

BOXING SOUTH AFRICA



***BOXING
SOUTH
AFRICA***

**STRATEGIC PLAN
2020/2021 – 2024/2025**

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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 Boxing South Africa 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 national development plan recognises sport as playing an important role in promoting nation building, a healthy lifestyle and social cohesion. The concept of social cohesion, advanced through the role of sport, especially in community contexts and in schools, is highlighted in outcome 14 of government's 2020-2025 Medium-Term Strategic Framework. Boxing South Africa aims to apply these objectives, in the context of its own mandate and focus, by prioritising the participation of vulnerable groups, particularly the previously disadvantaged, women and rural communities.


BSA's focus over the medium-term is to continue to make the administration of boxing in South Africa effective and efficient by ensuring and safeguarding the health, safety and general wellbeing of professional boxers. It also aims to develop, promote, market and sanction quality boxing tournaments as a means of increasing the sport's popularity among athletes, supporters and sponsors. The entity aims to facilitate and coordinate skills development programmes among licensees within the boxing network. As these activities are of a personnel intensive nature, the major cost driver for the entity is compensation of employees, which is estimated to be R68 million over the medium-term.

BSA's relationship with its stakeholders is critical to the success of the business. Historically, boxing has always been ranked among the top five sporting codes among the majority of our people in South Africa and over the years served as an impeccable tool for nation building, social cohesion, national celebration and patriotic promotion. It assisted to transcend the racial boundaries and economic divides at a time when the nation was still at its most polarized formation. In recent years, this stature seems to be fast dissipating. As priority number one, the sport of boxing in South Africa has to be reinstated to its glory days as the 'people's sport'.

The 2020-2025 Strategic Plan positions BSA in an ideal situation to continue building on the work which it has accomplished in the previous MTEF period and ensure that the growth and development trajectory of boxing remains positive. Emanating from BSA's engagement with the broader boxing fraternity, a clarion call has clearly been made for focus to be extended to also cover pertinent issues like assisting and mobilising resources for boxing facilities and amenities. The challenge of venues and boxing tournaments and boxing training in the form of gyms as well as administrative centres in the provinces have been made loud and clear.

The long overdue need to focus on and ensure review of Boxing Regulations will need to be concluded in this MTEF period and sustainable and dependable boxing broadcast framework will also be prioritized. The discourse within the broader boxing fraternity regarding the artificial divide between professional and amateur boxing will be among the main focus areas. The same discourse will also cover the need for a structured relationship and recognition arrangements for structures of boxing veterans and legends. Of course, this does also cover the need to intensify our Women in Boxing programme.

We thank you.



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

Official Sign-Off

It is hereby certified that this Strategic 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 2020/2021-2024/2025.
- Accurately reflects the performance targets which Boxing South Africa endeavours to achieve with the allocated resources made available in the 2020/2021-2024/2025 budget.

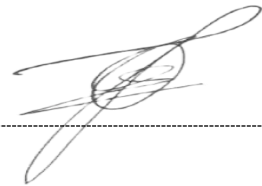
Director: Operations
Ms. Cindy Nkomo

Signature: _____



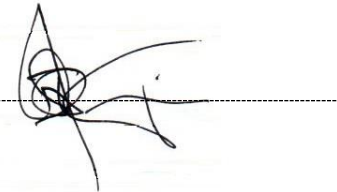
Chief Financial Officer
Mr. Thabang Moses

Signature: _____



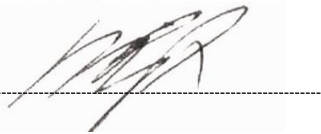
Chief Executive Office
Mr. Tsholofelo Lejaka

Signature: _____



Chairperson
Dr. Malefetsane Peter Ngatane

Signature: _____



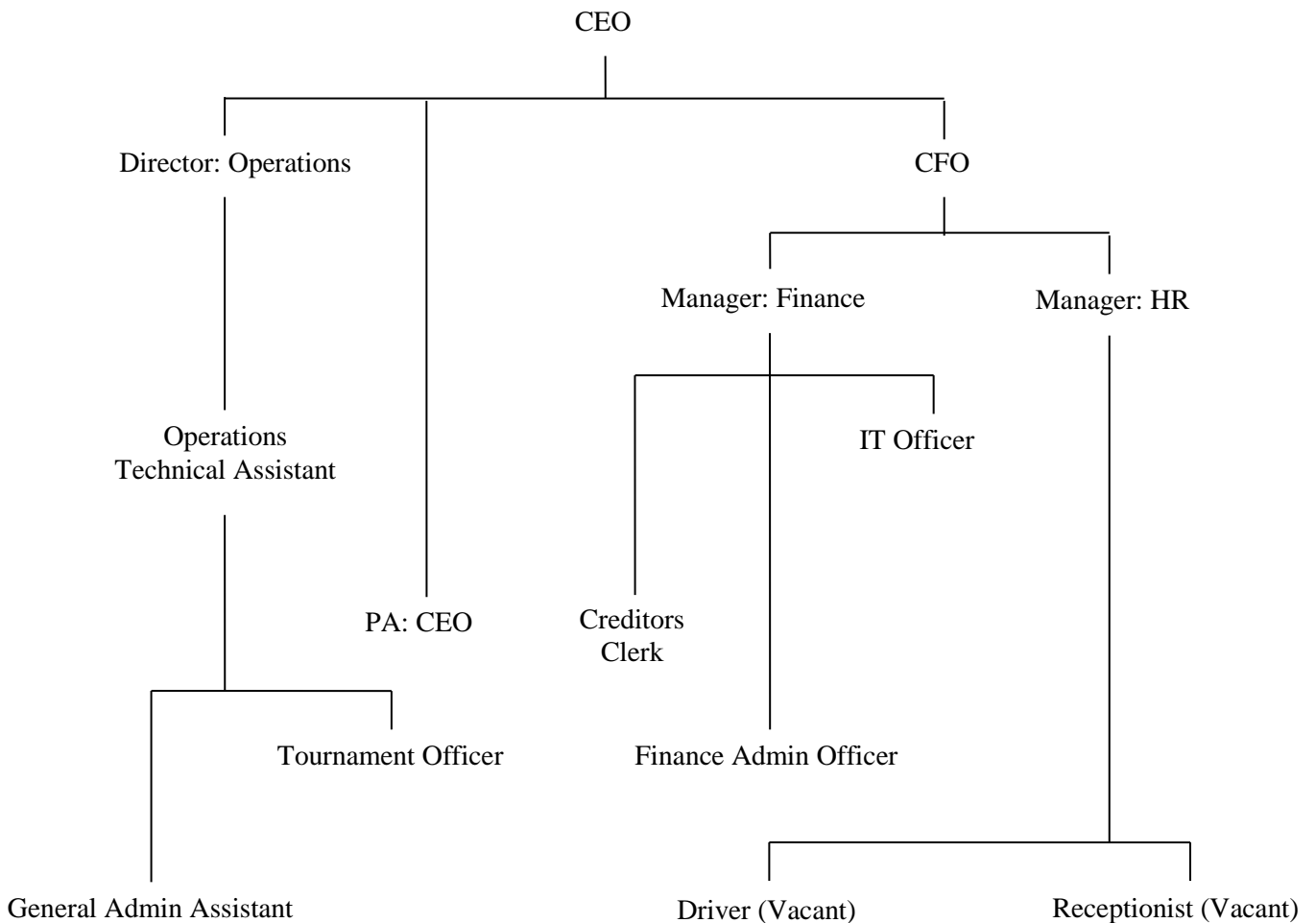
Acronyms and Abbreviations

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

Organisational Structure

Boxing South Africa (BSA) is a small bureaucracy with an organisational structure of fourteen approved and funded posts and all its full-time staff complement located at its Head Offices in Pretoria.

BSA has no provincial or regional offices. In order to service the provinces, BSA has appointed provincial managers who are not employees of BSA but rather service provider appointed through contracts to serve as agencies of BSA at provincial level as well as tournament supervisors whenever there are tournaments taking place at their respective provinces.



PART A: Our Mandate

1. Constitutional Mandate

The functionality of Sport and Recreation South Africa (SRSA) is premised on the Constitution of the Republic of South Africa, Act 108 of 1996 hereafter referred to as the Constitution, which guarantees the right to social security in Schedule 27. The Constitution affirms the democratic values of human dignity, equality and freedom.

In line with these constitutional imperatives, SRSA has been assigned the powers and functions to develop and implement national policies and programs regarding sport and recreation in the country. Within this constitutional provision SRSA further ensured the establishment of Boxing South Africa as the sole code custodian of professional in South Africa.

2. Legislative and Policy Mandate

2.1. 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

2.2. 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

2.3. 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.

2.4. 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.

2.5. 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.

2.6. 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.

2.7. 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.

2.8. 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.

2.9. 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.

3. Institutional Policies and Strategies over the five-year planning period

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.

4. Relevant Court Ruling

None.

PART B: Our Strategic Focus

5. Vision

Our vision is to be a leading sport code in South Africa and a world class boxing authority.

The vision of BSA represents its futurist, long term and idealistic state. This vision is aimed at rallying and inspiring the entire South African boxing community to make efforts to take boxing to new heights.

6. Mission

To regulate the administration of professional boxing in South Africa by focusing on licensing of boxing practitioners across various categories, sanctioning of quality tournaments, rating boxers, training of licensees and promoting the sport of boxing in the country.

7. Values

Our values are encapsulated as follows.

Professionalism

Throughout the code BSA will endeavour to promote and entrench the virtue of professionalism. In reality this means BSA, the licensees and all other stakeholders within boxing must strive to exert themselves expertly and with authoritative knowledge in their chosen areas of operation. In the context of South African boxing, there will be greater expectations for transparency and openness by all role-players.

Leadership

We believe that there is a collective responsibility on all the stakeholders in boxing to collaborate and work together for the common good of the sport. In this regard, it is incumbent on BSA to provide the overall leadership necessary to enable collaboration and success of the sport code and for every stakeholder to exercise leadership in their respective areas of operation without encroaching on the rights of others.

Accountability

The principle of accountability is imposed on all stakeholders in the boxing community by the Boxing Act. Based on the Act it is incumbent on all of us, BSA and the licensees, to each honour their legislative mandate to carry out their responsibility, respect each other's role and to Act with integrity at all times.

Diversity

In promoting the sport, we will endeavour to take the sport to every part and corner of our country and ensure that all communities and athletes have an equal opportunity to partake and excel in the game without regard to their cultural, linguistic, religious, social and economic status, and/ or any other form of discrimination whatsoever.

Our values will guide the actions and behaviours of all at BSA, the licensees and all other stakeholders in the broader boxing fraternity. At the core of our values is the belief and reality that boxing starts and ends with a boxer and hence our values are boxer centric. Accordingly, BSA will promote and champion these values to ensure the promotion and advancement of boxing nationally and that the sport is restored to its previous glory and receives the respect of practitioners and the public alike.

8. Situational Analysis

As part of the preparations for the 2020/2021 Annual Performance Plan and the 2020-2025 Strategic Planning Framework, 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 BSA 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 needs to place itself at the cutting edge of the renewal of boxing by providing 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 point to is that BSA is 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.

8.1. External Environment Analysis

Notwithstanding the strong pronouncement of the South African Boxing Act of 2001 on BSA's relations with International Boxing Bodies, BSA at governance level has however been very passive in the past decade.

Boxing South Africa's International relations agenda

In 2019, BSA's plan was to extend its footprint to an international level by attending at least two boxing conventions of International Boxing Bodies, i.e. WBC and IBF. These were specifically identified due to their current major footprint in the South African boxing scene. The bigger agenda is to extend BSA's participation to all major world bodies in future.

BSA could unfortunately not send a representative to the IBF 36th Convention in Macau, China which took place on 27 May to 1 June 2019, since the Convention clashed with BSA's critical governance deadlines for submission of Annual Performance Report and Financial Statements to the Auditor General. Despite this setback, BSA was however excited that at least three South Africans scooped recognition awards at this Convention as follows.

1. Rumble Africa Promotions, which won the Promoter of the Year at the SA Boxing Awards 2018, was voted IBF's most active leading promotions company in Africa.
2. Colin Nathan, who was crowned as the SA Boxing Awards Trainer of the Year, won the IBF Best Trainer of the Year award.
3. Azinga Fuzile, who was one of the SA Boxing Awards Boxer of the Year Nominees, was voted as IBF Inter-continental Boxer of the Year and his fight against Malcolm Klassen, where he won by a 4th round TKO, was voted Best Bout of the Year.

The WBC hosted its 57th Annual World Convention in Cancun, Mexico from 20 to 26 October 2019. For the first time in more than a decade, BSA sent a representative to the Convention to lead the South African delegation which constituted of six other licensees. Critical lessons were drawn from this Convention which most would assist to guide BSA's international agenda for the Medium-Term Expenditure Framework (MTEF) period 2019-2024.

African Union Sport Council Region 5

In 2018 BSA set its eyes on the integration and strengthening of the Southern African region so that as and when we begin actively participating in the global village we would be fully cognizant of the regional plight and equally with full support of our region. For that reason, on 24-26 May 2018, BSA convened the first ever regional convention of the Southern African boxing commissions in Birchwood, Johannesburg.

The convention titled Southern African Boxing Convention (SABCO) was held on the side lines of the Regional Annual Awards held by African Union Sport Council Region 5, formerly known as SCASA Zone 6, and was deliberately scheduled to coincide with the Africa Day celebrations.

The regional Convention was attended by Board representatives from seven Commissions in the Southern African Development Community (SADC) region, i.e., (1) South Africa, (2) Namibia, (3) Zimbabwe, (4) Zambia, (5) Malawi, (6) Botswana and (7) Lesotho, which was representative by Sport Ministry delegation since Lesotho currently does not have a professional boxing commission.

The agenda of strengthening relations with boxing commissions in the SADC region is currently unfolding at a satisfactory pace and in that regard BSA is playing a critical and supportive role to our regional commissions. This work will need to be accelerated going into the 2020-2025 strategic planning cycle.

8.2. Internal Environment Analysis

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 BSA’s vista. That is BSA’s horizon.

For that reason, BSA 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.

BSA 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 Boxing South Africa need to commit itself to utilise the 2020-2025 MTEF, among others, to deal with the following real or perceived weaknesses which were identified in the strategic review:

- 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 evidenced specifically by the audit outcomes of 2018/2019.
- Inadequate or inefficacious stakeholder management, particularly relationships with international boxing control bodies.
- Outdated and unreliable system of information management, particularly when it comes to licensee records and fighter’s performance records.
- Outdated boxing legislative and regulatory framework which to a large extent is no longer in line with the global boxing world and is therefore inhibiting in most areas as opposed to enabling.

Administrative and Operational capacity

In view of this critical structural challenges facing BSA, in 2015 the department seconded a number of staffs to assist in critical areas where BSA lacked institutional capacity such as, (1) Internal Audit, (2) Supply Chain and (3) Labour Relations. Over and above this, the department also assisted BSA with some critical governance functions such as Internal Audit and Risk Management services since BSA’s budget allocation was inadequate to cover these mandatory cost drivers.

In April 2015 BSA moved into the Sport and Recreation premises and was therefore exempted from paying landlord responsibilities such as rental, rates and electricity, telephones, internet and cleaning services. However in April 2017 BSA had to vacate these premises and secure its own due to space challenges as the Department had concluded their recruitment drive and thus needed additional space for their personnel.

Labour disputes

In 2015 Boxing South Africa dealt with a number of labour relations matters and this resulted in termination of service of almost 50% of its entire workforce of 14 full-time staff members. During that period alone, the following services were terminated:

- The CEO, CFO, HR Manager, Finance Manager, Driver were dismissed following respective disciplinary hearing. The Director of Operations resigned in middle of disciplinary process, whilst the Personal Assistant to the CEO voluntarily resigned citing personal reasons.

Some of these cases above are still ongoing both at CCMA and at the Labour Court with BSA being a respondent to each. Needless to mention, this places a lot of strain on the organization's limited resources and legal/ litigations budget allocation. At the moment this remains one of the urgent strategic risks facing the organization and further impacts on the organization's material certainty.

Litigations

In 2015 and 2016 two tournaments were allowed to take place without purse money of boxers having been deposited to BSA. This was a violation of the statutes and as a result BSA faced litigation from the aggrieved boxers following their participation in these two tournaments.

The Promoters responsible for those tournaments were subsequently taken through a disciplinary process and suspended. BSA however took responsibility of this debt and paid the Boxers from its allocation. This payment was made in the 2016/2017 financial year at a total amount at around R1,4m. There is however still an outstanding payment of R620 000.00 which BSA is currently paying off to the only foreign Boxer who participated in this tournament after he litigated against BSA.

Parallel to this process is an ongoing court case against the two Promoters for BSA to recover this debt which was since ceded to it by the affected Boxers after they were paid. BSA is confident that the money will ultimately be recovered however the court process is taking rather too long. Meanwhile this has a major impact on BSA's cashflow.

Priority interventions 2020-2025

In order to enhance the performance of BSA the organization seeks to prioritize the following:

- Building the capacity of the organization to regulate the boxing sector and this will include increasing compliance inspections;
- Increasing awareness of Promoters on compliance requirements and procedures in order to improve conformity;
- Reviewing and developing policies and procedures to respond to the demands of a dynamic and fast-changing environment;
- Developing internal systems for the enhanced operations;
- Aligning the organizational structure with the strategic plan and to maximize efficiencies;
- Reviewing the funding model of BSA; and
- Supporting the establishment of Associations to ensure the equitable boxing environment exist for all stakeholders.

BSA's objective is to align to its core mandate as prescribed in the Act. To achieve its objectives, during the MTEF period 2019-2024, BSA appointed new staff members who bring required skills, positive attitude and energy into the sector. Therefore, BSA will need to build on this by harnessing on its human capital, strengthening policies and implementing robust systems and to this extent an emphasis on training will become a key priority area in the next strategic planning cycle.

Capacity at provincial level

At the commencement of the 2018/2019 financial year, BSA faced a critical challenge with regard to lack of Provincial Managers in four provinces, i.e. Free State, Northern Cape, Limpopo and North West. This number later increased to five to include Mpumalanga after the erstwhile Provincial Manager failed to renew his contract. During the same period, BSA was however able to recruit placements in Mpumalanga and Limpopo.

BSA further went on to advertise positions and conduct interviews of all Provincial Managers with a view to ensure that by 1 April 2019 all provinces have Provincial Managers who have been appointed following an appropriate process which is responsive to the findings of prior-year audit.

Provincial Boxing Committees

The National Boxing Indaba of 2013 resolved among others to request “the ministry and provinces to establish Provincial Boxing Committees with delegated powers from the Board of BSA. Due to various reasons some related to the labour disputes mentioned earlier, the implementation of this resolutions was left unattended till recently. This process thus will be undertaken through the existing legislation of boxing to create these bodies in provinces to ensure accessibility and better governance of the sport.

In line with this resolution, in the next planning cycle, BSA needs to finalize the concept document for the Provincial Boxing Committees as well as the related financial implications for the successful operations of such Committees. This will go a long way to ensure that the much-needed capacity at provincial level is addressed.

Board Committees/Portfolios

The Board has identified the current configuration of Board Committees and agreed to make some reconfiguration to Board Committees and individual portfolios of Board Members to strengthen the Board functioning. The Board therefore confirmed the following Committee Structures:

Committee	Details
Ratings Committee	The Ratings Committee is constituted by four members and continues to function well. It has managed to produce monthly boxer’s rankings on a consistent and reliable basis.
Sanctioning Committee	The Sanctioning Committee is constituted by three members. It is chaired by a BSA Board member and the other two members are external. The Committee functions well and in the past three years has sanctioned a total of 235 tournaments.
Legal Committee	Disciplinary Committee: - The Committee was established to deal with disciplinary matters where there have been violations of the Act and/or Regulations. The Committee is constituted by a panel of fifteen independent legal practitioners who hear various cases depending on their availability and on rotational basis. Arbitration Tribunal: - The Arbitration Tribunal was established to deal with appeal matters from the Disciplinary Committee as well as issues of improper conduct on the part of licensees. In other words this is a quasi-civil structure for licensees to resolve disputes amongst themselves.
Medical Committee	The Medical Committee was established in November 2017. The Committee is constituted by a National Committee of five medical doctors from different provinces.
Audit Committee	The current Audit Committee members were appointed in March 2016 and continue to remain functional and highly supportive. BSA’s Audit Committee is constituted by five members. There are three external members and one member representing the BSA Board and another member representing SRSA.
ICT, Governance and Resource Mobilization Committee	The ICT, Governance and Resource Mobilization Committee is constituted by four Board members as well as senior management of BSA. This Committee assists the Board by processing ICT, Human Resources as well as Finance related matters before reaching the attention of the Board and also serves as the Performance Management & Development Moderation Committee as per MPDS Policy.
Women in Boxing Committee	The Women in Boxing Committee is constituted by five members. It is chaired by a Board member, one member being also a member of the board and the other three members being BSA’s female licensees. The work of this Committee has been very instrumental in the implementation of the Women in Boxing programme, particularly the second leg of this program which entailed training and counselling of female licensees.

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 other International Bodies, i.e. WBA, WBF, WBC, WBO, IBF, IBO • Ring Officials accredited with International Bodies • A stable population of licensees across all categories (Boxers, promoters, trainers, managers, ring officials) 	<ul style="list-style-type: none"> • Government transfer insufficient to fund all legislative requirements • 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 sponsorship deals. • 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 transfer • High number of litigations • Negative image and reputation • The Boxing Act contains constraining limitations • Historical litigations which remains unresolved.

PART C: Measuring Our Performance

9. Institutional Performance Information

9.1. Measuring the Impact

Impact Statement	To regulate, develop and promote professional boxing in South Africa
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9.2. Measuring Outcomes

BSA's outcomes will be measured over three programme areas 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 three programmes areas are namely;

1. Governance and Administration
2. Boxing Development
3. Boxing Promotion

The tables below provide outcomes and outcome indicators for each programme

Programme 1: Governance and Administration

MTSF Priority	Priority 1: A capable, ethical and developmental state		
Outcome	Outcome Indicator	Baseline	Five-year Target
Governance and oversight strengthened	Number of Board meeting Committee meetings	26	25
	Number of Audit meeting Committee meetings	17	20
Improved administrative capacity	Number of policies or procedures	91	30
	Number of Performance Management and Development System	6	10

Programme 2: Boxing Development

MTSF Priority	Priority 3: Education, skills and health		
Outcome	Outcome Indicator	Baseline	Five-year Target
Trained and developed boxing practitioners	Number of capacity building programmes	834	1 000
Efficient and easy to understand licensing	Number of boxing practitioners licensed	5 230	5 500
Credible and regular boxer's ratings	Number of active licensed boxers	57	60
Compliant tournaments sanctioned	Number of sanctioning letters	60	300
Improved health and safety measures	Number of tournament venue inspection forms completed	389	350
Amended and updated Boxing Regulations	Draft document with proposed sub regulations to be amended or updated	-	1

Programme 3: Boxing Promotion

MTSF Priority	Priority 2: Economic transformation and job creation		
Outcome	Outcome Indicator	Baseline	Five-year Target
Implementation of boxing marketing and communication strategy	Number of boxing publications	-	10
Implementation of boxing flagship programmes	Number of boxing flagship programmes	5	7
Implementation of the Revenue Generation strategy initiatives	Number of revenue generation initiatives implemented	2	4
Improved stakeholder relations	Number of stakeholder engagements held	10	10

9.3. Explanation of Planned Performance over the Five-Year Planning 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.

10. Key Risks

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 requirements as outlined in the Boxing Regulations	Regularly monitor and enforce compliance
Amended and updated Boxing Regulations	Long turnaround times applicable to changing of legislation	Planning and monitoring
Implementation of boxing marketing and	Negative impact on maintaining and building	Maintaining good governance and internal control structures and implementing the

communication strategy	BSA's brand and public image	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	Governance and oversight strengthened
Definition	The functionality of the Board and its subcommittees in the execution of their oversight and fiduciary responsible.
Source of Data	BSA plans Board and subcommittee meetings in line with the prescripts of the Act and gives logistical and administrative to these structures. Each attending member will sign an attendance register and declaration form and minutes of the meeting are recorded.
Method of Calculation/Assessment	Simple count
Assumptions	Attendance register
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
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	Improved administrative capacity
Definition	The effective and efficient implementation of internal control systems that ensure proper recording, administration and reporting of activities, retaining and maintaining adequate levels of human capital and prudent budget utilisation.
Source of Data	Compilation of quarterly reports for each functional division
Method of Calculation/Assessment	Simple count
Assumptions	Quarterly Performance, Financial and HR reports
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	To comply with the relevant National Treasury prescripts and ensure good governance in the organisation.
Indicator Responsibility	Human Resources Manager

Programme 2: Boxing Development

2.1

Indicator Title	Trained and developed boxing practitioners
Definition	Training and development of licensees, as defined in the Act, and boxing practitioners on BSA's operations and the boxing regulatory framework. Boxing practitioners can be described as individuals who operate in the boxing environment and directly with BSA.
Source of Data	BSA plans training programmes quarterly. After securing date and venue for the training sends out notification of the training through Provincial Managers, social media and BSA website. On the day of training, attendees will sign an attendance register.
Method of Calculation/Assessment	Simple count
Assumptions	Signed Attendance register
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	To ensure that maximum number of licensees and boxing practitioners are capacitated and empowered with information related to the sport of boxing.
Indicator Responsibility	Director Operations

2.2

Indicator Title	Efficient and easy to understand licensing
Definition	A process whereby individuals involved in boxing in various categories are licensed by BSA
Source of Data	BSA issues a notification of licensing through a memo. Licensees submit their application or renewal forms through Provincial Managers. These will be accompanied by documentation applicable to each license category.
Method of Calculation/Assessment	Simple Count
Assumptions	Signed approved list/Minutes
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	To monitor and increase the number of boxing practitioners across various categories.
Indicator Responsibility	Director Operations

2.3

Indicator Title	Credible and regular boxer's ratings
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
Assumptions	Published monthly ratings list
Disaggregation of Beneficiaries (where applicable)	Segregate according to various weight division both for men and women
Spatial Transformation (where applicable)	N/A
Desired Performance	To create reliable and consistent ratings process within each weight division.
Indicator Responsibility	Director Operations

2.4

Indicator Title	Compliant tournament sanctioning
Definition	The approval of tournament applications which have met the requirements of sanctioning of tournaments as outlined in the Boxing Regulations
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
Assumptions	Sanctioning Letter
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	To ensure that all tournaments hosted are approved and compliant to the requirement of the Regulations.
Indicator Responsibility	Director Operations

2.5

Indicator Title	Improved health and safety measures
Definition	These are efforts and control measures put in place to ensure that all tournament venues meet the minimum safety requirements as outlined in 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
Assumptions	Signed Tournament Venue Inspection Forms
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	To ensure that all tournament venues maintain minimum safety standards and are suitable for hosting a tournament.
Indicator Responsibility	Director Operations

2.6

Indicator Title	Amended and updated Boxing Regulations
Definition	A consultative process to amend and update the Boxing Regulation of 2004 to align with the current international boxing norms, standards and trends
Source of Data	BSA will consult with boxing stakeholders to identify all sub regulations to be amended. A consolidated draft document will be compiled and upon receiving approval from the Board be submitted to the Minister of Sport and Recreation for approval.
Method of Calculation/Assessment	Simple Count
Assumptions	Draft document of consolidated proposed amendments
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	To develop updated Boxing Regulations that are current and aligned with international boxing standards.
Indicator Responsibility	Chief Executive Officer

Programme 3: Boxing Promotion

3.1

Indicator Title	Implementation of boxing marketing and communication strategy
Definition	The implementation of the various marketing and communicated plans as outlined in the Marketing and Communication Strategy document.
Source of Data	Annually identify marketing and communication plans to be implemented that align with strategy.
Method of Calculation/Assessment	Simple Count
Assumptions	Boxing publications and articles
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	To create boxing awareness and publicity in and outside of boxing space.
Indicator Responsibility	Chief Executive Officer

3.2

Indicator Title	Implementation of boxing flagship programmes
Definition	These are BSA driven programmes aimed at driving strategic mandates such as empowerment of women through boxing initiatives as well as recognition and rewarding of licensees and other boxing practitioners.
Source of Data	A project management plan is developed with all the necessary inputs relevant to the delivery of an event. The implementation of each event will be done in collaboration with other stakeholders and after a consultative and engagement process with licensees in accordance with the process of each identified event. Post each event BSA will compile a Close Out Report.
Method of Calculation/Assessment	Simple Count
Assumptions	Financial Statements
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	To ensure that all activities related to the boxing flagship programmes implemented as mandated.
Indicator Responsibility	Chief Executive Officer

3.3

Indicator Title	Implementation of the Revenue Generation strategy initiatives
Definition	The implementation of the various revenue generation plans as outlined in the Revenue generation Strategy document.
Source of Data	The implementation of the various revenue generation plans as outlined in the Revenue generation Strategy document.
Method of Calculation/Assessment	Simple Count
Method of verification	Report/Memo/Circular
Assumptions	
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	To implement 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 engagements and initiatives
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
Assumptions	Minutes/Attendance Register/Report
Disaggregation of Beneficiaries (where applicable)	N/A
Spatial Transformation (where applicable)	N/A
Desired Performance	To create active engagements with strategic and key stakeholders for the benefit of the sport.
Indicator Responsibility	Chief Executive Officer