



***Boxing
South
Africa***

ORGANISATIONAL STRUCTURE

19 AUGUST 2019

1. EXECUTIVE SUMMARY

The purpose of the report is to present the structure of Boxing South Africa as per request from the Director General's Office. The report is divided into two parts. The first part is the Strategic Overview and the second part is specifically on the structure. In a nutshell, Boxing South Africa's governance and operations is anchored around the following five critical components:

- a) Boxing South Africa Board
- b) Boxing South Africa Board Committees
- c) Boxing South Africa Administration
- d) Boxing South Africa Provincial Managers
- e) Boxing South Africa Licensees

The five components

- a) The Board is constituted by seven members who were appointed by the Minister in December 2017. None of the Board Members are full time. In terms of the Boxing Act, Board Members are supposed to meet at least four times a year.
- b) The Board has also established a number of Committees which are constituted mainly by external members and serve to carry out specific operational or oversight responsibilities for Boxing South Africa as per the terms of reference of their establishment.
- c) The approved and funded structure of Boxing South Africa has fourteen posts and is led by the Chief Executive Officer (CEO). All fourteen posts are based in Pretoria since Boxing South Africa does not have provincial or regional offices.
- d) In order to carry out its work at provincial and regional level, Boxing South Africa has appointed independent contractors called Provincial Managers. The provincial managers are not employees of Boxing South Africa. At the moment, only six provinces have provincial managers due to financial limitations.
- e) The last component in the ecosystem of Boxing South Africa is that of licensees in the respective categories of professional boxing practitioners. On an annual basis, these licensees take up licenses from Boxing South Africa in order for them to serve in their specific categories in the value chain of boxing. The licensee categories include, among others, Boxers, Trainers, Seconds, Managers, Promoters, Matchmakers and Ring Officials.

PART A:

STRATEGIC OVERVIEW

2. STRATEGIC OVERVIEW

2.1 Vision

To be a leading sport code in South Africa and a world class boxing authority!

2.2 Mission

Our mission at BSA is to develop, promote and effectively regulate the administration of boxing in SA, 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;
- c) Increasing the sport's popularity with athletes, supporters and sponsors;
- d) Credibly rating boxers and training licensees;
- e) Positioning BSA 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;
- f) Improving the stature of national and provincial titles; and
- g) Coordinating the activities of all boxing stakeholders in the country for the purposes of unifying the sporting code and managing expectations with integrity.

2.3 Values

The organisational values 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 the reality that boxing starts and ends with a boxer and hence our values are boxer centric.

Accordingly, BSA promotes and champions 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. BSA values are listed below.

- Professionalism
- Leadership
- Accountability
- Diversity

3. LEGISLATIVE AND OTHER MANDATES

3.1 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 functional to develop and implement national policies and programmes regarding sport and recreation in the country.

3.2 Legislative Mandate

Section 4 of the South African Boxing Act, Act No. 11 of 2001 establishes a **Boxing Commission** which is a juristic person known as Boxing SA. It is mandated by the Act to accomplish the following functions:

- a) Provide a new structure for professional boxing in the Republic
- b) Ensure effective and efficient administration of profession boxing in the Republic
- c) Recognize amateur boxing
- d) Create synergy between professional and amateur boxing, and
- e) Promote interaction between associations of boxers, managers, promoters, trainers, officials and Boxing SA

3.3 Policy Mandates

Boxing SA is guided by and support the National Sport Policies of Sport and Recreation South Africa in general and specifically:

- a) White Paper of Sport and Recreation
- b) National Sport and Recreation Plan
- c) Sport Transformation Charter
- d) National Development Plan (NDP)

3.4 BSA National Sport Indaba of 2013

The Board was appointed by the Minister in 24 May 2014 just one year after the Boxing Indaba of 2013. As a result, one of the major priorities of the Board was the implementation of the Boxing Indaba Resolutions.

3.5 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 are also influenced by the rules and the regulations of international sanctioning bodies.

3.6 Strategic Goals 2015-2020

The strategic outcome oriented goals of BSA provide the long term (five year) goals of the organization in respect of its strategy going forward and they remain the same for the financial year 2018/2019.

Goals	Strategic Outcome Oriented Goal	Goal Statement
Goal 1	Effective and sustainable environment	To ensure an effective, efficient and sustainable organization.
Goal 2	Transformed and regulated environment	To ensure the development and transformation of boxing and create synergy between professional and amateur boxing
Goal 3	Marketing, Communications and Stakeholders Managed	To ensure that there is marketing of boxing and to promote interaction between associations of boxers, managers, promoters, trainers and BSA Officials

3.7 Strategic Objectives

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

3.8 Budget Programme Structure

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.

Strategic Outcome Oriented Goal	Goal Statement
Government and Administration	To provide strategic leadership, good corporate governance and overall administration and financial sustainability of boxing.
Boxing Development	To ensure compliance with the key aspects of the boxing Act, and rules and regulations and enforce their application where non-compliance is observed.
Boxing Promotion	To promote and market boxing and to improve its public profile, increase its brand value as well as coordinate premium BSA events across the country.

3.9 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:

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 provide administrative support to all the associations and practitioners in the boxing fraternity of South Africa.
	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.

3.10 BSA Functions

The functions of BSA are divided into core and strategic support functions as follows:

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, boxers particularly, through the presentation of performance awards nationally.
- d) To rate boxers in each division within 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 such as medical and legal practitioners.
- h) 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.
- i) 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.
- j) To increase the profile of boxing as a sport through the sharing of the information about the sport and the developments within the fraternity.

Strategic Support Functions

The following strategic support functions will be performed by BSA:

- a) Collection and disbursements of boxers' payments.
- b) Ensuring proper document management and archival services (including digital recording and archival of boxer information) to ensure their integrity, safe keeping and easy retrieval.
- c) Use boxing as a vehicle to promote sport tourism in the country and generally ensure that its role as a contributor in the country's economy is improved dramatically.

3.11 BSA Budget

- a) The funds of BSA in terms of section 15 of the Act consists of:
 - I. Money appropriated by Parliament
 - II. Fees payable to BSA in terms of the Boxing Act
 - III. Grants, donations and bequests made to BSA
 - IV. Income earned on the surplus money invested by BSA
 - V. Money generated from sponsorship and fundraising
- b) The 2019/20 budget allocation is R15,7m
- c) In the 2019/2020, BSA budget allocation from SRSA is R12,8m
- d) BSA is then expected to raise the remaining R2,9 through fees payable to BSA in terms of the Boxing Act (Sanctioning, Licensing Fees, Penalties & Sponsorship)

PART B:

ORGANISATIONAL STRUCTURE

4. ORGANISATIONAL STRUCTURE

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

Boxing South Africa 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. Boxing South Africa's governance and administration is anchored around the following five critical components:

- a) Boxing South Africa Board
- b) Boxing South Africa Board Committees
- c) Boxing South Africa Administration
- d) Boxing South Africa Provincial Managers
- e) Boxing South Africa Licensees

4.1 BOXING SOUTH AFRICA BOARD

The Board was appointed by the Minister of Sport and Recreation in 14 December 2017 in line with Section 9 of the SA Boxing Act of 2001, which among others stipulates that:-

- ✓ *Boxing SA consists of no fewer than four and more than seven members, of which one member must be appointed as Chairperson and the other members appointed based, among others things, on their expertise and knowledge of women's and amateur boxing, media and marketing related matters and development and transformation .*
- ✓ *The Minister must appoint the members of Boxing SA on a part-time basis after consultation with the associations or federations of associations contemplated in section 28.*
- ✓ *A person who has been registered by Boxing SA as a boxer, official, trainer, manager, promoter may not be a member of Boxing SA unless such person in writing relinquishes his or her license to Boxing SA.*

The Board constitutes of the following seven members all of whom are part time:

- | | |
|----------------------------------|-------------------|
| (a) Dr Malefetsane Peter Ngatane | Board Chairperson |
| (b) Ms Zandi Kabini- | Board Member |
| (c) Mr Gilberto Martins - | Board Member |
| (d) Adv. Mzamo Gumbi - | Board Member |
| (e) Mr Luthando Jack - | Board Member |

- | | |
|--------------------------------------|--------------|
| (f) Mr Khulile Radu- | Board Member |
| (g) Ms Letlhogonolo Noge-Tungamirai- | Board Member |

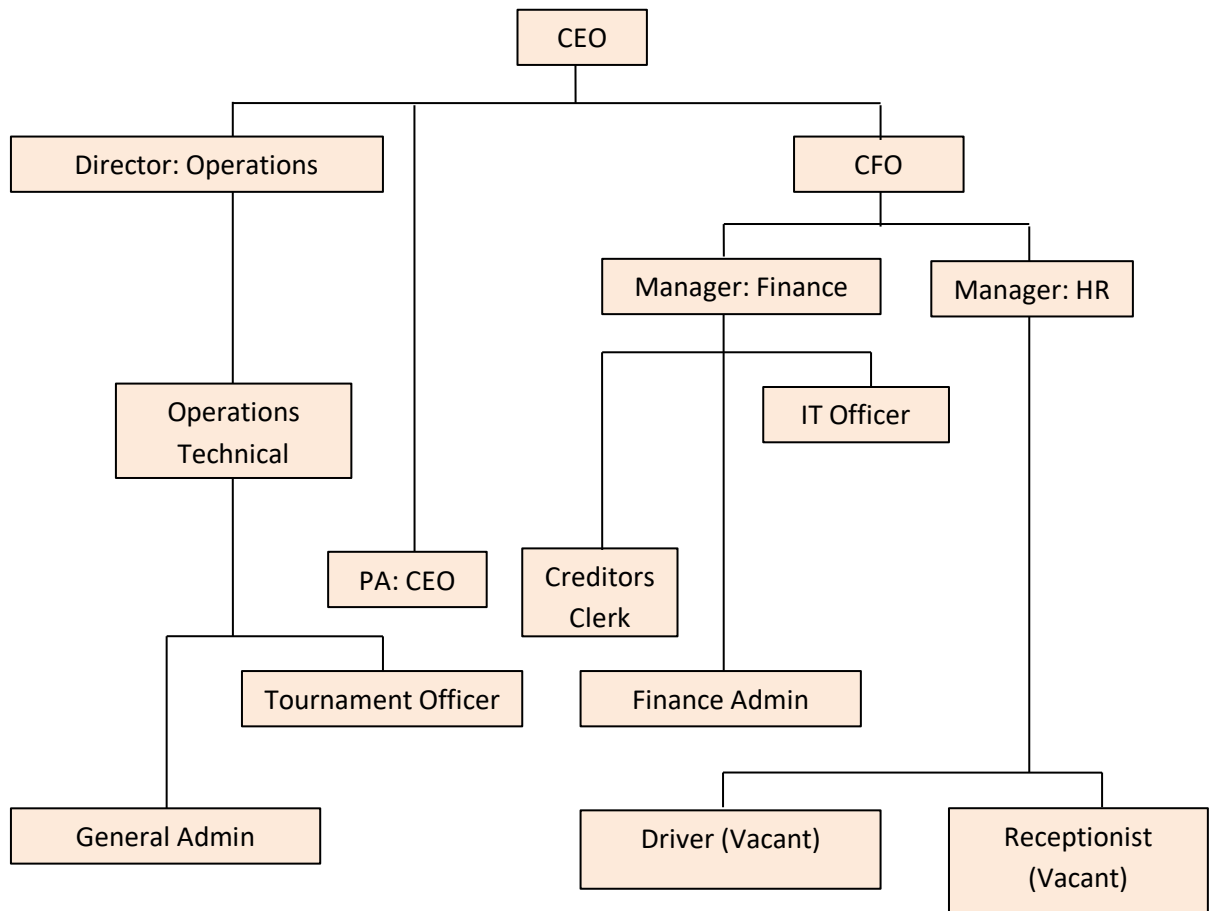
4.2 Board Committees

The Board has established the following committees which are constituted by external members:

- 1) **Ratings Committee:** - The Ratings Committee is constituted by three external members and its primary mandate is to produce monthly ratings of boxers in all weight divisions.
- 2) **Sanctioning Committee:** - The Sanction committee is constituted by three members. It is chaired by a Board member but the two other members are external. The committee approves applications for all tournaments as well as participation of boxers in any tournament, including in tournaments outside borders of South Africa.
- 3) **Audit Committee:** - The audit committee is constituted by five members and continue to remain functional and highly supportive. BSA audit committee is constituted by five members. There are three external members and one members representing BSA Board and another member representing SRSA.
- 4) **Human Resources and Finance Committee:** - The ICT, Governance and Resource Mobilisation Committee is constituted by four Board Members as well as the senior management of Boxing SA. This committee assist the board by processing Human Resources as well as Finance related matters before reaching the attention of the Board.
- 5) **Medical Committee:** - The Medical Committee was established in 2017 and is constituted by a national committee of three medical doctors as well as two ringside physicians from each province.
- 6) **Women in Boxing Committee:** - The Women in Boxing Committee is constituted by four members. It is chaired by a Board member and the other three members are female licensees.
- 7) **Disciplinary Committee:** - The committee has been established to deal with disciplinary matters where there have been violations of the Act or Regulations. The committee is functional and is constituted by a panel of fifteen independent legal practitioners who hear various cases depending on their availability and on rotational basis.
- 8) **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 will be a quasi-civil structure for licensees to resolve disputes amongst themselves.

4.3. The Administrative structure

Boxing South Africa is a small bureaucracy with an establishment of fourteen (14) approved and funded posts. The structure is as reflected below.



4.4. Provincial Management

Boxing South Africa does not have offices at provincial or regional level. The duties of Boxing South Africa at the provincial or regional level are conducted through provincial managers, who are not Boxing South Africa employees but service providers appointed to render a specific service as per their service level agreement with Boxing South Africa.

Currently, there are provincial managers in all provinces, except for the following provinces where the positions still remain vacant due to financial limitations, (1) Free State, (2) North West and (3) Northern Cape. The provincial managers in the

Province	Region	Name	Notes
1) Eastern Cape	All Regions, except Nelson Mandela	Pakamile Jacobs	
	Nelson Mandela Region	Dladla Nceba	
2) Western Cape	Entire province	Micky Klaas	
3) Kwa Zulu-Natal	Entire province	France Manning	
4) Gauteng	Entire province	Archie Nyingwa	
5) Mpumalanga	Entire province	Oupa Lubisi	
6) Limpopo	Entire province	Tinyiko Nkatingi	
7) Free State	Entire province	Vacant	All these provinces currently serviced by Gauteng
8) North West	Entire province	Vacant	
9) Northern Cape	Entire province	Vacant	

4.5. Licensees

Boxing Licensees are not part of Boxing South Africa's governance structure but they remain a critical component of the Boxing Ecosystem in South Africa. The licensees also give a clear sense of Boxing South Africa's ground strength and footprint per province.

The current licenses for the 2019/2020 financial year are 1 080 licensees. 662 of these licensees were boxers.

Categories	Males	Females	Total
Boxers	627	35	662
Managers	114	5	119
Trainers	61	3	64
Ring Officials	52	19	71
Seconds	62	4	66
Agents	0	0	0
Promoters	58	19	77
Matchmakers	8	1	9
Ring Announcers	11	1	12
TOTAL	957	100	1 080

5. Summary

As already indicated, the current structure of Boxing South Africa still has major limitations when one look into the overall mandate of the institution. Among the major limitations imposed by the current structure on Boxing South Africa's ability to carry out its mandate is the absence of provincial and regional offices.

The issue of Boxing South Africa' provincial and local capacity has already been discussed in depth at the National Boxing Indaba of 2013 and so far it still remains one of the outstanding resolutions to be implemented. The biggest challenge at the moment is inadequate financial resources.

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