



# **WAAf Strategic Plan**

**2022 - 2026**

Revised March 2023

Version 2.0

World Archery Africa, through World Archery, has as a prime objective to ensure continued success at the Olympic level and World Championships (of the various disciplines). To achieve such an objective we will need to focus on certain priority issues, and that these issues are in line with the aims of the member associations.

- Development on all levels, from administrators to athletes.
- To empower our member associations to become well run federations with strong governance principles
- Develop athletes from grassroots to elite level.
- Advance Coach Education from developmental to elite levels.
- Develop a program to target women archers and administrators.

## Mission Statement & Vision

The **MISSION** of WAAf is:

- To develop and promote archery through the empowerment of the African Member Associations at all levels.
- To create better opportunities to organize archery events in all African Member Associations.
- To foster stronger athlete commitment and participation while respecting the Olympic values and principles of clean sport and fair play.

It does this by providing leadership and structure for the growth and development

Our **VISION** is:

- To be known as a well-run continent with good governance and Member Associations that have value to add and in which everyone has the opportunity to practice, engage with and enjoy the Olympic sport of archery.

The guiding principles that will govern WAAf in its striving for the mission and vision are entrenched in its member associations who undertake to the following:

- Commitment to honesty, integrity and fairness in words and actions.
- Commitment to equity, transformation and gender.
- Respect for human dignity.
- Accountability for actions.
- Devotion to the mission, its partners and the archer.
- Loyalty, dependability and sensibility.
- Passion for excellence.
- Commitment to continual improvement through teamwork, positive thinking and innovation.
- Accessibility through open and timely communication.
- Cultivating synergistic relationships.

## Organisational Values

The objectives of WAAf are;

- To ensure recognition by the international archery federation
- To provide a framework for facilities throughout the continent
- To coordinate programs of the member associations, including the development of coaches, judges and administrators.

The future of WAAf will be based on the idea of inclusion and is committed to the following guiding principles:

1. Integrity
2. Strategy
3. People
4. Execution
5. Communication

## SWOT Analysis

### Strengths

**Good history.** Some Member Associations have member clubs that are currently active and include community-based organizations such as community projects and school programmes.

### Weaknesses

**Funding.** Development programs are limited by the need of significant funding.

**Lack of experience / knowledge.** Many of the member associations are very new to the sport and have little infrastructure.

**Coaching base.** Many of the new members need assistance with the development of coaching.

**Physically disabled.** Very few members are equipped to encourage para archery.

### Opportunities

**Growth in archery.** By better communication, support, sharing of knowledge there are huge opportunities for archery to grow on the continent.

**Archery in schools.** This is where real growth and enthusiasm is possible with learners exposed to archery in a school environment.

**Outreach education.** WAAf through its member associations needs to initiate an outreach program to educate the general public about archery and what we have to offer.

**Community based organizations.** There is a vast number of community based programs available and many of them are looking for new activities to participate in. Archery being a lifetime family activity is tailor made for these organizations. It must be noted that archery offers the same

opportunities for the disabled as it does the able-bodied. The same applies for both the youth and senior citizens; irrespective of gender.

**Greater Scope for community involvement.** Archery has been proven to assist with cognitive development (including concentration) and discipline in schoolwork, a benefit that can be utilized in the education field.

**Elite athlete base from non-archery sources.** There are many other sport organizations that have athletes that can't continue in the sport for a variety of reasons that could apply their skills to archery.

**Media, public relations and marketing.** There is a strong need to educate the media about our sport and gain as much positive coverage as we can. In addition, we must strengthen our public image and take wise action to market ourselves. To make more use of live streaming and also to focus more on social media marketing and reach.

**Member Associations.** WAAf recognizes the role that the member associations play and need to provide support and know-how to increase their delivery capacity.

## Successes

During November 2022 a successful Judges course and workshop was held which resulted in all 8 participants passing thus growing the pool of Continental Judges for Africa.

## Purpose of the Plan

The purpose of this strategic plan outline is to provide WAAf member associations with a framework over the next five years in attaining the goals of the body. These range from high performance to talent identification and mass participation.

The strategy focuses on five key areas to assist the member associations in meeting our vision:

1. Membership
2. Coaching
3. Performance
4. Competition
5. Organisation

The development of the sport within the five areas highlighted above will ensure that member associations seek to:

- Support its members and their needs.
- Increase its membership size and business opportunities.
- Provide a pathway from participation to excellence.
- Support talented archers who have the potential to win medals in major events.
- Identify talent
- Make greater inroads with regard to the introduction of archery at schools

## Key Objectives

The key objectives of WAAF aimed at developing the sport include;

- Objective 1: Increase the number of affiliated members and value to the members
- Objective 2: Increase number of certified coaches
- Objective 3: Enhance current grassroots programs
- Objective 4: Enhance the quality and participation levels at archery events
- Objective 5: Continue to develop judges
- Objective 6: Increase the number of paraplegic archers

### Objective 1: Increase number and value to the members

It is increasingly important that all members are encouraged to join their respective national federations and that they find meaningful value for their member associations.

#### Growth Strategies

1. Better and more effective communication to the membership to make them feel more a part of the organization. This can be done via an interactive website.
2. Recognizing member's achievements and member profiles online.
3. Enhance online and email communications via newsletter, Facebook, Twitter etc.
4. Reduce service issues with the use of technology.
5. Through World Archery our members are included in being able to offer education opportunities, including online education programs and knowledge sharing opportunities.

### Objective 2: Increase number of certified coaches

Member Associations to create a coaching programme that will go from grass roots level to high performance.

1. Certification levels are proposed on four major levels;
2. High Performance
3. Provincial
4. Community
5. Intermediate or club level

Cultivating instructors and developing their coaching ability will be a key for future program growth. Without coaches WAAF Members cannot increase the number of clubs, cannot introduce new people to archery and cannot train upcoming elite athletes.

### Objective 3: Enhance current grassroots programs

Ensure that quality information is available to our members to outline how to start and run clubs, programs and events.

#### Strategies

1. Recruitment of parents, teachers and sports administration leaders is important for next generation club leaders and succession planning.

#### **Objective 4: Enhance the quality and participation levels at archery events**

It is critical that archers be exposed to quality events that are run consistently and to international standards. We need to ensure that our member associations hold at least one tournament per year and that a minimum standard is maintained.

In addition it is vitally important that all our Member Associations are given an equal opportunity to participate in the continental qualifying tournaments in order to meet the Olympic selection criteria for the 2024 Olympics.

##### Strategies

1. Ensure that a minimum number of sanctioned events are held by member associations and that all categories are catered for – including developmental ones thus giving all their members an opportunity to compete.
2. Encourage and train organisers to use the lanseo results management process when hosting tournaments.

##### Goal

Increased number of tournaments held by members associations from 2022 > 2026 by 10% across the continent.

#### **Objective 5: Increase the number of continental Judges**

Ensure that the quality and development of judges on the continent continues to grow

##### Strategies

1. Hold regular virtual training sessions for judges ensuring that they are kept up to date with rule changes.
2. To hold a bi - annual seminar for judges wishing to advance their judging career and progress to continental Judge level.

#### **Objective 6: Increase the number of paraplegic archers**

Assist member associations to start programmes where disabled people can participate in the sport of archery.

##### Strategies

1. With the assistance and support of various interested parties to hold training workshops for coaches where they will be taught to coach people with various disabilities.
2. To educate the media about our sport and especially with the focus on the benefits that archery has for disabled people.