



**BOXING
SOUTH
AFRICA**

**ANNUAL PERFORMANCE PLAN
2023/2024 FINANCIAL YEAR**

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FOREWORD BY THE ACCOUNTING AUTHORITY

Based on the strategic imperatives of Boxing SA 2021-2025, The Boxing South Africa (BSA) Annual Performance Plan (APP) for the 2023/2024 financial year has been shaped in unprecedented conditions chiefly occasioned by the advent of Covid-19, accelerated uptake of technologies brought about by the fourth industrial revolution and the attendant impact these developments have had and continue to have on the growth and development of sport in general and the sport of boxing across the globe and nationally. These shifts require a well-thought through response aimed at providing short, medium, and long-term responses by BSA and the entire fraternity.

To this end, the new BSA Board – appointed by the Minister of Sports, Arts and Culture, Honourable Minister Nkosinathi Mthethwa, has set itself an ambitious and yet obligatory task of uniting the boxing community behind a shared agenda to renew the sport of boxing, building on our collective memory of its glorious past.

The renewal and development project will also build on the successes of the last five years particularly in fashioning the organisational development capabilities of the sport. The pillars of the renewal project are consonant to and seek to advance the development, promotion and transformation imperatives of the sport as envisioned in the BSA empowering legislation – the Boxing Act of 2001. The three interlocking strategic thrusts will constitute the core pillars of the renewal programme.

The APP sets out some of aspirational ends on this front over the planning period. However, central to the attainment of our goals will be the extent to which we mobilise the boxing fraternity, all spheres of government, the business community and the communications, media, and related sectors to partake in the co-creation and execution of the renewal project.

Renewal of the sport is about collective reflection, learning and the crafting of new and inspiring futures of boxing. The Board is committed to provide dynamic and anticipatory leadership that is driven by the values of humility, compassion, authenticity, integrity, and agile learning. The renewal of the sport of boxing is an ex-ante imperative for the development of boxing in and for new times. The APP provides scaffolds and paths to the new futures of boxing.



Luthando Jack

Chairperson

Boxing South Africa

DATE: 31 January 2023

OVERVIEW BY CHIEF EXECUTIVE OFFICER

It with great pleasure to welcome you to our fully packed 2023/24 financial year. For us as an organisation, the goal is the renewal of the sport and to achieve this, unity between licensees and BSA as we forge forward towards this will be crucial. Whilst the Covid-19 pandemic interrupted internal operations, a lot of work was however done to ensure that the organisation it was ready and successfully implement the strategic imperatives.

Amongst other things, the development of an online licensing platform was promoted due to Covid-19 thereby removing the need for licensees to move around to transact on boxing matters. We want to build on this and provide an organisation that is on par with the latest technological advancement for efficiency and convenience to our stakeholders. We are also encouraged by the smooth transition and continuity in administration with the appointment of the current Board.

This undoubtedly stamps confidence that Boxing SA is an organisation on solid path of turnaround, renewal, and repositioning as a sport federation and a brand. Leveraging on this glory, we aim to continue pursuing clean governance so that we restore confidence to licensees, the fans of the sport and the private sector and position Boxing SA and boxing as a worthy investment organisation and sport.

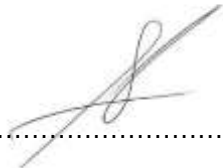
As we enter a new financial year 2023/2024 and look towards building on the priorities of the previous year, we do so with the understanding that there are a lot of deliverables on commitments to boxing development post Covid-19 pandemic.

We are confident that our vision and plans for the new financial year 2023-2024 as we focus on delivering the strategic and operational areas.

We remain resolute in our commitment to deliver on our promises and to build a better Boxing South Africa through the following initiatives:

- i. Amendments and development of revised Boxing Regulations,
- ii. Delivering on Provincial and National Boxing Conventions,
- iii. Building synergy between Boxing SA and SANABO,
- iv. Strengthening of stakeholder relations especially with provincial departments of sport arts and culture for the development of boxing in provinces,
- v. Grading criteria for specific license categories, and

- vi. Establishment of Association across all license categories, nationally.
- vii. Promotion of Boxing Heritage
- viii. Promotion of Boxing Research and Innovation
- ix. Implementation of Women in Boxing Flagship programme
- x. Implementation of the Sport for development programme



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Mr. Erick Nsikayezwe Sithole

Acting Chief Executive Officer

Boxing South Africa

DATE: 31 January 2023

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

Was developed by the management of Boxing SA under the guidance of the Accounting Authority.

Was prepared in line with the Boxing SA Strategic Plan of 2020/2021-2021/2025.

Accurately reflects the performance targets which Boxing South Africa endeavours to achieve with the allocated resources made available in the 2023/2024 budget.

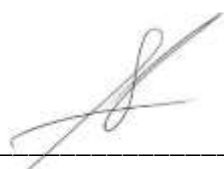
Approved by:
Mr. ZG Kodwa, MP
Executive Authority

Signature:  MR. ZG. KODWA, MP

Chairperson
Mr. Luthando Jack

Signature:  _____


Acting Chief Executive Officer
Mr. Erick Nsikayezwe Sithole

Signature:  _____

Acting Chief Financial Officer
Mr. Kenneth Mamosadi

Signature:  _____

Director: Operations
Mr Mandla Ntlanganiso

Signature:  _____

ACRONYMS AND ABBREVIATIONS

AGSA	Auditor General of South Africa
Boxing SA	Boxing South Africa
CEO	Chief Executive Officer
CFO	Chief Financial Officer
PFMA	Public Finance Management Act
MTEF	Medium Term Expenditure Framework
SMME	Small Medium and Micro Enterprises
SCM	Supply Chain Management
DSAC	Department of Sport, Arts and Culture
NDP	National Development Plan
PSA	Public Service Act
SANABO	South African National Amateur Boxing Organization
SAIDS	South African Institute for Drug-Free Sport
SASCOC	South African Sport Confederation and Olympic Committee
SABC	South African Broadcasting Corporation
SABCO	Southern African Boxing Convention
WBA	World Boxing Association
WBC	World Boxing Council
WBO	World Boxing Organisation
IBF	International Boxing Federation
WBF	World Boxing Federation
ABU	African Boxing Union
NLC	National Lotteries Commission

PART A: OUR MANDATE

1. Updates to Institutional Legislative and Policy Mandates

1.1 Legislative Mandate: BSA was established in terms of the South African Boxing Act, Act No 11 of 2001 herein referred to as the Act. It is the successor of Boxing Commissions of early days. It is mandated to accomplish the following functions by the Act, to:

- Provide a new structure for professional boxing in the Republic,
- Ensure effective and efficient administration of professional boxing in the Republic,
- Recognize open boxing,
- Create synergy between professional and open boxing, and
- Promote interaction between Associations of Boxers, Managers, Promoters, Trainers, Officials, and BSA. Under the objects, the powers, and the duties of Boxing SA as well as the duties of the Chief Executive Officer, the Boxing Act is quite clear on Boxing SA's role and/or obligations in respect of boxing world bodies.

These four specific activities are outlined as follows in the Act: On the other hand, the South African Boxing Regulations of 2004 also do specifically mention BSA's role in respect of International Boxing Bodies, as follows in Regulation 17(5)a): In the event of a national champion becoming a world champion, whether in the same or different weight category, or whether under an organization not recognized by Boxing SA, Boxing SA shall declare the champion's national title vacant.

Other legislative pieces relevant to the mandate and functions of Boxing SA include:

Under the objects of the Act,

- Clause 2 (q): Boxing SA is mandated to consider the recognition of all international boxing bodies and organizations and their champions. II. Under the powers of Boxing SA,
- Clause 7 (u): At the request of an international boxing control body which Boxing SA recognizes, may exercise, or perform in any place outside the Republic and power or function that Boxing SA is capable of exercising or performing by virtue of this Act. III. Under the duties of Boxing SA,
- Clause 8 (d): Boxing SA is mandated to consider applications for recognition of international boxing bodies or organizations and their boxing champions. IV. Under the duties of Chief Executive Officer,

- Clause 12 (2) (d): The CEO is mandated to handle international boxing matters in consultation with the Chairperson of Boxing SA

2.1. Policy Mandates:

Boxing SA in its endeavour to regulate and promote boxing in South Africa, will be guided and supported by the national sport policies of Sport and Recreation South Africa in general and specifically the White Paper on Sport and Recreation, the National Sport and Recreation Plan, and the Sport Transformation Charter.

During September 2013, BSA hosted a national Boxing Indaba which adopted several important resolutions.

The Indaba resolutions fundamentally proposed policy solutions namely,

- Boxing rules and directives,
- Boxing SA Policies and Procedures

2.2. National Development Plan:

The National Development Plan (NDP) recognizes that sport plays an important role in promoting wellness and social cohesion, and treats sport as a cross-cutting issue, with related proposals in the chapters on education, health, and nation building.

The NDP sets out five long-term nation building imperatives for South Africa. These are as follows: Sport and recreation contribute substantially to promoting social cohesion across society and detailed initiatives in this regard are captured in the 2019-2024 Medium-Term Strategic Framework (MTSF) and documented in this Strategic Plan. The NDP also acknowledges the significant role that sport plays with regards to fostering nation building.

The NDP envisions a South Africa where all will be more conscious of the things they have in common, rather than their differences, where their shared experiences will cut across divisions of race, gender, space, and class. Boxing SA has heeded the call to prioritize the NDP and a strategic decision has been taken to support identified initiatives that contribute directly to the vision of the NDP. These are captured and allocated priority resources in the Boxing South Africa 2022/2023 Annual Performance Plan and will be reviewed annually.

2.3. Government Outcomes

Outcome 14, national building, and social cohesion where sport and recreation feature prominently, acknowledges that despite progress since 1994, the South African society remains divided.

The privilege attached to race, class, space, and gender has not yet been fully reversed, and the quality of services continues to be affected by who you are and where you live. Attitudinal, physical and communication barriers continue to exclude and marginalize persons with disabilities.

For the above reasons, Boxing SA will focus on the implementation of the National Boxing Indaba Resolutions which seek to fundamentally change the boxing landscape. The outcomes in the Strategic Plan 2023-2028 inform the APP.

2.4. White Paper on Sport and Recreation for the Republic of South Africa

The White Paper on Sport and Recreation emphasizes that an increased and focused commitment at all levels of sport would be advantageous for the country since this could enhance health, economic, social, and international benefits.

This being the case, the government must consider expenditure on sport and recreation as a worthwhile, and indeed, a necessary investment in the future of our country and its people. The 2011 White Paper states that the success of sports development in South Africa is dependent upon the smooth implementation of a system with clear definitions of authority, responsibility and accountability combined with seamless progression. For South Africa to be successful in sport and recreation, it is essential that there be one authority charged with the responsibility to develop, coordinate, and monitor a comprehensive system established in accordance with a broadly agreed national strategy. The White paper pronounces five strategic outcome orientated goals: I. Fostering constitutional values. II. Equal opportunities, inclusion, and redress. III. Promoting social cohesion across society. IV. Active citizenry and leadership. V. Fostering a social compact.

Boxing SA's Strategic Plan endorsed all the strategic goals stated in the White paper.

The Strategic Plan included outcomes on a transformed and regulated environment (Goal 2) which links with Strategic goals 3 and 4 of the White paper.

2.5. National Sport and Recreation Plan

The formulation of the National Sport and Recreation Plan (NSRP) covered a period of more than 10 months and included contributions from all role-players that comprise of the sports sector in the country. The NSRP, underpinned by a declaration of intent, was adopted at the National Sports Indaba hosted in November 2011 with the theme: “From policy to practice”. NSRP is a twenty-year sustainable implementation plan for the sport and recreation policy framework as captured in the White Paper on sport and recreation. The Department has ensured that the NSRP is aligned with the National Development Plan.

The strategic focus of the NSRP is to reconstruct and revitalise the sport and recreation sector for an active and winning nation whilst improving the quality of lives of all South Africans. The NSRP commences with a background reflecting historically where we come from and some of the significant milestones achieved in establishing a democratic, non-racial sports system for our country. Section 2 is essentially the nucleus of the NSRP as it provides details of the 3 core pillars of implementation, namely: (1) active nation (2) winning nation; and (3) an enabling environment. These pillars are underpinned by transversal issues and by the notion of utilising sport as a tool to achieve national and global priorities. At the heart of the NSRP is a Transformation Charter and Scorecard that is intended to bring about the establishment of a competitive and demographically representative sport system guided by a value set based on the following key principles:

- Equal opportunity
- Redress
- Fairness and just behaviour
- Equitable resource distribution
- Empowerment and affirmation.

Boxing SA is geared to delivering on the NSRP imperatives especially on the responsibility to creating an enabling environment for all licensees to participate equally in the sport and for opening avenues for the broadcasting of tournaments across the lengths and breadths of the country. These imperatives are part of the Strategic Plan 2023-2028 and Annual Operation Plan 2023-2024.

2.6. Medium-Term Strategic Framework

The 2019-2024 Medium-Term Strategic Framework (MTSF) is government’s strategic plan for the electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the NDP.

The MTSF sets out the actions that government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial and local government. The MTSF highlights government's support for a competitive economy, creation of decent work opportunities and encouragement of investment.

The introduction of a long-term plan brings greater coherence and continuity to the planning system and means that the MTSF now becomes a five-year building block towards the achievement of the vision and goals of the country's long-term plan.

The aim of the revised MTSF is to address the challenges of unemployment, inequality and poverty through three pillars:

- Achieving a more capable state
- Driving a strong and inclusive economy
- Building and strengthening the capabilities of South Africans

The three pillars set out above underpin the seven priorities of revised MTSF framework. These priorities, which will be achieved through the joint efforts of government, the private sector and civil society, are as follows: Boxing SA through its Board, accounts to the Minister of Sports, Arts and Culture. Regular meetings will be used to provide feedback to the Minister on progress made to implement the Strategic Plan and key indicators and targets from the MTSF.

Greater levels of operational detail, together with other areas of work that are not covered directly in the MTSF, are included in this Strategic Plan. Priority 1: Priority 2: Priority 3: Priority 4: Priority 5: Priority 6: Priority 7: A capable, ethical and developmental state Economic transformation and job creation Education, skills and health Consolidating the social wage through reliable and quality basic services Spatial integration, human settlements and local government social cohesion and safe communities A better Africa and world

2.7. International Sanctioning Bodies Rules and Regulations

As a member of the international boxing fraternity, South African boxers and practitioners in general and by extension Boxing SA is also bound by the rules and the regulations of the following international sanctioning bodies that are recognised by Boxing South Africa. Boxing South Africa will also recognise

any other world boxing sanctioning bodies that may come into existence in near future. Boxing SA also works closely with other sanctioning bodies in the country and continents.

2.8. The Consolidated Mandate of Boxing SA

Over the next five-year planning period, Boxing SA's strategy will focus on its core functions as follows. Boxing promotion, Boxing development, baby champs, women Boxing development, Boxing marketing and communication and international Boxing promotion such as:

- a. International Boxing Federation (IBF)
- b. International Boxing Organisation (IBO)
- c. The Commonwealth Boxing Council
- d. World Boxing Association (WBA)
- e. World Boxing Council (WBC)
- f. World Boxing Federation (WBF)
- g. World Boxing Organisation (WBO).

1. Updates to Relevant Court Ruling

None.

PART B: OUR STRATEGIC FOCUS

2. Updated Situational Analysis

3.1 External Environment Analysis

Whilst there are many activities and development in the international boxing arena, boxing in South Africa is lagging and playing catch up.

This is not because of absence of talent or interest in the sport, but this is largely attributed to.

- a. lack of boxing broadcasting,
- b. absence of sponsorship, and
- c. few promoters were able to fund own tournaments without reliance from government. Any sport that is not seen by its fans, the nation at large and importantly, not seen by possible sponsors results in the sport to be viewed as dead, which is the current situation with professional boxing in South Africa.

The SWOT analysis captured the external environment within which boxing in South Africa exists.

Whilst the entity faces various threats, there is equally hope that there are many opportunities that can be pursued to turn this around.

3.2. Internal Environment

The renewal journey for the sport of professional boxing in South Africa has been growing positively. This journey has not been without weaknesses and hard times but those are now outweighed by the progress achieved so far.

Some achievements include receiving improved audit opinion from the Auditor General to stabilising the management of the entity.

The following interventions considered include:

- Stabilisation of BSA governance and administration
- Improvement in audit outcomes
- Exponential increase in our budget baseline, even though the shortfall is still high.
- Development and implementation of the turnaround plan
- Renewed focus on the development of the sport.
- Return of boxing to SABC, albeit with challenges

- Reinstatement of the South African Boxing Awards
- Re-establishing working relationship with SAIDS.
- Reliable ratings and sanctioning of tournaments.
- Developing and informative website and social media pages for communication purposes
- Rising profile of boxing locally and internationally.

The Minister of Sport, Arts and Culture, Mr. Nkosinathi Mthethwa, appointed a new Board on 12 December 2020 to serve till 11 December 2023. The seven (7) Board members comprising of three (3) members who served in the previous Board. They come with vast knowledge and expertise in audit, finance, sport development and governance.

The Board established subcommittees to oversee performance in the various functions of the organisation. This was to address one of the challenges faced by the entity thus inadequate capacity especially in key operational areas of governance. In the past several years, the entity did not have an internal audit function therefore always outsourcing this service. The area of supply chain management had also not had a dedicated person to oversee it and therefore adding more risk to operations and governance.

What will remain in need is to recruit persons to oversee marketing and communication as well as legal service of the entity. The absence of an in-house legal function places the entity in high risk especially because of the volatile and highly regulated sector that we operate in. It is also becoming more and more important for the entity to have a dedicated person to oversee the marketing of the sport on a regular basis and also handle communication if we are to improve on our brand positioning. As we slowly regain the confidence of the sporting sectors there are very important areas that Boxing SA will do well to pay attention to avoid undoing the great work done in the past few years. For that reason, Boxing SA will need to apply what is called “the advanced theory”. In its immediate context the advanced theory is not just about appreciating the evolution of sport in general and the sport of boxing, but it is also about connecting the history of boxing to its present situation and its future within the overall development of sport in a changing world.

Boxing SA will focus on implementing and reconfirming its commitment to the resolutions taken at the Boxing Indaba in 2013 which are:

- Instilling confidence in Boxing SA leadership through fair and transparent decision making.

- Consistency in applying the rules that govern the sport to avoid division within boxing licensees.
- Ensuring further improvements on financial expenditure and accountability by implementing recommendations by the statutory audit body.
 - I. Ratings Committee
 - II. Sanctioning Committee
 - III. Medical Advisory Committee
 - IV. Disciplinary Committee
 - V. Arbitration Tribunal Committee
- Reviewing our licensing criterion especially with Promoters and Ring Officials with the goal on licensing individuals with the know how in those areas.
- Improve on our information management systems, particularly when it comes to licensee records and fighter's performance records. The following SWOT analysis captures the external and internal environment of Boxing SA.

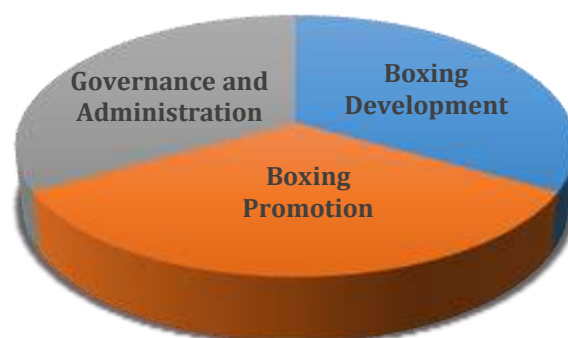
PART C: Measuring Our Performance

3. Institutional Programme Performance Information

Six (6) Boxing South Africa's outcomes will be measured over three budgeted programmes which will enable the organisation to coordinate the delivery of services based on its mandate and further provide the basis for budgeting and allocation of resources. The figure below provides an illustration of the budget programme structure.

The figure below provides an illustration of the budget programme structure.

Budget Programme Structure



Programme	Purpose
Governance and Administration	To ensure compliant corporate governance and reporting, prudent financial management and procurement of goods & services in line with relevant regulatory frameworks. It is also to ensure that the governance structures perform its strategic oversight and leadership functions, monitoring performance and to manage and mitigate entity risks and drive compliance assurance.
Boxing Development	To ensure that there are capacity development programmes developed and implemented in the sector for the benefit and development of

	<p>licensees across all categories, ensuring that they meet and fulfil compliance requirements. The programme also seeks to ensure that there is compliance in all spheres of boxing administration particularly in sanctioning of tournaments, rating of boxers in various weight divisions, and always promoting health and safety.</p>
Boxing Promotion	<p>To raise the public profile of BSA and boxing and to increase its brand value to such an extent that the public and sponsors will compete for a space in boxing programmes and enlist their support and resources for its development further.</p>

Programme 1: Governance and Administration

This programme is designed to provide governance and strategic management leadership as well administrative functions that are necessary to ensure that the organisation delivers on its mandate and does so following compliant processes.

Programme purpose:

To ensure compliant corporate governance and reporting, prudent financial management and procurement of goods & services in line with relevant regulatory frameworks. It is also to ensure that the governance structures perform their strategic oversight and leadership functions, monitoring performance and to manage and mitigate entity risks and drive compliance assurance.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Board meetings	Percentage of Board	N/A	N/A	74%	100%	100%	100%	100%

Governance and oversight strengthened		resolutions actioned							
	Audit Committee meetings	Percentage of internal and external audit findings resolved	N/A	N/A	48%	100%	100%	100%	100%
		External audit outcome on previous year's financial statements	N/A	N/A	Unqualified audit, with findings	Unqualified audit, with no material findings	Unqualified audit, with no material findings	Unqualified audit, with no material findings	Unqualified audit, with no material findings
	Policies and Procedures	Procurement percentage on an affirmative basis	N/A	N/A	90%	65%	65%	65%	65%
		Number of policies developed or	11	7	10	6	6	6	6

		reviewed and approved							
Improved administrative capacity	Performance Management and Development	Number of Performance Management and Development reports approved	2	2	2	2	2	2	2

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Percentage of Board resolutions actioned	100%	100%	100%	100%	100%
Percentage of internal and external audit findings resolved	100%	-	-	50%	50%
External audit outcome on previous year's financial statements	Unqualified audit, with no material findings	-	-	-	Unqualified audit, with no material findings
Procurement percentage on an affirmative basis	65%	65%	65%	65%	65%
Number of policies developed or reviewed and approved	6	-	3	-	3
Number of Performance Management and	2	1	-	1	-

Development reports approved					
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Reconciling Performance Targets with the Budget and MTEF

Governance and Administration	Audited outcome			Budget estimate	Approved budget	Changes from budget estimate	Budget estimate	Revised budget estimate	Changes from budget estimate	Budget estimate	Revised budget estimate	Changes from budget estimate	Planning budget estimate
	2019/20	2020/21	2021/22	2022/23			2023/24			2024/25			2025/26
Board & Sub-committees	584	826	1 245	1 278	1 278	-	1 298	1 298	-	1 365	1 365	-	1 325
Management	11 154	9 369	15 481	14 917	14 917	-	15 018	15 018		15 673	15 673		16 455
Total Expenses	11 738	10 195	16 726	16 195	16 195	-	16 316	16 316		17 038	17 038		17 780
Economic classification													
Current payments	11 738	10 195	16 726	16 195	16 195	-	16 316	16 316		17 038	17 038		17 780
Compensation of employees	5 667	5 167	6 855	6 952	6 952	-	6 952	6 952	-	7 061	7 061		7 414
Goods and services	5 949	4 923	9 761	9 127	9 127	-	9 248	9 248		9 856	9 856		10 239
Depreciation	122	105	110	116	116	-	116	116	-	121	121	-	127
Total Expenditure	11 738	10 195	16 726	16 195	16 195	-	16 316	16 316		17 038	17 038		17 780

Programme 2: Boxing Development

This programme is designed to make the application of the Boxing Act and its Regulations the cornerstone of the turnaround for the governance and administration of the sport going into the future. The programme features the key activities that are in line with the regulatory requirements of BSA.

Programme purpose:

To ensure that there are capacity development programmes developed and implemented in the sector for the benefit and development of licensees across all categories ensuring that they meet and fulfil compliance requirements. The programme also seeks to ensure that there is compliance in all spheres of boxing administration particularly in sanctioning of tournaments, rating of boxers in various weight divisions and promoting health and safety at all times.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Trained and developed	Trained licensees	Number of boxing	158	37	105	150	200	250	250

boxing practitioners		practitioners trained							
Efficient and easy to understand licensing	Licensed boxing practitioners	Number of boxing practitioners licensed	1 169	808	802	800	800	900	1 000
	Licensing of women boxing practitioners	Number of women licensed	100	75	82	80	80	80	80
Credible and regular boxer's ratings	Monthly boxer's ratings	Number of ratings compiled	12	6	12	12	12	12	12
Compliant tournaments sanctioned	Sanctioned tournaments	Number of tournaments sanctioned	59	17	39	60	60	60	60
Improved health and safety measures	Safe and compliant tournament and training venues	Number of tournament venues inspected	59	160	39	60	60	60	60

Indicators, Annual and Quarterly Targets 2023/2024

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of boxing practitioners trained	200	0	100	100	0
Number of boxing practitioners licensed	800	600	200	0	0
Number of women licensed	80	55	25	0	0
Number of ratings compiled	12	3	3	3	3
Number of tournaments sanctioned	60	15	20	20	5
Number of tournament venues inspected	60	15	20	20	5

Reconciling Performance Targets with the Budget and MTEF

Boxing development	Audited outcome	Audited outcome	Audited outcome	Budget estimate	Approved budget	Changes from budget estimate	Budget estimate	Revised budget estimate	Changes from budget estimate	Budget estimate	Revised budget estimate	Changes from budget estimate	Planning budget estimate
	2019/20	2020/21	2021/22	2022/23			2023/24			2024/25			2025/26
Operations	4 070	5 284	3 442	3 569	3 569	-	3 730	3 730	-	3 918	3 918	-	4 109
<u>Economic classification</u>													
Current payments	4 070	5 284	3 442	3 569	3 569	-	3 730	3 730	-	3 918	3 918	-	4 109
Compensation of employees	1 889	2 130	1 662	1 745	1 745	-	1 824	1 824	-	1 915	1 915	-	2 011
Goods and services	2 161	3 154	1 779	1 824	1 824	-	1 906	1 906	-	2 003	2 003	-	2 098
Depreciation	20		-	-	-	-	-	-	-			-	
Total Expenditure	4 070	5 284	3 442	3 569	3 569	-	3 730	3 730	-	3 918	3 918	-	4 109

Programme 3: Boxing Promotion

This programme is designed to market and promote professional boxing in South Africa and to drive various revenue generating initiatives to deploy appropriate resources to establish BSA as a world class and well-run entity.

Programme purpose:

To raise the public profile of BSA and boxing and to increase its brand value to such an extent that the public and sponsors will compete for a space in boxing programmes and enlist their support and resources for its development further.

Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited/Actual Performance			Estimated Performance	MTEF Period		
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Implementation of boxing marketing and communication strategy	Boxing publications and articles	Number of published boxing publications	N/A	4	1	4	4	4	4

Implementation of boxing flagship programmes	Boxing Awards	Number of Boxing Awards hosted	1	0	0	1	1	1
Implementation of the Revenue Generation strategy initiatives	Increased budget and revenue	Number of Revenue Generation strategy initiatives implemented	0	2	1	2	2	2
Improved stakeholder relations	Partnerships and collaborations	Number of stakeholder relations engagements held	3	2	6	4	5	6

Indicators, Annual and Quarterly Targets 2023/2024

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of published boxing publications	4	1	1	1	1
Number of Boxing Awards hosted	1	-	-	1	-
Number of Revenue Generation strategy initiatives implemented	2	-	1	-	1
Number of stakeholder relations engagements held	5	1	2	1	1

Reconciling Performance Targets with the Budget and MTEF

Boxing promotions	Audited outcome	Audited outcome	Audited outcome	Budget estimate	Approved budget	Changes from budget estimate	Budget estimate	Revised budget estimate	Changes from budget estimate	Budget estimate	Revised budget estimate	Changes from budget estimate	Planning budget estimate
–	2019/20	2020/21	2021/22	2022/23			2023/24			2024/25			2025/26
Marketing & Communications	1 100	1 727	2 551	2 610	2 610	-	2 727	2 727	-	2 864	2 864	-	3 003
Economic classification													
Current payments	1 100	1 727	2 551	2 610	2 610	-	2 727	2 727	-	2 864	2 864	-	3 003
Compensation of employees	-	-	416	436	436	-	456	456	-	479	479	-	503
Goods and services	1 080	1 727	2 135	2 173	2 173	-	2 271	2 271	-	2 385	2 385	-	2 500
Depreciation	20	-	-	-	-	-	-	-	-			-	
Total Expenditure	1 100	1 727	2 551	2 610	2 610	-	2 727	2 727	-	2 864	2 864	-	3 003

4. Explanation of Planned Performance over the Medium-Term Period

Whilst BSA has, in the last three financial years, achieved unqualified audit opinion the bar is now raised to obtain clean audit. This goal can be achieved by paying attention to key areas that have previously resulted in the entity falling short of this achievement. As a priority in the 2023/2024 financial year, Boxing SA will focus on preventing repeated audit findings and ensuring that Board and Audit Committee resolutions are actioned. Programme 1 of the APP will thus be on governance and administration of the entity to foster clean governance and strengthen administration effectiveness and efficiency. In line with the Boxing Act, the targets herein seek to put in place support for the achievement of recommended action plans for clean governance.

Licensees' activities are the heartbeat of boxing in South Africa and thus boxing development remains the key operational priority of the entity. Through program 2, which focuses on boxing development, Boxing SA will focus not only on licensing and training of licensees but adding value to each training and development drive and ensuring that each area of engagement with the entity is convenient for the licensee. To this end the licensing process should be easy to understand and have in mind the development of boxing data for the future. Equally the targets for training should not only be about the number of individuals trained but the value of the training so that it aligns with the vision of empowering boxers who can be able to sustain themselves beyond their time in the ring.

Highly dependent on boxing activities are the rating of boxers in the various weight divisions. This target remains unchanged from the usual target of previous years. This is because the movement of boxers in the ratings is influenced by any activity in sanctioned tournaments and not necessarily whether there was a lot of it or not. This means that even one tournament a month can change the standing of various boxers and thus ratings are projected to be published monthly.

There is evident urgency in amending the Boxing Regulations to align with international boxing trends and standards and to equally address, amongst other things, the collection of sanctioning fees in South Africa. The challenges that exist in collecting sanctioning fees is a continuing risk that has contributed to the growing Boxing SA's debtors' book and if left unresolved will render the efforts of revenue generation and debt collection an unsuccessful exercise. Tying in with this is the needed priority to drive debt collection, either directly by BSA or through a debt collection service provider and reduce the amount owed to BSA by licensees.

1. Revenue generation and Expenditure

Boxing South Africa's main long-term revenue base remains its annual allocation from the Department of Sports, Art and Culture totalling R19,9 million for the current financial year 2023/2024. In addition to the money appropriated from the fiscus, a total projected income of R2.9 million will come from internally generated revenue sources which includes licensing, sanctioning levies, penalties, and interests from the investment revenue. Collectively this brings the total budget for 2023/2024 to R22.7 million.

	Audited outcome	Audited outcome	Audited outcome	Approved budget	Average growth rate (%)	Expenditure/ total: Average (%)	Medium-term estimate			Average growth rate (%)	Expenditure/ total: Average (%)
R thousand	2019/20	2020/21	2021/22	2022/23	2019/20-2022/23		2023/24	2024/25	2025/26	2021/22 - 2024/25	
Administration	11 738	10 195	16 726	16 195	11,30%	68,70%	16 316	17 038	17 780	3,20%	71,40%
Boxing development	4 070	5 284	3 442	3 569	-4,30%	21,50%	3 730	3 918	4 109	4,80%	16,30%
Boxing promotion	1 100	1 727	2 551	2 610	33,40%	9,90%	2 727	2 864	3 003	4,80%	11,90%
Total expense	16 908	17 206	22 719	22 374	9.8%	100.0%	22 773	23 820	24 892	3.6%	100.0%
Revenue											
Non-tax revenue	4 793	3 392	3 555	2 706	-17.4%	17.2%	2 855	3 007	3 147	5.2%	12.5%

Sale of goods and services other than capital assets	1 831	1 214	2 426	1 562	-5.2%	8.2%	1 696	1 816	1 935	7.4%	7.5%
Sales of goods and services produced by entity of which:	1 831	1 214	2 426	1 562	-5.2%	8.2%	1 696	1 816	1 935	7.4%	7.5%
<i>Administrative fees</i>	<i>1 831</i>	<i>1 214</i>	<i>2 426</i>	<i>1 562</i>	<i>-5.2%</i>	<i>8.2%</i>	<i>1 696</i>	<i>1 816</i>	<i>1 935</i>	<i>7.4%</i>	<i>7.5%</i>
<i>Other non-tax revenue</i>	<i>2 962</i>	<i>2 178</i>	<i>1 129</i>	<i>1 144</i>	<i>-27.2%</i>	<i>8.9%</i>	<i>1 158</i>	<i>1 191</i>	<i>1 212</i>	<i>1.9%</i>	<i>5.0%</i>
Transfers received	14 295	18 041	19 163	19 668	11.2%	82.8%	19 918	20 813	21 745	3.4%	87.5%
Total revenue	19 088	21 433	22 718	22 374	5.4%	100.0%	22 773	23 820	24 892	3.6%	100.0%
Expenses										–	
Current expenses	16 909	17 206	22 718	22 374	9.8%	100.0%	22 773	23 820	24 892	3.6%	100.0%
Compensation of employees	7 556	7 297	8 933	9 133	6.5%	41.8%	9 508	9 808	10 299	4.1%	41.3%
Goods and services	9 191	9 804	13 676	13 125	12.6%	57.5%	13 144	13 885	14 460	3.3%	58.2%
Depreciation	162	105	110	116	-10.5%	0.6%	121	127	133	4.7%	0.5%
Total expenses	16 909	17 206	22 718	22 374	9.8%	100.0%	22 773	23 820	24 892	3.6%	100.0%
Surplus/(Deficit)	2 179	4 227	–	–	-100.0%		–	–	–	–	

1.1. Relating Expenditure Trends to Strategic Outcome-Oriented Goals

Over the medium term, Boxing South Africa will continue to focus on contributing to national building, healthy lifestyles, and social cohesion by promoting participation in boxing, especially among youth and women; strengthening the boxing regulatory environment; and ensuring the effective administration of the sport.

Boxing South Africa also plans to facilitate and coordinate skills development programmes with more than 300 boxers, trainers and promoters over the medium-term. As these activities are personnel intensive, the major cost driver of the organisation is compensation of employees, which is estimated to be R24 million over the medium-term, reflecting an average annual growth of 1.4 per cent over this period. The organisation derives 87.5 per cent of its revenue through transfers from the Department of Sports, Arts and Culture, amounting to R62.5 million over the medium-term. The remainder of the revenue is generated from fees for the sanctioning of Boxing tournaments, estimated at R9 million or 12.5 per cent of total revenue over the MTEF period. Total expenditure is expected to increase at an average annual rate of 3.6 per cent, from R22.4 million in 2022/23 to R24.9 million in 2025/26. The revenue will be used to strengthen our systems that aims at improving our regulatory environment for the sport and have improved dispute resolution mechanisms. We will also focus on implementing, promoting, and developing the sport in partnership with our licensees and the boxing fraternity at large.

We will promote women empowerment through one of our flagship programmes titled, stakeholders' engagement, back to basics and Women in Boxing. The promotion and hosting of these events will not only improve the visibility of the sport domestically and internationally but is also expected to increase its popularity with all the relevant stakeholders, including athletes, supporters, and sponsors, in line with the organisation's focus over the medium term. With the assistance of funding from the National Lotteries Commission, we are further planning to run a project namely 'Boxing Transformation through Coaching, Mentorship and women empowerment'.

The MTEF allocations above reflect the funding allocated by the National Treasury through Sport, Arts and Culture. The allocation does not take into consideration the actual cost implications to roll out some of the mandates specified in the South African Boxing Act, Act 11 of 2001. The entity will mainly focus on boxing development and improving administrative capacity as outlined in the strategic plan of the entity.

2. Updated Key Risks

Type of Risk	Risk rating	Risk Management
Partnerships with other institutions	High	Development of MOAs
Revenue generation	High	Boxing promotion and events management
Promotion of Boxing through Provinces	high	Strengthen relations, integration and accountability
Non-compliance to applicable regulatory framework and legislations.		Implementation of quarterly audit recommendations and action plans.
Insufficient personnel in key positions to carry out key mandates.		Recruit and fill key positions for effective administration.
Non-participation by licensees.	Medium	Communicate training workshops well in advance and review training curriculum to ensure need-based training.
Resistance to change and fear of technology		Training of Provincial Managers to be able to assist licensees at provincial level.
Non-compliance to the Boxing Act and Regulations leading to disputes and litigations between licensees and BSA and licensees.	Medium	Adherence to the Boxing Act and Regulations and develop supplementary policies to ensure compliance.
Absence of accreditation of medical practitioners		Establishment of Medical Advisory Committee and development of sector rules.
Non corporation from debtors and possible litigations.	High	Proactive approach to debt management.

PART D: Technical Indicator Description

Programme 1: Governance and Administration

1.1

Indicator Title	Percentage of Board resolutions actioned
Definition	Board resolutions taken at each Board meeting and implemented.
Source of Data	Board meetings are scheduled quarterly in advance, and during each meeting resolutions are passed by the Board for implementation by management or by other persons within Boxing SA. Each resolution will have a due date. Management has the responsibility to ensure that these resolutions are implemented and may be required to provide evidence when necessary.
Method of Calculation/Assessment	Simple count
Means of verification	Resolutions Register
Assumptions	Meetings convened
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	To give effect to the oversight and guidance by the Board and ensure that decisions taken are implemented as agreed.
Indicator Responsibility	Chief Executive Officer

1.2

Indicator Title	Percentage of internal and external audit findings resolved.
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Definition	Audit findings raised through internal and external audits in the Management Report to be resolved by management.
Source of Data	The external auditors will release a Management Report following the finalisation of the statutory audit. In the report will be recommendations made following audit findings. Management will create an audit action plan with due dates for the actioning of each recommendation and task each recommendation to a person responsible for implementation. Management has the responsibility to ensure that these recommendations are implemented and may be required to provide evidence when necessary.
Method of Calculation/Assessment	Simple Count
Means of verification	Resolutions Register/Audit Action Plan/ Management Report
Assumptions	Management report issued
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	Ensure that findings are resolved timeously to drive good and clean governance.
Indicator Responsibility	Chief Executive Officer

1.3

Indicator Title	External audit outcome on previous financial year statements.
Definition	An unqualified audit opinion on financial statements, i.e., clean audit.

Source of Data	Auditor-General of South Africa (AGSA) Management Report
Method of Calculation/Assessment	Audit opinion expressed in the AGSA Management report
Means of verification	Auditor-General of South Africa (AGSA) Management Report
Assumptions	<ul style="list-style-type: none"> No significant changes in financial reporting or auditing legislations (prescripts). Full staff complement in CFO department.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non- Cumulative
Reporting Cycle	Annual
Desired Performance	Unqualified, with no material findings on financial statements.
Indicator Responsibility	Chief Financial Officer

1.4

Indicator Title	Procurement percentage on an affirmative basis
Definition	The percentage of procurement from black-owned and/or previously disadvantaged service providers during the financial year. Black-owned is defined as “a juristic person having shareholding or similar members interest, that is BEE controlled, in which black participants enjoy a right to economic interest that is more than 50% of the total such rights measured” (Empowered)
Source of Data	Contracts register.
Method of Calculation/Assessment	Number of contracts awarded to black-owned service providers / Total number of contracts awarded over the same period, expressed as a percentage.
Means of verification	Signed contracts as per contracts register.

Assumptions	Service providers must provide SCM with proof of their B-BBEE status level of contributor namely: 1) A B-BBEE status level certificate issued by an authorised body or person. 2) An affidavit as prescribed by the B-BBEE Codes of Good Practice. 3) Any other requirement prescribed in terms of the Broad-Based Black Economic Empowerment Act.
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	65% of contracts awarded to black-owned service providers per annum
Indicator Responsibility	Chief Executive Officer

1.5

Indicator Title	Number of policies developed or reviewed and approved.
Definition	Policies developed or reviewed and approved by the Board in line with the needs of the entity.
Source of Data	Policies which are due for review or need to be developed will be identified and necessary updates will be made. These policies will be circulated to whom for proposed changes and inputs for inputs. Once these inputs have been consolidated, an amended or draft policy will be tabled to Management for quality assurance. The final draft will be presented to the relevant Board Sub-Committee for recommendation and for approval by the Board.
Method of Calculation/Assessment	Simple Count

Means of verification	Minutes/Signed policies
Assumptions	Internal consultative process
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	Ensure that institutional policies are compliant with relevant regulatory prescripts.
Indicator Responsibility	Human Resources Manager

1.6

Indicator Title	Number of Performance Management and Development reports approved.
Definition	A report on the implementation of the PMDS policy.
Source of Data	Performance agreements are entered into between Supervisors and subordinates before the end of May annually and they will assess their performance bi-annually (before end of October and before end of April of each year). Performance Appraisals and Moderation will be conducted after the assessments have been done. 1 st PMDS report will be presented to the Board and its Sub-Committees in quarter 1 to deal with compliance of performance agreements of the current year, to deal with 2 nd assessment and to conclude the performance cycle of the previous financial year. 2 nd PMDS report will be presented to the Board and its Sub-Committees during quarter 3 to deal with the 1 st assessments of the current year.
Method of Calculation/Assessment	Simple Count
Assumptions	Assessment completed and signed

Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	Periodically track and report on the implementation of the performance management and development system.
Indicator Responsibility	Human Resources Manager

Programme 2: Boxing Development

2.1

Indicator Title	Number of boxing practitioners trained
Definition	To train and workshop boxing practitioners on the Act, its Regulations, and Boxing SA policies and rules to improve compliance.
Source of Data	Boxing SA plans training programmes quarterly. After securing date and venue for the training, it sends out notification of the training to licensees and other practitioners through Provincial Managers, social media, and the website. On the day of training, all attendee's will register their attendance.
Method of Calculation/Assessment	Simple Count
Method of verification	Attendance register
Assumptions	Training workshops communicated
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	To ensure that the maximum number of licensees are capacitated and empowered with information related to the sport of boxing.
Indicator Responsibility	Director Operations

2.2

Indicator Title	Number of boxing practitioners licensed
Definition	The total number of men and women registered with Boxing SA in various boxing categories annually.

Source of Data	Boxing SA issues a notification of licensing through a memo. Applicants are required to register a profile on the Boxing SA Online Licensee System before they can apply for or renew a license. After registration applicants can apply for a new license or renew and make payment using the various online and offline options. After the closing date, the list of applicants is presented to the Board for approval.
Method of Calculation/Assessment	Simple Count
Method of verification	Signed approved list/Minutes
Assumptions	Applications forms submitted
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	To monitor and increase the number of boxing practitioners across various categories.
Indicator Responsibility	Director Operations

2.3

Indicator Title	Number of women licensed
Definition	The total number of women registered with Boxing South Africa in various license categories annually.
Source of Data	Boxing SA issues a notification of licensing through a memo. Applicants are required to register a profile on the Boxing SA Online Licensee System before they can apply for or renew a license. After registration applicants can apply for a new license or renew and make payment using the various online and offline options. After the closing

	date, the list of applicants is presented to the Board for approval.
Method of Calculation/Assessment	Simple Count
Method of verification	Signed approved list/Minutes
Assumptions	Application forms submitted
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	To increase women participation in the sport of boxing.
Indicator Responsibility	Director Operations

2.4

Indicator Title	Number of ratings compiled
Definition	A list of top ten active boxers in different weight divisions.
Source of Data	Ratings of boxers in various weight divisions are compiled by the Ratings Committee, shared with Boxing SA operation's office for inputs and subsequently published monthly on the website and social media.
Method of Calculation/Assessment	Simple Count
Method of verification	Ratings list
Assumptions	Active and licensed boxers
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly

Desired Performance	To create reliable and consistent ratings process within each weight division.
Indicator Responsibility	Director Operations

2.5

Indicator Title	Number of tournaments sanctioned
Definition	The number of tournaments sanctioned and staged by licensed Promoters and approved by the Sanctioning Committee.
Source of Data	After receiving a tournament application from a Promoter, the Boxing SA operations office quality assures the application before submitting it to the Sanctioning Committee for approval. Once approved a sanctioning letter is issued to the Promoter and the tournament report is submitted by the Provincial Manager.
Method of Calculation/Assessment	Simple Count
Method of verification	Sanctioning Letter and Tournament Report
Assumptions	Tournament applications
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	To ensure that all tournaments hosted are approved and compliant with the requirements of the regulations.
Indicator Responsibility	Director Operations

2.6

Indicator Title	Number of tournament venues inspected
Definition	The number of tournament venues inspected before a tournament in line with the Boxing Regulations.
Source of Data	After a tournament is sanctioned, the Provincial Manager overseeing the tournament will conduct a venue inspection to determine its suitability to host a tournament and documents the findings using a Site Inspection Form and both the Provincial Manager and the Promoter or his/her representative sign off the inspection.
Method of Calculation/Assessment	Simple Count
Method of verification	Tournament Venue Inspection Forms
Assumptions	Tournament applications
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	To ensure that all tournament venues maintain minimum safety standards and are suitable for hosting a tournament.
Indicator Responsibility	Director Operations

Programme 3: Boxing Promotion

3.1

Indicator Title	Number of published boxing publications
Definition	The number of published boxing articles or internal newsletters.
Source of Data	Annually identify marketing and communication plans to be implemented that align with strategy.
Method of Calculation/Assessment	Simple Count
Method of verification	Publications and written articles
Assumptions	Articles placed in various media platforms
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	To create boxing awareness and publicity within and outside boxing space.
Indicator Responsibility	Chief Executive Officer

3.2

Indicator Title	Number of Boxing Awards hosted
Definition	A report on the annual South African Boxing Awards aimed at recognising and rewarding performance excellence of BSA current and past licensees as well as individuals who contribute to the general development of boxing.
Source of Data	SABA Business Plan/concept document or SABA - Close Out Report
Method of Calculation/Assessment	Simple Count
Method of verification	Report/Memo/Circular
Assumptions	Board resolutions

Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annual
Desired Performance	To ensure that all activities related to the boxing awards are documented and reported to the Board.
Indicator Responsibility	Director Operations

3.3

Indicator Title	Number of Revenue Generation Strategy initiatives implemented
Definition	Revenue generation strategies and board resolution communicated and implemented.
Source of Data	Boxing SA plans all their revenue generation activities quarterly in accordance with its Revenue Generation Strategy. Post implementation, these are reported on quarterly Financial Statement and/or Memos.
Method of Calculation/Assessment	Simple Count
Method of verification	Report/Memo/Circular
Assumptions	Board resolutions
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly

Desired Performance	To developed creative initiatives to generate revenue to supplement the Boxing SA's allocated budget in order to fulfil key mandates and other initiatives.
Indicator Responsibility	Chief Executive Officer

3.4

Indicator Title	Number of stakeholder relations engagements and held
Definition	Engagements with various industry practitioners and partners for the development of the sport.
Source of Data	Reports/Attendance register/meeting invitation
Method of Calculation/Assessment	Simple Count
Method of verification	Minutes/Attendance Register/Report
Assumptions	Meetings and engagement platforms convened
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-to-Date)
Reporting Cycle	Quarterly
Desired Performance	To create active engagements with strategic and key stakeholders for the benefit of the sport.
Indicator Responsibility	Chief Executive Officer

PART E: LINKS TO OTHER PLANS

LINKS TO THE LONG-TERM INFRASTRUCTURE AND OTHER CAPITAL PLANS

None.

LINKS TO THE BOXING SOUTH AFRICA STRATEGIC PLAN 2020/2021 – 2024/2025

No changes.