



BOTSWANA NATIONAL OLYMPIC COMMITTEE



SECRETARY GENERAL'S REPORT
BNO 2018 ORDINARY GENERAL MEETING

1. Preamble

- 1.1. The purpose of this report is to update BNO Members and stakeholders on progress status with respect to the 2017 - 2020 strategic goals; for the period October 2017 to May 2018.
- 1.2. This report is not intended to be a complete description of the work performed by the various BNO structures, but rather a high level update particularly with reference to strategic initiatives.
- 1.3. BNO structures are also involved in delivering core services and participating in other significant initiatives, not all of which are listed in the strategic plan.
- 1.4. The 2017 - 2021 BNO Strategic Plan has a total of fourteen (15) goals, namely:
 - 1.4.1. Facilitate development of elite sport through Members
 - 1.4.2. Deliver Key stakeholder expectations
 - 1.4.3. Create a conducive environment for athletes to excel
 - 1.4.4. Facilitate talent identification and development
 - 1.4.5. Increase capacity of coaches, sport administrators and medical personnel
 - 1.4.6. Enhance organisational capacity and quality of service
 - 1.4.7. Improve management and compliance of Members
 - 1.4.8. Enhance the brand
 - 1.4.9. Promote Olympic and Commonwealth values
 - 1.4.10. Improve Stakeholder Relations and Communication
 - 1.4.11. Build Key Skills and Competencies
 - 1.4.12. Improve Management of Performance
 - 1.4.13. Increase and diversity revenue
 - 1.4.14. Improve asset utilization
- 1.5. The report is on all of the strategic goals and performance with respect to their agreed measures, in some cases also covering the challenges and pertinent highlights.

2. FACILITATE DEVELOPMENT OF ELITE SPORT THROUGH MEMBERS: C1

<i>Number of Athletes Qualified for the Commonwealth Games</i>				
Start Date	End Date	2018 Target	May 2018 Status	
N/A	Apr. 2018	30 athletes	27 athletes	

- 2.1. The BNOC would have sent more than thirty (30) quality athletes had it not been confined by the CGF quota. Some of the athletes that were excluded on account of the quota limitation include Rio 2016 Olympian Boitumelo Masilo.

<i>Number of medals from the 2018 Commonwealth Games</i>				
Start Date	End Date	2018 Target	May 2018 Status	
N/A	Apr. 2018	8	5	

- 2.2. More gold medals were won than expected. Injuries denied Botswana medals (e.g. Men's 800m) in athletics while poor officiating had the same effect for Boxing.

- 2.3. The five (5) medals represent a **62.5%** achievement for **quantity** and more than a **100%** for **quality**; the best performance ever in the history of Botswana at the Commonwealth.

<i>Raise US\$48k by end of 2018 for the Diamond Athlete Programme</i>				
Start Date	End Date	2018 Target	May 2018 Status	
N/A	Dec. 2018	48K	<i>See F1</i>	

- 2.4. Some highlights under strategic goal C1 included:

- 2.4.1. Continued support from MYSC, OS and the CGF;
- 2.4.2. Most number of medals from a commonwealth Games;
- 2.4.3. Most number of female athletes at a Commonwealth Games;
- 2.4.4. Winning Commonwealth medals for the first time in some events.
- 2.4.5. A commonwealth record for becoming the first country to win a 400 double (i.e. gold in the Men's and Women's events).
- 2.4.6. Athletes incentives from Government and the private sector, in excess of **P2million**.
- 2.4.7. Hosting of an athletes career programme in December 2017.
- 2.4.8. Media training for Athletes in March 2018.

- 2.5. Some of the key challenges under C1 included:

- 2.5.1. Inadequate or late release of funds.
- 2.5.2. Long turnaround times as well as misaligned prioritisation by prospective sponsors.
- 2.5.3. Failure to submit information on time by NFs.

2.5.4. Private sector only being involved post the Games (i.e. through awarding of incentives to athletes).

3. DELIVER KEY STAKEHOLDER EXPECTATIONS: C2

Compliance to MoA and SLAs				
Start Date	End Date	2018 Target	May 2018 Status	
2017	Dec 2020	80%	Drafts compact/MoU in place.	

- 3.1. The stakeholder compact that the BNOC drafted in 2017 for itself and MYSC still not signed (NB: MYSC also yet to sign stakeholder compact with their entity; BNOC).
- 3.2. An MoU exists between the University of Botswana (UB)'s Department of Marketing while an institution-wide one is still being reviewed by UB Management.
- 3.3. Work is currently being progressed on an MoU between the BNOC and the BNSC. The completion of the MoU has to be preceded by the completion of the ongoing exercise to streamline roles and responsibilities between the two bodies.

4. CREATE A CONDUCIVE ENVIRONMENT FOR ATHLETES TO EXCEL: IP1


Level of Athletes Satisfaction				
Start Date	End Date	2018 Target	May 2018 Status	
2017	Dec 2020	75%	Not yet measured	

- 4.1. A survey is yet to be conducted and a report will be given during the 2018 Annual General Assembly (AGA).

% access to support services				
Start Date	End Date	2018 Target	May 2018 Status	
2017	Dec 2020	80%	Not yet measured	

- 4.2. As in the case of 4.1 above, this too has not yet been measured and an update will be given during the 2018 AGA.

5. FACILITATE TALENT IDENTIFICATION AND DEVELOPMENT: IP2


Number of Elite Athletes				
Start Date	End Date	2018 Target	May 2018 Status	
2017	Dec 2020	35	28 Individual & 2 Teams	

5.1. A common description for elite athletes and/or teams has yet to be arrived for. However given that there is still the need to measure performance on this goal, the following have been accepted for the interim to define elite athletes/teams:

- 5.1.1. Having previously qualified for a youth or main Olympic Games;
- 5.1.2. Having previously qualified for the main Commonwealth Games or having won a Commonwealth Youth Games medal;
- 5.1.3. Having previously qualified for your sport's World Championships (main) or having won a medal from the Youth Championships;
- 5.1.4. Medalists from international school sport championships, World University Games and other comparable Games and
- 5.1.5. Being a recipient of an OS Scholarship.

5.2. In any of the above cases, the athlete/team must still be competitive.

5.3. It should be noted that the level of support the BNOc extends to the athletes varies. While some have comprehensive scholarships (e.g. Tokyo 2020) that effectively take care of all of their needs, others have partial scholarships while others are in essence only supported in periods leading up to major Games.

Number of Sports with Development Frameworks (LTAD)				
Start Date	End Date	2018 Target	May 2018 Status	
2017	Dec 2020	9	7*	

5.4. Whereas the Secretariat was to assist two (2) National Federations (NFs) to develop their sport specific Long Term Athlete Development Frameworks (LTADs), owing to 2018 being Games laden, some changes within the core Secretariat Departments as well as challenges accessing interns from Canada; it will be feasible to only develop one (1) framework during 2018.

5.5. An intern has been secured from Canada to assist with the development of the Table Tennis framework and work has commenced.

6. INCREASE CAPACITY OF COACHES, SPORT ADMINISTRATORS AND MEDICAL PERSONNEL: IP3

% Priority Sports with Minimum of 3 active Coaches with Highest Level of Qualification				
Start Date	End Date	2018 Target	May 2018 Status	
2017	Dec 2020	50%	49%	

6.1. The target of 50% should be attained and possibly surpassed before the end of the year.

6.2. Some of the notable developments under this include:

6.2.1. A Volleyball Coach, **Mr. Shadreck Modiakgotla** completed the *International Coaches Enrichment Programme* (ICECP) in April 2018, with distinction; becoming the 4th Motswana and the 5th person from Botswana to have completed this programme.

6.2.2. For the 2018/19 intake, **Mr. Mogomotsi Otsetswe** (Athletics) has been submitted and will commence in September 2018 if admitted to the course.

6.2.3. A handball official, **Mr. Buyani Mphetsolang** is currently undergoing a four (4) month International Coaching Course in Hungary.

Number of sport medicine/science specialists trained				
Start Date	End Date	2018 Target	May 2018 Status	
2017	Dec 2020	3 Scholarship 30 locally trained	4 scholarships	

6.3. The target for individual scholarships is already surpassed within the reporting period. Plans remain afoot to deliver local training of sport science and sport medicine personnel by an International Instructor through OS before the end of the year.

Number of Advanced Sport Management Course (ASMC) Graduates				
Start Date	End Date	2018 Target	May 2018 Status	
2017	Dec 2020	30	41	

6.6 The two (2) sessions of ASMC that commenced in 2017 ended this year March, with the Francistown Edition having a 57% (i.e. 16) completion rate, while the Gaborone edition had an 81% (i.e. 25) completion rate.

- 6.7 For both editions the BNOC managed to reach the target of **40%** representation of women completing the course, as contemplated by the IOC.
- 6.8 Another two concurrent courses are beginning on the last weekend of June and will run until January 2019.
- 6.9 Work is ongoing regarding the accreditation of the courses with the Botswana Qualification Authority; with completion date set for the third quarter of 2018.
- 6.10 A challenge with ASMC as well as the Sport Administration Courses (SACs) remains that some graduates from these courses do not give back their acquired knowledge. Therefore, it will be pertinent that NFs only recommend people that are actively involved in their structures and also come up with ways of ensuring graduates to give back to the respective sports.

7. ENHANCE ORGANISATIONAL EFFICIENCY & QUALITY OF SERVICE: IP4

% Compliance to Risk Management Plan				
Start Date	End Date	2018 Target	May 2018 Status	
2017	Dec 2020	100%	N/A	

- 7.1. While risk management is embedded in some of the BNOC processes, the need to have a proper risk management framework and structures cannot be downplayed.
- 7.2. To that effect, work is still being undertaken on the development of a risk management structure after whose completion the organisation would be in a better position to measure compliance.

% of systems automated				
Start Date	End Date	2018 Target	May 2018 Status	
2017	Dec 2020	100%	78%	

- 7.3. The 100 % target can be attained by the end of the year, especially given that select staff would be undergoing training on recently integrated system as well as those coming on board later in the year.

% utilisation of systems				
Start Date	End Date	2018 Target	May 2018 Status	
2017	Dec 2020	100%	-	

7.4. This has yet to be measured and a report will be given at the 2018 AGA.

8. IMPROVE MANAGEMENT AND COMPLIANCE OF MEMBERS: IP5

Level of Member Compliance				
Start Date	End Date	2018 Target	May 2018 Status	
2017	Dec 2020	60%	-	

8.1. This has yet to be measured for 2018 and a report will be given at the 2018 AGA.

Number of Non Compliance Issues				
Start Date	End Date	2018 Target	May 2018 Status	
2017	Dec 2020	0	-	

8.2. This has yet to be measured for 2018 and a report will be given at the 2018 AGA.

9. ENHANCE BRAND IMAGE: IP6

% brand awareness				
Start Date	End Date	2018 Target	May 2018 Status	
2017	Dec 2020	70%	-	

9.1. A survey will only be carried out during the 2nd semester of 2018 and a report will be given at the 2018 AGA.

10. PROMOTE OLYMPIC AND COMMONWEALTH VALUES: IP7

Number of Schools Implementing OVEP				
Start Date	End Date	2018 Target	May 2018 Status	
2017	Dec 2020	6	N/A	

- 10.1. Twenty-five (25) teachers have been trained and the understanding was that post the training, they would roll out OVEP to their respective schools.
- 10.2. While reports have been received that some teachers are indeed rolling out the programme, the exact number and the effectiveness of the programmes has yet to be established.
- 10.3. Therefore, the more accurate status for 2018 will only be reported at the 2018 AGA.

% Completion of Project (Olymp-Africa)				
Start Date	End Date	2018 Target	May 2018 Status	
2017	Dec 2020	75%	+20%	

- 10.4. Works have already started. By December 2018 the contract for the construction of the parameter wall was already awarded and work to that respect is almost complete.
- 10.5. A ground breaking ceremony is awaiting the availability of the Minister, after which other works will be commenced.
- 10.6. Some of the key highlights under this goal include:
- 10.6.1. The holding of a first ever Olympic Values Education Programme (OVEP) training of trainers course in January 2018. The course was attended by a total of thirty (30) participants; mainly teachers from government and private schools.
- 10.6.2. Twenty-three (23) doping tests being conducted across three (3).
- 10.7. Some challenges/negatives included that:
- 10.7.1. For the period to date from January 2018, no funds have been received towards anti-doping; a development that has the potential to stifle BNOC's efforts in the fight against the scourge of doping.
- 10.7.2. One more Motswana athlete (from Athletics) returned an adverse analytical finding. This is a sad development as the BNOC's aim is to ensure that there are; no Botswana elite athletes that test positive.

11. IMPROVE STAKEHOLDER RELATIONS AND COMMUNICATION: 1P8

% Stakeholder Satisfaction				
Start Date	End Date	2018 Target	May 2018 Status	
2017	Dec 2020	75%	-	

- 11.1. This will be measured in the 2nd semester of 2018 and reported at the 2018 AGA.
- 11.2. While the BNOC has in general received positive coverage from the media and enjoyed cordial relations with stakeholders, the media was not happy with how private media was (ill)treated by members of the Botswana Police on the day Team Botswana arrived from the 2018 Commonwealth Games.
- 11.3. Some media groups even wrote to the BNOC and/or issued press releases some of which were implicating the BNOC.
- 11.4. Meetings have been held with some such parties to set the record straight; stating that the BNOC did not issue any instruction that journalists from the private must be harassed, and that the BNOC does not support the harassment of journalists as it also does not support any discrimination.
- 11.5. As demonstration that the BNOC has no agenda against and works well with the private media; for the 2018 Youth Olympic Games, the BNOC has submitted the names of Mr. Ketumile Ramatiti from *The Weekend Post* for consideration.
- 11.6. Over the reporting period, BNOC officials continued to participate in stakeholder activities including meetings and other assignments.

12. BUILD KEY SKILLS AND COMPETENCIES: LG1

% Skills Gap Addressed				
Start Date	End Date	2018 Target	May 2018 Status	
2017	Dec 2020	80%	60%	

- 12.1. Specific training has not been possible owing to financial constraints.
- 12.2. Notwithstanding, staff continues to be encouraged to take advantage of programmes offered by OS and other organisation. Additionally, funds are being solicited and should efforts be successful, the target could still be attained by end of the year.

% Vacant Position Filled with Required Competencies				
Start Date	End Date	2018 Target	May 2018 Status	
2017	Dec 2020	90%	91%	

12.3. Through mainly job enlargements and reorganisation, all the positions except that of the Chief Operations Officer have been filled with the relevant competencies.

12.4. The COO position has not been filled owing to financial constraints.

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

Average Individual Performance				
Start Date	End Date	2018 Target	May 2018 Status	
2017	Dec 2020	80%	N/A	

13.1. Appraisals are to be done in June and November/December 2018.

13.2. In the period under review, the BNOc experience its highest ever attrition rate. A total of three (3) employees left, and this represents a 16% attrition rate, which is a lot higher than the 5% that is contemplated in 2017-2020 strategic plan.

13.3. Some of the reasons given by staff that left include going for greener pastures where they are going and job insecurity at the BNOc owing to the contract model that was started in 2014; ending the hitherto permanent and pensionable arrangement.

14. **INCREASE AND DIVERSIFY REVENUE: F1**

Amount of non-traditional funding towards DAP				
Start Date	End Date	2018 Target	May 2018 Status	
2017	Dec 2020	1 Million	4 commitments in principle (BoMaid, Choppies, MultiChoice & RDC).	

14.1. While there are still seven (7) months to go in 2018, the fact that there is no signed sponsorship contract to date is a serious cause for concern.

14.2. It is hoped that the companies that have made commitments in principle will come to the party before the end of the year, and so will others.

% Completion of the development of Block 6 Plot				
Start Date	End Date	2018 Target	May 2018 Status	
2017	Dec 2020	50%	-	

14.3. While there is still more than half the year left before the end of the year, given what has been attained to date, the chances are that the 50% will not be attained.

14.4. New draft drawings have been developed with the input of a group of experts and efforts to secure a financier/developer are about to be embarked upon.

15. IMPROVE ASSET UTILISATION (FINANCIAL STEWARDSHIP): F2

Variance to Budget				
Start Date	End Date	2017 Target	31 Dec Status	
2017	Dec 2020	+10 %	(9.95%)	

15.1. The variance to budget used is for the whole of the financial year ended 31st December 2017. For all of 2018 the variance will be shared at the 2018 AGA.

15.2. Some of the issues that led to this included the reduction of the grant to the BNSC by MYSC as well as the new rules by OS on the use of NOC activities grants, in addition to inflation and other elements.

16. Conclusion

16.1. The BNOC remains well on track with respect to targets for 2018. Some are already fully attained this early in the year while a few more can be achieved successfully by the end of the year.

16.2. There are of course a few areas that are worrisome and where progress is a lot slower than the Board and Secretariat desires. These include fundraising and the development of the Block 6 project. The Board and Secretariat will in the next few months invest more time to these to ensure there is better progress.

16.3. For surveys, the Board has resolved that instead of conducting those only at the end of the year, it may be prudent; where feasible to conduct them a few times throughout the year and aggregate the scores at the end.

16.4. Finally, there have been some realisations that certain goals and/or their measures may be intending to address the same thing but doing so differently, such that there may be a need for alignment.

16.5. The Board is convinced that with the progress so far, it still remains realist that BNOC can field more than fifteen (15) athletes at the 2020 Olympic Games and win the four (4) medals as contemplated in the strategic plan. This of course will be premised on continued and enhanced support from MYSC and the BNSC as well as better cooperation by NFs and other stakeholders.