

**Strategic Regional Development Plan 2004**

STRATEGY	CURRENT STATUS		2005	2007	2009
	IN PLACE	COMMENTS			DESIRED OUTCOMES
<b>Goal 1 - Constitution/Structure</b>					
Valid Constitution in accordance with ITF Constitution	<input checked="" type="checkbox"/>	In process	Vote of the new constitution /Available in French and English		
Mission statement/Key goals and objectives	<input checked="" type="checkbox"/>	Yes	Should be regularly updated		70% of goals achieved
Elected Officers in Place	<input checked="" type="checkbox"/>				
Committee of management meeting regularly	<input checked="" type="checkbox"/>	Yes, twice a year during CAT events		3 meetings annually.	
Sub-committees in place (development / juniors / coaching / competition / officiating / finance etc).					
1) Development	<input checked="" type="checkbox"/>	In place	2 meetings annually. DOs attending	3 meetings annually. DOs attending	To meet at the CAT office. DOs attending
2) Officiating	<input checked="" type="checkbox"/>	Adel Aref (Tunisia) in charge in liaison with Development committee			
3) Competition	<input type="checkbox"/>	Under the responsibility of the CAT Development committee (Leon Freimond in charge)			
Other:	<input type="checkbox"/>				
<b>Goal 2 - Finance/Administration</b>					
Dedicated fully equipped office	<input checked="" type="checkbox"/>	Yes	Yes	Establishment of the CAT office from 2006	
Annual Budgets/3 Year Projections	<input type="checkbox"/>	120 000 USD	130 000 USD	150 000 USD	Achieved 250 000 USD
Budgeting/cash flow/preparing management accounts	<input checked="" type="checkbox"/>	Yes, the budget has to be submitted to the AGM for approval			

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Audited Accounts	<input checked="" type="checkbox"/>	Yes, regularly	To be done by an audit firm. Nomination of an auditor		
IT System	<input checked="" type="checkbox"/>	Yes, ITF IT system	Yes, ITF IT system	To implement when CAT office is in Africa	
Membership administration system	<input checked="" type="checkbox"/>	Yes	Create 2 or 3 levels of membership fee with different rights such as number of votes		
Maintaining calendars of events/activities	<input checked="" type="checkbox"/>	efficient			
Following correct office procedures (filing, etc)	<input checked="" type="checkbox"/>	efficient	Manual of procedure of management		
Communication with nations	<input checked="" type="checkbox"/>	efficient			
Preparing AGM/Meetings	<input checked="" type="checkbox"/>	efficient			
Assist/Encourage each member nation to improve their administration capabilities	<input type="checkbox"/>		Encourage all nations to have an office		See all Nations with an office and at least one person appointed. 10 K to 15 K of the budget redistributed
Other	<input type="checkbox"/>				
<b>Goal 3 - Staffing</b>					
Full-time/Part-time office manager/general secretary	<input checked="" type="checkbox"/>	Part time in London	Part time in London + other person to assist President	2006 - Full time	
Secretarial assistant(s)	<input checked="" type="checkbox"/>	3 days a week	Full time	Full time	Full time: 2 people
Events/Officiating person	<input checked="" type="checkbox"/>	Yes	Adel Aref (Tun)		
Accounts/bookkeeper	<input checked="" type="checkbox"/>	Yes - ITF	Yes - ITF	To forecast in 2006	
Regional Development officer	<input checked="" type="checkbox"/>	3 Development officers	3 Dev. Officers + pilot project of National DO (3 to 5)		1 for each zone
Sponsorship sales person	<input type="checkbox"/>	No	Vice Presidents role		

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Media/PR/Communication Person	<input type="checkbox"/>	No	CAT info + CAT Website + This week ITF		
Staffing System/Controls:	<input checked="" type="checkbox"/>	Yes (recruitment process)			
Contract / Salary / Benefits		Yes	Yes		
Job descriptions		Yes	Yes		
Annual reviews / evaluation		Yes	Yes		
Monthly report / time sheets		Yes	Yes		
Guidelines on expense claims		Yes (ITF)	Yes (ITF)		
Adequate control of travel / travel policy		Yes (ITF)	Yes		
Organisation chart		Yes	Organisational chart on CAT website		
Automated payment / Tax		Yes (ITF)	Yes		
Employees' handbook		Exist with ITF	Yes		
Other	<input type="checkbox"/>				
<b>Goal 4 - Tennis Participation</b>					
Mini Tennis	<input checked="" type="checkbox"/>	The introduction of the program had some form of success but the financial resources were not good enough to produce results : 14 countries, 508 schools, 75000 children. 7 other countries pending report.	21 countries, 525 schools, 100 000 children. Aim for quality.	23 countries, 525 schools, 100 000 children. Aim for quality.	Aim for quality. Better talent identification. Ensure the link between STI and club ; ie follow-up programme
Club Development programmes	<input type="checkbox"/>	No	Information to the club via the DOs / CAT Website		

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Recreational/Adult programmes	<input type="checkbox"/>	No	Promotion through the DOs (CD Rom available)		
Promoting National ratings programmes (ITN)	<input checked="" type="checkbox"/>	Exist sporadically	3 countries	8 countries (1 minimum by zone)	15 countries
Other	<input type="checkbox"/>				
<b>Goal 5 - Tennis Performance</b>					
Encourage member nations to run a National high performance training and competition programme	<input type="checkbox"/>	ITF Prog: 1328 children, 12 countries + 7 estimated countries without ITF assistance. 19 countries in total	ITF Prog: 1500 children, 12 countries + 7 estimated countries without ITF assistance. 19 countries in total	ITF Prog: 1800 children, 15 countries + 7 estimated countries without ITF assistance. 22 countries in total	ITF Prog: 2000 children, 20 countries + 7 estimated countries without ITF assistance. 27 countries in total
Encourage appointment of National coaches in member nations	<input checked="" type="checkbox"/>	20	22	25	30
Regional Junior Touring Teams	<input checked="" type="checkbox"/>	ITF Teams			
Support for the best high performance junior players	<input checked="" type="checkbox"/>	ITF Teams; Travel grants, Training center, Junior Camp	Give the juniors more assistance	ITF Teams ; travel grants, training centre, training camp	
Regional Training Centre	<input checked="" type="checkbox"/>	ITF/SATA Centre	Reopen the West / Central African centre	Open a center in East africa	A center by zone
Other	<input type="checkbox"/>				
<b>Goal 6 - Competition</b>					
Fed Cup/Davis Cup participation	<input checked="" type="checkbox"/>	Weak	Coming back to more adequate assistance		
Olympic/Regional Games participation	<input type="checkbox"/>	Not satisfactory	Rethink the system of qualification. The qualifications should be a tournament and not be based on the world ranking. Wild Card to winner of African Games		2008: 2 WC + 2 players

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Regional Individual and Team Championships for the Best Junior and Senior Players	<input checked="" type="checkbox"/>	AJC + CAN (every 2 years) did not happen	AJC: To revise format CAN: 15 countries	<b>AJC:2006:</b> Implement a West and Central African Championship for 16&U and 14&U. <b>2007:</b> Same think for East Africa. <b>CAN:</b> 18 countries	CAN: 20 countries
Professional international men's events (Satellites, Futures, Challengers, ATP) - number and type	<input checked="" type="checkbox"/>	25 futures/satellite+ 1 Grand prix 9 Prize money (17 events were scheduled)	28 futures/satellite+ 1 Grand prix 22 Prize money	Change some Prize money into futures, 30 futures+ 1 Grand prix +20 Prize Money	Change some Prize money into futures, 32 futures+ 1 Grand prix +18 Prize Money
Professional international women's events (Futures, WTA) - number and type	<input checked="" type="checkbox"/>	16 events	16 events	18 events	20 events
Junior Davis Cup by BNP Paribas - participation	<input checked="" type="checkbox"/>	Yes. Two Teams in the final stage	Keep the two spots in the final stage. Not finishing last	Keep the two spots in the final stage. Not finishing last	One Team in the top 8
Junior Fed Cup - participation	<input checked="" type="checkbox"/>	Yes. Two Teams in the final stage	Keep the two spots in the final stage. Not finishing last	Keep the two spots in the final stage. Not finishing last	One Team in the top 8
World Junior Tennis - participation	<input checked="" type="checkbox"/>	Lost one slot.because a Team finished last	One Team qualified in the final stage. Should not finished last	Keep the two spots in the final stage. Not finishing last	One Team in the top 8
ITF Junior World Ranking events (U18) - number and grade	<input checked="" type="checkbox"/>	26 tournaments (1B2, 4 G2, 5 G3, 11 G4, 5 G5)	27 tournaments (1 extra G5)	30 tournaments with upgrade of 2 events	32 tournaments with two extra upgrade. One is a grade 1
Seniors/Vets Events/Circuit	<input checked="" type="checkbox"/>	5 tournaments: (1 G2, 4 G4)	5 tournaments. In 2006, RSA organises the world Senior Championships.	8 tournaments	12 tournaments
Wheelchair Events/Circuit	<input checked="" type="checkbox"/>	Activity Senegal, RSA, Nigeria,Mauritius, Morocco	Develop further the activity in the 3 countries + 2 new events	9 countries	11 countries

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Recreational/ITN events	<input type="checkbox"/>	No	Yes starting ASAP : 3 countries	7 countries	20 countries
Promoting competition formats / new scoring systems	<input checked="" type="checkbox"/>	Very little	Yes starting ASAP with assistance of the DOs		
Produce Regional calendars	<input checked="" type="checkbox"/>	Yes	Available on the CAT website		
Servicing sponsored events	<input type="checkbox"/>	No	To assess the feasibility		
Producing regional Junior/Men's/Women's/Seniors / Wheelchair Rankings	<input type="checkbox"/>	No	In process	Computerized system and managed by the CAT office or by contracted expert ( Pay someone)	
Other	<input type="checkbox"/>				
<b>Goal 7 - Coaching</b>					
National/Regional coaching certification	<input checked="" type="checkbox"/>	Yes at national level: No on the CAT side. 40 countries have benefitted of Level I courses	To ensure that the countries continue to implement courses for their courses via their NOC		
Number of Level 1 courses	<input checked="" type="checkbox"/>	53 courses over 11 years	5 courses + Pre Level 1	7 courses + Pre Level 1	32 courses over 5 years
Number of Level 1 coaches	<input checked="" type="checkbox"/>	1350 coaches trained over 11 years	100 coaches trained	140 coaches trained	600 coaches trained over 5 years
Number of Level 1 tutors	<input checked="" type="checkbox"/>	20 tutors of Level 1	Refresh courses for tutors	Refresher courses for tutors. 15 countries have their own tutors	20 countries have their own tutors
Number of Level 2 courses	<input checked="" type="checkbox"/>	10 courses Level 2 over 7 years	2 courses	2/3 courses	3 per year + refresher courses
Number of Level 2 coaches	<input checked="" type="checkbox"/>	365 coaches trained	40 per year. Total: 405 coaches	40 per year. Total: 485 coaches	40 par an. Total: 565 coaches
Number of Level 2 tutors	<input checked="" type="checkbox"/>	5 Level 2 tutors	consolidate the competency of the 5 tutors	Train 1 or 2 tutors per year	At least 1 level 2 tutor per zone
Number of Level 3 courses	<input checked="" type="checkbox"/>	1 in RSA - Sept	No	1 for French Speaking	1 for English Speaking
Number of Level 3 coaches	<input checked="" type="checkbox"/>	2 coaches		2 coaches certified per year	6 to 8 coaches
Number of Level 3 tutors	<input type="checkbox"/>	No			2

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Regional Workshops/Symposiums	<input checked="" type="checkbox"/>	Yes, two every other year (2004-2006-2008)			
Refresher Courses/Seminars	<input type="checkbox"/>	Rare	In project		
Attendance at Worldwide coaches' conference	<input checked="" type="checkbox"/>	In 2003, a dozen of countries were represented	15 nations expected in Turkey	Participation will depend on where is the next WWCW being held	
Regional Coaches Commission	<input type="checkbox"/>	No	No	2006 - 2008: Questionnaire will be submitted. A report from the feedback of the coaches will be submitted.	
Coaches Register	<input checked="" type="checkbox"/>	Yes ; Data base available			
Other	<input type="checkbox"/>				
<b>Goal 8 - Officiating</b>		Goals of Plan 1999/2003 have been achieved	Adel Aref, in charge for officiating will submit a plan at the CAT AGM in Mauritius		
Number of Level 1 officials	<input checked="" type="checkbox"/>				
Number of Level 2 (White badge) officials	<input checked="" type="checkbox"/>				
Number of Level 3 (Bronze, Silver & Gold badge) officials	<input checked="" type="checkbox"/>				
Organise Level 1 and Level 2 officiating schools	<input checked="" type="checkbox"/>				
Participation in Level 3 officiating schools	<input checked="" type="checkbox"/>				
Evaluation/continuing education	<input type="checkbox"/>				
Officiating register	<input checked="" type="checkbox"/>				
Other	<input type="checkbox"/>				
<b>Goal 9 - Sponsorship/Fundraising</b>					
Raise sponsorship for regional events / activities	<input type="checkbox"/>		In process	In process	

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Help nations raise sponsorship	<input type="checkbox"/>	No	No		
Seek funding from other agencies (Olympic Solidarity, EEC etc)	<input checked="" type="checkbox"/>	OS assisting Programmes for coaches and athletes	OS partner of tennis for the next 4 years		
Other	<input type="checkbox"/>				
<b>Goal 10 - Facilities</b>					
Help nations increase number and quality of facilities in the region	<input checked="" type="checkbox"/>	No	In process through a project of an African Court Foundation	From 2007, more Funds are given to NAs who apply for a centre with minimum 4 courts	
Other	<input type="checkbox"/>				
<b>Goal 11 - PR/Communication</b>					
Live Web site Updated regularly	<input type="checkbox"/>	No	Live from April 05. Update on a weekly basis		
Produce quarterly magazine	<input type="checkbox"/>	No	No	Yes	
E-mail monthly newsletter	<input checked="" type="checkbox"/>	Yes. CAT info	To continue using the Email system		
Prepare press releases	<input checked="" type="checkbox"/>	Yes			
Support regional events	<input checked="" type="checkbox"/>	Yes	To look for a wild Card in a Grand Prix event for winners of men's singles and women's singles of CAN + higher prize money	Wild Card for qualies at the french Open for winners of CAN	
Other					