



WP Golf

Transformation Charter

(Adopted 1 March 2018)

March 2018 – July 2022



Introduction

- Because of a widespread, common understanding and acceptance of the need for golf to transform, The South African Golf Association adopted a National Transformation Charter in September 2009.
- WPGU and WGWP adopted their respective Transformation Charters and Scorecards in 2010 and 2012 (which were valid until March 2017).
- Since their adoption, men's and women's golf in Western Province has been amalgamated to form WP Golf
- WP Golf has a collective interest and responsibility to align with the national transformation objectives and therefore has reviewed the previous Transformation Charters and developed this charter as a guide and framework for the next 5 years.
- Ownership of the charter needs to be embraced by the broader golfing fraternity in the Western Province and all stakeholders need to be active participants in the implementation of the goals of the charter.

Transformation Pledge for South African Sport

Extract from “Moral and Strategic Reasons for Transformation”

- It has to be understood that transformation involves change and change is multi-faceted. It is an enigma and it means many things to many people and it is worthwhile remembering that at every crossroads on the path that leads into the future, tradition has placed 10 000 men to guard the post.
- Sport’s transformation approach, therefore, has to include an orchestrated redesign of the total sport organization's inherent architecture achieved by working simultaneously along the four dimensions of **reframing, restructuring, revitalization** and **renewal**.
- These processes require high level strategic thinking and strategic planning initiatives to ensure that they are aligned to the critical issues related to the achievement of highly focused, clearly defined and measurable transformation objectives and goals.”

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.

Background: SA Transformation Commitment

The essence of a sport transformation strategy has to be:

- multi- dimensional and focused on changing demographic profiles on and off the field of play,
- ensure equitable access and resource availability,
- skill and capability development on and off the field play;
- extensive community and stakeholder involvement with a view to provide participation opportunities and to identify potential talent; and
- building and shaping relationships with its future support and spectator base, future leaders and decision-makers on the basis of broad-based community engagement.

This approach will drive and shape sport's future demographic profile.

Role- players in Transformation

- An appropriate transformation approach will involve a change in direction on all levels within sporting organizations, a change not only of how it **works** and how it is **structured** but how people **think, interact, participate** and **perform**. It is seen as a process upon which everyone is embarking on willingly, knowing that it is a journey requiring commitment, intention and full participation.
- It has to be recognized that sport cannot transform itself until it transforms its thinking.

UNDER REVIEW

Signatories as Per Golf RSA

This pledge was adopted by resolution, by the parties refer to herein under, on the
South African Golf Association
Womens Golf South Africa

Co Signatories

Border Golf Union

Central Gauteng Golf Union

Ekuhurleni Golf Union

Gauteng North Golf Union

Mpumulanga Golf Union

Northern Cape Golf Union

Kwazulu Natal Golf Union

Boland Golf Union

Eastern Province Golf Union

Free State Golf Union

Limpopo Golf Union

North West Golf Union

Southern Cape Golf Union

Western Province Golf Union

Current Status and Qualifiers (April 2017)

- *Western Province Golf Union (WPGU) and Women's Golf Western Province (WGWP) have amalgamated into one entity (known as WP Golf).*
- *This Transformation Charter and associated Scorecard have accordingly been reviewed and updated for WP Golf.*
- *This Transformation Charter (as adopted by WP Golf) is valid for the period March 2018 – 31 March 2022*

UNDER REVIEW

Key Challenges in Transforming Golf

Golf faces significant challenges which are different to other sports.

1. Economic factors
 - High cost of participation – Equipment, affiliation, green fees.
 - High cost of running a golf course.
2. No significant spectator participation.
3. Perceptions of golf as an elite, inaccessible sport.
4. Generations of “White male” domination, mindset change.
5. Lack of sponsors for amateur golf.
6. Preference for social play rather than competitive play.
7. Representivity at junior levels not reflected in all senior teams.

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.

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

Purpose

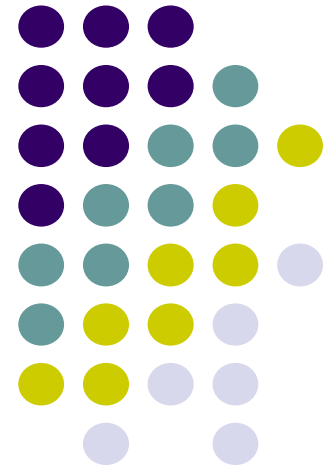
The overall purpose of the Charter is the inclusive, all encompassing, holistic transformation of the sport **and the industry.**

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Focus Areas, Goals – What Must Be Transformed?

1. Membership – Ability, Gender, Demographics
2. Golf Development
3. Team selection and composition
4. Committee Composition
5. Staff Composition – Management and Custodial
6. Staff Development
7. Procurement
8. Synergy and Alignment between various entities e.g. WPG, SADGA, SAGDB, Club Managers etc.
9. Transparency and democratic decision-making.

Roles And Responsibilities of Key Stakeholders



Golf RSA

1. Drive the national Transformation and Development Agenda
2. Monitor provincial and regional implementation.
3. Impact assessment
4. National surveys and reports.

UNDER REVIEW

WP Golf

1. Development of the Transformation Charter.
2. Implementation and monitoring of realistic, practical indicators.
3. Unification and integration of golf (WPGU, WGWP, SADGA)
4. Co-Ordination and support to clubs.
5. Incentivise transformation amongst clubs.
6. Golf Development with a focus on junior and schools development.
7. Talent Management & High Performance
8. Teams Selection & composition
9. Board & Committee composition
10. Staff composition
11. Procurement Policy
12. Synergy and Alignment with provincial and national agenda

Clubs

1. Attract new participants to golf.
2. Create access and affordability.
3. Member composition
4. Implement sustainable Golf Development Programmes
5. Use golf as a tool for holistic development.
6. Fundraising through golf for community development.
7. Teams Selection & composition
8. Committee and staff composition
9. Golf as a tool for economic development (e.g. Procurement, service providers, job creation)
10. Caddy support and development.

Defining Transformation

Definition by SRSA

*“Transformation is a conscious, deliberate, planned and goal-directed **process** of fundamentally **changing the conditions** that in the past have led to the deliberate **exclusion** of the majority of our people from meaningful **participation** in sport and recreation and from **taking their rightful place** in the sports movements of the world.”*

Definition by GOLF RSA

*“Transformation is the **on going** and planned **process** of creating conditions and opportunities that will ensure the inclusion of all South Africans 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”*

Definition by WP GOLF

*“Transformation is a consciously planned **process** of creating conditions and opportunities that in the future will lead to the **inclusion** of any South African within the jurisdiction of the **Western Province** in meaningful **participation** in golf, both socially and competitively and thus enabling them to **earn their rightful place** in the golfing community of the world.”*

Drivers for Transformation



Advantages of Transformation

1. Growing the Game - Increase the number of registered golfers.
2. Improve sustainability of golf courses.
3. Promotes good relationships and breaks down barriers
4. Facilitates talent identification and improve talent base
5. Change perceptions of golf as a “white, male dominated, elitist” sport.
6. Recognising existing success and building the new “brand” for golf in Cape Town.
7. Create healthier society
8. Improve mental and physical health of communities through golf.
9. Improve life skills of youth through golf. (etiquette, discipline, respect, honesty, punctuality etc)
10. Create opportunities for full time, part time employment, learnerships and mentorships.

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

Advantages of Transformation *(contd)*

- Address anti social challenges amongst youth e.g. substance abuse, teenage pregnancy
- Allows people to participate in the sport of their choice
- Optimal utilization of facilities
- Increase access to resources, government, private, commercial.
- Project WPG as a leader and trend setter in developing and transforming golf.

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Critical Success Factors

1. Total buy-in by all stakeholders, internal and external.
 - i. Internal – Executive CO's, Staff, Clubs, Members
 - ii. External – Government, Sponsors
2. Dispel fears about transformation being based on racial & political undertones.
3. Facilitate relationships and obtain buy in from local and provincial government w.r.t. facilities, leases etc
4. Develop a proactive strategy for implementation.
5. Availability of resources to implement, including human resources and financial resources.
6. Dedicated resources to drive the implementation of the a transformation and development program.

Critical Success Factors

7. Ownership by Administrators, WPGU, Golf club Structures & Management and Players
8. Well-trained coaches, instructors and other human resources
9. An efficient and effective talent management program
10. Affordable, accessible memberships
11. An Associate Membership program to target social players and attract them to competitive golf through awareness and education programs.
12. Demographic representivity meaningfully incorporated into WPG and Club structures

Critical Success Factors

13. adopt the GolfRSA Transformation and Development Charter
14. 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
15. holistically, including but not limited to the delivery of the sport of golf, change golf to ensure social cohesion is achieved
16. dispel fears relating to transformation and development
17. continue to develop human resources at club/provincial/national federation through the promotion of pdi's, women and disabled through affirmative action policies
18. engage local government for the allocation land for the creation of facilities and the maintenance thereof
19. nominate/appoint a responsible person for Transformation

Achievements to date

1. An extremely successful Rand a Round development programme. As at September 2017 in excess of R3 million paid back to clubs to assist their development programmes.
2. As at September 2017 R2,4 million paid to SAGDB.
3. Representation in some junior age groups all the way through to the Senior teams ,in some years as high as 50% representation .
4. Monthly Caddy tournaments throughout the Province ,with a new “Adopt a Caddy “initiative being launched.
5. Entries open to all players in WP leagues and tournaments.
6. Support to provincial players.
7. Executive Committee representation.
8. Junior golf coaching in both boys & girls categories.

TRANSFORMATION TO DATE

1. Progress in the transformation of Executives
2. Certain WP Teams are more demographic representative, especially:
 1. U13 and U15 boys
 2. Women's golf
3. Junior League teams more representative
4. Partnerships with SAGDB have strengthened and many successes
5. Growth in women in the sport – especially at junior level

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Transformation Priorities (2018 - 2022)

1. To maintain and increase sustainable and measurable development programs
2. To increase the pool of high performance golfers to ensure demographic representation
3. Increase demographic representation at all levels.
4. To ensure integration of junior, student, mid-amateur, senior and disabled golfers in to club memberships and competitions.
5. To promote junior golf.
6. (Promote golf as a school sport)
7. To increase participation of primary school and high school teams in golf
8. To increase participation of girls and women in golf
9. To continue to influence the transformation of supporting functions in golf (eg. coaches, referees, club administrators, greenkeepers).
10. To promote golf for caddies

ACTION PLAN (Aug 2010 – July 2015)

PHASE 1			
Priority	Key Action Steps	By Whom	By When & Status Quo
Administration	Implement 16 BIS at Executive level	WPGU	Year 1 - ongoing
Development Programs	Provide SAGA & WGSA with a Transformation Charter and plans of the development programs	WPGU	Year 1 - completed
Junior Golf	WPJGF incorporation into WPGU	WPGU	Year 1 - completed
Senior's Golf	WPSAGA incorporation into WPGU	WPGU	Year 1 - completed
Women's Golf	Merging with WGWP	WPGU/WGWP	Year 2 - completed
Disabled Golf	SADGA (WP) incorporation into WPGU	WPGU	Year 1 - ongoing
Selection U/19 and Junior level	Clear selection policy w.r.t. setting targets	WPGU	Year 1 - completed
Increase representivity at Club Committee level	Provide clubs with guidance if requested by Clubs	Clubs	2 years - ongoing
Increase participation at Club level of PDIs to 20%	Promote membership of PDIs	Clubs	1 - 5 years ongoing
Development of new facilities, mashie courses etc.	Develop plan, approach and involve municipalities	WPGU	5 years - ongoing
Associate Member Program	Implement a program to serve the needs of entry level golfers	WPGU	Year 2 – national programme

PHASE 2 – Monitoring & Reporting

PHASE 3 – Evaluation

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PHASE 1			
Priority	Key Action Steps	By Whom	By When
Utilize Ambassador roles to promote golf to young people and families	1 ambassador per union	WPG	September 2019
Capacity Development	1 Additional PDI in Union	WPG	January 2020
Employment Equality	Apply affirmative action principals as part of employment policies	WPG	January 2019
Gender Equality & Balance	Amalgamation of men's and women's golf	WPG	March 2020
	Specializes programs to encourage more women and girls to work in the industry	WPG	March 2019
Funding	Union to apply for funding annually, funds to be used for development or previously disadvantages individuals and women only	WPG	Annually – ongoing
Governance	To submit detailed audited financials	WPG	Financial year end
Procurement	Procurement Policy as per BEE level 4 companies	WPG	December 2018
Representation – IPT Teams	Junior Teams 8 Player teams – 2 players of colour 6 Player teams – 1 player of colour 4 player teams – 1 player of colour	WPG Selection	January 2019
Representation cont.	Open teams 1 player of colour across all teams	WPG Selection	January 2020

Representation – IPT Teams	Women & Girls IPT & 72 Hole Representation 20% increase from current representation	WPG Selection	January 2023
Representation cont.	Growing the game: Participation in PDI in Mid AM Tournaments	WPG Selection	January 2020

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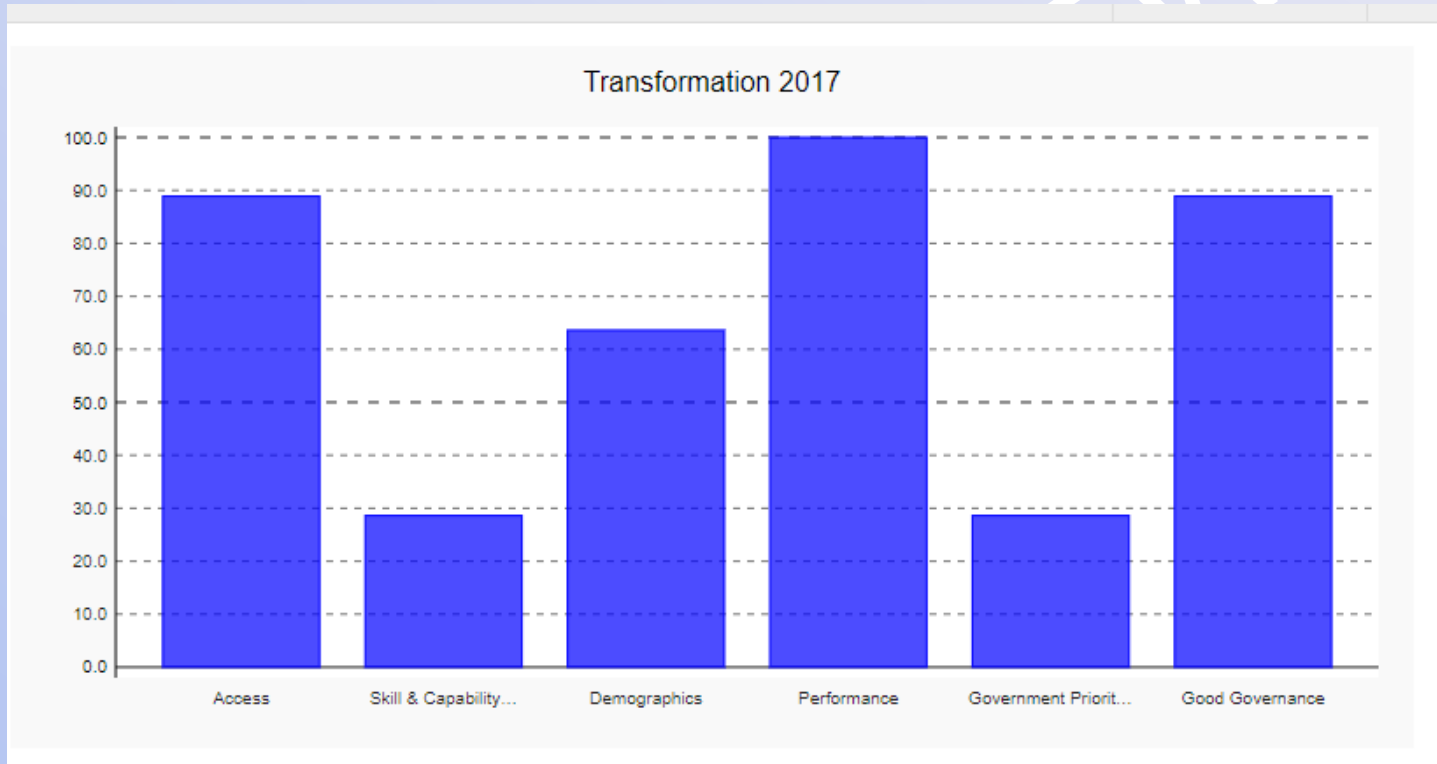
Annexure 1: Scorecard – August 2012

EDIT NOTE:

1. WPGU SCORECARD (EFF JAN 2017)
2. WGWP SCORECARD (EFF JAN 2017)

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Annexure 1: Men's Golf Scorecard – Jan 2017



Annexure 2: Womens Golf Scorecard – Jan 2017

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PROMOTERS, NATIONAL GOLF ASSOCIATIONS AND BODIES, PROFESSIONAL GOLF ASSOCIATIONS, MEDIA & SUPPLIERS AND SERVICE PROVIDERS

FOCUS 1: DIVERSIFICATION AND ENHANCEMENT OF MEMBER BASE

No	Objectives	What do we measure	Value in # or %	By when	Actions	Status	% Complt
2d	Merge with Woman's Golf Western Province by end 2012	Memorandum of Understanding signed and agreed.	100%	End 2010	Establish which operations are shared and which operations retain autonomy.	☺	100%
					All legal and financial implications to be reviewed and understood.		
					Issues and Risks to be documented and tabled to WPGU for resolution and mitigation.		
		Implementation Roadmap is established and executed.	1	End 2010	An implementation plan must be drawn up to represent the expectations as specified in the MOU.	☺	100%
					Tasks on the plan to be implemented, tracked and monitored.		
		Combined structure and shared resources implemented.	100%	Q2 2012	Relevant Constitutions to be amended to reflect the implemented structures.	☺	100%
Staffing, representation and resources split, rationalised and/or shared as per MOU. The agreed resources are thus retained, shared, re-deployed or released.							
Publish communication and media coverage to announce successful implementation (website, golf magazines, print media, radio and tv)							