



THE TRANSFORMATION CHARTER



JANUARY 2024 TO DECEMBER 2027

SUPERSEDES – TRANSFORMATION CHARTER 2019

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.



Equality is everyone
getting a pair of shoes.



Diversity is everyone
getting a different type
of shoe.



Equity is everyone
getting a pair of shoes
that fits.



Acceptance is
understanding we all wear
different kinds of shoes.



Belonging is wearing the
shoes you want without
fear of judgment.

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

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 next updated charter 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.

GolfRSA is now continuing action plans for the next five years (2023-2027)

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 – TRANSFORMATION SCORECARD

• Access:	Access to facilities and opportunities to play the game.
• Skill and Capability Development:	Number of courses held; number of newly accredited coaches, administrators, officials training nationally and internationally.
• Demographic Profile:	Demographics (black, female and disability) in management structures, coaches, technical officials and team selections at provincial, national and international level.
• Performance:	International participation and performance (rankings) on merit.
• Contribution to Government priorities:	Awareness programmes on government priority programmes; Procurement from enterprises that are B-BBEE compliant.
• Good Governance:	Ensuring that federation policy documents are in place and aligned to the National Sports and Recreation Plan.

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 updated 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 2023 - 2027

Priority	Key Actions	Target	By Whom	By When	Resource
Transforming & 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 programs, Women in Golf, etc	Implementation of Social Golfer / Flexi club & GolfSixes	GolfRSA	Apr-24	GolfRSA; Unions; HNA
	<u>Action 2:</u> To establish coaching and playing programs for previously disadvantaged individuals nationwide.	All 14 Golf Unions; at least 50 projects/chapters nationwide	GolfRSA; Unions; SAGDB	Completed & Ongoing	GolfRSA; Unions; SAGDB; DSAC; Lotto
	<u>Action 3:</u> To establish coaching and playing programs for previously disadvantaged disabled individuals.	At least 10 projects/schools nationwide	GolfRSA; Unions; SADGA	Completed & Ongoing	GolfRSA; Unions; SADGA; DSAC; Lotto
	<u>Action 4:</u> Provide platforms that will enhance the reach of GolfRSA to all levels of golfers eg. Champion of Champions, Nine Hole Challenge	Champion of Champions & Caddie Champion of Champions; Nine Hole Challenge	GolfRSA; Unions; Clubs	Implemented annually since 2018	GolfRSA; Unions; Clubs; Paul Adams / Golf Notions

ACTION PLAN 2023 - 2027

Priority	Key Actions	Target	By Whom	By When	Resource
	<u>Action 5:</u> Formalise a strategy to grow family participation in the sport such as GolfSixes	Golf Clubs in all regions & SAGDB in all Regions	GolfRSA; Unions; Clubs; SAGDB; SADGA	Apr-24	GolfRSA; R&A; DSAC; Lotto; SAGDB
	<u>Action 6:</u> Utilse "ambassador" roles to promote golf to young people and families	"Ambassadors" from golf and various sport / business sectors	GolfRSA	Apr-24	GolfRSA; Unions; Clubs; Stakeholders; Sports Stars; Celebrities
	<u>Action 7:</u> Formalise a strategy to influence time and cost barriers to golf and mass participation	Social Golfer / Flexiclub; GolfSixes; Equipment	GolfRSA; Clubs	April / May 2024	GolfRSA; R&A; Unions; Clubs; PGA; Golf Industry; Stakeholders

ACTION PLAN 2023 - 2027

Priority	Key Actions	Target	By Whom	By When	Resource
Capacity Development To nurture, develop and encourage previously disadvantaged individuals to serve on the Union executive committees	<u>Action 1:</u> All clubs to promote and communicate the inclusive pathway that exists to gain representation to serve on voluntary Executive Committees and the pathway to Union and National Executive Committees	To continue building diverse voluntary committees that represent social cohesion and unity	Club Management; Club Committees; CMASA	Ongoing	Club Managers; Club Committees; CMASA; Unions
	<u>Action 2:</u> All Unions to promote and communicate the inclusive pathway that exists to gain representation to serve on voluntary Executive Committees, or as Team Managers, Selectors, Coaches and Referees	To continue building diverse voluntary committees that represent social cohesion and unity	GolfRSA; Union President; Union Executive; Clubs	Ongoing	GolfRSA; Unions; CMASA; Clubs
	<u>Action 3:</u> Implement a young leaders program with training and development around leadership, governance, administration and principles of executive representations	Affiliated Golf Club members under the age of 40, with emphasis on black and female	GolfRSA; CMASA	Dec-24	GolfRSA; CMASA; R&A; DSAC; Lotto

ACTION PLAN 2023 - 2027

Priority	Key Actions	Target	By Whom	By When	Resource
Human Capacity Development Ensuring that all who work in the golf industry, are able to access skills development	Action 1: GolfRSA and clubs to provide development and training opportunities to staff including empowering them to upskill themselves	Training and upskilling by Clubs, CMASA and GolfRSA is being done country-wide	Affiliated Clubs; CMASA; PGA of South Africa; GolfRSA	Ongoing	Club Managers Association of SA; Affiliated Clubs; PGA of South Africa; GolfRSA
Employment Equity Subscribing to the equity policies that allows for the promotion of PDI's	Action 1: GolfRSA, Unions and Clubs to apply affirmative action principles as part of their employment policies	All partners / stakeholders	GolfRSA; Unions; Clubs; SAGDB; SADGA	Ongoing	GolfRSA; Unions; Clubs; SAGDB; SADGA

ACTION PLAN 2023 - 2027

Priority	Key Actions	Target	By Whom	By When	Resource
Gender Equality / Balance Ensuring that gender demographics are promoted	<u>Action 1:</u> Amalgamation of men's and women's golf at National level	Completed with the formation of GolfRSA in 2016	SAGA; WGSAs	Completed	SAGA; WGSAs
	<u>Action 2:</u> Amalgamation of Men and Women's golf at Union level	All 14 Golf Unions	Unions	Jan-25	Unions
	<u>Action 3:</u> Create specialised programmes to encourage more women and girls to play golf and work in the golf industry	Women's Leadership Program; GolfSixes	GolfRSA; WGSAs; Unions	Mar-24	Unions; Clubs; GolfRSA; R&A

ACTION PLAN 2023 - 2027

Priority	Key Actions	Target	By Whom	By When	Resource
Funding: Allocate at least 30% of GolfRSA affiliation fees to Transformation and Development projects according to action plans via the Development Levy for SAGDB funding and SADGA funding.	Action 1: Allocation of Development Levy within GolfRSA Affiliation fees	Annual Review	GolfRSA; SAGDB; SADGA	Completed and Ongoing since 2018	GolfRSA affiliated golfers
	Action 2: Allocate the development levy funding to support GolfRSA members SAGDB and SADGA	Annual Review	GolfRSA	To be disbursed by the National Federation - 31 August annually	GolfRSA affiliated golfers
Golf Integration Ensuring a unified body exists for the delivery of golf initiatives to all who want to play golf	Action 1: Integration of Golf - South African Disabled Golf Association - South African Golf Development Board	Completed	GolfRSA	Completed 2019	GolfRSA; SAGDB; SADGA

ACTION PLAN 2023 - 2027

Priority	Key Actions	Target	By Whom	By When	Resource
Governance 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 and ongoing	Unions	Union financial year end	Unions
Team Selection	<u>Action 1:</u> National Teams Selection Criteria as set by GolfRSA	Implemented and ongoing	GolfRSA	Completed	GolfRSA
	<u>Action 2:</u> International exposure for transformation and development players	International tournaments	GolfRSA; SAGDB; SADGA	2023	GolfRSA; SAGDB; SADGA; DSAC; Lotto

ACTION PLAN 2023 - 2027

Priority	Key Actions	Target	By Whom	By When	Resource
Representation To promote representation of PDIs through GolfRSA and Union funded development, coaching, skills development and playing projects	Action 1: Utilise SAGDB to implement development projects in all 14 Golf Unions, focusing on PDI and girls. Focus on growing participation of previously disadvantaged individuals in tournaments	<u>All Junior Level representation (boys)</u> 8 Player Teams = 2 players of colour; 6 Player Teams = 1 player of colour; 4 Player Teams = 1 player of colour; <u>Open Men Premier IPT / Mid Amateur / Country Districts / Challenge IPT</u> = 1 player of colour ; <u>(Women & Girls) IPT and 72 Hole Teams</u> : increase representation of players of colour from current representation of 20% to 40%; <u>Mid-Amateur Women</u> to 25%	GolfRSA; Unions; SAGDB	Completed and Ongoing since 2018	GolfRSA; Unions; SAGDB

ACTION PLAN 2023 - 2027

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	GolfRSA; Unions; all stakeholders	Ongoing annually	GolfRSA; Unions; stakeholders
	<u>Action 2:</u> Promote the benefits of golf in specific Golf & Health media campaigns, around the physical and mental benefits, that it is a fun and inclusive sport, that it teaches you lessons that prepares you for life	Social media	GolfRSA; Unions; all stakeholders	2023 and ongoing	GolfRSA; Unions; R&A; stakeholders
Procurement To actively seek partners who fulfil our procurement policy and government legislation	<u>Action 1:</u> Procurement to be compliant with government legislation	GolfRSA; Unions	GolfRSA; Unions	Ongoing	GolfRSA; Unions