

# *Central Gauteng Golf Union Transformation Charter*

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**2019-2024**

# *Introduction*

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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.

CGGU as the custodian of golf in the City of Joburg, Sedibeng and West Rand areas, is responsible for working with GolfRSA on a transformation strategy and objectives and ensuring that transformation is not only focused on National , Provincial and also Club level.

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*

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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.

# *Transformation Commitment*

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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

# Equality vs Equity

*Eminent Persons Group on Transformation in Sport - 2017*



**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.

# *SRSA Transformation Definition*

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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 Principals*

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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*

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- 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
- Preferential Procurement
- Employment Equity

Demographic Target:  
≥ 60%

Women on Boards:  
25%

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



# *CGGU Transformation Definition*

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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 Central Gauteng and South Africa, as well as inclusive administration and employment within the industry.

# *Overview: CGGU Golf Transformation*

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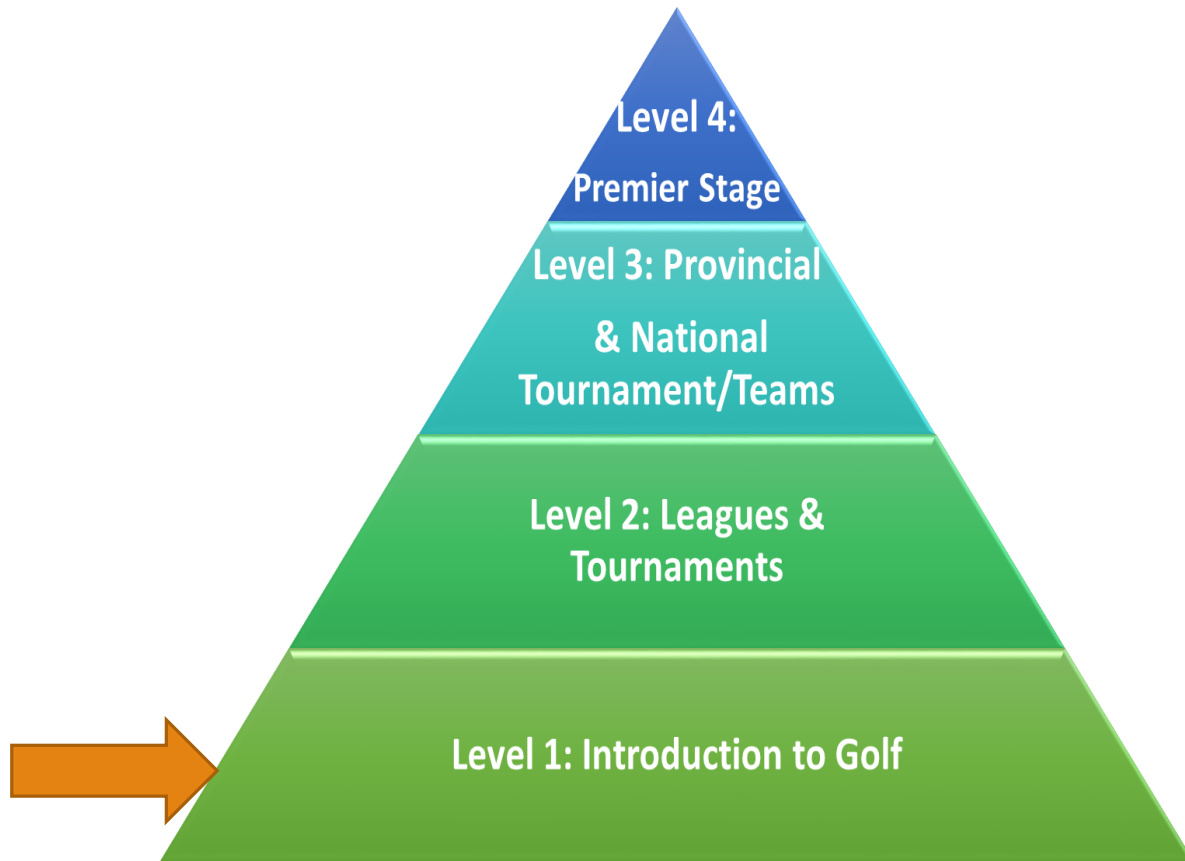
The Central Gauteng Golf Union have been committed for many years to the transformation of golf.

Over the years the union has built some very strong bonds with various stakeholders who share the same passion for the transformation of golf in our region.

- South African Golf Development Board
- South African Disabled Golf Association
- Primary Schools Golf Programme
- Empowerment Golf Foundation

# Overview: CGGU Golf Transformation

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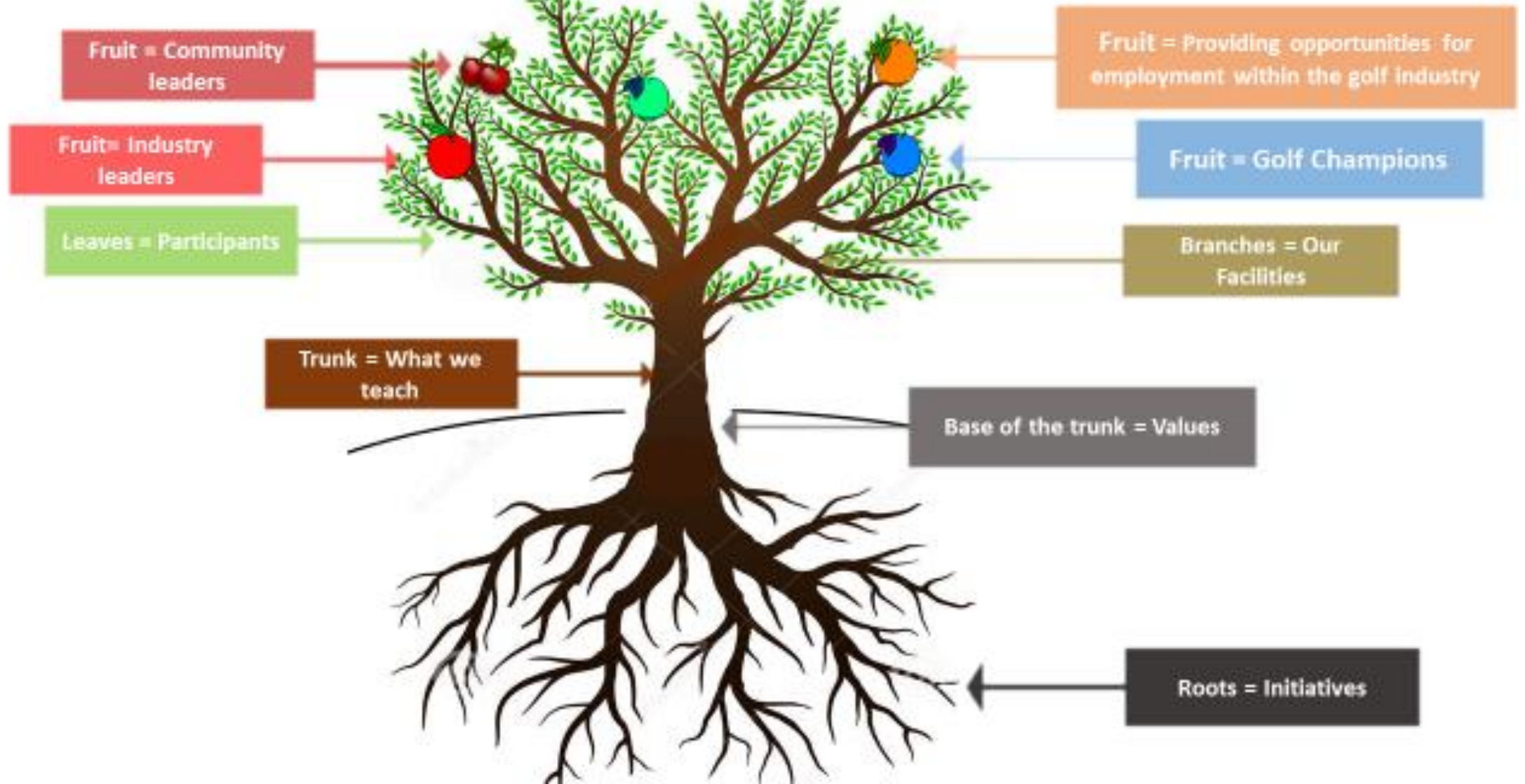


The aim here is to increase the participation at the Introduction Level.

Transformation means that the starting line must be the same for all the children in our region.

What is golf? A healthy lifestyle, showing kids life skills they would otherwise not come in contact with at their age, which will also help them in years to come.

# Tree of Excellence: *Enriching people's lives through golf*



# *Stakeholder Key Undertakings (Objectives)*

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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*

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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*

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- 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*

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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.



# CGGU'S ACTION PLAN 2019 - 2024

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	<u>Action 1</u> - Increase current representative level to at least 1 PDI on the Executive	1 PDI on Executive	Union	May 2020	Union
	<u>Action 2</u> - Increase current representative level to at least 30% PDI on the Executive	30% PDI on the Executive	Union	May 2024	Union
<b>Human Capacity Development</b> Ensuring employees have access to skills development	<u>Action 1</u> Provide development and training opportunities to staff	Ongoing	Executive	Ongoing	CMASA / PGA
<b>Employment Equity</b> Subscribing to the equity policies that allows for the promotion of PDI's	<u>Action 1</u> Apply affirmative action principles as part of employment policies		Executive		
	<u>Action 2</u> Identify PDI's who can be trained and utilized for running of tournaments	1 PDI on contract basis	Union	June 2019	SAGDB Union
<b>Gender Equality</b> Ensuring that gender demographics are promoted	<u>Action 1</u> Create specialized programmes to encourage more woman and girls to play golf and work in the industry	2 Programmes	Union Ladies Golf Gauteng Clubs	January 2021	Union Clubs SAGDB SADGA

# CGGU'S ACTION PLAN 2019 - 2024

Priority	Key Actions	Target	By Whom	By When	Resource
<b>Funding</b> To allow all development programmes to have the opportunity to access funding for the development of the game	<u>Action 1</u> Programmes to make application annually for funding. Funding to be used for development of previously disadvantaged individuals and women only	Funding application process	Union	July 2019	SADGA SAGDB Clubs
<b>Governance</b> Good governance must exist, thereby ensuring that the delivery of goals and objectives can be achieved	<u>Action 1</u> Annual audit to be conducted with a breakdown of development funding expenses	Ongoing	Union	Annually	Union
<b>Procurement</b> To actively seek partners who fulfil government legislation	<u>Action 1</u> Investigate companies BEE level and give preference to those with Level 4 BEE status	Immediate	Union	Ongoing	Union

# CGGU'S ACTION PLAN 2019 - 2024

<b>Team Selection - representation</b> To promote representation through biased meritocracy	<u>Action 1</u> Junior level: 8 player teams - 2 players of colour, 6 player teams - 1 player of colour, 4 player teams - 1 player of colour	Immediate	Union	Ongoing	Union
	<u>Action 2</u> Provincial Teams: Open Men - 1 player of colour per team of 8		Union	end 2020	Clubs
	<u>Action 3</u> Provincial Teams: Women & Girls - increase representation of colour to 20% of team	1 player of colour per team	Union	2024	Clubs
	<u>Action 4</u> Increase level of representation of colour in leagues to 20%	20%	Clubs	2022	Clubs

# *CGGU Transformation Scorecard*

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Launch and communication of transformation charter	Launch
Appoint transformation officer responsible for communication and annual reporting of information	Year 1
Ensure diverse representation on Executive level	Year 2
Ensure Minimum 30% representivity at Executive Level in committee	Year 4
Transformation and Development report in Annual report	Ongoing
Annual Financial Statements submitted annually to GolfRSA	Ongoing
Collect Club development reports annually	Year 2
Work with Clubs to have a formal transformation strategy based upon the GolfRSA / Unions transformation charter	Year 2

# Clubs

Clubs to complete Annual Development Review	Transformation	Annually from 2019
Have a formal Transformation Strategy in place based upon the GolfRSA and CGGU Transformation Charters	Governance	By end 2019
Transformation and Development reported in Club's Annual Report	Governance	By end 2020
BEE Compliance - all clubs to be at least compliant. BEE Compliance would cover all aspects of Transformation including management, procurement, CSI, Skills Development	Transformation	By end 2021
Club % increase in PDI members by 10% annually	Transformation	Annually from 2020
Ensure minimum 20% representation at Golf committee level	Transformation	By end 2023
BEE Compliance - all clubs to have improved by one level, where applicable	Governance	By end 2024
Representation at league as per CGGU's requirements	Transformation	By end 2024