



**BADMINTON
CONFEDERATION
AFRICA**

BCA STRATEGIC PLAN 2022-2028

SHUTTling BADMINTON FOR AFRICA



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FOREWORD BCA PRESIDENT

It is my pleasure and privilege to present to you the strategic plan of the Badminton Confederation of Africa (BCA) for the period 2022 to 2028.

Our vision for the BCA is to be a world-leading badminton confederation inspiring Africans towards our sport. To achieve this, we have developed a clear mission that outlines our commitment to being the central focal point for excellence, innovation, development, and growth for our athletes and Member Associations (MAs). This will be guided by six strategic pillars that will focus on specific priorities geared towards our organisational mission.

First, our plan will focus on developing initiatives to drive accessibility to badminton. This pillar is centered around supporting Member Associations to create individualised plans with growth opportunities in their respective countries, ensuring that everyone has access to the sport, regardless of their background or location.

Second, we aim to enrich lives through competitive experiences. This pillar of our plan is focussed on developing and strengthening events across all regions, retaining, developing, and growing players, and increasing administrative support to member associations. Our goal is to create a platform for players to showcase their talent and compete against the best in the world.

We believe that engaging with member associations in developing the next generation of badminton players is crucial to the future of the sport. Hence, the third pillar of our plan focusses on innovation and the implementation of development initiatives for players and coaches.

Fourth, we recognise the importance of financial stability and partnerships in achieving our goals. Our plan aims to deliver strong financial outcomes and secure partnerships

to invest more back into the organisation. Ultimately, we want to promote grassroots opportunities and get more people playing badminton.

Our plan is also focussed on improving the organisation's digital capabilities. We believe that keeping up with the latest trends and innovations in digital technology is essential to the promotion and growth of any sport.

Lastly, we aim to develop a strong brand identity to increase the organisation's visibility. Our goal is to create a strong and recognisable brand that will resonate with badminton enthusiasts across the world.

Through collaborative leadership, services, and programmes, we will create a safe, inclusive, and sustainable environment for our athletes and member associations to thrive. We are committed to making a difference in the lives of Africans through the power of badminton.

We, however, are cognizant of the fact that a planning system alone is insufficient without clear institutional responsibilities and a robust monitoring and evaluation system. We must generate evidence on what has worked, why, and for whom.

Therefore, I am excited to share that this strategic plan will be accompanied by a dynamic operational plan that will effectively implement the agreed-upon objectives. To ensure the effective implementation of this plan, the BCA will set up a standing monitoring committee and commission external evaluations on a yearly basis. By following up on key indicators and ensuring that expected results are achieved, we will be able to adapt our strategies as required.

Furthermore, we acknowledge the critical role that Member Associations play in the growth and development



of badminton in Africa. It is essential that all members of the badminton community work together in a coordinated manner. We must prioritise effective communication, foster a spirit of collaboration, and remain flexible and adaptable as we look ahead to 2028. Only by approaching the challenges and opportunities that lie ahead with a dynamic and proactive mindset can we hope to succeed in achieving our shared objectives.

Finally, to ensure that we achieve our objectives, we will put in place an operational plan that complements and supports the strategies outlined. We will closely monitor progress. The BCA Council will take responsibility for overseeing both the strategic and operational plans, using its expertise to provide guidance and input as needed. By closely tracking our progress and adapting to changing conditions, we can stay on course and achieve our goals.

Together, we will work towards a brighter future for badminton in Africa.

Thank you for your support and commitment to our sport.

Michel T. BAU
President, Badminton Confederation of Africa (BCA)

THE PROCESS AS IT HAPPENED

This strategic plan reflects the drive for BCA development over the next decade along a new path that will ensure the continuous growth of badminton across the continent and globally. In the spirit of openness and inclusion, the BCA solicited input from all its stakeholders in the development of this Strategic Plan. Consultations were held with players, coaches, technical officials, and member associations, and all contributed to the elaboration of this Strategic Plan.

Such an approach has resulted in a Strategic Plan shaped and populated by and for the BCA, keeping in focus the development of badminton as per the BCA's vision.



PURPOSE

The BCA is the continental governing body for badminton. Our primary function is to govern and develop the sport for the benefit of thousands of badminton enthusiasts while diligently representing our member associations.

The new Strategic Plan 2022-2028 aims to provide a roadmap for the BCA to guide its programs and investment decisions while maintaining membership growth over the next decade.

BCA RALLY TO 2028

A collaborative approach has been critical in the development of the BCA Strategy upstream to 2028 planning.

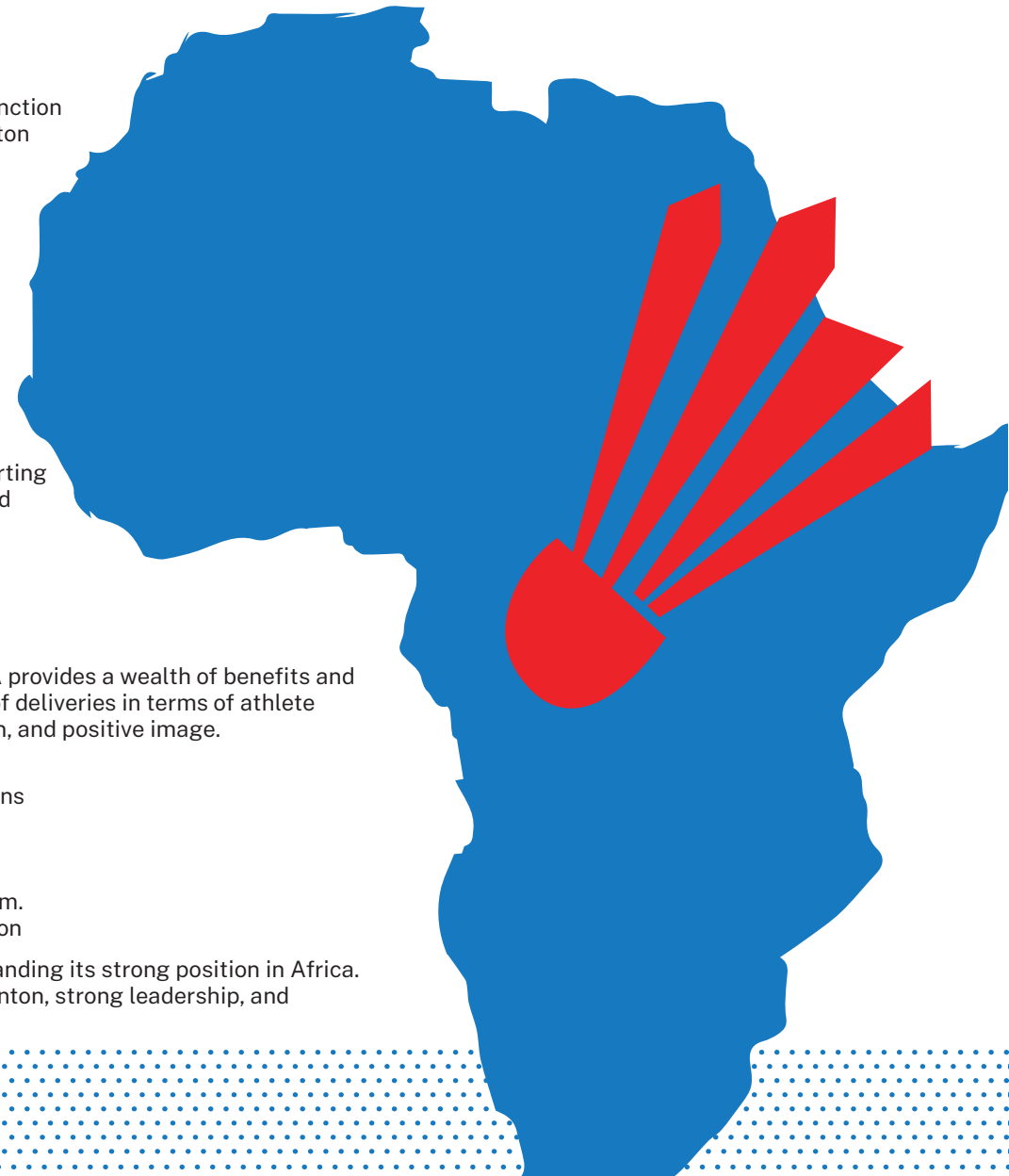
Understanding the needs of African badminton stakeholders and the sporting landscape enlightens an impactful strategy and ensures we move forward together.

BADMINTON IN AFRICA

Badminton is growing in Africa, both quantitatively and qualitatively. BCA provides a wealth of benefits and a passionate network for adults and children to grasp with its multitude of deliveries in terms of athlete performance, increasing number of licensees, professional administration, and positive image.

- Delivery – operated by professionals and facilitated by volunteers
- Easily accessible – a network of facilities, clubs, and member associations
- Flexibility – can be played all year round both indoors and outdoors
- Inclusiveness – a sport for all
- All levels – active recreation through to elite sport
- Legacy – a deep and respected heritage within the African sporting realm.
- Stars – the success of our best players up to Olympic Games participation

Emerging from its previous strategic plan, BCA is looking forward to expanding its strong position in Africa. Ultimately, BCA aims to create a more playful community through badminton, strong leadership, and competition excellence.



BCA ACHIEVEMENTS IN BRIEF



46

member associations
representing countries of Africa



24+

development activities / year



47

technical officials
trained to date



493

shuttle time tutors trained
in 31 countries



3,000+

competitive players



489

coaches trained during the last
mandate: 417 Level 1 & 72 Level 2



19+

events/year organised in
different African countries



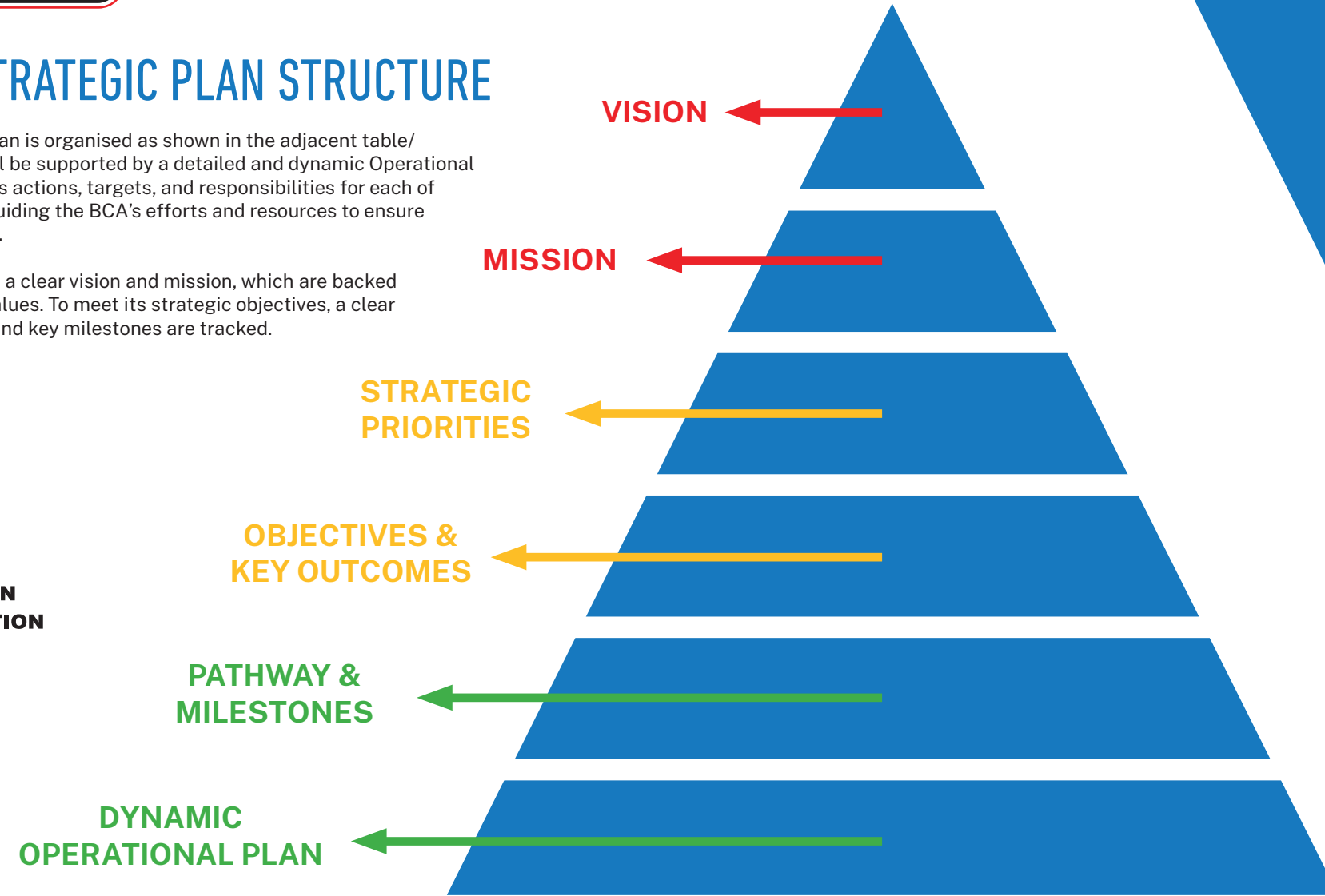
16

internationals
organised yearly

BCA STRATEGIC PLAN STRUCTURE

This Strategic Plan is organised as shown in the adjacent table/ illustration. It will be supported by a detailed and dynamic Operational Plan that outlines actions, targets, and responsibilities for each of the objectives, guiding the BCA's efforts and resources to ensure success by 2028.

BCA is guided by a clear vision and mission, which are backed up by cultured values. To meet its strategic objectives, a clear path is defined, and key milestones are tracked.



OUR VISION

To be a world-leading continental badminton continental confederation inspiring Africans towards our sport.



OUR MISSION

Through collaborative leadership, services, and programs in a safe, inclusive, and sustainable environment, we aim to be the central focal point for excellence, innovation, development, and growth for our athletes and member associations.

OUR CORE VALUES





OUR CORE VALUES

EXCELLENCE

By proactively establishing collaborative and high-performing partnerships with our stakeholders, we collectively accelerate the growth of our badminton community with outstanding services.

PASSION

Passion is the fuel that drives all that we do. We believe that badminton changes lives in positive ways and are inspired by that possibility to act with a sense of energy, determination, and enthusiasm.

INTEGRITY

We operate all our endeavours within an environment of trust, mutual respect, and safe play conditions. Our reputation is well-respected by all because we consistently treat those we deal with in a fair, honest, and ethical manner.

INNOVATION

We embrace change and encourage creative approaches to delivering services that exceed the expectations of our stakeholders. By taking calculated risks, we ensure that followers of all ages and abilities can indulge in badminton for a lifetime.

INCLUSIVENESS

By honouring and leveraging the diversity of thought, expertise, cultural heritage, and individual differences, we ensure the long-term growth and sustainability of badminton.

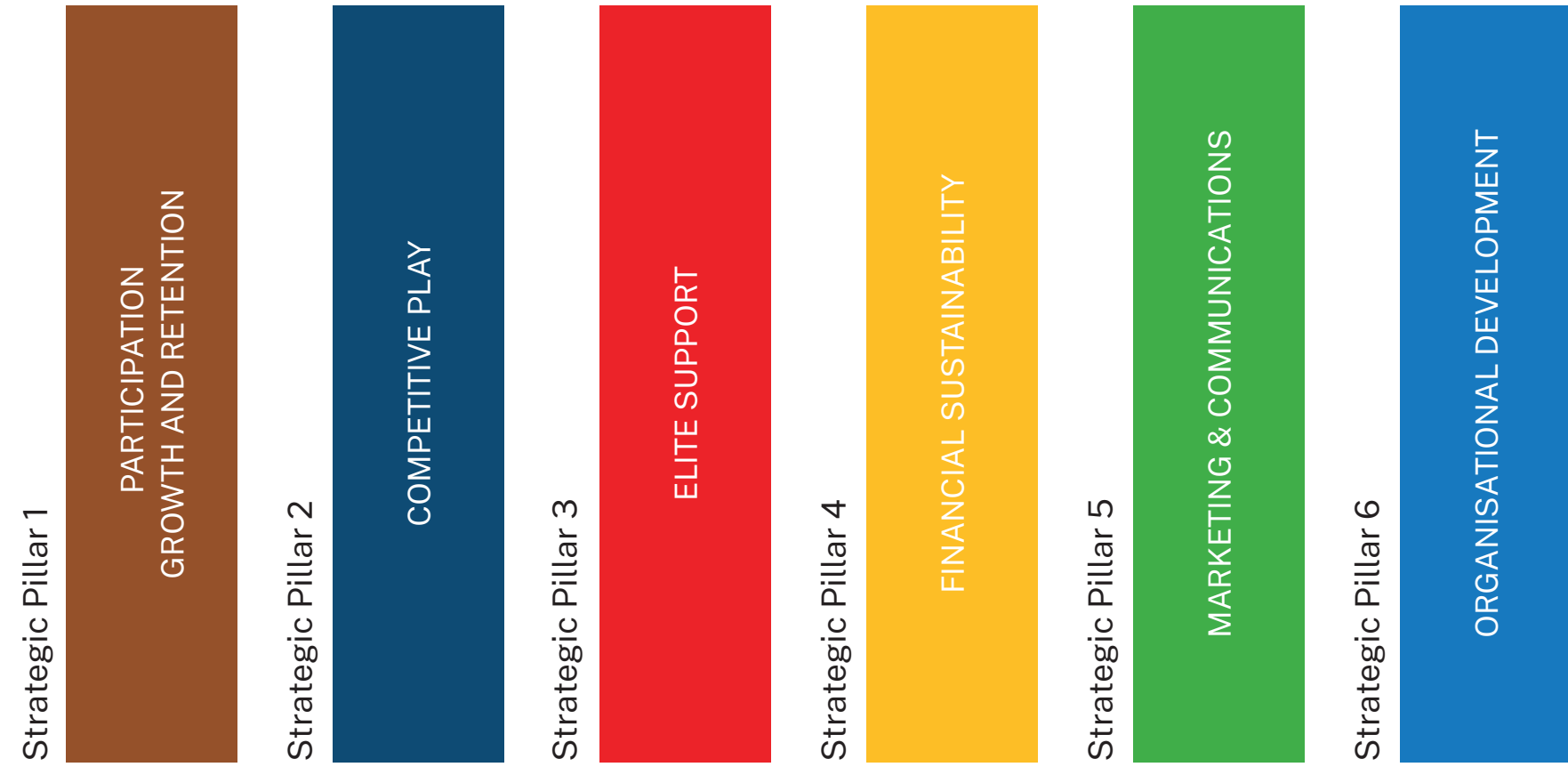
ACCOUNTABILITY

We operate with total commitment and hold ourselves accountable to the highest standards of performance. Individually and collectively, we are responsible for delivering on our mission and our goals.

SUSTAINABLE PARTNERSHIPS

We foster meaningful and long-term mutually beneficial relationships and collaboration with our partners, suppliers and other stakeholders

STRATEGIC PILLARS



PARTICIPATION, GROWTH AND RETENTION

OUR STRATEGIC GOAL

To get more people playing more often. Badminton is a sport for everyone, and our goal is to ensure that many inclusive pathways and opportunities are provided to make badminton as accessible as it has ever been.

KEY STRATEGIES

The proactive outreach to a new, diverse youth generation through clubs, schools, outdoor spaces, and other providers is vital to the future of badminton. We must continually reinforce sportsmanship, ensure safe play, and innovate programming to serve the needs of multiple generations of competitive and social players while adapting to evolving consumer lifestyles.

MA DEVELOPMENT PLANS

- Digitally enabling MAs to better track their members and participants, and allowing more people to connect with them and their programmes.
- Strong focus on sustainable programmes for member associations to thrive in their communities.
- Support to MAs for the development of individualised plans with a focus on the unique growth opportunities in their respective countries.

DRIVE ACCESSIBILITY

- Encouraging & Empowering Women in African badminton at all levels.

- Working with Inclusion and Diversity governing bodies to open up more opportunities and pathways to ensure badminton is accessible to all.
- Create stronger pathways from school participation to competition badminton.
- Badminton at your fingertips. Easy to access online platforms and programmes that allow more people to find ways to play in their areas.

COACH REVIEW

- Revise and improve the Coach Accreditation Scheme through the establishment of three specific courses defined by type of participant: recreational, able bodied competitive and para badminton athletes.
- Encourage MAs to embed club coach agreements across their country to provide best practice governance for our badminton followers.
- Fostering regional relationships to encourage more community play coaching and more opportunities for regional growth.

TARGETS

- Number of participants in inclusion and diversity programmes
- Greater transition from school-based programmes to club/MA based programmes
- Number of MAs with strong action plans and club spark programmes
- Increased community play deliverers and Club/MA – Coach agreements,
- Revised Coach Accreditation Scheme in place by 2023.

STRATEGIC PILLAR 2

COMPETITIVE PLAY

OUR STRATEGIC GOAL

To enrich lives through engaging competitive experiences, allowing all players, coaches, clubs and MAs to thrive.

KEY STRATEGIES

DEVELOPING AND STRENGTHENING EVENTS ACROSS ALL REGIONS

- Ensuring the right events are accessible to the right players.
- Event hosts and officials are upskilled and trained in line with our values.
- A strong contingent of players successfully competing in events.
- More players retained following their first event experience.
- Providing high-level training facilities to deserving players right from their initial youth stage.

RETAIN, DEVELOP AND GROW PLAYERS

- Develop a holistic pathway centered around the player journey.
- Educating players, parents and coaches about the right type and amount of competition for each stage.
- Increasing number of players in each country with a reliable and verified rating.
- Profiling top players – elevating a Master African League.

INCREASE ADMIN SUPPORT FOR MEMBER ASSOCIATIONS

- Reduce the burden on volunteers at Association level.
- Improve the governance and management structure of competitive badminton using clear language, defined competition calendars and delivery principles.
- Develop strong rules and regulations based on agreed badminton values and spirit of badminton behaviours to reduce conflictual situations.

TARGETS

- Players consolidating their high-level ratings.
- Strong focus on players participating and retained in competitive play.
- Continuous opportunity for deserving players to compete in at least regional competitive events.

STRATEGIC PILLAR 3

ELITE SUPPORT

OUR STRATEGIC GOAL

Engage with member associations in the development of the next generation of badminton players through innovation and implementation of development initiatives for players and coaches that will enable elite players to maximise their unique potential.

KEY STRATEGIES

REINFORCE THE CAPABILITY OF THE DELIVERY NETWORK

- Initiate and manage a diversified portfolio of programmes and projects that provides all promising young players with the opportunity to reach their full potential.
- Tournament & Competition upgrades to attract world-class competitive players.
- Identify the unique position of certain African tournaments and competitions environments from the players’ and delivery channels’ perspective.
- Using BWF and WAoS resources to educate MAs in High Performance Athlete Pathways and helping them to implement those programmes nationally.

ENHANCE TALENT DEVELOPMENT

- Maximise the potential of U15 elite players through channelling to high performance training centres and activate genuine ambitions for Youth World Championships, Youth Olympics, etc.

- Develop marketing and PR strategies to uplift the profile of our top competitive players.
- Ensure the services of a well-qualified and experienced coach from time to time to promote and encourage junior development.
- Establish regional development centres across the continent, in cooperation with BWF, which will provide identified talented athletes with regular access to high quality coaching and act as a springboard to BWF Centres of Excellence.
- Enable talented athletes and coaches to reach their potential through the refinement of talent identification, selection and development programmes in each region.

MAXIMISE TOURNAMENTS & PARTICIPATION IN COMPETITIONS

- Provision for adequate funding for elite players to participate in a maximum number of competitions.
- Enhance support services to ensure elite players’ competitive momentum.

TARGETS

- More than 50% of member associations take part in regional and continental development programs by 2024 and 75% by 2028.
- Three continental development centres of Excellence by 2026, with two centres in place by the end of 2024.
- To have at least one African player ranked among the Top 25 at World Ranking.

FINANCIAL SUSTAINABILITY

OUR STRATEGIC GOAL

To deliver strong financial outcomes and secure like-minded partnerships to invest more back into the organisation to promote grassroots opportunities and get more people playing badminton.

KEY STRATEGIES:

REDEVELOPMENT

- Deliver projects on time and on budget.
- Develop a strong brand identity and open up opportunities to see more badminton events on the African continent,
- Be a trusted and appealing venue offering inclusive and accessible events that are welcoming for all.

MAXIMISE COMMERCIAL OPPORTUNITIES

- Secure smart and sustainable operational partners.
- Development of corporate offerings and programmes for our activities that will foster further partnerships.

STRENGTHEN AND GROW KEY PARTNERSHIPS

- Connect with emerging African businesses to provide sponsorship opportunities to help grassroots badminton thrive.

- Alignment with key stakeholders across member associations to provide more opportunities for Africans to get active.
- Optimise regional collaboration & funding opportunities.
- Focus on available funding opportunities to grow and retain players in the competition.

ONGOING AFFILIATION REVIEW

- Be agile and progressive in the offerings for affiliated member associations.
- Diversify categories to ensure an inclusive and fair representation for all.
- Create in-demand events that appeal to host cities and countries, and convert to hosting fees when circumstances permit.
- Secure key benefits for affiliates.

OUR TARGETS

- Increased number of key sponsors and partners.
- More funded badminton opportunities for our members.
- Increased and diverse number of affiliated memberships and associations.

MARKETING & COMMUNICATIONS

OUR STRATEGIC GOAL

Maximise events, digital platforms, and marketing opportunities to grow the game and the organisation.

KEY STRATEGIES

DRIVE DIGITAL INNOVATION

- Enhancing existing digital platforms and pioneering innovative new ones to connect with our fans and partners.
- Identifying, creating and deploying best practice platforms for connecting communities with badminton.
- Exploiting the power of data and analytics to enable informed decision-making and operational excellence.

COMMERCIAL AND OPERATIONAL EXCELLENCE

- Develop relevant, engaging, and ever-present content for players, member associations and other stakeholders.
- Develop marketing and PR strategies to uplift the profile of our top competitive offerings.
- Unleashing and maximising the unique value of our brands while building innovative and world-leading partnerships.

PROMOTION

- Engage, entertain, and excite people about badminton through effective communication and engagement across traditional and new media platforms, promoting 'stars of the game' and improving the entertainment value of the sport.
- Develop and promote programmes and campaigns designed to ensure badminton events thrive, innovate, and grow.
- Engage in a rebranding exercise of BCA to be more attractive and appealing.

OUR TARGETS

- Exponentially growing our global connected and engaged fan database.
- BCA brand and products to be globally visible and known.
- Increase in number of commercial partnerships.
- Supercharging revenue streams through content, customer data and global connectivity.

ORGANISATIONAL DEVELOPMENT

OUR STRATEGIC GOAL

To ensure our workforce is diverse, agile, and equipped with all the tools to deliver the best outcomes for the badminton community of Africa.

KEY STRATEGIES

CONCISE AND PROFESSIONAL PERFORMANCE PRACTICES

- Implement and constantly review staff performance assignments with a clear focus on professional and personal development opportunities.
- Develop and execute a strong performance procedure which allows staff to feel empowered and accountable to thrive for the betterment of BCA objectives.

ADAPTABLE AND SUSTAINABLE WORKFORCE

- Implement internal cross-skilling prospects for all staff to continually grow their knowledge of badminton management.
- Ensuring our workforce is equipped to deliver critical services to our badminton community to ensure the sustainability of the sport.
- Bringing a growth mindset to new ideas and having enthusiasm for positive change.

CULTURE AND VALUES

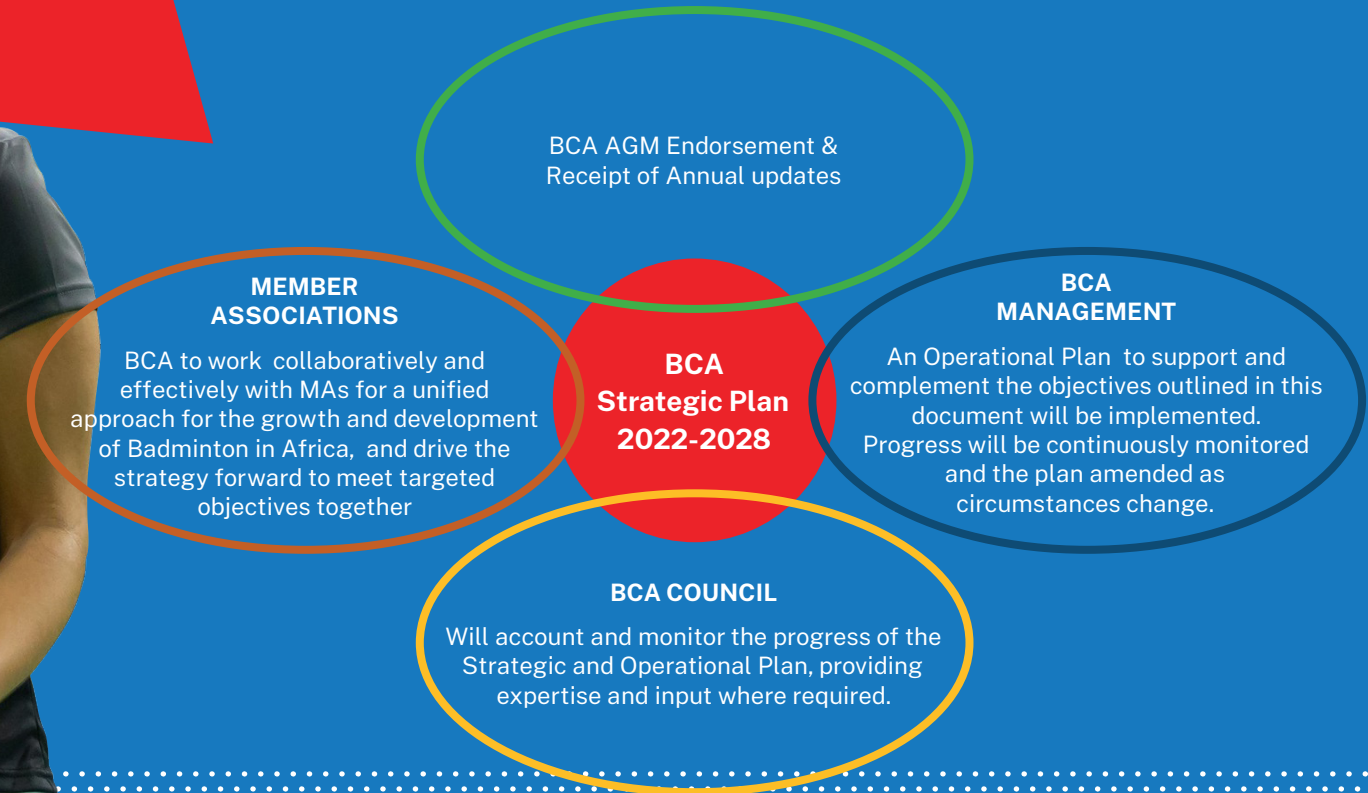
- BCA is looking forward to be an employer of choice, providing an inclusive and welcoming environment for all.
- Our staff living the core values of creativity, collaboration, humility and excellence every day and in all areas of work.

OUR TARGETS

- Low-turnover by creating an engaging, supportive and opportunistic work environment.
- Execution of Professional and Personal Development Plans for all employees
- Digitally-enabled workforce.

MAKING IT HAPPEN

The objectives set through this strategic plan will require a concerted effort of all stakeholders of the badminton community. We must be communicative, collaborative, dynamic and adaptable as we move forward to 2028.



MONITORING AND EVALUATION

BCA has demonstrated a strong commitment to long-term planning with its Council's decision to develop the Strategic Plan 2022-2028. Nonetheless, without clear institutional responsibilities and a robust monitoring and evaluation system that generates evidence on what has worked, why, and for whom, a planning system is likely to be ineffective.

As a result, this strategic plan is supplemented by a dynamic operational plan to ensure that the agreed-upon objectives are effectively implemented. In addition, it is proposed that the BCA maintains a standing monitoring committee and an external evaluation on a yearly basis to monitor key indicators and ensure that expected results are met.



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ACKNOWLEDGEMENT

The BCA would like to thank all stakeholders and staff who have contributed to the realisation of this strategic plan. We believe that it is worth mentioning the following persons who were closely involved in the strategic planning process, namely:

STEERING COMMITTEE FOR STRATEGIC PLANNING

- **Mr. Michel BAU**, President of the BCA
- **Mr. Jeff SHIGOLI**, Chairman of Steering Committee
- **Mrs. Chipo ZUMBURANI**, Treasurer of the BCA
- **Mrs. Odette ASSEMBE ENGOULOU**, Chair for BCA Development & Sport for all committee
- **Dr. Jeanette Moneoang LESHOTA**, Chair for BCA Gender Equity Commission
- **Mr. Sahir EDOO**, former Secretary General of the BCA

EXPERT CONSULTANT ON STRATEGIC PLANNING

- **Mr Sanjaye GOBOODUN**



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