



TRANSFORMATION CHARTER

JANUARY 2019 TO DECEMBER 2023

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. BGU fully supports and endorses the Transformation Chapter as set up by GolfRSA and have aligned our Transformation Charter to fall in line with the Governing Body.

We are active participants in the implementation, control and monitoring of the Transformation Charter



TRANSFORMATION PLEDGE

BGU is part of the Golfing Community of South Africa, and we 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, although 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 the Custodian of Golf Within the Boland we pledge to :

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

Communicate the targets to our Clubs and partners.

Monitor the progress of our Clubs as well as the Union itself 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 Boland.

Encourage and lead stakeholders along the transformation and development journey.

Ensure that the BGU Development strategies align with the objectives of GolfRSA 's Transformation Charter



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 the Boland a competitive edge in world sport; and good governance.



BGU 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 the Boland, 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.



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

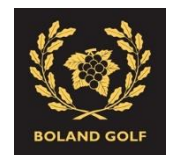
- To engage the key stakeholders in the golfing industry within the Boland on the matter of Transformation.
- To obtain buy-in and support from the key stakeholders within the Boland.
- To identify the roles and responsibilities of the various stakeholders.
- To develop a common understanding of the 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 BGU and 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.



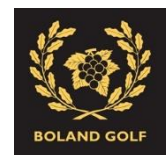
ACTION PLAN 2019 - 2023

Priority	Key Actions	Target	By Whom	By When	Resource
Transforming and Growing Golf/Enhancing Participation To facilitate the process for new participants' entry into the game and retaining the existing base	<u>Resolution 1</u> BGU to prioritise sectors of the community to grow golf and enhance participation with the necessary product offerings by engaging with Clubs to make these offers available	Ongoing	BGU	01/01/2020	BGU
	<u>Resolution 2</u> Liaise with Clubs to assist them in their dealings with the relevant government departments/local municipalities to facilitate the extension of golf course leases	Ongoing	BGU	BGU	BGU
	<u>Resolution 3</u> To facilitate the identification of possible opportunities / venues in prioritised previously disadvantaged areas to grow the game within the communities .	Ongoing	BGU	BGU	BGU



TRANSFORMING AND GROWING CONT.

Priority	Key Actions	Target	By Whom	By When	Resource
	Resolution 4 Formalise a strategy to grow family participation in the sport	Ongoing	BGU	April 2020	BGU
	<u>Resolution 5</u> To engage with clubs to be able to formalise a strategy to influence Cost barriers to golf and to grow participation from all sectors of the community	Union Golf Clubs Union Retail Partners	BGU	April 2020	BGU Office BGU Executive Golf Club Executives/Mangers Union Retail Partners



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>Resolution 1</u> The BGU to increase their current representivity at Executive Level at all levels, including: Team Managers, Selectors, Coaches and Rules Officials	Currently at 27%. Target 30%	BGU Executive	01/04/2020	BGU Executive Affiliated Clubs
	<u>Resolution 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	BGU Executive	01/01/2023	Club Executives Club Managers
Human Capacity Development Ensuring that all who work in the golf industry, are able to access skills development	<u>Resolution 1</u> All clubs to provide development and training opportunities to staff, including empowering caddies to upskill themselves	1 Program within the Union	BGU Executive Club Executive Committees Club Managers	01/01/2020	BGU Executive Club Executive Committees Club Managers
Employment Equity Subscribing to the equity policies that allows for the promotion of PDI's	<u>Resolution 1</u> BGU and Clubs strive to apply affirmative action principles as part of their employment policies	Clubs BGU	BGU Golf Clubs	01/03/2020	BGU Executive Club Committees Club Managers



Priority	Key Action	Target	By Whom	By When	Resource
Gender Equality/ Balance Ensuring that gender demographics are promoted	<u>Resolution 1</u> Amalgamation of mens and womens golf	In progress	BGU / BLG WGSA	12/2020	BGU / BLG WGSA
	<u>Resolution 2</u> Create specialised programmes to encourage more women and girls to play golf and work in the golf industry	Strategic priority in conjunction with Boland Women's Golf	BGU BLG	12/2020	BGU BLG
Funding To allow all parties to have access to funding for the development of the game.	<u>Resolution 1</u> Unions to make application for funding annually. Funds to be used for development of previously disadvantaged individuals and women only	Existing budget item. Annual Review	BGU BLG	31 July annually	BGU / BLG WGSA



Priority	Key Actions	Target	By Whom	By When	Resource
<p>Governance As custodians of the game, good governance must exist, thereby ensuring that the delivery of goals and objectives can be achieved</p>	<p><u>Resolutions 1</u> The Union 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</p>	<p>Complies each year</p>	<p>BGU</p>	<p>Union financial year end December</p>	<p>BGU</p>



Priority	Key Actions	Target	By Whom	By When	Resource
Media /Exposure	<u>Resolution 1</u> Celebrate major transformation and development successes through the mainstream media as well as the Union Website and Local News Papers	Launched and ongoing	BGU	Launched and ongoing	Clubs Union SAGDB SADGA
Procurement To actively seek partners who fulfil our procurement policy and government legislation	<u>Resolution 1</u> Procurement policy 50% of all spend to be done through companies certified up to BEE Level 4 status	BGU	BGU	31/12/2020	BGU



Priority	Key Actions	Target	By Whom	By When	Resource
Team Selection	All Teams selected for Representation of the BGU in SAGA/GolfRSA/National Tournaments to be selected according to the Selection Criteria as set by the National Federations and based on Government prescripts	All teams already representative	BGU	Implemented	BGU
Representation To promote representation of PDIs through biased meritocracy	<u>Resolution 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 	All teams already representative	BGU	Implemented	BGU
	<u>Resolution 2</u> Open Men Premier IPT/Mid Amateur/ Country Districts/Challenge IPT's <ul style="list-style-type: none"> • 1 player of colour 	All teams already representative	BGU	Implemented	BGU



Priority	Key Actions	Target	By Whom	By When	Resource
Team Selection	<u>Resolution 3 (Women & Girls)</u> IPT and 72 Hole Teams Increase representation of players of colour from current representation 20%	To be discussed	BLG		BGU & BLG
	<u>Resolution 4 (Women)</u> Focus on growing participation of previously disadvantaged individuals in Mid-Amateur tournaments	To be discussed.	BLG		BGU & BLG



TRANSFORMATION SCORECARD

BGU

Launch and Communication of Transformation Charter to GolfRSA		September 2019
Appointment of Transformation officer who will manage Transformation within the BGU		Already in place
Working Agreement between SAGDB and SADGA within the BGU		Already in place



Clubs

Have a formal Transformation Strategy in place based upon the GolfRSA and Boland Golf Union Transformation Charters	Governance	Year 1
Transformation and Development report in BGU 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

All Affiliated Clubs within the Boundaries of the Boland Golf Union

All Teaching Professionals (PGA) within the Union assisting with Union Programs – BGU Contracted Independent Contractors

South African Disabled Golf Association

South African Golf Development Board

