

# GOLFRSA

## THE TRANSFORMATION CHARTER



**JANUARY 2019 TO DECEMBER 2023**

*SUPERSEDES – TRANSFORMATION CHARTER 2015*

# INTRODUCTION

There is widespread and common understanding and agreement by all stakeholders that golf in South Africa must be transformed. GolfRSA is the mandated custodian of the Transformation Charter in South Africa, and thus recognised as the catalyst and driving force to get all stakeholders united in common programs, e.g. capacity building, development, etc. in order to achieve the transformation objectives.

It is envisaged that collective buy-in and alignment of this charter be adopted and embraced by all stakeholders in the golfing fraternity.

All stakeholders must be active participants in the implementation, control and monitoring of the Transformation Charter

# TRANSFORMATION PLEDGE

We, the Golfing Community of South Africa, pledge our support to this Transformation Charter and will strive to consciously, through an ongoing and planned process, create conditions and opportunities that will continue to ensure the inclusion of all South Africans in the meaningful participation, both socially and competitively, in the game of golf.

We recognize that great strides have been made in addressing inequality in the golf industry, but inequity still exists for those from disadvantaged backgrounds. To be equal, everyone should get the same opportunities irrespective of their success or failure. To be equitable, everyone should get what they need to be justifiably successful.

# EQUALITY VS EQUITY



## IN-EQUALITY

“Not all things that are equal, are fair and not all things that are fair, are equal.”



## EQUALITY

To be equal, everyone gets the same – irrespective of their success or failure.



## EQUITY

To be equitable, everyone gets what they need to be justifiably successful.

# TRANSFORMATION COMMITMENT

As key stakeholders we pledge to :

Adopt this charter and its goals as our founding principles in continuing to transform Golf in South Africa.

Communicate the 5-year targets to our members and partners.

Monitor the progress of our members in achieving these goals.

To holistically, including but not limited to the delivery of the sport of golf, use golf to contribute towards attaining social cohesion in South Africa.

Encourage and lead stakeholders along the transformation and development journey.

Ensure that Development strategies align with the objectives of this Transformation Charter

# SIGNATORIES

This pledge was adopted, by resolution, by the following parties:

**South African Golf Association**

**Womens Golf South Africa**

**Co-Signatories**

**Club Management Association of Southern Africa**

**Professional Golfers Association**

**South African Disabled Golf Association**

**South African Golf Development Board**

**Sunshine Tour**

**Womens Professional Golf Association**



**WPGA**  
Womens Professional Golf Association  
South Africa

**GOLFRSA**

# THE BACKGROUND

SAGA & WGSA created a formal Transformation Charter in 2009. Many of the targeted deliverables have since been achieved and delivered.

The relevance and applicability of the existing charters came up for review and a more inclusive two day Transformation and Development Indaba took place in Johannesburg in September 2017.

All stakeholders provided input, and from the feedback received, tasked GolfRSA to develop action plans for the next five years.

# 2017 INDABA FEEDBACK

- Recognition that Transformation is essential.
- Recognition that a lot is happening but not being recorded.
- Stakeholders believed that fear of change may exist and believe that change may be difficult.
- There is often clear resistance to Transformation.
- Social cohesion can be facilitated through successful implementation.
- The benefits within the golf industry are significant.
- There are significant financial challenges.
- Good governance is lacking in many areas of the sport.
- No unified vision existed for South Africa regarding Golf Transformation.

# **SRSA TRANSFORMATION DEFINITION**

According to the Sports and Recreation South Africa's Transformation Charter, transformation is defined as a process of:

Holistically changing the delivery of sport, through the actions of individuals and organisations that comprise the sport sector to ensure:

- Increased access and opportunities for ALL South Africans, including women, persons with disabilities, youth, children and the elderly to sport and recreation opportunities.
- The socio-economic benefits of sport are harnessed.
- The constitutional right to participate in the sport of ones choice is recognised.

# TRANSFORMATION PRINCIPLES

Sport and Recreation of South Africa's Transformation Charter describes the establishment of a sporting system that has a focus on the principles of:

- human capital development;
- equitable resource distribution;
- elimination of all inequalities in delivery and creation of opportunities to play sport;
- increased access to participation opportunities;
- skill and capability development at all levels and in all areas of activity;
- greater community involvement through new sport infrastructure development;
- empowerment of the individual;
- respect for each other;
- fair and just behaviour;
- innovation to continue to give South Africa a competitive edge in world sport; and
- good governance.

# SRSA – EPG: SPORT TRANSFORMATION AUDITS

- **Demographic Targets**

- Presidents
- Board Members
- CEO
- Women Board Members
- Male senior Representative Entities
- Male underage Representative Entities
- Female senior Representative Entities
- Female underage Representative Entities
- Male Coaches
- Female Coaches
- Male Referees
- Female Referees
- Senior Teams Selectors
- Underage Teams Selectors
- Senior Teams Managers
- Underage Teams Managers

Demographic  
Target:  $\geq 60\%$

Women on Boards:  
25%

Preferential  
Procurement  
Target: 50% of total  
procurement from  
BEE entities

- **Preferential Procurement**
- **Employment Equity**

# **GOLFRSA TRANSFORMATION DEFINITION**

**Transformation is the ongoing and planned **process** of creating conditions and opportunities that will **ensure** the inclusion of all South Africans in the meaningful participation, both socially and competitively, in the game of golf in **South Africa** and **the world**, as well as inclusive administration and employment within the industry.**

# **SOCIAL COHESION**

## **Definition**

**Social cohesion is defined as:**

the willingness of members of a society to co-operate with each other in order to survive and prosper.

# OBSTACLES TO SOCIAL COHESION

## REALITY CHECK – 2017 (INDABA)

- Resistance to change.
- Lack of and/or inadequate or insufficient infrastructure, facilities, resources.
- Lack of funding resulting in lack of exposure for disadvantaged individuals.
- Translating policy into action, development and exposure.
- Insufficient talent identification and promotion in the industry

# STAKEHOLDER KEY UNDERTAKINGS (OBJECTIVES)

All stakeholders to commit to the principles and objectives and undertake to deliver on the following and ensure that:

- Golf promotes and encourages **Social Cohesion**.
- Engenders a **Values** system where golf influences the behaviour and attitude of all South Africans.
- The **Structure and Governance** (incl. Financial Governance) becomes an imperative.
- Through **Equity**, we engender fairness and an impartial attitude.
- Making **Resources** available to all who want to play golf.
- All **Stakeholders are involved** in the process of creating the vehicle to promote golf as a sport of choice.
- **Unequivocal acceptance of the Transformation Charter.**

# DUTIES OF STAKEHOLDERS

To ensure

- Facilities and resources are accessible and available to a diversity of communities.
- An environment where Transformation and Development (Social Cohesion) is understood, including relevant definitions.
- All stakeholders establish and implement structures that allow Transformation (Social Cohesion) to be embraced.
- All stakeholders must embrace a positive approach to Transformation (Social Cohesion).
- All people who would like to participate in golf and the industry, be allowed to do so.
- An enabling environment for optimal performance.

# TRANSFORMATION ELEMENTS

- To engage the key stakeholders in the golfing industry on the matter of Transformation .
- To obtain buy-in and support from the key stakeholders.
- To identify the roles and responsibilities of the various stakeholders.
- To develop a common understanding of the concepts related to Transformation.
- To develop clear Strategies and Goals for the transformation of golf, including an effective implementation strategy for Transformation.
- Co-ordination of information and working towards common goals.

# CRITICAL SUCCESS FACTORS

All stakeholders to:

- adopt the GolfRSA Transformation and Development Charter ;
- recognise that a measure of inequality still exists for those from previously disadvantaged backgrounds, for women and for persons with disabilities, who wish to play golf or work in golf, resulting in unequal and inequitable opportunities;
- holistically, including but not limited to the delivery of the sport of golf, change golf to ensure social cohesion is achieved;
- dispel fears relating to transformation and development;
- continue to develop human resources at club/provincial/national federation level through the promotion of PDI's, women and the disabled through affirmative action policies;
- engage local government for the allocation of land for the creation of facilities and the maintenance thereof;
- nominate/appoint a responsible person for Transformation.

# ACTION PLAN 2019 - 2023

Priority	Key Actions	Target	By Whom	By When	Resource
<b>Transforming and Growing Golf/Enhancing Participation</b> To facilitate the process for new participants' entry into the game and retaining the existing base	<u>Action 1</u> GolfRSA to prioritise sectors of the community to grow golf and enhance mass participation with the necessary product offerings i.e. social membership programmes, Women in Golf, etc.		GolfRSA National Federations	March 2019	GolfRSA SAGA WGSA
	<u>Action 2</u> Liaise with relevant government departments to facilitate the extension of golf course leases	Ongoing	GolfRSA National Federation	Ongoing	GolfRSA SAGA
	<u>Action 3</u> To facilitate the identification of possible opportunities in prioritised previously disadvantaged areas.	Ongoing	GolfRSA National Federations Unions	Ongoing	GolfRSA
	<u>Action 4</u> Provide platforms that will enhance the reach of GolfRSA/National Federations to all levels of golfers eg. Champion of Champions etc.	Done	GolfRSA National Federations	Immediate	GolfRSA

# TRANSFORMING AND GROWING CONT.

Priority	Key Actions	Target	By Whom	By When	Resource
	<a href="#">Action 5</a> Formalise a strategy to grow family participation in the sport		GolfRSA National Federations Clubs	March 2019	GolfRSA
	<a href="#">Action 6</a> Utilise “ambassador” roles to promote golf to young people and families	1 “ambassador” per union	GolfRSA National Federations Unions Clubs	September 2019	GolfRSA National Federations Unions Clubs PGA WPGA Golf Industry Stakeholders
	<a href="#">Action 7</a> Formalise a strategy to influence Time and Cost barriers to golf and mass participation		GolfRSA National Federations Clubs	March 2019	GolfRSA National Federations Unions Clubs PGA WPGA Golf Industry Stakeholders

Priority	Key Actions	Target	By Whom	By When	Resource
<b>Capacity Development</b> To nurture, develop and encourage previously disadvantaged individuals to serve on the union executive committees	<u>Action 1</u> All unions increase their current representivity at Executive Level to achieve a national minimum of 40% at all levels, including: Team Managers, Selectors, Coaches and Referees	1 additional PDI per union	Union President	01/01/2020	All Provincial Unions
	<u>Action 2</u> All affiliated clubs to ensure representivity at Executive level to a minimum of 20% - club demographics to increase in support of the national target of 40%	20% of all club executive committees 40% national club average	Affiliated Clubs/Club Management Association of SA	01/01/2023	Club Managers Association of SA/Affiliated Clubs
<b>Human Capacity Development</b> Ensuring that all who work in the golf industry, are able to access skills development	<u>Action 1</u> All clubs to provide development and training opportunities to staff, including empowering caddies to upskill themselves	1 programme per union	Affiliated Clubs/Club Managers Association of SA Professional Golfers of South Africa	01/01/2020	Club Managers Association of SA/Affiliated Clubs/ Professional Golfers of South Africa
<b>Employment Equity</b> Subscribing to the equity policies that allows for the promotion of PDI's	<u>Action 1</u> GolfRSA/Unions and Clubs to apply affirmative action principles as part of their employment policies	All partners/ stakeholders	GolfRSA/Unions/ Clubs	01/01/2019	National Federations Unions Clubs

Priority	Key Action	Target	By Whom	By When	Resource
<b>Gender Equality/ Balance</b> Ensuring that gender demographics are promoted	<u>Action 1</u> Amalgamation of mens and womens golf	50% year 1 100% year 5	SAGA/WGSA/ Unions/Clubs	March 2020 March 2023	GolfRSA National Federations Unions Clubs
	<u>Action 2</u> Create specialised programmes to encourage more women and girls to play golf and work in the golf industry	Minimum 2 programmes per union	GolfRSA/WGSA Unions	March 2019	Unions Clubs
<b>Funding</b> To allow all parties to have access to funding for the development of the game.	<u>Action 1</u> Unions to make application for funding annually. Funds to be used for development of previously disadvantaged individuals and women only	Annual Review	Unions	31 July annually (SAGA) 31 March annually (WGSA)	National Federations Unions

Priority	Key Actions	Target	By Whom	By When	Resource
	<u>Action 2</u> A minimum of 15% of the Retention Development fund to be made available to the South African Disabled Golf Association through application by SADGA	Annual Review	SADGA	To be disbursed by the National Federation – 31 August annually	GolfRSA National Federation (SAGA)
<b>Golf Integration</b> Ensuring a unified body exists for the delivery of golf initiatives to all who want to play golf	<u>Action 1</u> Integration of Golf <ul style="list-style-type: none"> <li>• South African Disabled Golf Association</li> <li>• South African Golf Development Board</li> </ul>		SAGDB/GolfRSA  SADGA/GolfRSA	01 Oct 2018  01 Jan 2020	GolfRSA/SAGDB SADGA
<b>Governance</b> As custodians of the game, good governance must exist, thereby ensuring that the delivery of goals and objectives can be achieved	<u>Action 1</u> All unions to annually submit detailed audited financials or, where applicable, audited financial reports, reflecting development funding/usage as a separate line item supported by detailed spend analysis	Immediate	Unions	Union financial year end	National Federations Unions

Priority	Key Actions	Target	By Whom	By When	Resource
Media /Exposure	<u>Action 1</u> Celebrate major transformation and development successes through the mainstream media	Article Nos. National 20 Union 5	National Federations/all Stakeholders	Annual year end	All parties
<b>Procurement</b> To actively seek partners who fulfil our procurement policy and government legislation	<u>Action 1</u> Procurement policy 50% of all spend to be done through companies certified up to BEE Level 4 status	All Unions	National Federations Unions	31/12/2019	National Federations Unions

Priority	Key Actions	Target	By Whom	By When	Resource
<b>Team Selection</b>	<u>Action 1</u> National Teams Selection Criteria as set by the National Federations and based on Government prescripts	Immediate	National Federations	2018	National Federations
<b>Representation</b> To promote representation of PDIs through biased meritocracy	<u>Action 1</u> All Junior Level representation (boys) 8 Player Teams <ul style="list-style-type: none"> <li>• 2 players of colour</li> </ul> 6 Player Teams <ul style="list-style-type: none"> <li>• 1 player of colour</li> </ul> 4 Player Teams <ul style="list-style-type: none"> <li>• 1 player of colour</li> </ul>	Immediate	Union	2018	Unions
	<u>Action 2</u> Open Men Premier IPT/Mid Amateur/ Country Districts/Challenge IPT's <ul style="list-style-type: none"> <li>• 1 player of colour</li> </ul>	All unions	Unions	01/01/2020	Unions

Priority	Key Actions	Target	By Whom	By When	Resource
	<u>Action 3 (Women &amp; Girls):</u> IPT and 72 Hole Teams: increase representation of players of colour from current representation of 20%	40%	Unions	2023	Unions
	<u>Action 4 (Women):</u> Focus on growing participation of previously disadvantaged individuals in Mid-Amateur tournaments	25%	Unions	01/01/2020	WGSA Unions

# TRANSFORMATION SCORECARD

## GolfRSA

Launch and Communication of Transformation Charter		Launch
Appointment of Transformation officer who will annually collate reports from all unions and National Bodies		Year 1
Integration of SAGDB and SADGA		Year 2
Ensure minimum representivity within GolfRSA		Year 2

## Unions

Have a formal Transformation Strategy in place based upon the GolfRSA Transformation Charter	Governance
Transformation and Development report in Annual Report	Governance
Ensure Minimum 25% representivity at Executive Level in committee	Transformation
Annual Financial Statements to be submitted to GolfRSA annually	Governance
BEE Compliance - all clubs to be at least compliant . BEE Compliance would cover all aspects of Transformation including management , procurement, CSI, Skills Development - Note bodies under R10 million are Exempt and get level 4 status	Transformation
Representation : Achieve all targets	Transformation
Collecting Club Development Reports annually and collating for GolfRSA	Transformation

# Clubs

Have a formal Transformation Strategy in place based upon the GolfRSA and respective Union Transformation Charters	Governance	Year 1
Transformation and Development report in Annual Report	Governance	Year 2
BEE Compliance - all clubs to be at least compliant. BEE Compliance would cover all aspects of Transformation including management, procurement, CSI, Skills Development	Transformation	Year 3
BEE Compliance - all clubs to have improved by one level, where applicable	Governance	Year 5
Ensure minimum 20% representation at Executive committee level	Transformation	Year 3
Representation at league	Transformation	Year 2
Club % increase in PDI members - 40% (national average)	Transformation	Year 5

# **SIGNATORY ORGANISATIONS**

Club Management Association of Southern Africa

Professional Golfers Association of South Africa

South African Disabled Golf Association

South African Golf Development Board

Sunshine Tour of Southern Africa

Womens Professional Golf Association