



***Boxing
South
Africa***

STRATEGIC PLAN

2012/2013 – 2016/17

31 January 2012

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i. Foreword by the Board Chairperson

The Strategic Plan covers the key strategic objectives and outcomes of Boxing SA for the next five financial years premised on our mandate and will serve as an important management tool for measuring the performance of the entity against predetermined objectives set.

The mandate of Boxing SA is broad and covers the spectrum of duties set out in the South African Boxing Act, 11 of 2001 and its Regulations. The centre of attention of Boxing SA, as determined at the strategic planning sessions and during recent convention, is to create an organised and regulated environment for professional boxing.

ii. Official sign-off

It is hereby certified that this Strategic Plan:

Was developed by the Board of Boxing South Africa,

Takes into account that all relevant policies, legislation and other mandates for which Boxing South Africa is responsible,

Accurately reflects the strategic outcome oriented goals and objectives which Boxing South Africa will endeavour to achieve over the period 2012/13 – 2017/18.

Mr. Moffat Qithi:

Signature: _____

Chief Executive Officer

Mr. Ngconde Balfour:

Signature: _____

Chairperson: Boxing South Africa

iii. PART A – STRATEGIC OVERVIEW

The BSA Higher Purpose

The higher purpose of BSA is made of its vision, mission, values and strategic outcome oriented goals for the next five years and beyond.

1. The Vision

The vision of Boxing South Africa represents its futuristic, long term and idealistic state. This vision is aimed at rallying and inspiring the entire boxing community of South Africa to spare every effort in taking boxing to new heights.

Figure 1 - BSA Vision Statements



2. The Mission

Our mission at BSA is the effective and efficient administration of and the regulation of professional boxing, by:

- a) Ensuring and safeguarding the health, safety and general well-being of professional boxers,
- b) Promoting, marketing and sanctioning quality boxing events and tournaments to increase the sport's popularity with athletes, supporters and sponsors,
- c) Credibly rating boxers and training licensees,
- d) Positioning Boxing South Africa as a point of reference for international sanctioning bodies in South Africa and ensuring that BSA fulfils its role as a custodian of the best interests and concerns of all South African Boxers at home and on the international front,
- e) Improving the stature of national and provincial titles,
- f) Coordinating the activities of all boxing stakeholders in the country for the purposes of unifying the sporting codes and managing their expectations with integrity,

3. The Values

Our values will guide the actions and behaviours of all at Boxing South Africa, the licensees and all other stakeholders in the broader boxing fraternity. At the core of our values is the belief and the 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. Our values are encapsulated in the figure below.

Figure 2 - Our Values

P	<p><u>Professionalism</u></p> <p>Throughout the code Boxing South Africa 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.</p>
L	<p><u>Leadership</u></p> <p>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.</p>
A	<p><u>Accountability</u></p> <p>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.</p>
D	<p><u>Diversity</u></p> <p>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 and linguistic, religious, social and economic status, and or any other form of discrimination whatsoever.</p>

PLAD shall be the way that drives the attitudes and behaviour of everyone within the boxing community. Accordingly it will be expected of all at BSA (Board members and employees) and individual licensees and their associations to pledge their full support and commitment for making PLAD a way of life.

4. Legislative and other Mandates

This section outlines the legislative and other mandate that provides Boxing South Africa with the mandate to carry out its functions and responsibilities.

4.1. Legislative Mandate

Boxing South Africa was established in terms of the South African Boxing Act 11 of 2001. 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,
- Recognise amateur boxing,
- Create synergy between professional and amateur boxing, and
- Promote interaction between associations of boxers, managers, promoters, trainers, officials and Boxing SA.

Boxing SA is in execution of its mandate, operating with the following legislative, policies and regulations framework:

- Boxing Act 11 of 2001,
- Boxing rules and regulations, Boxing directives,
- Boxing SA Policies and Procedures,
- Public Finance Management Act (PFMA),
- Treasury Regulations,

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

- The Labour Relations Act,
- The Basic Conditions of Employment Act,
- The Skills Development Act,
- Skills Development Levy Act,
- Preferential Procurement Act,

4.2. Policy Mandates

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

4.3. Relevant Court Rulings

None

4.4. Planned Policy Initiatives

During the strategic planning period, the BSA is planning to facilitate and develop the following policy measures in order to improve the overall administrative capacity to deliver on the mandate.

- Sanctions policy,
- Marketing policy,
- Communications policy,
- Related parties policy,
- Finance lease policy,
- Fruitless and wasteful expenditure policy,
- Journals policy,
- Bonuses policy,
- Insurance asset policy,
- Insurance claim policy,
- Bank accounts policy,

4.5. 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;

- International Boxing Federation,
- International Boxing Organisation,
- The Commonwealth Boxing Council,
- World Boxing Association,
- World Boxing Council,
- World Boxing Federation,
- World Boxing Organisation,

BSA will also recognise any other world boxing sanctioning bodies that come into existence in near future.

4.6. The Consolidated Mandate of BSA

Based on the legislative and the international mandate protocols, the mandate of BSA can be broken down and summarised as in the table below:

Table 1 - BSA Mandate

Key Mandate Area	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 provide the administrative support to all the associations and practitioners in the boxing fraternity of South Africa,
	3. To promote and market the activities of boxing in South Africa and to promote it as a brand amongst other sport brands in the country,
	4. To promote the development of boxing infrastructure to facilitate its expansion for both recreational and competitiveness purposes,
	5. To facilitate and coordinate the interaction of all the boxing stakeholders,
	6. To facilitate and coordinate the skills development programmes amongst the licensees within the boxing fraternity,
Being Regulatory Body for professional boxing in South Africa	1. 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,
	2. To develop appropriate norms and standards for the effective management and administration of professional boxing in furtherance of the legislations,
	3. To ensure the compliance and enforcement of the norms and standards by all the individual licensees and their associations,
	4. To establish effective dispute resolutions mechanisms and to mitigate all disputes that may arise amongst the licensees within the boxing fraternity,
	5. To develop the skills development framework and foster partnerships with relevant stakeholders for its realisation and implementation,

4.7. The BSA Functions

The functions of Boxing South Africa are divided into the core and strategic support functions. Each category of functions is further elaborated below:

4.7.1. Core Functions

- a) 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,
- b) To sanction the staging of professional boxing tournaments based on the rules and regulations of BSA,
- c) To promote and recognize good talent, outstanding performance and exemplary behaviour by boxing licensees (especially boxers) through the presentation of performance awards nationally and in all provinces,
- d) To rate Boxers in each division within provinces and nationally based on their performance in the ring,
- e) 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,

- f) To liaise with stakeholders in the boxing fraternity and manage their expectations and interests in a way that advances the interests of the sport,
- g) To ensure the accreditation and the enforcement of relevant regulations by specialist professionals like Medical and Legal Practitioners,
- h) To be the point of reference and liaison with international Boxing Association for purposes of promoting the involvement of South African athletes at the international level,

4.7.2. Strategic Support Functions

The following strategic support functions will be performed by BSA:

- a) The collection and disbursements of boxers' payments,
- b) To ensure proper document management and archival services (including digital recording and archival of boxer information) to ensure their integrity, safe keeping and easy retrieval,
- c) To promote and market the activities of BSA and boxing in general and in a way that will improve the image and Boxing as a brand,
- d) To increase the profile of boxing as sport through the sharing of the information about the sport and the developments within the fraternity,
- e) To 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.

5. Situational Analysis

The situational analysis is provided as a prelude to the determination of the strategic choices and path to be followed by BSA in the next five years of the life of the strategic plan. The analysis provides the understanding of the current state of the organisation upon which the strategic choices will be based. The analysis is conducted in three parts with each seeking to look at a different aspect of the organisation's current environment.

The SWOT Analysis

The SWOT analysis examines the internal and external factors that characterise the state of the BSA. The strengths and weaknesses refer to internal factors both of which are within the control of the organisation. The opportunities and threats deal with external circumstances that have a bearing on the organisation and its strategic choices. The rationale for the analysis is to provide the organisation with the opportunity to strengthen and maximise the areas identified under strengths and develop a plan to deal with the identified weaknesses. The understanding of the opportunities provide a better understanding of the external factors that if taken in account and appropriate strategies identified and developed will enhance the competitiveness of the organisation. The threats must also be taken into account during the planning exercise and ways found of mitigating their negative impact on the organisations performance overall.

Table 2 - SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • A new board has been appointed • The CEO post has been filled • Boxing SA is in good standing with African Boxing Union (ABU), • The entity is also in good standing with five (5) international sanctioning bodies i.e. WBC, WBA, WBF, IBO, IBF • The entity has got accredited ring officials with international boxing bodies 	<ul style="list-style-type: none"> • The audit committee members are insufficient • Internal audit function is not completely fulfilled • The government grant is not sufficient to fund all legislative requirements • Lack of CFO • Numerous other significant posts vacant forcing such duties upon current staff lacking such expertise
Opportunities	Threats
<ul style="list-style-type: none"> • The new board and CEO bringing in BSA sponsorships. • SRSA approve an increase in BSA annual grant hence BSA having sufficient funds available to meet obligations. • Co-operative relationship with SAIDS to achieve organizational efficiencies • Getting a mutually beneficially relationship with SANABO • Transfer of skills and knowledge from the financial management consultant • Increase in the number of tournaments, resulting in increase in revenue for BSA 	<ul style="list-style-type: none"> • No success in obtaining sponsorships • No success in obtaining an increase in government grant. • As a result in no increase in funding, recurring deficits incurred annually • High going concern risk • Qualified audit report

- Promote female boxing on the back of Olympic admittance
- Leverage additional benefits of boxing i.e. boxing fitness
- Involvement of BSA in school boxing workshop with SANABO,

5.1. The Performance Environment within which BSA is operating

The environment within which Boxing South Africa is player is characterised in below:

- a) The profile of boxing as a sport has a declined significantly over the years as measured by the public support for the sport a fact that is the direct cause for the declining sponsorship and television right,
- b) The following factors has a bearing on the status of the sport and the environment that broadly defines it;
 - I. The absence of an aggressive marketing strategy,
 - II. The poor standard of boxing administration in South Africa,
 - III. A media that shows little interest in boxing activities and the negative marketing of BSA,
 - IV. The quality and image of boxers (compared to athletes in other codes e.g. rugby, soccer, cricket) and the fact that many licensees are boxing's worse critics,
- c) The competitive environment where all the sporting codes in the country are competing for the same attention (ranging from public support, to medial profile and sponsorships) is very robust,
- d) To a very large extent the image of boxing as a professional sporting code is seriously undermined by all these and other factors.

5.2. Organisational Environment

Boxing SA's mandates set of in section 2 of the South African Boxing Act No.11 of 2001 inaugurate it as a professional boxing regulatory body in South Africa. Its mandates in section 2 of this Act inter alia include:

- Sections 2(b) regulate. Control and exercise general supervision over professional boxing at tournaments in the Republic;
- Section 2 (c) protect and regulate the interests and organisational rights of boxers, trainers, managers, promoters, officials and other stakeholders involved in professional boxing matters;

5.2.1. Internal Focus

The Executive Authority, the Minister of Sport and Recreation through Department of Sport and Recreation's Accounting Officer, The Director General is charge with the performance oversight role. Boxing South Africa is comprised of the Board (this is the Accounting Authority of the Entity), the Chief Executive Officer (the BSA's Accounting Officer), and the staff. Boxing SA main clientele is the Boxer, Manager, Trainer, Promoter and Officials.

Boxing SA should be seen as a self-organising, sustainable and an entity that responds to its dynamic and complex environment in ways determined and promoted by its pattern of human relationships, legislative and regulatory framework reinforcement. Boxing South Africa's introspection over the past few months has resulted in changes to the organisation including:

- Where necessary, reviewed and developed policies to respond to the demands of a dynamic and fast-changing environment;
- Review of the funding and or business model for BSA;
- Introduction of the coordination of associations to ensure the equitable boxing environment exist for all stakeholders;
- Aligning the organisational structure to the Boxing Act and regulatory requirement; and
- The considerable effort to keep Boxing South Africa focused on its core mandate without losing sight of the needs of a young dynamic organisation.

Boxing South Africa's objectives have been aligned to its core mandates.

A key challenge for the Boxing South Africa as a regulator is the level of organisational skills and capacity both in terms of numbers, knowledge and skills given the broad spectrum of boxing activities across the country. The more the boxing activities expand and the more legislative and regulatory requirements expand the less is the capacity of the Boxing South Africa to manage, monitor and evaluate, and report on these adequately. Monitoring suffers as every staff has got to be more hands on in all activities of the entity. This state of affairs could lead to staff fatigue, stress, poor regulatory environment setting and maintenance, and poor monitoring and evaluation of the impact of the entity interventions in pursuit of its mandate and priorities of the government. Boxing SA will, therefore, have to have a well-resourced organisational structure.

Another challenge is the inadequacy of the Boxing South Africa financial resources which limit its ability to recruit and retain appropriate and the best staff the market can offer. The need has arisen for the policies of the organisation to be reviewed and aligned competitively to the market and public service employees given the growth of the need to re-establish Boxing South Africa as a regulator and the need to retain staff. Lastly, the entity need to create an environment that acknowledges and appreciates the "extra mile" contribution by staff.

5.2.2. External Focus

Boxing SA will continue to improve the overall performance of government. This Strategic Plan outlines each programme's role in terms of the outcomes of Government priorities.

Boxing SA as a regulator needs to set and maintain an equitable boxing environment for all stakeholders. This, therefore, requires that the entity be in a position to respond to change in the environment; be it political expectations, legislative and regulatory requirements, and be it technological improvements.

Formation of association and formalisation of the working relationships between BSA and the media will go a long way in sustaining boxing.

To meet our strategic objective accordingly, resources have been solicited to substantially improve performance indicators (targets).

5.3. Overall BSA Financial Risk

The strategic planning process of the BSA and the plan itself, takes against the backdrop of dwindling financial resources of BSA. The reality of this situation is that strategic planning is seriously curtailed by a budget that dismally fails to cover barely the mandate of the BSA as outlined in the Boxing Act. The National Treasury expects BSA to develop a strategic plan entirely based on the allocated approved budget for the MTEF period.

The BSA board is unable to meet this requirement based on the compelling responsibility bestowed on it by the act. The result is that the strategic plan process and hence the plan, answered the basic question of how to implement the act and in the process fulfil its mandate. The issue of resource allocation for at least legislative activities of BSA, therefore, is central to the question of fulfilling its mandate.

The table below illustrates the financial state of the organisation and begs the question of the feasibility of realising its mandate.

Table 3 - BSA 5 Year Revenue Generation

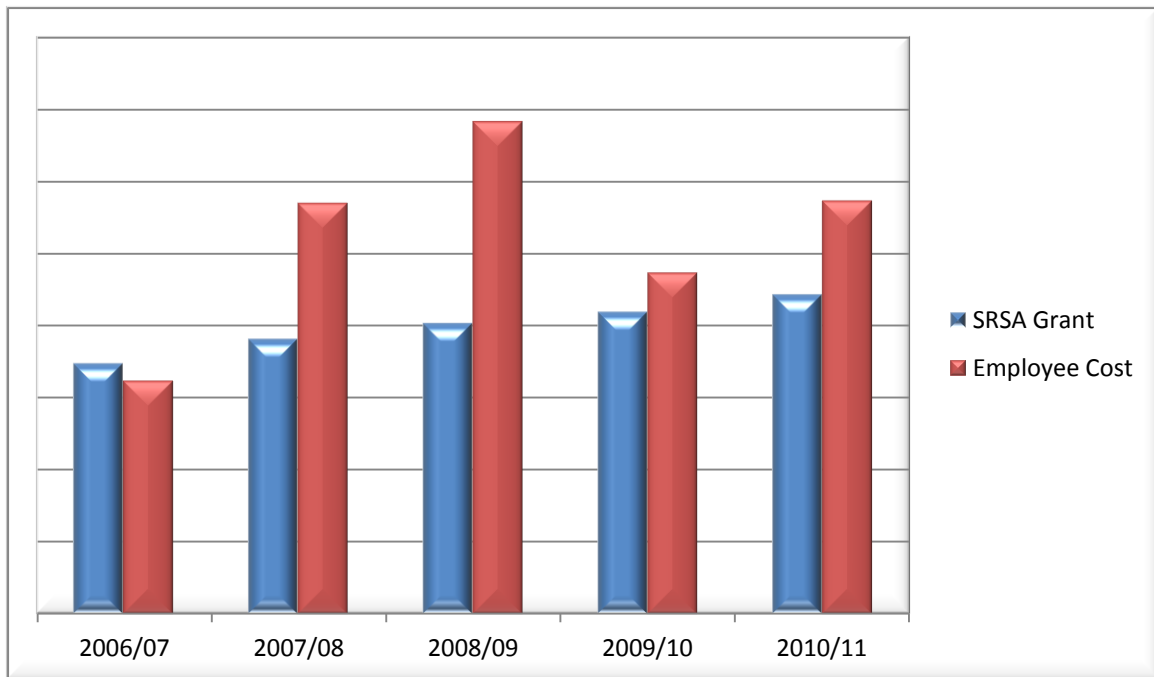
Financial Year	SRSA Grant	Sponsorship	Fees Payable	Provincial grant	Revenue for the year
2006/2007	1 732 622	898 748	1 759 849	0	4 391 219
2007/2008	3 900 000	850 000	2 176 704	1 611 088	8 537 792
2008/2009	2 011 000	1 190 000	2 815 444	1 400 000	7 416 444
2009/2010	3 087 000	400 000	4 421 864	0	7 908 864
2010/2011	2 208 000	0	2 318 312	1 672 054	6 198 366
Total	12 938 622	3 338 748	13 492 173	4 683 142	34 452 685

BSA recognises that over the years the organisation has failed to step up its revenue generation to supplement the government grant as is allowed by the act. It is for this reason that the revenue generation is featuring prominently in this strategic plan (see outcome oriented strategic goal number 5). SRSA has an obligation to provide the funding to cover expenditure incurred in the process of meeting legislative requirements such as internal & external audit, honorarium and cost of meetings, etc.

The table below reflects the capacity of expenditure the SRSA grant is able to cover. The results as per graph reflects that the SRSA grant has not been sufficient to at least fund the total cost of employment at the entity in the last 5 years.

In 2008/2009 the Employee cost is the highest, since in that year BSA had in its employment a CEO and an acting CFO, the drop in the expenditure in the following 2 years reflects the vacancies of such posts.

Figure 3 - SRSA Grant VS HR Budget Comparison



5.4. Description of the Strategic Planning Processes

In the development of the Strategic Plan, BSA opted for a more consultative and proactive planning process that involved the designing of a desired future for the entity, thereby inventing ways to create that future state. Not only is the future a preferred state, but BSA can actively control the outcome. The entire Management and Staff of BSA converged for a five (5) day planning workshop at which all Departments were tasked to present their operational plans. The purpose for such was to define and align all departmental plans to the overall strategic plan that will allow BSA to perform and execute its mandate as contemplated by the South African Boxing Act No. 11 of 2001.

The strategic planning workshops were segmented as follow:

Table 4 - Planning Activities

Strategic Planning Phase	Level of Engagement	Dates
Phase 1: Preliminary Planning	Operations	18 th July 2011
	Human Resource	19 th July 2011
	Information and Communications Technology	20 th July 2011
	Finance	22 nd July 2011
Phase 2: Strategizing	All Departments	30 th August 2011
Phase 3: Board Strategic Planning	Board Strategic Planning Workshop	10 th – 12 th November 2011
Phase 4: Strategy ratification	Board meeting	09 th December 2011

5.4.1. Activities and Process

Listed hereunder are the activities and processes followed to develop this Strategic Plan.

- Review the existing BSA Strategic Plan
- Review Primary Strategic Goals
- Review BSA mandates and mission statements that impact the current activities of the organization
- Understand the breadth and scope of the strategic plan and how it affects all BSA stakeholders

5.4.2. Goal Assessment

- Identify preliminary programmatic sub-goals
- Develop strategies for realizing each programmatic sub-goal
- Identify any roadblocks or barriers and tactics for overcoming them
- Performed a SWOT analysis

6. Strategic Outcome Oriented Goals

The strategic outcome oriented goals of the BSA provides the long term (five years) goals of the organisation in respect of its strategy going forward.

6.1. Strategic Goal 1

Strategic Outcome Oriented Goal	Boxing development
Goal Statement	To develop boxing to be amongst the top three popular and well-resourced sports in the country,

Indicator title	Boxing tournaments viewership and listenership.
Short definition	The share of TV viewers, radio listenership's and tournament attendance.
Purpose/Importance	To monitor and track numbers. This will align with the interest of sponsors to come to the boxing party.
Source/collection of data	Ticketing offices, TV and Radio channels statistics.
Method of calculation	The actual records of attendance at match venues and channel statistics.
Data limitations	We cannot ascertain the exact number of viewership of other sport codes viewership and listenership number
Type of Indicator	Target/Output
Calculation type	Cumulative
Reporting cycle	Quarterly
New Indicator	Indicator is new
Desired performance	<i>To be finalised</i>
Indicator responsibility	Office of the Chief Operations Officer

6.2. Strategic Goal 2

Strategic Outcome Oriented Goal	Administrative Capacity
Goal Statement	To improve the administrative and management capacity of Boxing South Africa for effective management of the sport.

Indicator title	Quality and capacity of boxing administration in South Africa
Short definition	Ensure all boxing activities are carried out professionally and within the best interest of the sport.
Purpose/Importance	To realise the requirements of boxing SA legislation. This will also improve the profile of the sport.
Source/collection of data	Best practice by comparing with other sport codes.
Method of calculation	The measurement of the standard of performance of each activity on the boxing value chain.
Data limitations	Ineffective system of monitoring will undermine quality of outcomes.

Type of Indicator	Impact
Calculation type	Cumulative
Reporting cycle	Quarterly and Annually
New Indicator	Indicator is new
Desired performance	Well-oiled and professional run sport code
Indicator responsibility	Chief Executive Officer

6.3. Strategic Goal 3

Strategic Outcome Oriented Goal	Revenue generation
Goal Statement	To develop a revenue generation strategy to increase the resources base of the BSA in order to fund the strategy and fulfil its mandate.

Indicator title	Size of the budget of Boxing South Africa.
Short definition	Increase the budget of BSA to meet its mandate.
Purpose/Importance	To establish the financial self-sufficiency of BSA to relinquish overdependence on state funding.
Source/collection of data	Financial statements.
Method of calculation	Revenue generated from multiple sources.
Data limitations	None
Type of Indicator	Input (income)
Calculation type	Cumulative
Reporting cycle	Quarterly
New Indicator	Indicator is new
Desired performance	To be finalised
Indicator responsibility	Chief Executive Officer

iv. PART B: STRATEGIC OBJECTIVES

The programme budget structure of BSA enable the organisation to coordinate the delivery of services based on its mandate and further provides the basis for budgeting and allocation of resources all round.

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

Figure 4 - An Illustrated Budget Programme Structure



The table below provides the detailed explanation of budget programme structure and the purpose statement for each programme.

Table 5 - The Budget Programme Structure

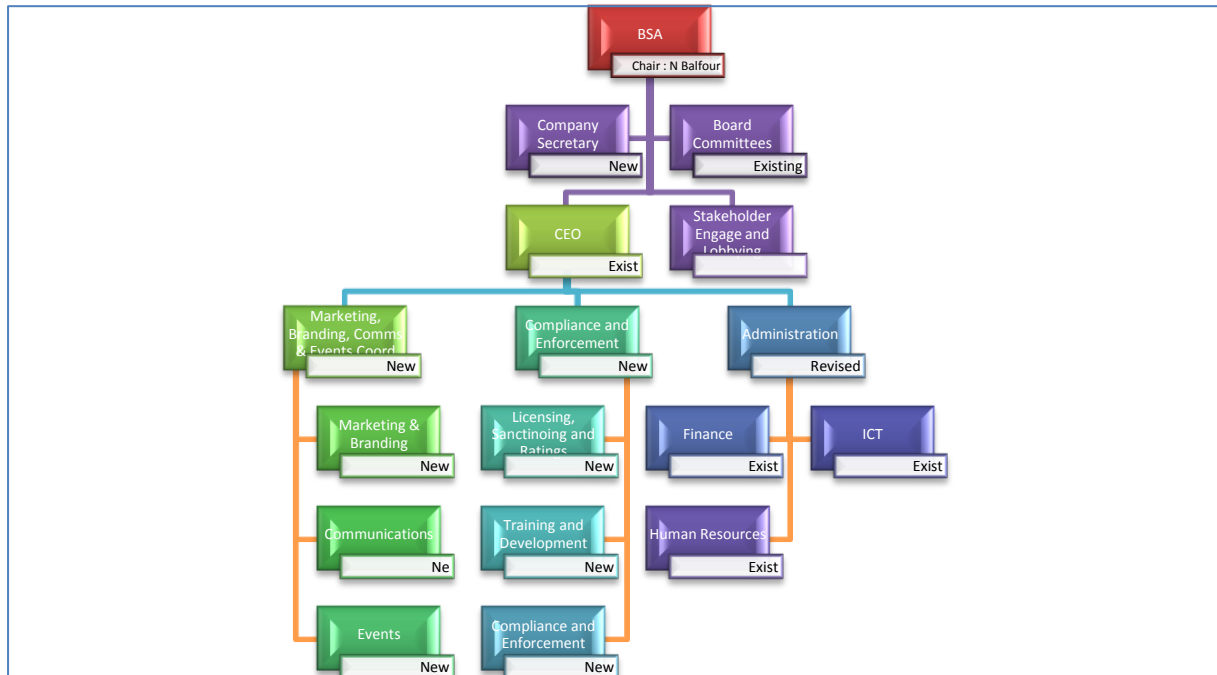
Programme	Purpose
1. Governance and Administration	To provide strategic leadership, good corporate governance and the overall administration (including finance, HR, ICT, etc) of the boxing.
2. Compliance and Enforcement	To ensure compliance with the key aspects of boxing act, and rules regulations and enforce their application where non-compliance is observed. The programme will drive compliance with the licensing of practitioners, sanctioning of BSA events, rating of boxers as well as the coordination of training needs of all licensees to enable them to meet the requirements of the regulations.
3. Marketing, Branding, Communication and Events Coordination,	To promote and market boxing to improve its public profile, increase its brand value as well as coordinate premium BSA events across the country.

Based on and informed by the budget programme structure, BSA has determined the overall functional structure to enable it to discharge its regulatory and developmental responsibilities. The

top structure further implores BSA to explore the detailed organisational structure that will become a suitable vehicle for the advancement of its goals.

The figure below illustrates the BSA functions, their interconnectedness and relationships amongst themselves.

Figure 5 - BSA Top Functional Structure



This section outlines the three budget programme structure for Boxing South Africa as illustrated and discussed in the preceding section.

7. Programme 1: Governance and Administration

This programme is designed to provide the leadership of BSA and boxing in general and normal administrative functions that are necessary in modern organisations. Leadership here refers to both the governance and strategic on the one hand and administrative dimension on the other hand. The full structure of the programme is provided below, in terms of its sub-programmes.

Table 6 - Programme 1 Sub-programme

Name of Sub-Programme	Brief Purpose
Sub-Programme 1.1. - The Board	The purpose of this sub-programme is the allocation of funds to all the activities of the board, board committees and individual board members.
Sub-Programme 1.2. - The Office of the Chief Executive Officer and Corporate Services	The purpose of this sub-programme is the allocation of funds for the activities and expenditures that relates to office of the CEO and all the corporate services functions covering financial management, human resources, legal services and information technology.
Sub-Programme 1.3. -	The purpose of this programme is to provide BSA with a suitable

Name of Sub-Programme	Brief Purpose
Stakeholder mobilisation and lobbying	vehicle and means to stretch itself and reach out to different constituencies in both the state sector and within civil society in general as well as meaningfully rallying all the boxing role-players to play their full role in the national life of boxing South Africa.

In the past this programme was scantily resourced in terms of human resources and budgetary allocation. Except for the board, there were no human resources attached to this sub-programme as the position of CEO was vacant for over two years and there has never been a Chief Financial Officer. The position of CEO was filled recently with the incumbent assuming duties on the 1st June 2011. The position of the CFO and administrative positions in the programme including their personal assistants remain vacant. This state of affairs has affected the overall performance of the organisation including financial management and the programmes of boxing South Africa. The current budget allocation for BSA has made it difficult for both positions of CEO and CFO to be filled as well other critical posts for the smooth running of this organisation.

7.1. Strategic Objectives

The strategic objectives for this programme are tabulated in the table below,

Table 7 - Programme 1: Strategic Objectives

Strategic Objective	Objective Statement	The Baseline
7.1.1. Strengthen governance and oversight	To strengthen the governance and oversight of the BSA board to ensure that it fulfils its fiduciary duties in terms of the Boxing Act	The board has been unable to meet all its fiduciary duties including; <ul style="list-style-type: none"> - Issuing licensee, - Ensuring a clean audit,
7.1.2. Improve administrative capacity	To strengthen the administrative capacity of BSA by reviewing administrative systems and tools (policies, procedures and forms) to support the goal of growing the sport and taking to new heights	The capacity of BSA to deliver on its mandate is a serious challenge when viewed by; <ul style="list-style-type: none"> - The human resources available to the organisation, - Lack of systems or outdated ones where they exists, - Inadequate use of technology to support its work,
7.1.3. Review the organisational structure	To conduct a full review of the organisational structure of BS to achieve a total alignment of the structure to its strategic plan,	The structure of BSA is outdated and does not address all the mandate of the organisation as per legislation,
7.1.4. Amendment of Boxing Act	To facilitate the amendment of the boxing act to ensure that it address new challenges since	There are a number of opportunities that need to be addressed including,

Strategic Objective	Objective Statement	The Baseline
	its enactment and enable the envisaged alignment with amateur boxing	<ul style="list-style-type: none"> - Increasing the number of board members, - Bring amateur and professional boxing under the same roof,
7.1.5. Women boxing	To promote women boxing by creating equal opportunities for women boxers and improving public perception thereof.	<ul style="list-style-type: none"> - Women boxing is generally inferior to men boxing, women boxers do not enjoy the same benefits and status as their male counterparts and there is an incorrect perception that boxing is dangerous for women,
7.1.6. Strengthening of provincial boxing	To facilitate the establishment of boxing in the Northern Cape, Mpumalanga and strengthen the sport in all other provinces and regions of the country,	<ul style="list-style-type: none"> - There is not a single licensed boxer, promoter or manager anywhere in the Northern cape and Mpumalanga provinces,
7.1.7. Health and safety	To promote the health and safety of boxers by eliminating fatalities in the sport by enforcing rules and regulations,	<ul style="list-style-type: none"> - There are still worrying incidents of fatalities in the code that are preventable and gives the sporting code a bad name,
7.1.8. Associations	To facilitate the establishment of licensees associations in all provinces and nationally,	<ul style="list-style-type: none"> - There is not a single association of licensees in the country. This is undermining unity within the sport and is at odd with the act and regulations,
7.1.9. Boxing infrastructure	To lobby municipalities, provincial departments of sports and private business for the building of boxing infrastructure in rural and urban areas of the country,	<ul style="list-style-type: none"> - Boxing infrastructure (gyms) is absent in many communities and in poor state where it exists except for few established one owned by private trainers,
7.1.10. Boxing as part of school sport	To promote boxing as part of the schools' sport in terms of the joint programme of the departments of Basic Education and Sports and Recreation in conjunction with SANABO,	<ul style="list-style-type: none"> - Very few schools have boxing as a school sport
7.1.11. International title holders	To increase the number of world title holders by South African boxers to 12	<ul style="list-style-type: none"> - There are 9 (nine) current title holders

7.2. Resource Considerations

Medium Term Estimated Funds - Revenue

Financial Year	SRSA Grant	Sponsorship	Fees Payable	Provincial grant	Revenue for the year
2011/2012	2 307 000	0	2 080 000	1 000 000	5 387 000
2012/2013	5 052 000	0	2 238 000	0	7 290 000
2013/2014	6 324 000	0	2 401 000	0	8 725 000
2014/2015	7 759 000	0	2 570 000	0	10 329 000
Total	19 135 000	0	7 209 000	0	26 344 000

The table above illustrates the approved grants BSA expects to receive over the MTEF period and estimated revenue generated from sanctioning and licence fees. The provincial grant is a conditional grant for the purpose of training and development per province hence cannot be utilised for BSA administration. It must be noted that in 2011/2012 SRSA did allocate additional funding for the purpose of settlement of high creditors. From the total revenue per year it is clear that the revenue is only sufficient to meet employee costs per annum and only with the current employees of BSA. BSA also has a lot of significant vacant posts which makes filling such in the short term impossible.

7.3. Risk Management

The following are the 2 primary risks that affect the realisation of the strategic objectives stated for this programme:

7.3.1. Lack of financial resources

It is clear at this stage that BSA does not have sufficient resources to at least meeting its daily administrative expenditure hence such objectives as per programme is unachievable with the current approved resources ie. Boxing infrastructure, Provincial roadshows, promotion of boxing in schools, etc.

At this stage BSA's primary objective is to obtain financial resources to fund the strategic objectives per programme since no funding is available to meet strategic objectives, therefore no performance targets and indicators have been set. The approved SRSA grant is only sufficient to at least meet employee cost during the 5 year period. The following steps are being taken to generate more revenue in order to meet strategic objectives:

- Application for an increase in the annual SRSA grant
- Application for sponsorships from various organisations
- Implementation of controls around income earned by promoters to ensure that sanctioning fees is not understated.
- Increase in licence fees to licensees.

7.3.2. Lack of HR resources

In order to be able to achieve the objectives as set out in this strategic plan and in the process carry out the mandate as per the Boxing Act.

BSA has numerous significant vacant posts such as CFO, Director of Marketing, Bookkeeper, HR personnel hence the entity does not have a complete workforce as per approved organisational structure consisting of personnel with the appropriate skills and knowledge. At this stage such vacant posts cannot be filled as a result of lack of financial resources. The consequence of which leads to lack of segregation of duties and a high risk of fraud and corruption especially in the finance department.

The primary method of mitigating such risks is through obtaining the necessary financial resources in order to fill all vacant posts. The steps BSA is taking to do this is covered in the bullets above.

8. Programme 2: Compliance and Enforcement

In the current context and development of boxing in South Africa, compliance with the boxing act and its regulation is the biggest challenge facing the sport and prospects of its development going into the future. The simple truth is that the lack of focus on this aspect of the law has resulted in a situation where licensees, especially promoters has seized the opportunity and transgressed so many of the regulations.

The seriousness of this oversight can be summed up by the current status of the sport measured by profile of boxers, their financial status owing to lack of control over the factors that determine their income, what happens in many boxing gyms across the country, the image of the sport in general and its reputation. Enforcement (or lack of it) is a big part of these and countless other challenges.

The vision going forward is to make the application of the boxing act and its regulations the cornerstone of the turnaround for the governance and administration of the sport going into the future. Accordingly this programme will feature the key activities that are in line with the regulatory requirements of BSA.

Table 8 - Programme 2 Sub-Programmes

Name of Sub-Programme	Brief Purpose
Sub-Programme 2.1. – Licensing, sanctioning and ratings	This programme will accommodate all the activities and expenditure that relates to the potential licensing (boxers, promoters, managers and trainers) based on their fulfilment of the requirements of their respective categories. The sanctioning of all boxing events falling under the jurisdiction of BSA as well the rating of all boxers in the respective divisions they fight under.
Sub-Programme 2.2. – licensees training and development	In this sub-programme BSA will coordinate and affect the training of all the categories of licensees to ensure that they meet the standards of their professional categories.
Sub-Programme 2.3 –	The boxing regulations are a critical part of the regulatory

Name of Sub-Programme	Brief Purpose
Regulations compliances and enforcements	environment that is necessary to keep boxing professional, the sport safe and the fair treatment of all the role-players, not least the boxers themselves. This sub-programme will duly drive the activities of ensuring compliance by the respective role-players to the rules and regulations nationally.

8.1. Strategic Objectives

Table 9 - Programme 2 Strategic Objectives

Strategic Objective	Objective Statement	The Baseline
8.1.1. Systems and protocols,	To establish proper systems and protocols to undertake the licensing of potential licensees, the sanctioning of boxing events and the rating of boxers and to maintain an active database of all licensees,	- The systems are outdated and lack the efficiency that is necessary to meet all the requirements of the boxing act,
8.1.2. Licensees training and development	To develop and identify training needs (in consultations with licensees), develop relevant training programmes in conjunction with the relevant service providers and to rollout training to all concerned,	- BSA is not involved in the training of licensees as is stipulated by law. This has left the sport vulnerable in very serious ways,
8.1.3. Regulations and education awareness	To educate all the licensees of boxing about the regulations and ensure all role-players are familiar with them and are able to comply	- Many role-players, especially boxers are not fully conversant with the regulations are left to the whims of promoters who often capitalise on this situation.
8.1.4. Compliance and enforcement	To build internal capacity inside BSA to enable the organisation to visit licensees and boxing facilities across the country and check on the levels of compliance of the regulations and enforce them where necessary	- Non-compliance with regulations is widespread and common in boxing. BSA has no capacity whatsoever and has never endeavoured to enforce the regulations.
8.1.5. M.O.U's with international sanction bodies	To sign M.O.U's with all international sanctioning bodies that are recognised by BSA to normalise relations	- Some sanctioning bodies do not have a direct contact with BSA and instead liaise exclusively with promoters
8.1.6. Stakeholder engagement framework	To develop a stakeholder engagement framework to guide the activities of BSA in dealing with stakeholders across the board	- BSA does not have a clear approach in dealing with stakeholders resulting in a fragmented approach to this important issue,

8.2. Resource Considerations

At this stage BSA's primary objective is to obtain financial resources to fund the strategic objectives per programme since no funding is available to meet strategic objectives, therefore no performance targets and indicators have been set. The approved SRSA grant is only sufficient to at least meet employee cost during the 5 year period.

8.3. Risk Management

The following are the 2 primary risks that affects the realisation of the strategic objectives stated for this programme:

8.3.1. Lack of financial resources

It is clear at this stage that BSA does not have sufficient resources to at least meeting its daily administrative expenditure hence such objectives as per programme is unachievable with the current approved resources ie. Boxing infrastructure, Provincial roadshows, promotion of boxing in schools, etc.

At this stage BSA's primary objective is to obtain financial resources to fund the strategic objectives per programme since no funding is available to meet strategic objectives, therefore no performance targets and indicators have been set. The approved SRSA grant is only sufficient to at least meet employee cost during the 5 year period. The following steps are being taken to generate more revenue in order to meet strategic objectives:

- Application for an increase in the annual SRSA grant
- Application for sponsorships from various organisations
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- Increase in licence fees to licensees.

8.3.2. Lack of HR resources

In order to be able to achieve the objectives as set out in this strategic plan and in the process carry out the mandate as per the Boxing Act.

BSA has numerous significant vacant posts such as CFO, Director of Marketing, Bookkeeper, HR personnel hence the entity does not have a complete workforce as per approved organisational structure consisting of personnel with the appropriate skills and knowledge. At this stage such vacant posts cannot be filled as a result of lack of financial resources. The consequence of which leads to lack of segregation of duties and a high risk of fraud and corruption especially in the finance department.

The primary method of mitigating such risks is through obtaining the necessary financial resources in order to fill all vacant posts. The steps BSA is taking to do this is covered in the bullets above.

9. Programme 3: Marketing, Branding, Communication and Events Coordination

If programme 2 is the heart of BSA and boxing this programme is its soul. For a long time boxing has taken a slump in comparison to all other major sporting codes, ostensibly because of the lack performance of the functions envisaged in this programme. The overall purpose and goal of this programme is 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. Like the two preceding programmes, it could be said that this programme is new, certainly from the position of driving a purposeful and consolidated image and brand building from scratch.

BSA has an urgent need of ensuring that the programme is enable by deploying appropriate resources and establishing it fully to a world class and well run entity.

Table 10 - Programme 3 Sub-Programmes

Name of Sub-Programme	Brief Purpose
Sub-Programme 3.1. – Marketing and branding	To develop a marketing strategy and plan to attract sponsorship and increase the support base of boxing in the very competitive environment and to improve the overall brand position of boxing.
Sub-Programme 2.2. – Communication	To develop and deliver on a communication strategy with expressed purpose of putting BSA on a public pedestal by communicating its programmes nationwide on a sustained basis.
Sub-Programme 2.3 – Events Coordination	To coordinate all the premium boxing events of under the jurisdiction of BSA and ensure that all the BSA sanctioned events are staged in a manner befitting the image and stature of BSA.

9.1. Strategic Objectives

Table 11 - Programmes 3 Strategic Objectives

Strategic Objective	Objective Statement	The Baseline
9.1.1. Marketing and Branding strategy	To develop and implement a marketing and branding strategy to increase the support for boxing and to improve its branding position,	- There is currently no strategy,
9.1.2. Boxing TV rights	To lobby for exclusive TV rights for the broadcasting of boxing fights with at least one broadcaster,	- Boxing has not TV rights with any broadcasters. Ad-hoc arrangements exist between broadcasters and some promoters.

Strategic Objective	Objective Statement	The Baseline
9.1.3. Boxing Sponsorship	To secure at least two sponsorships to support the sport and key boxers to promote game	- Boxing South Africa currently has no sponsor to cover its activities
9.1.4. Communication strategy	To develop and implement a community strategy to popularise the BSA programmes,	- There is no communication strategy.
9.1.5. Events coordination and hosting of major events	To identify and promote premium boxing events nationally (including women boxing) and stage them under the auspices of BSA	- BSA does not stage events of its own <u>except on special events.</u>

9.2. Resource Considerations

At this stage BSA's primary objective is to obtain financial resources to fund the strategic objectives per programme since no funding is available to meet strategic objectives, therefore no performance targets and indicators have been set. The approved SRSA grant is only sufficient to at least meet employee cost during the 5 year period

9.3. Risk Management

The following are the 2 primary risks that affects the realisation of the strategic objectives stated for this programme:

9.3.1 Lack of financial resources

It is clear at this stage that BSA does not have sufficient resources to at least meeting its daily administrative expenditure hence such objectives as per programme is unachievable with the current approved resources ie. Boxing infrastructure, Provincial roadshows, promotion of boxing in schools, etc.

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