

INSPIRE TOMORROW, TODAY



Botswana Open
University

ANNUAL
REPORT

2024
2025



Botswana Open
University

INTEGRATED ANNUAL REPORT 2024/25



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Botswana Open University
Headquarters - Gaborone
Botswana

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LIST OF **ACRONYMS**

APPQAC - Academic Programmes Policy and Quality Assurance Committee

BLC-Botswana Libraries Consortium

BOTSREN - Botswana Research and Education Network

BOTPECO - Botswana Teaching Professionals Council

BNLS - Botswana National Library Services

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

EIFL - Electronic Information for Libraries

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

MKCT - Ministry of Knowledge, Communication and Technology

ODL - Open and Distance Learning

OER - Open Educational Resources

PCF - Pan Commonwealth Forum

SMT - Senior Management Team

SAISE- ASB - South African Institute for Distance Education - African Storybook

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

TAWU - Trainers and Allied Workers Union

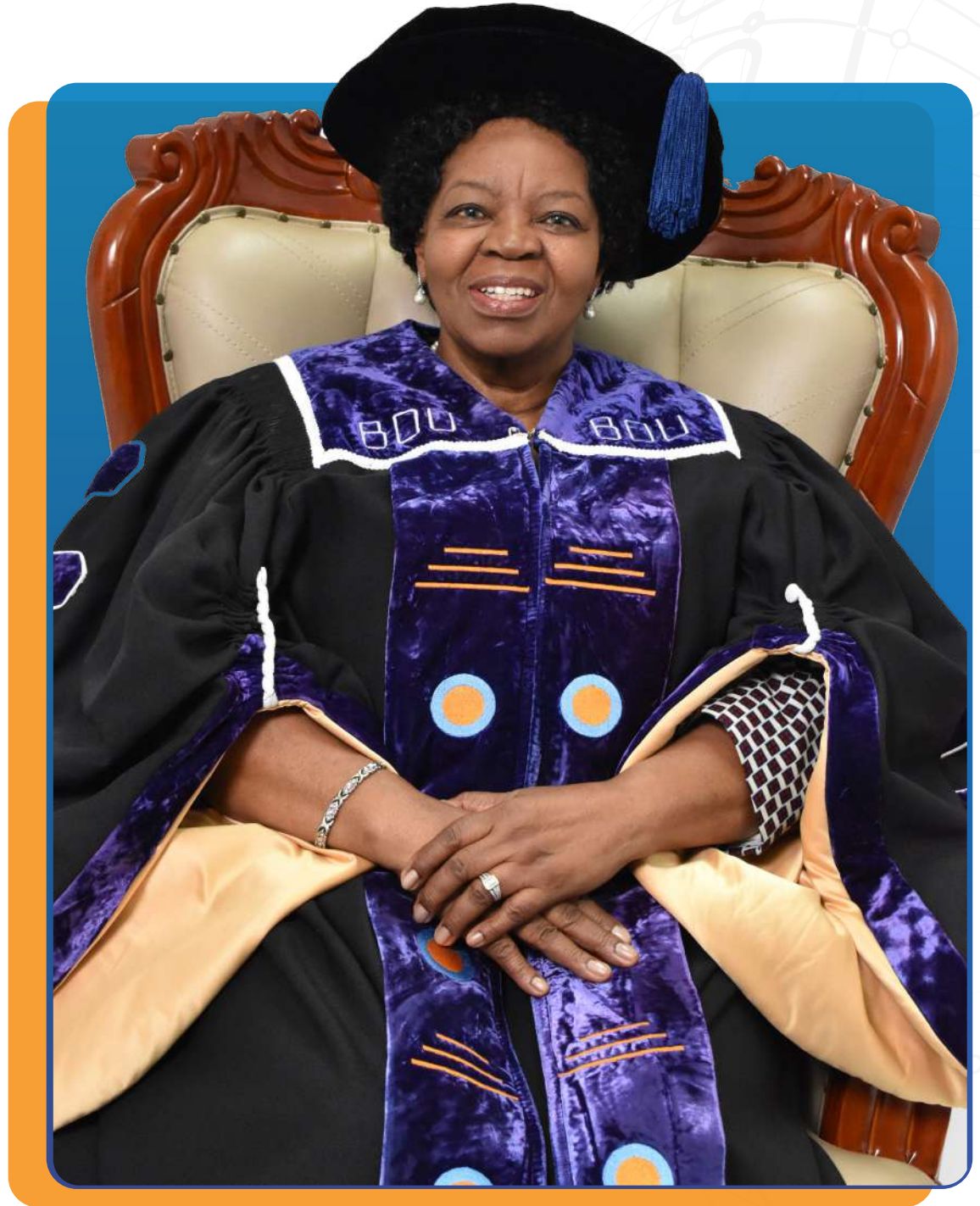
UNISA - University of South Africa

WACREN - West and Central African and Education Network





BOU CHANCELLOR



Prof. Sheila D Tlou
BOU Chancellor

FOREWORD BY THE CHANCELLOR

Botswana Open University once more wishes to account for its operations for the just ended year, 2024-2025, as it is mandatory as per the BOU Act. The just ended year was one of the most challenging periods in the history of the University due to the prevailing economic status. Despite the challenge stated above, the University was able to deliver on its mandate. The University has concluded second year of the 2023-2028 Strategic Plan, whose theme is "An Inclusive Open University". Despite the various challenges it has faced, the University has made some strides in promoting inclusivity. The University has continued to open access to all regardless of status, background, ethnicity, age or any form of discrimination. However, the University notes that due to financial challenges, there are still other segments of the community that require attention such as the blind, the deaf and other disadvantaged groups, who may not yet be receiving the support that they need, due to limited requisite facilities and resources. The University is working hard to ensure that such marginalised communities are accommodated in both its curriculum and delivery. I plead with BOU stakeholders to come forward and support the University in creating an environment that recognises diversity and offers equal opportunities for all. Let our openness and flexibility benefit the world. This can only be achieved through collaboration and partnerships with stakeholders.

During the reporting period, BOU for the first time hosted an international conference on Open and Distance Learning running under the theme "Exploring Teaching & Learning in Open & Distance Learning". The conference was a great success attracting numerous participants from several countries across Africa and beyond. The University is once again scheduled to host another international conference in September 2025. This upcoming conference is expected to bring together educationists, academics, policy makers as well as captains of industry to better understand and appreciate the opportunities that Open and Distance Learning presents particularly in widening access to education, bridging the digital divide and advancing the social and economic development of communities and countries.

It is always a pleasure for me to recognise the BOU Council for the sterling work that it continues to do. The University faced significant financial challenges during the reporting year. Despite these difficulties, the University still managed to achieve notable milestones in fulfilling its mandate as outlined in this report. This progress is largely attributed to the diligence, prudence and strategic foresight of the distinguished men and women of the BOU Council.

I wholeheartedly congratulate the Council members for their unwavering commitment to the growth and sustainability of the University. It would be remiss of me not to extend the same appreciation to the BOU Executive Leadership and Staff, whose resilience in the face of adversity kept the BOU ship afloat. The Acting Vice Chancellor assumed office during a particularly trying time and through her capable strategic leadership, BOU has remained steadfast. Management has acknowledged that the challenges confronting the institution cannot be simply wished away. Through focused and deliberate effort, they have steered the University on a path of stability and continuity. This achievement would not have been possible without the collective efforts of the Executive Team and staff members. Bagaetsho, you have done exceptionally well, and I am proud of you.

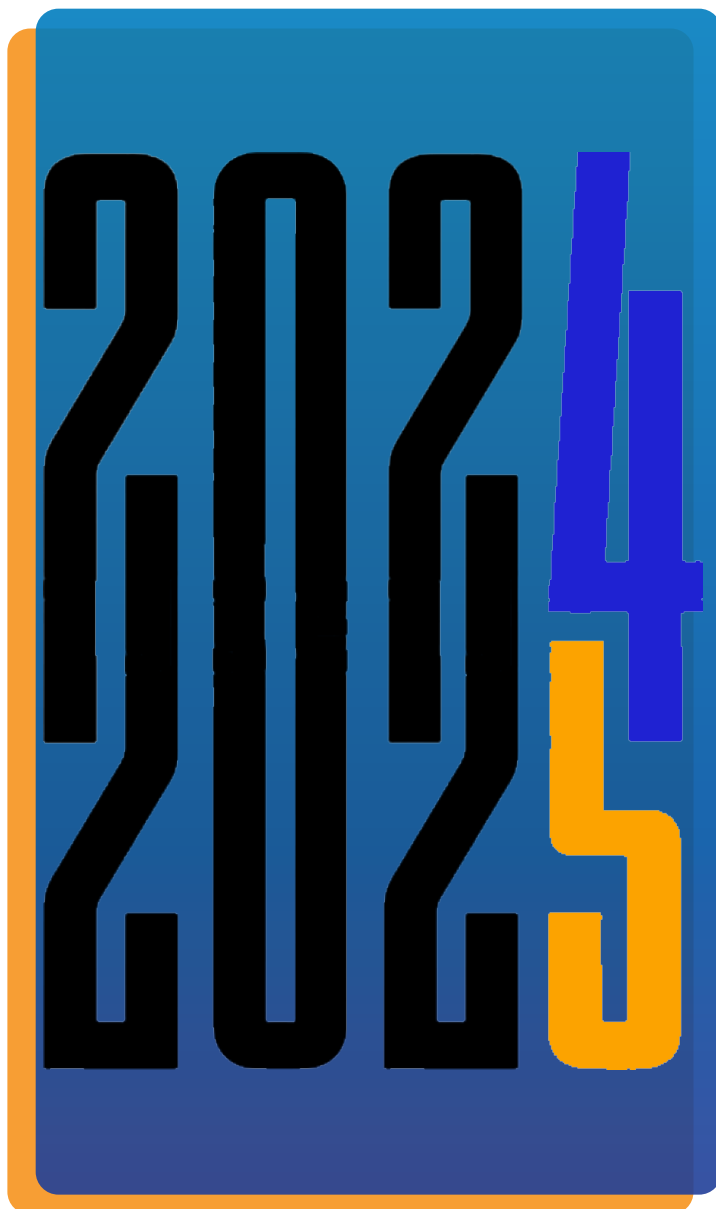
I wish to conclude my message by extending my heartfelt appreciation to all the students who chose BOU as their institution of choice to advance their studies. I trust that your student experience at BOU, has played a meaningful role in shaping you both personally and professionally. The University's flexible mode of learning enabled you to pursue life changing academic goals while also attending to other important aspects of your life. This unique approach is a defining feature of Open and Distance Learning, and you have demonstrated that it is indeed possible to thrive in such an environment. I encourage you to go out into the world and become BOU's ambassadors as you have first-hand experience as online learners. With your first-hand experience as online learners, you are in a powerful position to reshape public perceptions about Open and Distance Learning in this country and beyond. You are living testimonies of what impact that this mode of education can have. Thank you once again.

Botswana Open University remains the only reputable and exclusively Open and Distance Learning institution in Botswana that exists to transform people's lives in and outside Botswana. As the world increasingly embraces flexible and accessible education, let us take pride in having such an institution right at our doorstep, Botswana Open University.

BOU inspires tomorrow, today.

Prof. Sheila D Tlou
BOU Chancellor

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.

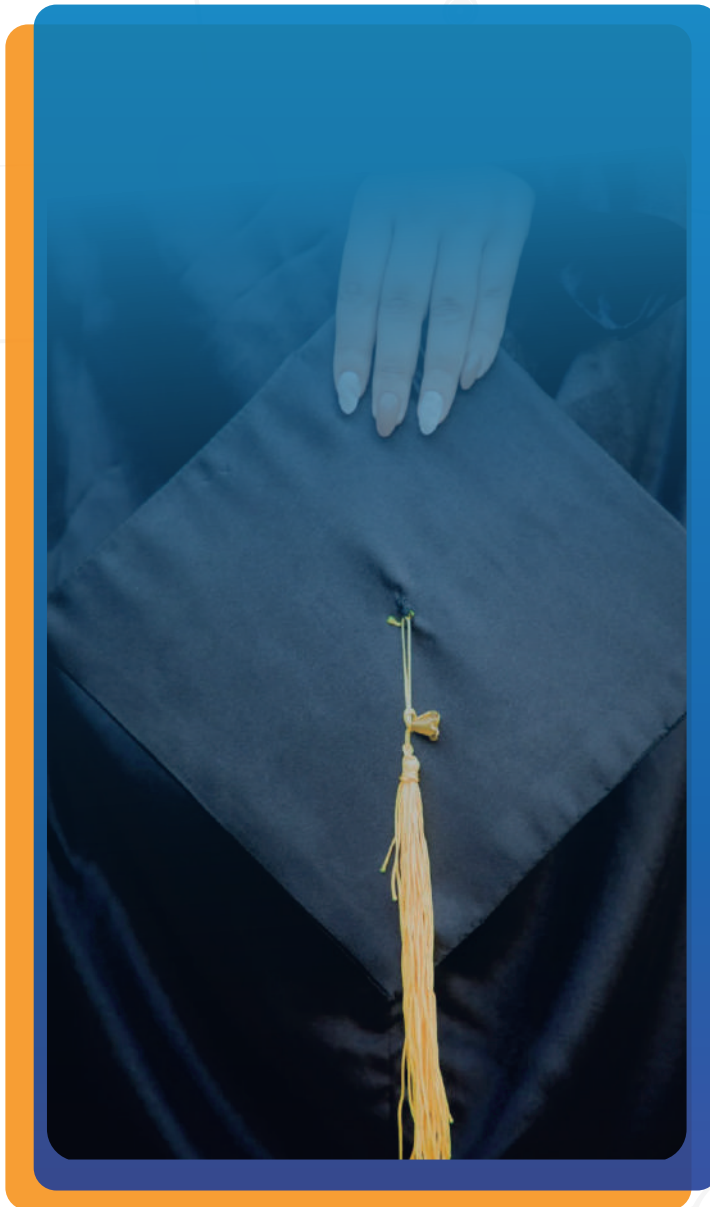
Scope

The Report covers operations over the reporting period from the 1st April 2024 to the 31st March 2025. 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

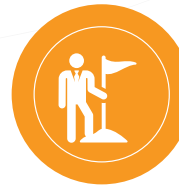
The Botswana Open University Act, No 13 of 2017 requires the submission of an Annual Report within six (6) months of the end of the Financial year to the Minister of Higher Education, which is by 30th September of every year. Therefore, this report is a fulfilment of the statutory requirement. Council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

ABOUT THE **BOTSWANA OPEN UNIVERSITY**



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-Centeredness
- » Inclusivity
- » Innovation
- » Collegiality

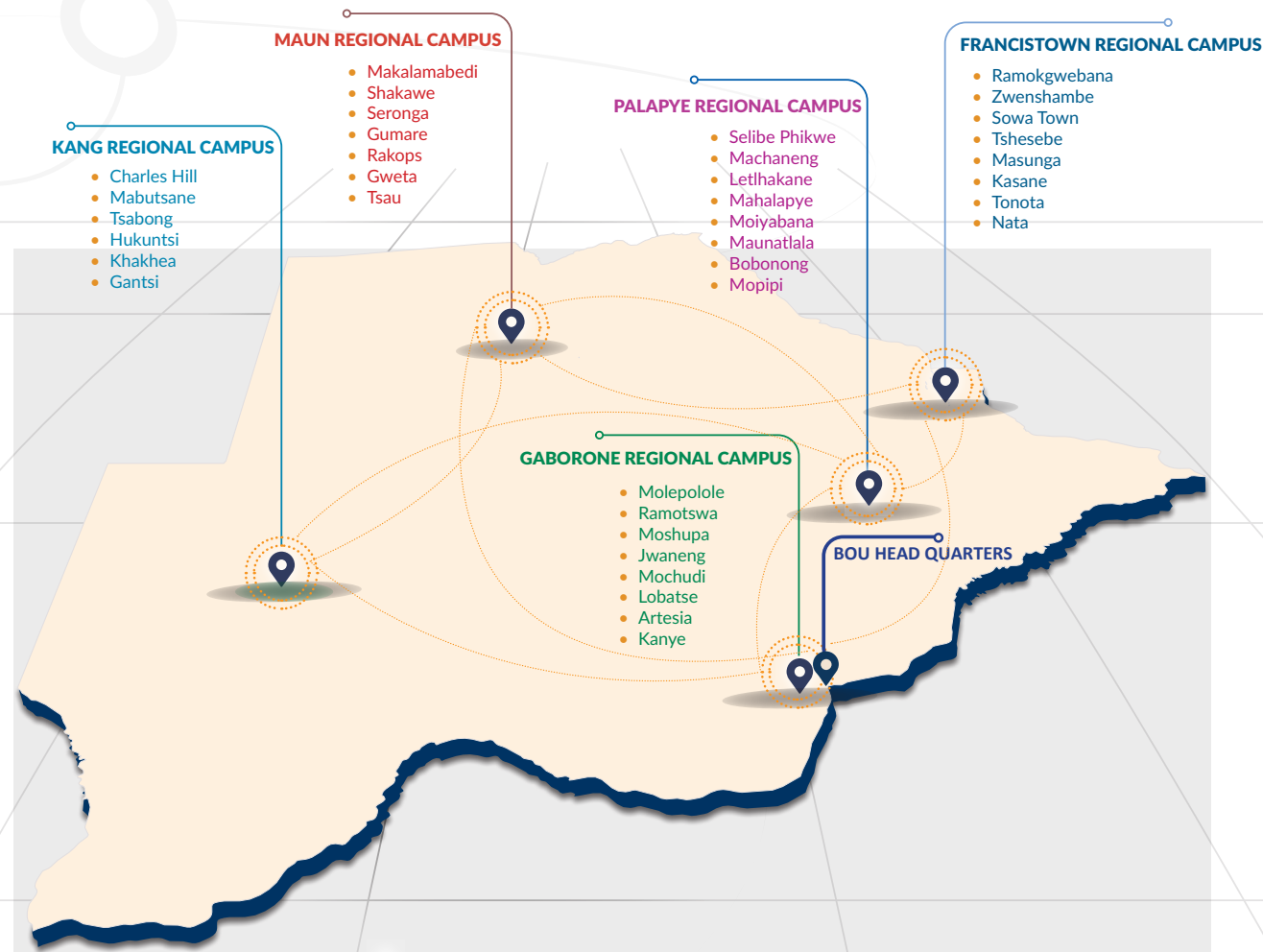
WHAT WE DO

- » Teaching and Learning
- » Curriculum Development
- » Inclusivity
- » Programme Development
- » Research and Innovation
- » Continuing Professional Development
- » Community Engagement

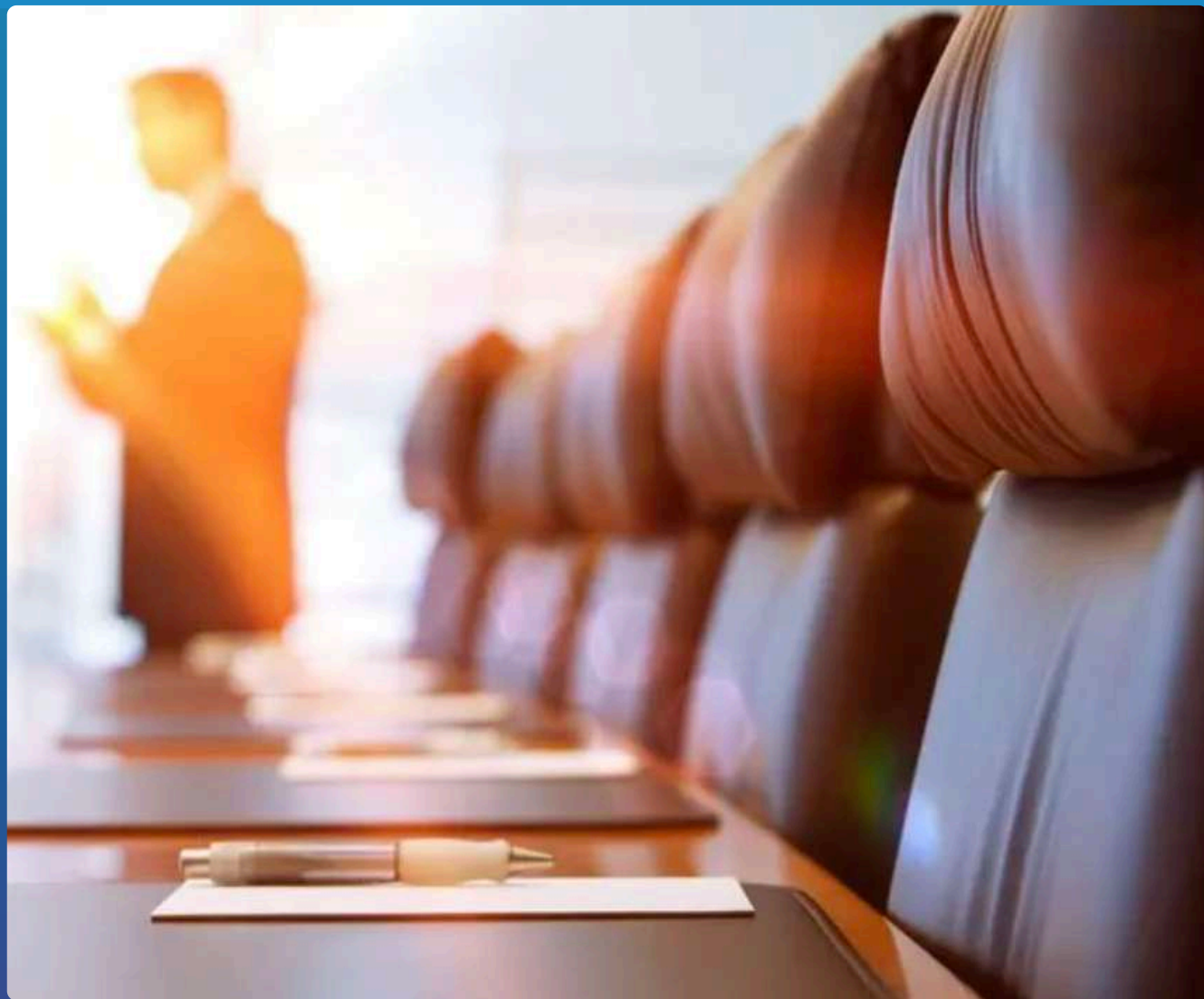


OUR BUSINESS MODEL

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 and collaborations that enable its delivery of the mandate.

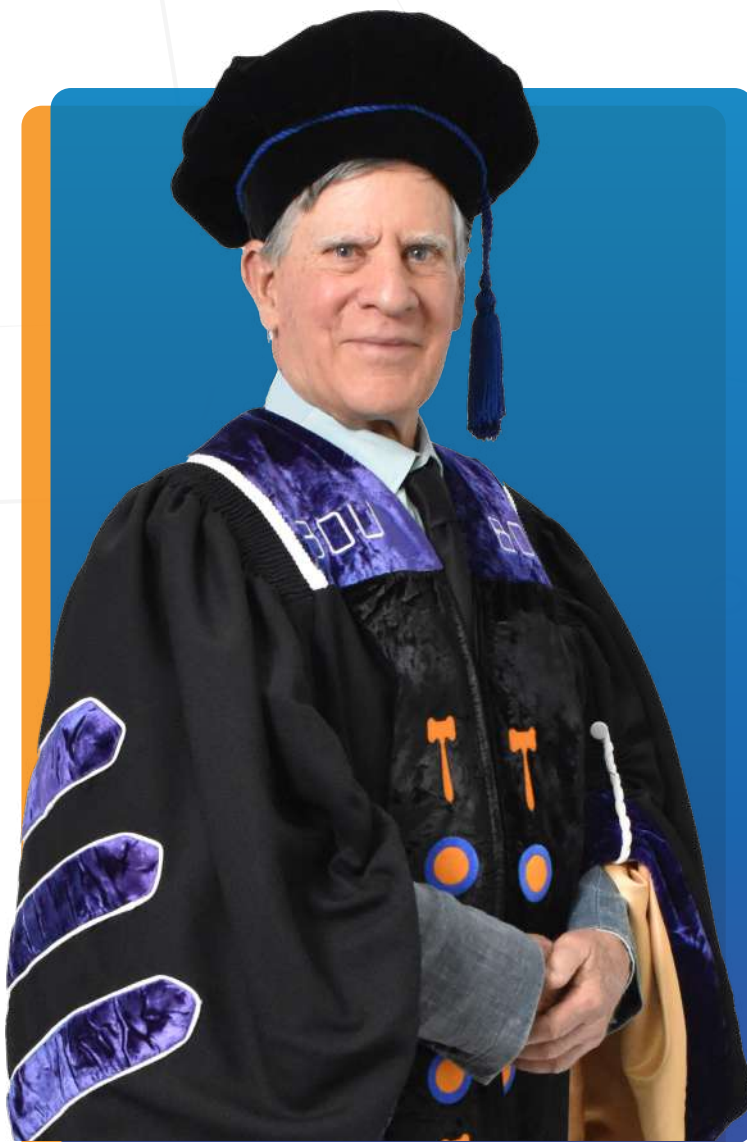


CORPORATE GOVERNANCE



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

STATEMENT BY THE COUNCIL CHAIRPERSON



It is with pleasure that I present to our Shareholder and Stakeholders this Integrated Annual Report for the year 2024/25.

This Integrated Annual Report is published in accordance with Section 31 (1) and (2) of the Botswana Open University (BOU) Act of 2017. It is a requirement for the University Council to draw up the Accounts and Annual Report of the University, and for the University Council to approve the Integrated Annual

Report 2024/25 for submission to the Minister of Higher Education. The University Council and the Audit Committee take full responsibility for overseeing the integrity, reliability and completeness of the Report and confirm that it has reviewed the contents and applied its collective mind to formally approve the Report for onward transmission to the Minister.

The year has been an eventful one dominated by concerns over the impact of declines in revenues from expected economic sectors of the growth of the nation's economy. Naturally these concerns have translated into similar concerns at institutional level. One of these is that the University may be hard pressed to meet its targets and ambitions as articulated in the second strategic plan (2023-2028), which is in its second year of implementation. Moreover, the University has witnessed significantly fewer student enrolments. While the University may have limited capacity to market itself comprehensively, it has been observed that potential students are facing the same financial aridity, as they are self-sponsored for the most part. Despite this, the Management and Staff of the University have made some strides to implement the strategy, culminating in some notable achievements – as shall be seen from a perusal of this annual report.

I applaud the University for its continued efforts to strengthen academia-industry linkages through partnering with both local and international entities, as well as other operational sacrifices that keep us afloat. Throughout the year the University has been implementing its Cost Containment Strategy, coupled with some efforts towards leveraging on the assets at its disposal.

I wish to thank members of the Council for their unwavering support and service to the University, the BOU Executive Management Team and Staff for their resilience during this financial dryness and the Ministry of Higher Education (MoHE) for their continued support.

Mr. Charles Coyne
Chairperson of Council

A handwritten signature in blue ink that reads "Charles A. Coyne" followed by a stylized monogram.

STATEMENT BY THE **ACTING VICE CHANCELLOR**



This integrated annual report presents highlights of the year 2024-25, especially in relation to the second year of the current Strategic Plan 2023-2028, whose theme is "Towards an Inclusive Open University". As with previous years since Covid, we have witnessed continued financial challenges. However, in spite of these challenges, much has been achieved.

Efforts to raise third stream revenue have been made and we are proud to report the incorporation of a special vehicle, the B.O.U Innovation Pty Ltd, aimed at leveraging BOU assets for the generation of third-stream income. New programmes have been developed and offered, such as the MSc in Climate Change for Sustainable Development which was implemented in July 2024. In the pipeline are three (3) PhD programmes

that are at various stages of BQA accreditation. It is expected that they shall be implemented as soon as they have been accredited. These programmes mark a milestone towards offering diverse academic programmes. The research capacity building, specifically on grant proposal writing is bearing fruit as some staff have succeeded in bringing in research funding.

The University continues to implement its community engagement strategy as showcased by the Girls Inspire Project that was sponsored by the Commonwealth of Learning. The year also witnessed the first International Conference on Open Education which was a resounding success in terms of the programme and attendance. The University also hosted a colloquium exploring the new UDC Government's vision for education. Staff development continues to be at the fore with more staff attaining PhD qualifications.

The extant cost cutting measures and asset utilisation strategy enabled the University to achieve on most operations even as it curtailed capital projects. The pursuit of value adding partnerships and collaboration continues to be at the fore as a means of achieving more with less. To this end, BOU is in an effective partnership with the Botswana Teaching Professionals Council (BOTPECO) to provide training for teachers. More Partnership opportunities are in the pipeline.

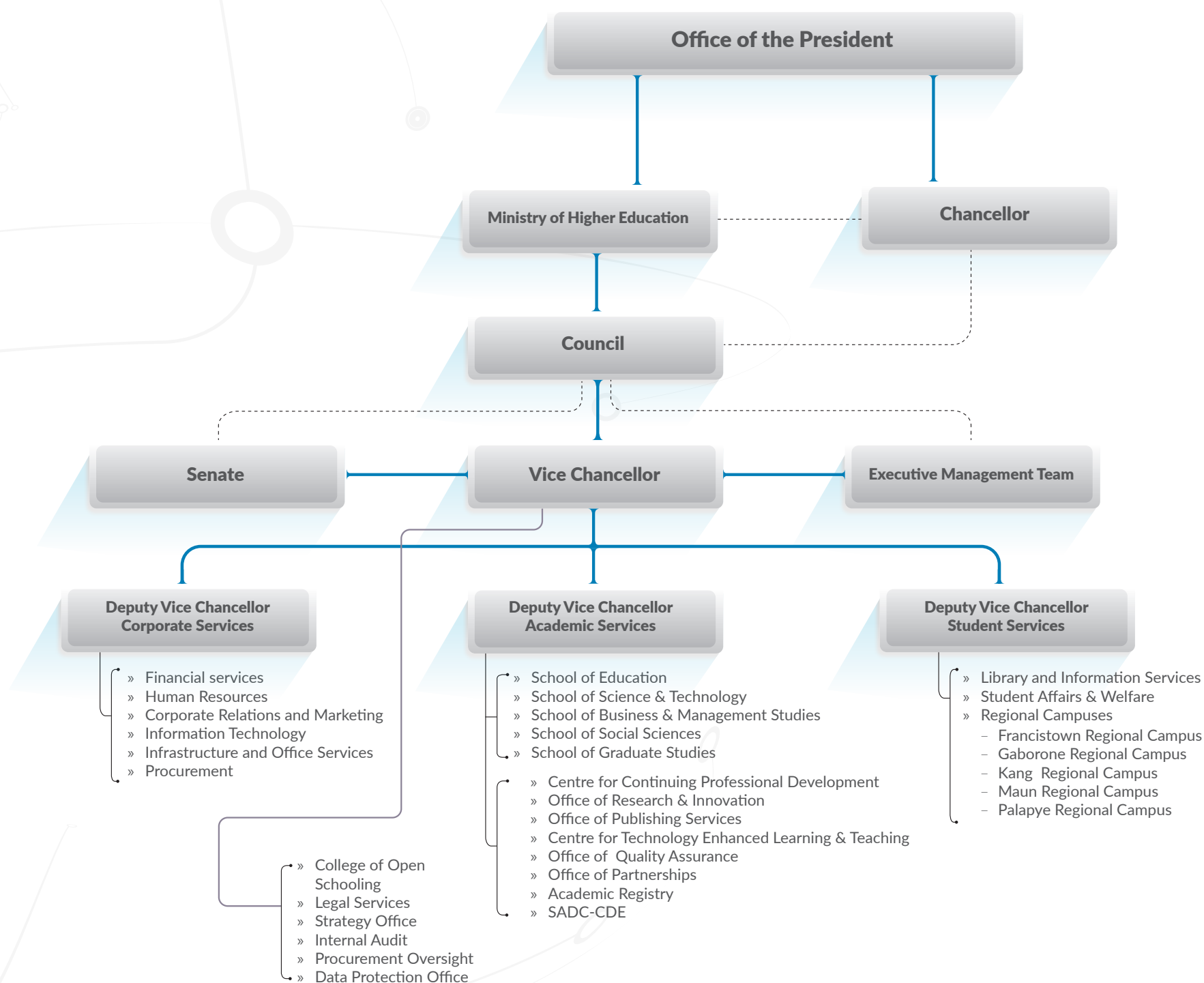
Overall, the activities articulated above have contributed to the following strategic objectives:

- Diversify Programmes and Courses
- Improve Institutional Reputation
- Enhance Corporate Governance
- Institute Strategic use of Technology
- Optimise Financial Resources
- Diversify Funding Sources
- Maintain, Increase and Broaden Value Adding Partnerships
- Increase Impactful Research

This annual report provides insight into strategy implementation at BOU, even in the face of difficult financial stress. The report on the Strategy and Scorecard found in this document gives more detail on the University's performance during 2024-25.

Prof. Kgomo H Moahi
Acting Vice Chancellor

OUR GOVERNANCE STRUCTURE



BOTSWANA OPEN UNIVERSITY **COUNCIL**



- » [BOU Council Membership](#)
- » [Committees of Council Reports](#)

BOTSWANA OPEN UNIVERSITY

COUNCIL

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.

For the reporting period, Council had three (3) scheduled meetings and three (3) special meetings. 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 (ad-hoc)

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

Council Sitting Allowance Rate Per Meeting

Chairperson = P5 000

Ordinary members including Co-opted Committee Experts
P4 000

Transport (Out of Gaborone residents) = P2.75/km

Quarterly Retainer Allowance:

Chairperson = P7 500

Members = P6 000

Membership and Attendance of Full Council Meetings

Member	Attendance
*Mr Charles I. Coyne - Chairperson	5/6
Ms Festina S. Bakwena- Vice-Chairperson	6/6
Prof Kgomotso H. Moahi - Acting Vice Chancellor	5/6
Mr Uyapo Ndadi	6/6
Ms. Tsoseletso Magang	6/6
*Mr Kgopotso Ramoroka	3/6
Dr Joseph Agolla	6/6
*Prof Mpine Makoe	2/6
Mr Godfrey Molefe	5/6
Prof Bantu Morolong	5/6
Prof Sunny Aiyuk	6/6
Prof Gbolagade Adekanmbi	6/6
***Ms Elsie Mokgadi	4/6
**Mr Tebogo Matebesi	2/6
**Ms Mmamiki Kamanakao	1/6
***Ms Tendani Nkolo	2/6

*Mr Coyne, Mr Ramoroka and Prof Makoe were reappointed effective 1st September 2024.

**Mr Matebesi and Ms Kamanakao were appointed on 1st September 2024.

***Ms Mokgadi replaced Ms Nkolo as the support staff Council member following her election in June 2024.

BOTSWANA OPEN UNIVERSITY COUNCIL



1. Mr T Hule (*Council Secretary*)
2. Prof. M Makoe

3. Mr U Ndadi
4. Mr G Molefe

5. Prof. B Morolong
6. Ms E Mokgadi

7. Dr J Agolla
8. Ms F S Bakwena (*Vice Chairperson*)



9. Mr C Coyne (Council Chairperson)
10. Prof. K Moahi

11 Mr K Ramoroka.
12. Ms M Kamanakao

13. Prof. S Aiyuk
14. Prof. G Adekanmbi

15. Mr G Matebesi
16. Ms T. Magang

COUNCIL COMMITTEE REPORTS

HUMAN RESOURCES COMMITTEE



Ms. Festina S Bakwena
Chairperson

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

Member	Attendance
Ms Festina S. Bakwena	4/4
*Ms Mmamiki Kamanakao	1/3
Mr Godfrey Molefe	2/4
Prof Kgomotso H. Moahi	3/4
Ms Masego Mookodi	1/4
Dr Lesedi Lesetedi	4/4

**Ms Kamanakao was appointed a Council member effective 1st September 2024 and appointed a member of the CHRC in January 2025.*

The Committee had three ordinary meetings and one special

COUNCIL COMMITTEE REPORTS (Cont...)

meeting during the period under reporting.

Key Areas of Focus

- The Committee was seized with the development of the Talent Management Strategy and the review of the Performance Management (PMS) Policy. The University leveraged on its Memorandum of Understanding with SAIDE- OER AFRICA (Consultant) and collaborated with the latter to undertake the project at no cost. The project is progressing well and at the end of the reporting period, the Consultant had submitted a draft PMS Policy to the working committee.
- Another key priority for the Committee was the rationalisation of the organisational structure necessitated by the dire financial challenges faced by the University and the nation at large. The Unions were consulted and at the end of the reporting period, the tender for the engagement of a consultant to lead the exercise was at an advanced stage.
- The review of the BOU Conditions of Service which began in the last reporting period had progressed significantly with the consultations with the two Unions nearing an end. The exercise is expected to be concluded by July 2025.
- As the financial situation of the University improved due to the effective cost containment measures implemented, the Committee prioritised nine positions which were previously suspended to be filled in the 2025/2026 financial year.

Future Areas of Focus

The Committee will ensure completion of the key HR projects such as the Rationalisation Exercise, the review of the Conditions Service as well as the development of the Talent Management Strategy and the Review of the PMS Policy. Over and above, the following will be pursued:

- The implementation of HR Technology such as AI driven recruitment, HR analytics and cloud-based HR systems to enhance efficiency and data -driven decision making.

- The Development of programs that support mental health, work-life balance and overall well-being to attract and retain talent.
- The review of HR policies to ensure compliance, clarify expectations, promote fairness, update practices, enhance organisational culture, manage risks and improve communication. The following are the identified policies that need to be either developed or reviewed:
 1. Promotion policy for Non-academic Staff
 2. Succession policy
 3. Disciplinary & Grievance policy and procedures
 4. HR procedures
 5. Rewards and Recognition policy

Execution of Mandate for the year

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

COUNCIL COMMITTEE REPORTS (Cont...)

FINANCE COMMITTEE



Mr Godfrey Molefe
Chairperson

The Role of the Committee

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

Member	Attendance
Mr. Godfrey Molefe (Chairperson)	3/3
Prof Kgomotso Moahi	3/3
*Ms Mmamiki Kamanakao	1/3
Ms Tsoseletso Magang	2/3
Dr Lesedi Lesetedi	3/3
Mr. Ralph Maganu	3/3

* Ms Kamanakao was appointed a member of the CFC in January 2025

COUNCIL COMMITTEE REPORTS (Cont...)

- The Committee had three meetings during the period reporting.

Key Areas of Focus

For the financial year under reporting, the sum of P131,494,850 was declared by the Ministry as the subvention for the University for the 2024/2025 Financial Year. The University projected to raise P52,876,335 from its second and third stream. The total budget approved by Council for the financial year was P184,371,185. The Subvention was, unfortunately, cut by 5% exacerbating the resource constraints challenges. This forced the Committee to closely monitor implementation of the Cost Containment and Asset Utilisation Plans throughout the year. At the end of the financial period, a total of P42,735,379 was achieved compared to the P48,425,257 Second stream income projected. With respect to the third-stream income, P2,573,222 was realised compared to P4,451,078 which was projected for the period.

During the same period, the Committee oversaw the implementation for the Business Development Strategy. A significant milestone was the registration of the BOU subsidiary - B.O.U Innovation Pty Ltd - and the acquisition of the three Public Procurement Codes to enable the Subsidiary to tender for consultancy services. The Committee also played its oversight role by determining the tuition fees, ensuring that the University adopts a budget for the year and periodically reviewed Management Accounts.

Future Areas of Focus

For the 2025/2026 Financial year, the Committee will continue to monitor the implementation of the Cost Containment and Asset Utilisation Plans given the University's financial predicaments exacerbated by the country's fiscal position. Faced with the dwindling and unpredictable subvention, the Committee will accelerate the implementation of the Business Development Strategy in order to generate its own income. This will be achieved through operationalising the B.O.U. Innovations Proprietary Limited and putting structures in place with several key activities being implemented. Some of the key activities will

include the following:

- a. Registration of B.O.U Innovation Pty Ltd Constitution with the Companies and Intellectual Property Authority;
- b. Transferring income-generating units and commercial potential areas from the University to B.O.U Innovation Pty Ltd
- c. Formation of Board of Directors for B.O.U Innovation Pty Ltd
- d. Facilitating the appointment of the Managing Director; and Identifying and implementing the revenue generating activities under the B.O.U Innovation Pty Ltd

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.

COUNCIL COMMITTEE REPORTS (Cont...)

PLANNING AND RESOURCES COMMITTEE



Ms Tsosetso Magang
Chairperson

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.

Member	Attendance
Ms Tsosetso Magang (Chairperson)	3/3
Prof Kgomotso Moahi	3/3
Dr Lesedi Lesetedi	3/3
Dr Godson Gatsha	2/3
Prof Gbolagade Adekanmbi	3/3
Mr. Peter Moalafi	3/3
Mr. Tebogo Matebesi*	1/3
Prof Mpine Makoe*	1/3

**Mr Matebesi and Prof Makoe were appointed members of the CPRC in January 2025.*

COUNCIL COMMITTEE REPORTS (Cont...)

The Committee had three meetings during the period reporting.

Key Areas of Focus

The Committee adopted the 2024/25 annual plan and committed to its implementation through drawing up a schedule of activities that included mid-year and end-year review reports. Guidance was accordingly given on the implementation of strategic initiatives as well as offering professional advice on additional enterprises on maximizing marketing as well as revenue generation. By the end of the obtaining year, more than 80% of the initiatives had been taken on board despite the financial dire straits that the University was experiencing.

Regarding infrastructure and land issues, the Committee continued to pursue the transfer of Gaborone, Maun and Francistown properties to BOU ownership. While the engagements were gaining traction, the finalisation of the matter was delayed by the handover process following the separation of the Ministry of Education and Skills Development into two. The Committee was also seized with two critical projects being, the Palapye Relocation Project and Gaborone Regional Campus remedial works. The projects were at different procurement phases as at the end of the reporting period, and are targeted for completion during the 2025/26 financial year.

On the key milestones, the Univeristy was allocated a 3.8902 Ha plot in Kang to expand its footprint in the region. The Transport Policy was also finalised and approved.

Future Areas of Focus

Areas of priority for the next financial year include:

- Finalisation of the remedial works at the Gaborone Regional Campus and the Palapye Relocation Projects;
- In October 2025, a mid-term review of targets and Initiatives will be undertaken as the BOU 2023-28 Strategic Plan will be half-way through its implementation.

Follow through of the Ministry regarding the transfer of the Gaborone, Maun and Francistown properties to BOU ownership

Execution of Mandate

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

COUNCIL COMMITTEE REPORTS (Cont...)

AUDIT, RISK AND COMPLIANCE COMMITTEE



Mr Kgopotso Ramoroka
Chairperson

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.

Member	Attendance
Mr. Kgopotso Ramoroka (Chairperson)	2/3
Mr. Godfrey Molefe	3/3
Mr. Uyapo Ndadi	3/3
Ms Tsosetso Magang	3/3

COUNCIL COMMITTEE REPORTS (Cont...)

The Committee had three (3) Meetings during the period under reporting.

Key Areas of Focus

The Committee approved the audited annual statements of the previous year. It also approved the annual internal audit plan for the obtaining year as presented by the Director – Internal Audit. The Internal Audit Plan was fully executed despite the human and financial resources constraints. The key highlights in terms of Risk Management during the reporting period was the recruitment of a Risk and Compliance Officer who started in September 2024 as well as the Review of the Risk Management Framework which was approved by Council in March 2025. During the Period, the Botswana Accountancy Oversight Authority (BAOA) audited the University on financial reporting monitoring and corporate governance.

Another milestone for the Committee was the successful conclusion of the Strongman Gaamangwe v BOU court case which was settled in April 2024.

Future Areas of Focus

In the coming financial period, the Committee will focus on the following:

- Ensuring that the University fully complies with the Data Protection Act of 2024 by appointing a Data Protection Officer, developing and operationalising a Data Protection Policy and conducting staff training on same.
- Implementing the corrective action plan of the BAOA Financial Reporting Monitoring and Corporate Governance Review.
- Implementation of the Risk Management Committee 2025/2026 Work Plan; and
- Implementation of the Internal Audit Plan for 2025/2026.

Execution of Mandate

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

THE EXECUTIVE MANAGEMENT TEAM



Prof Kgomotso H Moahi
Acting Vice Chancellor

Dr Lesedi Lesetedi
*Deputy Vice Chancellor
Corporate Services*

Prof G. Adekanmbi
*Acting Deputy Vice Chancellor
Academic Services*

Dr Godson Gatsha
*Deputy Vice Chancellor
Student Services*

OFFICE OF THE VICE CHANCELLOR



Prof Kgomo H Moahi
Acting Vice Chancellor

The mandate of the Office of the Vice Chancellor (OVC) is drawn from the University's Act under the direct oversight of the University Council. As the Chief Executive Office of the University, it is responsible for providing strategic leadership to the development and implementation of policies and strategies for executing the University's mandate, as well as ensuring adherence to the policies thereof. The OVC is typically responsible for leading and coordinating efforts to advance diversity, equity, and inclusion across all aspects of the University, from academic programmes to workplace culture. This is particularly radiated by the strategy foundations of the University's 2023-28 Strategic Plan, whose discourse is anchored on inclusivity. At present, the highest expectation for the OVC is to champion the vision of a diverse, equitable, and inclusive community and work to cultivate a culture

where everyone feels valued and respected, while exploring and managing the related resources and infrastructure. As the Head of Senate, the OVC also oversees the development of programmes and initiatives designed to promote diversity, equity and inclusiveness.

For jurisprudence, monitoring and evaluation, as well as strategy cascading, the OVC implements its obligations mainly through three oversight functions, namely, the Legal Services, Internal Audit and Strategy Management. Moreover, the University made a conscious decision towards ringfencing the College of Open Schooling by placing it directly under the OVC. The College is supported by an Advisory Board which reports to the Vice Chancellor.

OFFICE OF THE VICE CHANCELLOR (Cont...)



Legal Services Office

The Legal Services Department is headed by the Legal Services Manager who also doubles as the Secretary to Council. The primary function of the Department is to provide legal advice and assistance to Council and Management and the provision of secretarial services to the governing body

and its committees. As the Secretary to Council, the Legal Service Manager is also key in terms of fostering a culture of good corporate governance by ensuring that the governance structures are effective as well as upholding the Statutes and other University Policies. Through the Risk and Compliance Unit, the Department is also responsible for the effective risk management of the University and ensuring that the University complies with all the applicable laws, regulations, policies and codes of corporate governance.



Internal Audit Office

The University has an Internal Audit unit. The unit reports functionally to Council and administratively to the Vice Chancellor. The primary function of Internal Audit is to assist management in the effective discharge of their responsibilities.

Internal Audit's role include monitoring, assessing, and analyzing controls; and reviewing and confirming information and compliance with policies, procedures, and laws. Working in partnership with management, Internal Audit provides assurance to Council, Audit Risk and Compliance Committee, and Executive Management that internal controls are in place and that the University's corporate governance is strong and effective.

Internal Audit reports on significant audit findings to the Audit, Risk and Compliance Committee on a quarterly basis.



Strategy Management Office

The Office of Strategy Management is mandated with the facilitation of the development of strategy, its cascading, implementation, monitoring, and reporting.



College of Open Schooling

The College of Open Schooling is mandated to increase access to quality education at Junior Certificate (JC) and Botswana

General Certificate of Secondary Education (BGCSE) levels using open and distance learning (ODL). In principle, ODL allows pliancy and choice over what, when, where and how to learn. It is also available to anyone regardless of age. Support to learners is provided using study materials, inductions, tutorials, vacation teachings, counseling and the use of multi-media. It is important to note that Open Schooling learners sit for the same examinations as the public secondary schools.

OFFICE OF THE DEPUTY VICE CHANCELLOR

ACADEMIC SERVICES



Prof G. Adekanmbi
*Acting Deputy Vice Chancellor
Academic Services*

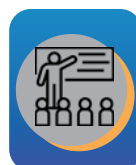
The Division of Academic Services is responsible for all academic matters of the University regarding Teaching and Learning, Research and Service, handling matters that include academic administration, curriculum development,

examinations, admissions and learner throughput. It is tasked with academic matters that lead to achieving the University's Vision statement: "To inspire excellence and present life-long learning opportunities globally". The Division is also fundamental to BOU's mission: "to provide quality education, research and service through open and distance learning solutions". To achieve its mandate, the Division operates with 72 staff members through five (5) Schools and 7 supporting or allied Units. The five (5) schools and the seven (7) supporting Units and their main trusts are:



School of Business and Management Studies (SoBMS)

Serves as the main driver of Business and Management Qualifications, together with entrepreneurial activities.



School of Education (SoE)

Plays an important role in fostering scholarship and practice in education.



School of Science and Technology (SoST)

Operates within the Science, Technology, Engineering and Mathematics (STEM) space to develop globally competitive graduates.

OFFICE OF
THE DEPUTY VICE CHANCELLOR Academic Services (Cont...)



**School of Social Sciences
(SoSS)**

Provides high-quality education and impactful research related to human behavior, communities and society at large.



**Office of Quality Assurance
(OQA)**

Ensures quality adherence with respect to all academic programmes and other processes at BOU.



**School of Graduate
Studies (SGS)**

Coordinates all programmes at the Graduate levels.



**Office of Research, Innovation &
Partnerships (ORIP)**

Supports Research and Creativity, together with creating linkages with other institutions.



**Academic Registry
(AR)**

Serves as the main custodian of the BOU academic records, especially pertaining to students.



**Office of Publishing Services
(OPS)**

Tasked with all the Editorial, Production and Printing business of the University.



**Centre for Technology and
Enhanced Learning Teaching
(CTELT)**

Facilitates the use Technology in delivering the academic programmes.



**SADC Centre for Distance
Education (SADC-CDE)**

Ensures capacity building initiatives within the SADC Region. Working seamlessly, all the units of the AS Division and, in tandem with other Divisions and the Office of the Vice Chancellor, contribute in developing skilled, creative (innovative), confident and market-ready graduates, thereby positioning BOU to deliver world-class services and scholarly excellence. This is done through the development and implementation of a rich bouquet of dynamic solution driven and market-ready academic programmes, both at Undergraduate and Graduate levels.



**Centre for Continuing
Professional Development
(CCPD)**

Tasked with implementing solution-driven short courses.

OFFICE OF THE DEPUTY VICE CHANCELLOR STUDENT SERVICES



Dr Godson Gatsha
*Deputy Vice Chancellor
Student Services*

The Division of Student Services is one of the three core components of Botswana Open University. It provides integrated and decentralised university student support services by collaborating with the two BOU Divisions at operational level. It promotes critical student retention, persistence, satisfaction and success. The Division initiates, develops and delivers student support programmes including guidance and counselling. Its mandate is driven from the Office of the Deputy Vice Chancellor

Student Services. However, the services are delivered through its five strategically located Regional Campuses and two Departments, namely the Library and Information Systems, and the Student Affairs and Welfare. Its key student services and online student engagement is undertaken through online platforms with some limited face-to-face contact. In most cases some of the activities include e-counselling, e-tutoring, and peer to peer approach to counselling and shared content activities uploaded on google drive, emails, chat forums for both tutors and students and WhatsApp personalized support and group engagements and some drop-in face-to-face counselling and advice.



BOU Regional Campuses:

Students are supported through five Regional Campuses that is; Gaborone, Palapye, Francistown, Maun, and Kang.

Campus Core Functions:

- Administrative support where students are assisted with applications, registration, assessment administration and graduation
- Provision of Tuition Support services to diverse students through Induction packages and academic support, interaction with study materials and academic staff, assignment cycle management, and examination administration,
- Guidance and Counselling support including referral on psychosocial matters and student welfare matters.
- Daily communication and interactions with students using various communication modes such as telephone, letters, various IT media, information brochures, flyers and virtual meetings, WhatsApp chats and emails.
- Referrals and guidance during study. Students are provided with Academic Support on assignments, projects and learning materials. The Campus is the initial contact with the students and coordinators refer students to relevant Lecturers and professionals as needed.

Achievements for 24/25

- Networking and collaboration with District Councils and local communities for example, Francistown collaborated with Chobe District Council to offer JC and BGCSE examinations at two primary schools, whilst Kang Campus

collaborated with Gantsi and Tsabong Prison Services and Maun Campus collaborated with Beetsha Community Trust at Okavango, to jointly offer student support services in the remote area over 500 km away from Maun Town.

- Quality and Risk compliance issues required by Regulatory authorities such as BQA and local District Councils
- Conducting Corporate Social Responsibility engagements in the local community they work in to support the underserved and others areas identified for instance Gaborone Campus has been successful in undertaking student sponsorship at Naledi in Gaborone, Kang Campus has successfully taken care of the elderly in Kang, and Palapye Campus has taken care of the needy in Palapye. Maun Campus has been outstanding in organising and running writing skills workshops for both students and the community it serves.



Department of Student Affairs and Welfare:

Departmental Functions:

This unit is responsible for student services policy development, implementation, review and planning of Semester support initiatives. The unit develops Student Induction Guides, templates for student communication and engagement. The department compiles and consolidates Divisional performance Plans across all the Student Services Units. The department is responsible for reviewing and developing Tutor contract guides, Student and tutor attendance templates, procedures & standards adherence guides, development and oversight regarding implementation of student support strategies. The Unit is also responsible for coordination of Student Governance & Advocacy as well as student welfare programmes.

The Student Affairs and Welfare Department provides oversight of Guidance, Counselling and Special Needs Provision through planning and development of strategies. The department oversees scheduling and timetabling of semester activities that entail teaching and learning for each semester. It is a critical liaison and linkage between Student Services and other organs of the University in following up issues around student queries on study materials, marking Guides, regulations and information sharing, school boards, tutor management, student fee reviews, tutorial groups and tutor ratio rationalization.

The department is responsible for coordinating provision and strategies for supporting Special Students, their profiling, referrals to specialists for assessments, and general student

complaints management. The department provides oversight on part-time tutor and student skills development & student motivation. The Department takes care of the Divisional Risk development, monitoring, management and review.

Achievements in 24/25

- Successful coordination of student initiatives such as arrangement and development of Inductions packs and SRC monitoring
- Developed and coordinated implementation of Special Learners strategies.
- Targeted study skills and student motivation through guidance and counselling
- Wellness and welfare workshops focused on non-communicable diseases such as mental health.
- Review and approval of five student support policies
- Reviewed and developed the Divisional Risk Register
- Reviewed the student charter by enhancing it with clear rights and obligations for both students and staff to enhance academic integrity and accountability



Library and Information Services:

BOU Library is a growing library centre developed to support the distance education programmes of the University. It has built a comprehensive library collection. Its objectives are to:

- Develop a balanced and dynamic collection that supports educational research activities of the university.
- Provide high quality, user centred services to distance learners that are based on clear understanding of their needs.
- Provide integrated access to library collection and information services.
- Creatively apply accepted standards in combination with understanding of user needs.
- Stay abreast of new technologies and employ them for the betterment of its services.
- Help learners to acquire library skills, study skills and critical thinking skills.

Our Libraries

The Library at Headquarters provides strategic leadership and coordinates the development and effective functioning of libraries at Gaborone, Maun, Francistown and Kang Regional Campuses. At Palapye Regional Campus Library services are provided through collaboration with Botswana public libraries.

OFFICE OF THE DEPUTY VICE CHANCELLOR CORPORATE SERVICES



Dr Lesedi Lesetedi
Deputy Vice Chancellor
Corporate Services

The office of Deputy Vice Chancellor – Corporate Services is responsible for driving the operations of the support services of the University by ensuring smooth operations, financial stability and adherence to good corporate governance principles and industry best practices. It does this through:

- Planning and production of the University budget to enable its operations as well as ensure prudent management of financial resources.
- Planning and provision of adequate manpower resources, recruitment, talent, performance and development as well as staff welfare.
- Procurement of goods and services in line with the set statutory requirements and industry best practices as well as ensuring quality and institutional budgetary requirements.
- Planning, provision and management of the ICT infrastructure.
- Planning, development and effective management of the physical infrastructure and associated administrative services required to support the university operations
- Management of the University's image, relationships with its stakeholders and promotion of its products/services to achieve the business objectives.

The division comprises of the following departments:



Human Resources

The Human Resources Department is responsible for the provision of strategic human resources services including:

- Formulate, review and implement HR policies, procedures and practices including guidelines for decentralized HR operations that would enable the University to attract, retain, motivate and reward suitably qualified, experienced staff.
- Promotion of the organisational climate, which will encourage a culture of teamwork (Collegiality), customer service and performance excellence in order to become a high performing organisation (HPO)

- Undertake human resources forecasting and planning in collaboration with the appropriate recruitment and planning committees of the University.
- Recruitment of staff
- Compensation and benefits
- Industrial/Employee Relations - to facilitate a professional working environment, development and implementation of health and safety standards in the workplace in order to ensure compliance with national health and safety standards.
- Human Resources Development - to coordinate and facilitate capacity building and professional development of staff in order to enhance performance excellence.
- Employee Services



Financial Services

The Department provides financial support services and guidance, promoting financial well-being, risk mitigation and management, and ensuring compliance with University as well as International guidelines and standards. The mandate is derived from the BOU ACT, No 13 of 2017 (Sec. 28, 29, 30 & 31). The key responsibility of FS is to oversee the University's finances, including revenue collection (from student fees, other sources and Government Grant), financial reporting, budgeting and financial planning and monitoring, financial accounting, efficient and accurate transaction processing, cash and debt management and establishment of effective and efficient internal control systems.



Corporate Relations & Marketing

CR&M is responsible for promoting effective & efficient internal and external communication as well as handling of all complaints and enquiries at the institutional level. It also markets the University programmes and services as well as management of its brand.



Information Technology

The Department of IT is responsible for planning, implementing, managing, operating and supporting all information technology services and associated infrastructure. Its main objective is to provide an environment for improved quality and productive use and sharing of information and communication technology (ICT) equipment, applications and systems.



Office Services & Infrastructure

The Department of Office Services and Infrastructure is responsible for planning, development and management of University infrastructure and provision of associated administration services including, facilities management, physical security, transport, cleaning and grounds services as insurance services as well as central records administration.



Procurement

The Procurement unit is responsible for the acquisition of goods, works and services for the University, in compliance with the provisions of the Public Procurement Act of 2021, Public Procurement Regulations and Public Procurement Manuals, as well as industry best practices. It also promotes financial prudence and procurement-related risk mitigation and management.



Business Development

Business Development unit is responsible for identifying, developing and implementing growth opportunities to create long-term value for the University. The department primarily collects and analyses data related to market research, sales and leads generation, strategic partnerships and product development.

OUR PERFORMANCE



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

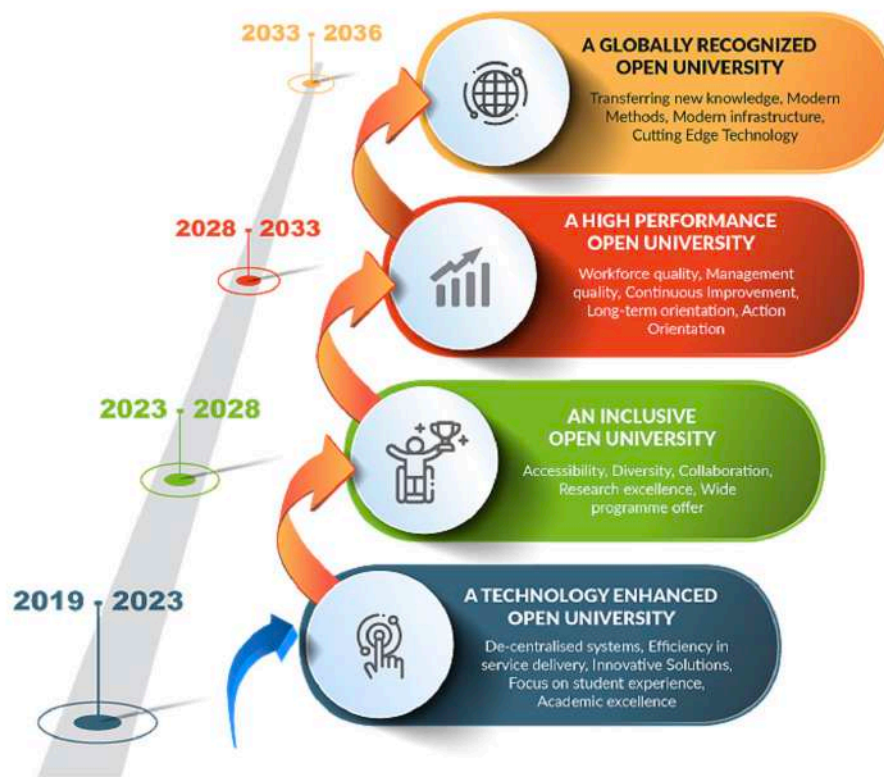
THE STRATEGY AND SCORECARD

BOU 2036 Strategic Framework - 'Towards Global Recognition' Broad Thematic Areas - To achieve the BOU Mission and Vision the University focuses on five core themes that guide its pathway to 2036 namely:

- Learning & 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 depicts the phases to be undertaken by BOU towards reaching the 2036 vision of being a globally recognised open university. These phases are implemented through a series of medium-term strategic plans. The first 4-year strategic plan spanned the years 2019-2023. The next is a 5-year strategic plan which covers the years 2023-2028 whose second year performance is recounted in this report.



BOU 2023-2028 STRATEGIC PLAN

Purpose and Direction – The BOU 2023-2028 Strategic Plan defines 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 life-long learning opportunities globally.

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

Strategic Intent - By 2028 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 2024/25 Performance on the Scorecard

The year 2024/25 was the second year of the implementation of the 2023-2028 Strategic Plan docketed 'Towards an Inclusive Open University'. Compared to the previous, this reporting year realised additional funding from Government being payment of some gratuity and Open Schooling funds that were owed to the University. However, even with the additional funds, capital expenditure still remained minimal. Most of the planning that happened revolved around non-financial initiatives which went into the scorecard to drive the achievement of objectives. That notwithstanding, by mid-year, the University had managed to carry out most of the Strategic Initiatives and operations with a nominal budget, achieving an Actual Budget of P144 235 007 against a Planned Budget of P148 163 702 – thanks to the Implementation of the Cost Containment Strategy. The rationalisation of budgets across vote lines was prioritised throughout the year. At the end of the year, a scorecard report was compiled and showed the following:

Stakeholder Perspective

Post COVID 19, the Tertiary enrolment figures have been going down relative to the targets. For the year under review, only 1584 (45%) new tertiary students registered, while the cumulative enrolment stood at 4320 (51%). Furthermore, the throughput numbers have also gone down markedly, with 1978 (57%) completing their programmes.

Regarding the College of Open Schooling, the University continues to cap the enrolment at 3000 based on its capacity to support the students. Open Schooling students continue to stampede for registration at all BOU Regional Campuses and, to their frustration, are returned on account of lack of capacity to support them. For the year under review, 2666 registered and 2761 (the number includes students from previous year) sat for the examination.

While there are internal challenges regarding glitches in the students' applications and registrations, it has been observed that many potential students fail to enroll because of their economic status. BOU tertiary students pay for themselves. Moreover, for the year under review, BOU had adjusted its fees upwards by 10%, which might have placed a burden on students. The University vows to increase its marketing attempts to enroll more students.

The pass rates at Open Schooling continue to dwindle. Students are given one hour of tutorials a week per subject, and it has proved inadequate. More resources are needed to increase the hours of tutorials.

Moreover, more funding is needed to aid the acquisition of appropriate hardware and software for the automation of the entire enrolment process, as well as assessment. This will go a long way in improving the brand perception of the University and attract more students to the programmes therein.

Internal Processes

For the year under review, the University had set a target of offering 28 programmes. The target has not been achieved as only 19 programmes were on offer. However, a lot of work is going on in the background to develop more programmes. Starting with the next academic year, more programs are expected to be rolled out across the spectrum, Diplomas, Degrees, Post Graduate and PhDs. Efforts to lobby Government to sponsor BOU programmes are ongoing. A tuition payment

plan is being hatched to ease the financial pressure on students. Other supporting operations such as automation of processes, brand marketing, corporate governance and planning were consciously pursued in light of the nominal budget.

Learning and Growth Perspective

BOU operates with about 33 Academic Staff, constituting Professors (who are doubling up as Deans) and Lecturers (some coordinating more than one program). This impacts negatively on the profile of the University and its capability to uptake and grow the research function. A review of the BOU academic model is needed - of course the undertaking is resource intensive. That notwithstanding, BOU continues to prioritise the welfare of its staff as indicated by the low attrition rates of both academic and support staff. Psycho-social health initiatives were implemented to give staff an opportunity to reflect, learn and self-heal by the many platforms that were availed to them.

Another key initiative that would serve to expand the staff engagement is that of organising and participating in the activities of the Pan-Commonwealth Forum 11 (PCF 11) which is penned for the 10th to 12th September 2025. The University has committed to sponsoring 100 BOU staff for presentation of papers at the forum.

Financial Perspective

The University Continues to ramp up its efforts to generate its own funds to achieve some of its ambitious plans without putting much pressure on Government coffers. Eight key revenue generating activities have been implemented this year. Some milestones achieved include the following:

- i. Starting the process of establishing a subsidiary company to carry out activities geared towards Third-Stream Income as outlined in the Business Development Strategy. The Subsidiary is expected to drive the Strategic Objective of Diversifying Funding Sources. This year, the University successfully incorporated the Subsidiary with Companies and Intellectual Property Authority under the name 'B.O.U. Innovations' (Proprietary Limited)
- ii. The University has been able to attract some funding to implement projects and undertake research as well as securing some sponsorship pledges towards implementation of Pan-Commonwealth Forum 11 (PCF11).

CORPORATE SCORECARD

DASHBOARD 2024/25

Strategic Objective	Performance Measure	2022/23 Baseline	2023/24 Targets	2023/24 Achieved	Performance Status	2024/25 Targets	2024/25 Achieved	Performance Status
STUDENT/STAKEHOLDER								
C1: Increase Student/Participant Enrolment	C1.1 Enrolment – New Students (TER)	2879	3000	2317	77%	3500	1584	45%
	C1.1 Cumulative TER Enrolment	6341	8000	5086	64%	8500	4320	51%
	C1.1 Enrolment (OS)	2806	3000	2423	96%	2666	2761	104%
	C1.1 Enrolment – S/Courses	200	300	355	118%	400	355	89%
C2: Increase Student Success	C2.1 Completion (TER)	3000	3000	2541	85%	3500	1978	57%
	C2.2 BGCSE Pass Rate	93%	95%	72%	76%	95%	-	-
	C2.2 JC Pass Rates	77%	80%	70%	74%	77%	48%	62%
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	-	-	861	-
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%	35		
	C5.2 No. of R&D Solutions	0	1	0	0%	4	0	0%
C6: Enhance Student and Stakeholder Satisfaction	C6.1 Stakeholder Satisfaction Score	79%	80%	80%	100%	80%	78%	98%
	C6.2 Student Satisfaction Score	74%	75%	73%	97%	75%	82%	109%
	C6.3 Student Retention Rate	80%	85%	76%	89%	85%	89%	105%
OVERALL PERFORMANCE (Student/Stakeholder)					83%			66%
INTERNAL PROCESSES								
P1: Diversify Programmes and Courses	P1.1 No. of BQA Accredited Tertiary Programmes	20	28	19	68%	28	19	68%
	P1.2 No. of Vocational Courses Offered (COS)	1	1	1	100%	2	2	100%
	P1.3 No. of Registered CCPD Courses	11	15	20	133%	20	20	100%
P2: Increase Strategic Use of Technology	P2.1 Rate of Online Interactivity	80%	80%	80%	100%	85%	100%	118%
	P2.2 Level of Automation	80%	95%	80%	84%	95%	80%	84%
P3: Improve Institutional Reputation	P3.1 Brand Perception	80%	95%	80%	84%	85%	84%	99%
P4: Strengthen Infrastructure and Facilities	P4.1 Completion of Planned Projects	20%	60%	70%	117%	90%	60%	67%
	P4.2 Progress on the Development of the Master Plan	20%	40%	5%	13%	40%	25%	63%
P5: Enhance Institutional Planning	P5.1 Frequency of Reporting institutional Data	0	4	1	25	4	4	100%
P6: Enhance Corporate Governance	P6.1 Corporate Governance Assessment Score	64%	70%	70%	100%	-	-	-
OVERALL PERFORMANCE (Internal Process)					85%			89%
PEOPLE AND LEARNING								
L1: Attract, develop and retain high calibre leadership	L1.1 Workforce Quality	47%	60%	46%	77%	65%	54%	83%
	L2.2 Retention Rate of Academic Establishment	92%	95%	97%	102%	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%	91%	95%	-
L3: Improve Gender Responsiveness	L3.1 Gender Diversity	TBD	TBD	TBD	-	-	-	-
OVERALL PERFORMANCE (People & Learning)					91%			89%
FINANCE								
F1: Diversify funding sources	F1.1 No. of funding sources	6	7	7	100%	7	8	114%
	F1.2 % contribution of 3 rd stream income to budget	1.9%	3%	1.4%	47%	3%	2%	85%
F2: Optimise financial resources	% variance on budget expenditure	2%	10%	1.4%	86%	10%	3%	70%
OVERALL PERFORMANCE (Finance)					77%			90%

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

For the reporting period 2024-25, the Academic Services (AS) Division remained pivotal to the raison-d'être of BOU, providing cutting-edge Teaching and Learning, Research and the provision of services within the realm of University, Professional and Community Services. The Division is tasked with academic matters that lead to achieving the University's Vision statement: "To inspire excellence and present life-long learning opportunities globally". The Division is also fundamental to BOU's mission: "to provide quality education, research and service through open and distance learning solutions". Its crucial role is therefore multifunctional, focusing on delivering the strategic goals of the University in terms of technology-enhanced programmes, relevant research and innovation, and strong collaborations and partnerships. This role is performed through the implementation of the Strategy for Technology-Enhanced Learning, Teaching, Assessment and Student Support (STELTASS). Its overall goal is academic excellence, working seamlessly with other Divisions and units and, in line with the BOU Strategic Plan 2023-28, in a truly inclusive manner.

Apart from delivering on the University's strategic goals, the AS has the mandate of developing skilled, creative (innovative), confident and market-ready graduates, thereby positioning BOU to deliver world-class services. This is done through the development and implementation of a rich bouquet of dynamic solution-driven academic programmes, both at undergraduate and graduate levels.

To achieve its mandate, the Division operates with 72 staff members through five (5) Schools and 7 supporting or allied Units. They are discussed briefly below.

School of Business and Management Studies (SoBMS)

The School offers several programmes in the field of Business and Management, both at Undergraduate and Graduate levels. There are two Departments in the School, i.e., the Department of Business and the Department of Management.

School of Education (SoE)

The School focusses on delivering programmes in Education and has five Departments, which are the Department of Early Childhood, Department of Teacher Education, Department of

Special and Inclusive Education, Department of Educational Management and Leadership, and the Department of Educational Technology.

School of Science and Technology (SoST)

The School operates within a broad Science, Technology, Engineering and Mathematics (STEM) philosophy to equip graduates with necessary knowledge and skills to meet the demands of Botswana's evolving knowledge economy. SoST houses three Departments, being the Department of Computing and Information Systems (CIS), Department of Applied Science, and the Department of Engineering and Property Development.

School of Social Sciences (SoSS)

SoSS has three Departments, being Department of Community Development, Psychosocial and Behavioural Sciences, Department of Public Administration and Department of Environmental Studies.

School of Graduate Studies (SGS)

The SGS is a central unit that provides administrative monitoring and coordination for Graduate programmes that are offered by BOU. Apart from overseeing and supporting advanced academic programs- Post Graduate Diplomas, Masters and PhDs, it ensures the quality of graduate education. It also develops graduate policies and serves as a central point of communication between the University, its graduate students, and the wider community.

Allied Units in the Division

In addition, the Division harbours seven allied and interdependent units, viz:

Academic Registry (AR): The AR is responsible for managing University academic records. It is pivotal in managing student Applications, Admissions and Registrations, together with course scheduling to ensure academic policies and procedures are followed correctly. Key functions of the AR also include maintaining accurate and confidential student records and managing academic calendars, overseeing graduation ceremonies and degree verifications, and ensuring institutional compliance with university and external regulations.

ACADEMIC OVERVIEW (Cont...)

Centre for Technology Enhanced Learning and Teaching (CTELT):

The Centre continues to contribute significantly to the mandate of the Division and BOU by providing leadership in the use of digital technology across the institution. Key focus areas include enhancing teaching and learning through technology integration, supporting academic engagement through various scholarly platforms, and ensuring seamless virtual connectivity for institutional activities. Central to CTELT's responsibilities is the management and continuous improvement of the digital learning environment facilitated by the Learning Management System (LMS) - Moodle. The unit carries on with the LMS-related capacity building for Staff, Students and Tutors, mainly in Learning analytics, multimedia inductions and targeted tutorials. It has also been instrumental in piloting the eProctoring software that the University just acquired for improving the quality of assessments. It also led the revamping of the new BOU website and maintained an oversight of the ITS-Moodle integration to ensure operational reliability and effectiveness.

Office of Quality Assurance (OQA): This office is the main custodian of Quality Assurance at BOU and plays a crucial role in developing, monitoring, and reporting on quality across the University. This is done by overseeing quality with the development, registration and accreditation of learning programmes and the review of policies, in particular the BOU Quality policy, which is an umbrella policy that provides a framework for quality at BOU. It leads the setting of standards, monitoring compliance, and promoting continuous improvement in educational practices. The office also carries out internal audits, coordination of institutional external audits, programme validation visits, and self-evaluations as mandated by the Botswana Qualifications Authority (BQA) and external bodies such as the African Council for Distance Education (ACDE). The OQA has been instrumental in implementing quality assurance collaborations with external institutions, notably the Namibian College of Open Learning (NAMCOL) and the University of South Africa (UNISA).

Office of Research, Innovation and Partnerships (ORIP): This office is pivotal in facilitating the core research function of the University, together with the creative and collaboration endeavours. Refer to the full functions in the dedicated report from the unit.

Centre for Continuing Professional Development (CCPD):

The unit is responsible for providing short courses and other modes of continuing professional development to internal stakeholders (university staff and students) and external stakeholders (general public). It serves as a key player in the business development space at BOU, helping to attract 3rd stream income through professional fund generating capacity building.

Office of Publishing Services (OPS): This Unit directly serves BOU in its entirety through its sub-units of Editorial, Production and Printing. It thus ensures the provision of editing, publishing, and printing services to the design and development of teaching/learning, learner support, and corporate print and electronic materials. It also oversees the Design and Production of Annual reports, brand materials like banners and leaflets, and other official documents.

SADC Centre for Distance Education (SADC-CDE): The Centre continues to deliver on its mandate of academic and professional development in the SADC region. See the full report in the dedicated section.

Staffing in the Schools

The Botswana Open University, in accordance with its Online and Distance Learning (ODL) mantra, operates with a lean staff complement, both for academic and support staff. The delivery of teaching and learning is carried out by the academic staff, and part-time Tutors under the coordination of the academic staff in the Schools and Student Services personnel in the five regional campuses. The academic staff and tutors are also engaged in the setting and moderation of assessments, the supervision of graduate students, and the development of learning material. The Staff also undertake research and innovation, and provide service at university, professional and community levels. Table 1 shows the distribution of academic staff in the Schools, their Academic and other Ranks and Genders. Overall, there are 32 academic staff, where 17 are females and 15 are males, together with 6 Administrators who are 5 females and 1 male. The majority of staff members are Lecturers, and there has been a strong drive to get staff trained at PhD level.

ACADEMIC OVERVIEW (Cont...)

Table 1: Staff complement within the Schools in AS Division.

School	Academic Rank			Gender	Total Staff	
	AP/P	SL	L			
School and Dean				Admin	F	M
School of Business & Management Studies Dean: Assoc. Prof. Baakile Motshegwa	1	3	6	1	7	4
School of Education Dean: Assoc. Prof. Gbolagade Adekanmbi	1	1	11	2	10	5
School of Science & Technology Dean: Prof. Sunny Aiyuk	1		2	1	1	3
School of Social Sciences Dean: Assoc. Prof. Bantu Morolong	1		4	1	3	3
School of Graduate Studies Dean: Dr Tebogo Seretse			1	1	1	1
TOTAL	4	4	24	6	22	16

Key:
AP/P - Associate Professor/Professor
SL - Senior Lecturer
L - Lecturer
Admin - Administration Staff

ACADEMIC OVERVIEW (Cont...)

Staffing in other Units

Non academic staff in the Academic services division were 35 during the reporting period. The ratio of male to female was 17:18, as there were 17 females and 18 males. The Table below shows the distribution.

Table 2: Staff complement within the allied Units in AS Division

Unit	Number of Staff	Gender	
Name and Director/Acting Director	Total	F	M
Centre for Technology Enhanced Learning & Teaching (CTELT) Acting Director: Mr. Keitumetse Nduna	7	1	6
Academic Registry (AR) Director: Mr. Victor Maika	11	6	5
Office of Quality Assurance (OQA) Director: Dr. Phineas Sebopelo	3	2	1
Office of Research, Innovation and Partnerships (ORIP) Director: Dr. M. Sekhwela	3	2	1
Office of Publishing Services (OPS) Acting Director: Ms. N. Sankoloba	6	2	4
SADC Centre for Distance Education (SADC-CDE) Director: Dr. Mmabaledi Seeletso	2	2	0
Centre for Continuing Professional Development (CCPD) Director: Dr. T. Moagi	3	2	1
Total	35	17	18

Teaching and learning

During the financial year, Teaching and Learning continue to stay as the main pillar at BOU, with the Schools, Departments, and Deans and Heads of Department, as well as Lecturers coordinating and guiding the activities, together with the Part Time Tutors. The Regional Campuses provided the needed support. Further support came from External Moderators, External Examiners, and Research Supervisors. A growing call to improve on the numbers of full-time Academic Staff continues to gain importance. 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 other staff to support research, including the attraction of 3rd stream income through grants.

The Strategy for Technology-Enhanced Teaching and Learning and Student Support (STELTASS) and the BOU E-Tutor Model are being implemented to aid the Teaching and Learning activities. 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 the assessment processes, the University uses 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. An eProctoring software has also been procured to further enhance academic integrity.

ACADEMIC OVERVIEW (Cont...)

Research and Innovation

The Academic Services Division, with the help of the Office of Research, Innovation and Partnership (ORIP), has continuously 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. In the concluding financial year, the Senate passed three revised policies for Council approval, and approved a set of new guidelines and procedures to support implementation. The policies were the revised Research and Innovation Policy, the revised Partnership Policy and the revised Internationalisation Policy. The sets of new guidelines that have been developed to support implementation of policies and provide guidance to researchers are Guidelines for Research and Innovation, General Guidelines and Procedures for Research and Innovation Funding, and Partnership Guidelines and Procedures. The revised policies and approved guidelines and procedures make it easier for researchers to undertake the research and innovation functions. This is further incentivised by the Senate approved Research Incentive Scheme that has identified varied incentives to encourage grants applications, research and innovation that are acknowledged to be largely driven by intrinsic motivation despite lack of institutional financial support. Thus, a lot of reported research outputs at BOU are funded externally on the basis of proposals submitted by researchers as the University is yet to establish a Research Fund that is part of the proposed Research and Innovation Policy revisions.

In terms of research outputs, the University, between January and December 2024 recorded nine Journal articles, two Book chapters and one published conference proceeding from all the schools, making 12 in total.

Service

The AS Division continues to play a vital role in the service space, impacting through University service, with various staff members doing selfless works for the growth of BOU, like serving in the various university committees

and taking on other ventures. For Professional service, staff are engaged with varied external endeavors that add value through the various services they render. For example, Prof S. Aiyuk gives lectures in Statistics to UNISA Postgraduate students. Regarding community service, the BOU Community Engagement Strategy is in full force, with staff members uplifting communities through various interventions.

Graduates

The table below shows graduate numbers in three out of four schools. The fourth school, the School of Science and Technology is yet to graduate its first cohort of students.

Table 3: Graduates per School

School	Level	Number of Graduates
School of Business and Management Studies (SoBMS)	Certificate (Total)	33
	Small Scale Business Management (SSBM)	28
	Certificate in Disaster Management (CDM)	5
	Diploma (Total)	525
	Diploma in Business Management (DBM)	295
	Diploma in Human Resource Management (DHRM)	230
	Degree (Total)	208
	Bachelor of Commerce (BCOM)	69
	Bachelor of Business in Entrepreneurship (BBE)	28
	Bachelor of Business Administration (BBM)	111
	Postgraduate (Total)	112
	Executive Masters in Business Administration (EMBA)	112
	SOBMs Overall Total	878

ACADEMIC OVERVIEW (Cont...)

Table 4: Graduates per School

School	Level	Number of Graduates
School of Education (SoE)	Certificate (Total)	96
	English for Professional Purposes	7
	Certificate in Distance Education (CDE)	6
	Certificate in Vocational Education and Training (CVET)	83
	Diploma (Total)	720
	Diploma in Integrated Early Childhood Development (DIECD)	720
	Degree (Total)	109
	Bachelor of Education-Primary Education (BEDPRIM)	29
	Bachelor of Education-Integrated Early Childhood Development (BEDIECD)	15
	Bachelor of Education- Special and Inclusive Education (BEDSIE)	65
	Postgraduate (Total)	91
	Postgraduate Certificate in Quality Assurance in Education (PGCAE)	25
	Master of Education-Educational Leadership (MEDEL)	66
	SoE Overall Total	1016
School	Level	Number of Graduates
School of Social Sciences (SoSS)	Certificate (Total)	31
	Certificate in Community-Based Work with Children and Youth Work (CCBWCY)	31
	Postgraduate (Total)	22
	Executive Masters in Public Administration (EMPA)	22
	SoSS Overall Total	53
Grand Total	Total for all Programmes	1947

ACADEMIC OVERVIEW (Cont...)

A total of 1947 students graduated from the two graduation events that took place in November 2024 and March 2025. During the previous period, 2338 students graduated, indicating that for the 2024-25 period, there was a drop of 391, translating into a 17% drop. The November graduation was held at the Ditshupo Hall in Fairgrounds- Gaborone, while the March graduation was virtual. In attendance were diverse guests from various universities and other institutions. The Vice Chancellor of the Botswana University of Agriculture and Natural Resources (BUAN), Professor K. Mosepele, gave the Keynote Address. The Chancellor of the University, Professor Sheila Tlou, the Chairperson of BOU Council Mr Charles Coyne and Council members, BOU Vice Chancellor, Professor Kgomotso Moahi, and the Deputy Vice Chancellors, led the event. Also, members of the University Senior Management Team and other University staff, dignitaries, Graduands and the media were present. Overall, this was a successful graduation ceremony.

Employability Drives

The Division continues to implement the BOU employability strategy. In this regard, employability attributes are embedded in new programmes and existing ones, as they are reviewed. This strategy that was facilitated by South African Institute for Distance Education (SAIDE) through the support of the Commonwealth of Learning (COL) is very crucial for BOU, as it addresses the mismatch in graduate market readiness.

Payment Plan for Student Fees

During the reporting period, an ambitious payment plan is being developed by the University, through a committee headed by the Director of Financial Services, Ms. L. Masupe. The aim is to enable a flexible mode of payment of fees by the students, thus easing the problem of once-off payments and drop-outs. The arrangement shall be for students to pay half of the Semester Tuition fees and commit to pay the balance in instalments before sitting for the End of Semester Examinations. The plan is expected to be piloted soon and rolled out later.

Senate

The Senate is the Chief custodian of the Academic enterprise at BOU and ensures the quality of programmes and overall quality management. This is typically through committees and boards specifically dedicated to reviewing and recommending policies and procedures related to quality. These committees often monitor, evaluate, and report on the institution's quality

assurance processes, ensuring compliance with standards and promoting continuous improvement. Indeed, the 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."

Programme Development and Accreditation

The Senate approved the proposal from the School of Business and Management Studies for a PhD in Business Administration and this was later approved by the Council for onward transmission to the Botswana Qualifications Authority (BQA). Four new programmes were also approved from the School of Social Sciences for transmission to BQA, being 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 has been running successfully during the reporting period.

Noteworthy also is that two PhD programmes were approved by the Senate. One, from the School of Education, PhD in Educational Leadership and Policy Studies and another from the School of Science and Technology on a PhD in Environmental Management and Sustainability. Submissions of proposals for programmes were made to Council.

Generating Third Stream Income

Non-Government funding, to generate 3rd stream income, is another research development aspect that the Botswana Open University continues to explore. The AS Division, through ORIP, continues to respond positively to potential funding sources, and a number of grants applications were made during this financial year. In anticipation that BOU may receive further external research funding, following a number of grants applications submitted to the Ministry of Communications Knowledge and Technology, ORIP has developed the funding guidelines which will assist BOU to manage grants from pre- to post-award, and grant closeout. A Research Incentive Scheme to encourage more grants application is in place.

ACADEMIC OVERVIEW (Cont...)

Partnerships and Internationalisation

Through a continuous effort that is facilitated by the Office of Research, Innovation and Partnership, BOU is creating impactful and value-added partnerships, both locally and internationally.

Memoranda of Understanding (MoUs) of approved new partnerships were developed during the reporting period. Others are under various stages of development including feedback from potential partners after inputs or drafting from BOU, making 10 altogether. Notable among them are the developing partnership between BOU and the Fern Universitaet Hagen from Germany, that explored possible areas of collaboration. Also, a Memorandum of Understanding was signed between Botswana Open University and University of South Africa (UNISA), defining the areas for increased collaboration, cooperation and interaction for further promotion of education, science and research and innovation in which the parties desire to work together in the future for mutual benefit. Again, a funding agreement between Ministry of Communications, Knowledge and Technology and Botswana Open University (BOU) was signed. The agreement is for undertaking a "Geo-Spatial Risk Index Tool (GSRIT) to monitor Human Nature conflicts (Human -Wildlife Conflicts; Poaching and illegal Trade) and Climate Change by BOU".

PCF11 Implementation

The Eleventh Pan-Commonwealth Forum on Open Learning (PCF11) is to be hosted by the Government of Botswana (through the Ministry of Higher Education) and the Commonwealth of Learning (COL). Being the only institution with true expertise in Open Learning and specifically ODL, BOU was chosen through a Presidential Directive in 2022 to develop a bid on behalf of the Government. There was a fierce bidding process among the 56 member states of the Commonwealth and the bid for Botswana was put together by a quartet headed by Prof. B. Morolong, with other members being Dr. E. Seretse, Ms. T. Moagi and Ms. L. Kgaswane. Botswana won the bid, being the third country in Africa to host a Pan Commonwealth Forum (PCF), following South Africa in 2002 (PCF2) and Nigeria in 2013 (PCF7). A 16-man Joint Organising Committee (JOC) was then constituted in 2023, Chaired by Prof S. Aiyuk from BOU and Ms. D. Modimakwane from the Ministry of Education and Skills Development (later Ministry of Higher Education), to drive the PCF11 Project. The JOC, together with its 9 constituted Sub-committees, has been working tirelessly with the BOU Executive Management

(headed by the Vice Chancellor, Prof H. Moahi, the Ministry of Higher Education and COL.

Challenges and Remedial Actions

The difficult economic environment in the country and globally is impacting negatively on the performance of the Division in terms of achieving its mandate. This has led to a continuously inadequate subvention from the Government. Notwithstanding this situation, the University must gradually reduce the reliance on the state and conscious efforts are being made to generate more 2nd and 3rd stream incomes. Also, despite the lean nature of staffing at BOU, there is abject shortage of academic staff. In this regard and to improve the quality of academic operations, a careful drive is being effected to increase the academic staff strength at the expense of the part time tutors on whom more than 90% of BOU's academic output has been outsourced.

Due to the unavailability of requisite funds, another major challenge faced by the Division is that of non movement of academic staff in the various Schools. It is over 3 years that qualified staff were promoted and this has led to serious demotivation of the staff and a reduction in the local and international standing of the University. However, efforts are being made by Management to ensure that this happens soon.

Conclusion and Future Outlook

- Despite the serious financial constraints, the Academic services Division performed adequately and aligned its activities with the BOU Strategic Plan 2023-28, the Corporate as well as the Divisional Scorecards. The continuous capacity building in the Division is a necessary option for the University and for the overall performance of the Division, expanding its capacity to deliver Tertiary level programmes. This, undoubtedly, positively impacts the core business of the University which is promoting Teaching and Learning, undertaking Research and giving Service to the University, the Profession and the Community.
- BOU is also improving substantially its mix of programmes offered, and this is being aided by leveraging partnerships both locally and internationally.
- There is that drive to intensify research activities to improve BOU's performance and attract more 3rd stream income.

ACADEMIC OVERVIEW (Cont...)

- Through the Centre for Continuing Professional Development, there is an improvement on the generation of Third Stream income, which is one of the most critical drives of any university in the Twenty first century and the increasingly technology driven and globalised world.
- To increase the student numbers, as expected for an ODL institution, strong efforts are also being made to attract international students to add to the rich mix of students at BOU.

In this reporting period, continuous efforts have been made by the Academic Services Division to support the University's drive towards an inclusive Open University, as reflected in the 2023-28 Strategic Plan. The drive for partnerships locally and internationally should help to achieve that inclusivity and drive BOU up the value curve, towards becoming a high-performance university, and ultimately getting globally recognised.



RESEARCH SUPPORT & OUTPUT

Introduction

Botswana Open University through the Office of Research, Innovation and Partnerships continues to provide for the research core function by ensuring updated policies aligned to the Strategic Plan 2023 - 2028 are implemented and supported by appropriate guidelines and procedures.

In the concluding financial year, the Senate passed three revised policies for Council approval, and approved a set of new guidelines and procedures to support implementation. The policies are:

- Revised Research and Innovation Policy
- Revised Partnership Policy
- Revised Internationalisation Policy

The sets of new guidelines that have been developed to support implementation of policies and provide guidance to researchers are as follows:

- Guidelines for Research and Innovation
- General Guidelines and Procedures for Research and Innovation Funding
- Partnership Guidelines and Procedures

The guidelines are expected to enhance the effectiveness and efficiency of the support services of the Office, as well as offer clarity on various aspects of the research function and initiation of partnerships.

The Office adopted that research development approach will now be supported by the revised policies that clarify the expectations and approved guidelines and procedures which makes it easier for researchers to undertake the research and innovation functions. This is further incentivised by the Senate approved Research Incentive Scheme that has identified various incentives to encourage grants applications, research and innovation that are acknowledged to be largely driven by intrinsic motivation despite lack of institutional financial support. Thus, a lot of reported research outputs at BOU are funded externally on the basis of proposals submitted by researchers as the University is yet to establish a Research Fund that is part of the proposed Research and Innovation Policy revisions.

Research Outputs

The University has during the reporting year recorded a total

of nine Journal Articles, two Book Chapters and one (12 in total) published conference proceedings from all the schools.

Funding

As noted above, researchers continue to respond positively to potential funding sources, and a number of grants applications were made during this financial year. Funding is another research development aspect that the Botswana Open University continues to explore. In anticipation that BOU may receive further external research funding, following a number of grants applications submitted to the Ministry of Communication's, Knowledge and Technology, ORIP has developed the funding guidelines which will assist BOU to manage grants from pre- to post-award, and grant closeout. A Research Incentive Scheme that will encourage more grants application has been approved by the Senate undergoing consultation in Schools. Implementation of the Scheme has started.

Partnerships and Internationalisation

The University receives new partnership proposals continuously, and with the revised Partnerships Policy passed by the Senate in March 2025 for approval by the Council, and the newly developed guidelines, better alignment with the strategic goals will be ensured.

New Potential Partnerships

After the arrival of the Manager Legal Services in November 2024, outstanding Memoranda of Understanding (MoUs) of approved new partnerships were developed and two await signing. Others are under various stages of development including feedback from potential partners after inputs or drafting from BOU, and altogether make ten.

Proposals for Partnerships

At the time of reporting, some proposals, in parenthesis were awaiting further clarification from the proposal owners. Another involved the workshop between BOU and the Fern Universitat Hagen from Germany that explored possible areas of collaborations that was held on the 21st March 2025. Follow up discussions have been ongoing that include possible MoU between the two universities.

New Signed Partnerships

- Memorandum of Understanding between Botswana Open University and University of South Africa (UNISA) has been signed by both parties on 3rd September 2024. The purpose of this Memorandum is to define the areas for increased collaboration, cooperation and interaction for further promotion of education, science and research and innovation in which the parties desire to work together in the future for their mutual benefit.
- Funding Agreement between Ministry of Communications, Knowledge and Technology and Botswana Open University (BOU) has been signed. The agreement is for undertaking a “Geo-Spatial Risk Index Tool (GSRIT) to monitor Human Nature conflicts (Human -Wildlife Conflicts; Poaching and illegal Trade; and Climate Change by BOU”.



THE SADC-CDE

The SADC Centre for Distance Education (SADC-CDE) continues to deliver on its mandate of academic and professional development of citizens in the SADC region. This is done through capacity building initiatives in the form of workshops, seminars, colloquiums, and other initiatives that involve engaging with practitioners from the SADC member states. All SADC-CDE activities and projects running at the moment are funded by the Commonwealth of Learning (COL). These are achieved through different sectors of COL, among them education, skills and technology. The Centre also aims at empowering out-of-school youth through various outreach initiatives. The Centre remains pivotal in driving COL's agenda in Botswana with its Director as the Focal Point.

1. Education

Under the COL Education Sector, SADC-CDE has successfully completed some major activities that include the following:

(a) Regional workshops and capacity building initiatives on ODL and OER related issues

In November 2024 SADC - CDE hosted a two-day COL sponsored workshop organised for senior staff of ODL institutions of Higher Learning in the SADC region. Participants were capacitated on Authentic Assessment processes, and the ultimate objective was to develop both institutional and a SADC wide Authentic Assessment framework. The participants were, post the workshop, expected to train their staff on Authentic Assessment processes in the ODL space. Invitation to participation at the workshop was extended to the 11 Commonwealth SADC member states of Botswana, Eswatini, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Tanzania and Zambia. All invited countries but one, being Mauritius, attended the workshop. A total of 22 out of the 25 participants expected to attend the workshop turned up. The workshop produced a draft Authentic Assessment Framework for the SADC region through a collective effort by member states.

In April 2025 a second COL facilitated workshop on ODL learner support was held. A total of 20 participants attended the workshop. The workshop aimed at fostering coherence among institutional policies, ensuring inclusivity for all learners (including those with disabilities and those in correctional settings), and leveraging technology, open educational

resources, and artificial intelligence to enhance support provision. The two draft frameworks are being finalised and will also be shared with the SADC Secretariat to be used by ODL institutions in the SADC region.

(b) Engagement on the Development of Micro-credentials

The SADC-CDE has engaged with the Virtual University for the Small States of the Commonwealth (VUSSC), a COL network, to support the Centre to develop youth micro credential courses. The envisaged project proposes to develop and deliver a collection of short courses leading to micro-credential(s) to enhance the professionalisation of youth workers in the Southern African region. Starting as a pilot at Botswana Open University, the courses are to be developed as open educational resources (OER) with the intent that they may be customised to enable subsequent uptake across borders by other institutions in the region. Micro-credentials have been identified by the World Economic Forum (2020) as a means to rapidly skill or upskill individuals in a range of professions. Through digital delivery, such short-term learning (usually in the form of a collection of short courses may be stacked to form a micro-credential. Typically, micro-credentials are evaluated and subsequently badged and include verifiable data such as what a learner has achieved, the awarding institution, and the shelf-life of the credential(s). The proposed project will develop two short courses sourced from pre-existing courses, namely:

- Youth Employability and Entrepreneurship; and
- Youth Rights, Civic Engagement and Political Participation

The two proposed courses will be credentialed with badges - as individual courses and/or as a micro-credential. As OER, the short courses will be free to use, customise, re-share, etc. The intent is that after the pilot, the courses will be uploaded to an open access online repository that will enable other institutions to reuse, re-purpose, and re-distribute these courses with a view to sustainability. The project goals are to develop two courses contextualised to Botswana youth workers. The objectives are to upskill youth workers and aspiring youth workers in the areas of entrepreneurship / employability and empowerment. The knowledge acquired from the two courses will support these individuals in their existing roles, or as a means to expose them to topical areas where youth workers will engage as professionals.

THE SADC-CDE (Cont...)

2. Skills

(a) TVET

Following the completion of competency-based training on planning for blended delivery of TVET in 2024, the three participants who qualified were enrolled on the Generative AI in TVET training. The three participants all successfully completed the training with one nominated to attend an in-person internship in Kuala Lumpur, Malaysia. The trainees are, among other things, expected to advocate for the integration of Gen-AI for blended TVET as well as to develop a guideline on the integration of Gen-AI for blended TVET in the country.

(b) Global Youth Summit

Lakehead University in Canada, together with its stakeholders and partners held a 10-month Global Youth Experience (GYE) for young (ages 18-25), globally minded citizens from 10 to 15 countries worldwide. This experience started with a 6-session virtual component from August to December 2024 for 100 to 120 youth, followed by a February 2025 in-person Summit at Lakehead University, Orillia, for approximately 40 youth (20 local and 20 international youth). The goals of the GYE for youth and the project included:

- Deepening discussions on youth work course topics and identifying topics and curricula for future youth courses.
- Learning about global citizenship from the vantage points of youth from many different countries.
- Deliberating on contemporary global issues that are important to youth through first-hand dialogue with international youth.
- Convening space for connecting, sharing and co-creating an agenda to educate their peers about gripping global issues around the world.
- Enabling refinement of a list of global issues that are most relevant for today's youth.
- Developing a series of audio and video podcasts for wider dissemination amongst youth.

The Summit that was attended by two young people from Botswana was a comprehensive convention for youth to engage in policy discussions and act on pressing global issues, organised around the following four key themes:

- (a) The global economy, the future of employment and the expanding wealth gap.
- (b) The climate crisis and environmental sustainability.
- (c) Peace and conflict.
- (d) Artificial intelligence, technology and information.

3. Access and Technology

(a) Development of open education content

COL also provides member states with an opportunity to develop open education resources. A COL sponsored workshop was held in Kigali, Rwanda, in March 2025 where institutions being Botswana Open University, University of the Witwatersrand and North West University, both South Africa, as well as the Federal College of Education from Nigeria and Rwanda University developed 5 modules that would be offered as open sources to promote both access and technology uptake.

(b) Conversation Webinar series

The Centre continued with the Conversation Webinar Series that provided ODeL practitioners from across the globe with an opportunity to share ideas on good practices and collaborate with one another as necessary.

4. Distance Education Association of Southern Africa (DEASA)

The Centre continues to provide DEASA with Secretarial services. For the 2024/25 period, the Centre facilitated the review of both the DEASA Constitution and Strategic Plan. The Centre also spearheaded the preparations of the DEASA 2024 conference that was held in Lilongwe, Malawi, in September 2024.

5. Pan Commonwealth Forum 11

The Centre remains pivotal in the spread of PCF11, which will be hosted by Botswana in September 2025. The Forum will bring together scholars from all the four corners of the globe to promote ODL both as a philosophy and a mode of education delivery.

LIBRARY & INFORMATION SERVICES



1. Introduction

The Library at Botswana Open University remains a vital resource that supports the University's mandate of delivering quality open and distance education. In 2024, the Library continued to enhance access to academic resources through various digital platforms, with a goal to reach out to every student and staff member across the University.

2. Key Achievements in 2024

2.1. Expansion of Digital Resource Access

The library made significant strides in expanding access to digital resources particularly for remote users. The implementation of enhanced authentication protocols through OpenAthens has facilitated quicker and uninterrupted access to a wide range of digital platforms and tools, including:

- LibGuides
- Electronic databases
- EbscoHost App accessed on the palm of your hand
- Open Educational Resources (OERs)
- Primo Discovery Tool (Library catalogue)

2.2. Strengthening User Support and Information Literacy

a) The Library Conducted information literacy training sessions, reaching 553 students across all schools as well as some staff and academic staff, covering, evaluating sources module, research impact module, finding and using specialised industry information module, OERs, ORCID, Open Access and Open Publishing, Advanced Archival Research (Print and digital) module, Finding and using specialised industry information module, search skills, referencing, and academic integrity including an Introduction to search techniques module.

LIBRARY & INFORMATION SERVICES (Cont...)

- b) Launched a Primo step-by-step tutorial guide to assist users in familiarising themselves with the library's catalogue.
- c) Published weekly eBook updates on the library website
- d) Continued implementation of the Library User's Education and Information Literacy Framework

2.3. Research and Scholarly Communication

- The BOU Institutional Repository grew to house over 600 scholarly works, enhancing visibility and preservation of academic outputs.
- Postgraduate students and researchers received individual and group support in using citation management tools, Turnitin, and research databases.
- Maun BOU Library coordinates the writing centre and has focused on academic writing, referencing tools and responsible research practices.
- Gaborone Campus run a virtual training on referencing tool.

2.4. Regional Library Engagement and Outreach

- All five regional campuses held library orientation sessions during student induction, with 442 student attendees in 2024.
- Regional libraries served as essential access points for ODL students, for internet access, and academic guidance.
- Outreach collaborations with public libraries in Palapye, Francistown, Maun and Gaborone helped bridge resource gaps for learners outside university centres.

2.5. Strategic Partnerships and Professional Development

The Library actively participated in the following initiatives during the reporting period:

- Botswana Library Consortium (BLC)
- Botswana Research and Education Network (BotsREN).
- South African Institute for Distance Education (SAIDE) - African Storybook (ASB)

- Botswana National Library Services (BNLS)
- Electronic Information for Libraries (EIFL)
- The Library continued to be part of the National Open Science Policy workgroup, with the Director and Assistant Librarian (Gaborone) attending various initiatives and advocacy campaigns on behalf of the University.
- BOU Library staff participated in three capacity-building seminars focused on digital scholarship and services.

3. Constraints and Challenges

Despite commendable progress, the Library encountered several challenges:

- Connectivity limitations in rural and remote areas hampered effective use of e-resources by some students.
- Low digital literacy levels among new users limited the uptake of online library services.
- Inadequate physical infrastructure in some regional libraries, including space constraints and limited computer terminals.
- Budget limitations restricted the acquisition of additional subject-specific databases and learning resources.

4. Conclusion and Outlook for 2025

The Library made significant contributions to BOU's teaching, learning, and research agenda in 2024 by strengthening digital service delivery, enhancing user engagement, and expanding research support initiatives. Moving forward, the Library will prioritise:

- Scaling up Open Educational Resource (OER) initiatives.
- Broadening partnerships for shared access and professional development. The library has already started to engage Elsevier through the Library Consortium to expand access to scientific research resources as well as scaleup capacity building for internal and external librarians.
- Increase value adding partners.

THE COLLEGE OF OPEN SCHOOLING



Introduction

The College of Open Schooling (COS) is the general education component of the University that provides school equivalency programmes at Junior Certificate (JC) and Botswana General Certificate of Secondary Education (BGCSE). Open Schooling is available to youth and adults who for any reason did not complete their secondary education, but now wish to continue. Most of the current students are out of school youth who do not have access to secondary school or did not achieve satisfactory grades to further their education. JC students enrol to upgrade their previous unsatisfactory grades and to satisfy entry requirements for senior secondary, while BGCSE students enrol to upgrade their grades to qualify for tertiary institutions.

Adults occasionally need to study because they find themselves in need of a basic education certificate, especially BGCSE to fulfil on the job or training requirements, or to attain the

mandatory minimum of points to qualify for government sponsorship.

Courses Offered

In addition to the subjects traditionally offered at JC and BGCSE, the College added Social Studies for BGCSE to its menu in the 2025 enrolment.

Governance

To improve its governance, the College has produced a draft policy to formally institute its structures. The policy is currently going through consultation in the University structures. It is envisioned that the policy will strategically position the College within BOU and the Country for resource mobilisation and optimal operation.

Students

In 2025, the College enrolled a total of 2658 students made up 983 JC and 1675 BGCSE students, consisting of 1651 females and 1007 males. This represents 99 percent of the targeted 2666 in the allocated quotas.

For the 2024 examination season, whose results were released in 2025, there was a total of 2647 candidates comprising of 938 JC and 1709 BGCSE candidates. JC registered A – E pass rate of 74.8 % which was a shortfall of the targeted 85%. BGCSE registered A-E pass rate of 69.28% falling short of the targeted 95%. Access to electronic learning materials by both students and tutors as well as limited tutorial times remain key impediments to optimal student success.

Conclusion

The College remains an integral aspect of the University that addresses the evolving educational landscape empowering individuals to pursue learning opportunities to meet their unique needs. To realise optimal results, it requires strengthened governance and operation structures and improved resources.

OUR HIGHLIGHTS



DR TRIVEDI HONoured WITH THE PRESTIGIOUS WOMEN AND SPORT BOTSWANA (WASBO)

Botswana Open University through its staff members continue to contribute to the development and nurturing of people especially women and girls. The Head of Early Childhood Department at Botswana Open University, Dr Trivedi was honoured with the Prestigious Women and Sport Botswana (WASBO) Special Award in recognition of her significant contribution to developing and growing women and girls' sports in Botswana since 2009 as a volunteer. She is the former vice Chairperson of WASBO. Dr Trivedi has

significantly contributed to the development and growth of women and girls in sports in Botswana. Among some of her contributions is the development of the Sexual Harassment and Gender-Based Violence Policy for Sport in Botswana, a study for the African Union Sports Council Region 5 on Gender Participation and leadership in sport for people with disabilities, as well as being part of the Botswana delegation to New Zealand to participate in International Working Group Conference.

OUR HIGHLIGHTS

BOTSWANA OPEN UNIVERSITY HOSTS THE FIRST INTERNATIONAL CONFERENCE ON OPEN AND DISTANCE LEARNING (ODL)

Botswana Open University's footprint continued to grow both locally and internationally in different areas of Open and Distance Learning. This was evidenced by the international conference on Open and Distance Learning which BOU hosted from the 8th to the 10th of May 2024, at Avani, Gaborone. The Acting Vice Chancellor Prof. Kgomotso Moahi, when welcoming guests noted it as a great milestone as the University was making its mark both nationally and internationally. She further said the conference whose theme was "exploring teaching and learning in Open and Distance Education" took the University a lot of effort to host.

The Acting Vice Chancellor observed that "the conference served as a platform for participants to come together and showcase innovation practices in teaching and learning, explore best practices in assessment and delve into critical areas such as technology adoption, research, partnerships and support services". Prof Moahi emphasised that the discussions and the collaborations will promote Open and Distance Learning as an alternative path for the delivery of education and skills development stressing that ODL continues to deliver quality education that is accessible and inclusive for all.

When officially opening the conference, The Minister of Education and Skills Development Dr. Douglas Letsholathebe congratulated BOU for taking a bold step to host a conference

of such magnitude. He said BOU was the only institution in Botswana that offers teaching, learning and research using Open and Distance Learning. The Minister added that the establishment of BOU in 2017 marked a significant move by the Government of Botswana towards democratizing access to quality education and a dedication for the Government to provide accessible, inclusive and quality education to all Batswana regardless of their backgrounds or social circumstances.

"In recognition of the role BOU is playing in the development of Botswana, the Government stands firm to support BOU in its endeavor to shape the future of education and skills development in the country and beyond", said the Minister. The Minister also highlighted that BOU through its provision of flexible learning also contributes to the national strategy of having a knowledge-based economy.

The Minister said the Conference was a testament to the growth of ODL both locally and internationally. He said he believes the conference would help identify innovative teaching and learning strategies that cater for diverse needs of ODL learners. The Minister said he hoped it will help to explore the integration of technology to enhance learning and foster interactivity. He further said he hoped it would help develop a robust assessment method that will ensure quality and maintain academic integrity in the ODL space and also forge strong partnerships between institutions, policy makers and the private sector to ensure the sustainable growth of ODL in Botswana.



OUR HIGHLIGHTS

BOU SCOOPS 1ST POSITION AT THE 2024 CONSUMER FAIR

Botswana Open University (BOU) came out on top at the 2024 Botswana Consumer Fair, voted the best overall exhibitor.

Out of 550 exhibitors who graced the Fair, BOU received the highest marks from the judges, standing out from the rest thanks to their striking, well-equipped stall, which was expertly manned by knowledgeable, helpful professionals.

The University was not only the best exhibitor, but it also walked away with the prize for attaining first position in the Education Category.

BOU's participation at the Fair gave it the opportunity to showcase its services to the public, mainly emphasising its use of online platforms for teaching and learning. BOU's cutting-edge was its educational technologies that it is using like Moodle platforms and its research and innovation initiatives.

Following this accomplishment, BOU Director of Corporate Relations and Marketing Rev. Bonny Bashe explained that BOU benefits immensely from fairs such as the Botswana Consumer Fair in terms of customer interactions and bringing services closer to the community. Officers had the opportunity to engage with stakeholders, members of the public, and current and potential students at the BOU stall. The University was able to exchange ideas and build a database of inquiries and stakeholders for future use as a result.

In recent years, statistics show that Open and Distance Learning approaches, which are used to provide education at various levels, have become increasingly popular, both locally and worldwide.

The transformation of BOU is viewed as a major milestone in the development of education in

Botswana and a significant step towards realising the country's vision of an educated nation, which also emphasises the elimination of poverty through the provision of knowledge and skills.

The Botswana Consumer Fair is an important platform to ride on because it opens doors for a larger audience that naturally would need a lot of resources for an institution to organise on its own. It is in this regard that BOU goes all out when exhibiting at this fair and makes its stall as interactive as possible for the benefit of the clients.



OUR HIGHLIGHTS

BOUSSRA Reports Growth and Resilience,

The Botswana Open University Sports and Social Recreation Association (BOUSSRA) update highlighted a significant progress in governance, participation, and preparations for upcoming sporting events, despite ongoing financial and logistical challenges.

Registered in 2022, the association has been actively driving membership recruitment. BOUSSRA currently has 48 members and it is actively seeking to expand by including part-time staff in its ranks.

BOUSSRA's participation in the 23rd SAUSSA Games in Harare, Zimbabwe in December 2024 marked a historic milestone. This was BOU's debut as a full SAUSSA member, where athlete Mr. Ramasaka earned a 3rd place trophy in

Table Tennis. Despite challenges such as exam clashes and limited funding, the team showed great professionalism and resilience.

Looking ahead, BOUSSRA is ramping up preparations for the 24th SAUSSA Games, scheduled for December 2025 in South Africa. Committees have been formed to handle training, fundraising, logistics, and uniforms.

The association continues to grapple with limited sports facilities, low training attendance, and funding gaps. However, it has proposed constitutional amendments to boost membership and competitiveness. BOUSSRA also plans to intensify training, increase tournament participation, and enhance member engagement through WhatsApp groups and email updates.



OUR IMPACT



- » Stakeholder Engagement
- » Community Engagement & Corporate Social Responsibility
- » Our People
- » Infrastructure and the Environment

COMMUNITY ENGAGEMENT & CORPORATE SOCIAL RESPONSIBILITY

BOTSWANA OPEN UNIVERSITY CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES

Botswana Open University (BOU) never fails to recognise the role of its stakeholders in its operations. The University has partnerships with various institutions in and outside Botswana. The University through the School of Education has an active partnership with the Central University of Technology (CUT), Bloemfontein, South Africa. Staff members in both Universities are involved in programmes reviews, external examiners of graduate programmes and attend each other's academic activities like research boot camps. Furthermore, the School of Education has also adopted some primary schools in Gaborone. The School places students in some of the schools for teaching practice. Some of these primary schools are Bontleng, Boikhutso, Masa, Tshwaragano and Therisanyo. It is important to note that one of the school heads in these schools has joined the School of Education preparatory committee for placement of teaching practice students. The schools are further assisted through some workshops to capacitate teachers regarding supervision and monitoring by HODs, and Senior Teachers, inclusivity, remediation and parental involvement in school activities and some other issues involving the professional development of the teachers. The School of Science and Technology on the other hand visited the Cancer Association of Botswana and during the visit donated a microwave as a way of support. Furthermore, the School, in collaboration with the Gaborone Regional Campus, sponsored a community member for one of the programmes offered by the University. Through all these activities the University has played a critical role in building skills, improving employability as well as promoting life-long learning. The University through Kang region and the University Headquarters continue to support disadvantaged individuals in society. In Kang the region has adopted an elderly man and support him in various ways

throughout the year and annually host a small celebration for him at the end of the year. At Headquarters, the Schools of Social Sciences and that of Education continue to support a House at SOS. The support is both financial, psychosocial and material. In Palapye, the BOU regional campus participated in the Youth Pitso at Tshimoyapula. The Pitso was organised by the Serowe District Council in collaboration with the Tshimoyapula Village Development Committee and the Ministry of Youth and Gender Affairs. The Pitso was meant to capacitate the communities to tackle problems they experience in their lives and be empowered to uplift their livelihoods. The event further created an environment where the Youth in Tshimoyapula interacted with professionals, including BOU, whose career would interest them to explore.



The activities shared in this report underscore the University's dedication to social inclusion and the University impacting society beyond the classroom.

COMMUNITY ENGAGEMENT & CORPORATE SOCIAL RESPONSIBILITY

KANG REGIONAL CAMPUS ADOPTS A STANDARD 3 CLASS AT KANG PRIMARY

Botswana Open University (BOU) through its Kang Regional Campus adopted Kang Primary School Standard 3 class of 2024. The adoption aims to develop a strong partnership and collaboration with local communities to drive innovation and knowledge transfer as a way of promoting continuous and experiential learning.

The Regional Campus adopted a Standard 3 class at this primary school for a period of five years, from 2023 to 2027. The adoption is in synch with the BOU 2023-2028 strategy that is centred around learning and teaching, student and stakeholder engagement, research innovation and sustainable development, open education, entrepreneurship and employability and governance and leadership. The main aim and expected output of this adoption at the end is to have positively influenced the students' improved academic

performance, acquisition of basic survival skills and acquisition of basic computer skills.

During the 5-year period, Kang Regional Campus staff members will support the adopted class by providing the students with basic study skills and support to enhance learning, provide basic computer literacy trainings, provide life skills and motivations to the students, provide basic stationary for the students, and organise performance enhancement activities such as awarding prizes for best performances.

Botswana Open University through this initiative is truly living its values especially the one on Student Centredness, which emphasises focus on nurturing the growth of our students providing extra-ordinary experiences that promote life-long learning.



OUR PEOPLE

Introduction

Human Resources continued to support strategic leadership in advancing Botswana Open University's (BOU) human capital agenda during the Financial Year 2024/25. The focus was on implementing reforms that provide efficiency, staff motivation, performance excellence and alignment with the University's Strategic Objectives and the National Economic Transformation and Recovery Plan.

The year on reporting was marked by economic constraints that necessitated cost containment, prioritisation of essential services, and innovative approaches to staff engagement, capacity building and performance management.

Background

During Financial Year 2024/25, the BOU embarked on major human resource organisational reform initiatives aligned with the Council's directive of enhancing institutional efficiency, performance and sustainability. These initiatives were undertaken in recognition of the University's evolving operating environment, financial constraints, and the need to strengthen its human capital and governance systems to support the strategic goals of open and distance learning delivery. The following were the Human Resource Strategic Focus Areas;

- Recruitment and Staffing
- Rationalisation
- Review of the Performance Management System (PMS), Development of Talent Management Strategy, and Succession Planning
- Review of BOU Conditions of Service
- Training
- Employee Relations, Welfare and Wellness
- HR Governance Alignment.

Recruitment and Staffing

The year 2024/2025 saw an increase in the number of staff from 213 as at 31st March 2024 to 217 as at 31st March 2025. The University had a turnover of 5.6% and in combatting this turnover, there was focus on improving employee satisfaction through competitive remuneration packages, providing opportunities for growth and development as well as investing in employee development. Overall, Council took a decision to prioritise mission critical positions for recruitment and freeze certain vacant positions. BOU prides itself for having a diverse, dynamic and skilled workforce.

Rationalisation

Due to the University continuing transformation agenda for

growth, the Council decided to carry a rationalisation exercise of the institution for operational efficiency. The main objective of the rationalisation exercise is to reframe the organisational structure in the light of current realities facing the University which include budgetary constraints and others that have an impact on the reputation of the institution (such as issues of academic integrity, lack of change and adaptability, negative brand perception, service quality issues, etc.). The primary factor, however, is the creation of a structure that maximizes on efficiencies and lends itself to sustainability.

Review of the Performance Management System (PMS), Development of Talent Management Strategy, and Succession Planning

Concurrent with the Rationalisation Exercise, the University decided to also do a comprehensive review of the Performance Management System (PMS). The review aimed to strengthen performance culture, accountability, and alignment of individual and departmental goals with institutional priorities.

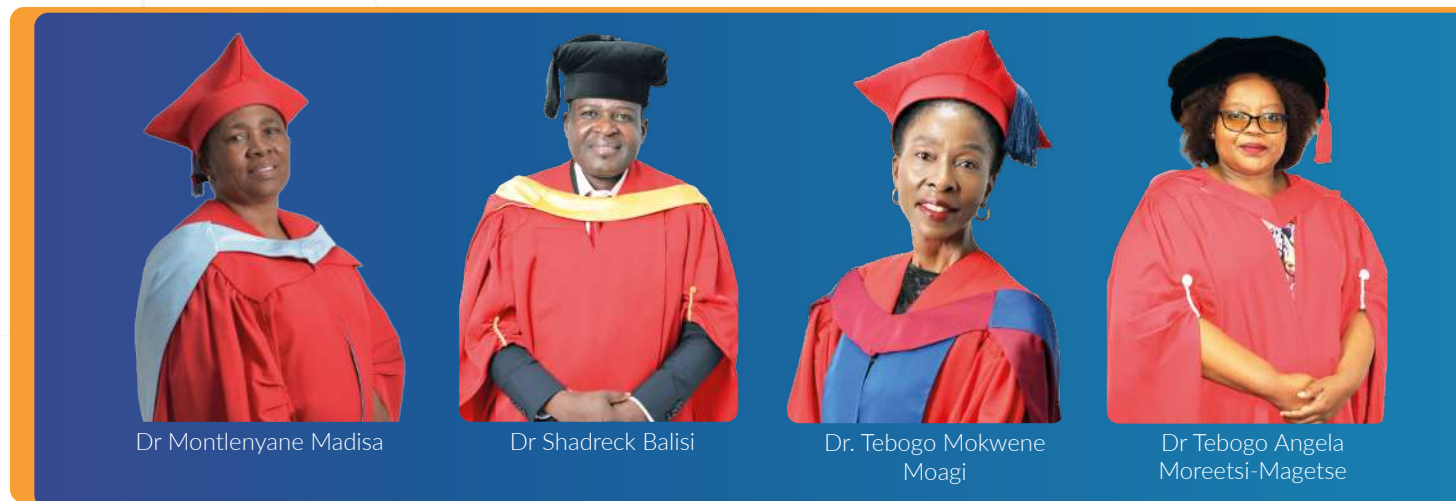
The University partnered with the SAIDE- OER AFRICA Consultants to review the BOU PMS Policy as well as to develop a Talent Management Strategy. The Strategy is to complement the PMS and rationalization initiatives with the intention to attract, develop and retain critical skills necessary for BOU's long-term success. The intention is to also focus on succession planning, leadership development, employee engagement, and career progression pathways. The development of these strategies is the University's proactive approach to building a resilient and capable workforce aligned with its Strategic Plan and the National Human Capital Agenda.

Review of BOU Conditions of Service

Within this same Financial Year the University undertook a review of the Conditions of Service to ensure alignment with current Labour Legislation, University Statutes and evolving operational realities. The review was guided by the Council's directive to modernise and harmonise employment terms and benefits across staff categories, enhance fairness and consistency and promote financial sustainability. The process involved extensive consultations with the two University Staff UNIONS and other key stakeholders to secure broad consensus on proposed amendments. The revised Conditions of Service provide a clearer framework for Recruitment, Performance Management, Acting Appointments, Promotions, and Remuneration thereby strengthening Governance, Transparency and Employee Relations within the University.

Training

BOU promotes a culture of training and development for its staff as a key priority hence continues to invest on its employees' upskilling. The University approved different PHD programmes and professional trainings for its employees at various ODL institutions. The following Staff members have successfully completed their PhD programmes.



- Dr Montlenyane Madisa completed Doctor of Philosophy in Nursing Science from University of Pretoria.
- Dr Shadreck Balisi completed Doctor of Philosophy in Social Science with Public Management and Governance from North-West University.
- Dr Tebogo Angela Moreetsi – Magetse completed Doctor of Philosophy in Educational Technology & Engineering from WITS University.
- Dr. Tebogo Mokwene Moagi completed Doctor of Philosophy in Business Management from University of Pretoria.
- Various initiatives were held such as commemorating international days and respective world events identified days. As the University has an ageing workforce a number of employees were due for retirement in this period. Management held a retirement workshop to prepare retiring staff as they venture into another life outside of employment.
- The University has other staff welfare initiatives to support staff such as a non-contributory pension scheme, Poloko SACCOS, Staff Welfare Society etc. As part of its welfare initiatives BOU continued its participation with the Southern African Universities Sports Association (SAUSSA) as the Botswana Open University Staff Sports & Recreation Association (BOUSSRA).

Employee Relations, Welfare and Wellness

Engagements with the two recognised University UNIONS was done throughout the year like for consideration of the following;

- Cost-of-living adjustments negotiations.
- Review of Conditions of service
- Rationalisation consultations
- Management maintained constructive dialogue with the UNIONS despite fiscal pressures to reinforce industrial peace.
- A Psychosocial Support Committee continued to promote staff wellness, resilience, faith base support initiatives and counselling.
- Non-monetary wellness interventions included motivational talks and wellness events.

HR Governance and Compliance

HR participated actively in strengthening governance structures for enhancing compliance including doing the following:

- Regular updates were made on various HR matters to Executive Management Committee (EMT) and technical support given to Council Human Resources Committee (CHRC) and the Council.
- Periodic review of HR Risks for monitoring and maintaining mitigating controls and necessary measures.
- Conducting reviews of various HR Policies as well as introduction of new Policies and other instruments.

INFRASTRUCTURE & THE ENVIRONMENT

1.0. An Overview

Infrastructure plays a pivotal role in supporting the institution towards effective delivery of its mandate. The University's Department of Infrastructure and Office Services is entrusted with this mandate and in doing so, it embraces the Safety, Health, Environment and Quality (SHEQ) principles to ensure a safe and conducive working environment for staff, students and the general public. Infrastructure delivery across all the five Regional Campuses is coordinated through the Department in terms of strategic planning, budgeting and policy direction.

2.0. Available Facilities

The University has facilities in its five Regional Campuses of Gaborone, Palapye, Francistown, Maun and Kang, including its Head Office in Gaborone. These constitute staff offices, equipped meeting rooms, libraries, cafeteria, classrooms, computer labs, counselling centres and outdoor spaces.

Following the consolidation of its six residential plots in Palapye, the University will continue to optimise its other land resources as it explores available funding options for its future developments. To this end, Public Private Partnerships model has been identified as a vehicle through which the University will leverage private sector financial and technical capacity to accelerate its project delivery.

3.0. Key policies supporting Infrastructure delivery

Five policies that support infrastructure delivery include Infrastructure Policy, Transport Policy, Records Management Policy, SHE Policy and the Disaster Management Policy. The two developed during the period under review are the Records Management and Transport Policies.

The Physical Infrastructure Policy's key focus is on amongst others, optimisation of the available infrastructure as well as ensuring its effective planning and management, exploration of alternative funding sources for new infrastructure and embracing sustainable energy principles in all the University physical infrastructure projects. The Records Management

Policy on the other hand, emphasises on the efficient and systematic control of information throughout its lifecycle, from creation to disposal as well as the data analytics to inform future strategic decisions. The Transport Policy guides on acquisition, usage, upkeep and disposal of the University vehicles. The Disaster Management Policy guides on how the University responds to significant emergency situations. The SHE Policy seeks to ensure that the University provides a safe and healthy working environment for staff, learners and the general public as well as protection of the environment within which it operates.

4.0. Infrastructure Challenges and Interventions

Owing to budgetary challenges experienced during the period, the institution was constrained to keep up with the ever changing infrastructure needs, including refurbishments and expansions to augment the available space. However, the maintenance works were prioritised based on compliance and areas of critical importance to ease financial burden.

5.0. New Projects

To meet its operational needs as it expands, the University kick-started the development of its new campus facility in Palapye. Phase 1 of the project will constitute a fabricated administration block targeted for implementation during the 2025/26 financial year, funds permitting. As a compliance intervention, the University also embarked on the removal of asbestos roof material at its Gaborone Regional Campus. Both projects are awaiting availability of funds for implementation during the 2025/26 fiscal year.

6.0. Maintenance of Facilities

Maintenance of facilities is through the respective regional campuses, each resourced with a qualified resident facilities professional, save for Kang and Palapye Regional Campuses. The regions are supported from the Head Office in terms of planning and policy direction. Long and short term maintenance plans are drawn in alignment with the fiscal year budgets for both corrective and cycle maintenance.

RISK MANAGEMENT

The Risk Management Committee continues to proactively identify and manage potential risks that could impact the institution's strategic objectives and operational effectiveness. The development of a Corporate Risk Register in alignment with established risk assessment standards and the Institutional Strategic Plan for 2023-2028 was a key deliverable, followed by the creation of Divisional Registers. The Corporate Risk Register encompassed twelve (12) thematic risk areas with six (6) thematic risk areas identified as "High," requiring close monitoring and reporting to the Council Audit, Risk and Compliance Committee (CARCC). The six thematic risk areas are:

1. Threats to Academic Integrity
2. Financial Risk
3. Cybersecurity Threats
4. Negative Brand Perception
5. Regulatory Compliance Risk
6. Delay in implementing the Rationalisation Project

Financial Risks

There were significant financial challenges faced by the Institution during the 2024/25 financial year, posing substantial threat to the Institution's ability to achieve its strategic objectives. In response to these significant financial challenges, Management proactively implemented a comprehensive Cost Containment Strategy. This strategy aimed to mitigate the most severe consequences of the funding shortfall and ensure the continued operation of essential services.

Threats to Academic Integrity

Threats that undermine the validity and reliability of assessments, including compromised assessment quality, the emergence of sophisticated artificial intelligence (AI) tools, inadequate assessment systems, and the lack of robust proctoring mechanisms, particularly in online summative assessments. Management has adopted a proactive approach to safeguard academic standards and ensure fair evaluation of student learning hence there is need to develop and implement Academic Integrity Policy Framework.

Negative Brand Perception

The University's social media presence is a vital tool for communication, engagement and reputation management. However, the current management of these platforms is falling short, leading to a negative perception of the University's brand. There is need to revitalise the University's social media presence and improve its overall brand perception.

Cybersecurity Threats

The lack of a dedicated IT Cybersecurity Officer and limited financial resources pose significant challenges. Management continues to enhance their cybersecurity posture by implementing practical, cost-effective mitigation strategies fostering a culture of security awareness and to keep up with the evolving threat landscape.

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 value, 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 resultant Strategic Plans. 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 • Strategic Plan, 2023-2028
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>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

KING IV APPLICATION REPORT

Principle	Application	Reference
Principle 6 The governing body should serve as the focal point and custodian of corporate governance in the organisation	Council exercises its leadership role by: <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 three 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. 	<ul style="list-style-type: none"> Council Charter BOU IAR
Principle 7 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	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. However, an appropriate balance does exist in terms of diversity of skills, expertise and gender.	BOU Act
Principle 8 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	Council has delegated different roles to its Committees. Delegation is done through Committee Charters. The following are disclosed in relation to each Committee <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
Principle 9 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	Council could not evaluate its performance due to financial constraints- A formal assessment is required every other year.	King IV Code Council Charter

KING IV

APPLICATION REPORT

Principle	Application	Reference
Principle 10 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	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. The VC is accountable to, and reports to, Council. The VC is not a member of the committee responsible for audit but attends as part of Management to respond to queries. Succession Planning for the VC is not in place because the appointment is the prerogative of the Minister. A Secretary is in place to provide professional corporate governance services to Council.	<ul style="list-style-type: none"> • Council Charter • BOU Act
Principle 11 The governing body should govern risk in a way that supports the organisation in setting and achieving strategic objectives	Council is responsible for the governance of risk and provides oversight. Council has approved a Risk Management Framework which sets direction on risk management Council has delegated the responsibility for risk governance to the Audit, Risk and Compliance Committee. Management implements the Framework and reports to the CARCC	<ul style="list-style-type: none"> • Council Charter • CARCC Charter • Risk Management Framework • Corporate Risk Register • Risk Management Reports
Principle 12 The governing body should govern technology and information in a way that supports the organisational setting and achieves its strategic objectives	Council governs technology and information, as well as IT related risks.	<ul style="list-style-type: none"> • Information Technology Policies and Strategies • Disaster Management Policy • Corporate Risk Register
Principle 13 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.	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. Council has approved a Compliance Policy that sets the direction for compliance. Management is responsible for implementation and execution of effective compliance	<ul style="list-style-type: none"> • BOU Act • Council Charter • CARCC Charter • Compliance Policy

KING IV
APPLICATION REPORT

Principle	Application	Reference
<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 Limpho Masupe
Director: Financial Services

Introduction

Guided by the 2023-2028 Strategic Plan, BOU continued to demonstrate its commitment to fulfilling its education mission, amid distinctly unique financial pressures, created by the economic recession. This was achieved through the optimisation of BOU's financial resources, through but not limited to the implementation of cost containment and income generation strategies. The University's relentless pursuit of

income generation culminated in the creation of the BOU Subsidiary Company (B.O.U. Innovations Proprietary Limited), with the intention of launching into the deep, as regards the generation of income for the University. However, the outcome of this initiative, together with the increased efforts aimed at raising external funding, are expected to bear positive outcomes in the medium to long-term. Meanwhile, the fiscal year 2025, brought its share of financial challenges, which included declining Government Grant, fluctuating student numbers, with direct impact on tuition fees, growing service and operating costs. Despite these challenges, exacerbated by the economic contraction, which is a global concern not only related to BOU, but to other public institutions in Botswana, the University managed its budget, albeit with great difficulty, given the funding constraints. In the year under review, income generation, which poses a major risk to the University's financial sustainability, remained low, in part, on account of the prevailing economic environment. Nonetheless, BOU continued its heightened drive towards raising external funding. This report provides highlights of the overall financial performance of the University.

Financial Highlights

The University's audited financial statements are included in this report. The following summary extracted from those financial statements provides highlights of the university's income, expenditure, net assets and liquidity position.

The University ended the fiscal year 2025, with a deficit of P3.5 million. This is in direct contrast to the prior fiscal year (2024: P9.8 million surplus). This has inflated the accumulated loss to P46.8 million (2024: P43.3 million). The liquidity position remains subdued, predominantly due to the turbulent economic environment, that has impacted the Government support of public institutions.

Operating Income

The operating income has decreased by P5 million (down 3%) compared to the previous year, driven largely by the P5.4 million (4%) decline in the Government Grant, from P133.7 million.

Table Operating Income - BWP Million

	Government Grant	Third Stream	Revenue	Other operating gains (losses)	Total
2025	128.3	8.9	42.7	-0.4	179.5
2024	133.7	10.6	39,9	0,3	184.5
% Growth	-4%	-19%	7%	175%	-3%
Bwp Mil. Growth	-5.4	-1.7	2.8	-0,7	-5

Expenditure for the Year

In fiscal 2025, the operating expenses rose by 5%, to P184.7 million (2024: P175.5 million). Attributing factors include, 6% increase in remuneration costs, that funded terminal benefits of staff, 13% rise in tutor and writer expenses to fund growth in programs, license fees rose by 20% or P0.8 million, to P3.9 million (2024: P3.1 million), due to the licencing for Oracle database appliance server for disaster recovery.

Table Operating Expenditure - BWP Million

	Employee Costs	Tutor & Writer Expenses	Operating Expenses
2025	141.4	8.6	34.7
2024	133.2	7.5	34.8
% Growth	6%	13%	-0.3%
Bwp Mil. Growth	8.2	1.1	-0.1

Net Assets

The Net assets totalled P42.8 million, showing a decline of P3.6 million (8.4%), from P46.4 million in the previous year. The decrease stemmed from the P6 million decline in Property Plant & Equipment (PPE), emanating from depreciation in

2025. The once off cash injection from the Government (2024: P30.4 million), in the previous year, had caused a dramatic upward spike in the cash and cash equivalents. In 2025, there was a downward shift of P23.8 million in cash and cash equivalents. BOU is cognisant of the uncertainty that marks the world's economic environment within which it operates and therefore continues to implement strategy driven initiatives to safeguard its financial resilience.

Equity and Reserves

The Accumulated Loss has increased by P3.5 million (7.4%), to P46.8 million (2024: P43.3 million), on account of a deficit reported in the year under review. Despite this, the University shall continue to engage structured turn-around strategies to minimise the exposure to financial risk and to promote its long-term financial sustainability.

Liquidity Position

In 2025, the liquidity position was still subdued, with the ratio of Current assets to Current liabilities of less than 1, which was no better than in 2024. Despite this, and the prevailing risks and uncertainties, the University remains optimistic that it shall have access to funding which shall support its financial sustainability.

Conclusion

It is evident that the world is characterised by persistent uncertainty, predicated by economic volatility and geopolitical tensions. This places strain on organisations to improve their financial capacity. Cognisant that, for open universities, in particular, financial pressures on revenues and margins, are distinctly unique, BOU, is committed to achieve sustainable financial resilience, through an all-inclusive and strategic approach, not blunt austerity. It is believed that this approach, will enable the University to withstand the turbulent financial storms, at the same time fulfil its educational mandate. The intended approaches to be adopted will include strategic data-driven budgeting, exploration of opportunities for alternative revenue streams and cost optimisation in vital areas.

ANNUAL FINANCIAL STATEMENTS



- » Council Members' Responsibilities and Approval
- » Council Members' Report
- » Independent Auditor's Report
- » Statement of Financial Position
- » Statement of Income and Expenditure
- » Statement of Changes in Equity
- » Statement of Cashflows
- » Accounting Policies
- » Notes to the Financial Statements

GENERAL INFORMATION

Country of incorporation and domicile	Botswana
Nature of business and principal activities	Open and distance learning
Council Members	Charles I. Coyne- Chairperson Festina S Bakwena - Vice Chairperson Professor Bantu Morolong Elsie Mokgadi Tsosetso E Magang Professor Kgomotso Moahi - Vice Chancellor Tebogo Matebesi Mmamiki Kamanakao Professor Mpine Makoe Godfrey Molefe Professor Sunny Aiyuk 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 Vunani Fund Managers Botswana Savings Bank
Auditors	Grant Thornton Chartered Accountants Member Firm of Grant Thornton International Ltd

CONTENTS

The reports and statements set out below comprise the annual financial statements presented to the Council Members:

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The following supplementary information does not form part of the annual financial statements and is unaudited:	
Detailed Income Statement	111 - 112

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 2026 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 76 to 79.

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 76 to 79.

The financial statements set out on page 80, which have been prepared on the going concern basis, were approved by the Council on 28 August 2025 and were signed on their behalf by:

Approval of financial statements



Charles I. Coyne- Chairperson



Professor Kgomo- Vice Chancellor

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
Charles I. Coyne - Chairperson	Chairperson	Non-executive	Reappointed 01 September 2024
Festina S Bakwena - Vice Chairperson	Acting Chairperson	Non-executive	
Kgopotso Ramoroka	Council Member	Non-executive	Resigned 31 March 2025
Professor Bantu Morolong	Council Member	Executive	
Elsie Mokgadi	Council Member	Executive	Appointed 18 June 2024
Professor Gbolagade Adekanmbi	Council Member	Executive	Resigned 31 March 2025
Tsoseletso E Magang	Council Member	Non-executive	
Dr Joseph Agolla	Council Member	Executive	
Professor Kgomotso Moahi-Vice Chancellor	Council Member	Executive	
Tebogo Matebesi	Council Member	Non-executive.	Appointed 01 September 2024
Mmamiki Kamanakao	Council Member	Non-executive	Appointed 01 September 2024
Professor Mpine E Makoe	Council Member	Non-executive	
Godfrey Molefe	Council Member	Non-executive	
Professor Sunny Aiyuk	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

COUNCIL MEMBER'S REPORT

Going concern (continued)

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.



Independent Auditor's Report

To the Members of the Council of Botswana Open University

Report on the Audit of the Annual Financial Statements

Opinion

We have audited the annual financial statements of the Botswana Open University ("The University") set out on pages 80 to 110, which comprise the statement of financial position as at 31 March 2025, 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 2025, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards as issued by the International Accounting Standards Board 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 P46 899 964 (2024: P43 342 165) and, as of that date, the University's current liabilities exceeded its current assets by P47 818 204 (P2024: P44 333 793). 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.

Chartered Accountants

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Botswana Accountancy Oversight Authority registration number: FAP 005 2025 (Audit Firm of Public Interest Entity)
Botswana Institute of Chartered Accountants membership number: MeFBW11013 (Non-Audit)

Partners

Kalyanaram Vijay (Managing), Aswin Vaidyanathan*, Madhavan Venkatachary*, Anthony Quashie, 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.

We have determined that there are no key audit matters to report in our report.

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 2025", 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.





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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.

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 are true and fair view of the transactions and financial affairs of the University.


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Firm of Certified Auditors

Practicing Member: Madhavan Venkatachary (CAP 0017 2025)

07 OCT 2025

Gaborone

STATEMENT OF FINANCIAL POSITION

Figures in Pula	Note(s)	2025	2024
Assets			
Non-Current Assets			
Property, plant and equipment	3	207,647,548	213,033,117
Right-of-use assets	4	861,591	1,002,452
Investment property	5	17,180,670	17,611,016
		225,689,809	231,646,585
Current Assets			
Trade and other receivables	6	795,391	1,587,730
Cash and cash equivalents	7	14,028,152	37,854,867
		14,823,543	39,442,597
Total Assets		240,513,352	271,089,182
Equity and Liabilities			
Equity			
Reserves	8	89,783,442	89,783,442
Accumulated Deficit		(46,899,964)	(43,342,165)
		42,883,478	46,441,277
Liabilities			
Non-Current Liabilities			
Lease liabilities	4	503,435	570,905
Deferred capital grant	9	134,484,693	140,300,609
		134,988,128	140,871,514
Current Liabilities			
Trade and other payables	10	42,079,128	59,635,244
Lease liabilities	4	438,150	516,559
Deferred income	11	20,124,469	23,624,587
		62,641,747	83,776,390
Total Liabilities		197,629,875	224,647,904
Total Equity and Liabilities		240,513,352	271,089,181

STATEMENT OF INCOME AND EXPENDITURE

As at 31st March 2025

Figures in Pula	Note(s)	2025	2024
Revenue	12	42,735,379	39,916,475
Other operating income	13	137,251,602	144,361,131
Other operating gains (losses)	14	(395,053)	260,844
Employee Costs	15	(141,494,102)	(133,241,569)
Tutor related expenses	15	(8,631,968)	(7,510,656)
Other operating expenses	15	(34,659,573)	(34,795,135)
Operating (deficit) surplus	15	(5,193,715)	8,991,090
Investment income	16	1,712,008	918,047
Finance costs	17	(76,092)	(80,799)
(Deficit) surplus for the year		(3,557,799)	9,828,338

STATEMENT OF CHANGES IN EQUITY

Figures in Pula	Revaluation reserve	Accumulated Deficit	Total equity
Balance at 01 April 2023	89,783,442	(53,170,502)	(36,612,940)
Deficit for the year	-	9,828,338	9,828,338
Total comprehensive deficit for the year	-	9,828,338	9,828,338
Balance at 01 April 2024	89,783,442	(43,342,165)	46,441,277
Surplus for the year	-	(3,557,799)	(3,557,799)
Total comprehensive deficit for the year	-	(3,557,799)	(3,557,799)
Balance at 31 March 2025	89,783,442	(46,899,964)	42,883,478
Note(s)	8		

STATEMENT OF CASH FLOWS

Figures in Pula	Note(s)	2025	2024
Cash flows from operating activities			
(Deficit) Surplus before taxation		(3,557,800)	9,828,337
Adjustments for non-cash items:			
Depreciation, amortisation		6,965,501	8,172,708
Losses on exchange differences		395,053	18,156
Deferred capital grants		(5,815,916)	(8,245,336)
Adjust for items which are presented separately:			
Interest income		(1,712,008)	(918,047)
Finance costs		76,092	80,799
Changes in working capital:			
Trade and other receivables		792,339	444,855
Trade and other payables		(17,951,169)	5,626,053
Deferred income		(3,500,118)	15,328,040
Cash used in operations		(24,308,026)	30,335,565
Interest income	16	1,712,008	918,047
Finance costs	17	-	-
Net cash from operating activities		(22,596,018)	31,253,612
Cash flows from investing activities			
Purchase of property, plant and equipment	3	(665,775)	(304,236)
Cash flows from financing activities			
Cash payments on lease liabilities	4	(488,830)	(484,123)
Finance Costs		(76,092)	(80,799)
Net cash from financing activities		(564,922)	(564,922)
Total cash movement for the year		(23,826,715)	30,384,454
Cash and cash equivalents at the beginning of the year		37,854,867	7,470,413
Cash and cash equivalents at the end of the year	7	14,028,152	37,854,867

ACCOUNTING POLICIES

1. Material 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 Material 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.

ACCOUNTING POLICIES

1.2 Material 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 (2024: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 a property held to earn rentals and/or for capital appreciation, and is accounted for using the cost model.

After initial recognition, investment property is measured at cost less any accumulated depreciation and any accumulated impairment losses, in accordance with the requirements of IAS 16 (Property, Plant and Equipment).

Depreciation is charged on a systematic basis over the useful life of the investment property, and impairment losses are recognised in profit or loss if the recoverable amount of the asset is less than its carrying amount.

Gains or losses arising from the disposal of investment property are recognised in profit or loss when the asset is derecognised, i.e., when it is disposed of or permanently withdrawn from use and no future economic benefits are expected from its disposal.

Rental income and operating expenses from investment property are reported within revenue and other expenses respectively, and are recognised in the statement of comprehensive income

1.4 Property, plant and equipment

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

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

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

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

ACCOUNTING POLICIES

1.4 Property, plant and equipment (continued)

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
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: Financial

assets which are equity instruments:

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

Financial assets which are debt instruments:

- Amortised cost.

ACCOUNTING POLICIES

1.5 Financial instruments (continued)

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:

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

Impairment

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

ACCOUNTING POLICIES

1.5 Financial instruments (continued)

Measurement and recognition of expected credit losses

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

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

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

ACCOUNTING POLICIES

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. Cash and cash equivalents comprise cash on hand and other short-term highly liquid investments with original maturities of three (3) months and are subject to an insignificant risk of changes in value. Cash and cash equivalent are measured at amortised cost.

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.

ACCOUNTING POLICIES

1.7 Leases

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

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

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

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

University as lessee

A lease liability and corresponding right-of-use asset are recognised at the lease commencement date, for all lease agreements for which the university is a lessee, except for short-term leases of 12 months or less, or leases of low value assets. For these leases, the university recognises the lease payments as an operating expense (note 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).

ACCOUNTING POLICIES

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. Lease

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

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

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

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

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

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

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

1.8 Impairment of assets

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

ACCOUNTING POLICIES

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

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

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

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

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

1.9 Employee benefits

Short-term employee benefits

The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as paid vacation leave and sick leave, bonuses, and non-monetary benefits such as medical 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.

ACCOUNTING POLICIES

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.

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

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

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

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.

ACCOUNTING POLICIES

1.13 Translation of foreign currencies

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.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

2. New Standards and Interpretations

2.1 Standards and interpretations effective and adopted in the current year

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

Standard/ Interpretation:	Effective date: Years beginning on or after	Expected impact:
• Supplier finance arrangements - amendments to IAS 7 and IFRS 7	01 January 2024	The impact of the amendment is not material.
• Non-current liabilities with covenants - amendments to IAS 1	01 January 2024	The impact of the amendment is not material.
• Lease liability in a sale and leaseback	01 January 2024	The impact of the amendment is not material.
• Classification of Liabilities with Covenants (IAS 1)	01 January 2024	The impact of the amendment is not material.

2.2 Standards and interpretations not yet effective

The university has chosen not to early adopt the following standards and interpretations, which have been published and are mandatory for the university's accounting periods beginning on or after 01 April 2025 or later periods:

Standard/ Interpretation:	Effective date: Years beginning on or after	Expected impact:
• Contracts Referencing Nature-dependent Electricity (Amendments to IFRS 9 and IFRS 7)	01 January 2026	Unlikely there will be a material impact
• Amendments to IFRS 1 First-time Adoption of International Financial Reporting Standards	01 January 2026	Unlikely there will be a material impact
• Amendments to IFRS 7 Financial Instruments: Disclosures	01 January 2026	Unlikely there will be a material impact
• Amendments to IFRS 9 Financial Instruments	01 January 2026	Unlikely there will be a material impact
• Amendments to IAS 10 Statement of Cash Flows	01 January 2026	Unlikely there will be a material impact
• Amendments to IFRS 9 and IFRS 7: Classification and Measurement of Financial Instruments	01 January 2026	Unlikely there will be a material impact
• Amendments to IFRS 10 Consolidated Financial Statements	01 January 2026	Unlikely there will be a material impact
• IFRS 18 'Presentation and Disclosure in Financial Statements'	01 January 2027	Unlikely there will be a material impact
• IFRS 19 'Subsidiaries without Public Accountability: Disclosures'	01 January 2027	Unlikely there will be a material impact
• Amendments to IFRS 10 and IAS 28: Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Effective date postponed indefinitely	Unlikely there will be a material impact
• Lack of exchangeability - amendments to IAS 21	01 January 2025	Unlikely there will be a material impact

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

3. Property, plant and equipment

	2025			2024		
	Cost or revaluation	Accumulated depreciation	Carrying value	Cost or revaluation	Accumulated depreciation	Carrying value
Buildings	214,506,006	(8,580,256)	205,925,750	214,506,006	(4,290,128)	210,215,878
Furniture and fixtures	3,507,946	(3,476,377)	31,569	3,507,946	(3,476,377)	31,569
Motor vehicles	8,675,135	(8,675,115)	20	8,675,135	(8,675,115)	20
Office equipment	22,746,889	(21,601,825)	1,145,064	22,199,375	(20,476,872)	1,722,503
IT equipment	21,871,049	(21,373,601)	497,448	21,752,788	(20,737,338)	1,015,450
Capital - Work in progress	47,697	-	47,697	47,697	-	47,697
Total	271,354,722	(63,707,174)	207,647,548	270,688,947	(57,655,830)	213,033,117

Reconciliation of property, plant and equipment - 2025

	Opening balance	Additions	Depreciation	Total
Buildings	210,215,878	-	(4,290,128)	205,925,750
Furniture and fixtures	31,569	-	-	31,569
Motor vehicles	20	-	-	20
Office equipment	1,722,503	547,514	(1,124,953)	1,145,064
IT equipment	1,015,450	118,261	(636,263)	497,448
Capital - Work in progress	47,697	-	-	47,697
	213,033,117	665,775	(6,051,344)	207,647,548

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

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. Management have determined that the carrying amounts as at 31st March 2025 represents the fair value of the property.

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.

Fully Depreciated Assets Still In Use

Furniture and Fixtures	3,476,377	3,476,377
Motor Vehicles	8,675,115	8,675,115
Office Equipment	18,837,866	15,737,630
IT Equipment	19,831,830	18,548,261
	50,821,188	46,437,383

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

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:

Net carrying amounts of right-of-use assets

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

Buildings	861,591	1,002,452
-----------	---------	-----------

Depreciation recognised on right-of-use assets

Buildings	483,814	453,569
-----------	---------	---------

Other disclosures

Interest expense on lease liabilities	76,092	80,799
Lease repayments	564,923	564,923

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	517,772	564,935
Two to five years	499,905	570,905
	1,017,677	1,135,840
Less finance charges component	(76,092)	(48,376)
	941,585	1,087,464

Non-current liabilities	503,435	570,905
Current liabilities	438,150	516,559
	941,585	1,087,464

Reconciliation of movement in lease liability

Opening balance	1,087,464	581,366
Interest expense	76,092	80,799
Lease modification	342,952	990,222
Lease payments	(564,923)	(564,923)
	941,585	1,087,464

5. Investment property

	2025			2024		
	Fair Value	Accumulated depreciation	Carrying value	Fair Value	Accumulated depreciation	Carrying value
Investment property	21,517,416	(4,336,746)	17,180,670	21,517,416	(3,906,400)	17,611,016

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

5. Investment property (continued)

Reconciliation of investment property - 2025

	Opening balance	Depreciation	Total
Investment property	17,611,016	(430,346)	17,180,670

Reconciliation of investment property - 2024

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

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.

Management have determined that the carrying amounts as at 31st March 2025 represents the fair value of the property.

Amounts recognised in profit and loss for the year

Rental income from investment property	946,043	948,333
Direct operating expenses from rental generating property	(40,500)	(70,209)
	905,543	878,124

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 university:

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

6. Trade and other receivables

Financial instruments:

Trade receivables	373,200	339,846
Loss allowance on trade receivables	(373,200)	(339,846)
Trade receivables at amortised cost	-	-
Other receivable	88,094	324,895

Non-financial instruments:

Employee costs in advance	76,128	76,128
Prepayments	631,169	1,186,707

Total trade and other receivables	795,391	1,587,730
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Split between non-current and current portions

Current assets	795,391	1,587,730
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Financial instrument and non-financial instrument components of trade and other receivables

Financial Instruments at amortised cost	88,094	324,895
Non-financial instruments	707,297	1,262,835
	795,391	1,587,730

Exposure to credit risk

Trade receivables inherently expose the university to credit risk, being the risk that the univeristy 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% (2024: 100%)	373,200	(373,200)	339,846	(339,846)
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2025	2025	2024	2024
Estimated gross carrying amount at default	Loss allowance (Lifetime expected credit loss)	Estimated gross carrying amount at default	Loss allowance (Lifetime expected credit loss)

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

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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	(339,846)	(328,727)
Current year charge	(33,354)	(11,119)

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:

Bank balances	13,147,120	28,840,137
Short-term deposits	881,032	9,014,730
	14,028,152	37,854,867

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	140,300,609	148,545,945
Additions	665,775	304,236
Amortisation	(6,481,691)	(8,549,572)
	134,484,693	140,300,609

10. Trade and other payables

Financial instruments:

Trade payables	4,382,090	4,692,912
Other accrued expenses	3,578,620	1,940,965
Other payables	6,044,580	4,076,649

Non-financial instruments:

Accrued employee expenses	28,073,838	48,924,718
	42,079,128	59,635,244

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

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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 tuition fees

Opening balance	8,624,587	8,296,547
Additions	9,229,510	8,624,587
Realised in income	(8,624,587)	(8,296,547)
	9,229,510	8,624,587

Reconciliation of deferred income Government Grant

Opening Balance	15,000,000	-
Additions	-	15,000,000
Realised in income	(4,105,041)	-
	10,894,959	15,000,000

12. Revenue

Revenue from contracts with customers

Student application and tuition fees	42,735,379	39,916,475
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13. Other operating income

Rental income	946,043	948,333
Amortisation of capital grants	6,481,691	8,519,888
Tender sales	26,790	5,530
Bad debts recovered	(162,688)	(633,252)
Other income	1,600,389	1,755,705
Government grants	128,359,377	133,764,927
	137,251,602	144,361,131

14. Other operating gains (losses)

Gains (losses) on disposals, scrappings and settlements

Property, plant and equipment	3	-	279,000
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Foreign exchange gains (losses)

Net foreign exchange loss	(395,053)	(18,156)
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Total other operating gains (losses)

	(395,053)	260,844
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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	335,556	315,022
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NOTES TO THE ANNUAL FINANCIAL STATEMENTS

Figures in Pula	2025	2024
15. Operating profit (loss) (continued)		
Employee costs		
Salaries, wages, bonuses and other benefits	83,844,375	80,514,405
Allowances	31,767,325	27,863,734
Gratuity expenses	16,833,433	16,938,084
Retirement benefit plans: defined contribution expense	9,048,969	7,925,346
Total employee costs	141,494,102	133,241,569
Depreciation and amortisation		
Depreciation of investment property on the cost model	430,346	430,346
Depreciation of property, plant and equipment	6,051,344	7,251,420
Depreciation of right-of-use assets	483,814	490,942
Total depreciation and amortisation	6,965,504	8,172,708
Tutor and writer expenses		
Tutor related fees (tertiary and open schooling)	7,281,231	5,460,310
Marking and writers expenses	1,350,737	1,792,810
Other operating expenses		
Administration and management fees	607,722	610,479
Auditors remuneration -External Audit	335,556	315,022
Bank Charges	1,447,885	1,352,200
Cleaning	1,271,811	1,183,139
Consulting fees	70,457	46,190
Consumables	82,148	27,432
Depreciation	6,965,505	8,172,708
Entertainment	18,608	52,344
IT expenses	3,237,676	2,975,855
Insurance	1,714,301	1,948,130
Learner materials	44,316	343,817
Library resources	179,577	313,994
License fees	3,943,872	3,156,247
Motor vehicle expenses	317,030	228,232
Other expenses	1,276,041	911,734
Partnership fees, development and maintenance	644,347	641,696
Postage	75,018	39,401
Printing and stationery	297,915	93,829
Programs expenditure	16,200	6,313
Promotions and marketing	592,517	504,766
Protective Clothing	34,491	34,901
Repairs and maintenance	4,717,442	5,789,984
Security	1,429,190	1,068,973
Staff welfare	541,803	496,619
Subscriptions	135,894	323,924
Teaching aids	113,262	173,286
Telephone and fax	280,679	311,554
Travel-external	226,825	268,976
Travel-local	724,588	310,811
Utility costs	3,316,892	3,092,579
	34,659,568	34,795,135

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

Figures in Pula	2025	2024
16. Investment income		
Interest income		
Investments in financial assets:		
Bank and other cash	1,712,008	918,047
17. Finance costs		
Lease liabilities	76,092	80,799
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 Higher Education		
Professor K. Moahi-Vice Chancellor		
Dr Godson G. Gatsha- Deputy Vice Chancellor (Student Services)		
Dr Lesedi L. Lesetedi-Deputy Vice Chancellor(Corporate Services)		
Professor Sunny Ayuik-Deputy Vice Chancellor(Academic Services)		
Related party transactions		
Government Grants		
Subvention	124,920,110	149,036,515
Council Sitting		
Council Sitting Fees	487,132	288,415
Compensation to directors and other key management		
Short-term employee benefits	4,693,106	4,079,470
Terminal Benefits-(to be paid at the end of contract)	2,031,047	3,404,351
Leave and Gratuity paid out during the year	2,741,986	2,124,454

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

Figures in Pula

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20. Financial instruments and risk management

Categories of financial instruments

Categories of financial assets

2025

	Note(s)	Amortised cost	Total	Fair value
Trade and other receivables	6	88,094	88,094	88,094
Cash and cash equivalents	7	14,028,152	14,028,152	14,028,152
		14,116,246	14,116,246	14,116,246

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

Categories of financial liabilities

2025

	Note(s)	Amortised cost	Leases	Total	Fair value
Trade and other payables	10	42,079,126	-	42,079,126	42,079,126
Finance lease obligations	4	-	941,585	941,585	941,585
		42,079,126	941,585	43,020,711	43,020,711

2024

	Note(s)	Amortised cost	Leases	Total	Fair value
Trade and other payables	10	59,635,244	-	59,635,244	59,635,244
Finance lease obligations	4	-	516,559	516,559	516,559
		59,635,244	516,559	60,151,803	60,151,803

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

Figures in Pula	2025	2024
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20. Financial instruments and risk management (continued)

Capital risk management

The university's objective when managing capital are to safeguard the university's ability to continue as a going concern in order to provide services to its students by pricing service appropriately.

Since the university is a statutory corporation incorporated through an Act of Parliament, the university is also subject to Government policies on capital management.

Capital is raised in the form of Government subventions to acquire assets and also to enable operations. There is no externally imposed capital requirements applicable to the university.

There have been no changes to what the entity manages as capital, the strategy for capital maintenance or externally imposed capital requirements from the previous year.

Lease liabilities		941,585	1,087,464
Trade and other payables	10	42,079,126	59,635,244
Total liabilities		43,020,711	60,722,708
Cash and cash equivalents	7	(14,028,152)	(37,854,867)
Net liabilities		28,992,559	22,867,841
Equity		42,883,481	46,441,279
Gearing ratio		68 %	49 %

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

Figures in Pula	2025	2024
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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 Council has established the risk committee, which is responsible for developing and monitoring the university's risk management policies. The committee reports quarterly to the Council on its activities.

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

The university 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. 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:

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

Figures in Pula

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20. Financial instruments and risk management (continued)

		2025			2024		
		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	1,168,591	(373,200)	795,391	1,927,576	(339,846)	1,587,730
Cash and cash equivalents	7	14,028,152	-	14,028,152	37,854,867	-	37,854,867
		15,196,743	(373,200)	14,823,543	39,782,443	(339,846)	39,442,597

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 subventions from Botswana Government.

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.

2025

		Less than 1 year	Total	Carrying amount
Current liabilities				
Trade and other payables	10	42,079,126	42,079,126	42,079,126
Lease liabilities	4	438,150	438,150	438,150

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

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.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

Figures in Pula

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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	46,400	17,816

ZAR exposure

Current liabilities:			
Trade and other payables	10	324,316	620,770

Exchange rates

Pula per unit of foreign currency:

US Dollar	14.065	13.974
ZAR	0.782	0.750

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 themselves that although the university is not in a sound financial position (accumulated losses of P48 899 963 (2024 : P43 342 165) and current liabilities exceed current assets by P47 818 204 (2024: P44 333 793), 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.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

Figures in Pula	2025	2024
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23. Contingencies

The university has no material contingencies as at year end.

24. Fair value information

Fair value hierarchy

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

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

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

Level 3: Unobservable inputs for the asset or liability.

There are no assets and liabilities measured under the different levels mentioned above

Reconciliation of assets and liabilities measured at level 3

	Note(s)	Opening balance	Depreciation	Closing balance
2025				
Assets				
Investment property	5			
Investment Property		17,611,016	(430,346)	17,180,670
Total		17,611,016	(430,346)	17,180,670

* Gains and losses recognised in profit or loss are included in Other income on the Statement of Comprehensive Income, except for gains and losses on financial assets and liabilities which have been included in fair value adjustments.

Gains and losses recognised in other comprehensive income are included in Gains and losses on property revaluation.

Information about valuation techniques and inputs used to derive level 3 fair values

Valuation processes applied by the Group

The fair value of investment properties is determined by external, independent property valuers, having appropriate recognised professional qualifications and recent experience in the location and category of property being values. The valuation company provides the fair value of the University's investment portfolio every two years.

DETAILED INCOME STATEMENT

	Note(s)	2025	2024
Revenue			
Rendering of services		42,735,379	39,916,475
Other operating income			
Other rental income		946,043	948,333
Amortisation of capital grant		6,481,691	8,519,888
Tenders		26,790	5,530
Bad debts recovered		(162,688)	(633,252)
Other income		1,600,389	1,755,705
Government grants		128,359,377	133,764,927
	13	137,251,602	144,361,131
Other operating gains (losses)			
Gains on disposal of assets or settlement of liabilities		-	279,000
Foreign exchange losses		(395,053)	(18,156)
	14	(395,053)	260,844
Expenses (Refer to page 42)		(184,785,643)	(175,547,361)
Operating (deficit) surplus	15	(5,193,715)	8,991,089
Investment income	16	1,712,008	918,047
Finance costs	17	(76,092)	(80,799)
(Loss) profit for the year		(3,557,799)	9,828,337

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

DETAILED INCOME STATEMENT

	Note(s)	2025	2024
Other operating expenses			
Administration and management fees		(607,722)	(610,479)
Auditor's remuneration - external audit	15	(335,556)	(315,022)
Bank charges		(1,447,885)	(1,352,200)
Cleaning		(1,271,811)	(1,183,139)
Consulting and professional fees - legal fees		(70,457)	(46,190)
Consumables		(82,148)	(27,432)
Depreciation		(6,965,505)	(8,172,708)
Employee costs		(141,494,102)	(133,241,569)
Entertainment		(18,608)	(52,344)
IT expenses		(3,237,676)	(2,975,855)
Insurance		(1,714,301)	(1,948,130)
Learner materials		(44,316)	(343,817)
Library resources		(179,577)	(313,994)
License fees		(3,943,872)	(3,156,247)
Motor vehicle expenses		(317,030)	(228,232)
Other expenses		(1,276,041)	(911,734)
Partnership fees		(644,347)	(641,696)
Postage		(75,018)	(39,401)
Printing and stationery		(297,915)	(93,829)
Programs expenditure		(16,200)	(6,313)
Promotions		(592,517)	(504,766)
Protective clothing		(34,491)	(34,901)
Repairs and maintenance		(4,717,442)	(5,789,984)
Security		(1,429,190)	(1,068,973)
Staff welfare		(541,803)	(496,619)
Subscriptions		(135,894)	(323,924)
Teaching aids		(113,262)	(173,286)
Telephone and fax		(280,679)	(311,554)
Travel - external		(226,825)	(268,976)
Travel - local		(724,588)	(310,811)
Tutor and writer expenses		(8,631,968)	(7,510,656)
Utility costs		(3,316,897)	(3,092,579)
		(184,785,643)	(175,547,360)

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

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