

To: All AFBC National Federations

Lausanne, 31 May 2025



## **AFBC Normalisation Committee (NC) Statement**

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Dear AFBC National Federations and respected members,

In an era defined by both challenges and immense opportunities, it is both right and proper that we join together in a unified message of collaboration and unwavering support for our community.

We firmly believe that through coordinated efforts, mutual understanding, and collaboration among all stakeholders, Africa can and will maintain its rightful place among the higher echelons of the global boxing community. Our collective endeavour is not only to safeguard the traditions and achievements of African boxing but also to foster an environment where talent is nurtured, competition is celebrated, and future champions are forged.

**Championing our values.** By aligning our strategies, sharing our resources, and championing our values of integrity and excellence, we call upon all members of our community, federations, athletes, and supporters alike, to stand together. Let this statement serve as both a reminder and a call to action: *Africa's boxing legacy is a testament to the resilience, passion, and skill inherent within our people, and it is our united responsibility to ensure that this heritage continues to flourish on the world stage.*

Together, with unwavering determination and a shared vision for success, we will elevate the global standing of African boxing for generations to come.

**Executive authority.** Note in the first instance, the Normalisation Committee shall exercise full executive authority over the AFBC, replacing the AFBC President, AFBC Vice President, and AFBC Board as necessary to restore constitutional order. Its primary role is to reinstate lawful governance and prepare for new elections to re-establish AFBC leadership in compliance with the IBA Constitution.

### **Strategic Direction**

For wider understanding, below are a number of strategies aligned with the normalisation mandate, organized by the key areas outlined in the regulations at Article 1<sup>i</sup>. These strategies address both short-term crisis stabilization and long-term sustainable governance improvements within the AFBC.

#### **1. Conducting a Detailed Needs Analysis**

**Objective:** Identify and understand the underlying issues that led to the governance crisis.

##### **Strategies:**

- **Establish a Dedicated Taskforce.** We will form, design and administer a comprehensive needs analysis. The team will develop clear research protocols and set timelines for completion.
- **Deploy Qualitative & Quantitative Research.** To utilize the time efficiently with interviews, and focus groups with AFBC officials, national federation representatives, and other key stakeholders. We will combine this with a review of respective documentation and past governance administration to pinpoint systemic failures or unauthorized practices.
- **Document and Publish Findings.** To consolidate our research into a transparent report that outlines root causes, gaps, and immediate risk areas. Sharing these findings with AFBC

stakeholders, IBA Board of Directors and International Relations, along with other associated parties that will help in formulating subsequent strategies.

## 2. Clarifying Legitimate Leadership across AFBC in support of National Federations

**Objective:** Resolve confusion over leadership to ensure that only duly recognized officials exercise their right to support and administer.

### Strategies:

- **Collaborate with IBA International Relations.** Work closely with the IBA team to verify credentials and leadership histories. This should include scrutinizing election records, historical documentation, and any existing disputes.
- **Implement a Verification Protocol.** Develop a standardized process to verify the legitimacy of current leadership across all national federations. This process should be clearly communicated to all stakeholders.
- **Engage Stakeholders in Dialogue.** Set up meetings or forums where national federation representatives can offer input, report discrepancies, and confirm or contest leadership status. This inclusive approach builds trust and reinforces transparency.

## 3. Mediation and Conflict Resolution

**Objective:** Restore stability by resolving leadership disputes and internal conflicts through neutral intervention.

### Strategies:

- **Introduce Expert Mediators.** Dependent on the depth of issues, we will consider engaging independent conflict-resolution expert officials with a proven track record. Their neutrality can facilitate balanced discussions between conflicting parties.
- **Develop a Mediation Framework.** Create a structured protocol outlining clear steps for meeting discussion, including timelines, confidentiality agreements, and reporting mechanisms, and to ensure that all sessions are well documented for accountability.
- **Regular Monitoring and Follow-Up.** After enabling discussion, to schedule follow-up meetings to track progress and adjust strategies as needed—ensuring that any agreed solutions are implemented in a timely manner.

## 4. Unifying the Continent Around both IBA/AFBC Principles and Governance Framework Requirements

**Objective:** Ensure all AFBC affiliates adhere to a unified system of governance and ethical standards.

### Strategies:

- **Launch a Communication Campaign.** Develop materials and workshops that highlight IBA governance and ethical principles. This will include forums, training sessions, and guidelines aimed at reinforcing a common vision for African boxing.

- **Establish Zonal Forums.** Organize periodic meetings or conferences that bring together representatives from different zones and national federations. These platforms can be used for sharing best practices, addressing common issues, and building a unified culture.
- **Create Incentives for Compliance.** Introduce recognition or systems that incentivize adherence to governance standards. Positive reinforcement can be a powerful tool for cultivating long-term commitment. This could include aspects of the Financial Support Program (FSP).

## 5. Ensuring Full Adherence to Constitutional Governance

**Objective:** Guarantee that all actions and decisions align with the IBA Constitution and AFBC framework.

### Strategies:

- **Develop a Comprehensive Regulatory Framework.** Draft clear policies and procedures that outline the roles and responsibilities of all parties in accordance with the IBA Constitution. This framework will include mechanisms for accountability and sanctions if there's non-compliance.
- **Implement Regular Audits.** To schedule frequent internal and external reviews to assess adherence to the new governance framework. These audits should lead to actionable insights and corrective measures when discrepancies are discovered.
- **Issue Directives and Policy Updates.** The Normalisation Committee (NC) is empowered to release binding directives. We will ensure that these directives are communicated promptly and are easy to understand and implement at every level of the organization.

## 6. Investigating and Resolving Delayed Prize Money Payments

**Objective:** Address financial delays to ensure that boxers receive their rightful payments on time.

### Strategies:

- **Set Up a Dedicated Financial Working Group.** Create a subcommittee within the NC/respective subject matter working groups to solely focus on identifying and resolving issues related to delayed prize money. This working group will have the authority to audit financial records and recommend corrective actions.
- **Implement a Transparent Financial Reporting System.** We will develop a digital audit trail for all transactions to monitor funding flows and pinpoint delays. This system should allow boxers and relevant stakeholders to verify payment statuses in real time.
- **Engage with Stakeholders.** Establish direct lines of communication with boxers and managers to gather feedback on payment processes. Regularly update stakeholders on progress and any changes to payment systems.

## 7. Maintaining the Functioning of AFBC Competitions

**Objective:** Ensure the smooth operation of competitions despite the ongoing governance overhaul.

### Strategies:

- **Appoint Subject Matter Experts.** Through the IBA Sports Department, to Identify and empower experts with deep knowledge of competition management to oversee operations. Their role is to support AFBC and to ensure that events continue effectively and meet IBA international standards.
- **Develop a Competitions Continuity Plan.** Draft contingency plans that include resource allocation, scheduling adjustments, and crisis management protocols to minimize disruptions during the transitional period.
- **Enhance Communication Between Stakeholders.** Keep all competitors, officials, and partners informed of any changes or updates in event and calendar management. Regular briefings and updates will help to maintain confidence in the competitions' integrity.

## 8. Preparing and Organising New Elections for AFBC Leadership

**Objective:** Plan and execute transparent, democratic elections to establish a new AFBC leadership in line with constitutional standards.

### Strategies:

- **Form an Independent Elections Committee.** Establish a body free from potential biases or conflicts of interest, including representatives from both AFBC, IBA and BIIU. This committee should oversee the entire election process.
- **Design a Transparent Vetting Process.** Work with the BIIU and other relevant bodies to develop clear criteria for candidate eligibility and ensure that the vetting process is open, merit-based, and accessible to all eligible national federations.
- **Establish a Detailed Election Timeline.** Set provisional dates for key stages, candidate registration, vetting, campaigning, and the election Congress. Ensure that the timeline allows ample time for consultation, dispute resolution, and international oversight if necessary.
- **Communicate Clearly and Regularly.** Regular updates should be issued via multiple IBA/AFBC platforms to keep all stakeholders informed about the progress towards new elections. This transparency builds trust and encourages participation.

## 9. Exercising Full Executive Authority and Monitoring Compliance

**Objective:** Oversee all activities during the transition and ensure that corrective actions are timely and effective.

### Strategies:

- **Develop a Clear Reporting Mechanism:** Create a dashboard or regular report format that the NC will use to brief the IBA Board. Include key performance indicators (KPIs) related to each strategic area so that progress can be tracked objectively.

- **Conduct Periodic Reviews:** Schedule regular checkpoints (monthly and quarterly reviews) to evaluate action plans and make mid-course corrections as required. This ensures that governance reforms do not drift from the intended objectives.
- **NC empowered to Enforce Directives:** We will ensure that the NC has the institutional backing to issue binding directives and corrective actions. An empowered leadership, supported by well-defined authority, will help restore constitutional governance efficiently.
- In exercising its position of authority, the NC is authorised to review and amend the AFBC Constitution as deemed appropriate.

These strategies, when implemented cohesively, pave the way not only for stabilizing the current governance crisis but also for setting the stage for a stronger, more transparent, and democratically resilient future for the AFBC.

#### **Additional Considerations:**

- Establish a dedicated communication channel to share progress updates and foster interaction among stakeholders at all levels.
- Consider developing detailed timelines and budgets for each strategic initiative, and plan for scenario-based adjustments to manage unforeseen challenges.

#### **Summary**

Together, the above strategies are designed not only to address the immediate challenges of the governance crisis, but also to reconstruct the AFBC on a robust foundation of integrity, transparency, and accountability. By implementing targeted interventions, ranging from rigorous needs analyses and meticulous verification of leadership credentials to independent conflict mediation and a transparent electoral process, we are establishing a resilient framework that endures beyond crisis management. This integrated approach ensures that every facet of AFBC's operations is realigned with constitutional mandates and IBA principles, fostering an environment where every decision is made with clarity and in the collective interest of the community.

Ultimately, we are not just steering AFBC toward stability; we are forging a future defined by cohesive unity, sustainable democratic leadership, and a renewed commitment to excellence that will act as a beacon for African boxing for generations to come.

Yours sincerely,



Ms Pearl Dlamini  
Chair of the AFBC Normalisation Committee

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<sup>i</sup> The AFBC Normalisation Committee Regulations will be uploaded directly to the IBA website (link to follow).