

BOXING SOUTH AFRICA



**BOXING
SOUTH
AFRICA**

ANNUAL PERFORMANCE PLAN 2020/2021 FINANCIAL YEAR

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Foreword by the Accounting Authority

On the 6 May 2019 more than seventeen million South Africans lined up to cast their votes in the sixth national democratic elections since South Africa's dawn of democracy on the 27 April 1994. The outcome of these elections ushered in the next electoral term which commenced in 2020 until 2025. This period 2020-2025 or the sixth administration as it has come to be popularly referred to, presents the entire South Africa with a renewed opportunity to review our work in the previous five years and revise our plans for the next five years.

As our President, His Excellency Cyril Ramaphosa once pronounced, this period presents South Africa with an opportunity for a "new dawn". It presents an opportunity to re-imagine the future and redraft our route map towards the distant horizons and far away oasis that we have always yearned for. For us in the boxing sector, these next five years presents yet another pedestal for us to climb up and consolidate the work which we have done in the past five years of the Medium-Term Strategic Framework 2014-2019 and also in the past seven years since the national Boxing Indaba of 2013.

As it has previously been mentioned on numerous platforms, the national Boxing Indaba of 2013 was ground breaking in a sense that it provided a formidable platform for the provincial and national spheres of our government together with all stakeholders from the professional boxing sector, more especially boxing licensees to come together to diagnose challenges facing boxers, formulate solutions and adopt concrete resolutions and declarations. Within that context, these National Boxing Indaba Resolutions of 2013 continue to serve as a major blueprint for the governance, development and promotions plans of professional boxing in South Africa.

In the past five years BSA has gone a long way to implement the national Boxing Indaba resolutions. In that regard we continued to receive immense support from our Executive Authority in the Ministry of Sport and Recreation of South Africa, for which we are appreciative. Our Members of Executive Councils in the provincial departments of Sport, Arts and Culture also played a measure role during the 2015-2020 MTEF cycle to ensure that boxing is kept alive in their respective provinces. Our mayors in respective provinces that have a larger boxing footprint equally came to the party and assisted mostly our promoters with resources for hosting of tournaments. We are thankful for that.

As we step into the 2020-2025 MTEF cycle these relationships, including that with our broadcasters and social partners will still remain central to the success of our strategies and plans for the growth and develop of boxing. We therefore intend to continue holding hands with our partners and stakeholders to ensure that we continue growing the sport of boxing nationally as well as in the continent and the world at large.



Dr. Malefetsane Peter Ngatane
Chairperson: Boxing South Africa
(Date)

Overview by Chief Executive Officer

The 2019/2020 financial year signified another year of stability in our governance and administration as demonstrated by yet another unqualified external audit outcome. Admittedly, there are still some setbacks which equally need to be mentioned. One of those is the number of litigations matters which BSA is facing. The matter of litigations remains a huge risk which the organization is monitoring very closely.


We were able to successfully host our flagship program, the South African Boxing Award on 16 May 2019 at the Sandton Convention Centre in Johannesburg. Our other flagship program, Women in Boxing, also continues to do well albeit faced with challenges of funding that resulted in reduced number of female promoters' tournaments in the previous year. On the ringside we continue with our work to bring glory and prestige to the South African national title belts.

Part of the major focus during the 2020/2021 financial year will go towards:

- ✓ **Licensee training program:-** previously our focus was mainly on anti-doping education for our boxers. In this new financial year our focus will include the training of Ring Officials and Promoters.
- ✓ **Licensee registration process:-** Most critically, to ensure that we accept into our ranks the right people with the right qualities in the various licensee categories.
- ✓ **Intersectoral dialogue:-** There's a lot of documentation we have generated in 2018 and 2019 and these constitute part of the discussions which the national convention must focus on, e.g. Revenue Generation Strategy, the new proposed sanctioning fees model, proposed amendments on Boxing Regulations, etc.
- ✓ **Boxing Convention:-** We will begin earnestly with preparations for the Boxing Convention which is planned to take place in June 2020.

In this financial year, we shall continue to build on these attainments and consolidate our agenda of repositioning boxing back among the five priority sporting codes in South Africa.

We thank you.



Mr. Tsholofelo Lejaka
Chief Executive Officer: Boxing South Africa
(Date)

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 2020/2021 budget.


Director: Operations
Ms. Cindy Nkomo

Signature:  _____

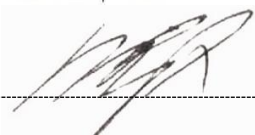
Chief Financial Officer
Mr. Thabang Moses

Signature:  _____

Chief Executive Office
Mr. Tsholofelo Lejaka

Signature:  _____

Chairperson
Dr. Malefetsane Peter Ngatane

Signature:  _____

Acronyms and Abbreviations

AGSA	Auditor General of South Africa
BSA	Boxing South Africa
MEC	Member of Executive Council
CEO	Chief Executive Officer
CFO	Chief Financial Officer
PFMA	Public Finance Management Act
TR	Treasury Regulations
MTEF	Medium Term Expenditure Framework
SMME	Small Medium and Micro Enterprises
SCM	Supply Chain Management
SRSA	Sport and Recreation South Africa
NDP	National Development Plan
PSA	Public Service Act
SANABO	South African National Amateur Boxing Organization
CATHSSETA	Culture Arts Tourism Hospitality and Sport Sector Education Training Authority
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 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:

- I. Under the objects of the Act, Clause 2 (q): *BoxingSA 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): *BoxingSA 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*

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 Environmental Management Act, 1998	Act 107 of 1998
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
Protected Areas Act 57, 2003	Act 57 of 2003
Government Immovable Asset Management Act, 2007	Act 19 of 2007
Safety at Sport and Recreational Events, 2010	Act 2 of 2010

2. Updates to Institutional Policies and Strategies

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, 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.

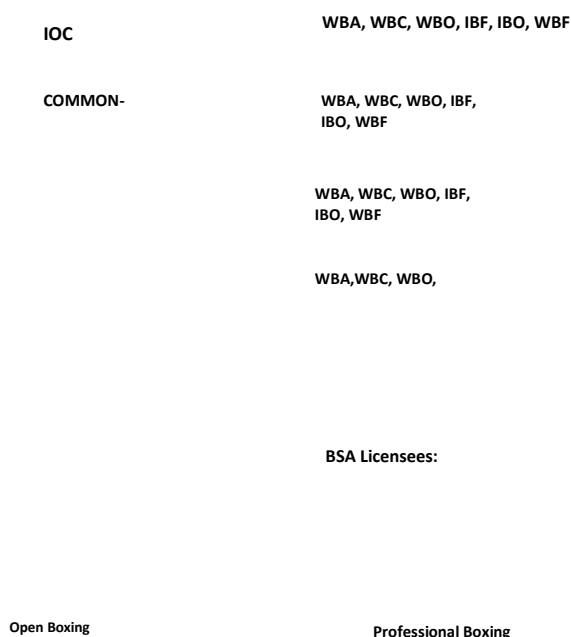
2.7. International Sanctioning Bodies Rules and Regulations

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 (IBO)
- b) International Boxing Organisation (IBF)
- c) The Commonwealth Boxing Council
- d) World Boxing Association (WBO)

- 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	1. To facilitate the establishment and effective coordination of all boxing structures (associations of licensees).
	2. To establish and maintain good and productive relations with international boxing control bodies.
	3. To promote and market the activities of boxing as a leading brand.
	4. To champion the development of boxing infrastructure for recreational and competitiveness purposes.
	5. 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	1. To develop appropriate norms and standards for the effective management and administration of professional boxing in furtherance of the legislation.
	2. To ensure the compliance and enforcement of the norms and standards by all the individual licensees and their associations.
	3. To establish effective dispute resolution mechanisms and to mitigate all disputes that may arise amongst the licensees within the boxing fraternity.
	4. To develop the skills development framework and foster partnerships with relevant stakeholders for its realisation and implementation.
	5. 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 general 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 the licensees in the professional boxing fraternity and to maintain a reliable data base at all times.
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 within nationally 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.

3. Revenue generation

Boxing South Africa's main long-term revenue base is its annual allocation from the Sport, Art and Culture amounting to R18,5m in the current financial year 2020/2021, in addition to the money from fiscals a total projected income of R3, 4m comes other revenue sources which includes licensing, sanctioning levies, penalties and interests from the Investment revenue. Collectively this brings the total budget for 2020/2021 to R21,9 million.

Programmes	Audited Outcome			Approved budget	Average growth rate (%)	Expenditure/total: average (%)	Medium-term estimate			Average growth rate (%)	Expenditure/total: average (%)
	2016/17	2017/18	2018/19				2019/20	2016/17-2019/20	2020/21		
Governance and Administration	20 426	15 536	14 183	10 677	-19.4%	76.5%	16 146	16 820	17 296	17.4%	72.2%
Boxing development	3 259	1 600	1 252	1 772	-18.4%	9.7%	2 496	2 551	2 610	13.8%	11.2%
Boxing promotion	3 259	1 600	2 434	3 264	0.1%	13.8%	3 320	3 442	3 569	3.0%	16.5%
Total Expense	26 944	18 736	17 869	15 713	-16.5%	100.0%	21 962	22 813	23 475	14.3%	100.0%
Revenue											
Non-tax revenue	6 471	4 117	5 340	2 903	-23.4%	25.6%	3 447	3 555	3 686	8.3%	16.4%
Sale of goods and services other than capital assets of which:	2 710	2 210	2 240	2 825	1.4%	14.1%	2 340	2 426	2 542	-3.5%	12.5%
Administrative fees	2 710	2 210	2 240	2 825	1.4%	14.1%	2 340	2 426	2 542	-3.5%	12.5%
Other non-tax revenue	3 761	1 907	3 100	78	-72.5%	11.6%	1 107	1 129	1 144	144.8%	3.8%
Transfers received	15 963	12 028	12 618	12 810	-7.1%	74.4%	18 515	19 258	19 789	15.6%	83.6%
Total revenue	22 434	16 145	17 958	15 713	-11.2%	100.0%	21 962	22 813	23 475	14.3%	100.0%
Expenses											
Current expenses	26 944	18 736	17 869	15 713	-16.5%	100.0%	21 962	22 813	23 475	14.3%	100.0%
Compensation of employees	6 458	7 663	7 648	8 395	9.1%	40.3%	7 915	8 311	8 726	1.3%	40.8%
Goods and services	20 380	10 971	10 079	7 318	-28.9%	59.3%	13 942	14 392	14 632	26.0%	58.9%
Depreciation	106	102	142	-	-100.0%	0.4%	105	110	116	-	0.4%
Interest, dividends and rent on land	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies	-	-	-	-	-	-	-	-	-	-	-
Total expenses	26 944	18 736	17 869	15 713	-16.5%	100.0%	21 962	22 813	23 475	14.3%	100.0%
Surplus/(Deficit)	(4 510)	(2 591)	90	-	-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 6 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 600 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 R24.9 million over the medium-term, reflecting an average annual growth of 1.3 per cent over this period.

BSA derives 83.6 per cent of its revenue through transfers from the Sport, Art and Culture, amounting to R57.5 million over the medium-term. The organisation also expects to receive revenue of R10.6 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 programme 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, Art 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.

4. Updates to Relevant Court Ruling

None.

PART B: Our Strategic Focus

5. Updated Situational Analysis

There are no updates as the 2020/2021 APP is tabled in the same year as the Strategic Planning.

5.1. External Environment Analysis

In his party directive in 1965 Amilcar Cabral made a historic statement to the Cape Verde/Guinea Bissau party leadership that they should “*hide nothing from the masses of our people. Tell no lies. Expose lies whenever they are told. Mask no difficulties, mistakes, failures. Claim no easy victories*”.

These profound words constituted the scene setter message at the mid-year strategic review session of the Board of Boxing South Africa which was held on 27-28 October 2018. This strategic review session was itself the second strategic review session of the current board subsequent to its appointment by the Minister of Sport on 14 December 2017. The first strategic review session was held on 24-25 February 2018.

Part of the objectives of the mid-terms strategic review session was also to consider the draft annual performance plan for the financial year 2019/2020. In that regard the board noted that the financial year 2019/2020 will mark the sixth year since the National Boxing Indaba of 2013 and also constitute the last and final year of the 2014-2019 Medium-Term Strategic Framework (MTSF).

As a result, in the preparation for the 2019/2020 Annual Performance Plan the board had to take careful analysis and review of the path being traversed since 2013 in the first instance and 2014 in the second instance and consider that against the set horizon. The Board acknowledged that such an exercise needs to be underpinned by principles of honesty, frankness, self-reflection, self-criticism and constructive criticism.

The board noted that in many ways, Boxing South Africa is no longer the same institution which it was more than five years ago when the MTSF commenced. The board further noted that the playing field has changed in various ways in the past years and this requires a careful analysis of the balance of forces and entire dynamics that impact on the sport of professional boxing in South Africa and globally.

As a point of premise, the board postulated that itself as the accounting authority needs to remain mindful of the fact that it is duty bound, not only to be the custodians of this national pride which is the sport of boxing but also to be its champions extraordinaire. For that matter the board as the supreme leadership of boxing in the country need to place itself at the cutting edge of the renewal of boxing by proving the requisite leadership on all fronts. Such leadership must and ought to be impactful and should be characterised by inter alia:

- ⊙ Conscientious, principled and dynamic leadership
- ⊙ Unswerving pledge to Boxing South Africa's vista
- ⊙ Authenticity
- ⊙ Ethical conduct and model leadership
- ⊙ Love for and commitment to the boxing fraternity

UNFINISHED JOURNEY TO RECOVERY

The last five years saw the beginning of the renewal process in the life of professional boxing in South Africa. This process has not been without weaknesses but even such weaknesses could not halt the momentum to progress. The upshot of this process led to the following milestones amongst others:

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

- ⊙ Return of boxing to SABC, albeit with challenges
- ⊙ Reinstatement of the South African Boxing Awards
- ⊙ Rising profile of boxing locally and internationally

What all these points to is that Boxing South Africa is a once again a stable organisation. The pattern of complaints which in the past used to be about continuing deterioration have now turned to become complaints of impatience about the slow pace of positive developments. As confidence into the organisation gets regained and grows higher, the expectations are equally escalating and spelling out even more challenges for the organisation.

5.2. Internal Environment

Cabral made this point as far back as 1966 when he stated that “one form of struggle which we consider to be fundamental [is] the struggle against our own weaknesses”. He argued that “every practice produces a theory and that if it is true that a revolution can fail even though it is based on perfectly conceived theories, nobody has yet made a successful revolution without a revolutionary theory”.

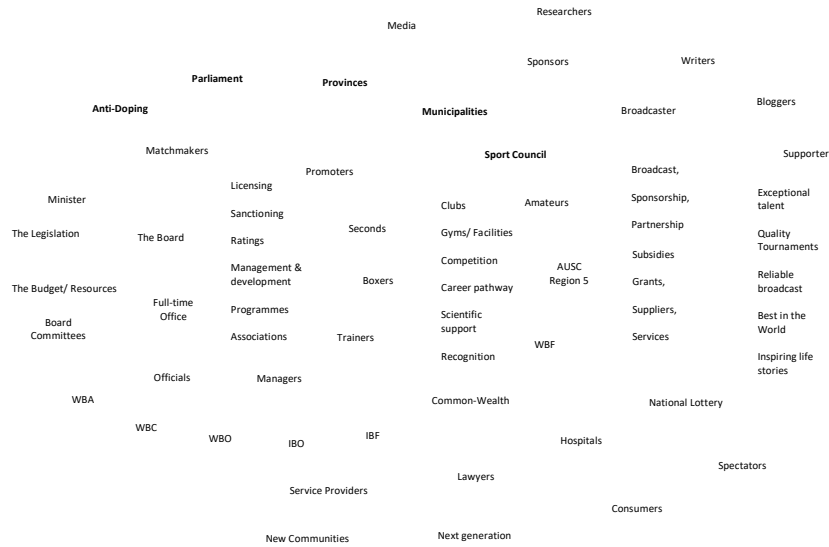
In the context of professional boxing, the revolution at hand is placing boxing on an upward trajectory and thus catapulting it into its rightful place amongst the elite sports in the motherland, South Africa. That is Boxing South Africa’s vista. That is Boxing South Africa’s horizon.

For that reason, Boxing South Africa needs to have what Lenin 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 in particular, 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 South Africa is therefore called upon to study the patterns, relationships and context within which it enacts its mandate and proffer appropriate responses and carefully select choices that will place professional boxing to an advantageous position in relation to its strategic posture and imaginations. Within that context the board of Boxing South Africa committed itself to utilise the 2019/2020 financial year, among others, to deal with the following real or perceived weaknesses which were identified in the mid-term strategic review session of October 2018:

- ⊙ Perception of incoherent and inconsistent leadership arising from failure to exercise decisive leadership.
- ⊙ Perception among some licensees that BSA is inconsistently applying the rules.
- ⊙ Perceived regression with respect to governance and in particular with respect to the management of finances as evinced by the audit outcomes of 2017/2018.
- ⊙ Inadequate or inefficacious stakeholder management, particularly relationship with international boxing control bodies.
- ⊙ Outdated and unreliable system of information management, particularly when it comes to licensee records and fighter’s performance records.

Boxing Eco-System



SWOT ANALYSIS	
Strengths	Weaknesses
<ul style="list-style-type: none"> Good relationship between the Board and the Ministry of SRSA Stable and fully capacitated administrative component Board Committee optimally functional In good standing with the African Boxing Union (ABU) and with the five (5) International Bodies, i.e. WBA, WBC, WBO, IBF, IBO Ring Officials accredited with International Bodies 	<ul style="list-style-type: none"> Government grant insufficient to fund all legislative requirements Lack of funding model Organizational structure not aligned to the BSA Strategy Minimal broadcast for boxing events Lack of information management system Not all trainers are accredited and there is no reliable database Lack of articulation between open and professional boxing at a structural level A few numbers of female participants in boxing Inadequate scientific and medical support Weak knowledge of Boxing Regulations by licensees
Opportunities	Threats
<ul style="list-style-type: none"> Possible sponsorships deal. Tournaments, resulting in an increase in revenue for BSA Co-operative relationship with SAIDS to achieve organizational efficiencies Developing a mutually beneficial relationship with SANABO and other stakeholders Revenue generation through an increase in licensing and sanctioning fees New proposed legislation Working relationship with SETAs Boxing Indaba Resolutions of 2013 Political support for transformation in sport 	<ul style="list-style-type: none"> Insufficient government grant High number of litigations Negative image and reputation The Boxing Act contains constraining limitations Historical litigations which remains unresolved.

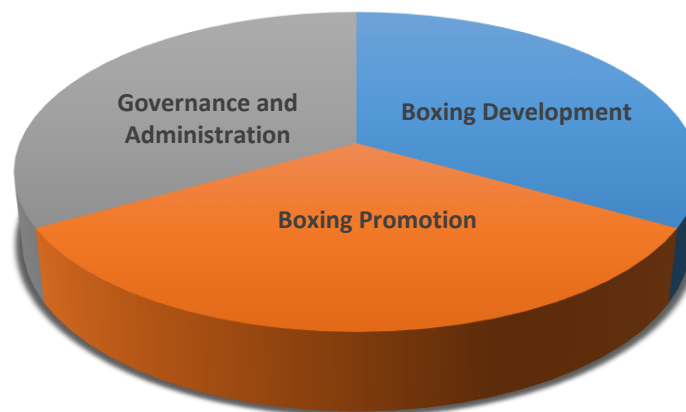
PART C: Measuring Our Performance

6. Institutional Programme Performance Information

BSA's outcomes will be measure 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 division and promoting health and safety at all times.
Boxing Promotion	To raise the public profile of BSA and boxing and to increase its brand value to such an extent that the general 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		
			2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Governance and oversight strengthened	Board meetings	Number of Board meetings held	8	7	-	4	4	4	4
	Audit Committee meetings	Number of Audit Committee meetings held	6	7	-	5	4	4	4
Improved administrative capacity	Policies and Procedures	Number of policies developed or reviewed and approved	26	10	14	11	6	6	6

	Performance Management and Development	Number of Performance Management and Development reports approved	n/a	2	2	2	2	2	2
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Indicators, Annual and Quarterly Targets 2020/2021

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of Board meetings held	4	1	1	1	1
Number of Audit Committee meetings held	4	1	1	1	1
Number of policies developed or reviewed and approved	2	-	1	-	1
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 Approved Budget	Budget Estimate	Revised Budget Estimate	Changes from Budget Estimate	Budget Estimate	Revised Budget Estimate	Changes from Budget Estimate	Planning Budget Estimate
	2016/17	2017/18	2018/19	2019/20			2020/21			2021/22			2022/23
Rand thousand													
Board & Sub-committees	419	408	483	532	532	–	1 134	1 134	–	1 161	1 161	–	1 190
Management	20 007	15 128	13 700	10 145	10 145	–	11 055	15 012	3 957	11 743	15 659	3 916	16 106
Total Expenses	20 426	15 536	14 183	10 677	10 677	–	12 189	16 146	3 957	12 904	16 820	3 916	17 296
Economic classification													
Current payments	20 426	15 536	14 183	10 676	10 676	–	12 189	16 145	3 957	12 904	16 820	3 916	17 296
Compensation of employees	4 844	5 747	5 736	5 872	5 872	–	5 990	5 936	(54)	6 319	6 233	(86)	6 545
Goods and services	15 476	9 713	8 305	4 804	4 804	–	6 199	10 104	3 905	6 585	10 477	3 892	10 635
Depreciation	106	76	142	–	–	–	–	105	105	–	110	110	116
Total Expenditure	20 426	15 536	14 183	10 676	10 676	–	12 189	16 145	3 957	12 904	16 820	3 916	17 296

Programme 2: Boxing Development

This programme is designed to make the application of the Boxing Act and its Regulation 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 tournament, rating of boxers in various weight division 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		
			2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Trained and developed boxing practitioners	Trained licensees	Number of boxing practitioners trained	72	140	300	300	200	200	200
Efficient and easy to understand licensing	Licensed boxing practitioners	Number of boxing practitioners licensed	1 049	1 207	1 073	1 000	1 050	1 100	1 150
	Licensing of women boxing practitioners	Number of women licensed	91	104	100	100	80	80	80
Credible and regular boxer's ratings	Monthly boxer's ratings	Number of ratings compiled	12	12	12	12	12	12	12

Compliant tournaments sanctioned	Sanctioned tournaments	Number of tournaments sanctioned	75	-	-	60	60	60	60
Improved health and safety measures	Safe and compliant tournament and training venues	Number of tournament venues inspected	84	105	110	110	70	70	70
Amended and updated Boxing Regulations	Revised Boxing Regulations	Draft document with proposed sub regulations identified for amendments	n/a	n/a	n/a	n/a	New indicator	-	-

Indicators, Annual and Quarterly Targets 2020/2021

Output Indicators	Annual Target	Q1	Q2	Q3	Q4
Number of boxing practitioners trained	200	50	50	50	50
Number of boxing practitioners licensed	1 000	1 000	-	-	-
Number of women licensed	80	80	-	-	-
Number of ratings compiled	12	3	3	3	3
Number of tournaments sanctioned	60	10	20	20	10
Number of tournament venues inspected	70	15	20	20	15
Draft document with proposed sub regulations identified for amendments	1	-	-	-	1

Reconciling Performance Targets with The Budget and MTEF

Boxing Development	Audited Outcome			Budget Estimate	Approved Budget	Changes from Approved Budget	Budget Estimate	Revised Budget Estimate	Changes from Budget Estimate	Budget Estimate	Revised Budget Estimate	Changes from Budget Estimate	Planning Budget Estimate
	2016/17	2017/18	2018/19	2019/20			2020/21			2021/22			2022/23
Rand thousand													
Operations	3 259	1 600	2 434	3 264	3 264	–	2 583	3 320	737	2 680	3 442	762	3 569
Expenses													
Economic classification													
Current payments	3 259	1 600	2 434	3 264	3 264	–	2 583	3 320	737	2 680	3 442	762	3 569
Compensation of employees	807	958	1 530	2 523	2 523	–	1 801	1 583	(218)	1 855	1 662	(193)	1 745
Goods and services	2 452	629	904	741	741	–	782	1 737	955	825	1 779	954	1 824
Depreciation	–	13	–	–	–	–	–	–	–	–	–	–	–
Total Expenditure	3 259	1 600	2 434	3 264	3 264	–	2 583	3 320	737	2 680	3 442	762	3 569

Programme 3: Boxing Promotion

This programme is designed to market and promote professional boxing in South Africa and to drive various revenue generating initiatives in order to deploying 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 general public and sponsors will compete for a space 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		
			2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023
Implementation of boxing marketing and communication strategy	Boxing publications and articles	Number of published boxing publications	n/a	n/a	n/a	n/a	4	4	4
Implementation of boxing flagship programmes	Boxing Awards	Number of Boxing Awards hosted	1	1	0	1	1	1	1
Implementation of the Revenue Generation strategy initiatives	Increased budget and revenue	Number of Revenue Generation strategy initiatives implemented	n/a	n/a	n/a	4	2	2	2

Improved stakeholder relations	Partnerships and collaborations	Number of stakeholder relations engagement held	n/a	n/a	n/a	2	2	2	2
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Indicators, Annual and Quarterly Targets 2020/2021

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 engagement held	2	-	1	-	1

Boxing promotions	Audited Outcome			Budget Estimate	Approved Budget	Changes from Approved Budget	Budget Estimate	Revised Budget Estimate	Changes from Budget Estimate	Budget Estimate	Revised Budget Estimate	Changes from Budget Estimate	Planning Budget Estimate
	2016/17	2017/18	2018/19										
Rand thousand													
Marketing & Communications	3 259	1 600	1 252	1 772	1 772	–	1 806	2 496	690	1 905	2 551	646	2 610
	Expenses												
Current payments	3 259	1 600	1 252	1 772	1 772	–	1 806	2 496	690	1 905	2 551	646	2 610
Compensation of employees	807	958	382	–	–	–	1 024	396	(628)	1 080	416	(665)	436
Goods and services	2 452	629	869	1 772	1 772	–	782	2 101	1 318	825	2 135	1 310	2 173
Depreciation	–	13	–	–	–	–	–	–	–	–	–	–	–
Total Expenditure	3 259	1 600	1 252	1 772	1 772	–	1 806	2 496	690	1 905	2 551	646	2 610

7. Explanation of Planned Performance over Medium-Term Period

For many talented South African youths, the sport of boxing remains their sole gateway from the life of poverty to prospects of a better future. To many of these young people, boxing is their hope, their escape and their release when confronted with the many social challenges of poverty, unemployment, housing and lack of many other basic services. In communities with a large boxing footprint like Mdantsane, Duncan Village in the Eastern Cape as well as the South of Johannesburg, boxing remains a huge part of the sport economy and means through which many households are able to put bread on the table.

Like any other sport, the spin-offs from boxing are not only through benefits to our athletes who are boxers, but also other practitioners in the value chain. These trainers, managers, promoters, matchmakers, seconds, referees and judges as well as support service practitioners such as ringside physicians, paramedics, security, technicians and legal practitioners who all depend on the sport of boxing for their income and livelihoods. For that reason, the sport of boxing remains an integral part of national enablers and contributors towards the attainment of our national goals as articulated in the NDP.

With an increasing number of South African boxers participating in tournaments all over the world and flying the South African national flag on foreign soil and singing its national anthem in international events all over the world, the role which boxing plays to play our national sovereignty and patriotism is undeniable. As history has recorded, boxing remains one of the few sporting codes which were able to transcend the racial lines even before the demise of the erstwhile repressive apartheid government to bring South Africans together across racial, sexual and class divides. This continues to be the case even today in the democratic dispensation.

8. Updated Key Risks

There are no updates on the key risks identified in the table below as the Annual Performance Planned are developed and tabled in the same.

Outcome	Key Risks	Risk Mitigation
Governance and oversight strengthened	Non-compliance to relevant and applicable legislation.	Regular engagements with members on governance and compliance best practise
Improved administrative capacity	Non-compliance to established internal processes, procedures and policies	Develop and implement operational procedures and policies
Trained and developed boxing practitioners	Non-participation by licensees	Continuous and proactive engagements with licensees to establish need-based training requirements
Efficient and easy to understand licensing	Non-compliance to licensing guidelines as well as lack of understanding by licensees	Actively communicate with licensees and ensure that all BSA communication platforms have the necessary information in an easy to understand manner
Credible and regular boxer's ratings	Inaccurate or missing information	Continuous monitoring
Compliant tournaments sanctioned	Non-compliance to the Boxing Act and Regulations	Regularly monitor compliance
Improved health and safety measures	Non-compliance to tournament safety	Regularly monitor and enforce compliance

	requirements as outlined in the Boxing Regulations	
Amended and updated Boxing Regulations	Long turnaround times applicable to changing of legislation	Planning and monitoring
Implementation of boxing marketing and communication strategy	Negative impact on maintaining and building BSA's brand and public image	Maintaining good governance and internal control structures and implementing the long-term marketing and communication strategy.
Implementation of boxing flagship programmes	Lack of implementation due to issues such as funding, technical, human capacity and expertise and knowledge.	Solicit funding avenues and increase internal capacity
Implementation of the Revenue Generation strategy initiatives	Negative coverage of boxing in the media and public	Implement educational programmes for licensed and increase stakeholder relationship management
Improved stakeholder relations	Break down in relations between BSA and its stakeholders	Strategic and transparent communication and engagements with all stakeholders

PART D: Technical Indicator Description

Programme 1: Governance and Administration

1.1

Indicator Title	Number of Board meetings held
Definition	Meetings convened by the majority of Board members.
Source of Data	BSA plans its Board meetings in advance annually. These dates are communicated to Board members. Each Board member will sign an attendance register and declaration form and minutes of the meeting recorded.
Method of Calculation/Assessment	Simple count
Means of verification	Attendance 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 comply with the Boxing Act with respect to the prescribed number of Board meetings to be held annually.
Indicator Responsibility	Human Resources Manager

1.2

Indicator Title	Number of Audit Committee meetings held
Definition	Meetings convened by the Audit Committee members comply with the relevant National Treasury prescripts.
Source of Data	BSA plans its Audit Committee meetings in advance annually. These dates are communicated to Committee members. Each Committee member will sign an attendance register and declaration form and minutes of the meeting recorded.
Method of Calculation/Assessment	Simple count
Means of verification	Attendance 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 comply with the relevant National Treasury prescripts and ensure good governance in the organisation.
Indicator Responsibility	Human Resources Manager

1.3

Indicator Title	Number of policies developed or reviewed and approved
Definition	Policies developed or reviewed and approved by the Board.
Source of Data	The relevant policy owner will identify policies which are due for review or need to be developed. Thereafter, the policy task team will circulate these policies with draft proposed changes and inputs. Once these inputs have been consolidated, an amended draft policy will be tabled to Management for quality assurance. The final draft will be presented to the Sub-Committees of the Board 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	Institutional relevant policies compliant with all relevant regulatory prescripts.
Indicator Responsibility	Human Resources Manager

1.5

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 the Supervisor and its subordinates before end of May each year. Supervisors will assess their subordinates 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 also 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 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 attendees attendance 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. Licensing submit their application or renewal forms through Provincial Managers. These will be accompanied by documentation applicable to each license category. Signed renewal/application forms
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	Non-Cumulative
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. Licensing submit their application or renewal forms through Provincial Managers. These will be accompanied by documentation applicable to each license category. Signed renewal/application forms
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	Non-Cumulative
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 and boxing gyms inspected in line with the Boxing Regulations.
Source of Data	After tournament sanctioned, the Provincial Manager overseeing the tournament will conduct a venue inspection to determine its suitability to host a tournament and documents the findings in a Site Inspection Form and both the Provincial Manager and the Promoter or his/her representative signed off the inspection.
Method of Calculation/Assessment	Simple Count
Method of verification	Tournament and 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 and boxing gyms maintain minimum safety standard and are suitable for hosting a tournament and for training; respectively.
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 Boxing Awards hosted
Definition	The number of annual South African Boxing Awards hosted by BSA 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	BSA annually in quarter three will issue the Boxing Award Rulebook and nomination for the participation of the public. Information also issued include all applicable timelines, e.g. opening and closing date of nominations, date and venue of the awards. After the nominations closing date, the Adjudication Committee convenes to select the final nominees for each category and meet once more before the actual date of the awards to decide on the winner of each category. The awards are subsequently hosted with each winner being the recipient of a trophy. Post event BSA will compile a Close Out Report to the Board.
Method of Calculation/Assessment	Simple Count
Method of verification	Concept document/Close-Out report
Assumptions	Ruled and Nomination forms issued
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-End)
Reporting Cycle	Quarterly
Desired Performance	To ensure that all activities related to the boxing awards are documented and reported to the Board.
Indicator Responsibility	Chief Executive Officer

3.3

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

3.4

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