



*Boxing
South
Africa*

ANNUAL PERFORMANCE PLAN | 2021/2022 FINANCIAL YEAR



**Boxing
South
Africa**

BOXING SOUTH AFRICA

ANNUAL PERFORMANCE PLAN

2021/2022
FINANCIAL YEAR

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ANNUAL PERFORMANCE PLAN 2021/2022

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**Boxing
South
Africa**

FOREWORD BY THE ACCOUNTING AUTHORITY



MR LUTHANDO JACK

Chairperson, Boxing South Africa

The Boxing South Africa (BSA) Annual Performance Plan (APP) for the 2021/2022 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, in December 2020 - has set itself the 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 our 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 should be about collective reflection, learning and the crafting of new and inspiring futures of boxing.

As the Board, we are 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.

Mr. Luthando Jack
Chairperson
Boxing South Africa

OVERVIEW BY CHIEF EXECUTIVE OFFICER



MS CINDY NKOMO

Acting Chief Executive Officer

It is without a doubt that the year 2020 will go down as a very difficult and challenging year for many reasons. Planning for the 2020/2021 financial year, one would never have envisaged a situation where the world would be forced to temporarily shut down and unite behind a common goal, fighting an invisible enemy, the Coronavirus. As we slowly work our way out of this period, we are hopeful that we will be propelled to achieve more than ever before, having learnt just how much we can achieve when we pull together towards a common goal and a shared vision. 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 is Covid-19 ready and we successfully implemented measures to support the government's call to "stay at home" and help "flatten the curve." This resulted in, amongst other things, the development of an online licensing platform 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.

Ms. Cindy Nkomo
Acting Chief Executive Officer
Boxing South Africa

As we enter a new financial year 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 made prior to the Covid-19 pandemic and lockdown and that there is still a long way to go before there is stability and recovery in the sport of boxing and the entire sporting sector. We are however encouraged by the resilience shown by licensees during the difficult times that we find ourselves in, and it is against this that we are confident that you will share in our vision and plans for the new financial year as we focus on delivering on the following strategic and operational areas.

- Amendments and development of revised Boxing Regulations,
- Delivering on Provincial and National Boxing Conventions,
- Building synergy between Boxing SA and SANABO,
- Strengthening of stakeholder relations especially with provincial departments of sport for the development of boxing in provinces,
- Grading criteria for specific license categories, and
- Establishment of Association across all license categories, nationally.

Despite the uncertainty of the future because of the Covid-19 pandemic, we remain resolute in our commitment to deliver on our promises and to build a better Boxing South Africa.

OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed by the management of Boxing South Africa under the guidance of the Accounting Authority.
- Was prepared in line with the Boxing South Africa 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 2021/2022 budget.

Director: Operations
Ms. Cindy Nkomo

Signature: 

Chief Financial Officer
Mr. Thabang Moses

Signature: 

Acting Chief Executive Officer
Ms. Cindy Nkomo

Signature: 

Chairperson
Mr. Luthando Jack

Signature: 

ACRONYMS AND ABBREVIATIONS

| | |
|--------|---|
| AGSA | Auditor-General of South Africa |
| BSA | 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 Sports, Arts and Culture |
| NDP | National Development Plan |
| PSA | Public Service Act |
| SANABO | South African National Amateur Boxing Organisation |
| 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 |



OUR MANDATE

PART

A



**Boxing
South
Africa**

UPDATES TO INSTITUTIONAL LEGISLATIVE AND POLICY MANDATES | 1

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 BSA as well as the duties of the Chief Executive Officer, the Boxing Act is quite clear on BSA's role and/or obligations in respect of boxing world bodies. These four specific activities are outlined as follows in the Act:

- 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.*
- 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.*
- 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.*
- 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*

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 BSA include:

| | |
|--|-----------------|
| Occupational Health and Safety Act, 1993 | Act 85 of 1993 |
| Labour Relations Act, 1995 | Act 66 of 1995 |
| Basic Conditions of Employment Act, 1997 | Act 75 of 1997 |
| National Sport and Recreation Act, 1998 | Act 110 of 1998 |
| Skills Development Act, 1998 | Act 97 of 1998 |
| Public Finance Management Act, 1999 | Act 1 of 1999 |
| Preferential Procurement Policy Framework Act, 2000 | Act 5 of 2000 |
| Promotion of Access to Information Act, 2000 | Act 2 of 2000 |
| Promotion of Equality and Elimination of Unfair Discrimination Act, 2000 | Act 4 of 2000 |
| South African Boxing Act No. 11, 2001 | Act 11 of 2001 |
| Government Immovable Asset Management Act, 2007 | Act 19 of 2007 |
| Safety at Sport and Recreational Events, 2010 | Act 2 of 2010 |

UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES | 2

2.1. Policy Mandates:

BSA 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:

- 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

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. BSA 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 2020/2021 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 reason BSA will focus on the implementation of the National Boxing Indaba Resolutions which seek to fundamentally change the boxing landscape. The outcomes in this Strategic Plan encapsulate most of these.

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:

- Strategic goal 1:** Citizens access sport and recreation activities (Active Nation).
- Strategic goal 2:** Athletes achieve international success (Winning Nation).
- Strategic goal 3:** Enabling mechanisms to support sport and recreation.
- Strategic goal 4:** Sport and recreation sector adequately transformed.
- Strategic goal 5:** Sport used as a tool to support relevant government and global priorities.

BSA's Strategic Plan endorses all the strategic goals stated in the White paper. The Strategic Plan includes 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 the sports sector in the country. The NSRP, underpinned by a declaration of intent, was adopted at the National Sports Indaba that took place in Midrand from 21 to 22 November 2011 with the theme: "From policy to practice". The Plan was officially approved by Cabinet on 4 May 2012.

The 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.

BSA 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 this Strategic Plan for 2020/2021 - 2024/2025.

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 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 this strategic framework. These priorities, which will be achieved through the joint efforts of government, the private sector and civil society, are as follows:

- Priority 1:** A capable, ethical and developmental state
- Priority 2:** Economic transformation and job creation
- Priority 3:** Education, skills and health
- Priority 4:** Consolidating the social wage through reliable and quality basic services
- Priority 5:** Spatial integration, human settlements and local government
- Priority 6:** Social cohesion and safe communities
- Priority 7:** A better Africa and world

BSA 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.

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 BSA is also bound by the rules and the regulations of the following international sanctioning bodies that are recognised by BSA.

- 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)

BSA will also recognise any other world boxing sanctioning bodies that may come into existence in near future. BSA also works closely with other sanctioning bodies in the country and continents as depicted in the diagram below.

2.8. The Consolidated Mandate of BSA

| Key Mandate Areas | The Specific Areas |
|--|---|
| Boxing development in South Africa | To facilitate the establishment and effective coordination of all boxing structures (Associations of licensees). |
| | To establish and maintain good and productive relations with international boxing control bodies. |
| | To promote and market the activities of boxing as a leading brand. |
| | To champion the development of boxing infrastructure for recreational and competitiveness purposes. |
| | To facilitate and coordinate the skills development programmes amongst the licensees within the boxing fraternity. |
| Being a Regulatory Body for professional boxing in South Africa | To develop appropriate norms and standards for the effective management and administration of professional boxing in furtherance of the legislation. |
| | To ensure the compliance and enforcement of the norms and standards by all the individual licensees and their Associations. |
| | To establish effective dispute resolution mechanisms and to mitigate all disputes that may arise amongst the licensees within the boxing fraternity. |
| | To develop the skills development framework and foster partnerships with relevant stakeholders for its realisation and implementation. |
| | To ensure that the administration and management of boxing in South Africa is based on good governance and is run in the best interests of boxers and the public. |

Over the next five-year planning period, BSA's strategy will focus on its core functions as follows.

| No. | Core Functions |
|-----|--|
| 1. | To undertake the registration and licensing of all practitioners in the professional boxing fraternity and to always maintain a reliable data base. |
| 2. | To sanction the staging of professional boxing tournaments based on the rules and regulations of BSA. |
| 3. | To promote and recognize good talent, outstanding performance and exemplary behaviour by boxing licensees, boxers particularly, through the presentation of performance awards nationally. |
| 4. | To rate boxers in each division based on their performance in the ring. |
| 5. | To facilitate and coordinate the training and development of licensees to ensure compliance with norms and standards, the promotion of health and safety and the general improvement of the sport. |
| 6. | To liaise with stakeholders in the boxing fraternity and manage their expectations and interests in a way that advances the interests of the sport. |
| 7. | To ensure the accreditation and the enforcement of relevant regulations by specialist professionals such as medical and legal practitioners. |
| 8. | To be the point of reference and liaison with international boxing associations for purposes of promoting the involvement of South African athletes at the international level. |
| 9. | To promote and market the activities of BSA and boxing in general in a way that will improve the image of boxing as a brand. |
| 10. | To increase the profile of boxing as a sport through the sharing of the information about the sport and the developments within the fraternity. |

| No. | Strategic Support Functions |
|-----|---|
| 1. | Collection and disbursements of boxers' payments. |
| 2. | Ensuring proper document management and archival services (including digital recording and archival of boxer information) to ensure their integrity, safe keeping and easy retrieval. |
| 3. | Use boxing as a vehicle to promote sport tourism in the country and generally ensure that its role as a contributor in the country's economy is improved dramatically. |

REVENUE GENERATION | 3

Boxing South Africa's main long-term revenue base is its annual allocation from the Department of Sports, Art and Culture totalling R19,1 million for the current financial year 2021/2022, in addition to the money appropriated from the fiscus, a total projected income of R3,5 million comes from internally generated revenue sources which includes licensing, sanctioning levies, penalties and interests from the investment revenue. Collectively this brings the total budget for 2021/2022 to R23,3 million.

| Programmes | Audited Outcome | | | Approved Budget | Average Growth Rate (%) | Expenditure /Total: Average (%) | Medium-Term Estimate | | | Average Growth Rate (%) | Expenditure /Total: Average (%) |
|--|-----------------|---------------|---------------|-----------------|-------------------------|---------------------------------|----------------------|-----------------|---------------|-------------------------|---------------------------------|
| | 2017/18 | 2018/19 | 2019/20 | | | | 2019/20 | 2016/17-2019/20 | 2020/21 | | |
| Governance and Administration | 15 536 | 14 183 | 11 738 | 13 273 | -5,1% | 75,3% | 16 726 | 17 175 | 17 313 | 9,3% | 72,4% |
| Boxing development | 1 600 | 2 434 | 4 070 | 3 320 | 27,5% | 15,9% | 3 442 | 3 569 | 3 730 | 4,0% | 15,9% |
| Boxing promotion | 1 600 | 1 252 | 1 100 | 2 496 | 16,0% | 8,8% | 2 551 | 2 610 | 2 727 | 3,0% | 11,7% |
| Total Expense | 18 736 | 17 869 | 16 908 | 19 089 | 0,6% | 100,0% | 22 719 | 23 354 | 23 770 | 7,6% | 100,0% |
| Revenue | | | | | | | | | | | |
| Non-tax revenue | 4 117 | 5 340 | 4 793 | 1 048 | -36,6% | 21,5% | 3 555 | 3 686 | 3 852 | 54,3% | 13,3% |
| Sale of goods and services other than capital assets of which: | 2 210 | 2 240 | 1 831 | 348 | -46,0% | 9,4% | 2 426 | 2 542 | 2 656 | 96,9% | 8,6% |
| Administrative fees | 2 210 | 2 240 | 1 831 | 348 | -46,0% | 9,4% | 2 426 | 2 542 | 2 656 | 96,9% | 8,6% |
| Other non-tax revenue | 1 907 | 3 100 | 2 962 | 700 | -28,4% | 12,1% | 1 129 | 1 144 | 1 195 | 19,5% | 4,6% |
| Interest, dividends and rent on land | 697 | 696 | 625 | 700 | 0,1% | 3,8% | 721 | 729 | 762 | 2,9% | 3,3% |
| Transfers received | 12 028 | 12 618 | 14 295 | 18 041 | 14,5% | 78,5% | 19 163 | 19 668 | 19 918 | 3,4% | 86,7% |
| Total revenue | 16 145 | 17 958 | 19 088 | 19 089 | 5,7% | 100,0% | 22 718 | 23 354 | 23 770 | 7,6% | 100,0% |
| Expenses | | | | | | | | | | | |
| Current expenses | 18 736 | 17 869 | 16 909 | 19 089 | 0,6% | 100,0% | 22 718 | 23 354 | 23 770 | 7,6% | 100,0% |
| Compensation of employees | 7 663 | 7 648 | 7 556 | 7 915 | 1,1% | 42,5% | 8 933 | 9 133 | 9 341 | 5,7% | 39,8% |
| Goods and services | 10 971 | 10 079 | 9 191 | 11 069 | 0,3% | 56,8% | 13 676 | 14 105 | 14 308 | 8,9% | 59,7% |
| Depreciation | 102 | 142 | 162 | 105 | 1,0% | 0,7% | 110 | 116 | 121 | 4,9% | 0,5% |
| Total expenses | 18 736 | 17 869 | 16 909 | 19 089 | 0,6% | 100,0% | 22 718 | 23 354 | 23 770 | 7,6% | 100,0% |
| Surplus/(Deficit) | (2 591) | 90 | 2 179 | - | -100,0% | | - | - | - | - | |

3.1. Relating Expenditure Trends to Strategic Outcome-Oriented Goals

The NDP recognises the important role sport plays in promoting nation building, a healthy lifestyle and social cohesion, which is also highlighted in Priority 5 of government's 2019-2024 MTSF, i.e., Social Cohesion and Safe Communities. BSA aims to forward these objectives, in the context of its mandate and focus, by prioritising the participation of young people in boxing, including those in schools, and women across all racial groups.

The focus of BSA over the medium-term will be on continuing to make the administration of professional boxing in South Africa effective and efficient by ensuring that the health, safety and general wellbeing of professional boxers is safeguarded. It will also aim to develop, promote, market and sanction quality boxing events and tournaments as a means of increasing the sport's popularity with athletes, supporters, and sponsors, and thereby increase participation in the sport. BSA 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.

BSA derives 89 per cent of its revenue through transfers from the Department of Sports, Arts and Culture, amounting to R58.7 million over the medium-term. The organisation also expects to receive revenue of R11 million over this period, mainly from sanctioning fees.

The revenue from transfers and fees 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, 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.

UPDATES TO RELEVANT COURT RULING | 4

None.





OUR STRATEGIC FOCUS

PART

B



**Boxing
South
Africa**

UPDATED SITUATIONAL ANALYSIS | 5

5.1. External Environment Analysis

Whilst there is many activities and development in the international boxing scenes, 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 (1) lack of boxing broadcasting, (2) absence of sponsorship, and (3) few promoters 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 in the table below captures 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.

5.2. Internal Environment

The last five years has been a renewal journey for the sport of professional boxing in South Africa. This journey has not been without weaknesses and hard times but those are now outweighed by the progress achieved so far. From receiving improved audit opinion from the Auditor General to stabilising the management of the entity. The following achievements are noted during this period.

- 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, come with vast knowledge and expertise in audit, finance, sport development and governance. The Board established sub-committees to oversee performance in the various functions of the organisation. These are:

- I. Ratings Committee
- II. Sanctioning Committee
- III. Medical Advisory Committee
- IV. Disciplinary Committee
- V. Arbitration Tribunal Committee

One of the challenges faced by the entity is 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. In the 2021/2022 financial year BSA will recruit and appoint personnel on a permanent arrangement in the two areas. 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 inhouse 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. To do so Boxing SA will focus on implementing and reconfirming its commitment to the resolutions taken at the Boxing Indaba 2013 which are:

- Instilling confidence in BSA 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.

- 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.

| SWOT ANALYSIS | |
|---|---|
| Strengths | Weaknesses |
| <ul style="list-style-type: none"> • Optimally functioning Board and Sub Committees. • In good standing with international sanctioning bodies e.g., ABU, WBA, WBC, WBO, IBF, IBO, etc. • Growing pool of BSA licensed Ring Officials accredited with international sanctioning bodies. • Provincial Managers recruited and in office in all the most active provinces, i.e., Gauteng, Western Cape, Eastern Cape, and KwaZulu-Natal. • Mutually beneficial and working relationship with SAIDS resulting in delivery of training workshops for licensees. • Reliable national boxer's monthly ratings. | <ul style="list-style-type: none"> • Insufficient government transfers to fund all legislative and core functions requirements. • Funding model implementation and results progressing slowly. • No operational synergy between open boxing and professional boxing. • Lack of information and data management system. • Absence of licensee database. • Insufficient human capital for key organisational functions, e.g., supply chain, internal audit, legal and communication. • Resistance to technological changes within boxing. • Lack of accreditation criteria for Ringside Physicians. • Weak controls in licensing criteria for, Ring Officials, Promoters and Trainers. |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • Rebranding and repositioning of the sport through clean governance and brand image. • Resuscitate strategic synergy between open and professional boxing. • Build a BSA owned licensee database and digital museum. • Developing a mutually beneficial relationship with SANABO by entering a Memorandum of Understand that will facilitate a boxing development value chain. • Amendment of Boxing Regulations to align with environmental and international changes and to address, amongst other things, the collection of sanctioning fees model. • Partnerships with SETAs for the development of training program to capacitate boxers for life beyond boxing. • Implementation of the remainder of the Boxing Indaba Resolutions of 2013 to create more operational stability and overall synergy between BSA and licensees. • Improve the organisation's website to be interactive and act as the marketing tool for sanctioned tournaments and other boxing activities. • Improve the understanding of regulatory frameworks by licensees. • Partnerships with provincial departments to support boxing programmes in respective provinces. | <ul style="list-style-type: none"> • Insufficient budget to effectively address the various operational mandates and strategic objectives. • Growing debtors' book with little progress in debt recovery process. • Absence of strict registration and licensing of Promoters. • Negative brand image and reputation because of bad public image. • Unresolved historical litigations. • Declining number of tournaments hosted annually. • Growing barriers for female participation leading to a few numbers of female participants in boxing. • Absence of boxing broadcast to reach many boxing fans, other stakeholders and sponsors. • Absence of boxing sponsorship. • Ineffective collection of sanctioning fees model. |



MEASURING OUR PERFORMANCE



**Boxing
South
Africa**

PART

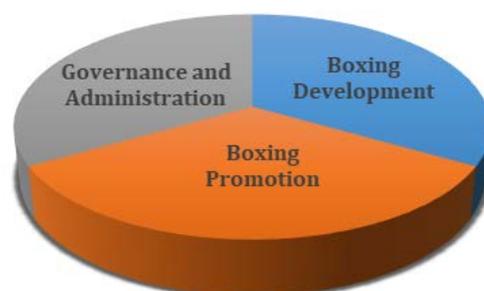
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INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION | 6

BSA'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.

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 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 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 tournament, rating of boxers in various weight divisions, and always promoting health and safety. |
| Boxing Promotion | 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 boxing programmes and enlist their support and resources for its development further. |

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 its strategic oversight and leadership functions, monitoring performance and 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 | | |
| | | | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| Governance and oversight strengthened | Board meetings | Percentage of Board resolutions actioned | N/A | N/A | N/A | N/A | 100% | 100% | 100% |
| | Audit Committee meetings | Percentage of internal and external audit findings resolved | N/A | N/A | N/A | N/A | 100% | 100% | 100% |
| | | External audit outcome on previous year's financial statements | N/A | N/A | N/A | N/A | 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 | N/A | N/A | 65% | 65% | 65% |
| | | Number of policies developed or reviewed and approved | 10 | 14 | 11 | 6 | 6 | 6 | 6 |
| Improved administrative capacity | Performance Management and Development | Number of Performance Management and Development reports approved | 2 | 2 | 2 | 2 | 2 | 2 | 2 |

Indicators, Annual and Quarterly Targets 2021/2022

| 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% | - | - | - | 100% |
| 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 Development reports approved | 2 | 1 | - | 1 | - |

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 |
|-------------------------------|-----------------|---------------|---------------|-----------------|-----------------|------------------------------|-----------------|-------------------------|------------------------------|-----------------|-------------------------|------------------------------|--------------------------|
| | 2017/18 | 2018/19 | 2019/20 | | | | | | | | | | |
| Board & Sub-committees | 408 | 483 | 584 | 1 214 | 1 214 | - | 1 245 | 1 245 | - | 1 278 | 1 278 | - | 1 100 |
| Management | 15 128 | 13 700 | 11 154 | 14 932 | 12 059 | (2 873) | 15 575 | 15 481 | (94) | 16 018 | 15 897 | (121) | 16 213 |
| Total Expense | 15 536 | 14 183 | 11 738 | 16 146 | 13 273 | (2 873) | 16 820 | 16 726 | (94) | 17 296 | 17 175 | (121) | 17 313 |
| Economic classification | | | | | | | | | | | | | |
| Current payments | 15 536 | 14 183 | 11 738 | 16 146 | 13 273 | (2 873) | 16 820 | 16 726 | (94) | 17 296 | 17 175 | (121) | 17 313 |
| Compensation of employees | 5 747 | 5 736 | 5 667 | 5 936 | 5 936 | - | 6 233 | 6 855 | 622 | 6 545 | 6 952 | 407 | 7 061 |
| Goods and services | 9 713 | 8 305 | 5 949 | 10 104 | 7 231 | (2 873) | 10 477 | 9 761 | (716) | 10 635 | 10 107 | (528) | 10 131 |
| Depreciation | 76 | 142 | 122 | 105 | 105 | - | 110 | 110 | - | 116 | 116 | - | 121 |
| Total Expenditure | 15 536 | 14 183 | 11 738 | 16 145 | 13 272 | (2 873) | 16 820 | 16 726 | (94) | 17 296 | 17 175 | (121) | 17 313 |

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 | | |
| | | | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| Trained and developed boxing practitioners | Trained licensees | Number of boxing practitioners trained | 140 | 300 | 158 | 100 | 100 | 100 | 100 |
| Efficient and easy to understand licensing | Licensed boxing practitioners | Number of boxing practitioners licensed | 1 207 | 1 073 | 1 169 | 770 | 800 | 800 | 800 |
| | Licensing of women boxing practitioners | Number of women licensed | 104 | 100 | 100 | 70 | 50 | 50 | 50 |
| Credible and regular boxer's ratings | Monthly boxer's ratings | Number of ratings compiled | 12 | 12 | 12 | 6 | 12 | 12 | 12 |
| Compliant tournaments sanctioned | Sanctioned tournaments | Number of tournaments sanctioned | N/A | N/A | 59 | 10 | 30 | 60 | 60 |
| Improved health and safety measures | Safe and compliant tournament and training venues | Number of tournament venues inspected | 105 | 110 | 59 | 120 | 30 | 60 | 60 |
| Amended and updated Boxing Regulations | Revised Boxing Regulations | Draft document with proposed sub regulations identified for amendments | N/A | N/A | N/A | 1 | - | - | - |
| | | Approved document of proposed amendments of Boxing Regulations | N/A | N/A | N/A | N/A | - | - | - |

Indicators, Annual and Quarterly Targets 2021/2022

| Output Indicators | Annual Target | Q1 | Q2 | Q3 | Q4 |
|--|---------------|-----|----|----|----|
| Number of boxing practitioners trained | 100 | 0 | 50 | 0 | 50 |
| Number of boxing practitioners licensed | 800 | 770 | 20 | 10 | - |
| Number of women licensed | 50 | 40 | 10 | - | - |
| Number of ratings compiled | 12 | 3 | 3 | 3 | 3 |
| Number of tournaments sanctioned | 30 | 5 | 10 | 5 | 10 |
| Number of tournament venues inspected | 30 | 5 | 10 | 5 | 10 |
| Approved document of proposed amendments of Boxing Regulations | 1 | - | - | - | 1 |

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 |
|-------------------------------|-----------------|--------------|--------------|-----------------|-----------------|------------------------------|-----------------|-------------------------|------------------------------|-----------------|-------------------------|------------------------------|--------------------------|
| | 2017/18 | 2018/19 | 2019/20 | | | | | | | | | | |
| Operations | 1 600 | 2 434 | 4 070 | 3 320 | 3 320 | - | 3 442 | 3 442 | - | 3 569 | 3 569 | - | 3 730 |
| Economic classification | | | | | | | | | | | | | |
| Current payments | 1 600 | 2 434 | 4 070 | 3 320 | 3 320 | - | 3 442 | 3 442 | - | 3 569 | 3 569 | - | 3 730 |
| Compensation of employees | 958 | 1 530 | 1 889 | 1 583 | 1 583 | - | 1 662 | 1 662 | - | 1 745 | 1 745 | - | 1 824 |
| Goods and services | 629 | 904 | 2 161 | 1 737 | 1 737 | - | 1 779 | 1 779 | - | 1 824 | 1 824 | - | 1 906 |
| Depreciation | 13 | - | 20 | - | - | - | - | - | - | - | - | - | - |
| Total Expenditure | 1 600 | 2 434 | 4 070 | 3 320 | 3 320 | - | 3 442 | 3 442 | - | 3 569 | 3 569 | - | 3 730 |

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 to 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 | | |
| | | | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| Implementation of boxing marketing and communication strategy | Boxing publications and articles | Number of published boxing publications | N/A | N/A | N/A | 3 | 4 | 4 | 4 |
| Implementation of boxing flagship programmes | Boxing Awards | Number of Boxing Awards hosted | 1 | 0 | 1 | 0 | 0 | 1 | 1 |
| Implementation of the Revenue Generation strategy initiatives | Increased budget and revenue | Number of Revenue Generation strategy initiatives implemented | N/A | N/A | 0 | 2 | 2 | 2 | 2 |
| Improved stakeholder relations | Partnerships and collaborations | Number of stakeholder relations engagements held | N/A | N/A | 3 | 2 | 2 | 2 | 2 |
| | | Memorandum of Understanding signed with SANABO | N/A | N/A | N/A | N/A | 1 | - | - |

Indicators, Annual and Quarterly Targets 2021/2022

| Output Indicators | Annual Target | Q1 | Q2 | Q3 | Q4 |
|---|---------------|----|----|----|----|
| Number of published boxing publications | 4 | 1 | 1 | 1 | 1 |
| Number of Revenue Generation strategy initiatives implemented | 2 | - | 1 | - | 1 |
| Number of stakeholder relations engagements held | 2 | - | 1 | - | 1 |
| Memorandum of Understanding signed with SANABO | 1 | - | - | 1 | - |

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 |
|-------------------------------|-----------------|--------------|--------------|-----------------|-----------------|------------------------------|-----------------|-------------------------|------------------------------|-----------------|-------------------------|------------------------------|--------------------------|
| | 2017/18 | 2018/19 | 2019/20 | | | | | | | | | | |
| | 2017/18 | 2018/19 | 2019/20 | 2020/21 | | | 2021/22 | | | 2022/23 | | | 2023/24 |
| Marketing & Communications | 1 600 | 1 252 | 1 100 | 2 496 | 2 496 | - | 2 551 | 2 551 | - | 2 610 | 2 610 | - | 2 727 |
| Economic classification | | | | | | | | | | | | | |
| Current payments | 1 600 | 1 252 | 1 100 | 2 496 | 2 496 | - | 2 551 | 2 551 | - | 2 610 | 2 610 | - | 2 727 |
| Compensation of employees | 958 | 382 | - | 396 | 396 | - | 416 | 416 | - | 436 | 436 | - | 456 |
| Goods and services | 629 | 869 | 1 080 | 2 101 | 2 101 | - | 2 135 | 2 135 | - | 2 173 | 2 173 | - | 2 271s |
| Depreciation | 13 | - | 20 | - | - | - | - | - | - | - | - | - | - |
| Total Expenditure | 1 600 | 1 252 | 1 100 | 2 496 | 2 496 | - | 2 551 | 2 551 | - | 2 610 | 2 610 | - | 2 727 |

EXPLANATION OF PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD | 7

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 2021/2022 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 thus will on governance and administration of the entity to foster clean governance, 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.

As we slowly recover from the impact of Covid-19 pandemic and rebuild the sport it is envisaged that the number of tournaments hosted will remain low for the better part of the financial year largely due to the high cost attached to the delivery of tournament under Covid-19 requirements. This is the reason for the significantly lower projections compared to previous years. Highly dependent on boxing activities are the rating of boxers in the different 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 boxer 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 further 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.

Lastly, there is a growing need to create synergy between Boxing SA and SANABO and to achieve this the two entities would need to develop a clear path of developing talent and future champions. By so doing a development process can be developed and a Memorandum of Understanding entered between the two bodies which should outline both the strategic and operational outlook of boxing and present a mutually beneficial pipeline of boxing development from school level to professional and therefore world stages.

UPDATED KEY RISKS | 8

| Outcome | Key Risks | Risk Mitigation |
|---|---|--|
| Governance and oversight strengthened | Non-compliance to applicable regulatory framework and legislations. | Implementation of quarterly audit recommendations and action plans. |
| Improved administrative capacity | Insufficient personnel in key positions to carry out key mandates. | Recruit and fill key positions for effective administration. |
| Trained and developed boxing practitioners | Non-participation by licensees. | Communicate training workshops well in advance and review training curriculum to ensure need-based training. |
| Efficient and easy to understand licensing | Resistance to change and fear of technology. | Training of Provincial Managers to be able to assist licensees at provincial level. |
| Compliant tournaments sanctioned | Non-compliance to the Boxing Act and Regulations leading to disputes and litigations between licensees and BSA and licensees. | Adherence to the Boxing Act and Regulations and develop supplementary policies to ensure compliance. |
| Improved health and safety measures | Absence of accreditation of medical practitioners. | Establishment of Medical Advisory Committee and development of sector rules. |
| Implementation of the Revenue Generation strategy initiatives | Non corporation from debtors and possible litigations. | Proactive approach to debt management. |



TECHNICAL INDICATOR DESCRIPTION

PART

D



**Boxing
South
Africa**

Programme 1: Governance and Administration

1.1

| Indicator Title | Percentage of Board resolutions actioned |
|--|--|
| Definition | Non-compliance to applicable regulatory framework and legislations. |
| Source of Data | Board meetings are planned quarterly in advance and during each meeting, resolutions are passed by the Board for implementation by management. Each resolution will have a due date and tasked to a specific person for actioning. Management has the responsibility to implement these resolutions and provide evidence where required. |
| 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 |
|--|---|
| 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 implement these resolutions and provide evidence where required. |
| 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., no material findings. |
| Source of Data | Auditor-General of South Africa (AGSA) Management Report for 2020/21 |
| Method of Calculation/Assessment | Audit opinion expressed in the AGSA Management report |
| Means of verification | Auditor-General of South Africa (AGSA) Management Report for 2020/21 |
| 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" (Empowerdex) |
| 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 | <p>Service providers must provide SCM with proof of their B-BBEE status level of contributor namely:</p> <ol style="list-style-type: none"> A B-BBEE status level certificate issued by an authorised body or person. An affidavit as prescribed by the B-BBEE Codes of Good Practice. 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 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 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 end of May annually and 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. 1st 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 2nd assessment and to conclude the performance cycle of the previous financial year. 2nd PMDS report will be presented to the Board and its Sub-Committees during quarter 3 to deal with the 1st 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 develop boxing practitioners on the Act, its Regulations and BSA policies and rules in order to improve compliance. |
| Source of Data | BSA plans training programmes quarterly. After securing date and venue for the training sends out notification of the training to licensees and other practitioners through Provincial Managers, social media and BSA 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 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 South Africa in various boxing categories annually. |
| Source of Data | BSA issues a notification of licensing through a memo. Applicants are required to register a profile on the BSA Online Licensee System before they can apply or renew for 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 | BSA issues a notification of licensing through a memo. Applicants are required to register a profile on the BSA Online Licensee System before they can apply or renew for 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 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 BSA operation's office for inputs and subsequently published monthly on BSA 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 applied to be hosted by licensed Promoters and approved by the Sanctioning Committee. |
| Source of Data | After receiving a tournament application from a Promoter, the BSA 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. |
| Method of Calculation/Assessment | Simple count |
| Method of verification | Sanctioning Letter |
| 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 hosted are approved and compliant to the requirement 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 standard and are suitable for hosting a tournament. |
| Indicator Responsibility | Director Operations |

2.7

| Indicator Title | Approved document of proposed amendments of Boxing Regulations |
|--|---|
| Definition | A document with the consolidate proposed amendments and inputs approved by the Board and submitted to the Minister of Sports, Arts and Culture for gazetting |
| Source of Data | BSA issued out notification to licensees inviting them to submit their proposed amendments and inputs on the Boxing Regulations. Following this exercise BSA will consolidate all received inputs into one document, including the ones proposed by BSA, for the approval of the Board before submitting these to the Minister of Sports, Arts and Culture. |
| Method of Calculation/Assessment | Simple count |
| Method of verification | Boxing Regulations, 2004/Consolidated draft document |
| Assumptions | Proposed inputs |
| Disaggregation of Beneficiaries (where applicable) | N/A |
| Spatial Transformation (where applicable) | N/A |
| Calculation Type | Non-cumulative |
| Reporting Cycle | Quarterly |
| Desired Performance | Amend the 2004 Regulations. |
| Indicator Responsibility | Director Operations |

Programme 3: Boxing Promotion

3.1

| Indicator Title | Number of published boxing publications |
|--|---|
| Definition | The number of published boxing articles |
| 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 places 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 in and outside of boxing space. |
| Indicator Responsibility | Chief Executive Officer |

3.2

| Indicator Title | Number of Revenue Generation Strategy initiatives implemented |
|--|---|
| Definition | Revenue generation strategies and board resolution communicated and implemented. |
| Source of Data | BSA 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 BSA's allocated budget in order to fulfil key mandates and other initiatives. |
| Indicator Responsibility | Chief Executive Officer |

3.3

| Indicator Title | Number of stakeholder relations engagement 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 |

3.4

| Indicator Title | Memorandum of Understanding signed with SANABO |
|--|---|
| Definition | A draft Memorandum of Understanding entered between BSA and SANABO for managing relations between the two entities. |
| Source of Data | Reports/Attendance register/MoU |
| 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 transparent and progressive engagements with SANABO for synergy and development in both open and professional boxing. |
| Indicator Responsibility | Chief Executive Officer |

PART C: 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.

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