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## Flagship Bearer Programme Charter

### Preamble

FootGolf South Africa (FGSA) established the Flagship Bearer Programme as a national human capital, economic participation and sport development instrument that converts the federation's growth needs into structured work, social employment and regulated micro-enterprise participation pathways.

This Programme is not a volunteer initiative, promotional scheme, or informal internship model. It is a deliberate national intervention designed to:

- deliver measurable work, employment and economic participation outcomes for graduates and youth;
- professionalise, systematise and commercialise regional FootGolf delivery within a regulated national framework;
- embed inclusive development by design, including gender equity, deaf inclusion and participation from historically marginalised communities;
- align with South African and continental development priorities, including the National Development Plan (NDP), the White Paper on Sport and Recreation, and Agenda 2063.

This Programme Charter establishes the binding governance, financial, monitoring, evaluation and accountability rules for the Flagship Bearer Programme and commits FGSA to transparent administration, independent oversight and public-interest integrity.

### Why This Matters Now

South Africa faces a structural youth employment and economic participation crisis. Official labour statistics for 2025 indicate youth unemployment rates exceeding 60% among those aged 15–24 and over 40% among those aged 25–34, with national unemployment exceeding 30%. These realities place youth employment, skills development and entrepreneurial participation at the centre of national policy priorities.

National policy frameworks explicitly recognise sport as a vehicle for social inclusion, youth development and economic participation. The White Paper on Sport and Recreation (2018) calls for mass participation, structured development pathways and the use of sport for broader social goals, while the NDP identifies work creation, skills development and youth empowerment as foundational national imperatives.

Government-supported mechanisms, including the Youth Employment Service (YES), the Expanded Public Works Programme (EPWP) and SETA-linked learning pathways, provide real funding and implementation platforms which this Programme is designed to leverage.

Internationally, the Federation for International FootGolf's (FIFG) licensing and competition framework provides the global sporting architecture that legitimises national membership, rankings and progression. The Flagship Bearer Programme embeds FIFG licensing as a baseline compliance requirement.

## **1. Programme Proposition**

- 1.1.** The Flagship Bearer Programme is a national, structured participation and professionalisation pipeline that recruits graduates and advanced students, develops accredited competencies, and enables three interlinked participation outcomes:
  - 1.1.1.** Formal employment, where funding permits;
  - 1.1.2.** Social employment and work for the common good, aligned to public and philanthropic funding frameworks;
  - 1.1.3.** Regulated micro-enterprise participation, enabling commission-based and performance-linked income generation within FGSA's governance and licensing system.

The Programme moves FootGolf beyond informal volunteerism by recognising human capability as a monetisable, accountable and professionally regulated asset. This approach generates regional economic multipliers through events, training activity, licensing growth and local service provision.

## 2. Design Principles

**2.1. Work and Economic Participation First:** The Programme prioritises meaningful work and economic participation, recognising that sustainable livelihoods may take the form of formal employment, social employment placements or regulated micro-enterprise activity. All participation modalities must comply with labour law, tax regulation, sport governance standards and funder requirements. Volunteerism is not an acceptable substitute for structured participation.

**2.2. Credible Accreditation and Academic Alignment:** Training and certification pathways are aligned to SETA standards, DHET priorities and higher education quality frameworks. Learning outcomes are designed for credit recognition, professional portability and employer confidence. FGSA commits to working with universities and accredited providers to formalise learning pathways.

**2.3. Commercial Sustainability and System Integrity:** Commercial and revenue-generating activities are conducted through legally compliant vehicles and service-level agreements that protect FGSA's non-profit mandate. Revenue mechanisms are designed to subsidise participation pathways, not extract value from them.

**2.4. Equity by Design:** Selection, placement and progression mechanisms embed gender equity, disability inclusion and representation from previously dehumanised communities as non-negotiable design requirements.

**2.5. Governance, Auditability and Public Trust:** Independent oversight, ring-fenced funding, audit requirements and transparent reporting are mandatory. These are conditions of participation for public funders, private partners and implementing agents.

## 3. Operational Model

The operational architecture for recruitment, training, certification, participation pathways, supervision and progression is prescribed by the approved Programme Guide, supported by the relevant academic manuals and implementation protocols.

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The Charter establishes the Programme's formal authority, mandate and accountability, while the Programme Guide gives effect to this mandate through its pedagogical, behavioural and administrative standards.

#### **4. Funding Strategy: Concrete Channels**

**4.1.** FGSA positions the Programme to leverage:

- 4.1.1.** Youth Employment Service (YES)
- 4.1.2.** Expanded Public Works Programme (EPWP)
- 4.1.3.** SETA-linked grants and learnerships
- 4.1.4.** Corporate CSI and sponsorship
- 4.1.5.** International sport and inclusion funders

All funding is subject to contractual conditions, reporting and audit requirements.

#### **5. Governance, Accountability and Compliance**

**5.1.** The Programme operates under the FGSA NPC's constitutional authority.

In the event of interpretive conflict:

- 5.1.1.** This Charter prevails on matters of governance, authority, finance and compliance;
- 5.1.2.** The Programme Guide prevails on curriculum design, behavioural frameworks and operational delivery, subject to this Charter.

#### **6. Monitoring, Evaluation and Learning (MEL)**

**6.1.** The MEL framework remains:

- 6.1.1. Outcome-focused**, ensuring that activities translate into measurable results;
- 6.1.2. Funder-ready and auditable**, with evidence trails that meet compliance and reporting standards;
- 6.1.3. Tracking participation**, capturing who engages, where, and when;
- 6.1.4. Monitoring retention**, assessing continuity, consistency and progression over time;
- 6.1.5. Assessing behavioural change**, aligned to the behavioural-science drivers;

**6.1.6. Measuring economic activity,** including compliant commission-based outputs and micro-enterprise indicators; and

**6.1.7. Evaluating institutional performance,** reflecting system-level efficiency, governance and delivery capability.

## **7. Risk Management**

Risks related to funding, attrition, host capacity and reputational exposure are mitigated through diversified funding, readiness checks, independent oversight and escalation protocols.

## **8. Five-Year Impact Horizon**

By Year 3, the Programme targets 300 Flagship Bearers, national regional coverage and income-positive operating units. By Year 5, operating costs are expected to be largely self-sustaining, with public and private funding directed toward strategic expansion and inclusion.

## **9. Legal and Policy Alignment**

The Programme is formally situated within South Africa's national policy, regulatory and developmental mandates. Its design, implementation and governance are aligned with the White Paper on Sport and Recreation (2018), the NDP 2030, the YES framework, the EPWP, DHET/SETA skills development and occupational pathways, and the FIGO Competition Rules. This alignment ensures that the Programme operates within recognised national priorities, adheres to statutory and sectoral requirements, and maintains full compliance with both domestic and international sport governance standards.

## **10. Closing Position**

This Charter establishes the Flagship Bearer Programme as a national public-interest instrument, balancing professional sport development, economic participation and social value creation. It affirms FGSA's commitment to integrity, inclusion and institutional credibility, while enabling innovation through structured, governed participation pathways.