

A decorative pattern of diamond-shaped frames containing various badminton-related images, including players, spectators, and group photos, arranged in a grid-like fashion across the teal background.

BADMINTON Oceania

STRATEGIC PLAN 2020 – 2024

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BADMINTON FOR ALL

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Abbreviations

BOC – Badminton Oceania Confederation | **BWF** – Badminton World Federation | **MA** – Member Association



BADMINTON Oceania

STRATEGIC PLAN 2020 - 2024



VISION

Badminton - The leading regional sport accessible to all

ORGANISATION CAPACITY AND CAPABILITY BUILDING

To strengthen and enable organisational capacity and capability of Badminton Oceania and our members.

Governance

- Implement and follow good governance practice

Management

- Ensure effective and efficient operational structures

Finances

- Robust financial management policies and procedures in place

Member Capacity

- Support Members to have strong organisational structures operating to govern, manage and deliver

MARKETING AND COMMUNICATIONS

To promote, communicate and engage

Digital

- Increase following and engagement across all platforms

Branding

- Increase brand awareness

Innovation

- Embracing use of new and relevant technology and ideas

Media and Press

- Develop and maintain key contacts and relationships

Commercial Partners

- Identify and maintain opportunities for mutual benefit

Stakeholder Communications

- Regular, relevant, informative two-way communications

TOURNAMENTS AND EVENTS

To inspire and enhance positive tournament experiences

Continental Championships

- Ensure quality delivery and positive player experiences
- Member participation a priority

International Sanctioned Tournaments

- Maintain an international competition structure which supports development
- Assist hosts to ensure quality delivery and positive player experiences
- Identify and encourage new hosts

Multi-Sport Games

- Badminton included in Multi-Sport Games in the Region

Opportunities

- Encourage Members to host tournaments
- Encourage and support new tournament initiatives

Technical Officials

- Provide opportunities and pathways to achieve the highest level

BADMINTON FOR ALL

Making Badminton accessible and inclusive

Providing opportunities to develop and fulfil potential

Shuttle Time

- Co-ordinate and support introductory programme regionally

Air Badminton

- Promotion and integration of the outdoor game

Development

- Increasing representation at a regional and international level

Education

- Relevant programmes to increase capability

MISSION

To lead and strengthen, in partnership with our stakeholders, innovative, sustainable, exciting development and event initiatives



BadmintonOceania.org



We value Excellence, Innovation, Leadership, Integrity and Inclusiveness



ORGANISATION CAPACITY AND CAPABILITY BUILDING

To strengthen and enable organisational capacity of Badminton Oceania and our members

Strategic Priority - Organisation Capacity and Capability Building

to strengthen and enable organisational capacity and capability of Badminton Oceania and our members

Governance: Implement and follow good governance practice

Programmes/ Activity

Strategy and Goal

KPIs

1. Leadership

- Provide leadership in good governance practices: transparency, accountability, responsibility
- Ensure the BOC constitution is "fit for purpose"
- The Strategic Plan guides the work of the Executive Board, Committees and Staff of BOC
- The Strategic Plan is aligned with the BWF strategic plan whilst being realistic, progressive, and challenging for the Oceania region
- The AGM is well organised and compliant with BOC rules

- 80% strategic and operational plan KPIs are achieved
- Annual reporting against the Strategic Plan
- Annual Operational plans developed aligned to the Strategic Plan
- Constitutional AGM requirements are met
- BOC Annual Report (including financial report) accurately reflects the year's activities

2. Executive Board and Committees

- The Executive Board has a balance of MAs, gender and skills
- The Executive Board meets a minimum of quarterly (2 face to face and 2 via teleconference)
- Good Executive Board meeting practices; agenda, meeting conduct, minutes
- Chairs and Committees are appointed biennially
- Terms of Reference guide work of the Committees
- Committees proactively contribute to discussion and decision-making

- People from a minimum of 5 MAs on the Executive Board
- Minimum 40% female representation on Executive Board
- Written Secretary General report (including financial report) circulated quarterly at least 5 days prior to the meeting
- Quorum present at each Executive Board meeting
- Agenda distributed one week prior to Executive Board meetings
- Minutes accurately reflect discussions and decisions of the meeting
- Minutes published on website no later than 21 days after the meeting
- Committees report progress 6-monthly
- Committees contribute to annual planning
- Committee Terms of Reference reviewed biennially prior to call for nominations

3. Rules, Regulations and Policies

- BOC rules, regulations and policies are up to date and there is both internal and external compliance
- A policy review schedule provides timely review and recommends amendments

- Alignment to BWF constitution
- Reviews completed as per review schedule
- Compliance with all policies
- Publish on BOC website

Management: Effective and efficient operational structures

Programmes/ Activity

Strategy and Goal

KPIs

1. Annual Operational Plan

- Define areas of focus within each programme area with clearly defined KPIs
- Coordinate staff calendars and plans to deliver on the Operational Plan

- Annual Operational Plan aligned to the Strategic Plan
- The Plan submitted by due date to BWF
- A staff calendar to be prepared and maintained on an annual basis

2. Human Resources

- Employment agreements in place
- Staff have required skills and knowledge for quality delivery and member servicing
- Staff roles and structures to meet organisational needs
- Professional development and relevant training provided to upskill the workforce
- Support the workforce to showcase excellence and best practice

- Annual performance appraisals conducted for all staff within the agreed time frame
- Monthly staff meetings held
- Weekly e-updates distributed
- Staff roles and structures reviewed annually

3. Information Technology

- IT equipment is reliable, fit-for-purpose and enhances the operations of BOC
- Cloud based technology ensures data and information is secure

- IT requirements are reviewed annually
- An IT asset plan ensures timely upgrade and replacement of software and hardware

4. Historical Records

- A BOC history document is maintained and stored electronically

- History document updated within 2 months of the publication of the annual report

5. Organisation Sustainability

- An organisation sustainability plan gives certainty to the organisation and staff about the future in the event of a catastrophic event

- An organisation sustainability plan developed and reviewed biennially

Finances: Robust policies and procedures

Programmes/ Activity

Strategy and Goal

KPIs

1. Annual Budget and Long -Term Financial Plan

- Budgets aligned with the annual operations plan
- Realistic and as accurate as possible budgets
- A long-term financial plan to predict future annual income and expenditure over a 5-year time frame and alerts BOC to any future potential risk

- Draft budgets submitted for approval to Executive Board in December each year
- Reforecast undertaken at 6 months and 9 months to identify and mitigate risk
- Actuals within 10% of budget
- Actual v Budget reported quarterly to the Executive Board
- Long-term plan developed and updated annually following publication of year-end results

2. Financial Protocols

- Review and update the financial protocols document biennially to ensure it is relevant

- Full compliance with financial protocols
- Biennial review completed and documented

3. Reporting and Monitoring

- The accounting system is refined to produce meaningful reports
- Timely debtor follow-up

- Quarterly reporting to the Executive Board
- Low levels of outstanding debts

4. Audit

- Meet Incorporated Societies (NZ) requirements regarding audited accounts

- Audit report is timely and without any qualification
- File annual accounts with Incorporated Societies

5. Reserves

- Maintain a reserves policy to ensure an appropriate level of reserves are planned to provide for financial shocks
- Develop a low risk investing policy to ensure reserves are protected

- Reserves, as per the Reserves policy, to be accumulated on an annual basis where BOC has returned a financial surplus
- Review the policy biennially

Member Capacity: Supporting strong organisational structures to govern, manage and deliver

Programmes/ Activity

Strategy and Goal

KPIs

1. Member Association Governance

- Actively engage with MAs regarding governance processes, encouraging continuous improvement in their practices

- All MAs are legal entities with an up to date registered constitution
- Encourage MAs to have a strategic and operational plan that aligns with BOC plans

2. Member Association Categorisation

- Support and provide input into the BWF MA questionnaire and categorisation tool
- Actively encourage and support MAs to improve their categorisation rating

- All MAs complete the questionnaire as required by the BWF
- BOC in conjunction with the BWF develops initiatives that support MAs based on information provided through the survey
- Minimum of 8 MAs to move up at least one category rating from the baseline in 2020

3. Member Association Partnership Agreements

- Support and partner with targeted MAs through formal agreements, to improve and strengthen capacity to deliver development and participation programmes
- Support provided to MAs aligned to MA agreements

- MA agreements to be agreed and signed no later than 20 January each year
- All MAs receiving personnel, equipment or financial support have an annual agreement in place
- Quarterly reporting provided from MAs as per the agreements
- Annual review of the agreement format

4. Key Stakeholder Partnerships

- Engage and work in partnership with key Oceania regional stakeholders with similar objectives as BOC to strengthen our MAs
- Connect and collaborate with other sports to share best practise and future opportunities
- Actively contribute to meetings, workshops and programmes of BWF and other stakeholders
- Collaborate and partner with other sports and organisations to both apply for and deliver multi-agency programmes

- Attend Oceania National Olympic Committees (ONOC) and Oceania Sports Federations of Oceania (OSFO) Annual General Meetings and Conference if practical
- Remain an active member of the Oceania Sports Federation of Oceania (OSFO)
- Deliver Australian Sports Pacific Partnership (ASPP) programmes where funding has been awarded
- Support the Oceania Sport Education Programme (OSEP) in MAs where the programme is delivered and is relevant to current needs

5. New Members

- Identify and develop a strategic approach to gaining new Members

- 1 new member by 2022; total = 17
- 1 additional new member by 2024; total = 18



MARKETING AND COMMUNICATIONS

To promote, communicate and engage

Strategic Priority - Marketing and Communications

to promote, communicate and engage

Digital: Increase following and engagement across all platforms

Programmes/ Activity

Strategy and Goal

KPIs

1. Digital Platforms

- Continue to manage and develop the website, social media platforms
- Inform and update Oceania's badminton community by sharing high quality, timely, relevant and accessible organisational information
- Develop effective new ways of storytelling
- Promote the website as the go-to for information and news
- Encourage players to participate in digital opportunities for star creation and human-interest stories
- Monitor Google Analytics to assess views and optimise the website

Analytics show:

Website

- Monthly reporting on Google Analytics
- Average of 10,000 views per month
- Keep content up to date and refresh on an on-going basis

Enewsletter

- Send one Enewsletter a month highlighting latest news in region
- Maintain above 45% open rate
- Increase subscribers by 25% each year

Social

- 10% increase year on year BOC pages:
Reach, engagement, link clicks, impressions, likes and follows and video views

2. Live Streaming

- Provide high-quality live streaming broadcast of all Oceania Championships, BWF Grade 3 Oceania tournaments, Para badminton International tournaments and BWF Junior International tournaments – easily accessible and free to view for all
- Provide high-quality live streaming broadcast of badminton at the Pacific Games and Mini-Games
- Continually strive to enhance the user experience

- All international tournaments to have streaming broadcast
- 80% of tournaments to have 2 courts streamed for the duration
- Provide commentary from semi-finals on court 1
- Conduct 6-monthly audit of streaming equipment, processes and production
- On-going research to keep up to date on new and innovative technologies and ways to improve streaming production and viewer experience
- Increase viewer numbers and engagement year on year

Branding: Increase brand awareness

Programmes/ Activity

Strategy and Goal

KPIs

1. Brand

- The BOC brand to have a consistent 'look and feel' across all areas of implementation
- The branding reflects a modern, progressive organisation
- Highly visible branding at all BOC and MA tournaments and activities

- Create a BOC guidelines manual and distribute to all relevant stakeholders
- Branding is consistent with the brand guidelines across all platforms, products and MAs
- Minimum of 2 BOC branded banners at all BOC related events
- Minimum of 2 BOC branded A boards on live stream courts at tournaments

2. Design

- Create eye-catching collateral and documents which reflect the brand across all areas of Badminton Oceania

- Compelling branding and design, consistent with the brand guidelines, applied to all assets

Innovation: Embracing new and relevant technology and ideas

1. Research

- Research technological advancements to identify new and innovative ways of communicating

- One new communication initiative to be implemented each year

2. Digital Technology

- Research and implement digital technology to enhance and streamline the way we do things
- Explore opportunities around e-sport badminton with the goal of engaging more people in the 13–18 year age group

- Implementation of technological equipment and tools across all programme areas to enhance delivery
- E-sport options explored and if appropriate resourced and implemented

Media and Press: Develop and maintain key contacts and relationships

Programmes/ Activity

Strategy and Goal

KPIs

1. Media relationships

- Maintain an up to date media contact list
- Monitor and measure media exposure
- Ensure timely distribution of news to the contact list
- Maintain a comprehensive image database for media use

- Create a segmented media contact list
- Quarterly review of media contact list
- Develop 2 key media relationships in each country/state or region
- 1 story feature in-country media per year
- Media releases indexed and archived digitally for easy access
- Maintain an image database of accessible and relevant imagery

2. Networking

- Ensure BOC is represented at relevant events, forums, conferences and meetings to maximise networking opportunities
- BOC to have regular contact, both digital and face to face with MAs

- BOC is represented at:
 - ONOC
 - OSFO
 - BWF AGM each year
 - Other relevant events, conferences, workshops and meetings: within MAs, Regionally and Globally
- BOC staff to meet with each MA face to face once a year if possible

3. Training and support

- Identify and develop key communications volunteers within each Pacific MA
- Deliver media training for players and support staff

- Minimum of monthly contact with Pacific MA communications personnel
- Quarterly training opportunity (webinar, document, report etc) for each Pacific MA communications personnel
- 1 x media workshop for Pacific players and support staff at the Oceania Mixed Team Championships (held biennially)

Stakeholder Communications: Regular, relevant, informative, two-way communications

Programmes/ Activity

Strategy and Goal

KPIs

1. Member Associations

- To keep MAs updated on BOC regulations and activities
- Clear, consistent and transparent communication with MAs to build awareness, image and profile of BOC as the badminton Continental body

- Maintain high MA content in the news section of the BOC website
- High development programme linked content through digital communications
- Receive regular updates from MAs

2. Communication Channels

- Develop and implement a stakeholder communications plan
- Develop and maintain a segmented distribution list of all key contacts
- Share knowledge and information via the most effective and efficient methods with targeted audiences i.e. website and social media

- Keep communications interesting and topical to maintain and increase traffic
- Annual review of the Stakeholder communications Plan
- Quarterly review of the distribution list
- 1 x Making It Happen sent weekly
- 1 x media summary sent monthly to media contacts
- Provide opportunities for players, coaches, fans and managers to subscribe to the e-newsletter

3. Enhance Member Association Generated Communications

- Educate, assist, support and provide guidance to form a MA communications strategy on needs basis
- Compile and share a Communications Guidelines document for MAs

- Assist targeted MAs on how to effectively use their communications resources to engage more people in country
- All MAs to have an active Facebook business page
- Review and update the communications guidelines quarterly
- Monthly feedback for each Pacific MA communications lead
- 6 human-interest stories developed from each Pacific MA communications lead per year

Commercial Partners: Identify and maintain opportunities for mutual benefit

Programmes/ Activity

1. Diversify
income
streams

Strategy and Goal

- Diversify income streams for financial sustainability
- Identify potential commercial partners whose values align with those of BOC in order to grow commercial revenue
- Maintain and service existing sponsor relationships
- Investigate ways to monetise streaming of tournaments

KPIs

- Potential value propositions to future partners are identified
- Minimum one new commercial partner is secured biennially
- Current sponsorships are renewed
- Tournament streaming is providing some revenue



TOURNAMENTS AND EVENTS

To inspire and enhance positive tournament experiences

Strategic Priority - Tournaments and Events

to inspire and enhance positive tournament experiences

Continental Championships: Quality delivery, positive player experiences, member participation

Programmes/ Activity

Strategy and Goal

KPIs

1. Venue and Host Organisers

- Maintain a database of venues, host organisers and support infrastructure in the region who could potentially host the Championships
- Acquire required equipment for the Championships for all hosts to utilise
- Develop a hosting plan for four years in advance
- Maintain a detailed operational plan and budget template
- Appoint hosts where a beneficial legacy programme can be implemented
- Combine activations from other programme areas to maximise the benefits of hosting
- Continuously improve the quality of delivery ensuring a consistently high standard of presentation, implementation, brand exposure and streaming production
- Provide the best possible tournament experience for everyone involved

- Update the venue and infrastructure database annually including site-visits where possible
- Held in a Pacific Member ideally once every 3 years
- Own and maintain equipment for a 6-court set-up (minimum)
- Every Championships to include a minimum of one legacy benefit to the host
- Adapt the operational plan and budget to align with the host
- Post-Championships survey in conjunction with the Athletes Commission, with a minimum 80% satisfaction rating

2. Development Opportunities

- Implement the delivery of development projects aligned with the Championships to facilitate MAs to participate
- Ensure that there are useful legacy benefits aligned with hosting the Championships

- Every Championships to include a minimum of two development programme activations
- Minimum 40% of MAs represented each year
- Every Championships to include the implementation of a minimum of one legacy project

International Sanctioned Tournaments: International competition structure to support development, sustainable, quality delivery and positive player experiences, new hosts

Programmes/ Activity

Strategy and Goal

KPIs

1. Host Organisers

- Develop and maintain a database of suitable venues and support infrastructure within the region where international tournaments could be hosted
- Partner with current and potential host organisers to develop and increase capacity and capability
- Provide encouragement and support to existing hosts to upgrade their tournament to a higher level
- Progressively increase the number of and the level of BWF sanctioned tournaments: juniors, grade 3, para
- Partner with host organisers to develop and deliver meaningful legacy initiatives

- Update the venue and infrastructure database annually including site-visits where possible
- Work in partnership with MAs to host new tournaments
- One International Challenge tournament per year to be held in the region
- One BWF sanctioned Para badminton tournament per year

2. Calendar

- Develop and publish an annual calendar of BWF sanctioned tournaments in the region which supports development pathways for players, technical officials and tournament organisers
- Implement the Oceania Tour to support the promotion of players through the communications strategy
- Maintain a rolling 3-year calendar including identified potential new hosts

- An annual calendar of tournaments in the region is published by 1 November the year prior
- A minimum of 8 BWF sanctioned tournaments including World Tour, Grade 3, and Junior International (excluding Oceania Championships) held in three or more MAs in a calendar year by 2024
- One BWF sanctioned Para badminton international (excluding Oceania Championships) held in the region annually
- Seek feedback from the Athletes Commission annually regarding the Calendar and Oceania Tour

3. Delivery

- Continuously improve the quality of delivery ensuring a consistently high standard of presentation and implementation
- Maintain Oceania tournament regulations and host guidelines documents
- An MOU in place with all host organisers to capture roles, responsibilities, expectations and financial matters
- Relevant reporting templates provided

- Review the Oceania tournament regulations annually
- Review the Oceania tournament host guidelines annually
- An MOU in place with the host organiser 8 months prior to the tournament
- Reports received and actioned within 8 weeks of the tournament completion
- Provide assistance including on-site where required and agreed

4. Technical Officials

- Oceania or BWF qualified Referees appointed for all tournaments
- International tournaments are adequately serviced in the Technical Officials area

- Distribute invitations to all eligible Referees to officiate 5 months in advance of the tournament
- The required number and qualification level of Umpires are appointed for each tournament
- The required number of Line Judges are recruited for each tournament

Multi-sport Games: Badminton included in multi-sport games

Programmes/ Activity

Strategy and Goal

KPIs

1. Pacific Games and Mini-Games

- Advocate to the Pacific Games Council for the inclusion of badminton as a core sport in the programme
- Assist MAs with applications to host the Pacific and Mini Games and ensure the inclusion of badminton
- Assist with support, guidance and delivery of badminton in conjunction with the host nation

- Determine the requirements for badminton to become a core sport at the Pacific and Mini-Games as from 2027
- Consult with MAs and other stakeholders to gain consensus to proceed with implementation of the requirements

2. Other Games

- Assist MAs to have badminton included in Multi-sport games held in countries where the MA sees this is important and beneficial to their organisation

- Badminton is increasingly included in Multi-sport events in the Oceania region
- Legacy benefits derived from inclusion

3. Special Olympics

- Maintain a relationship with Special Olympics Asia Pacific through a MOU and delivering programmes in partnership
- Badminton included in the Special Olympics if hosted in the Region

- Increased Shuttle Time programmes for Special Olympics participants throughout the Oceania region

Opportunities: Hosting tournaments, new tournament initiatives

Programmes/ Activity

Strategy and Goal

KPIs

1. Competition structures

- Ensure in-country competitions are included as part of MA development plans
- Encourage and support MAs to develop capability and capacity to enable the delivery of in-country competition structures
- Support MAs to gain the skills and knowledge to organise and deliver tournaments and competitions

- 80% of MAs to organise and deliver National Championships: juniors (1 or more age groups) and open
- Deliver the BWF Event Management course biennially

2. New tournaments

- Encourage MAs to have open dialogue with BOC regarding new tournaments and competitions within the Oceania region which are part of a greater strategy leading to hosting a sanctioned international tournament
- Organise and deliver an Oceania Masters team competition in partnership with an MA
- Explore the feasibility of creating and building an Oceania league with the focus on player pathways, commercial returns, streaming and promotional opportunities

- Potential new tournament opportunities are identified
- An Oceania Masters team event is held biennially
- One new tournament is held in the region each year to build capability towards hosting a BWF sanctioned international tournament

Technical Officials: Opportunities and pathways to achieve the highest level

Programmes/ Activity

1. Technical Officials Committee (BOTOOC)

Strategy and Goal

- A progressive, inclusive and well organised committee to lead and oversee Technical Officials in the region
- Develop and implement policies, procedures and guidelines encompassing all areas of technical officials development and operations
- Appoint a representative on the BWF Technical Officials Commission
- Establish and oversee Assessment panels

KPIs

- Terms of Reference for BOTOOC and Assessment Panels to be reviewed biennially
- Minimum of three MAs represented on the Committee
- 40% gender balance
- Face to face meeting annually
- Minimum of one video meeting per year (ideally 6 months)
- Connect 6-monthly with the key contact for Technical Officials in each MA
- The BOC office to maintain an up to date database of Oceania and Pacific Technical Officials
- BWF TO Commission representative to provide feedback and reporting to BOTOOC and BOC staff pre and post BWF meetings
- Recognition of Technical Officials as appropriate – ie. retirement from BWF service etc

2. Training, development, education

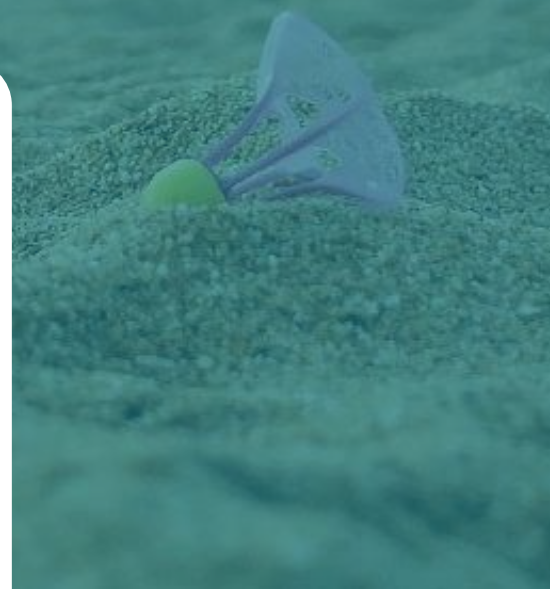
- Increase the number and quality of available technical officials in the region
 - Invest in and implement the training and development of technical officials providing pathways for progression to the highest Oceania and BWF levels
 - Assessment panels and programmes in place to compliment training and development
 - Learning opportunities are maximised at every international tournament in the region
 - Para badminton to be included in training at national and BOC level
- Share and support activation of best practice models to recruit potential technical officials, particularly in Pacific MAs
 - BWF level Oceania Technical Officials receiving positive feedback and reports from assessments and appraisals
 - Create individual development plans for identified TOs to achieve BWF level
 - Annual assessment and appraisal plans confirmed by 1 November for the following year
 - Review development pathways and criteria biennially
 - Appoint a Pacific Islands Technical Officials development co-ordinator to work directly with Pacific MAs
 - Organise and deliver umpire training courses in targeted Pacific Islands MAs; minimum two courses per year; ideally aligning with national championships or another tournament
 - Minimum of two Umpire workshops each year, (ideally in different countries), aligned with an international tournament
 - Distribute and promote BWF technical officials educational materials to MAs
 - Year on year increase the number of technical officials trained to officiate at Para badminton tournaments at all levels
 - Connect 6-monthly with the technical officials lead in each MA to discuss development activities and progress
 - Minimum of 1 BWF line judge from a Pacific Island appointed in 2023
 - Minimum of 5 umpires from Pacific MAs gain an Oceania level qualification by 2024
 - 1 Referee from a Pacific MA to gain BWF qualification by 2024
 - Minimum of 10 Referees with CC or higher qualifications by 2024
 - Maintain an up to date and accurate database, including records of work, of all Oceania and Pacific qualified Technical Officials
 - Implement a mentoring system for CC umpires and referees



BADMINTON FOR ALL

Making Badminton accessible and inclusive

Providing opportunities to develop and fulfil potential



Strategic Priority - Badminton For All

making badminton accessible and inclusive

In all activities and programme areas Badminton Oceania values, encourages and strives to ensure inclusivity which includes ability, age, ethnicity and gender.

These principles should be key considerations when implementing BOC plans and projects

Programmes/ Activity

Strategy and Goal

KPIs

1. Inclusion

- Work with key partners to deliver projects which support the inclusion of people from identified groups
- Ensure that BOC actions and policies reflect an inclusive organisation

- MOU signed and reviewed with Special Olympics
- Work with BWF to deliver specific projects as jointly agreed

2. Gender Equity

- Maximise gender balance across all programmes and activities throughout all areas
- Ensure that BOC actions and policies reflect gender equity
- Implement needs-based funding support to achieve improved gender balance in identified area
- Maintain a database of gender balance across all key areas based on accessible information and information provided by MAs

- 40% gender equity ratio across all programmes and activities
- Minimum of 4 targeted projects per year to support agreed projects or individuals
- Actively monitor gender equity in the planning stages of all projects and programmes
- 6-monthly update of the gender database
- MAs to have gender equity policies in place

Shuttle Time: Coordinating and supporting introductory programmes regionally

Programmes/ Activity

Strategy and Goal

KPIs

1. Member Association Implementation

- Provide leadership and support on a needs basis to MAs to implement structured and sustainable programmes with the aim of increasing participation in badminton
- Modify the Shuttle Time model to better fit with Pacific MA implementation
- Work with MAs on an individual and needs basis to form partnerships in-country for sustainable delivery

- 90% of MAs planning, delivering and reporting on Shuttle Time quarterly
- The Shuttle Time workforce to increase by 10% each year in MAs where there is capacity
- MA annual % increases as agreed: number of participants and number of sessions per participant
- Quarterly reporting, monitoring and evaluation of the programmes in MAs
- 50% of MAs to implement the Youth Leadership Award
- 50% of MAs to have formal agreements in place with in-country stakeholders for structured and sustainable delivery
- 4 MAs to have a University accredited to deliver

2. Equipment, Resources and Branding

- School sets distributed where need is identified
- Provide equipment and resources to support MA delivery where need is identified
- Branding materials provided to MAs to enable good in-country promotion

- An annual plan developed detailing the allocation of school sets based on need and priority
- A register of school sets distributed to be maintained
- Tablets provided to targeted MAs as required
- Provision of equipment and other supplies as agreed with targeted MAs
- Prominent branding visible in all social media communications from all MAs delivering Shuttle Time

3. Pathways

- Develop models to provide guidance to MAs on linkages and pathways between Shuttle Time programmes and sustainable participation projects
- Develop models to provide guidance to MAs on linkages and pathways between Shuttle Time programmes, player and coach development programmes

- Develop guidelines, review annually
- Share best practise models
- Annual increases in regular after-school, community programmes and competitions for Shuttle Time participants in each MA
- Nurture and keep the existing workforce engaged to provide regular quality delivery
- Deliver Player Pathways Programmes (PPP) in targeted MAs in conjunction with the player development programme
- Connect with OSEP courses and the Foundation Coaching Course
- Increasing participation in AIMS Games or a similar competition

4. Inclusion

- Work in partnership with Special Olympics Asia Pacific to develop and deliver programmes in targeted MAs
- Encourage the use of Shuttle Time as the core programme for people with intellectual and physical impairments

- Special Olympics programmes being delivered and reported in a minimum of 4 MAs
- Ensure Shuttle Time reporting captures people with disabilities participation data

5. Gender Equity

- 50% gender balance in Shuttle Time data: Tutors, Teachers, participants

- Identify, from data reported, imbalances
- In conjunction with MAs where there are identified imbalances, design programmes and initiatives to address

AirBadminton: Promotion and integration of the outdoor game

Programmes/ Activity

Strategy and Goal

KPIs

1. Development Programmes

- Implement AirBadminton activities to compliment the Shuttle Time development programme
- Integration of AirBadminton into pathway programmes following on from Shuttle Time
- Implementation of AirBadminton to result in increased participation in standard badminton
- Explore strategies with MAs to set-up permanent outdoor badminton courts

- 90% MAs utilising the AirShuttle as part of Shuttle Time delivery
- Include AirShuttles in all Shuttle Time school sets distributed to targeted MAs
- Programmes and activities implemented following on from the Shuttle Time programme using the AirShuttle resulting in increased participation in MAs
- Assist identified MAs with an outdoor facilities strategy

2. Visibility and Promotion

- Show case AirBadminton as an example of an activity that is accessible, affordable and adaptable to local conditions
- Promotion as a safe and healthy outdoor activity
- Encourage and support MAs to deliver AirBadminton activities in connection to national and international tournaments
- Utilise organised outdoor events to promote badminton to a wider audience in conjunction with other sports
- Assist MAs to build partnerships and networks to assist the growth and implementation of projects

- Annual increase in the number of MAs involved in promoting AirBadminton
- Annual increase in the number of festivals/events specific MAs are involved in
- Effective branding displayed to ensure high visibility
- Planned, targeted promotion of activity in-country
- Collate the best AirBadminton materials from activities in the region to share with all MAs
- Assist in the delivery of AirBadminton training to MAs

3. Competition

- Development and implementation of competition structures in targeted MAs
- AirBadminton included in multi-sport Games
- Accessible and available equipment to MAs
- Training of organisers and technical officials to deliver well organised competitions

- AirBadminton competitions being played in 40% of MAs
- Annual growth in inclusion of AirBadminton in multi-sport events
- Assist in the provision of equipment to targeted MAs who have well planned and sustainable structures

Development: Increasing representation at a regional and international level

Programmes/ Activity

Strategy and Goal

KPIs

1. Player Development

- Provide leadership and support to MAs, based on need, to develop and provide player pathway systems and structures
- Increased number of players qualify for the Olympic Games
- In conjunction with MAs identify and support players for Olympic and Youth Olympic Games tripartite qualification
- More players from the region playing in international tournaments
- Provide support to coaches to enhance skills and knowledge to identify talent
- In partnership with developing MAs provide training and competition experiences
- Continuation of the Junior Pacific Development programme
- Assist MAs to access Olympic Solidarity fund support
- Organisation and promotion of the Oceania Tour
- Promotion of the BWF Integrity programme across all programmes

- 60% Pacific MAs to have player development plans and active programmes in place
- Players qualify from world rankings for the 2022 Youth Olympic Games
- Applications are made for tripartite qualification positions for Youth Olympic Games and Olympic Games
- Minimum 3 countries represented at 2024 Olympic Games
- Minimum 6 teams from Oceania to play in the 2020 World Junior Championships in NZL
- Minimum 3 teams to play in the World Junior Championships when held outside of Oceania
- Minimum 8 countries participating in the Oceania Championships (junior and open)
- BOC appointed Coach to visit each country who are part of the Pacific Development programme biennially
- Annual review of the Pacific development programme to determine the best fit programmes for the following year
- Annual participation in an entry level out-of-country competition for a minimum of 4 targeted Pacific MAs as the first step in their development pathway
- Delivery of BWF Integrity programmes at targeted tournaments – including every Oceania Junior and Para badminton Championships held biennially
- Annual review of the Oceania Tour through the Athlete's Commission

2. Coach Development

- Ensure the development of coaches in each MA is aligned with the player development programme
- Provide opportunities for coaches from developing MAs to observe, interact and work alongside more experienced coaches
- Implement a coach mentoring programme
- Provide support and development to qualified coaches to facilitate learning and experience

- All coaches working with players in development programmes to have a BWF coach qualification
- BWF Level 2 qualified coaches working with players in tier 1 of the Player Development programme
- Pacific MA Coaches invited to attend selected tournaments or workshops
- Experienced and highly qualified coaches invited to lead sessions at camps
- Minimum of 8 experienced coaches mentoring developing coaches each year

3. Para Badminton

- Increase the number of Para badminton players in the region
- Players at the Paralympic Games
- Provide leadership and support to MAs, based on need, to develop and provide player pathway systems and structures
- MAs to establish annual national Para badminton championships
- Increase the number of players from MAs playing in international tournaments
- Assist MAs to connect and engage with NPCs to develop and support Para badminton in-country
- Provide assistance and support to Host Organisers of BWF Para badminton international tournaments
- Disability coaching module delivered biennially
- Conduct research projects and implement findings regarding attracting and retaining participants in Para badminton
- Support the development of national and international classifiers and technical officials

- Minimum of 2 countries represented at the 2024 Paralympic Games
- By 2024, 40 players play in two or more international tournaments per year
- By 2024, 60 players from 6 countries play in the Oceania Championships
- 6 MAs to have player development plans and active programmes in place
- Minimum of 3 MAs staging national championships annually by 2024
- An appointed BOC Coach to visit Pacific MAs with development plans in place annually
- To organise and deliver a regional player camp annually
- In 2020 undertake a pilot research project with recommendations and findings implemented over the following years
- Minimum of one BWF Para badminton international tournament in the region per year (excluding Oceania Championships)
- Minimum of 10 coaches undertake each disability coaching module course
- Coaches from a minimum of 4 MAs hold the disability coach qualification

Education: Relevant programmes to increase capability

Programmes/ Activity

Strategy and Goal

KPIs

1. Coach Education

- To have quality qualified coaches in all MAs
- To promote and deliver the BWF Coach Education framework
- To develop and implement an Oceania Foundation Coach course bridging Shuttle Time with Coach Education for Pacific MAs
- Develop coaches aligned with players in the player development programmes
- Provide support and development opportunities to targeted coaches to enable them to progress to the next level

- All coaches working with players in structured MA development programmes to have a BWF coach qualification
- A minimum of two BWF Level 1 courses per year
- Pilot the Foundation Coach Course in 2020
- Minimum of two Foundation Coach Courses per year as from 2021
- Minimum of 60 Coaches complete the Foundation Course by 2024
- Organise BWF Level 2 Courses as need determines
- Oversee a workforce of at least 10 people with BWF Tutor Coach qualification to deliver BWF Level 1 Courses
- 1 BWF Level 3 course to be held

2. Educational Resources and Opportunities

- Improve the effectiveness of the administration of developing MAs through training and education
- Promote and utilise on-line BWF resources to best advantage as part of on-going education and training of people
- Monitoring and evaluation of programmes

- 80% of Pacific MAs to undertake the World Academy of Sport National Administrator Course
- Deliver a tailored Player Performance Pathway Course on a needs-basis to developing MAs
- Link to MA categorisation by utilising resources available to improve rating

3. Education Programmes

- Utilise Oceania Sport Education (OSEP) Courses where there is good alignment with BOC programmes and activities
- MAs align with National Olympic Committee (NOC) education programmes

- Minimum of 3 MAs participating in OSEP courses
- All MAs to have contact with their NOC to ensure they have information about programmes being held