



BOTSWANA INTERNATIONAL UNIVERSITY
OF SCIENCE & TECHNOLOGY

ANNUAL REPORT 2019/2020



BIUST | *Driving Change*



BIUST STRATEGY MAP

The University Strategy has been packaged into four perspectives with seven goals which are led by the University's vision and purpose and driven by our values which are visually represented below.

Vision

To be a premier research-based university of Science, Engineering and Technology, internationally recognised for the quality and excellence of its teaching and learning; research and innovation and engagement

Mission

- Produce world class research and innovation in science engineering and technology
- Produce tomorrow's leaders in industry and society
- Promote Community National, Regional and International Development



Values

1. Equality and Diversity
2. Sincerity and Trust
3. High Performance and Quality
4. Change and Innovation
5. Quest for Knowledge



TABLE OF CONTENTS

BIUST Overview	04
Council Chairperson's Message	07
Vice Chancellor's Institutional Performance Report	08
University Governance and Management	10
Strategy and Performance	20
Audited Financial Statements for the year ended 31st March 2020	42

ABBREVIATIONS

BDF -	Botswana Defence Force
BIUST -	Botswana International University of Science & Technology
BQA -	Botswana Qualifications Authority
CSIR -	Council for Scientific and Industrial Research
ECSA	Engineering Council of South Africa
EMT -	Executive Management Team
ERB -	Engineering Registration Board
ICT -	Information and Communications Technology
MoTE -	Ministry of Tertiary Education, Research, Science and Technology
NCQF -	National Credit & Qualification Framework
NDP 11 -	National Development Plan 11
NERC -	Natural Environment Research Council, UK
STEM -	Science, Technology, Engineering and Mathematics
SMT -	Senior Management Team
SRC -	Student Representative Council



BIUST OVERVIEW

The Botswana International University of Science and Technology (BIUST) is a Government of Botswana supported institution established through the BIUST Act (CAP 57:05) as a research-intensive University that specialises in Science, Technology, Engineering & Mathematics (STEM) at both undergraduate and post-graduate level. It aims to increase competitiveness, economic growth and sustainable development; address the shortage of skilled scientists and technologists; increase movement of skilled people across national boundaries; stimulate research, innovation, and technology transfer; improve society's aspirations to improve health, wealth and well-being; address increased demand for access to tertiary education; and enable a more competitive and innovative tertiary education sector.

The mission of BIUST is to produce world-class research and innovation in science, engineering and technology, contributing to industry growth and development, and advancement of a diversified knowledge-based economy. The University's Strategic Plan 'A Catalyst for Innovation and Transformation,' sets the direction for the University for the next three years from 2020 to 2023, informed by an assessment of the external environment, which provides an understanding of the future external environment. The University's primary focus is centred on the strengthening of the academic value chain comprising three key elements of:

- (i) Teaching and Learning;
- (ii) Research and Innovation and
- (iii) Engagement for Development.

This represent the mission critical components of the University, which work together in a systematic relationship, supported by an integrated and aligned organisational capabilities. The overarching outcome being to deliver the University vision responsive to the needs of the stakeholders locally, regionally and internationally.

ACADEMIC ATTRACTIVENESS

During the year under review, the University produced 391 graduates being; 275 Degrees from the Faculty of Engineering & Technology and 116 from the Faculty of Sciences. This reflects an increase of 31% compared to 2018/19 financial year where 267 graduated from the Faculty of Engineering and Technology.

a. The re-configured University's learning programmes produce market relevant graduates; these include Financial

Mathematics, Mechatronics, Actuarial Sciences, Forensic Sciences, Engineering, Information Communication Technology, Cyber Security and Biotechnological Sciences amongst others.

b. 65% of our graduates are employed within six months after graduation. This has been consistent from the previous bi-ennial survey results.

c. The University has upgraded all its learning programmes from Bachelors to include Honours Degree qualifications making our graduates more attractive to the global community.

d. The academic curricula for the undergraduate programmes covers courses that equip students with business management, entrepreneurship and other soft skills needed for well rounded STEM graduates, a differentiating factor to brand the BIUST graduate.

e. The BIUST Academic Staff members are PhD holders, with a track record of research, varied professional experiences and renowned nationally or internationally as practitioners in a specific field impactful to their domains of expertise.

f. BIUST was appointed a National Coordinator for the African Very-long based interferometer Network (AVN) project of Square Kilometer Array (SKA), it houses facilities that will be used to develop the capacity to operate and maintain an antenna for the telescope. BIUST also hosts the SADC Satellite Receiver to enhance Botswana's Geo-Information System through Monitoring for Environment and Security in Africa (MESA) project.

g. The University collaborated with international partners and researchers from the United Kingdom and the Botswana Geo-Science Institute (BGI) and BIUST students in the search and discovery of meteorites in the Central Kalahari Game Reserve (CKGR).

h) BIUST has accredited with the following bodies local and international bodies.

- i) Engineering Council of South Africa (ECSA)
- ii) Engineers Registration Board (ERB).



COMMERCIAL ATTRACTIVENESS

a) BIUST developed an Entrepreneurship Strategy and a Research Strategy with an aim of fostering an enterprising culture, developing and maintaining the supporting infrastructure (human, physical, financial and social) needed to turn BIUST into a STEM and entrepreneurial University.

b) BIUST developed a Technology Park for purposes of turning research findings into tangible technological products and services.

c) Through the use of the pyrolysis plant, the Chemical Engineering Department completed the Coal-to-Liquid Conversion project to turn coal into oil, tar, and soap products, using local materials.

d) The Mechatronics Engineering Students continue to work on the Makeathon Project to develop an electric motor, which will propel Botswana into the 4th Industrial Revolution (4IR) in partnership with other tertiary institutions. BIUST students led in the development of the solar power car prototype.

e) BIUST received external research funding from local and international institutions among them: Debswana, Botswana Defence Force, Simons Foundations, Botswana Innovation Hub, NEED Project, Innovate UK, Horizon 2020, Future Leaders, Global Challenges Research Fund and Connect4.

f) BIUST has sophisticated research equipment currently used mainly for teaching and learning, research and for commercial gain.

SOCIAL RELEVANCE:

Outreach and Engagement services take the University to the people and bring the people to the University. The following are some of the University achievements during 2019/2020;

a. The University trained and graduated Secondary and Primary School Teachers as follows;

- i. In addition to the previous 765 Primary and Secondary School Teachers in Introduction to Computing (COMP 101); the programme has been extended to Training of Trainers.

ii. 489 Mathematics and Science Teachers (both

primary & secondary) have been trained in Inquiry Problem Based Learning (IPBL) approach to teaching STEM subjects.

b. BIUST facilitated the Design and Manufacturing Competition, which involved design of engineering parts via CAD/CAM; Manufacturing of engineering parts via machining, injection moulding. It involved Teachers and Design & Technology Club members at Lotsane (Palapye), Swaneng (Serowe), Moeng & Madiba (Mahalapye) Senior Schools, as well as BIUST students.

c. The University has established Pre-University Academic Programmes to promote social responsibility among other initiatives are:

i. BIUST circuses programme covered North East, Kgatlang, Kweneng and Chobe Districts. The circuses are a collection of themed science and mathematics demonstrations presented in a fascinating and very educational manner to increase concentration, absorption and retention by students. Thus far, 175,000 students have gone through the STEM circus programme.

ii. An annual STEM Festival celebrated Science Technology, Engineering and Mathematics achievements by showcasing products and or intellectual fruits to motivate participants to develop more interest in STEM particularly at pre-university level.

iii. BIUST's schools visitation programme gave pupils an opportunity to interact with BIUST academic experts on the subjects of the learners' interests or subjects deemed difficult such as STEM.

iv. Inquiry Based Science Education project introduced learners to the key elements used in scientific research at an early stage in life, such as observation, experimentation, asking questions, making hypothesis, designing investigations, mainly to improve learners' performance.

v. BIUST student mentorship outreach program involved BIUST engineering students working with pre-tertiary learners from Lotsane Senior Secondary School. The programme sought to work on the students' attitude and attain good understanding of the subjects through motivational talks and tutoring



by their peers at university level who constitute members of the BIUST Engineering Students Association (BESA) .

vi. BIUST initiated video conferencing to support schools whereby BIUST lecturers explained STEM concepts virtually to learners. The piloted senior secondary schools include among others Kweneng, Southern District (Mogoditshane, Ledumang and Kgale). The programme will be extended to other districts among them Ghanzi and North East.

vii. Botswana Scholar's programme (BWScholars), engaged BIUST postgraduate tutors through recruitment, training in teaching and learning facilitated by AccessEd. BIUST tutors were placed in local government schools to work with underprivileged young people to increase insights and progression to University. The programme

developed transferrable learning skills and provided professional development opportunities for our post graduate students. This impacted upon 50 students across the country.

viii. Entrepreneurship programme for youth job shadowing and mentorship programme aimed at developing the following; problem solving, analytical and critical synthesis skills.

BIUST has positioned itself to be one of the key drivers for transforming Botswana's economy from a resource-based to a knowledge-driven economy. This is coupled with the development of a strong academic value chain comprising of teaching & learning, research & innovation and engagement for development.



The First Lady Ms Neo Jane Masihi accompanied by Vice Chancellor Prof Otlogetswe Totolo appreciated the solar powered car prototype



Electric car project, a collaboration between BIUST and other tertiary institutions..



COUNCIL CHAIRPERSONS REMARKS



INTRODUCTION

On behalf of the University Council, I am pleased to present to the Honourable Minister the Annual Report for the year, 1st April 2019 to 31st March 2020. The report was prepared in line with the provisions of Section 20 of the BIUST Act CAP 57:05.

The purpose of the report is to inform the Government of Botswana, as a shareholder, and the public how the Council has discharged its mandate and responsibility to ensure a comprehensive performance of the University, as well as present audited financial statements of the year under review.

STRATEGY

The University Council and the Executive Management Team engaged on a Strategic Review exercise (mid-term review of the 2016-2023 BIUST Strategy) in the year under review. The purpose of the exercise was to evaluate performance against the Strategy and re-focus and identify new value creating opportunities. The Revised Strategy is scheduled to be approved at the Ordinary meeting of Council to be held on the 31st of July 2020.

Despite infrastructural and Financial challenges that come with an emerging University, the University has made significant strides in achieving its mandate with the support of all stakeholders involved. With the proposed revision of the Strategy the University will refocus its initiatives and prioritise to be more attractive academically and Commercially and have relevance in the global society.

The University continues to improve in the realm of Academic Quality, Research and Excellence. The University achieved a significant increase in student enrolment (1.4%)

and the Research Output per academy staff member is at 1.13% against the 0.8% set target.

CORPORATE GOVERNANCE

The University Governance is prescribed by the BIUST Act CAP 57:05 through the establishment of the University Council and Senate. The University Council, Senate and delegated sub-committees continue to meet statutorily to facilitate the approval of policy documents and activities to drive the University performance. The Council continues to play a supervisory role to Executive Management with regular accounting and interaction done at delegated specialists committees of Council.

During the year under review the University Council met and approved, amongst others, the Organisational Structure to drive the University's strategic initiatives.

CORPORATE SOCIAL RESPONSIBILITY

In relation to fulfilling its mandate of being a responsible corporate citizen, the University continues to offer support to the community it operates within and nationally. The University has facilitated mentoring programmes, school visitations and through its annual STEM festival the University has contributed immensely to the generation of interest in Research and Science based programmes.

FINANCIAL REPORTING

The University continues to adhere to sound reporting standards and the financial information included in this report was prepared in accordance with the International Financial Reporting Standards (IFRS). The assurance of the Annual Financial Statements provided to the University was done by an independent firm of external auditors. It is on this basis that I present, on behalf of the University Council, this Annual Report of the activities and finances of the University during the 2019/2020 financial year, to the Honourable Minister. The expectation is that it will be made available to the Parliament and the public in accordance with Section 20 of the BIUST Act CAP 57:05.

CONCLUSION

Finally, I wish to thank the Executive Management and the University staff for their dedication and commitment to the realisation of the University mandate. I extend further my gratitude to the University Council Members who have committed their time to attending to and overseeing affairs of the University at a strategic level.

Mr. Balisi M. Bonyongo

Council Chairman

September 2020



Professor Otlogetswe Totolo
Vice Chancellor

VICE CHANCELLOR'S FOREWORD

This reporting year 2019/2020 has seen major milestones in strategic areas as it marks the third year of the implementation of our Strategic Plan 2017/2018 to 2022/2023. During 2019/2020 planning phase, we undertook a Mid-term review of the Strategic Plan where we were opportune to reflect on our progress and to realign our priorities and actions to maximise our achievement of set strategic goals. We paused and reflected on the University's performance over the last three years and reset our future, in accordance with the changing circumstances in which we operate and the emerging challenges facing the world.

The report provides many examples where our planned performance has exceeded expectations. The registration of the University as a Higher Training Provider by the Botswana Qualifications Authority (BQA) demonstrated

our collective capability to achieve an important strategic objective. The registration of programme modules with BQA is in progress. The trajectory of our student enrolments continued to improve with a 1.4% increase over the year 2019/2020, with a total of 1984 students enrolled, which was 78% of the annual target of 2523. A student recruitment strategy is planned to be developed, cognisant of the COVID-19 protocols and the threats that affect international competitiveness and attractiveness. The growing number of students enrolled, positions the University to assume a leadership role as a Science, Engineering and Technology centre in Botswana, thus achieving the national criteria of a leading and specialised STEM University. Our graduate employability outcomes continue to exceed expectations and prove that our curriculum is aligned to the needs and demands of the national economy.

The University undertook its second biennial Graduate Destination survey in November 2018 where it was established that 66% of the second cohort of February 2018 graduates were in full-time employment, entrepreneurs or undertaking further studies, six months after graduation. This is a commendable achievement for the University context in the era of chronic and systemic graduate unemployment

Our strategic decision to require all academic staff to be in possession of an earned doctorate is not only on track at 100% performance but it is also the key driver of our research achievements. Our research output per academic staff was 1.13% against a set target of 0.8% publications per academic staff member, which reflects a tremendous improvement compared to the previous year at 0.9%. To ensure multidisciplinary research, the University devised a strategy to establish research groups and clusters that would collaborate with business and industry in alignment to the national Vision 2036. The research strategy, which established research groups is also paying dividends based on the four strategic research focus areas listed below:

- a) Natural Resource Management;
- b) Climate and Society;
- c) Frontiers of Science; and
- d) Innovative Technological Products and Services for Economic Development.

The University made major strides in mainstreaming



research into the core of the University's academic programme at undergraduate and postgraduate levels. Our students continue to achieve national and international recognition through their award-winning innovative projects celebrated with other institutions:

- four BIUST students were among the top finalists in the CEDA/DBSA Competition Challenge;
- one student and one staff member were awarded research grants of BWP2.0 million each by Botswana Innovation Fund (BIF); and
- four BIUST students led in the development of a solar powered car prototype in the SEZA Makethon 2019 and Huawei Seeds for the future in partnership with other local tertiary institutions.

The University's academic value chain embraces teaching & learning, research and innovation and engagement with the industry and society. We continue to forge strategic partnerships with government departments, private sector, parastatals and research institutions locally, regionally and globally.

During the year under review, we hosted the Research and Innovation Symposium concurrently with the Science, Technology, Engineering and Mathematics (STEM) Festival to buttress the importance of science, research and innovation at an early stage in life. We have consolidated our previous achievements in raising public awareness by promoting STEM through the national education system and providing useful services to communities that we serve both locally and nationally through science circuses impacting 175,000 students to date.

As part of community engagement, BIUST continues to engage in a number of social responsibility programmes, which include provision of tutoring services, training and upskilling of Science and Mathematics teachers, donating to various schools and the construction of a shelter (leobo) at the Palapye Main Kgotla.

To support its mandate, the University continues to ensure that prudent financial decisions are taken to facilitate activities that support realisation of its performance obligations. The operating budget for the University was P529,023,000 funded by budgeted revenue of P82,800,000

and the government subvention of P438,163,580. The expenditure at the end of March 2020 was P588,890,718 representing 105 % of the budget. The over expenditure was supported by the previous year surplus.

The University has a number of National Development Plan (NDP 11) projects, which are at various stages of development and implementation. The progress that we have achieved during 2019/2020 Financial Year is naturally attributable to the talent, hard work and commitment of our staff and student community in the achievement of our annual strategic goals and objectives.

Professor Otlogetswe Totolo
Vice Chancellor



UNIVERSITY GOVERNANCE AND MANAGEMENT

UNIVERSITY COUNCIL

The Council is the Executive body of the University with a primary governance responsibility for policymaking, administration, the planning of its work and the management of its resources. It is charged with implementing high quality governance structures and to build capacity to ensure a sound governance system, focusing on strategy, performance, value creation, internal controls, quality assurance and risk management. This objective is ensured through the University Council established in terms of Section 9 of the BIUST Act.

The members of Council for the reporting year 2019/20 were:

COUNCIL MEMBERS PROFILES AND EXPERIENCES



H.E. Dr. Festus Gontebanye Mogae, BIUST Chancellor NYB, MCC, PH, MP Former President of the Republic of Botswana (1998–2008). Honorary Degree of Doctor of Laws, University of Botswana (1998), MA Dev Econ, University of Sussex, Brighton, England. BA (Econ) University College, Oxford. Former Minister (1968) Development Planning (later the Finance and Development Planning) Ministry (1975–76). Permanent Secretary MFDP (1982–89). Experience: International Monetary Fund (IMF) Washington, D.C (1976) Alternate Executive and then Executive Director for Anglophone Africa. Governor of the Central Bank of Botswana (1980–81). Served in various Boards of Parastatals. Botswana Housing Corporation (BHC), Botswana Meat Commission MC, Cold Stores Limited and Botswana Development Corporation (BDC). Former Chairman: Choppies Group of Companies. Receipt of the Mo Ibrahim Award and Distinguished Award for HIV/AIDS Leadership in Southern Africa. (2002)



Mr. Balisi Bonyongo, Chairperson

Former Managing Director, Debswana Diamond Mining Company (Pty) Ltd. Bachelor of Engineering (Hons) Mineral Engineering University of Leeds, Master of Business Administration, University of Cape Town (UCT), Senior Executive Programme, London Business School. Executive Leadership, Strategy Management, Corporate Governance. Appointed by the President-Section 7 of the BIUST Act CAP 57:05.



Dr. Happy Fidzani, Vice Chairperson,

an economist by profession. PhD in Population Studies, University of Ghana-1981, MA in Economics Williams College, Massachusetts USA, MA in Political Economy, Boston University and BA in Economics UBS. Executive Leadership, Corporate Governance, Council Tender Committee, Council Human Resources Committee Chancellor-Appointed by the Minister in terms of Section 9 (2) (b) of the BIUST Act CAP 57:05, Public Service



Professor Otlogetswe Totolo, PhD, BFAS - Vice Chancellor – He has held a number of executive positions at the University of Botswana (UB). PhD University of London (UK). MSc University of Reading, UK, BSc Degree and Post Graduate Diploma in Education (PGDE) UB. He is a seasoned Environmental Scientist, Executive Leadership,

Corporate Governance, Academic Research Scientist, Executive Management Team. Appointed by the Minister-Section 9 (2) (a) of the BIUST Act CAP 57:05 Executive Management



Distinguished Professor Dennis Siginer

- Deputy Vice-Chancellor (Academic Affairs). PhD Mechanics University of Minnesota-USA, SC.D Fluid Mechanics Technical University of Istanbul-Turkey, M.S Solid Mechanics, Technical University of Istanbul, B.S (with Honours) Technical University of Istanbul. Mechanical Engineer by profession. Executive Leadership, Academic Research Scientist Council Member. Executive Management Team. Appointed by the Council-Section 9(2) (a) of the BIUST Act CAP 57:05.



Mr. Dawid. Katzke Deputy Vice-Chancellor (Finance and Administration). Bachelor of Commerce-University of South Africa. He has held a number of executive positions. Competencies: Finance and Economics Executive Leadership, Financial Reporting, Accounting, Economics, Manpower

Management Council Member, Executive Management Team. Appointed by the Council-Section 9(2) (a) of the BIUST Act CAP 57:05 Executive Management



Professor Joseph Chuma,

Acting Deputy Vice-Chancellor (Research & Innovation). PhD Electronic System Engineering University of Essex, United Kingdom (UK), Master of Business Administration, UB, MSc in Telecommunications and Information Systems Engineering University of Essex, UK, BSc in Electrical and Electronic Engineering-Nottingham University, UK. Academic Research Scientist, Policy Formulation, Corporate Governance, Council Member- Executive Management Team. Appointed by the Council-Section 9 (2) (a) of the BIUST Act CAP 57:05.



Professor Edward Lungu BIUST, Dean Faculty of Sciences, Mathematician, Academic Research Scientist, Council Member, Senate Representative, PhD, MSc University of Bristol, UK. Appointed by the Senate - Section 9(2)(f) of the BIUST Act CAP 57:05, Senate-Dean



Mr Thulisizwe Johnson, Mr Thulisizwe Johnson, Chief Executive Officer, Gambling Authority. MSc Finance and International Marketing, Hult University. Competencies: Executive Leadership, Entrepreneurship, Corporate Governance Council Audit Committee. Chancellor-Appointed by the Chancellor-Section 9 (2) (c) of the BIUST Act CAP 57:05 Private Sector 7



Distinguished Prof Estella Atekwana, Oklahoma State University, Head, Regents Distinguished Professor, Academic Research Scientist, Council-International Appointee, PhD Geophysics, Dalhousie University, MS Geology (Magna cum Laude) Howard University. Appointed by the Minister-Section 9 (2)

(d) International Appointee, Special Knowledge and Competence in Relevant Field of Tertiary Education



Mr. J. Mokgosi, Mr. J. Mokgosi, Master of Business Administration (MBA), UB, MSc City University in London, UK, Bachelor of Civil Engineering, Catholic University Washington D.C. He is the Managing Director of M3 Consulting. Consultancy Services, Project Management, Strategic Management, Finance, Corporate Services, entrepreneurship, Property Development and Management, Council Infrastructure, Council Tender Committee, Council Finance Committee. Appointed by the Chancellor-Section 9 (2) (c) of the BIUST Act CAP 57:05 Private Sector.



Mr Montwedi Mphathi, Bachelor of Mining Engineering Nova Scotia, Canada, He is held a number of executive positions in various mining sector. Competencies: Executive Management Leadership, Corporate Services, Corporate Governance, Council Member, Chairperson Council Human Resources Committee, Joint

Committee of Council and Senate. Chancellor-Section 9 (2) (c) of the BIUST Act CAP 57:05, Private Sector



Ms Dineo Setshogo, Ms Dineo Setshogo, Bachelor of Commerce in Accounting, UB, Ministry of Finance and Development Planning as Finance Manager. Competencies: Accountancy, Project Management Council Member, Council Finance and Risk, Joint Committee of Council and Senate. Appointed by the Minister-Section 9 (2) (b) of the BIUST Act CAP 57:05, Public Service



Dr Seja Maphanyane, PhD Plant Breeding, International Agriculture and Seed Physiology Cornell University-Ithaca NY-USA, MSc Plant Pathology and Statistics-South Dakota-USA, Bachelor of Science in Agriculture-UBLS. Private Consultant and Horticultural Producer, Research Science and Technology, Council

Member, Chairperson Finance and Risk Committee, Joint Committee of Council and Senate, Council Tender Committee, Council Infrastructure Committee. Appointed by the Chancellor-Section 9 (2) (c) of the BIUST Act CAP 57:05 Civil Society



Professor W. Masamba, Professor W. Masamba, PhD Analytical Chemistry, MSc Analytical Chemistry University of Florida, USA, BSc Chemistry and Mathematics, University of Malawi. He is the Head of Department of Chemistry and Forensic Sciences, Analytical Chemist, Academic Research. Appointed by Senate , -Section 9(2) (f) of the BIUST Act CAP 57:05, Senate - Professor



Professor Shadrack Toteu, Professor Shadrack Toteu, PhD Earth Sciences Environmental Scientist, Academic Research Scientist, Council Member, Joint Committee of Council and Senate (Review).Appointed by the Minister-Section 9 (2) (d) of the BIUST Act CAP 57:05. International Appointee Special Knowledge and Competence in Relevant Field of Tertiary Education



Kgosi Michael Moforaga, Kgosi Michael Moforaga, Tribal Administration, Tribal Administrator, Social Welfare, Community Development, Tribal Administration, Council Member, Council Infrastructure Committee, Diploma in Theology, Kgolagano College, Certificate in Teaching (Serowe Teachers Training College). Appointed by the Chancellor-Section 9 (2) (c) of the BIUST Act CAP 57:05 Civil Society



Dr Malatsi Galani, Dr Malatsi Galani, BIUST Computer Scientist, Academic Research, Information Systems and Communication Council Member, Academic Staff Representative, Joint Committee of Council and Senate (Review) PhD Information Technology and Computer Sciences, Elected by Academic Staff-Section 9(2)(g) of the BIUST Act CAP 57:05 Academic Staff



Mr Wilson Mankanku, Hospitality Management, Strategy Management, Hospitality, Council Member-Support Staff Representative. MSc Strategic Management, University of Derby UK, Hospitality Management-University of Birmingham, UK, Elected by Support Staff-Section 9(2) (h) of the BIUST Act CAP 57:05 Support Staff



Mr Thapelo Otukile, Justice Defence and Security, Attorney, Masters in Clinical Ultra Sound,b University of South Bank,UK,Bachelor of Science in Radiologic Technology,University of Hartford, Connecticut-USA,Post Graduate Certificate in Enterprise Risk Management,BAC,Botswana Minister – Appointed by the Minister-Section 9(2) (b) Public Service.



Mr Enock Government, Mr Enock Government, Environmental Scientist, Environmental Scientist, Council Member-BIUST Alumni, Council Infrastructure Committee Member, Council Finance and Risk Committee Bachelor of Science in Earth and Environmental Sciences, Diploma in Engineering, Monash University, Australia. Elected by the BIUST Alumni-Section 9 (2) (e) BIUST Alumni



Mr Edwin Elias, Mr Edwin Elias, Debswana Diamond Mining Company, Group Head of Ore Processing and Metallurgy, Strategic Management, Business Planning and Assurance, People Management, Council Member, Executive Master in Business Administration, Rotman School of Management, Toronto Canada, BSc in Metallurgical Engineering, Missouri University of Science and Technology, USA, Emerging Leaders Programme Business School of London. Elected by the Chancellor, Section 9 (2) (c) of the BIUST Act CAP 57:05, Private Sector.



Ms Tebogo Segolodi, Ms Tebogo Segolodi, Centre for Disease Control, Laboratory Team Leader, Biomedical Scientist and Researcher, Council Member, MSc Biomedical Science (Clinical Chemistry) NE-SCOT, Biomedical Sciences and Chemistry De Montfort University, UK. Elected by the Chancellor-Section 9 (2) (c) of the BIUST Act CAP 57:05, Private Sector



Mr. Dick Tshokolo, SRC President Student Representative Fourth Year Civil Engineering. Elected by the Student Body Section 9 (2) (i) of the BIUST Act CAP 57:05 Student



Mr. P. Makwati, Secretary to Council-Holds a Bachelor of Laws from the University of Botswana (LL.B), Master of Laws from the University of Stellenbosch (LL.M). Leadership Management Development Programme (University of Stellenbosch Business School), Certificate in Telecommunications Policy, Regulation and Management (WITS University). Appointed in terms of Section 10.5 of the University Statutes.

TABLE FOR COUNCIL MEMBERS ATTENDANCE & ALLOWANCES

Member	Ordinary Council Meeting	Special Meeting	Council Induction	Council (Strategy) Workshop	Council Audit Committee	Council Finance and Risk Committee	Council Tender Committee	Council Human Resource Committee	Council Infrastructure	Council Planning Committee	University Staff Appointments and Promotions Committee	Meetings attended	Rate / Sitting	Total Sitting Allowance
Mr.B. Bonyongo	3/3	4/4	1/1	1/1	Nil	Nil	Nil	Nil	Nil	Nil	Nil	9	2,250.00	20,250.00
Dr. N. H. Fidzani	2/3	3/3	0/1	1/1	Nil	Nil	12/12	4/4	Nil	Nil	7	29	1,800.00	52,200.00
Prof. O. Totolo	3/3	4/4	1/1	1/1	6/6	7/8	11/12	4/4	2/2	Nil	7	42	Nil	Nil
Dist Prof. D. Sighner	3/3	1/2	0/1	0/1	4/6	7/8	11/12	4/4	1/2	Nil	Nil	31	Nil	Nil
Prof. J. Chuma	3/3	1/2	1/1	1/1	2/3	4/5	4/5	4/4	1/1	Nil	Nil	21	Nil	Nil
Mr. D. B. Katzke	2/3	2/2	1/1	1/1	5/6	7/8	12/12	4/4	2/2	Nil	Nil	36	Nil	Nil
Prof. E. Lungu	2/3	2/2	0/1	1/1	4/4	2/3	5/7	*	1/1	Nil	Nil	13	Nil	Nil
Mr.T.Johnson	3/3	3/3	0/1	0/1	6/6	Nil	Nil	Nil	Nil	Nil	Nil	12	1,800.00	21,600.00
Prof. E. Atekwana	2/3	0/3	0/1	0/1	Nil	Nil	Nil	Nil	Nil	Nil	Nil	2	1,800.00	3,600.00
Mr.Mphathi	3/3	3/3	1/1	1/1	Nil	Nil	Nil	4/4	Nil	Nil	6	18	1,800.00	32,400.00
Dr.G.Maphanyane	3/3	3/3	1/1	1/1	Nil	8/8	5/5	Nil	1/1	Nil	Nil	22	1,800.00	39,600.00
Mr.J.Mokgosi	2/3	3/3	0/1	0/1	Nil	6/8	11/12	Nil	2/2	Nil	Nil	24	1,800.00	43,200.00
Prof. S. Toteu	2/3	1/2	0/1	1/1	Nil	Nil	Nil	Nil	Nil	Nil	Nil	4	1,800.00	7,200.00
Mr. E. Government	3/3	3/3	1/1	1/1	Nil	8/8	5/5	Nil	Nil	Nil	Nil	21	1,800.00	37,800.00
Ms D. Setshogo	2/3	2/2	1/1	1/1	Nil	4/9	Nil	Nil	Nil	Nil	Nil	10	Nil	Nil
Prof W.Masamba	3/3	2/2	1/1	1/1	Nil	Nil	Nil	Nil	Nil	Nil	Nil	7	Nil	Nil
Kgosi M.G. Maforaga	3/3	3/3	1/1	1/1	Nil	Nil	Nil	Nil	2/2	Nil	Nil	10	1,800.00	18,000.00
Prof. W. Masamba	3/3	2/2	1/1	1/1	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Dr. M. Galani	3/3	2/2	1/1	1/1	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Mr. T. Dick	1/1	1/1	0/1	0/1	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Mr. M. Madigele	1/1	*	*	*	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Mr.T.Obukile	1/1	1/1	1/1	0/1	Nil	Nil	3/3	Nil	Nil	Nil	Nil	6	Nil	Nil
Mr.E. Elias	1/1	1/1	1/1	0/1	Nil	Nil	Nil	Nil	Nil	Nil	Nil	3	1,800.00	5,400.00
Dr.M. Galani	3/3	2/2	1/1	1/1	Nil	Nil	Nil	Nil	Nil	Nil	Nil	7	Nil	Nil
Mr.W.Mankanku	3/3	2/2	1/1	1/1	Nil	Nil	Nil	Nil	Nil	Nil	Nil	7	Nil	Nil
T. Segolodi	1/3	2/2	1/1	1/1	Nil	Nil	Nil	Nil	Nil	Nil	Nil	5	1,800.00	9,000.00
Dr G. N. Mosalakatane	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil	1	1,800.00	1,800.00
Mr. K. Mogaetsho	Nil	Nil	Nil	Nil	5/6	Nil	Nil	Nil	Nil	Nil	Nil	5	1800	9,000.00
Mr. S. Prasad	Nil	Nil	Nil	Nil	6/6	Nil	Nil	Nil	Nil	Nil	Nil	6	1800	10,800.00

Key:
* - not yet/no longer a member of Council or Committee



COUNCIL COMMITTEES

The Council has delegated some of its responsibilities to the following specialist Standing Committees, which are constituted in accordance with the University Statutes.

COUNCIL AUDIT AND RISK COMMITTEE (CARC)

The Council Audit and Risk Committee (CARC) is a standing committee of the Council. The CARC comprises of two (2) Council members who are not employees of the University, two (2) external members independent of Management and the University and who are not members of the University Council and ex-officio members as prescribed in the University Statutes. The members jointly possess the financial expertise and qualifications necessary to discharge the functions of the committee in line with best practice rules and standards. The purpose of the Committee is to provide oversight on the corporate governance framework incorporating risk management and internal control in order to assist and provide assurance to the University Council on the:

- i. Integrity of financial reporting systems and financial statements
- ii. Effectiveness of risk management through functional implementation in monitoring risk, compliance to applicable policy and guidelines adopted.

Chairperson: Mr. Thulisizwe Johnson,

Members; Professor Otlogetswe Totolo, Distinguished Professor Dennis Siginer, Mr. Dawid Katzke, Professor Joseph Chuma, Mr. Kealeboga Mogaetsho, Mr. Siva Prasad, Mrs. Kefetole M. Mokobi (ex-officio).

Risk Management Statement

The University recognises that a risk management process is intrinsic to the achievement of its operational goals and strategic objectives. Risks are identified, recorded, prioritized and managed through a systematic approach for CARC oversight. To ensure effective risk management, the Directorate of Internal Audit acts as the third-line of defence providing an independent and objective assurance on the University's corporate governance, internal control, compliance and risk management systems.

COUNCIL FINANCE COMMITTEE

The Committee is responsible for advising Council on the financial position of the University, including its accounts, investments and general financial viability. The Committee

also ensures, on behalf of Council, that there is compliance to applicable regulatory standards of reporting.

Chairperson: Dr. Seja G. Maphanyane:

Members: Professor Otlogetswe Totolo, Distinguished Professor Dennis Siginer, Professor Dawid Katzke, Professor Joseph Chuma, Mr. Jubilee Mokgosi, Dr. James Juana, Ms. Dineo Setshogo, Mr. Enock Government and Mr. Davies Tele (ex-officio).

COUNCIL TENDER COMMITTEE

During the year under review, the Committee provided policy guidance and oversight on all issues relating to tenders, tender adjudication and awards to procure goods and services.

Chairperson: Dr. Novice H. Fidzani:

Members: Professor Otlogetswe Totolo, Distinguished Professor Dennis Siginer, Professor Joseph Chuma, Mr. Dawid Katzke, Mr. Jubilee Mokgosi, Mr. Thapelo Otukile, Dr. Seja G. Maphanyane

COUNCIL HUMAN RESOURCES COMMITTEE

The Committee is responsible for providing policy guidance and oversight to the University on issues relating to employment and conditions of service.

Chairperson: Mr. Montwedi Mphathi;

Members: Professor Otlogetswe Totolo, Distinguished Professor Dennis Siginer, Mr. Dawid Katzke, Professor Joseph Chuma, Dr. Novice H. Fidzani, Dr. Naledi G. Mosalakatane (co-opted), Ms. Masego Makgoro (ex-officio).

COUNCIL INFRASTRUCTURE COMMITTEE

The Committee provides policy guidance and oversight on all issues relating to physical infrastructure development. The Council Infrastructure Committee notes all Capital Projects Reports going the Council Tender Committee.

Chairperson: Mr. Jubilee Mokgosi,

Members: Professor Otlogetswe Totolo, Distinguished Professor Dennis Siginer, Mr. Dawid Katzke, Professor Joseph Chuma, Kgosi Michael G. Maforaga, Mr. Enock Government, Dr. Seja G. Maphanyane

COUNCIL PLANNING & RESOURCES COMMITTEE

The Committee provides advice to Council on the Strategic and Operational Plans for the University and ensures their alignment in relation to academic, financial, physical and



human resource planning.

COUNCIL SENIOR STAFF APPOINTMENTS COMMITTEE

The Committee is responsible for appointments and/or promotions with respect to the positions of (a) Professors and Associate Professors; (b) Deans of Faculties; (c) Directors of the University.

UNIVERSITY STAFF APPOINTMENTS AND PROMOTIONS COMMITTEE

The University Staff Appointments and Promotions Committee is responsible for appointments and promotions or both academic (below Associate Professor) and support staff (below the rank of Director).

SENATE

The Senate is established by the BIUST Act responsible to Council. The Senate is responsible for general control and direction of teaching, research and innovations, examinations, conferment of degrees and the granting of other University awards.

The Senate is the highest academic body responsible to the Council. The Senate is chaired by the Vice Chancellor. The Act sets out the objectives of Senate, which has a delegated responsibility for the academic work of the University. In accordance with the statutes, the Senate is mandated to provide Council with a coherent overview of the academic governance of the University. The Senate drives performance, ensures accountability and provides guidance to the Council and Executive Management where interventions are required. During the year under review, the Senate approved the following: Graduation Statistics, Accreditation, Academic Policy Guidelines and the Suspension of Teaching and Learning.

EXECUTIVE MANAGEMENT:

The Executive Management comprises the Vice Chancellor and three Deputy Vice Chancellors at the apex of the University Management structure. It provides the final link between management and the University governance structures. The Executive Management has overall responsibility for the strategic management and operations of the University.

Members of the Executive Management 2019/20 are:

- Professor Otlogetswe Totolo, Vice Chancellor
- Distinguished Professor Dennis Siginer, Deputy Vice-Chancellor (Academic Affairs)
- Professor Joseph Chuma, Acting Deputy Vice-Chancellor

(Research Development and Innovation)

- Mr Dawid Katzke, Deputy Vice-Chancellor (Finance and Administration)

SENIOR MANAGEMENT:

The Senior Management is led by the Vice Chancellor and includes in its membership, the three Deputy Vice Chancellors, Deans, Faculty Representatives and Directors. The key responsibility of the Senior Management is to ensure a close interface between the Executive Management, the Senior Academic and Directors who are responsible for the implementation of the University policies and programmes at an operational level.

STUDENT GOVERNANCE:

The Student Representative Council (SRC) forms part of the University governance structures and represents student interests in the Council and Senate. The SRC promotes vibrant student life including the social and welfare needs through the running of societies, clubs, entertainment and sports.

During the year under review, SRC was engaged in various activities:

- HelloWorld Motivational Talks:** An annual motivational talk aimed at bringing influential people from diverse industry to address students. The event held on the 9th November 2019 under the theme "Exploring your Greater Potential," brought together various speakers among them Media [TV and Radio] Personality, Economists, Social Media Influencer, Advertising and Marketing Guru, Activists, Actress and Motivational Speaker and Transformation Agents.
- Donations:** In October 2019, the SRC donated school shoes valued at more than twenty-eight thousand pula (BWP28,000.00) to schools in the Gantsi region. The beneficiaries were needy students from the Makunda and Chobokwane Primary schools. In addition to the donations, the SRC also engaged in games with students of the same schools.
- Tutoring:** Radisele Primary School - The SRC also undertook tutoring for Standard Seven students at Radisele Primary School. This was done to improve the results in the Primary School Leaving Examination (PSLE) as the school was identified to be amongst those that needed to improve within the region.



A BIUST PhD student Ms Naledi Makoba received research funding from the Botswana Innovation Fund Chairman Prof J. Athlopheng and Dr. B. Baipoledi, BIH Board member.



The BIUST Computer Science department won the 48 hrs Hackathon Challenge at the 2019 Global Expo.



The 2019 BIUST Valedictorian Mr Emmanuel Pax Makhura received the Chancellor's Award from a Stanbic Bank representative Mr Callistus Chijoro.



BIUST students at the Launch of the Huawei Seeds for the future Programme, China.





EXECUTIVE MANAGEMENT:

The Executive Management which comprises the Vice Chancellor and Deputy Vice Chancellors is at the apex of the University Management structure and provides the final link between management and the University governance structures. The Executive Management has overall responsibility for the strategic management and operations of the University.

Members of the Executive Management 2019/20 are;



Professor Otlogetswe Totolo
Vice Chancellor



Professor Joseph Chuma
Acting Deputy Vice-Chancellor (Research,
Development & Innovation)



Dist. Professor Dennis Signer
Deputy Vice-Chancellor
(Academic Affairs)



Mr Dawid Katzke
Deputy Vice-Chancellor
(Finance and Administration)





SUMMARY OF PERFORMANCE ACCOMPLISHMENTS

BIUST STRATEGY

The University's Strategic Plan "A Catalyst for Innovation and Transformation" (2016-2023) was approved by Council on 17 June 2016. The Plan sets out the strategic priorities, goals, objectives, measures and targets that the University will focus its effort on during National Development Plan 11 (NDP11) and beyond.

The 2019/2020 Financial Year is the third year of the implementation of the Strategic Plan. The essence of the strategy is that as a national and international science, engineering and technology university, BIUST must drive the inclusive economic and social development of Botswana towards a knowledge-based economy and have an international outlook with a strong impact in the region and beyond.

The University commenced the implementation of the 2019/2020 Annual Performance (Corporate Business) Plan on April 1st 2019. The overall performance of the University for the period 2018/2019 for the seven goals contained in the Strategic Plan 'A Catalyst for Change and Transformation' is summarised below. The details of the performance of each goal at objective level follow in the main part of the Report. Over the reporting period to March 31st 2019, the University achieved 58% progress towards achieving the Final End of Year targets.

University Goals:

Goal 1: Academic Quality and Student Reputation

Goal 2: Research and Innovation Excellence

Goal 3: Engagement for Development

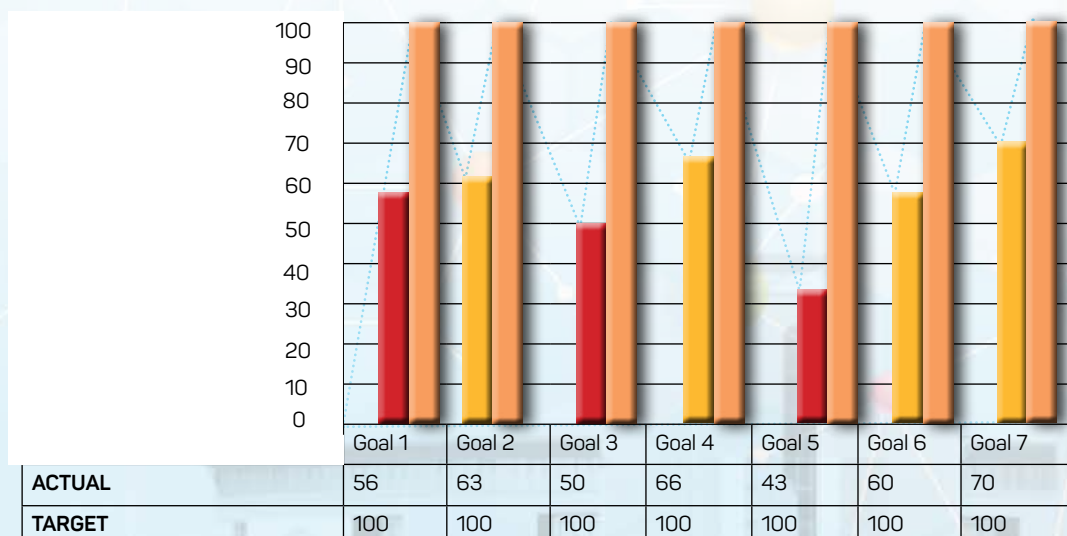
Goal 4: High Performance Organization

Goal 5: Ensuring Financial Sustainability and Growth to Drive Performance

Goal 6: Improving Institutional Effectiveness to Drive Performance

Goal 7: Developing Capabilities to Drive Performance.

Chart 1: 2019/20 PERFORMANCE.



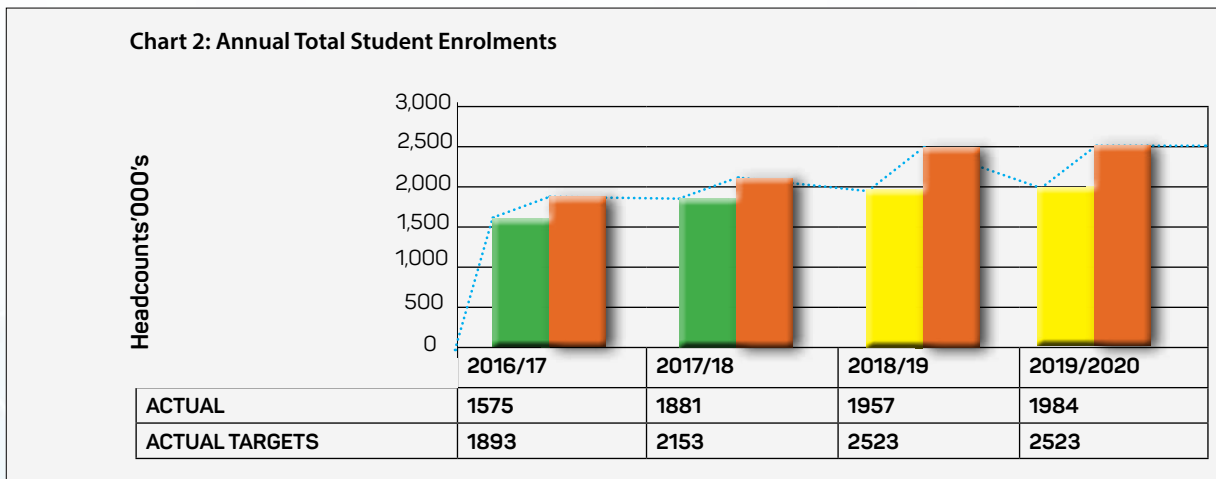
KEY	PERFORMANCE			TARGETS
	Off Target - 0-59%	On track - 60-79%	Target Achieved - 80-100%	Target Set



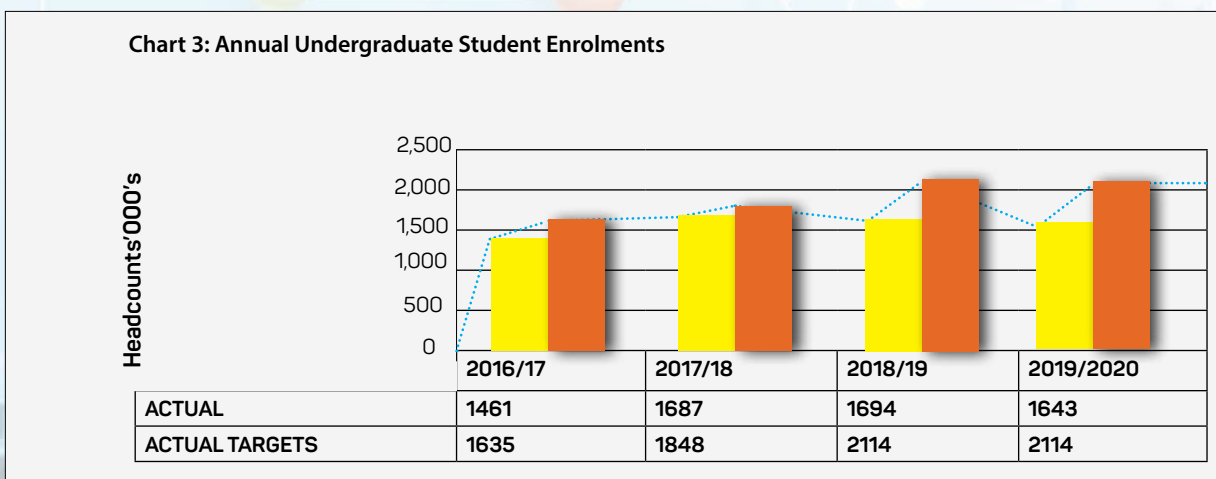
STRATEGIC GOAL 1: ACADEMIC QUALITY AND STUDENT REPUTATION OBJECTIVES

- S01.** To enrol a diverse cultural, social, economic and international mix of high-quality students regardless of their personal, social and economic condition with the ambition and potential to study at a premier research-based University.
- S02.** To ensure quality, academic excellence and the maintenance of high academic standards.
- S03.** To provide responsive and equitable and accredited academic programmes that will create excellent career opportunities nationally and globally.
- S04.** To provide quality teaching that ensures quality learning outcomes.
- S05.** To provide an exceptional student experience that supports personal development and prepares students for life outside the University.

KEY PERFORMANCE INDICATORS



KEY	PERFORMANCE	TARGETS
	Off Target - 0-59% On track - 60-79% Target Achieved - 80-100%	Target Set



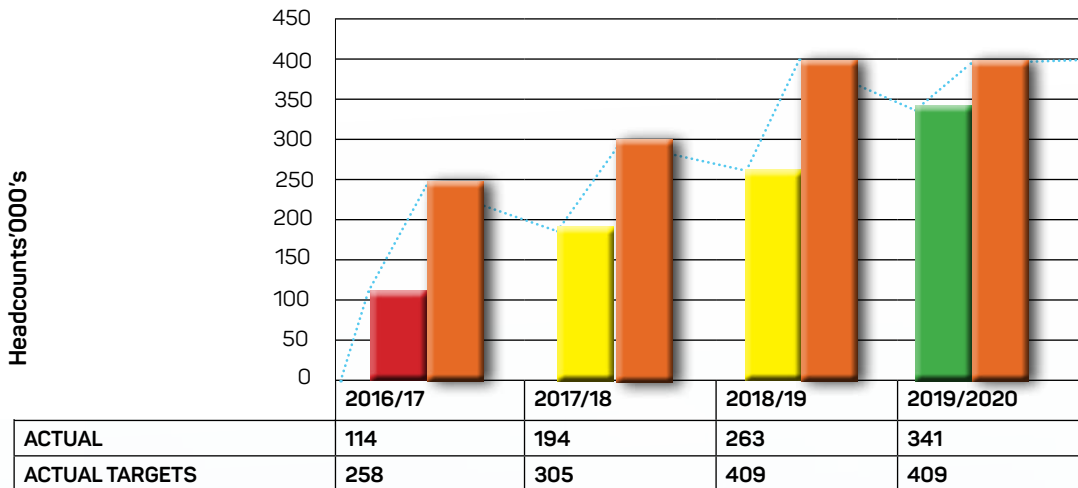
KEY	PERFORMANCE	TARGETS
	Off Target - 0-59% On track - 60-79% Target Achieved - 80-100%	Target Set



STRATEGIC GOAL 1: ACADEMIC QUALITY AND STUDENT REPUTATION OBJECTIVES

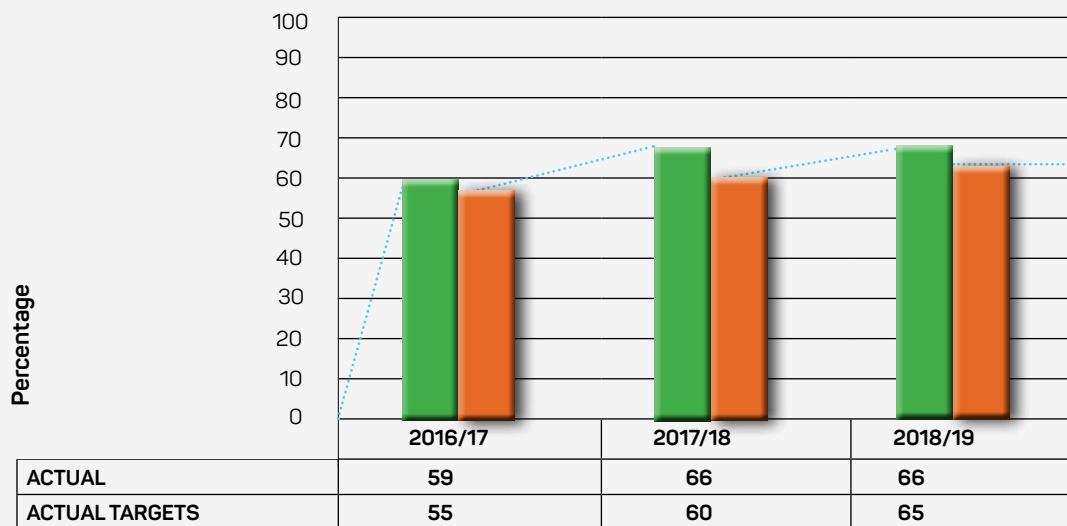
KEY PERFORMANCE INDICATORS

Chart 4: Annual Postgraduate Student Enrolments



KEY	PERFORMANCE			TARGETS
	Off Target - 0-59%	On track - 60-79%	Target Achieved - 80-100%	Target Set

Chart 5: Annual Student Employability



KEY	PERFORMANCE			TARGETS
	Off Target - 0-59%	On track - 60-79%	Target Achieved - 80-100%	Target Set



SUMMARY PERFORMANCE ACCOMPLISHMENTS 2019/20

1. During the 2019/2020 financial year, the University enrolled 1,984 students, which represented 79% of the annual target student enrolment.

This year's percentage was an increase of 1% over the previous year's performance (2018/2019). Of the overall students enrolled, 83% were registered for bachelor's programs, 13% Master's degree programs and while 4% are at Doctoral degree level.

International students make up 5% of the overall enrolment, up from 3% in the previous year quarter and against a target of 15%. It is anticipated the Student Recruitment Strategy will enable the University to introduce targeted initiatives aimed at addressing the underachievement against the target and the University would develop an E-learning strategy,

The E-learning strategy will ensure the delivery of classroom lectures, demonstrations and conduct of laboratory experiments, course and class management and administration. The adoption of the strategy has the possibility to increase student enrollment levels, including international students as it does not to require students to come to Palapye to study. Students can study from the comfort of their own homes and country of origin.

2. During the 2019/2020 year, the Graduate employability rate of the students who graduated during the 2018/2019 financial year was at 66% against a target of 65%. The post-graduation outcomes of the Second Cohort of graduates one year after graduation shows that (46%) of graduates were employed, (18%) were pursuing further studies, (2%) were self-employed, and thirty-four percent (34%) were unemployed. Despite the good performance on the graduate employability rate, the University could further increase the employability rate by continuously engaging with both the private sector and the public sector to ensure that the BIUST Programmes address the needs of the industry.

STRATEGIC GOAL 2: RESEARCH AND INNOVATION EXCELLENCE OBJECTIVES

S06. To develop high quality research that can be transformed into tangible applications and products, and provide research services and facilities that can support the needs of industry and society.

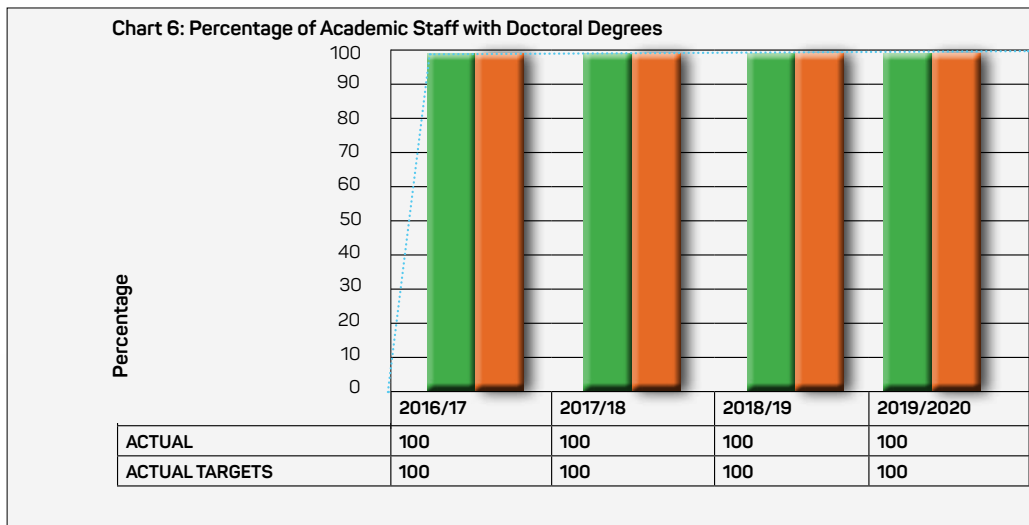
S07. To establish research groups/focal areas, clusters, platforms and networks in priority areas as defined by the University Research and Innovation Strategy.

S08. To create an enabling institutional environment to foster and enhance the output of high-quality research and innovation.

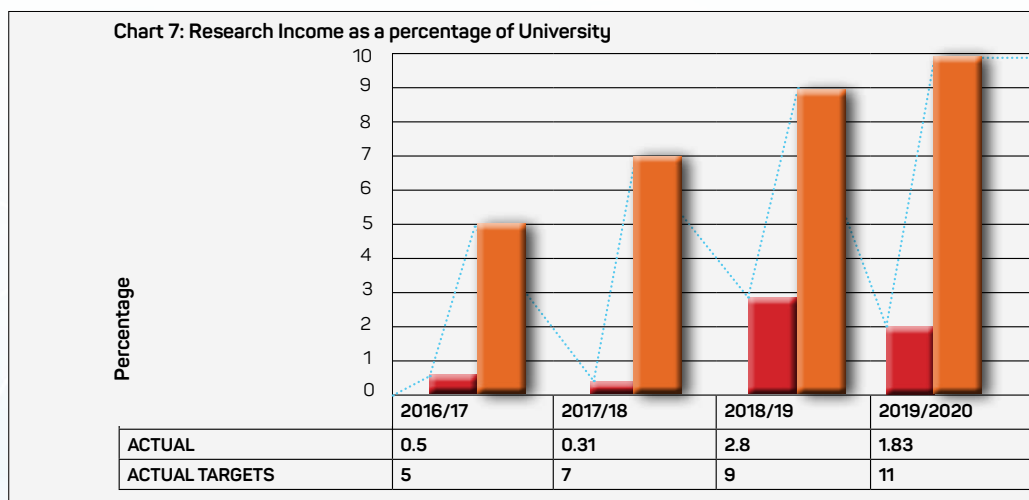
S09. To deepen the integration of student research (undergraduate and postgraduate) into the academic curriculum and increase postgraduate research output.



KEY PERFORMANCE INDICATORS

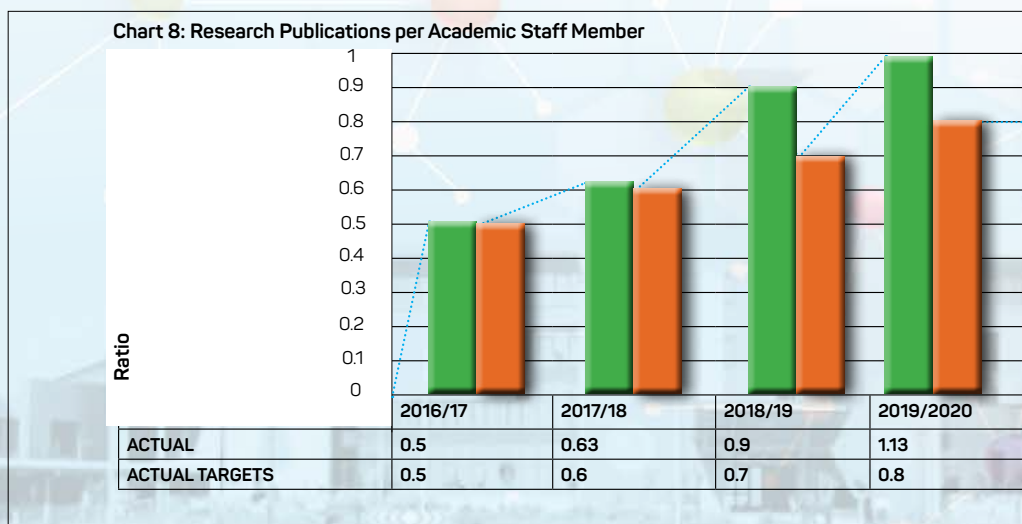


KEY	PERFORMANCE			TARGETS
	Off Target - 0-59%	On track - 60-79%	Target Achieved - 80-100%	Target Set



KEY	PERFORMANCE			TARGETS
	Off Target - 0-59%	On track - 60-79%	Target Achieved - 80-100%	Target Set

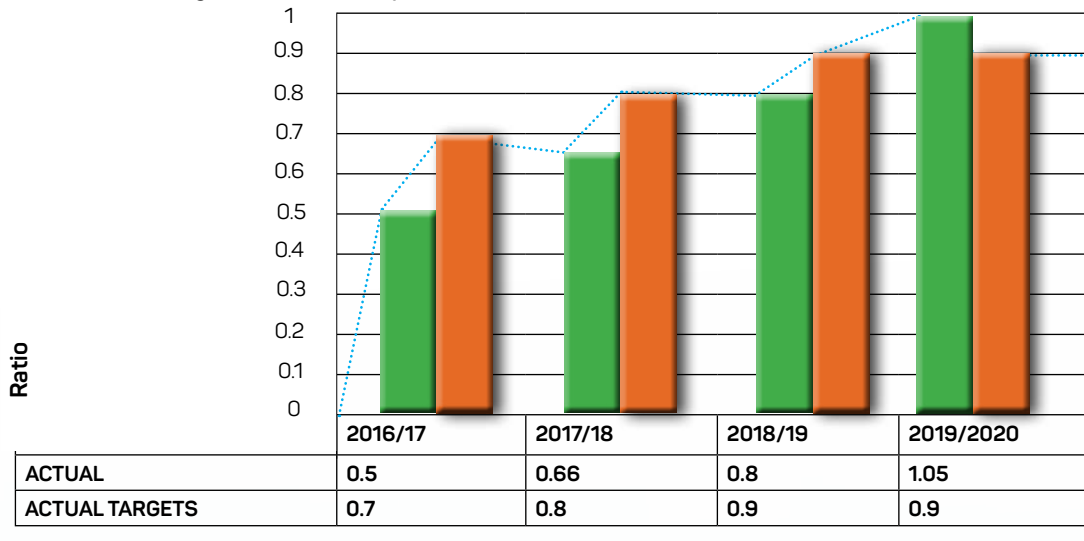
KEY PERFORMANCE INDICATORS



KEY	PERFORMANCE			TARGETS
	Off Target - 0-59%	On track - 60-79%	Target Achieved - 80-100%	Target Set



Chart 9: Field Weighted Research Impact



KEY	PERFORMANCE			TARGETS
	Off Target - 0-59%	On track - 60-79%	Target Achieved - 80-100%	Target Set

SUMMARY PERFORMANCE ACCOMPLISHMENTS 2019/20

- Field Weighted Impact:** A Field-Weighted Citation Impact of greater than 1.00 indicates that the publications have been cited more than would be expected based on the world average for similar publications. During the 2019/2020 financial year, there was a significant increase in the university research publications; there were 320 publications with 1.05 citation impact. The citation impact is more than 0.8 obtained in 2018/2019 financial year. With international best practice for an emerging university of 0.67 research publications per academic staff number averaged over four consecutive years and sourced from citation indexes, the performance of BIUST over the period 2016/2017 – 2019/2020) is good.
- Research Income:** The value of research income expressed as a percentage of the University's overall revenue is an important measure of research intensity, research impact and institutional reputation. The 2019/2020 financial year was an exceptional year for research grants with the University receiving external research income of P10,046,694 against Total University Revenue of P549 346 000. In terms of achieving the 11% target, the University managed to attract only 1.8% . Internal (P10,000 000) and External (P10,046,694) funding for Research amounted to P20,046,694.
- Academic Staff Qualification:** The proportion of academic staff with earned doctorates is an important indicator of the quality of research and the university's research capacity. All BIUST's academic staff are required, as a condition of employment, to be in possession of an earned doctorate. The target of 100 %, which was achieved during the 2016/2017, 2017/2018, 2018/2019 is being maintained during 2019/2020. This places the University in the highest of rankings of international best practice for research intensive universities with a benchmark of 60% being the standard norm.
- Research Funding:** Research funds come from external sources and from BIUST operation budget (Chart 29). During the 2019/2020 financial year, BIUST researchers attracted external research funding amounting to P20,356,647. Given total university revenue of P549 346 000; research expenditure of P10, 000, 000; external research income of P20,046,694; the proportion of research expenditure to university revenue is $(20,046,694/549\ 346\ 000) = 3.65\%$ for 2019/2020. Considering that in the year 2018/2019, the proportion was 2.8%, this shows a 0.85% increase. Considering BIUST research budget of P10,000 000.00, the current external income of P10, 046,694 represents 0.60% more than the university research budget. We are therefore making considerable inroads in the research sphere, despite the need for more funding.

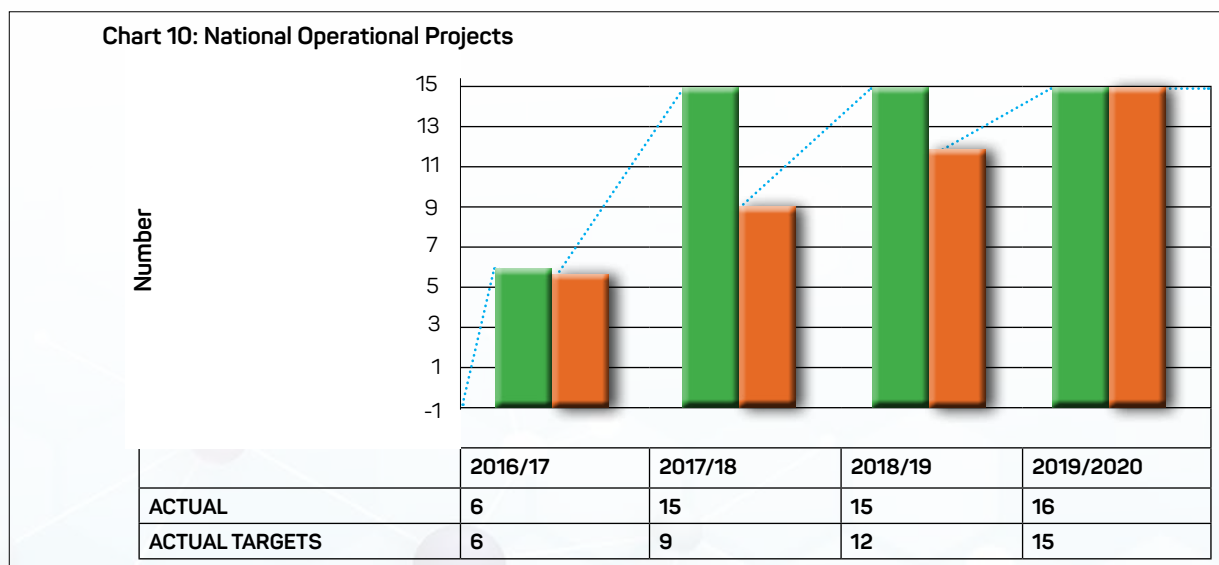




STRATEGIC GOAL 3: ENGAGEMENT FOR DEVELOPMENT OBJECTIVES

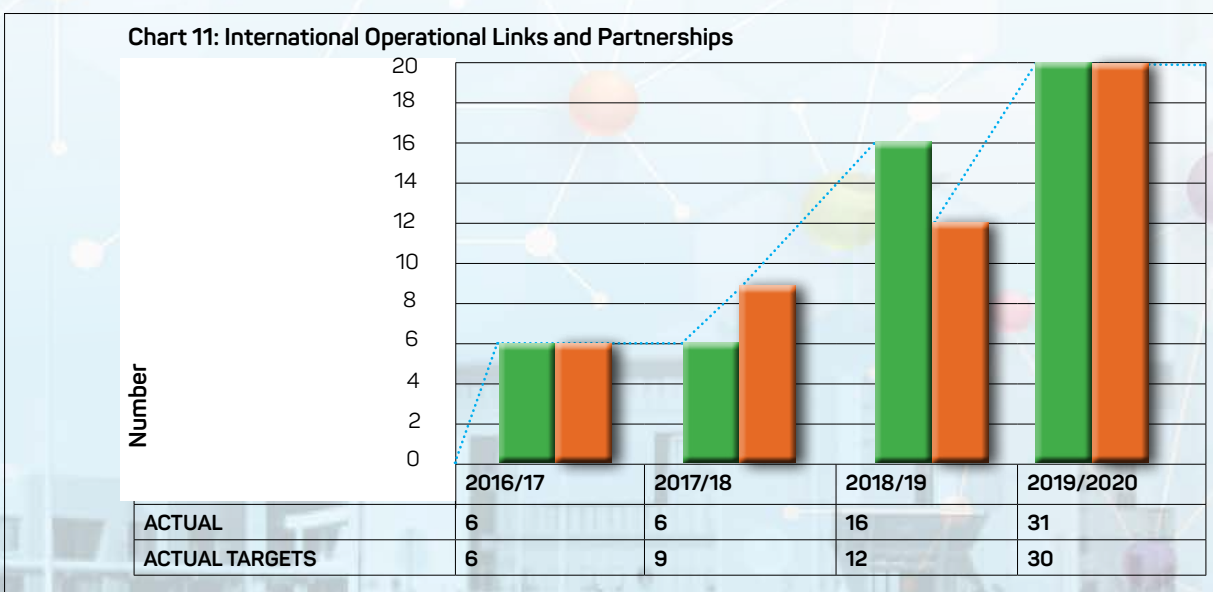
- SO10.** To be the engine of development in Science, Engineering and Technology through engagement with the economic, social, educational and industrial transformation of the community and the nation.
- SO11.** To enhance the Southern African regional and international impact of the University.
- SO12** To establish local, national, and international partnerships that will strengthen the academic and institutional development and advancement of the University.

KEY PERFORMANCE INDICATORS



KEY	PERFORMANCE			TARGETS
	Off Target - 0-59%	On track - 60-79%	Target Achieved - 80-100%	Target Set

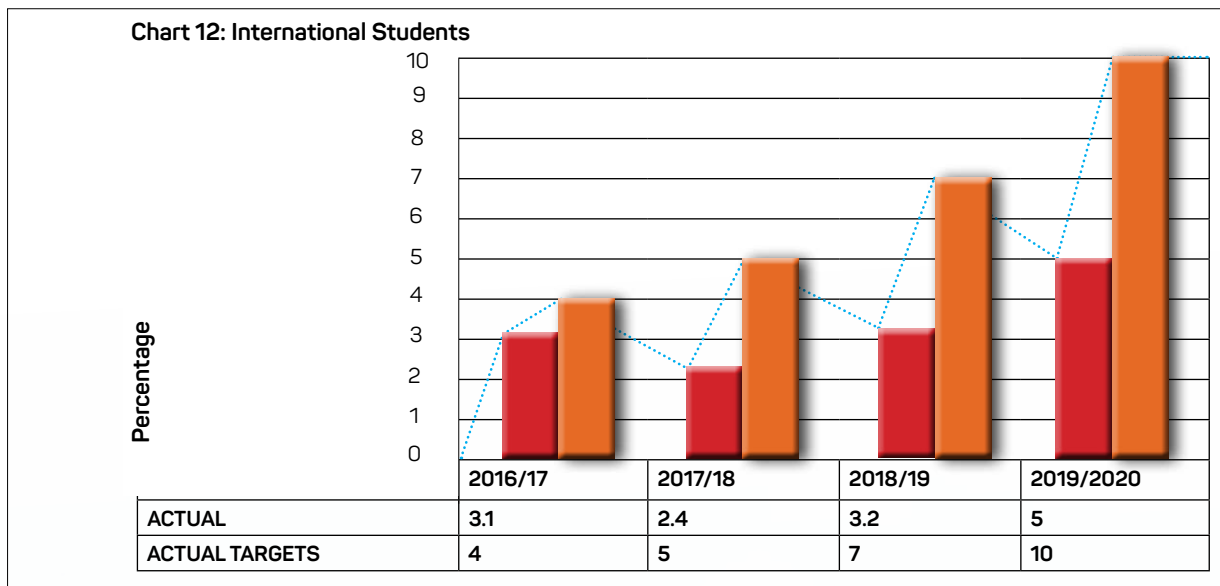
KEY PERFORMANCE INDICATORS



KEY	PERFORMANCE			TARGETS
	Off Target - 0-59%	On track - 60-79%	Target Achieved - 80-100%	Target Set

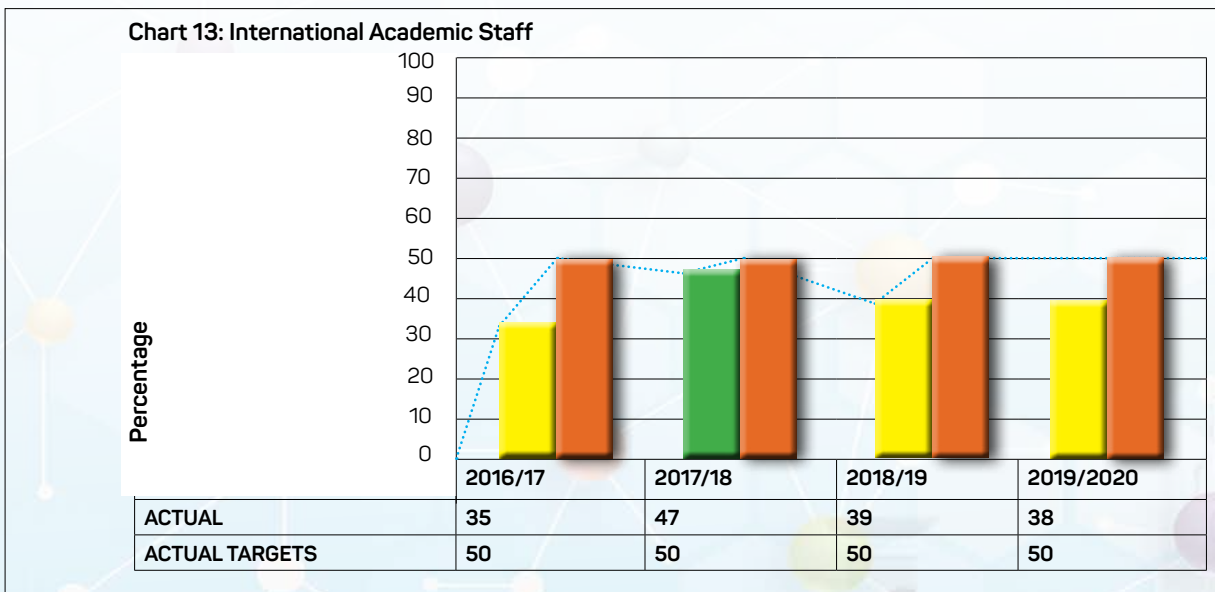


KEY PERFORMANCE INDICATORS



KEY	PERFORMANCE			TARGETS
	Off Target - 0-59%	On track - 60-79%	Target Achieved - 80-100%	Target Set

KEY PERFORMANCE INDICATORS



KEY	PERFORMANCE			TARGETS
	Off Target - 0-59%	On track - 60-79%	Target Achieved - 80-100%	Target Set





SUMMARY PERFORMANCE ACCOMPLISHMENTS 2019/2020

1. Engagement is central to the mission and strategic intent of the University. This finds form in (a) Local Linkages and Partnerships; (b) Public Awareness and (c) Internationalism. The building of strong relationships to play a role in developing economic, social and employment opportunities within the local community represents, one of BIUST's key accomplishments. During the second quarter of the 2019/2020, the University continued to play the lead at national level with regards to the promotion and development of Science, Technology, Engineering and Mathematics (STEM) through the national Science, Technology, Engineering and Mathematics (STEM) Festival and the National Science week, which was concluded towards end of September 2019.
2. BIUST has a major role to play in strengthening the backward linkages in the secondary education system through the transfer of knowledge and skills to strengthen the STEM 'pipeline'. During the second quarter of the 2019/2020, the University was involved in several projects including:
 - (a) ICT Training for teachers;
 - (b) BIUST student mentorship programme of Lotsane learners in mathematics and science.
 - (c) During the 2019/2020 financial year, the University entered into a Memorandum of Understanding (MoU) with the Botswana Telecommunication Company Limited (BTCL) in which the two pledged collaborative engagement in furtherance of STEM development and education. BIUST and the Ministry of Basic Education (MoBE) pledged collective participation in support of the BIUST STEM development programme through financial support of schools' (teachers and pre-university learners) participation in workshops/training and STEM programmes facilitated by BIUST.
3. During 2019/2020 financial year, BIUST continued to build linkages and partnerships with industry and to promote knowledge and skills transfer through applied research and consultancy for government and industry. As a university of science, engineering and technology, BIUST has an obvious and vested interest in building these linkages and partnerships. For the University, they ensure relevance for its academic programme; opportunities for its students to obtain industry-ready skills and to promote the application of its research in a 'real and live' industry setting. BIUST has a total of 31 signed effective collaboration agreements with International Strategic partners. Some of the institutions that BIUST has signed MoUs with include, among others, the following: Joint Institute of Nuclear Research, Russia Champions (where there is already a BIUST student sponsored by Debswana for a yearlong attachment); University of Wisconsin; Central University of Technology, SA, and Botswana Institute for Technology Research and Innovation. Ongoing measures to facilitate effective implementation include:
 - a) Identifying and appointment of MoU Champions;
 - b) Development of Implementation Plans;
 - c) Involvement of the relevant academic staff at the initiation stage of a collaboration and;
 - d) holding review meetings with partners.

STRATEGIC GOAL 4: HIGH PERFORMANCE ORGANISATION

OBJECTIVES

S013 To ensure the highest standards of corporate and academic governance.

S014 To ensure a strategically focused institution that is driving change.

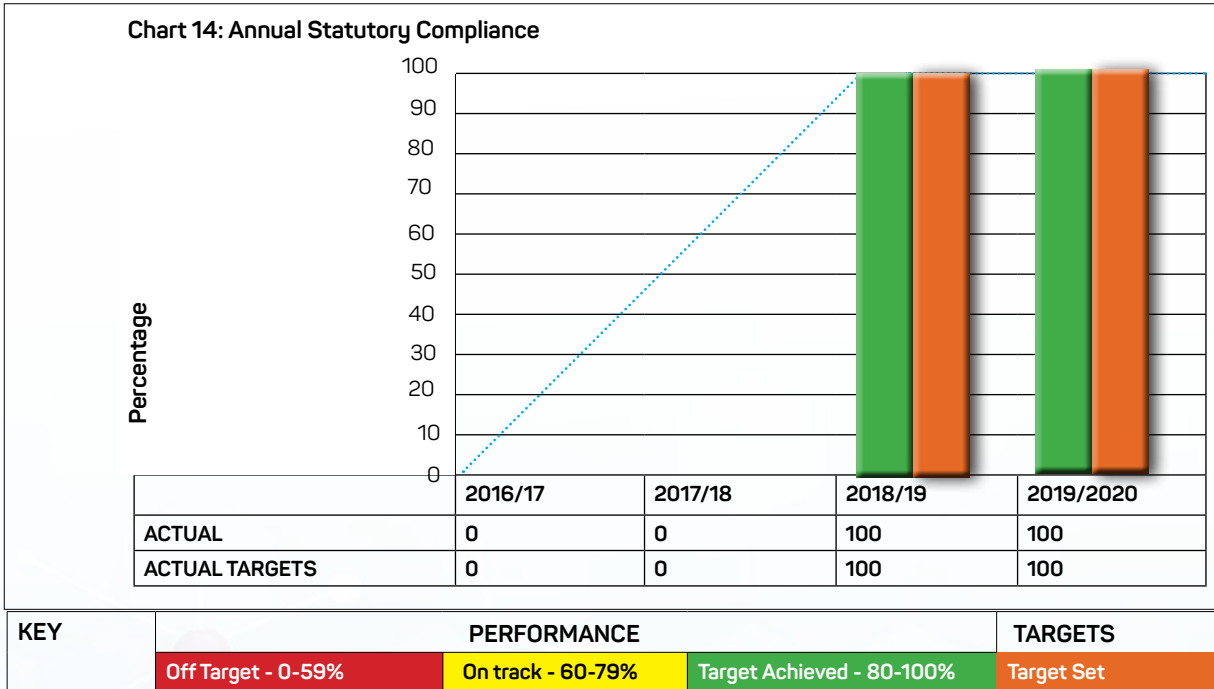
S015 To ensure the institution is structured and organised as a high performance organisation to effectively deliver on the university's mandate and strategy.

S016 To independently ensure the integrity of the institution's internal controls and ensure the proper management of institutional risks.

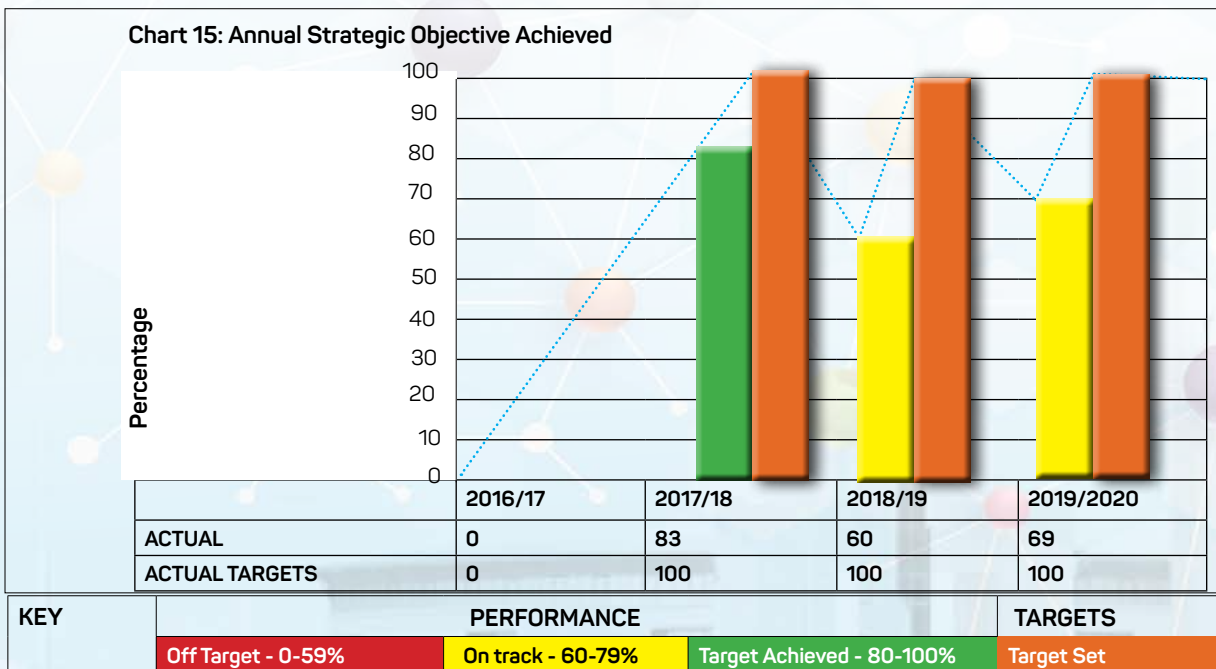


S017. To ensure ownership of the University mission, vision and strategy through effective marketing, communication and reputation management.

KEY PERFORMANCE INDICATORS



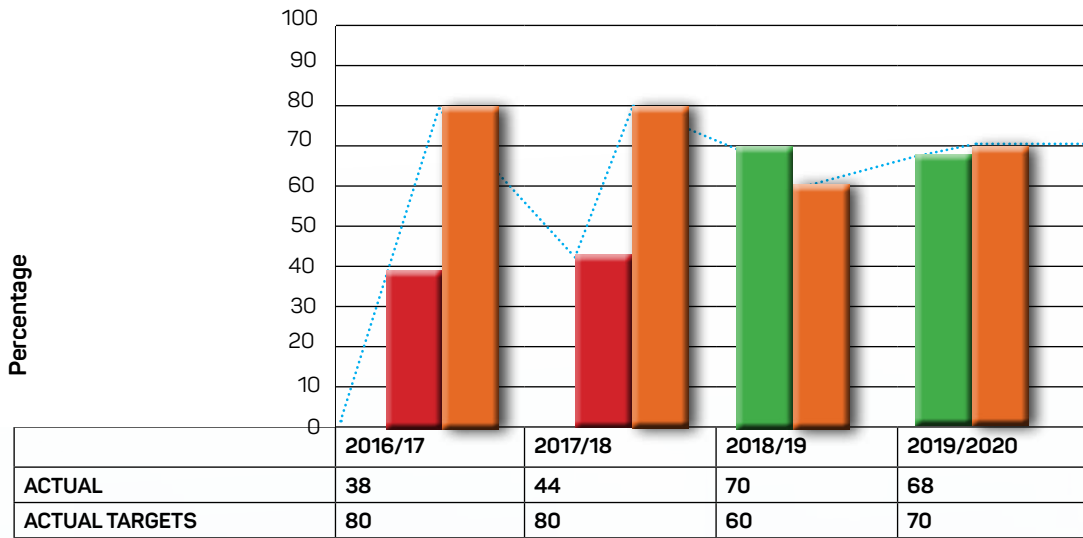
KEY PERFORMANCE INDICATORS





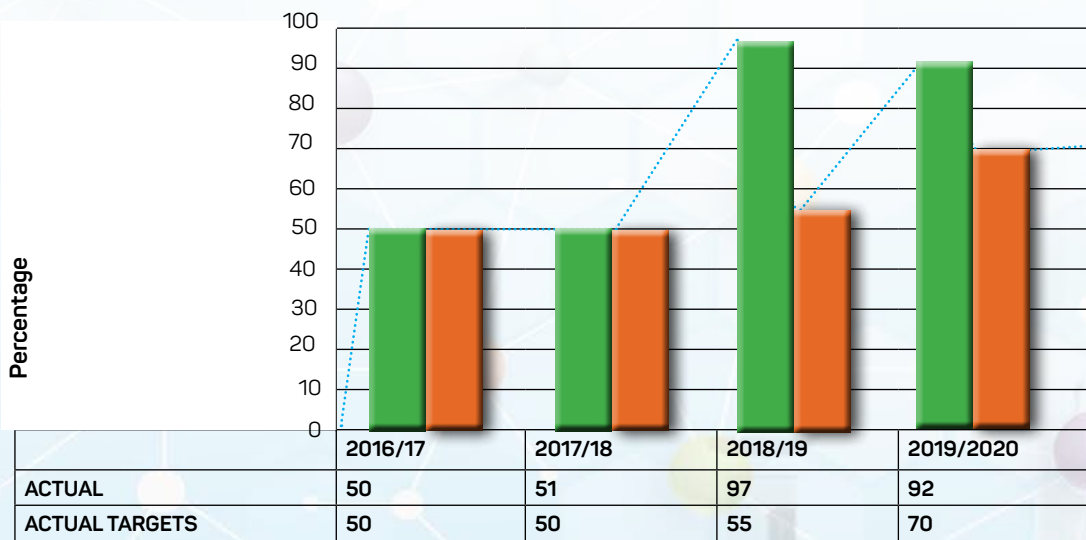
KEY PERFORMANCE INDICATORS

Chart 16: Annual Audit Findings Closure



KEY	PERFORMANCE			TARGETS
	Off Target - 0-59%	On track - 60-79%	Target Achieved - 80-100%	Target Set

Chart 17: Annual Media Impact



KEY	PERFORMANCE			TARGETS
	Off Target - 0-59%	On track - 60-79%	Target Achieved - 80-100%	Target Set



SUMMARY PERFORMANCE ACCOMPLISHMENTS 2019/20

1. The University Strategy has determined that the University's academic core (teaching and learning, research and innovation and engagement) requires the University to function as a high performance organisation. The University's expectations of a High-Performance Organisation revolve around it ensuring:
 - (i) The highest standards of corporate governance;
 - (ii) A strategic focus with clear ambitions and measurable and achievable goals;
 - (iii) An organisational structure that drives performance;
 - (iv) Sound internal controls that are independently audited;
 - (v) A reputation that inspires national pride and international recognition.

2. During 2019/2020, for the first time, the University started to formally measure governance issues. This was to ensure that decision making by the University Council was appropriately informed by legal advice and recommendations from the University's Office of Legal Services. Statutory compliance was a second key area of focus with meetings of the University Council and its supporting committees being compliant in terms of the Council Charter and operating procedures and statutory filing of audited financials, as well as the Annual Report being compliant in terms of reporting requirements and the prescribed timelines.

3. During the 2019/2020 financial year, an average of 68% of Audit Findings were closed. Implementation of the internal audit recommendation, though moving at a slow pace, is promising. Fifteen (59)* out of 87 action items have been implemented. Implementation of the University Industry Collaboration audit is still lagging behind as nothing has been implemented. Delay in implementation of agreed actions leaves BIUST exposed to the risks associated with the audited area. Management is therefore advised to implement as agreed to close the gaps.

4. The Botswana International University of Science and Technology (BIUST) has contributed an annual positive/negative ratio of 91% positive against negative from a set target of 70% positive during the 2019/2020 financial year. The 91% positive contributed favourably to shaping stakeholder opinion and enhancing the external perception of the University and its reputation. The 9% negativity feeders were mainly issues pertaining to political comments, the delayed BIUST road infrastructure construction project, and the audit on the university operations by the Public Accounts Committee (PAC), among others. In addition, BIUST continued to market itself through a range of activities including:
 - (1) Community engagement;
 - (2) Brand projection;
 - (3) Participation at National Fairs and Exhibitions;
 - (4) Stakeholder briefings
 - (5) Campus tours, public lectures and;
 - (6) Corporate social responsibility initiatives.

STRATEGIC GOAL 4: HIGH PERFORMANCE ORGANISATION OBJECTIVES

SO13 To ensure the highest standards of corporate and academic governance.

SO14 To ensure a strategically focused institution that is driving change.

SO15 To ensure the institution is structured and organised as a high performance organisation to effectively deliver on the university's mandate and strategy.

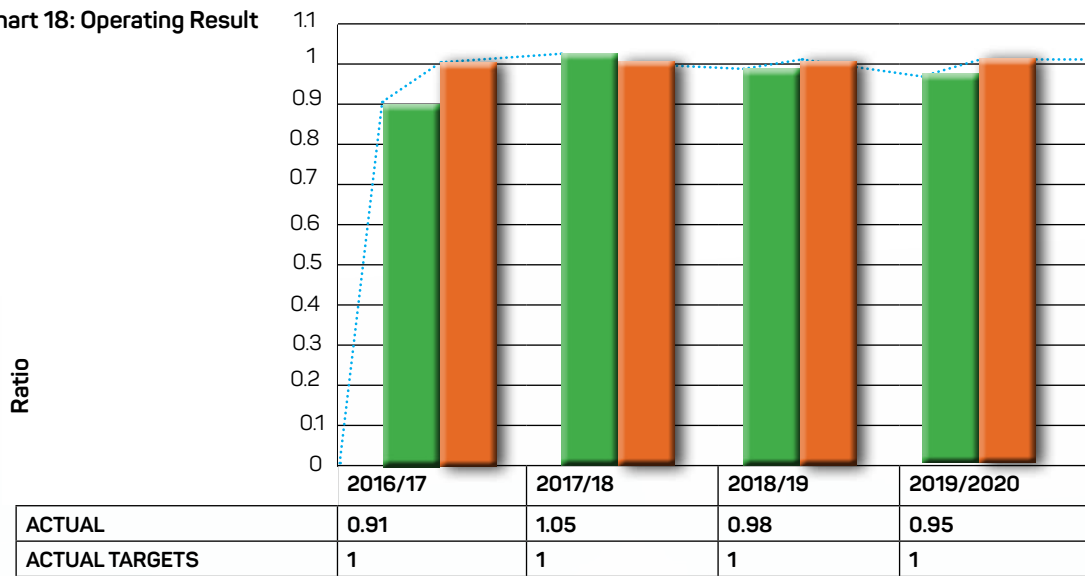
SO16 To independently ensure the integrity of the institution's internal controls and ensure the proper management of institutional risks.

SO17. To ensure ownership of the University mission, vision and strategy through effective marketing, communication and reputation management.



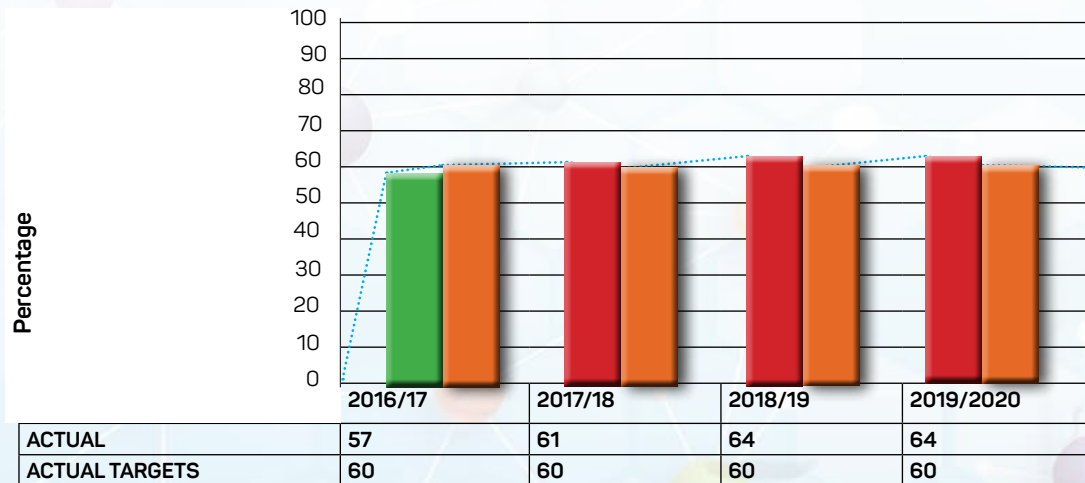
KEY PERFORMANCE INDICATORS

Chart 18: Operating Result



KEY	PERFORMANCE			TARGETS
	Off Target - 0-59%	On track - 60-79%	Target Achieved - 80-100%	Target Set

Chart 19: Total Salaries as a Percentage of the Overall University Expenditure

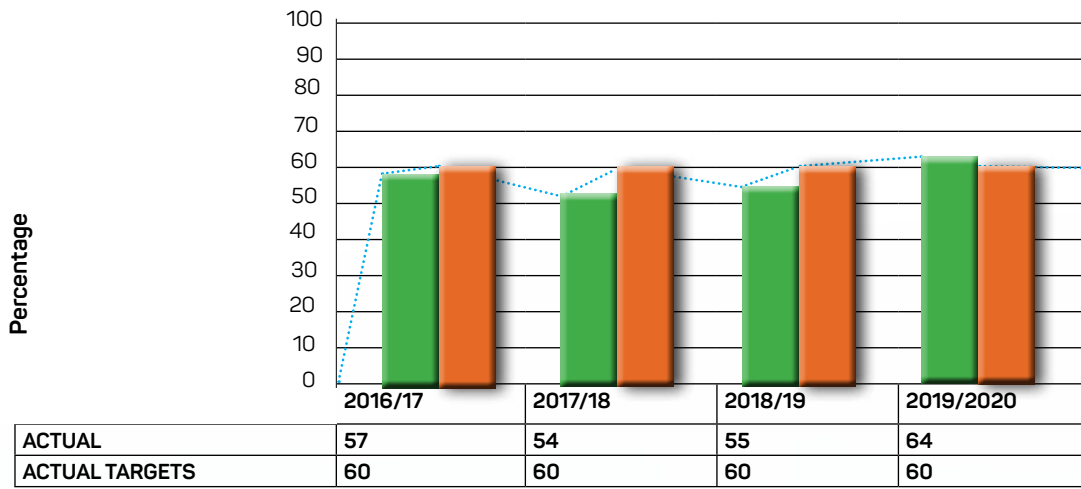


KEY	PERFORMANCE			TARGETS
	Off Target - 0-59%	On track - 60-79%	Target Achieved - 80-100%	Target Set



KEY PERFORMANCE INDICATORS

Chart 20: Academic Salaries as a Percentage of the Overall University Salaries



KEY	PERFORMANCE			TARGETS
	Off Target - 0-59%	On track - 60-79%	Target Achieved - 80-100%	Target Set

SUMMARY PERFORMANCE ACCOMPLISHMENTS 2019/20

1. During the financial year 2019/20, the financial resources of the University comprised an operating grant of P438, 163,580 subvention from government which Government dispatches 25% of the subvention Quarterly. By the end of the 2019/20 financial year, the University had received the whole subvention of P438, 163,580 from Government. During the 2019/20 financial year, BIUST spent 95% of its allocated budget for the 2019/20 financial year.
2. The proportion of annual salary costs to total budget is a key indicator of the University's ability to remain sustainable and indicate that sufficient budget is available to finance the running costs of the University. With an international benchmark of 60:40, the University achieved a 64:36 against

a target of 60:40. Therefore during the 2019/20 financial year a higher proportion of the University budget went to salaries when compared to the previous year's proportion of 57% .

3. The proportion of academic to support staff salaries is a key indicator of the University's ability to deliver on its core academic mandate. The annual targets which are based on best practice are 60% academic vs 40% support. During the reporting period the University achieved a ratio of 64% (academic salaries) vs. 36% (support salaries). This shows an increase when compared to the previous year's proportion of 55% academic vs 45% support.



STRATEGIC GOAL 6: ENHANCING INSTITUTIONAL EFFECTIVENESS

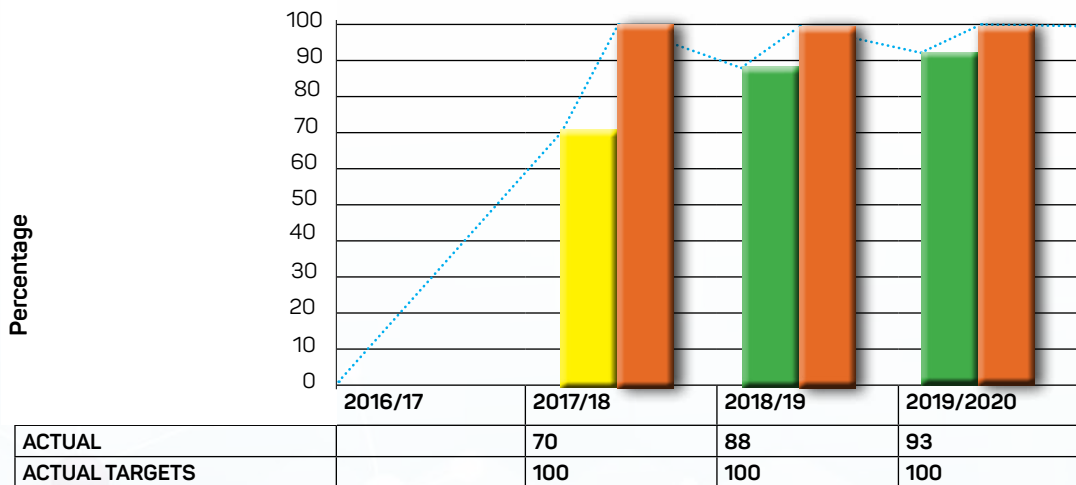
OBJECTIVES

SO20 To Strengthen the Institutions Core Systems, policies and processes to ensure efficient effective and quality service delivery that is responsive to stakeholder needs.

SO21 To provide and manage state of the art facilities and equipment that fully supports the University's mission and purpose.

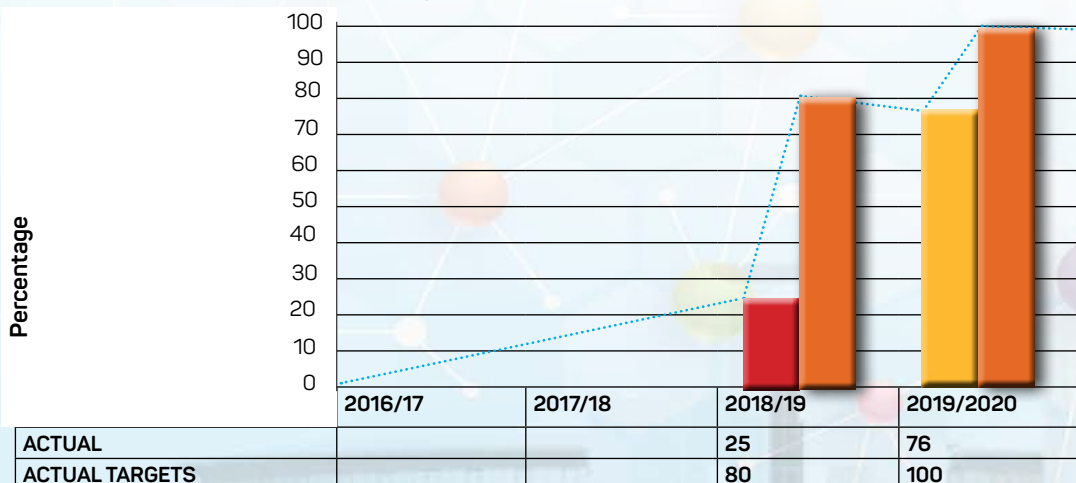
KEY PERFORMANCE INDICATORS

Chart 21: NDP10 Capital Development Projects Percentage Completion



KEY	PERFORMANCE			TARGETS
	Off Target - 0-59%	On track - 60-79%	Target Achieved - 80-100%	Target Set

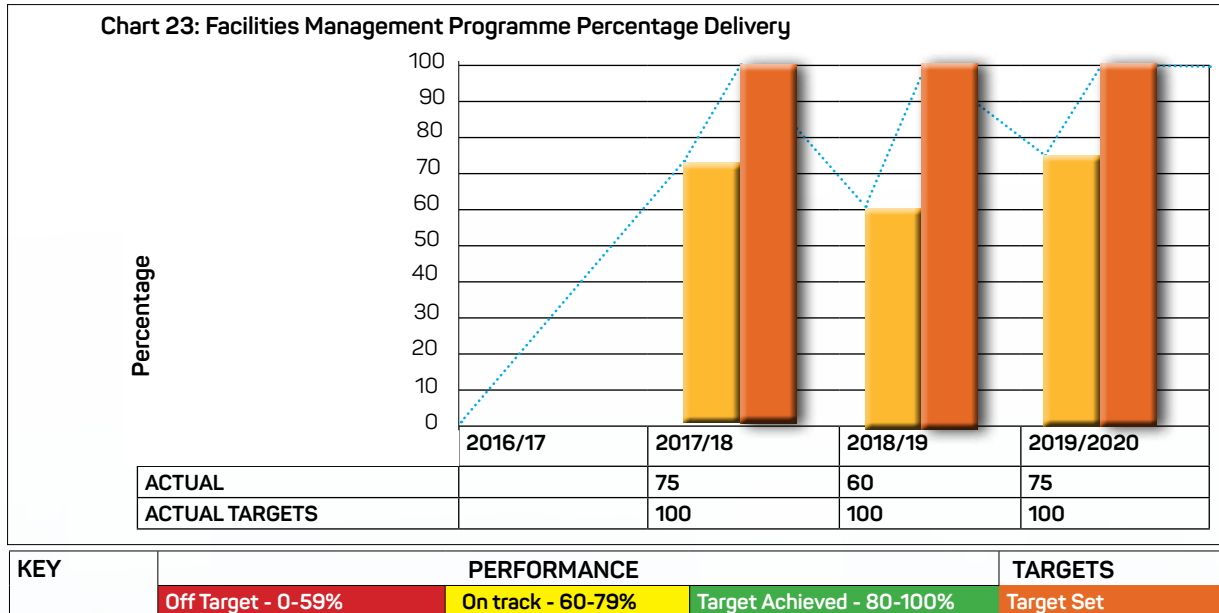
Chart 22: NDP11 Capital Development Projects Pre-Contract Percentage Progress



KEY	PERFORMANCE			TARGETS
	Off Target - 0-59%	On track - 60-79%	Target Achieved - 80-100%	Target Set



KEY PERFORMANCE INDICATORS



SUMMARY PERFORMANCE OF ACCOMPLISHMENTS 2019/2020

- BIUST's commitment to building our future and developing a world-class campus continued during 2019/2020. During the fourth quarter of the year, post contract services for the Access road and Water and Sewer reticulation upgrade were 96% complete. The overall performance of post contract projects for the year 2019/2020 was 93%. The accomplishment of these developments will make significant infrastructure development into laying the future for a sustainable and more conducive campus for students and staff.

 - performance of these projects for the year 2019/2020 was 76%.
 - Five projects were at pre-contract stage (stages 3 and 4); (Library, Data Centre, Student Centre, Research Centre, Refectory).
 - Three other projects were at evaluation stage; (Faculty of Science, Faculty of Engineering and Technology, Teaching and Learning Spaces)
- NDP 11 proposed eight projects that have actual progress of 92% against baseline 100%, while overall



STRATEGIC GOAL 7: ENHANCING INSTITUTIONAL CAPABILITIES

OBJECTIVES

SO22: To attract, develop and retain highly qualified skilled and talented staff that can deliver on the University mandate and strategy and drive performance.

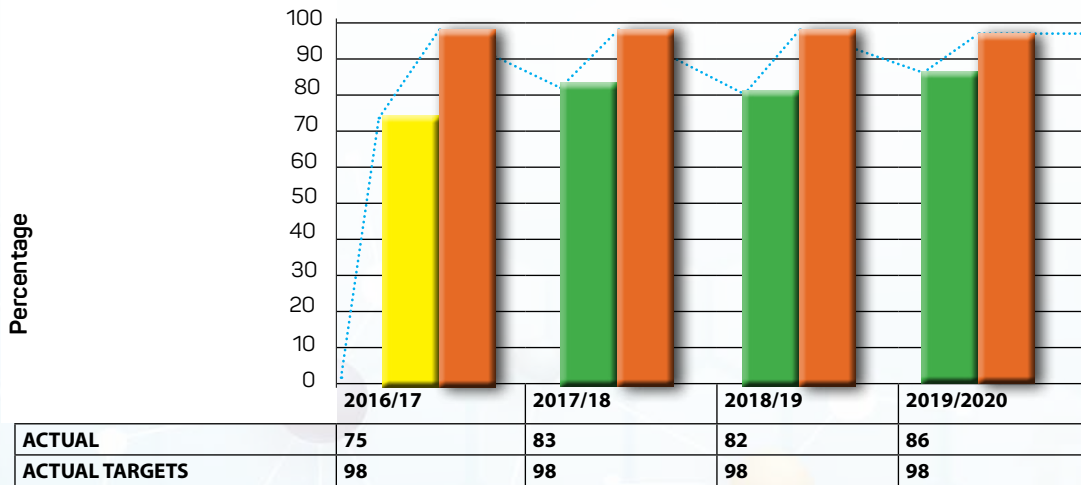
SO23: To improve leadership and management effectiveness as well as identify and develop future leadership and management capability to drive institutional performance.

SO24: To provide multiple and flexible opportunities to acquire knowledge and access to information services to enhance individual and institutional performance.

SO25: To develop institutional-wide information technology infrastructure and services to enhance individual and institutional performance.

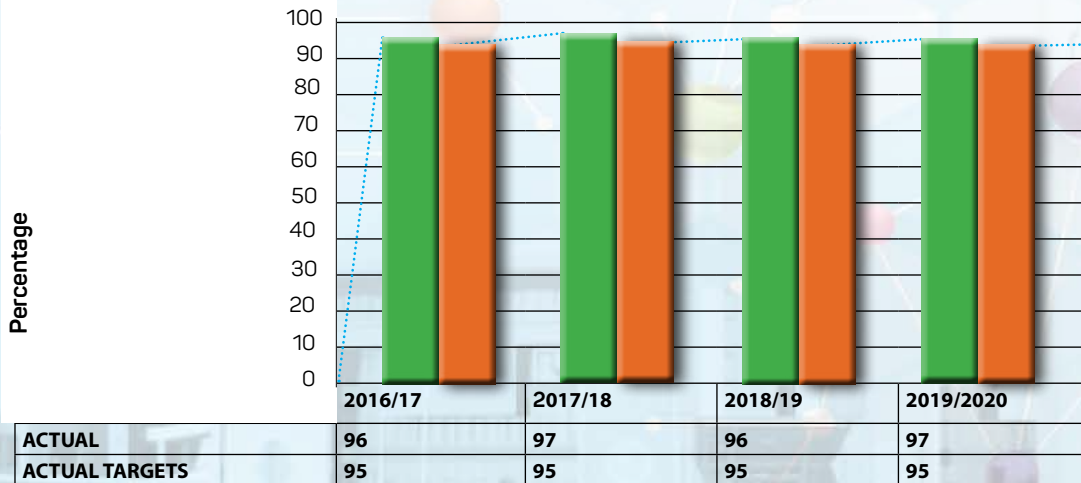
KEY PERFORMANCE INDICATORS

Chart 24: Staff Establishment Compliment Percentage in Post



KEY	PERFORMANCE			TARGETS
	Off Target - 0-59%	On track - 60-79%	Target Achieved - 80-100%	Target Set

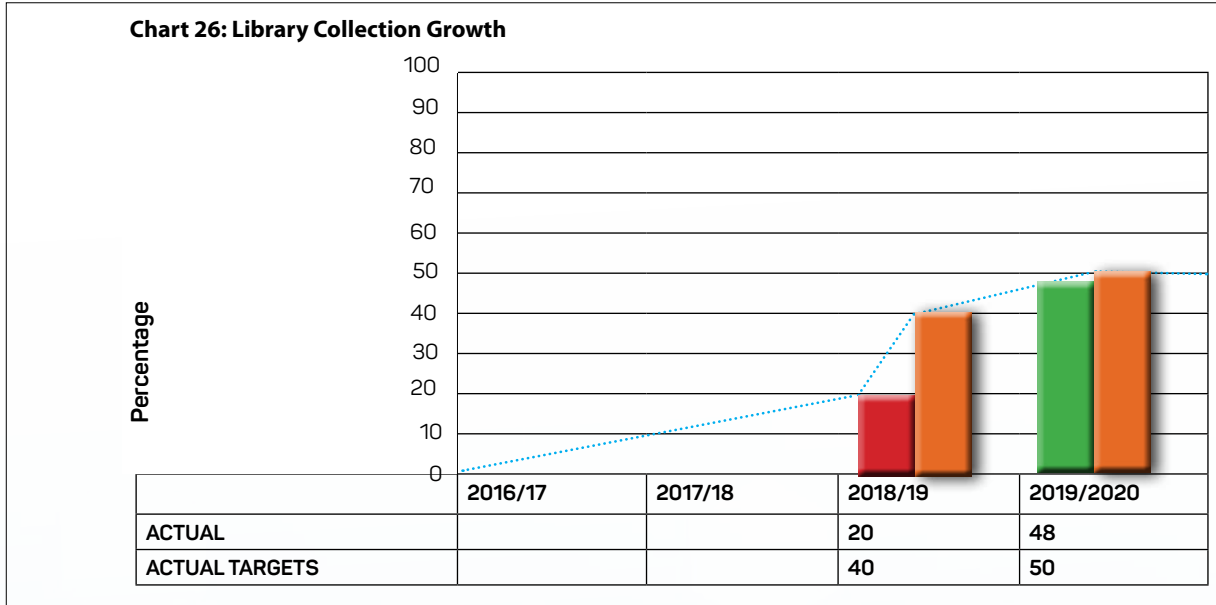
Chart 25: Staff Retention Rate



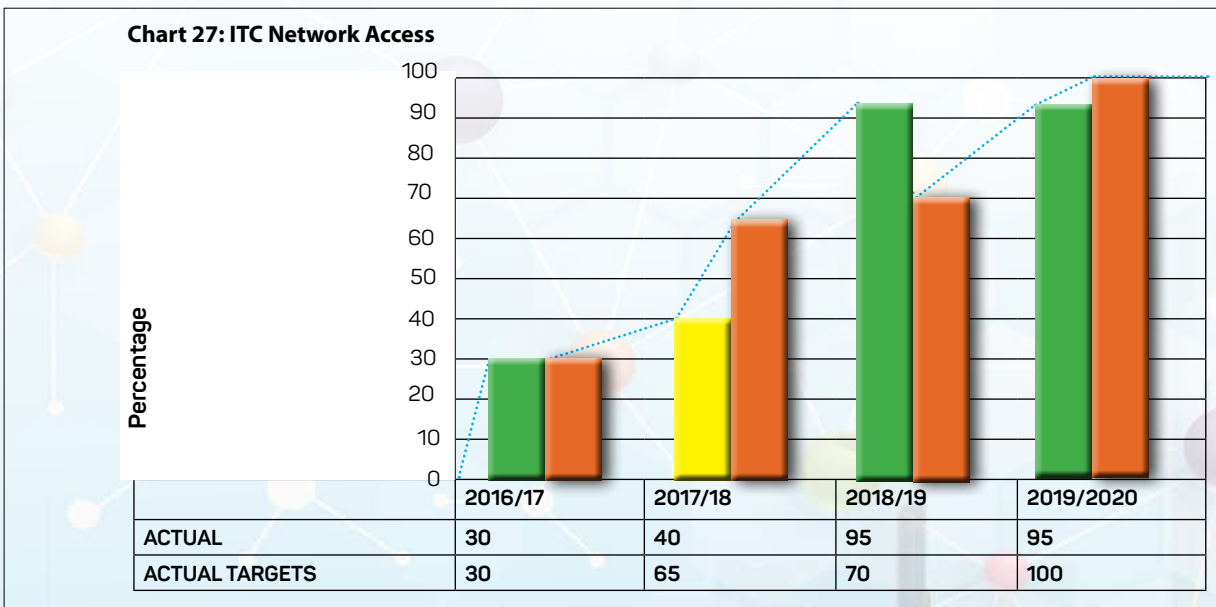
KEY	PERFORMANCE			TARGETS
	Off Target - 0-59%	On track - 60-79%	Target Achieved - 80-100%	Target Set



KEY PERFORMANCE INDICATORS



KEY	PERFORMANCE			TARGETS
	Off Target - 0-59%	On track - 60-79%	Target Achieved - 80-100%	Target Set



KEY	PERFORMANCE			TARGETS
	Off Target - 0-59%	On track - 60-79%	Target Achieved - 80-100%	Target Set



SUMMARY PERFORMANCE ACCOMPLISHMENTS 2019/20

1. The University continued to attract and retain high qualified staff. During the 2019/2020 financial year, the University had a total of 489 officers (86%) in post against a total establishment of 566. The recruitment of support staff was frozen during the 2019/2020 financial year leading to a huge vacancy rate. Forty-four percent (44%) (34 out of 77 vacancies) of existing vacancies were made up of support positions. During the reporting period, the staff attrition rate was at three percent, which is less than the five percent industry norm.

2. The University continued to develop its members of staff. A total of 24 officers (16 Teaching Instructors, 7 Technicians) and one Valedictorian, are currently undergoing long term training. Twelve (12) officers were released for long-term training during the year under review.

3. The library facilitated access to flexible information sources and resources by growing the collection quantitatively and qualitatively. During the 2019/2020 financial year, the University Library grew the Print collection by 49.85% against the target of 50%. The ratio of print to electronic resources is 5:74 (against target of 10:90 by 2022/2023). The e-resources include e-books and databases. All appointed print collection vendors managed to supply more than 60% of orders placed and there was a notable demand & use for print collections.

4. During the 2019/2020 financial year, the ICT network access was at 95% against the target of 100%. The improved ICT coverage strengthened the University's Teaching and Learning, Research and Innovation and improved operational effectiveness and efficiency. ICT developed an IT Strategy, which is to be subsumed under the overall University strategy. The completed internal IT Strategy document will be used as a guideline for annual performance planning and will be aligned to the University strategy.

5. During the reporting period, ICT implemented a network link to Morupule Coal Mine which, has been installed and tested as at 02 December 2019. All production servers have been cloned on the DR server (Oracle ERP, Active Directory authentication (and) Print management). The University is planning to replicate two systems during the 2020/2021 financial year. A Backup and Recovery Plan has been developed as part of the overall Disaster Recovery Plan and is covered in multiple utilities used for backup.



FINANCIAL STATEMENT

**BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
ANNUAL FINANCIAL STATEMENTS
FOR YEAR ENDED 31 MARCH 2020**

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
ANNUAL FINANCIAL STATEMENTS
GENERAL INFORMATION
for the year ended 31 March 2020

(Established in terms of the Botswana International University of Science and Technology Act 57:05)

NATURE OF BUSINESS

the objects of the University are :

- a) to provide higher education and training;
- b) to undertake, promote and facilitate research and scholarly investigations;
- c) to advance and disseminate knowledge and skills through teaching, learning and practical skills training;
- d) to contribute to national and international scientific and technological development;
- e) to support and contribute to the realizations of national economic and social development;
- f) to contribute to the cultural and social life of the community; and
- g) to advance the intellectual and human resources capacity of the international community

EXECUTIVE MANAGEMENT

Professor O. Totolo	Vice-Chancellor
Distinguished Professor D Siginer	Deputy Vice Chancellor (Academic Affairs)
Professor J. Chuma	Acting Deputy Vice-Chancellor (Research and Innovation)
Mr. D Katzke	Deputy Vice Chancellor (Finance and Administration)

MEMBERS OF THE COUNCIL

Name	Designation
Mr. B. Bonyongo	Chairperson
Mr. B B Bolele	Chairperson (Retired)
Dr H. Fidzani	Vice Chairperson
Professor O. Totolo	Vice Chancellor
Distinguished Professor D Siginer	Deputy Vice-Chancellor (Academic Affairs)
Professor J. Chuma	Acting Deputy Vice-Chancellor (Research and Innovation)
Mr. D Katzke	Deputy Vice-Chancellor (Finance and Administration)
Dr T. Mooko	Member (Retired)
Mr T. Otukile	Member
Mr. T Johnson	Member
Professor E. Atekwana	Member
Mr. M. Mpathi	Member
Dr S G. Maphanyane	Member
Mr. J Mokgosi	Member
Professor. F Toteu	Member
Ms. D. Setshogo	Member
Professor W. Masamba	Member
Kgosi M. Maforaga	Member
Professor T. Oladiran	Member
Ms Tebogo Segolodi	Member
Mr. E. Elias	Member
Dr. M. Galani	Member
Mr. W Mankanku	Member
Mr. E Government	Member
Mr. G. Nkape	Member
Mr. D. Tshokolo	Member (SRC President)
Mr P. Makwati	Secretary

REGISTERED OFFICE

Plot 10071
 Palapye

BANKERS

Bank Gaborone Limited, Banc ABC, First National Bank of Botswana Limited, Stanbic Bank Botswana, Standard Chartered Bank of Botswana.

INDEPENDENT AUDITORS

Mazars – Certified Auditors

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY ANNUAL FINANCIAL STATEMENTS

For the year ended 31 March 2020

The following statements are presented in compliance with the requirements of the Botswana International University of Science and Technology Act 57:05.

CONTENTS

Statement of responsibility by the members of the University Council	44
Independent auditor's report	45
Statement of comprehensive income	48
Statement of financial position	49
Statement of changes in accumulated funds	50
Statement of cash flows	51
Accounting Policies	52
Notes to the financial statements	65

**BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
STATEMENT OF RESPONSIBILITY BY THE GOVERNING COUNCIL
for the year ended 31 March 2020**

The members of Botswana International University of Science and Technology Council are responsible for the maintenance of adequate accounting records and the preparation, integrity and fair presentation of the financial statements. It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the University as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with the BIUST Act and International Financial Reporting Standards and in the manner required by Section 19 of the Botswana International University of Science and Technology Act, 57:05. The external auditors are engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with the International Financial Reporting Standards and in the manner required by Section 19 of the Botswana International University of Science and Technology Act, 57:05 are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

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

and ethical behaviour are applied and managed within pre-determined procedures and constraints.

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

The members of the University Council have reviewed the University's cash flow forecast for the year to March 31, 2021 and, in light of this review and the current financial position, is 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 page 44.

The annual financial statements set out on pages 44 to 76, which have been prepared on the going concern basis, were approved by the Council on *28 September*2020 and were signed on their behalf by:

Approval of financial statements



Chairperson



Vice Chancellor

INDEPENDENT AUDITOR'S REPORT
To the Council Members of Botswana International University of Science and Technology
Report on the Audit of the Annual Financial Statements
Opinion

We have audited the annual financial statements of Botswana International University of Science and Technology set out on 44 to 76, which comprise the statement of financial position as at March 31, 2020, and the statement of profit or loss comprehensive income, statement of changes in funds and statement of cash flows for the year then ended, and notes to the annual financial statements, including a summary of significant accounting policies.

In our opinion, the annual financial statements present fairly, in all material respects, the financial position of Botswana International University of Science and Technology as at March 31, 2020, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and Botswana International University of Science and Technology Act 57:05.

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 Council for Accountants Code of Ethics for Professional Accountants (Parts A and B) (IESBA Code) and other independence requirements applicable to performing audits of annual 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.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the annual financial statements 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 we do not provide a separate opinion on these matters.

Key Audit Matter	Audit response
<p>Existence and capitalisation of constructed assets under property plant and equipment.</p> <p>The university accounts for the Property, plant and equipment at cost less accumulated depreciation and any accumulated impairment losses. The carrying amount of Property, plant and equipment as at 31 March 2019 is P 1,247,242,090.</p> <p>The carrying value of capital work in progress as at 31 March 2019 is P 294,850,318. Due to the high value of the work in progress we considered it to be a matter of significance to the current period of audit.</p> <p>Capitalisation of assets should be accounted in accordance with the accounting policy. During the year there was no transfer from work in progress.</p>	<p>We reviewed the Property, plant and equipment report and schedule for the current year and confirmed that the accounting was in accordance with International Financial Reporting Standards.</p> <p>Extensive procedures were performed on the physical verification of the Property, plant and equipment with tests for impairment on the assets. We reperformed recalculation of the depreciation expense for the year. We tested for authenticity on a sample of additions that were made during the year.</p> <p>We performed verification of the additions to capital work in progress and confirmed the authenticity.</p> <p>Since the transfers from the capital work in progress forms part of Property, plant and equipment we tested capitalisation process with the capitalisation policy and verified with the completion certificates to confirm the transfer to assets.</p>

<p>Impact of the out-break of COVID-19 on the financial statements</p> <p>After balance sheet date there has been a global pandemic due to the outbreak of COVID-19.</p> <p>COVID-19 has caused widespread disruption to normal patterns of business activity across the world, including Botswana.</p> <p>The disclosure associated with COVID-19 is set out in the financial statements on Note 28.</p> <p>Due to the significant judgement and uncertainty surrounding the final impact of COVID-19 on the University, it was judged to be a key audit matter.</p>	<p>We assessed management’s conclusion that the matter be treated as a non-adjusting post balance sheet event and that the impact of the outbreak of COVID-19 would not affect the preparation of the financial statements on the going concern basis. We considered the following;</p> <ul style="list-style-type: none"> - The timing of the development of the outbreak across the world and in Botswana; and - How the financial statements and operations of the University might be impacted by the disruption. <p>We performed the following procedures on management assessment of impact of COVID-19 on the University’s operations.</p> <ul style="list-style-type: none"> - We reviewed management’s going concern assessment incorporating the impact of COVID-19 implications. We made enquiries of management to understand the period of assessment considered by them; - We evaluated the key assumptions in the assessment prepared by management and assessed the reasonableness of assumptions used given the information existing at the date of the audit procedures; - We examined the cash flow forecasts and evaluated whether management’s conclusion regarding going concern is appropriate; and - We evaluated the adequacy of disclosure in respect of COVID-19 implications, disclosures within principal risks and uncertainties, post balance sheet events and going concern. - We have assessed and evaluated the presentation and disclosure of the above matter, as set out in the Note 28 “Events after reporting date”.
--	--

Other information

The members of the Council Members are responsible for the other information. The other information comprises General Information, Statement of responsibility by the Council Members and the Detailed Income Statement for the year ended 31 March 2020. 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 and will 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, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Council Members for the Annual Financial Statements

The Council Members is responsible for the preparation and fair presentation of the annual financial statements in accordance with International Financial Reporting Standards, and for such internal control as the 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 Council Members are responsible for assessing the University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the members of the council either intend to liquidate the University or to cease operations, or have no realistic alternative but to do so.


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 members of the council.
- Conclude on the appropriateness of the members of the council's 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 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.



Mazars
Certified Auditors
Shashikumar Velambath
Registration Number: 19980076

Date 29 - 09 - 2020
Gaborone

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
STATEMENT OF COMPREHENSIVE INCOME
for the year ended 31 March 2020

	Note	2020	2019
Government Subvention	5	420,519,183	419,072,208
Tuition and other student fee revenue	6	60,915,986	62,971,337
Other Income	7	7,971,013	7,560,152
Amortisation of Capital Grants	18	61,315,763	63,627,663
Gross Operating Income		550,721,945	553,231,361
Staff Costs	8	(362,289,948)	(325,305,862)
Other Operating Expenses	9	(226,594,427)	(223,462,068)
Deficit/(Surplus) for the Year from Operating Activities		(38,162,430)	4,463,431
Finance Costs (lease interest)	12a	(12,982)	
Surplus (Deficit) for the Year		(38,175,412)	4,463,431
Total Comprehensive Income/(Loss)		(38,175,412)	4,463,431

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
STATEMENT OF FINANCIAL POSITION
for the year ended 31 March 2020

	Note	2020	2019
ASSETS			
Non-current Assets			
Intangible asset	11	18,391	76,257
Property, Plant and Equipment	12	1,247,242,090	1,287,232,837
Right of Use Asset	12a	243,959	-
Capital Work In Progress	12	294,850,318	204,854,178
		1,542,354,758	1,492,163,272
Current Assets			
Inventory	13	880,544	1,005,528
Other Receivables	14	36,813,407	27,942,035
Cash and Cash Equivalents	15	89,749,272	109,506,179
		127,443,223	138,453,743
		1,669,797,981	1,630,617,016
FUNDS AND LIABILITIES			
Capital Grant and Reserves			
Capital Grants	18	1,449,149,609	1,395,347,336
Accumulated Funds		69,519,879	107,695,291
		1,518,669,488	1,503,042,627
Non-current liabilities			
		-	-
Current Liabilities			
Retention Payable	19	17,249,573	18,393,014
Lease Liabilities	12a	324,334	-
Trade and Other Payables	20	133,554,586	109,181,374
		1,669,797,981	1,630,617,016

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
STATEMENT OF CHANGES IN ACCUMULATED FUNDS
for the year ended 31 March 2020

	Capital grants P	Accumulated fund P	Total P
Balance at 1 April 2018	1,249,407,868	103,231,860	1,352,639,729
armotisation of capital grant	-63,627,663		-63,627,663
Grants received during the quarter (Note 18)	167,912,936		167,912,936
- Development Projects	22,419,833		22,419,833
- designated funds	19,234,362		19,234,362
Transfer from Subvention	-	4,463,431	4,463,431
Surplus for the year			
Balance at 31 March 2019	1,395,347,336	107,695,291	1,503,042,627
Balance at 1 April 2019	1,395,347,336	107,695,291	1,503,042,627
armotisation of capital grant	(61,315,763)		(61,315,763)
Lease payments	59,570		59,570
Grants received during the quarter (Note 18)	60,854,509		60,854,509
- Development Projects	36,416,728		36,416,728
- designated funds			
Transfer from Subvention	17,787,387		17,787,387
Surplus for the year	-	(38,175,412)	(38,175,412)
Balance at 31 March 2020	1,449,149,609	69,519,879	1,518,669,646

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
STATEMENT OF CASH FLOWS
for the year ended 31 March 2020

	Note	2020 P	2019 P
Cash flows from operating activities:			
Cash generated from operations	22	(23,495,739)	(13,182,249)
Net cash flows generated from operating activities		(23,495,739)	(13,182,249)
Cash flows from (to) investing activities:			
cash from recurrent funding capital expenditure	5	17,787,387	19,234,362
Interest income	10	-	-
Additions to property, plant and equipment	12	(111,327,016)	(105,048,571)
Additions to intangible assets	11		
Proceeds from disposal of Property, plant and equipment		7,223	223,716
Net cash utilised in investing activities		(93,532,406)	(85,590,493)
Cash flows from financing activities:			
Capital grants	18	97,271,237	190,332,774
Net cash generated from financing activities		97,271,237	190,332,774
Net change in cash and cash equivalents		(19,756,907)	91,560,027
Cash and cash equivalents at beginning of year		109,506,179	17,946,153
Cash and cash equivalents at end of year	15	89,749,272	109,506,179

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
ANNUAL FINANCIAL STATEMENTS
Accounting Policies
for the year ended 31 March 2020

1 General Information

Botswana International University of Science and Technology ("BIUST") is funded through the Tertiary Education Development Fund, a Special Fund set up by Government in terms of the Finance and Audit Act (CAP:54:01) through Statutory Instrument No 57 of 2004. The purpose of the fund as described in the Act is to meet costs of the construction of a second University in Botswana. The purpose of constructing the University is to provide higher education and training to Botswana citizens and international students. The address of its registered office is Plot 10071, Palapye, Botswana.

2 Principal Accounting Policies

The principal accounting policies adopted in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

2.1 Basis of Preparation

The annual financial statements of Botswana International University of Science and Technology ("BIUST") have been prepared in accordance with International Financial Reporting Standards. The financial statements have been prepared under the historical cost convention as modified by the revaluation of financial assets and financial liabilities.

The preparation of financial statements in conformity with IFRS requires the use of certain accounting estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Although these estimates are based on management's best knowledge of the current events and actions, actual results may ultimately differ from those estimates. It also requires management to exercise its judgment in the process of applying the BIUST's accounting policies.

Estimates and judgments are continually evaluated based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 4.

In the current year, assets have been grouped by asset class and not by asset description as in prior years. This new groupings are as per note 12. The groupings are as follows;

1. computer equipment, office equipment and audio visual, laboratory equipment and other have been grouped to equipment
2. Furniture, domestic furniture and fittings have been grouped to Furniture
3. Land, Buildings have been grouped to Land and Buildings.

New Standards and Interpretations

2.1.1 Standards and Interpretations Effective but not Adopted in the Current Year

IFRS 16 Leases

IFRS 16 Leases is a new standard which replaces IAS 17 Leases, and introduces a single lessee accounting model. The University adopted IFRS 16 for the first time this year.

University as lessee:

Lessees are required to recognise a right-of-use asset and a lease liability for all leases, except short term leases or leases where the underlying asset has a low value, which are expensed on a straight line or other systematic basis. The cost of the right-of-use asset includes, where appropriate, the initial amount of the lease liability; lease payments made prior to commencement of the lease less incentives received; initial direct costs of the lessee; and an estimate for any provision for dismantling, restoration and removal related to the underlying asset.

The lease liability takes into consideration, where appropriate, fixed and variable lease payments; residual value guarantees to be made by the lessee; exercise price of purchase options; and payments of penalties for terminating the lease.

The right-of-use asset is subsequently measured on the cost model at cost less accumulated depreciation and impairment and adjusted for any re-measurement of the lease liability. However, right-of-use assets are measured at fair value when they meet the definition of investment property and all other investment property is accounted for on the fair value model. If a right-of-use asset relates to a class of property, plant and equipment which is measured on the revaluation model, then that right-of-use asset may be measured on the revaluation model.

The lease liability is subsequently increased by interest, reduced by lease payments and re-measured for reassessments or modifications.

Re-measurements of lease liabilities are affected against right-of-use assets, unless the assets have been reduced to nil, in which case further adjustments are recognised in profit or loss.

The lease liability is re-measured by discounting revised payments at a revised rate when there is a change in the lease term or a change in the assessment of an option to purchase the underlying asset.

The lease liability is re-measured by discounting revised lease payments at the original discount rate when there is change in the amounts expected to be paid in a residual value guarantee or when there is a change in future payments because of a change in index or rate used to determine those payments.

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
ANNUAL FINANCIAL STATEMENTS
Accounting Policies (Continued)
for the year ended 31 March 2020

Certain lease modifications are accounted for as separate leases. When lease modifications which decrease the scope of the lease are not required to be accounted for as separate leases, then the lessee re-measures the lease liability by decreasing the carrying amount of the right of lease asset to reflect the full or partial termination of the lease. Any gain or loss relating to the full or partial termination of the lease is recognised in profit or loss. For all other lease modifications which are not required to be accounted for as separate leases, the lessee re-measures the lease liability by making a corresponding adjustment to the right-of-use asset.

Right-of-use assets and lease liabilities should be presented separately from other assets and liabilities. If not, then the line item in which they are included must be disclosed. This does not apply to right-of-use assets meeting the definition of investment property which must be presented within investment property. IFRS 16 contains different disclosure requirements compared to IAS 17 leases.

University as lessor: 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.

Depreciation starts at the commencement date of a lease. For right of use assets which are depreciated over the useful lives, the useful lives are determined consistently with items of the same class of property, Plant and equipment. The depreciation charge for each year is recognised in the profit and loss unless it is included in the carrying amount of another asset.

The right of use asset has been depreciated over the lease period.

Sale and leaseback transactions:

In the event of a sale and leaseback transaction, the requirements of IFRS 15 are applied to consider whether a performance obligation is satisfied to determine whether the transfer of the asset is accounted for as the sale of an

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
ANNUAL FINANCIAL STATEMENTS
Accounting Policies (Continued)
for the year ended 31 March 2020

asset.

If the transfer meets the requirements to be recognised as a sale, the seller-lessee must measure the new right-of-use asset at the proportion of the previous carrying amount of the asset that relates to the right-of-use retained. The buyer-lessor accounts for the purchase by applying applicable standards and for the lease by applying IFRS 16.

If the fair value of consideration for the sale is not equal to the fair value of the asset, then IFRS 16 requires adjustments to be made to the sale proceeds. When the transfer of the asset is not a sale, then the seller-lessee continues to recognise the transferred asset and recognises a financial liability equal to the transfer proceeds. The buyer-lessor recognises a financial asset equal to the transfer proceeds.

The effective date of the standard is for years beginning on or after January 1, 2019.

The University expects to adopt the standard for the first time in the 2020 annual financial statements. It is unlikely that the standard will have a material impact on the University's annual financial statements.

IFRS 9 (AC 146) Financial Instruments

IFRS 9 issued in November 2009 introduced new requirements for the classification and measurements of financial assets. IFRS 9 was subsequently amended in October 2010 to include requirements for the classification and measurement of financial liabilities and for derecognition, and in November 2013 to include the new requirements for general hedge accounting. Another revised version of IFRS 9 was issued in July 2014 mainly to include a) impairment requirements for financial assets and b) limited amendments to the classification and measurement requirements by introducing a "fair value through other comprehensive income" (FVTOCI) measurement category for certain simple debt instruments.

Key requirements of IFRS 9:

All recognised financial assets that are within the scope of IAS 39 Financial Instruments: Recognition and Measurement are required to be subsequently measured at amortised cost or fair value. Specifically, debt investments that are held within a business model whose objective is to collect the contractual cash flows, and that have contractual cash flows that are solely payments of principal and interest on the outstanding principal are generally measured at amortised cost at the end of subsequent reporting periods. Debt instruments that are held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets, and that have contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on outstanding principal, are measured at FVTOCI. All other debt and equity investments are measured at fair value at the end of subsequent reporting periods. In addition, under IFRS 9, entities may make an irrevocable election to present subsequent changes in the fair value of an equity investment (that is not held for trading) in other comprehensive income with only dividend income generally recognised in profit or loss.

With regard to the measurement of financial liabilities designated as at fair value through profit or loss, IFRS 9 requires that the amount of change in the fair value of the financial liability that is attributable to changes in the credit risk of the

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
ANNUAL FINANCIAL STATEMENTS
Accounting Policies (Continued)
for the year ended 31 March 2020

liability is presented in other comprehensive income, unless the recognition of the effect of the changes of the liability's credit risk in other comprehensive income would create or enlarge an accounting mismatch in profit or loss. Under IAS 39, the entire amount of the change in fair value of a financial liability designated as at fair value through profit or loss is presented in profit or loss.

In relation to the impairment of financial assets, IFRS 9 requires an expected credit loss model, as opposed to an incurred credit loss model under IAS 39. The expected credit loss model requires an entity to account for expected credit losses and changes in those expected credit losses at each reporting date to reflect changes in credit risk since initial recognition. It is therefore no longer necessary for a credit event to have occurred before credit losses are recognised.

The new general hedge accounting requirements retain the three types of hedge accounting mechanisms currently available in IAS 39. Under IFRS 9, greater flexibility has been introduced to the types of transactions eligible for hedge accounting, specifically broadening the types of instruments that qualify for hedging instruments and the types of risk components of non-financial items that are eligible for hedge accounting. In addition, the effectiveness test has been replaced with the principle of an "economic relationship". Retrospective assessment of hedge effectiveness is also no longer required. Enhanced disclosure requirements about an entity's risk management activities have also been introduced.

The effective date of the standard is for years beginning on or after January 1, 2018. Those were adopted by the University for the first time in the 2019 annual financial statements. It is unlikely that the standard will have a material impact on the University's annual financial statements.

IFRS 15 Revenue from Contracts with Customers

IFRS 15 supersedes IAS 11 Construction contracts; IAS 18 Revenue; IFRIC 13 Customer Loyalty Programmes; IFRIC 15 Agreements for the construction of Real Estate; IFRIC 18 Transfers of Assets from Customers and SIC 31 Revenue - Barter Transactions Involving Advertising Services.

The core principle of IFRS 15 is that an entity recognises revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. An entity recognises revenue in accordance with that core principle by applying the following steps:

- Identify the contract(s) with a customer
- Identify the performance obligations in the contract
- Determine the transaction price
- Allocate the transaction price to the performance obligations in the contract

Recognise revenue when (or as) the entity satisfies a performance obligation. IFRS 15 also includes extensive new disclosure requirements.

The effective date of the standard is for years beginning on or after January 1, 2018.

Those were adopted by the University for the first time in the 2019 annual financial statements. It is unlikely that the standard will have a material impact on the University's annual financial statements.

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
ANNUAL FINANCIAL STATEMENTS
Accounting Policies (Continued)
for the year ended 31 March 2020

Amendments to IFRS 15: Clarifications to IFRS 15 Revenue from Contracts with Customers

The amendment provides clarification and further guidance regarding certain issues in IFRS 15. These items include guidance in assessing whether promises to transfer goods or services are separately identifiable; guidance regarding agent versus principal considerations; and guidance regarding licenses and royalties.

The effective date of the amendment is for years beginning on or after January 1, 2018. Those were adopted by the University for the first time in the 2019 annual financial statements. It is unlikely that the amendment will have a material impact on the University's annual financial statements.

2.2 Property, plant and equipment

Property, plant and equipment are included at historical cost less accumulated depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to BIUST and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred.

Depreciation is calculated using the straight-line method to allocate the cost of each asset to their residual values over their estimated useful lives as follows:

Buildings	30 years
Computer Equipment	3 years
Motor vehicles	5 years
Office Equipment and Audio Visual	7 years
Laboratory Equipment	7 years
Furniture and Domestic Fittings	7 years
Library Books	1-2 years
Land is not depreciated	

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the income statement.

2.3 Capital Work-in-Progress

Properties in the course of construction for administrative purpose are carried at cost less any identified impairment loss. When the properties are ready for use and completion certificate has been issued, they are transferred to property,

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
ANNUAL FINANCIAL STATEMENTS
Accounting Policies (Continued)
for the year ended 31 March 2020

plant and equipment. Depreciation is not charged when properties are still under construction. Liquidated and Ascertained damages related to delayed projects have been netted to the capital cost of the projects.

2.4 Impairment of Non-financial Assets

Assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets other than goodwill that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

2.5 Intangible Assets

Computer Software

Costs associated with maintaining computer software programmes are recognised as an expense as incurred. Purchase costs that are directly attributable to software products controlled by BIUST are recognised as intangible assets when the following criteria are met:

- it is technically feasible to complete the software product so that it will be available for use;
- there is an ability to use the software product;
- it can be demonstrated how the software product will generate probable future economic benefits;

Intangible assets are amortized over three (3) years.

Directly attributable costs that are capitalised as part of the software product include the software purchase costs. Other development expenditures that do not meet these criteria are recognised as an expense as incurred.

Computer software costs recognised as assets are amortised over their estimated useful lives, which do not exceed five years

2.6 Subvention and Other Receivables

Subvention and other receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for impairment of subvention and other receivables are established when there is objective evidence that BIUST will not be able to collect all amounts due according to the original terms of receivables.

Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or financial reorganisation, and default or delinquency in payments are considered indicators that the subvention and other receivables are impaired. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the provision is recognised in the statement of comprehensive income.

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
ANNUAL FINANCIAL STATEMENTS
Accounting Policies (Continued)
for the year ended 31 March 2020

When a subvention and other receivables are uncollectible, it is written off against the allowance account for receivables. Subsequent recoveries of amounts previously written off are credited as other income in the statement of comprehensive income.

2.7 Prepayments

Prepaid expenses are recognised on time proportion basis. Payments made during the current year for expenses in respect of the succeeding year are deferred as prepaid expenses and are carried on the statement of financial position

2.8 Capital Grants

Capital grants comprise grants received from the Government of Botswana to be utilised towards capital expenditure. Funds received are credited to capital funds and the related assets are capitalised. All other capital expenditure is financed through the annual subvention from the Government of Botswana. Assets acquired from subvention are capitalized and an equivalent amount is transferred to capital grants. An amount equal to the depreciation charge of the fixed assets funded by the capital grants is recognised as income (amortisation) in the statement of comprehensive income. Subsequent movement of fixed assets in terms of sale and impairment are treated accordingly in the capital grants.

2.9 Cash and Cash Equivalents

In the statement of cash flows, cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the statement of financial position.

2.10 Trade Payables

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of operation from suppliers. Trade payables are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the operation if longer). If not, they are presented as non-current liabilities. Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

2.11 Provisions

Provisions are recognised when BIUST has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation; and the amount can be reliably estimated. Provisions are not recognised for future operating losses. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of expenditure required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
ANNUAL FINANCIAL STATEMENTS
Accounting Policies (Continued)
for the year ended 31 March 2020

the provision due to passage of time is recognised as interest expense

2.12 Income Taxes

BIUST is exempt from income tax under the Income Tax Act in Botswana

2.13 Revenue Recognition

2.13.1 Government Subvention

Government subventions are recognised at their fair value where there is a reasonable assurance that the subventions will be received and BIUST will comply with all attached conditions. Subventions relating to costs are deferred and recognised in the statement of comprehensive income over the period necessary to match them with the costs they are intended to compensate.

2.13.2 Tuition,

residence and book fees are recognised as revenue over the period of instruction, regardless of the timing of a formal bill being issued. Unearned tuition fees are recognised as a current liability. Deposits provided by prospective students are treated as a separate current liability until the amount is earned, at which point in time it is also recognised over the period of instruction. To the extent that revenue is not recoverable, provision is made for the estimated unrealisable amount.

2.13.3 Interest Income

Interest income is recognised on a time proportion basis, taking account of the principal outstanding and the effective rate over the period to maturity when it is determined that such income will accrue to BIUST.

2.14 Financial Assets

2.14.1 Classification

BIUST classifies its financial assets into the following categories: at fair value through profit or loss, loans and receivables, and available for sale. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition and re-evaluates this designation at each reporting date

(a) Financial Assets at fair value through profit or loss

Financial assets at fair value through profit or loss are financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short-term. Derivatives are also categorised as held for trading unless they are designated as hedges. Assets in this category are classified as current assets if expected to be settled within 12 months; otherwise, they are classified as non-current.

(b) Loans and Receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
ANNUAL FINANCIAL STATEMENTS
Accounting Policies (Continued)
for the year ended 31 March 2020

quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the end of the reporting period. These are classified as non-current assets. BIUST's loans and receivables comprise 'tuition, prepayments and other receivables' and cash and cash equivalents in the statement of financial position (Note 13 and 14).

(c) Available-for-sale Financial Assets

Available-for-sale financial assets are non-derivatives that are either designated in this category or not classified in any of the other categories. They are included in non-current assets unless the investment matures or management intends to dispose of it within 12 months of the end of the reporting period.

2.14.2 Recognition and Measurement

Regular purchases and sales of financial assets are recognised on the trade date, the date on which BIUST commits to purchase or sell the asset. Investments are initially recognised at fair value plus transaction costs for all financial assets not carried at fair value through profit or loss. Financial assets carried at fair value through profit or loss are initially recognised at fair value, and transaction costs are expensed in the statement of comprehensive income. Financial assets are derecognised when the rights to receive cash flows from the investments have expired or have been transferred and BIUST has transferred substantially all risks and rewards of ownership. Available-for-sale financial assets and financial assets at fair value through profit or loss are subsequently carried at fair value. Loans and receivables are carried at amortised cost using the effective interest method.

Gains or losses arising from changes in the fair value of the 'financial assets at fair value through profit or loss' category are presented in the income statement within 'other (losses)/gains – net' in the period in which they arise. Dividend income from financial assets at fair value through profit or loss is recognised in the income statement as part of other income when BIUST's right to receive payments is established.

Changes in the fair value of monetary and non-monetary securities classified as available-for-sale are recognised in other comprehensive income.

When securities classified as available for sale are sold or impaired, the accumulated fair value adjustments recognised in equity are included in the income statement as 'gains and losses from investment securities'.

Interest on available-for-sale securities calculated using the effective interest method is recognised in the statement of comprehensive income as part of other income. Dividends on available-for-sale equity instruments are recognised in the income statement as part of other income when BIUST's right to receive payments is established. There were no financial assets categorised as fair value through profit or loss or available for sale assets at the statement of financial position date.

2.14.3 Off-setting Financial Instruments

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
ANNUAL FINANCIAL STATEMENTS
Accounting Policies (Continued)
for the year ended 31 March 2020

basis, or realise the asset and settle the liability simultaneously.

2.14.4 Impairment of Financial Assets

(a) Assets Carried at Amortised Cost

BIUST assesses at the end of each reporting period whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated. Evidence of impairment may include indications that the debtors or a group of debtors is experiencing significant financial difficulty, default or delinquency in interest or principal payments, the probability that they will enter bankruptcy or other financial reorganisation, and where observable data indicate that there is a measurable decrease in the estimated future cash flows, such as changes in arrears or economic conditions that correlate with defaults.

For loans and receivables category, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced and the amount of the loss is recognised in the income statement. If a loan or held-to-maturity investment has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract. As a practical expedient, BIUST may measure impairment on the basis of an instrument's fair value using an observable market price.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor's credit rating), the reversal of the previously recognised impairment loss is recognised in the income statement.

(b) Assets Classified as Available for Sale

BIUST assesses at the end of each reporting period whether there is objective evidence that a financial asset or a group of financial assets is impaired. For debt securities, BIUST uses the criteria referred to in (a) above. In the case of equity investments classified as available for sale, a significant or prolonged decline in the fair value of the security below its cost is also evidence that the assets are impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit or loss – is removed from equity and recognised in profit or loss. Impairment losses recognised in the income statement on equity instruments are not reversed through the income statement. If, in a subsequent period, the fair value of a debt instrument classified as available for sale increases and the increase can be objectively related to an event occurring after the impairment loss was recognised in profit or loss, the impairment loss is reversed through the income statement. There were no financial assets categorised as fair value through profit or available for sales assets as the reporting date.

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
ANNUAL FINANCIAL STATEMENTS
Accounting Policies (Continued)
for the year ended 31 March 2020

2.15 Related Parties

Related parties comprise the Government, members of the University Council and Senior Management. Transactions with related parties were in the normal course of operations.

2.16 Employee Benefits

For employees BIUST pays gratuity in accordance with the respective contracts of employment. These costs are recognised as part of the staff costs in the statement of comprehensive income. Employee entitlements to annual leave, bonuses, medical aid, housing benefits and severance benefits are recognised when they accrue to employees and an accrual is made for the estimated liability as a result of services rendered by the employee up to the reporting date.

2.17 Foreign Currency Translation

2.17.1 Functional and Presentation Currency

Items included in the financial statements of BIUST are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The financial statements are presented in Botswana Pula, which is BIUST's functional and presentation currency.

2.17.2 Transactions and Balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of comprehensive income

2.18 Capital Management

BIUST's objectives when managing capital are to safeguard the BIUST's ability to continue as a going concern and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital. BIUST is funded by Government of Botswana. BIUST does not monitor capital on the basis of the gearing ratio.

Fair Value Estimation of Financial Instruments

IFRS 7 (amendment) for financial instruments that are measured in the statement of financial position at fair value requires disclosure of fair value measurements by level of the following fair value measurement hierarchy:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1).
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (level 2).
- Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (level 3).

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
ANNUAL FINANCIAL STATEMENTS
Accounting Policies (Continued)
for the year ended 31 March 2020

There are no financial assets classified as fair value through profit or loss at the reporting date.

3.0 Critical Accounting Estimates and Judgements

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances

3.1 Critical Accounting Estimates and Assumptions

BIUST makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within financial year are discussed below

Residual Value and Useful lives of Property, Plant and Equipment

BIUST follows the guidance of IAS16 (revised) and determines the residual values and useful lives of assets at each report date. This determination requires significant judgement. In making this judgement the management evaluates amongst other factors, the purpose for which the respective asset is acquired, market conditions at the reporting date and the practice adopted by similar organisations.

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020

	2020	2019
	P	P
5 Government Subventions		
Government subventions received	438,306,570	438,306,570
Transferred to capital grants for current year	(17,787,387)	(19,234,362)
	420,519,183	419,072,208
6 Tuition and other Student fee revenue		
Tuition	47,277,439	54,377,685
Other Student fees	13,638,547	8,593,652
	60,915,986	62,971,337
General Tuition Fees	47,277,439	54,377,685
Late Registration Fees	1,740	17,370
Application Fees	336,998	332,410
Identity Card Fees	47,390	35,385
Library Fees	5,302	2,647
Transcript fees	25,950	12,000
Student Life Fees	306,404	299,325
Student Laundry Fees	19,721	
Course Material Fees	4,123,359	15,399
Student Resident Fees - Under graduate	8,771,684	7,879,117
	60,915,986	62,971,337
7 Other Income		
Rent Income	6,007,033	5,899,474
Sale of Assets	-	-
Miscellaneous Income	1,800,188	1,395,160
Tender fees	163,793	265,518
	7,971,013	7,560,152
8 Staff costs		
Gratuities and severance	45,699,886	46,970,985
Leave pay	19,021,905	10,442,981
Medical aid contribution	8,082,234	7,268,199
Salaries and wages	234,267,535	217,810,113
Staff training	6,127,707	4,900,692
Other staff benefits	49,090,681	37,912,892
	362,289,948	325,305,862
9 Other operating expenses		
Administrative expenses	49,472,123	84,735,243
Amortisation of intangible assets	57,867	1,332,134
Depreciation	61,257,896	62,295,529
Depreciation ROU Asset	126,963	-
Travelling and accommodation expenses	20,320,157	17,839,275
Other expenses	95,359,422	57,259,887
	226,594,427	223,462,068
10 Finance income		
Interest received - bank	-	-

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020

11 Intangible asset

Year ended 31 March 2020

Opening net book amount

Additions

Amortisation charge

Closing net book amount

Year ended 31 March 2020

Cost

Accumulated amortisation

Net book amount

Year ended 31 March 2019

Opening net book amount

Additions

Amortisation charge

Closing net book amount

At 31 March 2019

Cost

Accumulated amortisation

Net book amount

**Computer
Software
P**

76,257

-

(57,866)

18,391

9,638,299

(9,619,908)

18,391

1,408,391

-

(1,332,134)

76,257

9,638,299

(9,562,042)

76,257

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020

12 Property, plant and equipment

Year ended 31 March 2019
re-grouping

Opening net book amount (1 April 2019)

Additions	6,726,496	146,903,335	17,217,468	231,059,371	8,682,925	1,262,089	1,450,210,194
Additions - transfer from CIP	1,989,613	(1,989,613)	2,903,429	30,862,115	668,630	1,856,159	105,048,571
Impairment of Capital work in progress		(2,091,287)					-
Disposals			(339,122)	(94,841)			(2,091,287)
Depreciation	(7,519,428)	-	(3,473,149)	(49,579,899)	(592,773)	(1,130,281)	(433,963)
Depreciation on disposal reclassification			207,286	33,351			(62,295,530)

Closing net book amount

	1,046,281,686	204,854,178	16,515,913	219,265,647	3,181,624	1,987,967	1,492,087,015
--	----------------------	--------------------	-------------------	--------------------	------------------	------------------	----------------------

At 31 March 2019

Cost	1,077,336,796	204,854,178	27,892,073	382,748,464	5,801,431	8,420,512	1,707,053,454
Accumulated depreciation	(31,055,110)		(11,376,160)	(163,482,817)	(2,619,807)	(6,432,545)	(214,966,439)
Net book amount	1,046,281,686	204,854,178	16,515,913	219,265,647	3,181,624	1,987,967	1,492,087,015

Year ended 31 March 2020

Opening net book amount (1 April 2019)

Additions	1,046,281,686	204,854,178	16,515,913	219,265,647	3,181,624	1,987,967	1,492,087,014
Disposals	1,464,728	89,996,140	968,041	16,945,019	1,038,710	914,377	111,327,016
Depreciation	(7,647,779)		(3,234,564)	(63,504)	(82,728)	(838,838)	(146,232)
Depreciation on disposal				(48,775,405)	(761,310)		(61,257,896)

Closing net book amount

	1,040,098,636	294,850,318	14,249,389	187,399,143	3,431,416	2,063,506	1,542,092,408
--	----------------------	--------------------	-------------------	--------------------	------------------	------------------	----------------------

At 31 March 2020

Cost	1,078,801,524	294,850,318	28,860,114	399,629,979	6,757,413	9,334,889	1,818,234,237
Accumulated depreciation	(38,702,889)		(14,610,724)	(212,230,836)	(3,325,997)	(7,271,383)	(276,141,829)
Net book amount	1,040,098,636	294,850,318	14,249,389	187,399,143	3,431,416	2,063,506	1,542,092,408

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020

12a Right of Use asset

Net carrying amounts of right of use assets

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

Non Current assets - Right of Use

2020 P	2019 P
243,958.88	-

Additions to right of use assets

Non Current assets - Right of Use

370,921.59	-
------------	---

Depreciation recognised on right of use assets

Depreciation recognised on the right of use asset is presented below. It includes depreciation which has been expensed in the total depreciation charge in Profit and loss (note 8), as well as depreciation which has been capitalised to the cost of other assets

Non Current assets - Right of Use

126,962.71	-
------------	---

Lease Liabilities

The maturity analysis of lease liabilities is as follows

Opening lease Liability

370,922	-
---------	---

lease payment in the period

(59,570)	-
----------	---

Interest in expense

12,982	-
--------	---

Present value of minimum lease payments

324,334	-
----------------	---

Present value of minimum lease payments due

Opening lease liability

370,922	-
---------	---

decrease in lease liability

(46,588)	-
----------	---

lease liability

324,334	-
----------------	---

13 Inventory

2020 P	2019 P
-----------	-----------

880,544	1,005,528
----------------	------------------

The main inventory item is stationery (toners, paper etc.) This stationery is kept centrally in store and ordered centrally by all University Departments. The Inventory is carried at cost.

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020

14 Other receivables

	2020	2019
	P	P
Tuition fees	28,969,882	7,478,855
Prepayments, advances and deposits	6,871,181	18,915,201
Other receivables	972,344	1,547,980
	36,813,407	27,942,035

The fair values of other receivables are as follows:

Tuition fees	28,969,882	7,478,855
Prepayments, advances and deposits	6,871,181	18,915,201
Other receivables	972,344	1,547,980
	36,813,407	27,942,035

Exposure to Credit Risk

Trade receivables inherently exposes the University to credit risk, being the risk that the University will incur financial loss if customers (including staff and students) fail to make payments as they fall due

A loss allowance is recognised for all trade receivables, in accordance with IFRS 9 Financial Instruments, and is monitored at the end of each reporting period. In addition to the loss allowance, trade receivables are written off when there is no reasonable expectation of recovery, for example, when a debtor (student) discontinue study at the University and is no longer traceable. Trade receivables which have been written off are not subject to enforcement activities. The maximum exposure to credit risk at the reporting date is the fair value of each class of receivable mentioned above. BIUST does not hold any collateral as security.

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 credit losses are estimated using a provision matrix. This matrix is developed by using past default experience of debtors and by assessing the debtor risk by their customer segments.

Following the University's adoption of IFRS 9, the estimation technique explained above has being applied for the first time in the current financial period. Trade receivables were previously impaired only when there was objective evidence that the asset was impaired. The University's historical credit loss experience does not show significantly different loss patterns for different customer segments. As the University's largest debtor, the Government of Botswana receivables will be received. Other receivables are analysed per the matrix explained above and as shown below.

Expected Credit loss

Loss allowance from IFRS 9 review
Write off - discontinued students

	2020	2019
	Estimated gross carrying amount at default	Estimated gross carrying amount at default
	24,070	-
	355,787	-
	379,856	-

Fair value of trade and other receivables

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

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020

15 Cash and cash equivalents

Cash at bank

2020	2019
P	P
89,749,272	109,506,179

For the purpose of the cash flow statement, the financial assets are also included as cash and cash equivalents due to its short term maturity and liquidity position.

16 Analyses of financial instruments

(a) Financial instruments by category

The accounting policies for financial instruments have been applied to the line items below:

Loans and receivables:

Assets as per the statement of financial position

Other receivables - excluding prepayments (Note 13)

Cash and cash equivalents (Note 14)

2020	2019
P	P
29,942,226	9,026,835
89,749,272	109,506,179
119,691,498	118,533,014

Financial liabilities:

Liabilities as per statement of financial position

Retention payable (Note 19)

Trade and other payables (Note 20)

17,249,573	18,393,014
133,554,586	109,181,374
150,804,158	127,574,388

17 Analyses of financial instruments (continued)

(b) Credit quality of financial assets

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to historical information about counterparty default rates. The University regularly review secondary data on ratings to assess any risks that may arise from time to time.

Cash at bank and short-term bank deposits

First National Bank of Botswana Limited Not rated

Not rated

76,205,399

97,187,816

First National Bank - Credit Cards

Not rated

0

-15,721

BancABC Limited

Not rated

186,514

185,559

Money markets

Not rated

0

2,329

Stanbic Bank Botswana Limited

Not rated

11,882,012

11,561,576

Standard Chartered Bank Botswana Limited Not rated

Not rated

1,475,347

584,622

89,749,272

109,506,181

BIUST keeps cash deposits with major banks with high quality credit standing and limits exposure to any one counter party. These deposits were kept with First National Bank of Botswana Limited, Stanbic Bank Botswana Limited, Standard Chartered Bank Botswana Limited and African Banking Corporation of Botswana Limited, BancABC Limited as per analysis above. There are no credit ratings for banks available in Botswana.

First National Bank of Botswana Limited is listed on the Botswana Stock Exchange and is a subsidiary of First Rand

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020

Holdings Limited, a company listed on the Johannesburg Stock Exchange.

BancABC is a subsidiary of Atlas Mara. BancABC has its primary listing on the Botswana Stock Exchange and a secondary listing on the Zimbabwe Stock Exchange. Bank Gaborone and Stanbic Bank are unlisted registered banks while STANLIB is a subsidiary of Stanbic Bank. The University is exposed to credit risk arising out of the cash and cash equivalents holding. The University manages this risk by periodically reviewing the secondary data on ratings to assess any risks that may arise from time to time. Assets are spread through various financial institutions to spread any residual risks. This is done quarterly or even more frequently and normally when new funding is received from government.

None of the financial assets that are fully performing have been renegotiated during the year. Cash and cash equivalents are carried at fair value.

18 Capital Grants

Balance at beginning of year

Grants received - development projects
 Grants received - designated projects
 Transfer from subvention - assets bought from recurrent budget
 Amortisation of capital grants

Balance at end of year

2020 P	2019 P
1,395,347,335	1,249,407,868
60,854,509	167,912,936
36,416,728	22,419,838
17,787,387	19,234,362
(61,315,763)	(63,627,663)
<u>1,449,090,197</u>	<u>1,395,347,335</u>

19 Retention payable

Balance at beginning of year
 Retention during the year

Balance at end of year

2020 P	2019 P
18,393,014	15,764,325
(1,143,442)	2,628,689
<u>17,249,573</u>	<u>18,393,014</u>

Retention payable is recognised initially at fair value and subsequently measured at amortised cost using the effective rate of interest.

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020

20 Trade and other payables

	2020	2019
	P	P
Accruals and other payables	22,003,098	39,727,904
Deferred income	21,276,227	-
Provisions (Note 21)	90,275,261	69,453,470
	133,554,586	109,181,374

21 Provisions

	Gratuity	Leave Pay	Total
	P	P	P
As at 31 March 2018	37,081,853	23,185,010	60,266,863
Provision for the year	31,933,591	10,357,635	42,291,226
Payments during the year	(27,636,966)	(5,467,653)	(33,104,619)
As at 31 March 2019	41,378,477	28,074,993	69,453,470
Provision for the year	34,455,219	19,021,905	53,477,124
Payments during the year	(27,466,287)	(5,189,046)	(32,655,334)
As at 31 March 2020	48,367,409	41,907,851	90,275,261

22 Cash flows from operating activities

	2020	2019
	P	P
Operating (deficit)/ surplus	(38,175,412)	4,463,431
Adjustments for:		
Depreciation on property, plant and equipment (Note 12)	61,257,896	62,295,529
Amortisation of intangible asset (Note 11)	57,866	1,332,134
Amortisation of capital grant (Note 18)	(61,315,763)	(63,627,663)
Depreciation on RoU	126,963	-
Assets Written Off (impairment of WIP)	-	2,091,287
Profit/(loss) on disposal of assets	69,328	(30,390)
Interest Income	-	-
Profit on disposal of assets	-	-
Changes in working capital:		
Inventory	124,985	160,920
Other receivables	(8,871,372)	(9,078,919)
Retention payable	(1,143,442)	2,628,689
Trade and other payables	24,373,212	(13,417,267)
Cash generated from (utilised in) operations	(23,495,739)	(13,182,249)

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020

23 Related party transactions

All transactions with related parties are carried out during the normal course of the University's operations.

The following transactions were carried out with related parties.

	2020	2019
	P	P
Senior management - salaries and allowances	5,217,480	5,206,894
Senior management - post employment benefits	688,946	-
Council Expenses	466,504	386,100
Government of Botswana - subventions received	438,306,570	438,306,570
Government of Botswana - capital grants received	60,854,509	167,912,936
	505,534,010	611,812,500

Senior management salaries and allowances includes payments made to the Vice Chancellor and Deputy Vice Chancellors on substantive positions. Council expenses relates to sitting allowances and mileage claims paid to eligible members

24 Capital Work In Progress

At 1 April
 Additions for the year
 Transfers to completed projects
 Impairment of capital work in progress as at 31 March 2019

	2020	2019
	P	P
At 1 April	204,854,178	146,903,335
Additions for the year	89,996,140	62,031,742
Transfers to completed projects	-	(1,989,613)
Impairment of capital work in progress as at 31 March 2019	-	(2,091,287)
	294,850,318	204,854,178

25 Contingent liabilities

The University Council and management confirmed that the contingent liabilities outstanding as at 31 March 2020 amounted to P32,700,000

26 Commitments

Capital expenditure approved and contracted by the University as at the reporting date is as follows;

	2020	2019
	P	P
Building Construction	87,478,071	216,343,976
	87,478,071	216,343,976

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020

Capital expenditure contracted for at the end of the reporting period but not yet incurred is as follows:

2020 P	2019 P
39,371,139	60,113,280

Capital expenditure is funded by grants from the Government of Botswana.

27 Financial Risk Management
Financial Risk Factors

BIUST's activities expose it to a variety of financial risks: market risk (including currency risk, fair value interest rate risk, and price risk), credit risk and liquidity risk. BIUST's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on BIUST's financial performance. Risk management is carried out under policies approved by the management.

Market Risks

Foreign Currency Risks

The University is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the American Dollar(USD), Great British Pound(GBP), Euro and South African Rand(ZAR). Foreign currency risk is managed by the finance function. Its objective is to minimise losses arising from BIUST's exposure to various currencies by attempting to match foreign currency denominated current liabilities against current assets of similar currencies to the extent possible.

In the normal course of operation, BIUST enters into transactions denominated in foreign currencies and is exposed to foreign exchange risk arising from various currency exposures. Foreign exchange risk arises from future commercial transactions, recognised assets and liabilities. There was no significant impact on the deficit for the year due to fluctuation in foreign currency exchange rate with respect of Botswana Pula.

The following assets are denominated in foreign currencies and therefore subject to currency risk:

Cash and Cash Equivalents		
	2020	2019
USD	5,050	5,000
ZAR	4,879	5,000

The following table demonstrates the sensitivity to a reasonable possible change in Botswana Pula Exchange rate against the major trading currencies of the University, with all other variables held constant on the University deficit (due to changes in the fair value of monetary assets and liabilities). In arriving at the exchange rate sensitivities in the next twelve months, management has considered the average movements in the exchange rate over the previous year.

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020

Cash and Cash Equivalents	2020	2019
Change in USD rate	P	P
+15%	-757	-750
-15%	757	750
Change in ZAR rate		
+15%	-732	-750
-15%	732	750

Cash flow and Fair Value Interest Rate Risk

Interest rate risk is managed by the finance function. Its objective is to minimise the cost of financing through the placement of temporary excess funds in high yielding money market investments and cash deposits.

BIUST's interest rate risk arises from short-term deposits and its investment in money market. Short-term deposits and the investment in money market obtained at variable rates expose BIUST to cash flow interest rate risk.

BIUST analyses its interest rate exposure. BIUST calculates the impact on profit and loss of a defined interest rate Shift. For each simulation, the same interest rate shift is used at 31 March 2020, BIUST had no short term nor any investments.

Price Risk

BIUST is not exposed to other price risks such as equity price risk, commodity price risk, prepayment risk, and residual value risk.

Credit Risk

"Credit risk arises from cash and cash equivalents and deposits with banks and financial institutions, as well as credit exposures to customers, including outstanding receivables and committed transactions. If customers are independently rated, these ratings are used." Refer Note 13 for disclosure on credit risk. No credit limits were exceeded during the reporting period.

Liquidity Risk

"Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions."

"Surplus cash is invested in interest bearing accounts, time deposits, and money market deposits, choosing instruments with appropriate maturities or sufficient liquidity to provide maximum benefit to BIUST."

"BIUST's financial liabilities as given in the table below consist of accounts payable with a maturity period of less than 12 months from the reporting date. The analysis of financial liabilities into relevant maturity groupings are based on the remaining period at the reporting date to the contractual maturity date. The amounts disclosed in the table are the

BOTSWANA INTERNATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY
NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2020

contractual undiscounted cash flows. Balances”

At 31 March 2020

Trade and other payables (Note 20)
 Retention payable (Note 19)

At 31 March 2019

Trade and other payables (Note 20)
 Retention payable (Note 19)

At 31 March 2018

Trade and other payables (Note 20)
 Retention payable (Note 19)

	Less than six months	Between six and twelve months
	P	P
Trade and other payables (Note 20)	22,003,098	90,275,261
Retention payable (Note 19)	-	17,249,573
At 31 March 2019		
Trade and other payables (Note 20)	39,727,904	69,453,470
Retention payable (Note 19)	-	18,393,014
At 31 March 2018		
Trade and other payables (Note 20)	62,331,780	60,266,861
Retention payable (Note 19)	-	15,764,325

28 Events after the reporting date

COVID-19 Statement

Like all institutions, BIUST was impacted by the COVID -19 pandemic that was declared in March 2020. The University undertook all necessary measures for compliance to national protocols on prevention of the spread of the virus. Operationally, the pandemic will not affect the going concern status of the University. The University has revised its budget for the financial year 2020/21 following the post COVID -19 budget cut of 5% for all parastatals announced by government. The pandemic is not expected to have any impact on the other sources of University revenue, student fees. The students numbers are expected to marginally increase.





ADDRESS

Private Bag 16
Palapye,
Plot 10071, Boseja Ward, Palapye, Botswana

Tel: (+267) 4900102

Fax: (+267) 4900117

Web: www.biust.ac.bw

Email: info@biust.ac.bw