

Free State Golf Union

TRANSFORMATION CHARTER



JANUARY 2019 TO DECEMBER 2023

SUPERCEDES – TRANSFORMATION CHARTER 2016

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.

The FSGU has a collective interest and responsibility with the transformation objectives of GolfRsa and have created this charter as a guide and framework for the years ahead.

The Free State Golf Union envisage that collective buy in and alignment of this charter be adopted and embraced, by all stakeholders in the golfing fraternity in the Free State Province.

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



TRANSFORMATION PLEDGE

We, the Free State Golf Union, 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 Free State Golf Players 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 a key stakeholder we pledge to:

- Adopt this charter and its goals as our founding principles in continuing to transform Golf in the Free State Province.
- 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 the Free State Province.
- Encourage and lead stakeholders along the transformation and development journey.
- Ensure that development strategies align with the objectives of this Transformation Charter in our Union.



SIGNATORIES

This pledge was adopted by resolution, by the Executive of the Free State Golf Union's Management Committee on 26th January 2019.



THE BACKGROUND

The Free State Golf Union created a formal Transformation Charter in 2015. Many of the targeted deliverables have since been achieved and delivered.

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

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



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**



FREE STATE TRANSFORMATION DEFINITION

Transformation is the on going and planned process of creating conditions and opportunities that will ensure the inclusion of all Free State Golfers in meaningful participation in social and competitive playing 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 cooperate with each other in order to survive and prosper.



OBSTACLES TO SOCIAL COHESION

REALITY CHECK – 2017 (NATIONAL INDABA)

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



FSGU 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 in the Free State 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 FSGU Transformation and Development Charter
- recognise that a measure of inequality still exists for those from previously disadvantaged backgrounds, for women and for person's 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 through the promotion of pdi's, women and disabled through affirmative action policies
- engage local government for the allocation 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
Transforming and Growing Golf/Enhancing Participation 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 Federation	March 2019	GolfRSA SAGA WGSA
	<u>Action 2</u> Assist, upon invitation, in liaising with relevant government departments to facilitate the extension of golf course leases	On going	GolfRSA National Federation	Ongoing	GolfRSA SAGA
	<u>Action 3</u> To facilitate the identification of possible opportunities in prioritised previously disadvantaged areas.	On going	GolfRSA National Federation Unions	Ongoing	GolfRSA
	<u>Action 4</u> Provide platforms that will enhance the reach of GolfRSA/National Federation to all levels of golfers eg. Champion of Champions etc.	Done	GolfRSA National Federation	Immediate	GolfRSA



TRANSFORMING AND GROWING CONT.

Priority	Key Actions	Target	By Whom	By When	Resource
	<u>Action 5</u> Formalise a strategy to grow family participation in the sport		FSGU Clubs	March 2019	FSGU Clubs
	<u>Action 6</u> Utilise “ambassador” roles to promote golf to young people and families	1 “ambassador” in union	FSGU Clubs	September 2019	FSGU Clubs
	<u>Action 7</u> Formalise a strategy to influence Time and Cost barriers to golf and mass participation		FSGU Clubs	March 2019	FSGU Clubs

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



Priority	Key Action	Target	By Whom	By When	Resource
Gender Equality/ Balance Ensuring that gender demographics are promoted	<u>Action 1</u> Amalgamation of mens and womens golf	50% year 1 80% year 5	FSGU Clubs	March 2020 March 2023	FSGU 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 in union	GolfRSA/WGSA FSGU	March 2019	FSGU Clubs
Funding To allow all parties to have access to funding for the development of the game.	<u>Action 1</u> Union to make application for funding annually. Funds to be used for development of previously disadvantaged individual and women only	Annual Review	FSGU	31 July annually (SAGA) 31 March annually (WGSA)	FSGU



Priority	Key Actions	Target	By Whom	By When	Resource
Golf Integration 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"> • South African Disabled Golf Association • South African Golf Development Board 		SAGDB/GolfRSA SAGDB/GolfRSA	01 Oct 2018 01 Jan 2020	GolfRSA/SAGDB SADGA
Governance As custodians of the game, good governance must exist thereby ensuring that the delivery of goals and objectives can be done	<u>Action 1</u> FSGU 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	FSGU	Union financial year end August each year	National Federations Unions



Priority	Key Actions	Target	By Whom	By When	Resource
	<u>Action 4</u> All unions to annually submit detailed audited financials reflecting development funding/usage as a separate line item	Annual	FSGU	Union financial year end	FSGU
Media /Exposure	<u>Action 1</u> Celebrate major transformation and development successes through the mainstream media	Article No's. National 20 Union 5	FSGU	Annual year end	FSGU Clubs
Procurement 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	FSGU	National Federation FSGU	31/12/2019	FSGU



Priority	Key Actions	Target	By Whom	By When	Resource
Representation To promote representation of PDI's through biased meritocracy	<u>Action 1</u> All Junior Level representation (boys) 8 Player Teams <ul style="list-style-type: none">• 2 players of colour 6 Player Teams <ul style="list-style-type: none">• 1 player of colour 4 Player Teams <ul style="list-style-type: none">• 1 player of colour	Immediate	FSGU	2019	FSGU
	<u>Action 2</u> Open Men Premier IPT/Mid Amateur/ Country Districts/Challenge IPT's <ul style="list-style-type: none">• 1 player of colour	All unions	FSGU	01/01/2020	Unions



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

TRANSFORMATION SCORECARD

Golf RSA

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

Free State Golf Union

Have a formal Transformation Strategy in place based upon the Golf RSA 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 Golf RSA 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 Golf RSA	Transformation



Clubs

Have a formal Transformation Strategy in place based upon the Golf RSA and FSGU 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 Exec committee level	Transformation	Year 3
Representation at league	Transformation	Year 2
Club % increase in PDI members (TBC)	Transformation	Year 5

Signatory Organisations
