



CONFEDERATION OF AFRICAN TENNIS

ACTION PLAN: 2024-2027

APRIL 2024

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 October 2023.

This action plan is built on the previous 4 year action (2020-2023). It is a critical tool for the continued success of CAT as it addresses the opportunities and 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 2024-2027. 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.

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: Continue to focus on Good Governance within the CAT &

Increase functional skills within the Federations: Administrative, Technical and Arbitral Executives.

Priority # 2: Massive Development of Tennis Participation: Tennis for All & Elite Tennis

Priority # 3: Developing the attractiveness of the Continent through the organization of major tennis events

Priority # 4: Representativeness within International Tennis Bodies and others...

& Increase in Votes within the ITF & ITF Class B Federations.

Priority # 5: Aim to reach the high level with African talents

The table below will present the implementation plan for these priorities

QUADRENNIAL ACTION PLAN: 2024 – 2027

	Priorities	Objectives & Goals	Strategies to adopt	Target	Responsible	Execution of Actions by (participants)	Periods, Budgets & scaling			
							2024	2025	2026	2027
1	Continue to focus on Good Governance within the CAT & Increase functional skills within the Federations: Administrative, Technical and Arbitral Executives.	Raising the level of Administrators within Federations and developing Digitalization	Organize Internships and Workshops for Administrators and Leaders of Federations	All countries	AdmCom	zones Presidents, SG, NA	√	√	√	√
		Capacity development in “Coaching” and Refereeing	Organize continuing training for coaches, referees and officials	All countries & particularly in Sub-Saharan countries	DevCom	ITF	√	√	√	√
		Development of Tennis Infrastructures	Cooperate with partners to receive technical support to develop tennis infrastructure (maintenance, re-surface, clay court, etc.) Establish a fund to support the construction of infrastructure	Mainly in Sub-Sahara countries	SponCom	ITF & Zones Presidents	√	√	√	√
		Hold statutory meetings according to the constitution and ensure compliance with the constitution and good practices	Organize at least 2 meetings of the Executive Committee per year for consultation, general lines of action and review of projects.		AdmCom	ExCom & General Secretary	√	√	√	√
		Use the financial resources of the CAT in an efficient and effective manner	Ensure effective management of financial resources - Keep financial files and transactions up to date - Ensure timely annual audit (management and procedure manuals)	Accounting books and files available for any verification - Accounts audited without reservation & approved by AGA	FinCom	ExCom & General Secretary	√	√	√	√
		Develop an annual operating and investment budget for the CAT in an objective and efficient manner	Respect the four-year action plan and the financial resources of the CAT		FinCom	ExCom & General Secretary	√	√	√	√
		Attract, maintain and utilize CTU human resources efficiently and effectively	Ensure that the CAT Secretariat is staffed by suitably qualified staff.	Provide employees with attractive and competitive employment conditions.	ComAdm	ExCom & General Secretary	√	√	√	√
		Promote effective governance and participation of CAT members at the zone level	Budget allocation for zone level activities led by Zone Presidents. Organization of regular meetings at Zone level	Increased number of countries up to date with their CAT affiliations. Increase in the number of countries participating in CAT activities	ComAdm	ExCom & General Secretary	√	√	√	√
		Develop Communication within	Through social media, website &		WomCom	General	√	√	√	√

		the CAT	regular press releases... Implementation of a communication plan and media coverage of events			Secretary					
		Building strategic partnerships with other Regional Confederations and "Leader" Federations	Sign cooperation agreements and exchange of skills and partnerships in various fields with similar organizations		ComAdm	ExCom	√	√	√	√	√
2	Massive Development of Tennis Participation: Tennis for All & Elite Tennis	Popularization of tennis in all countries of the Continent	Introduction of the STI (School Tennis Initiative) Program throughout schools	Mainly Sub-Saharan countries	DevCom	Zones Presidents With ITF & NA	√	√	√	√	√
		Multiplication of the number of tennis educators	"Play & Stay" training at least twice a year	PE teachers and young coaches	DevCom	Zones Presidents With ITF & NA	√	√	√	√	√
		Development of women's tennis	Encourage young girls to play tennis (free, offer of equipment, etc.)	Mainly young girls from Sub-Saharan countries	WomCom	Zones Presidents With ITF & NA	√	√	√	√	√
		Creation of a National Center in each African country	Identification of talented players in each country by offering them training at the National Center	All countries (set number)	SponCom	The Presidents of the Zones with the Pts of the National Federations (FN) & partners	15 Centers	25 Centers	35 Centers	45 Centers	
		Creation of a Regional Center in each Zone	Identification of talented players in each Zone by offering them training at the Regional Center	Zone II : 2 Centers Zone III : 1 Center Zone IV : 1 Center	SponCom	Zones Presidents	1 st Center	2 nd Center	3 rd & 4 th Center	4 Centers functional	
		Improving the quality of development of talented tennis players by inserting them into the ITF/CAT Center in Tunisia	Focus on targeted training and increase the number of Continental and international competitions for the best U14, U16 & U18	All countries (set number)	DevCom	ITF & partners	√	√	√	√	√
		Promote adequate supervision for the best African players in order to achieve an international level of performance	Recruit high-level technical executives in charge of the ITF/CAT Center in Tunisia	All countries (set number)	DevCom	ITF & partners	√	√	√	√	√
		Promote the introduction and practice of Wheelchair Tennis. Include it in the African Calendar.	Organization of Wheelchair Tennis competitions	All countries (set number)	Wheelchair committee	Zones Presidents & NA	√	√	√	√	√
		Promote the introduction and practice of Beach Tennis. Include it in the African Calendar	Organization of Beach Tennis competitions	All countries (set number)	Beach tennis committee	Zones Presidents & NA	√	√	√	√	√
3	Developing the attractiveness of the	Propose attractive tennis events that can be widely publicized	Mobilize resources from the private and commercial sector	Telephone companies, banks, energy, industry, etc.	CanCom	ExCom	√	√	√	√	√
		Organize the CAN (African Cup of Nations) annually by considerably increasing its	Partnership with major continental and international sports media	Solicit Sponsors and sports media	CanCom	ExCom	√	√	√	√	√

	Continent through the organization of major tennis events	financial allocation								
		Organize an Annual “Prize Money” Circuit in each Zone			CanCom	Zone Presidents	√	√	√	√
		Develop the Circuit of “Masters” “Veterans” throughout the Continent.			CanCom	Zone Presidents	√	√	√	√
		Launch a new Team Competition for 18&U			CanCom	Zone Presidents	√	√	√	√
		Launch Zonal and Continental Team Competitions of Champion Clubs.			CanCom	ExCom	√	√	√	√
		Launch Afro-Asian and Afro-European Competitions			CanCom	ExCom	√	√	√	√
4	Representativeness within International Tennis Bodies and others... & Increase in Votes within the ITF & ITF Class B Federations	Participate in decision-making within the ITF through representation on its Board of Directors and on ITF Committees and Commissions	Nominations by CAT and National Federations	CAT & National Federations	AdmCom	ExCom	√	√	√	√
		Achieve after 4 years at least 42 Class “B” African National Federations at the ITF with “Right to Vote” – currently (35 countries)	Encourage, Assist certain African Federations	All Class “C” Federations	AdmCom	Zone Presidents & NA	√	√	√	√
		Achieve at least 70 votes within the ITF after 4 years (currently: 59 votes)	Encourage and assist 1-vote, 3-vote and 5-vote African Federations to move to the next level.	Current State : 1 Fed : 9 voices 1 Fed : 7 voices 2 Fed : 5 voices 1 Fed : 3 voices 30 Fed : 1 voices	AdmCom	Zone Presidents & NA	√	√	√	√
		Involve member federations in decision-making and the implementation of CAT activities through its Committees and Commissions	Enable African skills in all areas in order to include them within CAT Committees and Commissions	All skills without exclusion	AdmCom	Zone Presidents & NA	√	√	√	√
		Make sure to host the ITF General Assembly	Submit applications fairly regularly		AdmCom	ExCom	√	√	√	√
		Participate in decision-making through representation within the Olympic Continental Bodies (ACNOA, UCSA) and Regional...	Nominations by CAT and National Federations	CAT & National Federations	AdmCom	ExCom	√	√	√	√
		Continue to work on the representation of women in	Demand that women be represented in the ExCom and	CAT & National Federations	WomCom		√	√	√	√

		decision-making within the CAT, its Commissions and within the National Associations	all Commissions of the CAT and its Member Federations	(through their constitution)		√				
5	Aim to reach the high level with African talents	Make sure to install annually: 5 players in the Top 50 of the Class. ITF Junior and at least 10 players among the Top 100	Allocate scholarships to emerging talents and support all young people who participate in the G. Slam Junior Tournament	According to a Scale to be determined	DevCom	√	√	√	√	√
		Make sure to install annually: 2 players in the Top 250 of the Class. ATP & WTA and at least 6 players among the Top 350.	Support and assist all players aged 18 to 26 who are progressing considerably in the ATP & WTA Rankings.	According to a Scale to be determined	DevCom	√	√	√	√	√
		Promote young talents aged 14&U at the international level	Participation in Grand Tournaments in Europe and the USA (petits As, Orange Bowl, etc.)		DevCom	√	√	√	√	√

NB: Responsibilities

The CAT President is the first person in charge of the Confederation; he is automatically President of all Commissions and Committees. He may, if he wishes, chair the meetings of Commissions and Committees.

- Three levels of responsibility: Strategic level of orientation and validation (Executive Committee)
- Management and implementation level (members of the Executive Committee and Secretary General)
- Execution level (General Management or General Secretariat).

Committees & Commissions

The Commissions are set up to study and analyze subjects with a view to helping the Executive Committee make decisions.

Committees are set up to apply the rules and statutes.

- Development & Junior Events Committee
- Legal & Ethic Committee
- CAN & African Competitions Committee
- Davis Cup & BJK Cup Africa Commission
- "Advantage All" Africa Commission
- Administrative & Finance Commission
- Wheelchair Tennis Commission
- Marketing & Communication Commission
- Partnership & International Relations Commission
- Beach Tennis & Tennis variation Commission