

# BADMINTON CONFEDERATION AFRICA



## STRATEGIC PLAN

2016-2020



## About this Document



The purpose of this document is to outline the strategic direction of the Badminton Confederation Africa (BCA) as a Continental Badminton Confederation for Africa. This document begins with a general introduction of the organisation, the planning process and a brief overview of

the strategic plan. The second part of this document details the individual goals and objectives of each strategic areas and priorities. Expected outcomes or key performance indicators are also detailed in the second part.

For consistency with the Badminton World Federation and in view of the Tokyo 2020 Olympic Games, this plan has a time frame of 4 years starting 2016 to 2020. Even though this reference period mainly covers the next four years the plan also outline measures which may go beyond this period and can only be reached at a later stage.

While this strategic plan will eventually be implemented by BCA Operations, it has to be recognised by all stakeholders and partners and their involvement will be vital for the success of the plan. Consequently, this plan also represents a communication tool to create a common vision and clear objectives on the horizon to work towards for all stakeholders and partners.

## **The Badminton Confederation Africa**

Badminton Confederation is the continental governing body for the sport commonly known as Badminton in the African territory. The head office of the Confederation is in Quatre Bornes, Mauritius. Badminton World Federation recognizes BCA as a Continental Confederation alongside the other Continental Confederation – Badminton Asia, Badminton Europe, Badminton Pan Am Confederation and Badminton Oceania.

With a democratic governance, the Confederation is composed of 39 member associations (as at Dec 2015) which forms part of the supreme body of the organisation, the General Meeting. The General Meeting elects 15 people to form the Council while 5 people from the Council sit on the Executive Board. The General Secretary and other full time staff are responsible for the day to day administration of the Confederation.



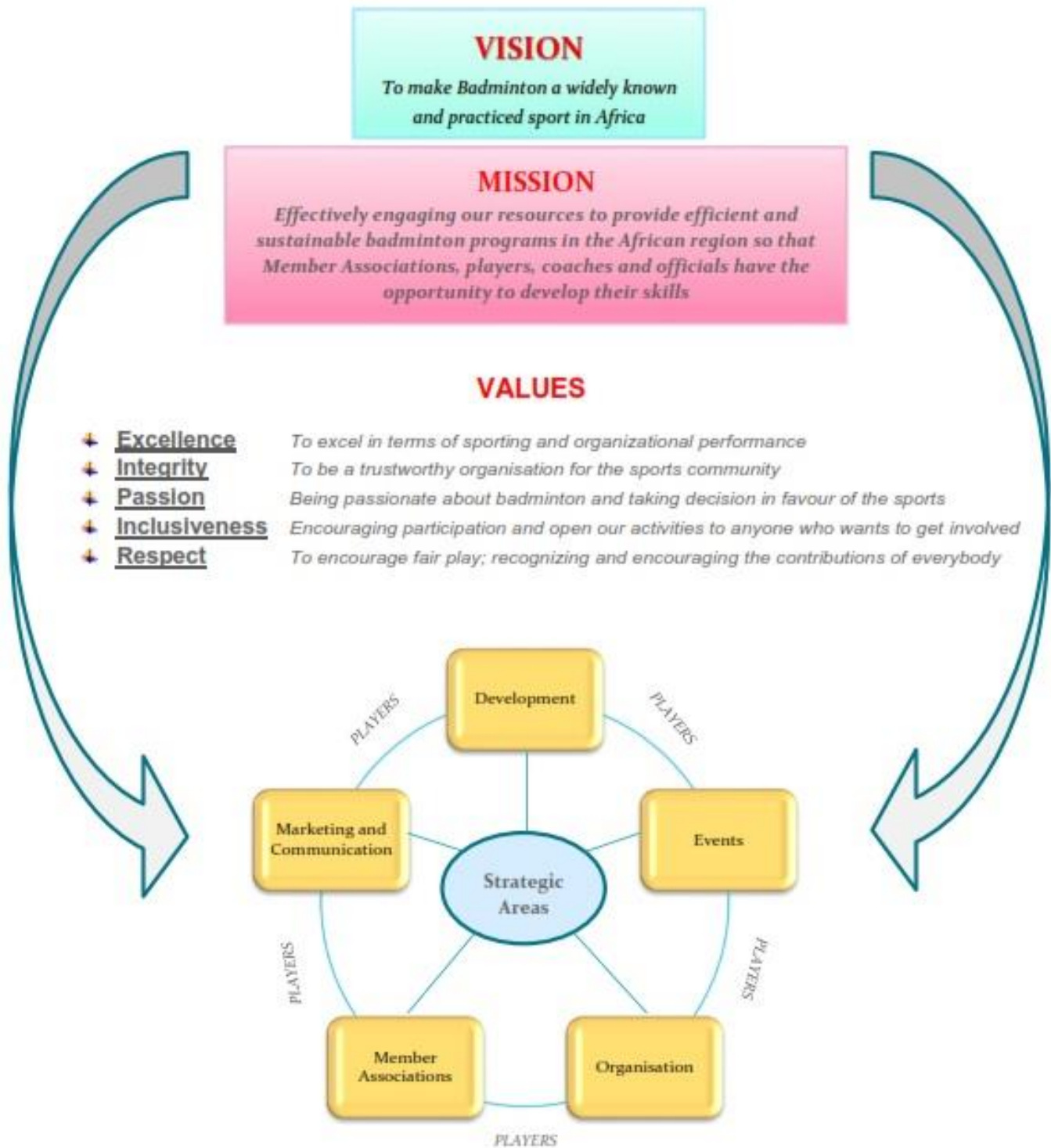
## The Planning Process

With the growth of the organisation, BCA Executive Board decided to launched discussions and the planning for the development of a Strategic Plan in late 2015. The priority of the plan was to set a clear direction and a common understanding about the vision and the priorities to be tackled. The process was driven by BCA Executive Board and internal staff. To ensure a coherent approach, the planning process involved in-depth consultation with the different stakeholders, including:

- ❖ Information was gathered from Member Associations through research already carried out by BWF and other platforms including telephone calls, email, social media and others.
- ❖ Interviews, consultations and discussions were carried out with decision makers and key persons of the Confederation, including the President, General Secretary and other Council Members.

- ❖ As players are at the heart of the plan, they were also included in the planning process through different means and platforms.
- ❖ The African Qualification of the Thomas and Uber Cup held in Mauritius in February 2016 was also used to gather maximum data from various stakeholders
- ❖ BWF also shared a vast number of surveys and various resources to aid in the planning process
- ❖ Project Time Frame:
  - Dec. 2015 – Cape Town – EB meeting confirms process
  - Dec. 2015 – Submission of annual plan.
  - Feb 2016 – Office – Circulate a first draft of the High Level info to key stakeholders.
  - Feb 2016 – feedback from key stakeholders
  - Mar 2016 – review of draft – input on priorities / KPIs
  - April 2016 – EB approves plan
  - May 2016 – AGM – presentation of the plan

## STRATEGIC PLAN – OVERVIEW



## **1.o Strategic Area : DEVELOPMENT**

### **Introduction:**

In line with the development of badminton on the continent, BCA has been engaged in numerous development activities for all its stakeholders throughout the past years. With the introduction of Shuttle Time in 2012, our Member Associations have been empowered to increase participation in their countries with the help of their local stakeholders and resources provided by BWF and BCA. Developmental activities are also regularly carried out for technical officials and administrators.

Nevertheless, with modernization of badminton in the world, BCA has to be proactive and efficient in terms of its developmental activities. Existing areas has to be consolidated while new areas, like Para-Badminton, will have to be developed and targets properly set for each area.

### **Objective:**

*To increase the number of children, youth and adults participants in badminton throughout Africa.*

### **Strategic Priorities:**

**1.1 Participation**

**1.2 High Level**

**1.3 Coaches**

**1.4 Technical Officials**

**1.5 Para-Badminton**

**1.6 Women in Badminton**

Strategic Priorities	Definition and Strategies	KPI 2016 - 2020
<b>1.1 Participation</b>	<p><i>Efficiently engaging with Member Associations to increase the number of people playing badminton in Africa using BWF's and BCA's Programmes and Resources.</i></p> <ul style="list-style-type: none"> <li>✓ Work with Member Associations (MAs) to assist them in increasing their number of licensees and participants. Also eventually assist MAs in developing club badminton and leagues nationally through training programmes (administration and events courses).</li> <li>✓ Assessing the implementation of Shuttle Time and designing sustainable plans to make the program successful in each country that the programme is implemented</li> <li>✓ Distributing equipment using a need base donation – eventually targeting most needy countries. Also exploring avenues for partnerships with other donators/suppliers including local authorities in those 'needy' countries.</li> <li>✓ Using resources and 'goodwill' of Shuttle Time to develop school badminton in Africa</li> <li>✓ Introduce exchanges and competitions among Seniors in most developed MAs</li> </ul>	<ul style="list-style-type: none"> <li>➤ 20% increase in total licensees by 2020</li> <li>➤ 30% increase in total number of participants by 2020</li> <li>➤ To have at least 10 countries with a national or regional club competition by 2020</li> <li>➤ To come out with an comprehensive report and action plan on the issues and strategies to make Shuttle Time sustainable in Africa by Dec 2016</li> <li>➤ 25 Members fully implementing the programme by 2020</li> <li>➤ 7500 Teachers trained by 2020</li> <li>➤ To introduce Senior Tournaments/exchanges by 2018</li> </ul>
<b>1.2 High Level</b>	<p><i>Developing programmes and assisting MAs to develop HP structures so that African players have the best possible training and competition set-up to reach world class level</i></p>	

Strategic Priorities	Definition and Strategies	KPI 2016 - 2020
	<ul style="list-style-type: none"> <li>✓ Using BWF and WAOs resources to educate MAs in High Performance Athlete Pathways and helping them to implement those programmes nationally.</li> <li>✓ Effectively utilize the players development budget for the next 4 years on the African players who are most likely to qualify for Tokyo 2020</li> <li>✓ To define and communicate criteria for inclusion in the BCA player pathway programme (eg road to Tokyo)</li> <li>✓ Developing a talent identification programme during the U15 CC Championships for the 2022 Youth Olympics and 2024 Olympics</li> </ul>	<ul style="list-style-type: none"> <li>➤ To have at least 1 Player Performance Pathway course per year</li> <li>➤ To review players every June and December until Dec 2018/June 2019</li> <li>➤ By 2020, to have at least 1 player in Top 50 in MS and WS</li> <li>➤ By 2020, to have at least 1 pair in Top 40 in MD, WD and XD</li> <li>➤ First programme in 2017 for the U15 Championships</li> </ul>
<b>1.3 Coaches</b>	<p>Having trained and educated coaches at all levels to aid in developing badminton in Africa</p> <ul style="list-style-type: none"> <li>✓ Organising regular BWF Level 1, 2 and 3 courses in each Region on the Continent</li> <li>✓ Training additional BWF Coach Education Tutors to deliver coaching courses in English, French and Arabic</li> <li>✓ Closely working with MAs to target retired players to take up coaching courses when offered in their regions</li> </ul>	<ul style="list-style-type: none"> <li>➤ First Level 3 Course in 2017</li> <li>➤ By 2020, to have at least 1 female coach for every 5 male coaches</li> <li>➤ Target candidates by end of 2016</li> <li>➤ Ongoing</li> </ul>
<b>1.4 Technical Officials</b>	<p><i>Ensuring that BCA has an adequate number of trained Technical Officials at Continental and BWF Level</i></p> <ul style="list-style-type: none"> <li>✓ Using BWF resources to design training and assessment programs for Line Judges, Umpires and Referees – both in French and English.</li> </ul>	<ul style="list-style-type: none"> <li>➤ To have programmes ready by mid-2016</li> </ul>

Strategic Priorities	Definition and Strategies	KPI 2016 - 2020
	<ul style="list-style-type: none"> <li>✓ Reviewing the database of BCA's TOs and communicating it to members on different platforms.</li> <li>✓ Working with MAs to ensure an adequate number of women in TOs roles on the Continent</li> <li>✓ Ensuring that BCA's Assessors (Umpires and Referees) are well trained and guidelines properly set for examinations.</li> </ul>	<ul style="list-style-type: none"> <li>➤ To communicated full list on website by mid-2016</li> <li>➤ One female for every five male TOs by 2020</li> <li>➤ Have training programmes in 2017 and onwards</li> </ul>
<b>1.5 Para-Badminton</b>	<p><i>Assisting MAs to launch Para Badminton Nationally and introducing developmental and management activities to facilitate the launching of Para-Badminton in Africa</i></p> <ul style="list-style-type: none"> <li>✓ Launching of Para-Badminton in selected countries where Para-Sport is already present. Helping those selected MAs to develop partnerships with local Para Sports authorities including National Paralympics Committee.</li> <li>✓ Work with BWF to train Para-Badminton coaches in Africa</li> <li>✓ Develop and organise a Para-Badminton CC Championships</li> <li>✓ Training of BWF International Classifiers in Africa using BWF Education programmes</li> <li>✓ With regards to the 2020 Paralympics Qualification System, to qualify a maximum number of players while assisting MAs in developing HP plans for their players</li> </ul>	<ul style="list-style-type: none"> <li>➤ First training camp schedule in Egypt 2016</li> <li>➤ To have at least 10 African MA with proper Para Badminton structure in 2020</li> <li>➤ To come up with a research work on Para Sports structures in African countries – Report ready by end of 2061</li> <li>➤ As from 2016</li> <li>➤ First competitive event in 2017</li> <li>➤ To have at least two African BWF Classifiers in 2020</li> <li>➤ Work on a plan as soon as the qualification system is published</li> </ul>

Strategic Priorities	Definition and Strategies	KPI 2016 - 2020
<b>1.6 Women in Badminton</b>	<p><i>Encouraging Women to get involved at all levels in African Badminton</i></p> <ul style="list-style-type: none"> <li>✓ Through Shuttle Time and other activities, encouraging African girls to take on badminton as a sport.</li> <li>✓ Using current Top female African players as role models to encourage young girls to start badminton – e.g by creating promotional content during African Championships and publishing on digital medias</li> <li>✓ Using BWF WIB grant to organise coaching, TOs, administration and Event courses solely for women in 'needy' countries/regions</li> <li>✓ Encourage women participation in administrative roles at national and continental level</li> <li>✓ Create an award for 'best African women' of the year</li> </ul>	<ul style="list-style-type: none"> <li>➤ To target at least 40% girls population</li> <li>➤ To have a minimum of 20% female teachers out of the total number of ST Teachers in Africa</li> <li>➤ To have yearly events/content</li> <li>➤ Yearly Activities</li> <li>➤ 25-50% minimum women representation on committees</li> <li>➤ Yearly prize as from 2017</li> </ul>

## 2.0 Strategic Area : EVENTS

### Introduction:

Since the last few years, BCA has increased its number of BWF Sanctioned Events hosted by different Member Associations in Africa. In 2009, only 4 countries organised International Series events compared to 12 in 2015. With the introduction of the All Africa School Championships in 2008, BCA now owns 4 CC Championships, namely:

1. All Africa Championships

Consists of the African Team Championships (Alternating between Sudirman and Thomas & Uber every year) and an Individual Championships – held yearly

2. All Africa Junior Championships

Consists of a Mixed Team Championships (Sudirman format) and an Individual Championships – held every two years

3. All Africa U15 Championships

Consists of a Mixed Team Championships (Sudirman format) and an Individual Championships – held every two years (Alternate years with the All Africa Junior Championships)

4. All Africa School Championships

A Team Event Competition based on the Thomas & Uber format – held every year.

With Events being normally the main drivers for gaining financial resources, BCA will be developing effective strategies to make its events a platform to attract potential sponsors and investors. Also, with the use of different platforms, badminton fans on the Continent should be able to watch and follow BCA's events.

### Objective:

To design and deliver innovative, efficient and valuable Events in Africa

### Strategic Priorities:

2.1 Participation

2.2 Delivery

2.3 Sponsorships

2.4 Communication

Strategic Priorities	Definition and Strategies	KPI 2016 – 2020
<b>2.1 Participation</b>	<p><i>Ensuring that a maximum number of MAs in Africa participate in Events organized by BCA</i></p> <ul style="list-style-type: none"> <li>✓ Reviewing the timeframe to publish prospectus for BCA Events and other relevant information to assist MAs in their planning process</li> <li>✓ With reference to available resources and wherever possible, financially helping (genuine) neighbouring MAs to participant in a CC Championships.</li> <li>✓ Assisting MAs in designing effective bids so that CC Championships are hosted by more countries and in different Regions of Africa</li> </ul>	<ul style="list-style-type: none"> <li>➤ To have new timeframe by mid 2016</li> <li>➤ Starting programme as from Dec 2016 with the All Africa School Championships</li> <li>➤ Ongoing as from 2016</li> <li>➤ By 2020, to have at least 3 complete bids per event</li> </ul>
<b>2.2 Delivery</b>	<p><i>To deliver quality events as per BWF standards and to the satisfaction of our stakeholders</i></p> <ul style="list-style-type: none"> <li>✓ To review bidding documents and minimum criteria to host each CC Championships</li> <li>✓ Design/Update and publish the Rules and Regulations documents for each CC Championships</li> <li>✓ To be in line with BWF timeframes regarding technical deadlines of CC Championships and International Opens</li> <li>✓ Educating MAs on technical aspects of Online Entries, Withdrawals, Sanctioning and Tournament Software in general</li> <li>✓ Training and educating MAs in Event Management using BWF and WAoS resources. Train and encourage MAs for the Online Courses</li> </ul>	<ul style="list-style-type: none"> <li>➤ To have criteria ready for implementation in 2017</li> <li>➤ To have BCA Calender of Events ready by Dec (in the previous year)</li> <li>➤ By end of 2016</li> <li>➤ Monitor constantly with MAs</li> <li>➤ Via effective communication with MAs – ongoing</li> <li>➤ To have at least 2-3 courses per year based on MAs needs</li> <li>➤ First online course in 2016</li> </ul>

Strategic Priorities	Definition and Strategies	KPI 2016 – 2020
	<ul style="list-style-type: none"> <li>✓ Encouraging MAs to organise BWF Sanctioned Junior Internationals</li> <li>✓ Assisting local organizing committees and MA in the organisation of BWF Sanctioned tournaments by identifying needs and potential issues that they may face.</li> <li>✓ Encouraging developing MAs to organise International Events including BWF Level 4 tournaments – to target MAs who have the potential to go for Level 3 tournaments</li> <li>✓ To make BCA Events (All Africa Senior, All Africa Junior, All Africa U15 and All Africa School) more consistent and structured on BCA Calendar</li> <li>✓ Building profiles of BCA Events using available platforms; including online streaming</li> </ul>	<ul style="list-style-type: none"> <li>➤ To have minimum 2 Junior Internationals per year</li> <li>➤ To have minimum 5 Junior Internationals plus the Junior CC Championships in 2017/2018 – in line with the 2018 Youth Olympic Games</li> <li>➤ Through monitoring and constant communication with organising MAs</li> <li>➤ To have 12 to 15 Level 4 events by 2020</li> <li>➤ At least 1 Level 3 event by 2020</li> <li>➤ Africa School – yearly, Africa Junior – every 2 years, Africa Senior – every 2 years and Africa U15 – every 2 years.</li> <li>➤ Launch online streaming for BCA event in 2018</li> </ul>
<b>2.3 Sponsorships</b>	<p><i>Create a sellable product through the quality of Events delivered in Africa</i></p> <ul style="list-style-type: none"> <li>✓ Using Social Media platforms to create marketing and communication contents in relation to the BCA Events</li> <li>✓ Designing sponsorships plans and aiding MAs to design such plans in view of events hosting</li> <li>✓ Researching and targeting potential sponsors/partners through networking, meetings and negotiations.</li> </ul>	<ul style="list-style-type: none"> <li>➤ To have a planned number of posts in line with the timings of the tournament</li> <li>➤ By 2020, the top African countries should be able to at least break-even while organising their International Opens</li> </ul>

Strategic Priorities	Definition and Strategies	KPI 2016 – 2020
<b>2.4 Communication</b>	<p><i>Marketing and Communicating BCA Events through all available platforms</i></p> <ul style="list-style-type: none"> <li>✓ Using digital platforms, website and social medias to communicate and market BCA Events</li> <li>✓ Having an efficient communication system with organisers and hosts countries</li> </ul>	<ul style="list-style-type: none"> <li>➤ At least one post every two days</li> <li>➤ Design events communication plan by mid-2017</li> </ul>

### 3.0 Strategic Area : Organisation

#### **Introduction:**

Since the last decades, BCA has always strived to have effective governance structures in order to facilitate decision making while also having a competent Operations management system to easily implement BCA policies.

Based on the constitution, the General Meeting is the supreme body of the confederation and the Annual General Meeting is held every year in May. The General Meeting shall elect the President, the Continental BWF Vice President, the Treasurer and 12 other members to form a Council of 15 members for a term of office of 4 years. The Council shall appoint an Executive Board composed of the President, the Continental BWF Vice President, the Treasurer, the Deputy President and three other members of the Council.

With its office in Mauritius, BCA is currently servicing its Member Associations with a total of 3 full time staff: The Secretary General, The Development Manager and the Events Manager. Finance is run by the Treasurer of the Confederation.

#### **Objective:**

To strive for good management practices including an efficient governance structure and proper day to day administration of the confederation

#### **Strategic Priorities:**

3.1 Governance

3.2 Finance

3.3 Operations

Strategic Priorities	Definition and Strategies	KPI 2016 - 2020
<b>3.1 Governance</b>	<p><i>To ensure that BCA has a good Governance structure in line with BWF Constitution and the Olympic Charter</i></p> <ul style="list-style-type: none"> <li>✓ To have constant evaluation of BCA statues and eventually to make amendments whenever necessary through discussion by decision makers</li> <li>✓ Re-activate BCA's Sub-Committees and involve these committees in the decision making process</li> <li>✓ Ensure that the AGM is properly organized every year in agreement with the BCA Rules and Regulations</li> <li>✓ To have a maximum number of members participating in the General Meeting by aligning BCA AGM with BWF AGM</li> <li>✓ To ensure that a maximum number of MA fill in their Schedule A form and pay up their yearly subscription in time</li> <li>✓ To start a research work on BCAs history and develop an archives system</li> <li>✓ To monitor the implementation of the strategic plan and ensuring that KPIs are met</li> </ul>	<ul style="list-style-type: none"> <li>➤ Through discussion in Annual Meetings, Council and EB meetings</li> <li>➤ To evaluate annually in Annual General Meeting</li> <li>➤ To have at least 60% of MA present during Annual General Meeting annually</li> <li>➤ At least 20% of council members to be females</li> <li>➤ At least 80% of members filling their Schedule A and paying yearly Subscription by 2020</li> <li>➤ To have archives ready by mid-2017</li> <li>➤ Yearly</li> </ul>
<b>3.2 Finance</b>	<p><i>To be a financially stable organisation by maintaining the highest level of transparency and accountability</i></p> <ul style="list-style-type: none"> <li>✓ Designing internal accounting principles which are in line with BWF accounting policies</li> <li>✓ Ensuring an efficient system of internal and external audit system</li> </ul>	<ul style="list-style-type: none"> <li>➤ Accounting procedures to be fully in line with BWF by end of 2016</li> </ul>

Strategic Priorities	Definition and Strategies	KPI 2016 - 2020
	<ul style="list-style-type: none"> <li>✓ Recruit additional staff to support the Treasurer in Financial recording and management</li> </ul>	<ul style="list-style-type: none"> <li>➤ As from 2016</li> </ul>
<b>3.3 Operations</b>	<p><i>To be an efficient organisation in terms of the day to day management and implementation of policy decisions by the General Meeting, Council and Executive Board</i></p> <ul style="list-style-type: none"> <li>✓ To design an organizational structure with the relevant chain of commands and span of control</li> <li>✓ To have a detailed job description for each staff member</li> <li>✓ To make sure that each staff has a work contract which is in line with local legislation</li> <li>✓ Designing and implementing an annual appraisal system for staff including a reward system based on performance</li> <li>✓ Provide regular and need based training for staff</li> <li>✓ To recruit and appoint new staff based on BCAs needs and resources available</li> <li>✓ To maintain an efficient internal communication system</li> </ul>	<ul style="list-style-type: none"> <li>➤ By mid-2016</li> <li>➤ Documents to be ready by mid-2016</li> <li>➤ To be implemented as from 2017</li> <li>➤ To have annual review system</li> <li>➤ To have competent and knowledgeable staff – review annually</li> <li>➤ Review office needs annually</li> <li>➤ To appoint a Financial Officer and a Regional Development Officer in 2016</li> <li>➤ In 2017, to appoint an Office Manager and another Regional Development Officer</li> </ul>

#### 4.0 Strategic Area : Member Associations

##### **Introduction:**

One of the most important objective of BCA is to provide efficient and effective services to its Member Associations. For a Continent which is considered to be the poorest in the world and where sports is not at all a priority of Governments, 39 (including Reunion Island) out of a total of 54 countries/territories are affiliated to BWF as Member Associations.

Following a member's survey done by BWF in 2014 (in 2014 BCA had 37 MAs only), the data below were revealed about the status of African countries:

Status	Number of countries
Dormant	13
Inactive	5
Developing Nationally	9
Developing Internationally	10
Developed	0
Highly Developed	0
Total	37

Even though BCA will be striving to get new members on board, it will be also be essential to 'reactivate' the dormant and Inactive member associations through education and specialised services.

##### **Objective:**

Servicing Member Associations so that they are able to become sustainable organisations with good governance and management practices

##### **Strategic Priorities:**

4.1 Activation

4.2 Education

Strategic Priorities	Definition and Strategies	KPI 2016 - 2020
<b>4.1 Activation</b>	<p><i>To aid Member Associations in developing plans and measures to ensure sustainability and growth of their respective organisation.</i></p> <ul style="list-style-type: none"> <li>✓ Re-evaluating and re-categorising MAs through a complete assessment of their environment, needs and issues they are facing. Criteria to be used for assessment are: Governance, level of administration, grassroots development, high performance and organisation of events</li> <li>✓ Based on the Members categorization, to develop plans for each MA or categories of MA, in order to assist them in planning, structuring and decision making.</li> <li>✓ To stream resources depending on the MAs categorization and context</li> <li>✓ Ensuring that there is always effective communication between BCA and MAs</li> </ul>	<ul style="list-style-type: none"> <li>➤ To have information ready by end of 2016</li> <li>➤ Plans ready to be implemented by 2017: <ol style="list-style-type: none"> <li>1. Reducing dormant MA to 10% by 2020</li> <li>2. To have at least 30% of MA 'developing Internationally' by 2020</li> <li>3. To have at least one female representative on every MAs board</li> <li>4. Target minimum 45 MAs in Africa by 2020</li> </ol> </li> </ul>
<b>4.2 Education</b>	<p><i>To educate and train Member Associations so that they have the necessary knowledge and tools to develop badminton in their territories</i></p> <ul style="list-style-type: none"> <li>✓ To educate targeted MAs by dispensing Administration courses using BWF and WAoS resources.</li> <li>✓ To carry out a needs analysis through surveys in order to have the correct audience for targeting resources</li> <li>✓ To support MAs on a day to day basis through regularly interaction and assist them in solving their issues</li> </ul>	<ul style="list-style-type: none"> <li>➤ To have at least 2-3 courses yearly in Africa</li> <li>➤ To have monthly interaction with 'developing' and 'developing nationally' MAs through emails, telephone and social medias</li> </ul>

## 5.0 Strategic Area : Marketing & Communication

### Introduction:

Although BCA has always been engaged in various developmental activities in Africa, there was always a need to communicate and inform stakeholders about those activities. Eventually with the appointment of the Communication Officer in 2013, this flaw was addressed. The Confederation introduced the 'BCA News' and started to use Social Media as a platform to communicate and market its activities.

Since 2014, the BCA News and the BCA Facebook page have relatively been successful but there is still a lot of work to be done on other communication tools of the Confederation. On the Marketing point of view, BCA has to be more proactive and strategic in terms of its brand and image.

### Objective:

To have a well-organized communication system with internal and external stakeholders. Also to establish a valuable image for BCA in order to add value to its existing brand.

### Strategic Priorities:

5.1 Image/Branding

5.2 Fans and Followers

5.3 Communication

Strategic Priorities	Definition and Strategies	KPI 2016 – 2020
<b>5.1 Image/Branding</b>	<p><i>To make BCA a valuable brand in Africa and elsewhere</i></p> <ul style="list-style-type: none"> <li>✓ Re-creating and/or Re-designing BCA's logo to make it more lively and in line with today's youth and culture</li> <li>✓ Developing a Motto which, alongside the new logo, will aid in the delivery of contents/information.</li> <li>✓ Engage in a branding strategy during events and activities – uniforms for Council Members and staff, office stationaries, business cards and others</li> <li>✓ Developing sponsorships plans while targeting organisations which may have an interest to be associated with BCA</li> <li>✓ Using African Top Players in regular promotional materials for value added contents</li> </ul>	<ul style="list-style-type: none"> <li>➤ To launch in 2017</li> <li>➤ To have logistics and equipment ready by end of 2016</li> <li>➤ Discuss and review and have list ready by start of 2017</li> <li>➤ At least one promotional content per year around BCA Events</li> </ul>
<b>5.2 Fans and Followers</b>	<p><i>Maximizing followers on digital and social medias</i></p> <ul style="list-style-type: none"> <li>✓ Continuously updating Facebook, Twitter and YouTube accounts with regularly contents including pictures, videos and other contents</li> <li>✓ Updating BCA website to make it an innovative, modern and interactive tool for our stakeholders</li> <li>✓ Developing procedures so that the website and other digital platforms and constantly updated</li> </ul>	<ul style="list-style-type: none"> <li>➤ To aim for 30000 followers in at least one social media by 2020</li> <li>➤ Website fully updated and operational for 2017</li> <li>➤ Guidelines ready by mid-2016</li> </ul>

Strategic Priorities	Definition and Strategies	KPI 2016 – 2020
<b>5.3 Communication</b>	<p><i>Strive to have 'effective' communication with internal stakeholders and well as external ones</i></p> <ul style="list-style-type: none"> <li>✓ Make sure that MAs are constantly informed about BCA's activities and ensure (as far as possible) that information have been delivered and acted upon.</li> <li>✓ Continuing with the publication of the 'BCA News'</li> <li>✓ Initiating an effective communication system to ensure regularly interaction with BCAs Staff/Office and BCAs Sub-Committees and Commissions.</li> <li>✓ Maintaining regular and effective communication with BWF</li> <li>✓ Creating and maintaining key communication focus with organizational and international stakeholders – for eg: African University Federation; African Union; Multi-Events Games involving African Countries</li> <li>✓ Creating and maintaining complete databases of important information; contact details, competition results, etc.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Ensure that there is regular communication with all MAs</li> <li>➤ One newsletter for each activity</li> <li>➤ Having feedback and evaluating communication system during each Council and EB Meeting.</li> <li>➤ Developing working relationships and MOUs with targeted organisations as from 2016</li> <li>➤ Ongoing process as from 2016</li> </ul>