



CONFEDERATION OF AFRICAN TENNIS

ACTION PLAN: 2015-18

July 2015

Introduction

The Confederation of African Tennis (CAT) is a membership organization comprising of African tennis associations. Its mandate is to promote and govern the sport of tennis in Africa. The management of CAT activities is vested in the Executive Committee which is elected every four years for a term period of four years. The current Executive Committee was elected into office in March 2015.

The development of this action plan is a critical component for the continued success of CAT as it addresses the challenges facing the development and playing of the game of tennis in Africa. It reflects the executive committee's evaluation of the strengths, weaknesses, opportunities, and threats as it seeks to chart a way forward for the organization.

The Executive Committee of the Confederation of African Tennis (CAT) developed this action plan to articulate its mission, vision, values, goals and priorities in the term period 2015-2018. The strategic goals and priorities outlined in this plan will direct the work of the executive committee and the secretariat over the next four years. While these items are not intended to represent the entirety of the ongoing work and activities in which the executive committee and the secretariat will engage during this timeframe, they are intended to provide a framework for prioritizing work and activities that support the attainment of the confederations' goals.

Background

The development of this action plan grew out of the commitments made by Mr Tarak Cherif when seeking re-election as CAT president in March 2015. During its first meeting, the executive committee discussed the proposals and commitments in details and outlined goals and priorities for the next four years.

Guiding Values

Devotion to the game of tennis. We strive to provide the highest level of support to member associations and other stakeholders.

Collaboration. We actively and willingly collaborate and seek partnerships with member associations, governments, ministries responsible for sports, the International Tennis Federation and other stakeholders.

High Ethical Standards. As stewards of significant investments and resources, we ensure that our actions and behaviours are above reproach so that we maintain the trust placed in us by member associations, governments, ITF, tennis players, parents and other stakeholders.

Accountable and Transparent. We are accountable for our actions and promises and transparent across all facets of developing and managing the game of tennis in Africa.

Fiscally Responsible. We treat and utilize all grants, sponsorships and other resources carefully and judiciously.

Respect. We treat our members, partners, players and other stakeholders with the highest level of respect at all times.

Diversity and Inclusion. We value and respect the diversity of our membership and other stakeholders, their beliefs, opinions, and perspectives.

Priority areas

The following themes form the basis for the executive committee's goals and priorities and will receive particular attention in the next four years.

Priority # 1: Promote continued good governance

Priority # 2: Member involvement in planning, and implementing activities through committees and commissions

Priority # 3: Efficient and effective utilization of resources

Priority # 4: Talent identification and player development.

Priority # 5: Organize competitions

Priority # 6: Promote wheel chair and beach tennis

Priority # 7: Technical support to member countries

The following table presents the implementation plan for these priorities.

FOUR YEAR ACTION PLAN MATRIX: 2015-2018

Priority	Goal	Key strategies	Activity	Performance indicator	Action by	Budget			
						2015	2016	2017	2018
Priority # 1: Promote continued good governance	Goal 1.1: To maintain the credibility of CAT amongst its members, partners and other stakeholders	1.1.1 Complete review of constitution	Identify and consult legal expert in Tunis with experience in sports governance to review constitution and submit a draft	Legal expert's recommendations/draft constitution received by CAT Secretariat	President	√			
				Draft constitution approved by Executive committee by end of September 2015	Executive Committee	√			
				Proposed revised constitution approved by members by during the 2016 annual general meeting	Secretariat		√		
	Goal 1.2: Hold statutory meetings in accordance with constitution	1.2.1 Hold at least 3 Executive Committee meetings per year for consultation, policy guidance and review of projects		# of meetings held per year	Executive Committee	√	√	√	√
			1.2.3 Convene members annual general meetings	Annual general meeting held within constitutional time frame	Secretariat	√	√	√	√
	Goal 1.3: Representation	1.3.1 Participate in various ITF decision making for a through representation at the board and technical committees	To nominate representatives in various ITF committees	# of committees represented in	Executive Committee	√	√	√	√
			1.3.2 Participate in partners and other stakeholders activities through representation	To nominate representatives to various partners and other stakeholders activities	# of partners and other stakeholders activities participated in	Executive Committee	√	√	√
	Goal 1.4: Build strategic partnerships	Sustain current partnerships	Implement commitments in current partnership agreements	# of activities/projects implemented	Secretariat	√	√	√	√
				% rate of implementation of partnership agreement	Secretariat	√	√	√	√
		Establish new partnerships with other like-minded organisations		# of new partnerships developed	Executive Committee	√	√	√	√
# of activities/projects implemented				Secretariat	√	√	√	√	

Priority	Goal	Key strategies	Activity	Performance indicator	Action by	Budget			
						2015	2016	2017	2018
Priority # 2: To involve members in planning, and implementing activities	2.1 To promote member participation in CAT's activities through committees and commissions	2.1.1 To constitute, monitor and evaluate the work of the <i>development committee</i>	To develop terms of reference of the committee	Terms of reference developed and approved	Secretariat	√			
			To appoint members of the committee	Committee in place	Executive Committee	√			
			To facilitate meetings of the committee	# of meetings held	Secretariat	√	√	√	√
			To monitor and evaluate the work of the committee	# of recommendations /proposal received from the committee	Committee	√	√	√	√
				# of committee recommendations /proposals approved by executive committee	Executive Committee	√	√	√	√
			2.1.2.To constitute, monitor and evaluate the work of the <i>legal committee</i>	To develop terms of reference of the committee	Terms of reference developed and approved	Secretariat	√		
		To appoint members of the committee		Committee in place	Executive Committee	√			
		To facilitate meetings of the committee		# of meetings held	Secretariat	√	√	√	√
		To monitor and evaluate the work of the committee		# of recommendations /proposal received from the committee	Legal Committee	√	√	√	√
				# of committee recommendations /proposals approved by the executive committee	Executive Committee	√	√	√	√
		2.1.3To constitute, monitor and evaluate the work of the <i>Marketing & Sponsorship committee</i>	To develop terms of reference of the committee	Terms of reference developed and approved	Secretariat	√			
			To appoint members of the committee	Committee in place	Executive Committee	√			
			To facilitate meetings of the committee	# of meetings held	Secretariat	√	√	√	√
			To monitor and evaluate the work of the committee	# of recommendations /proposal received from the committee	Marketing & Sponsorship committee	√	√	√	√

Priority	Goal	Key strategies	Activity	Performance indicator	Action by	Budget						
						2015	2016	2017	2018			
				# of committee recommendations /proposals approved by the executive committee	Executive Committee	√	√	√	√			
			2.1.4 To constitute, monitor and evaluate the work of the <i>Wheel Chair committee</i>	To develop terms of reference of the committee	Terms of reference developed and approved	Secretariat	√					
				To appoint members of the committee	Committee in place	Executive Committee	√					
				To facilitate meetings of the committee	# of meetings held	Secretariat	√	√	√	√		
				To monitor and evaluate the work of the committee	# of recommendations /proposal received from the committee	Wheel Chair committee	√	√	√	√		
					# of committee recommendations /proposals approved by the executive committee	Executive Committee	√	√	√	√		
			2.1.5 To constitute, monitor and evaluate the work of the <i>Beach Tennis committee</i>	To develop terms of reference of the committee	Terms of reference developed and approved	Secretariat	√					
				To appoint members of the committee	Committee in place	Executive Committee	√					
				To facilitate meetings of the committee	# of meetings held	Secretariat	√	√	√	√		
				To monitor and evaluate the work of the committee	# of recommendations /proposal received from the committee	Beach Tennis committee	√	√	√	√		
					# of committee recommendations /proposals approved by the executive committee	Executive Committee	√	√	√	√		
			Priority # 3: Efficient and effective utilization of resources	3.1 To utilize financial resources efficiently and effectively	3.1.1. Ensure efficient management of financial resources	Develop and document financial procedures	Financial procedures approved by executive committee	Secretariat/ Treasurer	√	√	√	√
						Maintain correct and up-to-date records of financial transactions	Books of accounts and other records in place and readily available for verification	Secretariat/ Treasurer	√	√	√	√
						Ensure timely auditing of annual accounts	Unqualified audited accounts	Treasurer	√	√	√	√

Priority	Goal	Key strategies	Activity	Performance indicator	Action by	Budget			
						2015	2016	2017	2018
				Accounts approved by general meeting					
	3.2 To attract, retain and utilize human resources efficiently and effectively	3.2.1. Ensure that the Secretariat is staffed with suitably qualified personnel	Rationalize staffing requirements and recruit additional staff as necessary	Job descriptions for all positions in place	Secretariat	√	√	√	√
				# of staff at Secretariat	Executive Committee	√	√	√	√
		3.2.2. Provide employees with a competitively attractive employment package	Develop and document a competitive salary policy based on responsibilities, market conditions and other reasonably comparable factors	Documented salary policy	Treasurer	√	√	√	√
				Annual salary reviews for staff conducted	Treasurer	√	√	√	√
		3.2.3. Ensure compliance with applicable employment law and tax regulations	To remit income tax deductions from employees on a timely basis	Monthly remittance acknowledgment receipts from relevant Tunisia government body	Treasurer	√	√	√	√
			To remit social security and medical contributions for employees and employer on a timely basis	Monthly remittance acknowledgment receipts from relevant Tunisia government body	Treasurer	√	√	√	√
	3.3 Efficient utilization of other resources	Efficient administration of the Secretariat offices	Ensure that all CAT assets are recorded on purchase and easily identifiable	Up-to-date assets register	Secretariat	√	√	√	√
			Ensure an effective risk mitigation strategy is in place	# and type of risks identified and insured against where possible	Secretariat/Treasurer	√	√	√	√
				Budget allocation for general office expenses	Secretariat/Treasurer				
Priority # 4: Talent identification and player development.	Goal 1: Identify talented players at the country level and provide intermediate coaching and training at the ITF/CAT	Working with ITF development Officers seconded to the regions, identify and recruit potentially talented 12 &U and 14 &U junior players for	Provide customized coaching and training for selected players at the ITF/CAT regional training centres in Bujumbura, etc	Increase in # of registered players in each centre	DOs/Vice Presidents	√	√	√	√
				% utilization of training centre capacity	DOs/Vice Presidents	√	√	√	√

Priority	Goal	Key strategies	Activity	Performance indicator	Action by	Budget			
						2015	2016	2017	2018
	regional training centres	placement in the regional training centres		# of competitions participated in per year	DOs/Vice Presidents	√	√	√	√
				# of training camps/tours organized per year	DOs/Vice Presidents	√	√	√	√
				% improvement in CAT player rankings	DOs/Vice Presidents	√	√	√	√
				% improvement in ITF player rankings	DOs/Vice Presidents	√	√	√	√
	Goal 2: Provide transition players with advanced coaching and training	Provide customized coaching and training for top African players with potential for meeting international performance standards	Provide advanced customized coaching and training at the ITF/CAT high performance centre in Morocco.	# of registered players at the high performance centre in Morocco	EC/ITF	√	√	√	√
				% utilization of training centre capacity	African Development Officer	√	√	√	√
				# of competitions participated in per year	African Development Officer	√	√	√	√
				# of training camps/tours organized per year	African Development Officer	√	√	√	√
				% improvement in CAT player rankings	African Development Officer	√	√	√	√
				% improvement in ITF player rankings	African Development Officer	√	√	√	√
Priority # 5: Competitions	5.1 Improve quality of tennis and player development for talented junior players	5.1.1 Working with ITF Development Officers, promote competition through regional and continental tournaments for U18, U16, U14 and U12 in partnership with ITF and other partners	18 & U - Europe	# of participants	Secretariat & Development Committee	√	√	√	√
				% improvement in ranking per player					
			16 & U - Europe	# of participants	Secretariat & Development Committee	√	√	√	√
				% improvement in ranking per player					
			18 & U – Circuit- East Africa	# of participants	Secretariat & Development Committee	√	√	√	√
				% improvement in ranking per player					
			18 & U – Circuit- West Africa	# of participants	Secretariat & Development Committee	√	√	√	√
				% improvement in ranking per					

Priority	Goal	Key strategies	Activity	Performance indicator	Action by	Budget			
						2015	2016	2017	2018
				player					
			14 & U Team-Europe	# of participants	Secretariat & Development Committee	√	√	√	√
				% improvement in ranking per player					
			14 & U Masters	# of participants	Secretariat & Development Committee	√	√	√	√
				% improvement in ranking per player					
			12 & U 14 & U Circuit	# of participants	Secretariat & Development Committee	√	√	√	√
				% improvement in ranking per player					
			14 & U Talent identification project	# of participants	Secretariat & Development Committee	√	√	√	√
				% improvement in ranking per player					
			East Africa Junior Championships	# of participants	Secretariat & Development Committee	√	√	√	√
				% improvement in ranking per player					
			West/Central Africa Junior Championships	# of participants	Secretariat & Development Committee	√	√	√	√
				% improvement in ranking per player					
			Southern Africa Junior Championships	# of participants	Secretariat & Development Committee	√	√	√	√
				% improvement in ranking per player					
			African Junior Championships (14 & U 16 & U)	# of participants	Secretariat & Development Committee	√	√	√	√
				% improvement in ranking per player					
			African Junior Championships (18 & U)	# of participants	Secretariat & Development Committee	√	√	√	√
				% improvement in ranking per player					
			18 & U Team Championships	# of participants	Secretariat & Development Committee	√	√	√	√
				% improvement in ranking per player					
						√	√	√	√

Priority	Goal	Key strategies	Activity	Performance indicator	Action by	Budget			
						2015	2016	2017	2018
	5.2 Improve quality of tennis and player development for senior players	5.2.1 Working with ITF Development Officers, promote competition through regional and continental tournaments for senior players	Organize Africa Nations Cup (CAN)	# of participating countries	Secretariat & Development Committee				
				% improvement in CAT ranking per player		√	√	√	√
			Organize CAT Prize Money tournament	# of participating countries	Secretariat & Development Committee	√	√	√	√
				% improvement in CAT ranking per player		√	√	√	√
			Organize Davis Cup	# of participating countries	Secretariat & Development Committee				
				% improvement in ITF ranking per player		√	√	√	√
Priority # 6: Promote wheel chair and beach tennis across the continent	Promote the introduction and playing of wheel chair and beach tennis	Introduce junior wheel chair events in all competitions	Organize Junior wheel chair and beach tennis competitions	# of Junior wheel chair tournaments held	Secretariat & Development Committee	√	√	√	√
				% increase in number of Junior wheel chair participants		√	√	√	√
		Introduce beach tennis competitions	Organize beach tennis competitions	# of beach tennis tournaments held	Secretariat & Development Committee	√	√	√	√
				% increase in number of beach tennis participants		√	√	√	√
Priority # 7: Technical support to member countries	Development of coaching and officiating capacity	Provide continuing education for coaches and officials	Organize coaches and officials workshops	# of coaching courses organized by CAT	Secretariat & Development Committee	√	√	√	√
				# of officiating courses organized by CAT		√	√	√	√
	Enhance administrative skills at the association level	Provide continuing education for administrators	Organize skills building workshops for administrators of national associations	# of administrators courses organized under the French Tennis/Tennis Europe/ CAT agreement	Executive Committee	√	√	√	√

Priority	Goal	Key strategies	Activity	Performance indicator	Action by	Budget			
						2015	2016	2017	2018
				# of administrators courses organized under other CAT initiated arrangements	Executive Committee	√	√	√	√
	Facilities development	To increase number and quality of tennis facilities across the continent	Working with partners, provide technical support for the development of tennis facilities as requested by members	# of associations supported under the French Tennis/Tennis Europe/ CAT agreement	Secretariat	√	√	√	√
				# of associations supported under the ITF GSDF Facility Grants programme	Dos/Vice Presidents	√	√	√	√
				# of associations supported under other CAT initiated arrangements	Executive Committee	√	√	√	√