificate (JC) in the case of JC and PSLE leavers respectively. They also enrol to attain the mandatory minimum points required to qualify for Government sponsorship at tertiary or vocational institutions. Open Schooling is also available to adults who for any reason did not complete their secondary education and wish to continue with education. Adults occasionally need to study because they find

themselves in need of a basic education certificate, especially BGCSE to fulfil on the job training or placement requirements. The COS programmes are offered to citizens free of charge.

Subjects Offered

The College currently offers ten (10) Junior Certificate (JC) subjects and eleven (11) Senior Certificate for the Botswana General Certificate of Secondary Education (BGCSE). Social Studies was later added to the subject menu making it eleven subjects from the previous ten.

The table below shows a full complement of COS subjects:

JC	BGCSE
English	English
Mathematics	Mathematics
Setswana	Setswana
Science	Human and Social Biology
Social Studies	Geography
Moral Education	History
Religious Education	Development Studies
Agriculture	Science - Single Award
Commerce & Accounting	Accounting
Commerce & Office Procedures	Commerce
	Social Studies

Learning Materials

The College continued the process of converting its subjects to online Moodle format that would be accessed through the BOU Learning portal with key focus on BGCSE. This is an ongoing process which aims to improve access to interactive learning resources by students and tutors. The old study materials in electronic format are still accessible from the Public Repository in the BOU website. The College also continues a review of its learning materials to produce customised revision guides rather than the bulky module booklets of the past that had too much content. New BGCSE Social Studies Revision Booklets were produced for use in the 2024-25 financial year.

Partnerships

In the 2023-24 financial year, the College received funding from the Commonwealth of Learning (COL) to complete the phase 2 of the online development of two BGCSE subjects, namely Hospitality and Tourism and Accounting. This phase involved incorporation of interactive multimedia in the initial content that was mainly text. The exercise involved the development of video scripts, followed by shooting of video lessons by the BOU team in collaboration with Maun Senior Secondary School and Swaneng Hill Senior Secondary School. The next phase is to convert the

Moodle content into open textbooks which will be freely available to the public as Open Educational Resource (OER).

Advisory Board

The College of Open Schooling Advisory Board is an internally arranged auxiliary committee consisting of professionals from key stakeholder institutions such as Botswana Examinations Council, Government Ministries, BOU Staff, and a student representative. Its main purpose is to advise the BOU Executive Management (EMT) on issues relating to COS. It was first instituted in 2022 and continued to function in the year under review. The College held an induction for the Board members and the BOU EMT to conscientise them on the full mandate on the Board. Two full Board meetings were also held to fulfil the required three meetings in a year.

Strategic Positioning

The College embarked on a project to develop internal governance frameworks including ODL Policy, Strategic Plan, Business Plan, and Monitoring and Evaluation plan using internal expertise. These are meant to strategically position the College within BOU and the Country for resource mobilisation and optimal operation. The process is ongoing and expected to be completed in the 2024 - 25 financial year.

HIGHLIGHTS

BOU GOT SHORTLISTED FOR THE PRESTIGIOUS ZAIRI INTERNATIONAL AWARDS FOR EXCELLENCE IN HIGHER EDUCATION



The Botswana Open University participation in the Awards was in line with its 2018-2023 Strategic Plan: Building Foundations, focusing on the Strategic Objectives - IP3: Improve Institutional Reputation, P4. Institute strategic use of technology and C4 - Maintain, Increase, and Broaden Value Adding Partnerships and a foundation towards one of the University's 2019 – 2036 Long-Term Strategic Framework Key Milestones of making BOU the "2033-2036 A Globally Recognised Open University". The shortlisting for the prestigious Zairi

International Awards will enhance the University profile, visibility and amplify the BOU brand. It will also present opportunities for future collaborations and partnerships, and knowledge sharing with other higher education institutions.

The nominees for Digital Transformation category were as follows:

- i. Botswana Open University, Republic of Botswana
- ii. The American University of the Middle East, State of Kuwait
- iii. The Universidad del Norte Peru, Republic of Peru

The Botswana Open University was successfully nominated and shortlisted out of the 180 submissions for the 3rd cycle of the Zairi International Awards for Excellence in Higher Education (2023-2024), under the category Digital Transformation. This was following the University's successful application for the 3rd Cycle of Zairi International Awards of Excellence. The nomination reaffirmed the University's commitment to making a lasting impact through exceptional education and steadfast pursuit of excellence.



OUR IMPACT

Stakeholder Engagement

Community Engagement and Corporate Social Responsibility

Our People

Infrastructure and the Environment

STAKEHOLDER ENGAGEMENT

BOU has adopted a Stakeholder-inclusive approach and is committed to meeting the different needs of its Stakeholders. The University Management led by the Acting Vice Chancellor Professor Kgomotso Moahi conducted the engagement of stakeholders. The University management visited a number of these stakeholders. Some of the organisations that were visited included Embassies, Government Ministries, Banks, as well as Government Parastatals. The visited **Banks** are – Botswana Savings Bank, Standard Bank, Barclays, Access Bank, Stanbic Bank and First National Bank.

Ministries – Ministry of Youth, Sport and Culture, Ministry of Communication, Knowledge and Technology.

Government Departments and Parastatals - Department of Prisons, University of Botswana and Botswana Defence Force

High Commissions and Embassies – German, Japanese, and Zambian

These visits afforded the University leadership an opportunity to meet and share more information about BOU's mandate, as well as sharing information on its origins. The visits were also meant to explore possibilities of collaborations for the benefit of Botswana. During these interactions the BOU leadership shared information about BOU's achievements and challenges.

Botswana Open University continues to engage its stakeholders through its other sections and in many other forums. The Schools continue to engage students, part time staff and various industry players as a way of embracing their contribution in the operations of the University. Suppliers are also regularly brought together for the Procurement Department to share with them the procedures and processes that are in place to make business with the University.



COMMUNITY ENGAGEMENT AND CORPORATE SOCIAL RESPONSIBILITY



Introduction

The Student Services Report covers critical areas assigned under the theme, “ **Our Impact**”:

- Corporate Social Responsibility
- Community and Stakeholder Engagement
- Tutor Statistics
- Special Needs Students Statistics

OUR IMPACT

Corporate Social Responsibility at Student Services

The five Regional Campuses engaged in Corporate Social responsibility at different levels across the Campuses as much as resources could permit during the plan period. What stands out for all of these engagements is that staff contributed their personal

resources to make them a success. These are elaborated below as follows:

Kang Campus

The Campus was actively engaged in two Corporate Social Responsibility activities as discussed in the next section.

a) Adopted Family Member

The Region has been taking care of an adopted family member since 2016 to date. For the year 2023, Kang staff members supported this adopted member as follows:

- i) Paid quarterly visits to the member for socialisation and took care of his daily needs such as cleaning for him
- ii) Donated Christmas presents and organised a Christmas lunch with the member
- iii) Bought fencing material for the member to

renovate the depleted yard fence and the gate.

b) Adopt a Class Initiative

The Campus has developed a long term proposal for a project targeting a standard three stream in one of the Primary Schools. This initiative is set to span over five years, and will only come to a conclusion when the students reach standard seven. The five-year project started in July 2023 and will run up to January 2028.

Community Engagement:

The regional campus engages with the community through attending Kgotla meetings, Village Extension Team (VET) meetings and other meeting invitations from the community and other stakeholders. This is seen as contributing to growth and development of the Campus.

The Campus also actively attends to District Council meetings in Hukuntsi and other meetings held by area Member of Parliament.

Gaborone Campus

CSR - Sponsorship

Gaborone Regional Campus with the help of other Departments housed at the Regional

Campus, namely School of Science and Technology and College of Open Schooling, extended its reach out to its community through various activities which included participation in community initiated campaigns.

- The Region engaged with Old Naledi Community on empowerment talks in Open and Distance Learning and its importance in improving livelihoods. This was in an effort to generate interest in Open and Distance learning in this Community.
- An offer to sponsor at least one member of the community from Old Naledi catchment area was made and the community leadership identified one lady as a possible community member for such.
- The lady, a student, managed to apply and register for the SSBM Course.
- An amount of P2302.00 was raised to pay for her tuition fees and any other associated costs.
- The student has managed to complete her studies with the March 2024 Graduation Cohort. An appreciation session is to be scheduled to recognise the student's achievement.
- Below are pictures of the meet and greet session with the beneficiary.



Community and Stakeholder Engagement:

Gaborone Regional Campus actively engaged in outreach community activities which included participation in Community initiated campaigns, Career Fairs and Expos.

- The Campus participated in the Extension 14 Litter Picking Campaign which was held on the 27th September 2023 whose objective was to educate the community on the importance of environmental hygiene.
- The Campus also took part as a member of the organising committee (EXT 14 Ward Heath Committee)
- The Region raised funds and donated four bags of oranges for the campaign.
- The Region also participated in the Setlogelwa Tsatsing Career Expo, which was held at the Bontleng Recreation Park on the 12th August 2023

Maun Campus

a) Maun Campus has an ongoing partnership with Tsodilo JSS

Staff from the school continue to be trained on ICT skills. One workshop was held this year, as opposed to three in the previous year. There are challenges with scheduling as the teachers seem to be regularly busy. The two partners are in discussions to strengthen the partnership so that BOU can capacitate the Staff in other aspects of leadership and Skills acquisition where students can benefit and improve their performance.

b) Disaneng Community Outreach Activities

- The Maun Staff contributed assorted drinks for the Celebrations at the local Disaneng Kgotla during the installation of a new Chief. The drinks were bought from personal proceeds/contributions by staff.
- BOU Maun Campus continues to host an Aerobics Fitness Club on campus for

staff and community. This is an attractive initiative for fitness enthusiasts and it promotes health and wellness orientation, despite few staff attending regularly. It has branded the Campus to elevated levels as it is one of the popular Aerobics clubs in Maun with good membership numbers. There is continued collaboration with the District Health Management Team where staff from Letsholathebe Hospital participate, as well as some staff from Wildlife Training Centre, Maun Technical College, Council staff (RAC), and teachers from Maitlamo JSS and Disaneng Primary School, to mention but a few.

Community Engagement: Students, Staff and Stakeholder Engagements on Psycho-Social Issues

Maun Campus has an ongoing collaboration with "The Just Hope Foundation" (JHF), a Non-Governmental Organisation (NGO) that provides counselling services, education on psycho-social and mental health and other life-change issues.

This is part of the networking process with Communities of Practice (COP) in the areas of welfare and psycho-social support of our staff and students in the backdrop of many life challenges encountered at individual and collective level. Maun Campus staff held an engagement session with the JHF to appreciate the services offered and how they can benefit from them. A highlight was a workshop on Suicide Prevention-Life Promotion hosted at BOU where BOU students and staff, JHF, District Health Management DHMT, Police, Prisons, and various NGOs, engaged on the topic as part of raising awareness on mental health and suicide prevention. At the end, refreshments were served, courtesy of JFH.

APPENDIX 1: SUICIDE PREVENTION WORKSHOP (BOU - JUST HOPE FOUNDATION)

- The RD participated as a Panelist at the Maun Men's Conference that was organised by the District Health Management Team (DHMT).

The aim of the Conference was to commemorate men's health awareness month (November) by bringing together key stakeholders and experts. BOU led the discussions on Education and how men can access and utilise opportunities in the sector. BOU programmes were well marketed.

Francistown Campus

Donations of toiletry was done through the City Mayor's office during the Mayor/Stakeholders engagement week. The Regional Corporate and Social Responsibility is currently leading the initiative to write to business organisations and seek for donations that shall then be donated to the Kazungula Examination Centre in Kasane as per the needs that have been identified.

Community Engagement:

The Regional Campus participated in a week's long community engagement in collaboration with the City Mayor. Campus staff took

turns to meet different community groups at Kgotlas in various parts of the city. During that week the Campus donated some toiletry that they had been accumulating throughout the year.

The Campus honoured two invitations from two pre-primary schools to attend the graduation of pupils who were completing early childhood education. Other engagements were attending to Council Meetings, Kgotla meetings, Career Fairs, Teachers Day and local leadership meetings, as scheduled.

Summary of Tutors Supported in 2023/24

Tutors	Kang	Gaborone	Maun	Francistown
Tertiary	40	89	34	61
Open Schooling	26	–	46	26

Special Students supported during the period

A number of students, both at Tertiary and Open Schooling were enrolled and supported through their programmes of study during the plan period at different Campuses.

Campus	Tertiary & Open Schooling	Category
Gaborone	34	Hearing Impairment, inmates, visual impairment
Maun	27	Learning disability, hard of hearing, inmates, disability (1 paralysis)
Kang	11	Epileptic 1 ICT Challenges
Francistown	6	Low vision, physical disability, hearing impairment



OUR PEOPLE

Any organisation thrives from the efforts of its people. The role of the Human Resources Department is therefore to produce an environment conducive to enhancing productivity. This section therefore presents information on staff issues, including staff development, turnover and staff wellness initiatives.

Manpower

The University has four (4) Divisions that include: Office of the Vice Chancellor, Corporate Services, Academic Services and Student Services. The total University Establishment as of March 31st, 2024, was 228 full time positions. The table below categorises staff by division.

Division	University Establishment	Positions filled/ Head count	Vacant positions
1. Vice Chancellor's Office	20	15	5
2. Corporate Services	48	44	4
3. Student Services	86	75	11
4. Academic Services	75	71	4
Total	229	205	24



Staff Turnover

At the end of March 2024, the University had 23 vacancies out of 228 approved positions, indicating a 10 % vacancy rate. Due to the financial challenges experienced by the University, and the impending rationalisation exercise, only certain mission critical positions continue to be filled.

PhD Achievements

During the year, 2023/24, One (1) employee Dr Lesedi Lesetedi attained a qualification of Doctorate of Business Management. Thus, as of 31st March 2024 the total number of PhDs remained at 26 and one (1) DBA.

Appointments – During the year, there were no new appointments, however, one staff member was promoted to the position of Director.

Staff Health & Wellness

During the financial year, the University engaged in staff welfare initiatives which included the following:

- Commemoration of Cancer awareness with emphasis on breast and prostate cancers.
- World AIDS DAY- BOU commemorated the day with an event and HIV and AIDS messages.
- Father's and Mother's days were celebrated with events signifying the value of both fathers and mothers in our communities. The BOU Psychosocial Team has expanded its mandate beyond the effects of COVID- 19 to attending other mental health issues. During the period, the team organised Team building sessions for Regional Campuses.
- Additionally, the University trained a total of 20 fire marshals. These are crucial when there is an outbreak of fire. This was in partnership with the Gaborone City Council.



INFRASTRUCTURE AND THE ENVIRONMENT

An Overview

The Department of Infrastructure and Office Services (DIOS) is essential to the University ensuring operational efficiency through effective infrastructure management and maintaining environments that support the University's goals. The Department is committed to upholding Safety, Health and Environment (SHE) principles, which are central to creating a safe and conducive work environment. The Department's specific responsibilities include:

- Formulating and reviewing of Administrative Policies and associated Guidelines
- Overseeing property maintenance and related projects.
- Managing the University Fleet and Central Records.
- Handling outsourced services.
- Managing insurance policies for the University's assets and staff.

Through these roles, DIOS significantly contributes to the Institution's overall success.

Projects and Achievements

Owing to budgetary constraints faced during the period, most of the strategic projects could not be implemented as planned. These include amongst others, the new Palapye Regional Campus office, the BOU Infrastructure

Master plan as well as refurbishments of existing offices to improve the working environment. Notwithstanding this, the Department has been able to focus priorities on other areas such as building electrical and mechanical systems in Gaborone, Palapye and Maun regional campuses. In response to the budgetary challenges, a phased approach to large scale refurbishments and capital projects has been adopted to lower the cost.

Safety Health and Environment (SHE)

During the period under review, the DIOS ensured that University buildings complied with relevant codes, safety regulations and environmental standards.

The Department, in collaboration with the BOU Human Resources and the Gaborone City Council Fire Department, trained 12 Fire Marshals on fire risk assessments, hazard identification and the implementation of preventive measures to avert fire incidents in the workplace. This is an annual intervention that seeks to keep the fire marshals keep abreast with the industry's best practices and new trends regarding fire prevention and management of associated hazards in the workplace.

Despite this achievement, there is a continuous review of relevant policies and practices to ensure alignment with the new trends and industry best practices.

RISK MANAGEMENT

Risk Management Outlook for 2023/24

Risk Registers 2023/24

The Risk Map

Risk rating	Risk Classification
16-25	High
5-15	Medium
4 and Below	Low

The Risk Management Committee (RMC) continued to fulfill its mandate as the institutional monitoring body responsible for identifying, assessing and rating risks according to established risk assessment standards. This process ensures that the institution remains vigilant and can appropriate control measures. In alignment with this mandate and guided by the Institutional Strategic Plan for 2023-2028, the RMC developed the Corporate Risk Register for 2023/24, which identified 12 Thematic Risk areas. The thematic areas were accordingly scaled down and at the end of the financial year rated, based on the institution's performance. Following the completion of the Corporate Risk Register, Divisional Registers were also developed for approved by the Council Audit, Risk and Compliance Committee (CARCC). Seven of the twelve Thematic risk areas were rated medium to low, requiring just to be treated and managed as per the internal controls. There were five thematic areas which were rated as high risk, and these are elaborated here below.

Thematic Risks Areas rated High requiring close monitoring and sharing with CARCC
Financial Risk-Leading to Cashflow Challenges and its impact on operations:

Some of the causes for this were identified as:

- Subvention reduction.
- Lack of revenue.
- Inadequate Cashflow.
- Inadequate implementation of the Business Development Strategy.
- Under-enrolment.
- Subsidised Tertiary Program Fees.
- Free Program offer for Back to School and Open Schooling.
- Failure to meet enrolment targets at Tertiary level.

The financial risks above led the Institution to have major challenges in supporting its objectives for the 2023/24 financial year. This risk was rated at the highest level with a score of 25. The challenge severely affected the smooth operations of the University almost in all areas and negatively impacted its desired delivery due to a lack of funding to support services, staffing and equipment acquisition. Despite the high negative impact of this risk, Management through its Cost Containment Strategy mitigated against catastrophic occurrences.

The following matters of compliance were identified and recommended to be attended to urgently to avoid consequences.

- The appointment of a Data Protection Officer which has been outstanding since the adoption of the Data Protection Act.
- Asbestos in the Gaborone Regional Campus has been a subject of discussion for some time but there has not been any progress made due to financial constraints.

The completion of automation of the ITS system has remained an outstanding issue. This delay has an impact on financial risk and has contributed to under-enrolment due to the admissions process and challenges users encounter when using the ITS system. The Systems re-engineering project has been ongoing for an extended period without being concluded.

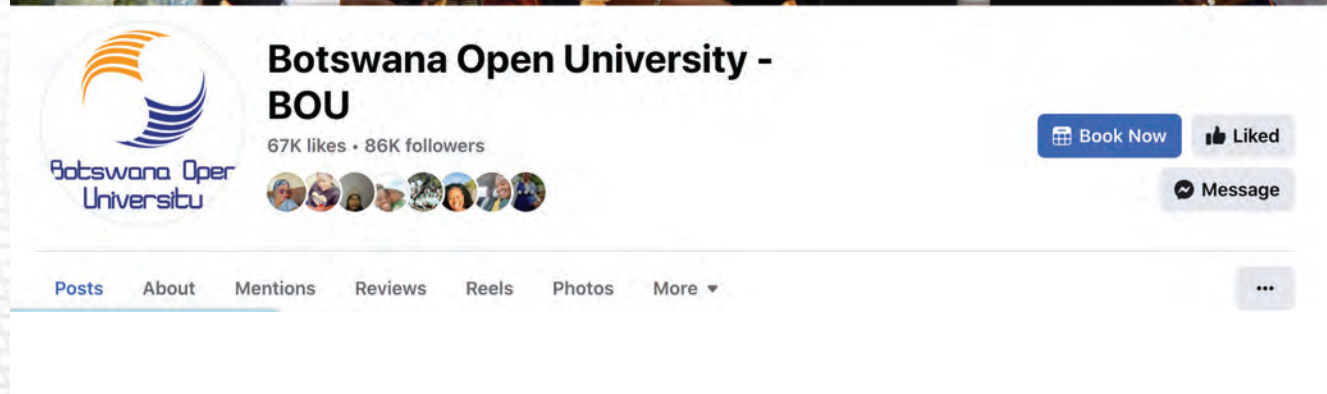
Information Technology: As a technologically driven institution, BOU places great value on its IT resources to achieve its set goals to be the leader in the digital front. The inherent risk in this area is cyber related challenges with the major limitation being the inability of the Institution to engage an IT Cyber Security Officer due to financial constraints.

Academic- (Threat to Academic Integrity)

Competition from new entrants in the online education space has been considered a risk

the University has to deal with through robust and efficient processes to attract students. The rapid changes in technology also necessitate the management of the artificial intelligence risk and issues of academic integrity. The two risks were assessed and included in the Academic Services Divisional Risk Register and managed at corporate level. High dependency on Part-Time Tutors was also identified as a threat that requires attention. The long-term solution is for the institution to reduce dependency on Part time Tutors by increasing the academic staff complement.

Brand and Image (Negative Brand Perception) There is a need to enhance the management of BOU's social media platforms and improve the turn-around time for responding to queries. Management must consider and prioritise the appointment of a dedicated officer to oversee this area.



KING IV APPLICATION REPORT

Principle	Application	Reference
Principle 1: The governing body should lead ethically and effectively	Council has approved a policy that enables it to lead ethically and effectively, and adheres to these.	<ul style="list-style-type: none"> • Council Code of Conduct • Council Charter • Committee Charters • BOU Act • BOU Statutes • Conflict of Interests Policy
Principle 2: The governing body should govern the ethics of the organisation in a way that supports the establishment of an ethical culture	Relevant policy on ethical conduct and integrity for compliance by Staff, students and service providers/ contractors are in place.	<ul style="list-style-type: none"> • Conditions of Service • Conflict of Interests Policy • Anti-Fraud and Corruption Policy • Disciplinary Procedures
Principle 3: The governing body should ensure that the organisation is, and seen to be a responsible citizen	Council recognises that BOU does not operate in a vacuum and ensures it co-exists with society in which it operates and adds avalue, takes care of its stakeholders, protects the environment in which it operates as well as observes its legal obligations. CSR and Community engagement activities are undertaken and reported. Council has approved appropriate policies for this.	<ul style="list-style-type: none"> • CSR Policy • SHE Policy
Principle 4: The governing body should appreciate that the organisation's core purpose, its risk and opportunities, strategy, business model, performance and sustainable development are inseparable elements of the value creations process	Council has assumed the responsibility for organisational performance and approved the BOU Strategic Framework for 2036 as well as the Strategic Plan for 2019-2023. Council adopted a number of policies intended to facilitate the achievement of the Strategic Objectives. Management implements the Strategic Plan and reports to Council. Risk Assessment is conducted on the Plan and internal controls are put in place.	<ul style="list-style-type: none"> • BOU Act • BOU Statutes • Council Charter • Council Planning and Resources Committee Charter • Strategic Framework 2036 • Strategic Plan, 2019-2023

<p>Principle 5: The governing body should ensure that reports issued by the organisation enable stakeholders to make informed assessment of its performance and its short-medium- and long term prospects</p>	<p>The governing body assumes responsibility for the organisation's reporting by setting the direction for how it should be approached and conducted.</p> <p>Council ensures compliance with legislation and that required reports such as the Annual Financial Statements and the Annual Report are prepared accordingly and that information is communicated to stakeholders.</p> <p>Council ensures that the following information is published on the organisation's website, or on other platforms or through other media as is appropriate for access by stakeholders:</p> <ul style="list-style-type: none"> • Integrated Annual Report • Identified approved University Policies • Key announcements concerning the University 	<ul style="list-style-type: none"> • Audited Annual Financial Statements • BOU Integrated Annual Report • BOU Website
<p>Principle 6 The governing body should serve as the focal point and custodian of corporate governance in the organisation</p>	<p>Council exercises its leadership role by:</p> <ul style="list-style-type: none"> • Steering the organisation and setting its strategic direction; • Approving policy and monitoring of implementation by management; and • Ensuring accountability for organisational performance by means of, among others, reporting and disclosure. • Council has documented its mandate, membership and operating procedures in the Council Charter. The Charter is reviewed every 3 years or earlier as necessary for effectiveness and efficiency. • Council discloses the number of meetings held during the reporting period, attendance and the rate of sitting allowances. 	<p>Council Charter BOU IAR</p>

<p>Principle 7</p> <p>The governing body should comprise the appropriate balance of knowledge, skill, experience, diversity and independence for it to discharge its governance role and responsibility objectively and effectively</p>	<p>Council is unable to fully ensure a diversity in terms of skills and expertise, age, gender, independence. Composition is as prescribed by the Act. There are different appointing constituents including the President of the Republic, Minister, Chancellor, and Staff.</p> <p>However, an appropriate balance does exist in terms of diversity of skills, expertise and gender.</p>	<p>BOU Act</p>
<p>Principle 8</p> <p>The governing body should ensure that its arrangement for delegation within its own structures promotes independent judgment and assists with balance of power and the effective discharge of its duties</p>	<p>Council has delegated different roles to its Committees. Delegation is done through Committee Charters. The following are disclosed in relation to each Committee</p> <ul style="list-style-type: none"> • Mandate • Composition • Number of meetings held • Attendance • Key areas of focus • Statement on execution of mandate 	<ul style="list-style-type: none"> • Council Charter • Committee Charters – CHRC, CFC, CPRC, CARCC, SSAPRC • Statutes • BOU IAR
<p>Principle 9</p> <p>The governing body should ensure that the evaluation of its own performance and its committee, its chair and its individual members, support continued improvement in its performance and effectiveness</p>	<p>Council could not evaluate its performance due to financial constraints- A formal assessment is required every other year.</p>	<p>King IV Code Council Charter</p>

<p>Principle 10</p> <p>The governing body should ensure that the appointment of, and delegation to, management contributes to role clarity and the effective exercise of authority and responsibility</p>	<p>The Minister has appointed the VC who is responsible for leading the implementation and execution of approved strategy, policy and operational planning, and serves as the chief link between management and the governing body.</p> <p>The VC is accountable to, and reports to, Council.</p> <p>The VC is not a member of the committee responsible for audit but attends as part of Management to respond to queries.</p> <p>Succession Planning for the VC is not in place because the appointment is the prerogative of the Minister.</p> <p>A Secretary is in place to provide professional corporate governance services to Council.</p>	<ul style="list-style-type: none"> • Council Charter • BOU Act
<p>Principle 11</p> <p>The governing body should govern risk in a way that supports the organisation in setting and achieving strategic objectives</p>	<p>Council is responsible for the governance of risk and provides oversight.</p> <p>Council has approved a risk Management framework which sets direction on risk management</p> <p>Council has delegated the responsibility for risk governance to the Audit, Risk and Compliance Committee.</p> <p>Management implements the Framework and reports to the CARCC</p>	<ul style="list-style-type: none"> • Council Charter • CARCC Charter • Risk Management Framework • Corporate Risk Register • Risk Management Reports
<p>Principle 12</p> <p>The governing body should govern technology and information in a way that supports the organisational setting and achieves its strategic objectives</p>	<p>Council governs technology and information, as well as IT related risks.</p>	<ul style="list-style-type: none"> • Information Technology Policies and Strategies • Disaster Management Policy • Corporate Risk Register

<p>Principle 13</p> <p>The governing body should govern compliance with applicable laws and adopted non-binding rules, codes and standards in a way that supports the organisation being ethical and a good corporate citizen.</p>	<p>Council provides oversight over the governance of compliance with applicable laws and adopted, non-binding rules, codes and standards and has delegated the responsibility to the CARCC, to ensure effective compliance arrangements.</p> <p>Council has approved a Compliance Policy that sets the direction for compliance.</p> <p>Management is responsible for implementation and execution of effective compliance</p>	<ul style="list-style-type: none"> • BOU Act • Council Charter • CARCC Charter • Compliance Policy
<p>Principle 14</p> <p>The governing body should ensure that the organisation remunerates fairly, responsibly and transparently to promote the achievement of strategic objectives and positive outcomes in short, medium and long term.</p>	<p>Council has adopted a remuneration structure, though overtaken by inflation and other factors because of the University's dire financial situation.</p>	<ul style="list-style-type: none"> • Payment Structure • Conditions of Service • PMS
<p>Principle 15</p> <p>The governing body should ensure that assurance services and functions enable an effective control environment and that these support the integrity of information for external decision making and of the organisation's external reports.</p>	<p>Council has delegated to the CARCC, the responsibility to ensure:</p> <ul style="list-style-type: none"> • an effective internal control environment. • the integrity of information used for internal decision-making by management, the governing body and • its committees. • Support of the integrity of external reports. 	<ul style="list-style-type: none"> • Statutes • CARCC Charter



DIRECTOR FINANCIAL SERVICES REPORT

Ms Limphe Masupe



Despite the financial hardship, BOU managed its budget effectively, through deliberate strategy-driven measures, aimed at both income generation and cost containment.

The University is committed to advancing its mission and sustaining its farsighted stewardship, which is the gift of the indelible and perennial contributions of the past leadership of both BOU and its precursor organisation. Their visionary leadership has laid a strong foundation upon which BOU now stands. The fiscal year 2024 was characterised by a swirl of change, across the globe: From turbulent economic conditions, which led to failure of some businesses, to climate changes, wildfires and the upsurge of artificial intelligence; all of which triggered both challenges and opportunities for the University, with profound impacts. In the midst of these multiple changes, BOU's commitment to its mission remained resolute and unswerving.

The audited financial statements of the University are included in this report. The following summary provides highlights, on BOU's stewardship of its financial resources in 2024. This was enabled by the vital local management of individual schools and units, which collectively contributed to its overall financial performance.

In 2024, BOU operated in an environment mired with funding constraints. Despite the financial hardship, BOU managed its budget effectively, through deliberate strategy-driven measures, aimed at both income generation and cost containment. Although income generation has not yet borne the desired goals, there are heightened efforts towards raising external funding, which are anticipated to bear positive outcomes in the medium to long-term.

The University continued its quest of managing costs, to cushion the impact of the inevitable unexpected items or difficult financial periods. This resulted in the attainment of a surplus, which has improved the Statement of Financial Position (SFP), by

reducing the accumulated loss by P9.8 million, to P43.3 million (2023: P53.1 million). If the surplus trajectory was to continue, it would improve the University's net assets, by increasing revenue reserves which could build the financial security of BOU. This would in turn accord the University, independence and flexibility in decision-making, by way of enabling quick action on either mission-related priorities or sudden opportunities, or providing the liquidity needed for investments.

The relatively high cash balance of P37.8 million (2023: P7.4 million) has resulted predominantly from State funds which addressed the funding gaps for open schooling and manpower, from prior years. This has not improved the liquidity ratio, as the current liabilities (P83.7 million) are still in excess of current assets (P39.4 million) by P44.3 million. However, it is expected that the University will have access to sufficient funding, to enable operations for the foreseeable future.

Operating Income

The operating income has increased by P13.9 million (up 8%) compared to the previous year, primarily on account of the P16.1 million (12%) growth in Government Grant, from P117,6 million.

Table OI- Income BWP Million

	Government Grant	Third Stream	Revenue	Other operating gains (losses)	Total
2024	133,7	10,6	39,9	0,3	184,5
2023	117,6	13,4	39,8	-0,2	170,7
% Growth	12%	-26%	0,3%	167%	8%
Bwp Mil. Growth	16,1	-2,8	0,1	0,5	13,9

Expenditure for the Year

The operating expenditure has decreased by 3%, to P175.5 million (2023: P181 million). Partly caused by the 3% drop in remuneration costs, attributed to the vacant positions, as well as the resignation of some employees during the year under review; 8% decrease in Tutor and writer expenses at P5 million (2023: P5.4 million), due to cost effective measures adopted, leading to reduced tutorial hours; Insurance dropped by 26% or P0.5 million (2023: P2.4 million), on account of vacant positions, and therefore reduced manpower costs: IT expenses increased by 41% or P1.2 million, to P2.9 million (2023: P1.7 million), on account of inflationary adjustments made by the supplier as well as additional projects undertaken during the year under review.

Table OE- Expenditure BWP Million

	Employee Costs	Tutor & Writer expenses	Operating expenses
2024	133,2	5.0	37,2
2023	137,4	5.4	38,1
% Growth	-3%	-8%	-2%
Bwp Mil. Growth	-4.2	-0,4	-0,9

Surplus for the Year

The University generated an operating surplus of P9.8 million or 24% of revenue. This was in direct contrast to the prior year deficit (-P9.9 million). It is worth noting that, in 2023, the Net income (P66 million), was derived directly from the fair value gains on property revaluation (P76 million). The current year operating surplus is attributable to: The growth in the other operating income (9%), which was made possible, largely by the 12% increase in Government Grant, and the concerted cost containment measures implemented by the university, which resulted in the P5.6 million reduction to the operational expenses, from P181.1 million, in 2023.

Net Assets

The Net assets totalled P46.4 million, showing a growth of P9.8 million (21%), from P36.6 million in the previous year. The attributing factors include P6.9 million downward movement to PPE, largely on account of depreciation, and funding infusion from the State, which elevated cash and cash equivalents by 80% (P30.4 million).

Equity and Reserves

The Accumulated Loss has decreased by P9.8 million (21%), to P43.3 million (2023: P53.1 million), on account of a surplus attained in the year under review. This is a positive move

which the university aspires to maintain, going forward, heedful of the reality that, revenue reserves are fundamental to the long-term financial sustainability of an organisation.

Liquidity Position

The ratio of Current assets to Current liabilities is less than 1. Despite this, the University remains confident that it shall have access to funding which shall support its financial sustainability.

BOU continues to monitor the current and unfolding macro environment, and notes with caution that, the road ahead is laden with opportunities and challenges, and the survival of organisations shall be determined by their ability to weather all challenges, through deliberate cost optimisation measures. Consequently, BOU, through the schools and units, is committed to continue with the implementation of cost optimisation across key areas.

This will include streamlining BOU operations, and allocating resources more efficiently, to achieve maximum results at the least cost possible, identifying and eliminating areas of unnecessary expenditure, and exploring opportunities and unlocking benefits which could enable the university to gain a competitive edge over its rivals in the education industry.



AUDITED FINANCIAL **Statements**
For the year ended 31 MARCH 2024

Botswana Open University

Annual Financial Statements for the year ended 31 March 2024

General Information

Country of incorporation and domicile	Botswana
Nature of business and principal activities	Open and distance learning
Council Members	Festina S Bakwena- Chairperson(Ag) Professor Bantu Morolong Elsie Mokgadi Professor Gbolagade Adekanmbi Tsoseletso E Magang Dr Joseph Agolla Professor Kgomotso Moahi-Acting Vice Chancellor Professor Mpine E Makoe Godfrey Molefe Professor Sunny Aiyuk Professor Bantu Morolong Uyapo Ndadi
Registered office	Plot 39972/2 Corner of Western Bypass Garamotlhose Road Gaborone Botswana
Postal address	Private Bag BO187 Bontleng Gaborone
Bankers	Access Bank Botswana Limited ABSA Bank Botswana Limited First National Bank Botswana Limited Yunani Fund Managers Botswana Savings Bank
Auditors	Grant Thornton Chartered Accountants Member Firm of Grant Thornton International Ltd

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

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Botswana Open University

Annual Financial Statements for the year ended 31 March 2024

Council Member's Responsibilities and Approval

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

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

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

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

The council members have reviewed the university's cash flow forecast for the year to 31 March 2025 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 external auditors are responsible for independently auditing and reporting on the university's annual financial statements. The annual financial statements have been examined by the university's external auditors and their report is presented on pages 72 to 75.

The external auditors are responsible for independently auditing and reporting on the university's annual financial statements. The annual financial statements have been examined by the university's external auditors and their report is presented on pages 72 to 75.

The financial statements set out on page 76, which have been prepared on the going concern basis, were approved by the Council on 02 September 2024 and were signed on their behalf by:

Approval of financial statements



Festina S Bakwena- Chairperson(Ag)



Professor Kgomo Moahi-Acting Vice Chancellor

Botswana Open University

Annual Financial Statements for the year ended 31 March 2024

Council Member's Report

1. Nature of business

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

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

3. Council Members

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

Council Member	Office	Designation	Changes
Festina S Bakwena-Chairperson(Ag)	Acting Chairperson	Non-executive	
Professor Bantu Morolong	Council Member	Executive	Appointed 18 June 2024
Elsie Mokgadi	Council Member	Executive	
Professor Gbolagade Adekanmbi	Council Member	Executive	
Tsoseletso E Magang	Council Member	Non-executive	
Dr Joseph Agolla	Council Member	Executive	
Professor Kgomotso Moahi-Acting Vice Chancellor	Council Member	Executive	
Professor Mpine E Makoe	Council Member	Non-executive	
Godfrey Molefe	Council Member	Non-executive	
Professor Sunny Aiyuk	Council Member	Executive	
Professor Bantu Morolong	Council Member	Executive	
Uyapo Ndadi	Council Member	Non-executive	

4. Property, plant and equipment

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

5. Events after the reporting period

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

6. Going concern

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

The council members believe that the university has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual financial statements have been prepared on a going concern basis. The council members have satisfied themselves that although the university is not in a sound financial position, it has access to sufficient funding to meet its foreseeable cash requirements.

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



Chartered Accountants

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Independent Auditor's Report

To the Members of the Council of Botswana Open University

Report on Annual Financial Statements

Opinion

We have audited the annual financial statements of the Botswana Open University ("The University") set out on pages 76 to 106, which comprise the statement of financial position as at 31 March 2024, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, annual financial Statements give a true and fair view of, the financial position of the Botswana Open University as at 31 March 2024, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Botswana Open University Act of 2017.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing. 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 International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (Parts 1, 3 and 4A) (IESBA Code) and other independence requirements applicable to performing audits of financial statements in Botswana. We have fulfilled our other ethical responsibilities in accordance with the IESBA Code and in accordance with other ethical requirements applicable to performing audits in Botswana. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Material uncertainty related to going concern

We draw attention to note 21 in the annual financial statements, which indicates that the University reported accumulated losses of P43 342 165 (2023: P53 170 501) and, as of that date, the University's current liabilities exceeded its current assets by P44 333 793 (P2023: P53 365 950). As stated in note 21, these events or conditions, along with other matters as set forth in note 21, indicate that a material uncertainty exists that may cast significant doubt on the University's ability to continue as a going concern. Our opinion is not modified in respect of this matter.



Botswana Accountancy Oversight Authority registration number: FAP 005 2024 (Audit Firm of Public Interest Entity)
Botswana Institute of Chartered Accountants membership number: MeFBW11013 (Non-Audit)

Partners

Kalyanaraman Vijay (Managing), Aswin Vaidyanathan*, Madhavan Venkatachary*, Anthony Ouashie, Sunny K. Mulakulam*,
Aparna Vijay* (*Indian)

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Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the annual financial Statements of the current period. 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 the report below is not intended to constitute separate opinions on those key audit matters.

Key audit matter	How the matter was addressed in our audit
Operating expenses and payroll expenditure The University is supported by government subventions for its operating expenditure including payroll costs. 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 procurement procedures or expenditure incurred not for the purpose of normal operating activities of the entity, these cycles are considered significant.	<p>Our audit procedures included testing the appropriateness of the application of the procurement procedures and verifying expenditure to supporting documents.</p> <p>We also obtained an understanding of and tested the relevant controls in place to evaluate the procurement procedures put in place by management.</p> <p>We verified the existence of employees by performing procedures such as verification of appropriate identity documents, examination of employee files, contracts and other terms of employment. We also verified if the payroll information was updated with information from the employee files.</p>

Other information

The Council members are responsible for the other information. The other information comprises the information included in the document titled "Botswana Open University Annual Financial Statements for the year ended 31 March 2024", which includes the Council Members Report, the Council's Responsibility and Approval of the Annual Financial Statements, and Detailed Income Statement which we obtained prior to the date of this report and the annual report which is expected to be made available to us after that date. 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 an audit opinion or 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 on the other information we have obtained prior to the date of this auditors' report, 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 Members of the Council for the Annual Financial Statements

The Members of the Council are responsible for the preparation and fair presentation of the annual financial statements in accordance with International Financial Reporting Standards and the requirements of the Botswana Open University Act of 2017, and for such internal control as the Members of the Council 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 Members of the Council 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 Members of the Council either intend to liquidate the University or to cease operations, or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the University's financial reporting process.

Auditor's 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 International Standards on Auditing 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 International Standards on Auditing, 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 the council members.
- Conclude on the appropriateness of the members of the Council 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the activities within the University to express an opinion on the annual financial statements. We are responsible for the direction, supervision and performance of the audit. We remain solely responsible for our audit opinion.





We communicate with the members of the Council 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.

We also provide the members of the Council with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the members of the Council, we determine those matters that were of most significance in the audit of the annual financial statements of the current year and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

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 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 of 2017 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.

Grant Thornton

Grant Thornton

Firm of Certified Auditors

Practicing Member: Madhavan Venkatachary (CAP 0017 2024)

06 SEP 2024

Gaborone

Botswana Open University

Annual Financial Statements for the year ended 31 March 2024

Statement of Financial Position as at 31 March 2024

Figures in Pula	Note(s)	2024	2023
Assets			
Non-Current Assets			
Property, plant and equipment	3	213,033,117	219,980,301
Right-of-use assets	4	1,002,452	503,173
Investment property	5	17,611,016	18,041,362
		231,646,585	238,524,836
Current Assets			
Trade and other receivables	6	1,587,730	2,032,585
Cash and cash equivalents	7	37,854,867	7,470,413
		39,442,597	9,502,998
Total Assets		271,089,182	248,027,834
Equity and Liabilities			
Equity			
Reserves		89,783,442	89,783,442
Accumulated loss		(43,342,165)	(53,170,501)
		46,441,277	36,612,941
Liabilities			
Non-Current Liabilities			
Lease liabilities	4	570,905	-
Deferred capital grant	9	140,300,609	148,545,945
		140,871,514	148,545,945
Current Liabilities			
Trade and other payables	10	59,635,244	53,991,035
Lease liabilities	4	516,559	581,366
Deferred income	11	23,624,587	8,296,547
		83,776,390	62,868,948
Total Liabilities		224,647,904	211,414,893
Total Equity and Liabilities		271,089,182	248,027,834

Botswana Open University

Annual Financial Statements for the year ended 31 March 2024

Statement of Income and Expenditure

Figures in Pula	Note(s)	2024	2023
Revenue	12	39,916,475	39,806,808
Other operating income	13	144,361,131	131,027,311
Other operating gains (losses)	14	260,844	(155,026)
Employee Costs		(133,241,569)	(137,446,531)
Tutor and writer expenses		(5,029,923)	(5,454,114)
Other operating expenses		(37,275,869)	(38,102,881)
Operating (deficit) surplus	15	8,991,089	(10,324,433)
Investment income	16	918,047	432,105
Finance costs	17	(80,799)	(52,933)
(Deficit) surplus for the year		9,828,337	(9,945,261)
Other comprehensive income:			
Items that will not be reclassified to profit or loss:			
Gains on property revaluation		-	76,020,859
Other comprehensive income for the year net of taxation		-	76,020,859
Total comprehensive income (loss) for the year		9,828,337	66,075,598

Botswana Open University

Annual Financial Statements for the year ended 31 March 2024

Statement of Changes in Equity

Figures in Pula	Revaluation reserve	Accumulated loss	Total equity
Balance at 01 April 2022	13,762,583	(43,225,240)	(29,462,657)
Deficit for the year	-	(9,945,261)	(9,945,261)
Other comprehensive income	76,020,859	-	76,020,859
Total comprehensive deficit for the year	76,020,859	(9,945,261)	66,075,598
Balance at 01 April 2023	89,783,442	(53,170,502)	36,612,940
Surplus for the year	-	9,828,337	9,828,337
Total comprehensive deficit for the year	-	9,828,337	9,828,337
Balance at 31 March 2024	89,783,442	(43,342,165)	46,441,277
Note(s)	8		

Botswana Open University

Annual Financial Statements for the year ended 31 March 2024

Statement of Cash Flows

Figures in Pula	Note(s)	2024	2023
Cash flows from operating activities			
(Loss) surplus before taxation		9,828,337	(9,945,261)
Adjustments for non-cash items:			
Depreciation, amortisation		8,172,708	10,436,381
Losses on exchange differences		18,156	155,026
Deferred capital grants		(8,245,336)	(9,536,440)
Adjust for items which are presented separately:			
Interest income		(918,047)	(432,105)
Finance costs		80,799	52,933
Changes in working capital:			
Trade and other receivables		444,855	(1,681,083)
Trade and other payables		5,626,053	2,941,170
Deferred income		15,328,040	(386,209)
Cash (used in) generated from operations		30,335,565	(8,395,588)
Interest income	16	918,047	432,105
Finance costs	17	(80,799)	(52,933)
Net cash from operating activities		31,172,813	(8,016,416)
Cash flows from investing activities			
Purchase of property, plant and equipment	3	(304,236)	(125,389)
Lease modification adjustment	5	(484,123)	-
Net cash from investing activities		(788,359)	(125,389)
Cash flows from financing activities			
Cash repayments on lease liabilities	4	-	(511,980)
Total cash movement for the year		30,384,454	(8,653,785)
Cash and cash equivalents at the beginning of the year		7,470,413	16,124,199
Cash and cash equivalents at the end of the year	7	37,854,867	7,470,414

Botswana Open University

Annual Financial Statements for the year ended 31 March 2024

Accounting Policies

1. Significant accounting policies

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

1.1 Basis of preparation

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

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

These accounting policies are consistent with the previous year.

1.2 Significant judgements and sources of estimation uncertainty

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

Critical judgements in applying accounting policies

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

Leases as lessee

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

Key sources of estimation uncertainty

Impairment of financial assets

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

Impairment testing

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

Botswana Open University

Annual Financial Statements for the year ended 31 March 2024

Accounting Policies

1.2 Significant judgements and sources of estimation uncertainty (continued)

Useful lives of property, plant and equipment

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

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

Provisions

Provisions are inherently based on assumptions and estimates using the best information available. During the year no provisions were made (2023:P Nil)

Contingent Liabilities

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

1.3 Investment 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.

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

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

1.4 Property, plant and equipment

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

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

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

Botswana Open University

Annual Financial Statements for the year ended 31 March 2024

Accounting Policies

1.4 Property, plant and equipment (continued)

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

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

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

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

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

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

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

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

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

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

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

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:

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Accounting Policies

1.5 Financial instruments (continued)

- 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.

Financial liabilities:

- Amortised cost;

Note 20 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:

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Accounting Policies

1.5 Financial instruments (continued)

Trade and other receivables

Classification

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

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

Recognition and measurement

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

They are subsequently measured at amortised cost.

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

Application of the effective interest method

For receivables which contain a significant financing component, interest income is calculated using the effective interest method, and is included in profit or loss in investment income (note 16).

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

Impairment

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

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

Measurement and recognition of expected credit losses

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

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

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Accounting Policies

1.5 Financial instruments (continued)

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 15).

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 3(note 6) and the financial instruments and risk management (note 20).

Derecognition

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

Trade and other payables

Classification

Trade and other payables (note 10), excluding VAT and amounts received in advance, are classified as financial liabilities subsequently measured at amortised cost.

Recognition and measurement

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

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

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

If trade and other payables contain a significant financing component, and the effective interest method results in the recognition of interest expense, then it is included in profit or loss in finance costs (note 17).

Trade and other payables expose the university to liquidity risk and possibly to interest rate risk. Refer to note 20 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.

Botswana Open University

Annual Financial Statements for the year ended 31 March 2024

Accounting Policies

1.5 Financial instruments (continued)

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

Current tax assets and liabilities

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

1.7 Leases

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

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

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

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.

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Accounting Policies

1.7 Leases (continued)

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 15) on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

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

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

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

Lease liability

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

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

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

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

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

The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect lease payments made. Interest charged on the lease liability is included in finance costs (note 17).

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.

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;

Botswana Open University

Annual Financial Statements for the year ended 31 March 2024

Accounting Policies

1.7 Leases (continued)

- any estimated costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, when the university incurs an obligation to do so, unless these costs are incurred to produce inventories; and
- less any lease incentives received.

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

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

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

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

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

1.8 Impairment of assets

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

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.

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Accounting Policies

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 aid), are recognised in the period in which the service is rendered and are not discounted.

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

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

Defined contribution plans

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

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

1.10 Provisions and contingencies

Provisions are recognised when:

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

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

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

Provisions are not recognised for future operating losses.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 23.

1.11 Government grants

Government grants are recognised when there is reasonable assurance that:

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

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

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

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

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

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Accounting Policies

1.11 Government grants (continued)

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.

1.12 Revenue from contracts with customers

The university recognises revenue from the following major sources:

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

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

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

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

1.13 Translation of foreign currencies

Foreign currency transactions

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

At the end of the reporting period:

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

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

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

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

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

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

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Notes to the Annual Financial Statements

Figures in Pula

2024

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2. New Standards and Interpretations

2.1 Standards and interpretations not yet effective

The company has chosen not to early adopt the following standards and interpretations, which have been published and are mandatory for the company's accounting periods beginning on or after 01 April 2024 or later periods:

Standard/ Interpretation:	Effective date: Years beginning on or after	Expected impact:
• IFRS S1 General requirements for disclosure of sustainability and related Financial Information	01 January 2024	Unlikely there will be a material impact
• Lack of exchangeability - amendments to IAS 21	01 January 2025	Unlikely there will be a material impact
• Supplier finance arrangements - amendments to IAS 7 and IFRS 7	01 January 2024	Unlikely there will be a material impact
• Non-current liabilities with covenants - amendments to IAS 1	01 January 2024	Unlikely there will be a material impact
• Lease liability in a sale and leaseback	01 January 2024	Unlikely there will be a material impact
• IFRS S2 Climate-related Disclosures	01 January 2024	Unlikely there will be a material impact

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Notes to the Annual Financial Statements

Figures in Pula

2024

2023

3. Property, plant and equipment

	2024			2023		
	Cost or revaluation	Accumulated depreciation	Carrying value	Cost or revaluation	Accumulated depreciation	Carrying value
Buildings	214,506,006	(4,290,128)	210,215,878	214,506,006	-	214,506,006
Furniture and fixtures	3,507,946	(3,476,377)	31,569	3,507,946	(3,462,670)	45,276
Motor vehicles	8,675,135	(8,675,115)	20	9,526,034	(9,488,424)	37,610
Office equipment	22,199,375	(20,476,872)	1,722,503	22,122,197	(18,967,818)	3,154,379
IT equipment	21,752,788	(20,737,338)	1,015,450	21,525,729	(19,336,396)	2,189,333
Capital - Work in progress	47,697	-	47,697	47,697	-	47,697
Total	270,688,947	(57,655,830)	213,033,117	271,235,609	(51,255,308)	219,980,301

Reconciliation of property, plant and equipment - 2024

	Opening balance	Additions	Depreciation	Total
Buildings	214,506,006	-	(4,290,128)	210,215,878
Furniture and fixtures	45,276	-	(13,707)	31,569
Motor vehicles	37,610	-	(37,590)	20
Office equipment	3,154,379	77,177	(1,509,053)	1,722,503
IT equipment	2,189,333	227,059	(1,400,942)	1,015,450
Capital - Work in progress	47,697	-	-	47,697
	219,980,301	304,236	(7,251,420)	213,033,117

Botswana Open University

Annual Financial Statements for the year ended 31 March 2024

Notes to the Annual Financial Statements

3. Property, plant and equipment (continued)

Reconciliation of property, plant and equipment - 2023

	Opening balance	Additions	Revaluations	Depreciation	Total
Buildings	142,163,823	-	76,020,858	(3,678,675)	214,506,006
Furniture and fixtures	438,918	-	-	(393,642)	45,276
Motor vehicles	905,745	-	-	(868,135)	37,610
Office equipment	4,979,847	49,972	-	(1,875,440)	3,154,379
IT equipment	4,829,631	75,417	-	(2,715,715)	2,189,333
Capital - Work in progress	47,697	-	-	-	47,697
	153,365,661	125,389	76,020,858	(9,531,607)	219,980,301

Revaluations

A revaluation of buildings on Lot 39972 Gaborone, Lot 4742 Gaborone, Lot 31403 Francistown and Lot 6342 Maun, was performed by Mr Benedict Kgosilentswe (registered valuer (BSC (Hons)(Estate Management.), MRICS, MREIB, Professional Member of the Royal Institution of Chartered Surveyors, an independent valuer on 30 April 2023. The valuation conforms to the International Valuation Standards and was based on recent market data on similar properties transacted on an arm's length basis. This valuation was performed using the Depreciated Replacement Value. This is an acceptable method of valuation of such property.

Botswana Open University

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Notes to the Annual Financial Statements

3. Property, plant and equipment (continued)

Details of properties

Lot 39972

-Capitalised expenditure	30,751,167	30,751,167
- Revaluation	24,918,319	24,918,319
	55,669,486	55,669,486

Palapye

- Lot 19692 (Capitalised expenditure)	610,000	610,000
-Lot 6467 (Capitalised expenditure)	60,000	60,000
- Lot 6468 (Capitalised expenditure)	60,000	60,000
- Lot 6469 (Capitalised expenditure)	60,000	60,000
- Lot 6470(Capitalised expenditure)	60,000	60,000
- Lot 6471 (Capitalised expenditure)	60,000	60,000
- Lot 6472 (Capitalised expenditure)	60,000	60,000
	970,000	970,000

Lot 4742

- Capitalised property grant	19,784,633	19,784,633
- Revaluation	18,465,367	18,465,367
	38,250,000	38,250,000

Francistown

- Lot 31403 (Capitalised expenditure)	16,143,613	16,143,613
- Revaluation	36,356,387	36,356,387
- Lot 31645 (Capitalised expenditure)	3,650,000	3,650,000
	56,150,000	56,150,000

Lot 6342 Maun

- Capitalised expenditure	66,785,462	66,785,462
- Revaluation	(285,167)	(285,167)
	66,500,295	66,500,295

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

4. Leases (university as lessee)

The university's Palapye Campus located at Plot 1006/3/0 is operating under a lease arrangement. The details for the right of use pertaining to this property as a Right of Use Asset are presented below:

	2024			2023		
	Cost or revaluation	Accumulated depreciation	Carrying value	Cost or revaluation	Accumulated depreciation	Carrying value
Buildings	2,280,075	(1,277,623)	1,002,452	2,280,075	(1,776,902)	503,173

Botswana Open University

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Notes to the Annual Financial Statements

4. Leases (university as lessee) (continued)

Net carrying amounts of right-of-use assets

The carrying amounts of right-of-use assets are included in the following line items:

Buildings	1,002,452	503,173
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Depreciation recognised on right-of-use assets

Depreciation recognised on each class of right-of-use assets, is presented below. It includes depreciation which has been expensed in the total depreciation charge in profit or loss (note 15), as well as depreciation which has been capitalised to the cost of other assets.

Buildings	453,569	234,456
Lease modifications	990,402	285,512
	1,443,971	519,968

Other disclosures

Interest expense on lease liabilities	80,799	52,933
Lease repayments	564,923	52,933

Lease liabilities

Lease liabilities have been included in the borrowings line item on the statement of financial position. Refer to note Borrowings.

The maturity analysis of lease liabilities is as follows:

Within one year	564,935	600,000
Two to five years	570,905	-
	1,135,840	600,000
Less finance charges component	(48,376)	(18,364)
	1,087,464	581,636

Non-current liabilities	570,905	-
Current liabilities	516,559	581,366
	1,087,464	581,366

Reconciliation of movement in lease liability

Opening balance	581,366	1,376,617
Interest expense	80,799	52,933
Lease modification	990,222	(283,271)
Lease payments	(564,923)	(564,913)
	1,087,464	581,366

Botswana Open University

Annual Financial Statements for the year ended 31 March 2024

Notes to the Annual Financial Statements

5. Investment property

	2024			2023		
	Cost / Valuation	Accumulated depreciation	Carrying value	Cost / Valuation	Accumulated depreciation	Carrying value
Investment property	21,517,416	(3,906,400)	17,611,016	21,517,416	(3,476,054)	18,041,362

Reconciliation of investment property - 2024

	Opening balance	Depreciation	Total
Investment property	18,041,362	(430,346)	17,611,016

Reconciliation of investment property - 2023

	Opening balance	Depreciation	Total
Investment property	18,471,708	(430,346)	18,041,362

Details of property

Lot 39972

Terms and conditions
-Capitalised expenditure
-Revaluation

2,466,993	2,466,993
5,873,759	5,873,759
8,340,752	8,340,752

Lot 6342

Terms and conditions
-Capitalised expenditure
-Revaluation

10,676,262	10,676,262
2,500,402	2,500,402
13,176,664	13,176,664

Details of valuation

Fair values for the investment properties were determined by an independent valuer, Mr Benedict Kgosilentswe (registered valuer (BSC (Hons)(Estate Management.)), MRICS, MREIB, Professional Member of the Royal Institution of Chartered Surveyors, of Riberry on the 30th of April 2023. Riberry is 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	943,333	944,349
Direct operating expenses from rental generating property	(70,209)	(67,139)
	873,124	877,210

Investment property located in (a foreign country: specify) is governed by that country's exchange controls and therefore the rental income and proceeds from any sale of that investment property are not available to the company:

Botswana Open University

Annual Financial Statements for the year ended 31 March 2024

Notes to the Annual Financial Statements

6. Trade and other receivables

Financial instruments:

Trade receivables	339,846	330,785
Loss allowance on trade receivables	(339,846)	(328,727)
Trade receivables at amortised cost	-	2,058
Other receivable	324,895	483,697

Non-financial instruments:

Employee costs in advance	76,128	76,128
Prepayments	1,186,707	1,470,702
Total trade and other receivables	1,587,730	2,032,585

Split between non-current and current portions

Current assets	1,587,730	2,032,585
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Financial instrument and non-financial instrument components of trade and other receivables

At amortised cost	324,895	485,755
Non-financial instruments	1,262,835	1,546,830
	<u>1,587,730</u>	<u>2,032,585</u>

Exposure to credit risk

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

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

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

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

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:

Expected credit loss rate:

More than 120 days past due: 100% (2023: 100%)

2024	2024	2023	2023
Estimated gross carrying amount at default	Loss allowance (Lifetime expected credit loss)	Estimated gross carrying amount at default	Loss allowance (Lifetime expected credit loss)
339,846	(339,846)	330,785	(328,727)

Botswana Open University

Annual Financial Statements for the year ended 31 March 2024

Notes to the Annual Financial Statements

Figures in Pula	2024	2023
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6. Trade and other receivables (continued)

Reconciliation of loss allowances

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

Opening balance	(328,727)	(297,838)
Current year charge	(11,119)	(30,889)

Fair value of trade and other receivables

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

7. Cash and cash equivalents

Cash and cash equivalents consist of:

Cash on hand	-	(218)
Bank balances	28,840,137	6,836,180
Short-term deposits	9,014,730	634,451
	37,854,867	7,470,413

8. Revaluation reserve

The revaluation reserve relates to the revaluation of property, plant and equipment and investment properties for the university

Buildings	81,409,281	81,409,281
Investment property	8,374,161	8,374,161
	89,783,442	89,783,442

9. Deferred capital grant

The grants recognised in the annual financial statements are capital grants. These are for the purchase of fixed assets used by the University over the years. The details of the grants are as per the below:

Reconciliation of deferred capital grants

Opening balance	148,545,945	158,082,385
Additions	304,236	125,388
Amortisation	(7,978,667)	(9,661,828)
	140,871,514	148,545,945

10. Trade and other payables

Financial instruments:

Trade payables	4,692,912	4,058,042
Accrued leave pay	48,924,718	44,623,003
Other accrued expenses	1,940,965	1,397,441
Other payables	4,076,649	3,912,549
	59,635,244	53,991,035

Botswana Open University

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Notes to the Annual Financial Statements

Figures in Pula	2024	2023
11. Deferred income		
Deferred income for the current year and prior year are composed of the deferred tuition fees income already received from students but the university had not yet offered tuition to the students as at year end as well as Government grants for other University projects not yet utilised .		
Reconciliation of deferred income		
Opening balance	8,296,547	8,682,756
Additions	8,624,587	8,296,547
Other Projects	15,000,000	-
Realised in income	(8,296,547)	(8,682,756)
	23,624,587	8,296,547
12. Revenue		
Revenue from contracts with customers		
Student application and tuition fees	39,916,475	39,806,808
13. Other operating income		
Rental income	948,333	944,349
Amortisation of capital grants	8,519,888	9,661,828
Tender sales	5,530	188,185
Bad debts recovered	(633,252)	(165,458)
Other income	1,755,705	2,788,115
Government grants	133,764,927	117,610,292
	144,361,131	131,027,311
14. Other operating gains (losses)		
Gains (losses) on disposals, scrapings and settlements		
Property, plant and equipment	3 279,000	-
Foreign exchange gains (losses)		
Net foreign exchange loss	(185,998)	(155,026)
Total other operating gains (losses)	93,002	(155,026)
15. Operating profit (loss)		
Operating (deficit) surplus for the year is stated after charging (crediting) the following, amongst others:		
Auditor's remuneration - external		
Audit fees	315,022	507,592
Employee costs		
Salaries, wages, bonuses and other benefits	80,514,405	82,027,262
Allowances	27,863,734	29,464,182
Gratuity expenses	16,938,084	18,247,612
Retirement benefit plans: defined contribution expense	7,925,346	7,707,475
Total employee costs	133,241,569	137,446,531

Botswana Open University

Annual Financial Statements for the year ended 31 March 2024

Notes to the Annual Financial Statements

Figures in Pula	2024	2023
15. Operating profit (loss) (continued)		
Depreciation and amortisation		
Depreciation of investment property on the cost model	430,346	430,346
Depreciation of property, plant and equipment	7,251,420	9,531,607
Depreciation of right-of-use assets	490,942	474,428
Total depreciation and amortisation	8,172,708	10,436,381
Tutor and writer expenses		
Tutor related fees (Tertiary and open schooling)	4,069,785	4,426,085
Marking and writers expenses	1,792,810	1,028,029
Other operating expenses		
Administration and management fees	610,479	410,608
Auditors remuneration -External Audit	315,022	507,592
Bank Charges	1,352,200	1,458,090
Cleaning	1,183,139	1,206,750
Consulting fees	46,190	49,228
Consumables	27,432	34,889
Depreciation	8,172,708	10,436,381
Entertainment	52,344	29,767
Examination expenses	1,087,686	1,057,389
IT expenses	2,975,855	1,720,473
Insurance	1,948,130	2,425,295
Learner materials	343,817	455,561
Library resources	313,994	109,059
License fees	3,156,247	3,169,984
Moderator fees	141,228	323,322
Motor vehicle expenses	228,232	277,817
Other expenses	932,308	305,452
Partnership fees, development and maintenance	641,696	287,464
Postage	39,401	75,511
Printing and stationery	93,829	164,257
Programs expenditure	1,085,547	895,041
Promotions	504,766	642,397
Protective clothing	34,901	49,789
Repairs and maintenance	5,789,984	5,523,853
Security	1,068,973	1,043,400
Staff welfare	496,619	603,924
Subscriptions	323,924	414,041
Teaching aids and audio cassettes	173,286	96,463
Telephone and fax	311,554	318,219
Training	157,525	94,260
Travel-external	268,976	254,966
Travel-local	310,811	433,144
Utility costs	3,092,579	3,024,288
	37,281,382	37,898,674
16. Investment income		
Interest income		
Investments in financial assets:		
Bank and other cash	918,047	432,105

Botswana Open University

Annual Financial Statements for the year ended 31 March 2024

Notes to the Annual Financial Statements

Figures in Pula	2024	2023
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17. Finance costs

Lease liabilities	80,799	52,933
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18. Taxation

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

19. Related parties

Relationships

The main financier and guarantor

Executive Management

Government of Botswana-Ministry of Education and Skills Development
 Professor K. Moahi- Vice Chancellor (Ag)
 Dr Godson Gatsha-Deputy Vice Chancellor (Student Services)
 Dr Lesedi L. Lesetedi- Vice Chancellor (Corporate Services)
 Professor Gbolagade Adekamnbi-Deputy Vice Chancellor (Academic Services) (Ag)

Related party transactions

Government grants

Subvention	149,036,515	117,610,291
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Council sittings

Council sitting fees	288,415	174,814
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Compensation to directors and other key management

Short-term employee benefits	4,079,470	5,328,788
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Botswana Open University

Annual Financial Statements for the year ended 31 March 2024

Notes to the Annual Financial Statements

Figures in Pula	2024	2023
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20. Financial instruments and risk management

Categories of financial instruments

Categories of financial assets

2024

	Note(s)	Amortised cost	Total	Fair value
Trade and other receivables	6	324,895	324,895	324,895
Cash and cash equivalents	7	37,854,867	37,854,867	37,854,867
		38,179,762	38,179,762	38,179,762

2023

	Note(s)	Amortised cost	Total	Fair value
Short term deposits		634,451	634,451	634,451
Trade and other receivables	6	485,755	485,755	485,755
Cash and cash equivalents	7	6,836,180	6,836,180	6,836,180
		7,956,386	7,956,386	7,956,386

Categories of financial liabilities

2024

	Note(s)	Amortised cost	Leases	Total	Fair value
Trade and other payables	10	59,803,086	-	59,803,086	59,803,086
Finance lease obligations	4	-	1,087,464	1,087,464	1,087,464
		59,803,086	1,087,464	60,890,550	60,890,550

2023

	Note(s)	Amortised cost	Leases	Total	Fair value
Trade and other payables	10	53,991,035	-	53,991,035	53,991,035
Finance lease obligations	4	-	581,366	581,366	581,366
		53,991,035	581,366	54,572,401	54,572,401

Botswana Open University

Annual Financial Statements for the year ended 31 March 2024

Notes to the Annual Financial Statements

Figures in Pula	2024	2023
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20. Financial instruments and risk management (continued)

Financial risk management

Overview

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

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

The Council Members has 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 committee reports quarterly to the Council on its activities.

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

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

Credit risk

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

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

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

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

For trade receivables and contract assets 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, contract assets and lease 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:

Botswana Open University

Annual Financial Statements for the year ended 31 March 2024

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Figures in Pula

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2023

20. Financial instruments and risk management (continued)

		2024			2023		
		Gross carrying amount	Credit loss allowance	Amortised cost / fair value	Gross carrying amount	Credit loss allowance	Amortised cost / fair value
Trade and other receivables	6	1,927,576	(339,846)	1,587,730	2,361,312	(328,727)	2,032,585
Cash and cash equivalents	7	37,854,867	-	37,854,867	7,470,631	-	7,470,631
		39,782,443	(339,846)	39,442,597	9,831,943	(328,727)	9,503,216

Liquidity risk

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

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

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

2024

		Less than 1 year	Total	Carrying amount
Current liabilities				
Trade and other payables	10	59,635,244	59,635,244	59,635,244
Lease liabilities	4	516,559	516,559	516,559

2023

		Less than 1 year	Total	Carrying amount
Current liabilities				
Trade and other payables	10	53,991,035	53,991,035	53,991,035
Lease liabilities	4	581,366	581,366	581,366

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 the South African Rand.

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

Botswana Open University

Annual Financial Statements for the year ended 31 March 2024

Notes to the Annual Financial Statements

Figures in Pula	2024	2023
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20. Financial instruments and risk management (continued)

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:

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

10	17,816	-
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ZAR exposure:

Current liabilities:

Trade and other payables

10	620,770	217,166
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Exchange rates

Pula per unit of foreign currency:

US Dollar

13.974	-
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South African Rand

0.750	0.722
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Foreign currency sensitivity analysis

The following information presents the sensitivity of the university to an increase or decrease in the respective currencies it is exposed to. The sensitivity rate is the rate used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the reasonably possible change in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated amounts and adjusts their translation at the reporting date. No changes were made to the methods and assumptions used in the preparation of the sensitivity analysis compared to the previous reporting period. The impact of a change by 10% to all the foreign currencies was calculated and is not material hence not disclosed separately.

21. Going concern

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

The Council Members believe that the university has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual financial statements have been prepared on a going concern basis. The Council Members have satisfied is that the university is not in a sound financial position (accumulated losses of P43 342 165 (2023 : P53 170 500) and current liabilities exceeds current assets by P44 333 793 (2023: P53 365 950), it has access to sufficient funding to meet its foreseeable cash requirements. The Council Members are not aware of any new material changes that may adversely impact the university. The Council Members are also not aware of any material non-compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the university.

22. Events after the reporting period

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

Botswana Open University

Annual Financial Statements for the year ended 31 March 2024

Notes to the Annual Financial Statements

Figures in Pula

2024

2023

23. Contingencies

The university has no material contingencies as at year end.

24. Commitments**Authorised capital expenditure**

The university did not have any commitments as at year end

Botswana Open University

Annual Financial Statements for the year ended 31 March 2024

Detailed Income Statement

Figures in Pula	Note(s)	2024	2023
Revenue			
Rendering of services		39,916,475	39,806,808
Other operating income			
Other rental income		948,333	944,349
Amortisation of capital grant		8,519,888	9,661,828
Tenders		5,530	188,185
Bad debts recovered		(633,252)	(165,458)
Other income		1,755,705	2,788,115
Government grants		133,764,927	117,610,292
	13	144,361,131	131,027,311
Other operating gains (losses)			
Gains on disposal of assets or settlement of liabilities		279,000	-
Foreign exchange losses		(18,156)	(155,026)
	14	260,844	(155,026)
Expenses (Refer to page 41)		(175,547,361)	(181,169,197)
Operating (deficit) surplus	15	8,991,089	(10,324,433)
Investment income	16	918,047	432,105
Finance costs	17	(80,799)	(52,933)
Profit (loss) for the year		9,828,337	(9,945,261)

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

Botswana Open University

Annual Financial Statements for the year ended 31 March 2024

Detailed Income Statement

Figures in Pula	Note(s)	2024	2023
Other operating expenses			
Administration and management fees		(610,479)	(410,608)
Auditor's remuneration - external audit	15	(315,022)	(507,592)
Bank charges		(1,352,200)	(1,458,090)
Cleaning		(1,183,139)	(1,206,750)
Consulting and professional fees - legal fees		(46,190)	(49,228)
Consumables		(27,432)	(34,899)
Depreciation		(8,172,708)	(10,436,381)
Employee costs		(133,241,569)	(137,446,531)
Entertainment		(52,344)	(29,767)
Examination expenses		(1,087,686)	(1,057,389)
IT expenses		(2,975,855)	(1,720,473)
Insurance		(1,948,130)	(2,425,295)
Learner materials		(343,817)	(455,561)
Library resources		(313,994)	(109,059)
License fees		(3,156,247)	(3,169,984)
Moderator fees		(141,228)	(323,322)
Motor vehicle expenses		(228,232)	(277,817)
Other expenses		(926,795)	(305,452)
Partnership fees		(641,696)	(287,464)
Postage		(39,401)	(75,511)
Printing and stationery		(93,829)	(164,257)
Programs expenditure		(1,085,547)	(895,041)
Promotions		(504,766)	(642,397)
Protective clothing		(34,901)	(49,789)
Repairs and maintenance		(5,789,984)	(5,523,853)
Security		(1,068,973)	(1,043,400)
Staff welfare		(496,619)	(603,924)
Subscriptions		(323,924)	(414,041)
Teaching aids		(173,286)	(96,463)
Telephone and fax		(311,554)	(318,219)
Training		(157,525)	(94,260)
Travel - external		(268,976)	(254,966)
Travel - local		(310,811)	(433,144)
Tutor and writer expenses		(5,029,923)	(5,454,114)
Utility costs		(3,092,579)	(3,228,485)
		(175,547,361)	(181,169,197)

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Botswana Open
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Inspire Tomorrow, Today



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