

COMPETITIONS / TOURNAMENTS - Question 1A

What makes international tournaments successful and how can BWF improve tournament quality?

1. Media engagement / social media / good communication around events / star player / wide coverage of badminton/TV coverage (17.2%)

		Votes
BLUE	Attract media as vehicle to attract fans	3
RED	More Social Media Engagement by Players	1
RED	Social Influencers/Celebrities to Promote Tournaments	1
RED	Greater Media Distribution / Spread across all mediums	1
RED	Local and International Star Players	1
BLUE	Better marketing – wider coverage in promotion and coverage of tournaments	1
ORANGE	Media involvement	1
ORANGE	Distribution / TV	1
ORANGE	Livestream and live scoring for Grade 3	1
GREEN	Media coverage / exposure (international/national)	1
GREEN	Streaming / Live Score – accessibility to services (one stop shop)	1
ORANGE	2 – Good communication around event (media, marketing)	3

2. Finance - stable financial system for tournaments support/ subsidiary / prize money and operation costs / government support (15.1%)

		Votes
RED	More Stable Financial System for Tournaments	5
BLUE	Increase of subsidy support to the host	4
GREEN	Budget – prize money & organising costs	2
BLUE	Financial support for exhibition matches to promote tournaments	1
ORANGE	Government support	1
ORANGE	Financially viable	1

3. People - event management team / Technical Officials / local organisers knowledge and experience / volunteer programmes (10.8%)

		Votes
ORANGE	Skilled event management	2
GREEN	Strong Technical Officials	2
GREEN	Local Organising Committee – experience & knowledge	2
BLUE	Good quality of TOs	1
ORANGE	Volunteer programmes	1
ORANGE	Development of TOs in Grade 3	1
GREEN	Event management support/training/education – attracting sponsorship -planning and delivery	1

4. Facilities / equipment / logistics and services around tournament / athlete experience (9.6%)

		Votes
GREEN	Supporting Infrastructure – facilities – transport – services – medical & security	3
ORANGE	Logistics (court mats, sound systems, technical requirements)	2
RED	Logistics of managing tournaments is good	1
ORANGE	Good athlete experience (quality accommodation, transport, food, welcome ceremony, etc.)	1
GREEN	Venue – Appropriate	1
GREEN	Equipment – Shuttles – tablets – IT	1

5=. Sponsorship / servicing and engagement / support / communication (6.5%)

		Votes
RED	Sponsorship Servicing and Engagement	3
BLUE	Sponsorship and marketing	3

5=. Good prize money / wide distribution / ranking (6.5%)		
		Votes
ORANGE	Good prize money	3
RED	Higher/consistent prize money and rankings to attract top star players	1
BLUE	Wider distribution of prize money	1
ORANGE	Reassessment of prize money and ranking points	1

5=. Promotion / fan and spectation engagement and experience / sports presentation / exhibitions (6.5%)		
		Votes
RED	Promoting Tournaments for more spectators	2
GREEN	Spectators / Sports Presentation – Create atmosphere for players and fan engagement	2
RED	Quality beyond the FOP: fan experience	1
RED	More spectator engagement	1

8. Host locations – accessibility - visa / spread around continents / timing of event - calendar (5.4%)		
		Votes
GREEN	Host city location – accessibility - visa	2
RED	Better spread of tournaments around the continents	1
ORANGE	Accessibility of the country (transport, visas)	1
ORANGE	Timing of the event (season, calendar)	1

9. Participation and quality / level of players (5.4%)		
		Votes
BLUE	Participation and quality of athletes	2
ORANGE	Strong players participating	1
ORANGE	Strong spread of countries	1
GREEN	Entries – Number of players	1

10. Consistent standards across level of tournament (3.2%)		
		Votes
BLUE	Keeping consistent standard – same level of tournament	3

11. Technical delivery - rehearsals (3.2%)		
		Votes
BLUE	Technical rehearsals of tournaments	1
ORANGE	Proper technical support	2

12=. Scoring system - Test Match – fast scoring (2.2%)		
		Votes
RED	Test Match – fast scoring	2

12=. Game system / quota for Olympic Games (2.2%)		
		Votes
RED	Risk of Knock-out System against lower ranked players / Group Play?	1
BLUE	To give opportunity to more players of different countries to participate in tournaments / Olympics (quota system)	1

12=. Player hospitality (2.2%)		
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		Votes
RED	Player Hospitality	1
GREEN	Players/TOs/Partners hospitality	1

15=. Ticketing and pricing of tickets (1%)

		Votes
BLUE	Entry price of tickets to be reduced	1

15=. BWF links to members - profile of badminton (1%)

		Votes
BLUE	BWF link to national sporting federations – increase profile of badminton	1

17=. Promotion of sport for all (1%)

		Votes
BLUE	Promotion of badminton for all	1

17=. Integrity and fair play (1%)

		Votes
BLUE	Integrity and fair play	1

Ideas with no vote

		Votes
RED	Best/recognized players at Tournaments	
RED	Promote regional/local players (at Grade 3 Level)	
RED	Good FOP Presentation	
RED	Good/well trained Technical Officials and Volunteers	
RED	Television Production with comprehensive statistics and graphics	
BLUE	Increase number of fans	
BLUE	Good Venue	
BLUE	Social media – appropriate and quality of choice	
BLUE	Holistic approach to organisation of tournaments at top professional level	
BLUE	Evaluation of tournaments by participants	
BLUE	Higher prize money	
BLUE	Increase distribution of tv coverage	
ORANGE	Partners / sponsors	
ORANGE	Technical education	
ORANGE	Mentoring programmes to involve/expose MAs in higher-level events	
ORANGE	Local community participation	
ORANGE	Location / host city	
ORANGE	Marketing	
ORANGE	Accessibility of tickets	
ORANGE	More news on BWF website	
ORANGE	Communication of tournament scheduling to athletes	
GREEN	Awareness (Marketing) – Schools, Clubs, Sponsors etc.	
GREEN	Clear direction of tournament legacy	
GREEN	Video analysis service for teams	
GREEN	Point of Sales	

TOURNAMENTS / COMPETITIONS - Question 1B

What would help you - resources / tools / innovation - to improve the technical delivery of international tournaments?

1=. Finance / financial support (20.2%)

		Votes
RED	Greater financial investment/support for different levels of tournaments	4
ORANGE	Financial support	4
GREEN	Funding from BWF to support venue hire and prize money	4
BLUE	More financial support from BWF – targeted funding for specific areas	3
ORANGE	Assist with cost of TOs and local training	2
ORANGE	Grants for MA volunteers to attend mentorship programmes (higher-level tournaments)	1
ORANGE	Resources (human, financial, material)	1

1=. Promotion / media coverage / broadcast / streaming (20.2%)

		Votes
RED	Promote players from all regions	3
BLUE	Media coverage ahead of and during tournaments	2
ORANGE	Global streaming channel for all tournaments	2
RED	Greater promotion of all tournaments (e.g. banners, signage, videos)	1
RED	Quality TV distribution (e.g. prime time)	1
RED	Greater social media by players	1
BLUE	Using shuttle time / air badminton as competition and promotional tool for tournaments	1
BLUE	Streaming of all courts at events	1
ORANGE	Support development of livestream / Livescore	1
ORANGE	Marketing support	1
GREEN	Global streaming platform – operations / support	1
GREEN	Promotion of events on BWF platforms	1
GREEN	Turnkey solutions on tournament technology	1
GREEN	Legends Tour / exhibitions to promote game in less developed MAs	1
GREEN	Strategies to attract foreign players from out-with the region to events	1

3. Education / training / knowledge sharing / guidelines (13.8%)

		Votes
RED	Sharing best practices for hosts at the different levels (e.g. breakout sessions for more sharing)	2
BLUE	Onsite training at tournaments for MA representatives	2
ORANGE	Certified TOs	2
ORANGE	Technical guidelines for hosting (manuals)	2
GREEN	Training of event managers – workshops/webinars	2
RED	Knowledge sharing (e.g. market research/statistics) with MAs and CCs	1
BLUE	User friendly tools in multiple languages	1
GREEN	TO exchange programme within the CC – subsidy	1

4. Sponsorship and partners / equipment partners (10.6%)

		Votes
RED	Leveraging global sponsorship to share down to regional and national levels / tournament delivery to sponsors at these levels	3
RED	Training/guidance for sponsorship recruitment/servicing / financial management / starting tournaments	2
ORANGE	Linking sponsorship from BWF to local prospects	2
GREEN	Set-up of FOP – branding, look and feel, tap into BWF sponsors	2
ORANGE	Linking equipment partnerships (accessible to MAs)	1

5. Equipment to run events (8.5%)

		Votes
GREEN	Equipment support – engage manufacturers (Yonex, Li-Ning etc.) including service height equipment	3
BLUE	Equipment support	2
ORANGE	Court equipment (mats)	2
GREEN	Synthetic shuttlecock project introduced	1

6. Support to run events / HR support (7.4%)

		Votes
BLUE	Smaller countries to be given opportunity to organize more regional / higher tournaments with the assistance of CCs	3
BLUE	BWF presence during tournaments to assist organizers in the presentation of tournaments -before, during and after	2
BLUE	BWF to assist by providing the HR resources	1
BLUE	Highly qualified HR	1

7. Rules of the game / technical regulations / scoring systems / ranking (5.3%)		
		Votes
RED	Scoring System / New Faster format ideas	2
GREEN	Review of distribution of ranking points for CC level events – no link to prize money	2
ORANGE	Reassess prize money and ranking points	1

7. Opportunities to participation in international competitions (3.2%)		
		Votes
BLUE	Funding to top players to compete in international tournaments in different countries	3

8. Standards / quality / level of players (3.2%)		
		Votes
BLUE	Different level of player requirements at Sudirman Cup	2
RED	Individuality is important alongside standardisation of tournaments	1

9=. Technology support (2.1%)		
		Votes
BLUE	Availability of tournament software to all countries	1
ORANGE	Scoring equipment	1

9=. Spectator / fan engagement (2.1%)		
		Votes
ORANGE	Spectator engagement	2

9=. More tournaments / regional circuits and tournaments (2.1%)		
		Votes
RED	Adding more regional circuit tournaments	2

10. Sports Presentation (1.1%)		
		Votes
RED	Come down to one court faster, for sport presentation	1

Ideas with no vote		
		Votes
BLUE	Better players statistics on website	
BLUE	BWF to monitor competency of TOs and venue – on site visit	
ORANGE	10 – Pre-orientation for stakeholders/participants	
ORANGE	15 – Accessibility of event management information and dissemination	
GREEN	TO pathway transition – national pathway support / guidelines	
GREEN	Shadow/mentoring opportunities for major event hosts	
GREEN	Manufacturer engagement – feedback from MAs/CCs e.g. high-altitude shuttlecocks	

PARTICIPATION - Question 2A

How can we get more people into badminton and keep them in the sport?

1=. Equipment readily available / facilities and courts / practices (15.8%)

		Votes
ORANGE	Making equipment accessible (cheaper)	5
BLUE	Setting up badminton courts in public places	3
RED	Facility access and other place/ways to play	2
RED	Cheaper alternative to feather shuttle	2
GREEN	Access to Facilities – Losing facilities to other sports/activities	1
GREEN	Access to resources	1
BLUE	Donations of equipment	1

1=. Shuttle Time - continued investment / badminton on national curriculum / schools to club links (15.8%)

		Votes
BLUE	To continue investment Shuttle Time programme	3
BLUE	Badminton on national curriculum	3
ORANGE	Badminton as part of national PE curriculum	3
GREEN	Attract people to badminton through fun programmes – Schools	2
RED	Badminton on university curriculums	2
RED	Education programs for parents	2

3. Air Badminton - invest in the implementation (13.7%)

		Votes
BLUE	To invest in implementation of AirBadminton	4
RED	Air Badminton	3
GREEN	Roadshow Concept – AirBadminton – Adults – Health – Fun - Kids	2
GREEN	AirBadminton Kits – School Kits	2
GREEN	Templates/Models/Guidelines for Implementation	2

4. Competitions - more local, national and regional - children and open competitions (11.6%)

		Votes
GREEN	School to Club Links	2
BLUE	Creating more regional and national competitions	2
RED	Open competitive pathways: easier, faster, and more often	1
RED	Family oriented tournaments/competitive opportunities	1
BLUE	Beach badminton	1
BLUE	To have more tournaments for children	1
ORANGE	Continue to expose people to experience badminton (schools badminton/outdoor)	1
ORANGE	Meaningful events and programmes	1
ORANGE	More schools tournaments	1

5=. Work with and engage national ministries - sport / health / education / NOC / NPC (6.3%)

		Votes
ORANGE	Promotion through collaboration with ministries	3
GREEN	Engage with Ministries e.g. Sports Ministry / Education / Health / NOC / NPC	2
RED	Getting badminton in national educational curriculums	1

5=. Promote badminton /promotional material / int badminton day (6.3%)

		Votes
GREEN	Raising Awareness in Badminton	2
GREEN	International Badminton Day	1

GREEN	Develop content for social media/website – Video/Images/Artwork	1
ORANGE	Demonstration matches	1
ORANGE	Target girls and women (especially at transitional ages)	1

7=. Media engagement - increase media exposure / media training for journalists (5.3%)		
		Votes
ORANGE	Increase media exposure	2
ORANGE	Media training (badminton for journalists)	2
GREEN	Better / More Media Engagement	1

7=. Focus on health benefits of badminton (5.3%)		
		Votes
RED	To attract women: sell fitness benefit	2
BLUE	Promoting the health and social benefits of badminton – SDG	2
ORANGE	Market as a healthy, non-contact sport (esp. for children)	1

9. Player development scholarships (4.2%)		
		Votes
BLUE	National and international Scholarships for athletes – player development pathways	3
RED	Scholarship and other structures	1

10. Coach education / model (3.2%)		
		Votes
RED	Coach Education	3

11=. Education and training - capacity building of member associations (2.1%)		
		Votes
GREEN	Build capacity of MAs – Educating people (teachers/coaches/tutors)	1
ORANGE	Having appropriate people to deliver programmes and events	1

11=. get this on sports TV / free to air / TV coverage globally (2.1%)		
		Votes
BLUE	Get badminton into national sports television – free access to tv in developing countries	2

11=. Club development programmes (2.1%)		
		Votes
RED	Club Development Toolkit	2

11=. Youth engagements - websites and other digital medal (2.1%)		
		Votes
RED	Youth-adapted website leading to more engagement for these age groups (e.g. anime, E-sport, manga, etc.)	2

11=. Financial support / scholarships / sponsorship (2.1%)		
		Votes
ORANGE	Team building - corporate sponsorship	2

16=. Members encouraged to have MOUs (1%)		
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		Votes
ORANGE	MAs encouraged to have MOUs	1

16=. More recreational opportunities (1%)		
		Votes
RED	More recreational opportunities versus old-school club system	1

Ideas with no vote		
GREEN	Sports Culture – Sport for Life	
GREEN	Competitions/Festivals at grass roots level	
GREEN	Best practice models	
RED	Popularity/attraction of sport: increased profile/players, engagement of players	
RED	Investment in post-high school engagement/opportunities for competitive play/development	
RED	Multi-language for BWF media (e.g. websites)	
RED	Media engagement to attract new people	
RED	Social and corporate leagues	
RED	Continuation of Shuttle Time	
RED	Competition pathways for schools	
RED	Lower cost to play badminton	
RED	Data collection of leisure players (those not associated with national federations) and measurement models	
RED	Casual accessibility to the sport	
BLUE	Badminton demonstrations on-site at tournaments (AirBadminton)	
BLUE	Interaction with other sports	
BLUE	Promotion through hotels	
BLUE	Increase awareness and promotion of the sport as an activity	
BLUE	Participation in competition pathways	
BLUE	Alternative equipment manuals	
BLUE	To identify role models – star creation	
BLUE	To showcase badminton as an easy and available sport	
BLUE	Competition pathways	
BLUE	TO training	
ORANGE	Increase fan base through social media	
ORANGE	Brand ambassador	
ORANGE	Combat notion of badminton as elitist or “only for girls”	
ORANGE	Festivals for recruitment	
ORANGE	Incentives to keep players in the sport	
ORANGE	Defined pathway for players	
ORANGE	Help people discover badminton and have them try it	
ORANGE	Ensure loyalty through involvement in activities	
ORANGE	Promote recreational and competitive tournaments	

PARTICIPATION - Question 2B

What can BWF do to help you increase participation in badminton?

1. Promotion - road show with top players /promotional material / lifestyle (14.4%)

		Votes
BLUE	Continental roadshow with star players to increase exposure	3
RED	Promote badminton as a lifestyle	2
GREEN	Promotional material to better present the sport	1
GREEN	Develop model for adult/children/family festival/roadshow	1
RED	Integration of more family badminton	1
RED	More focus on women	1
RED	Grant support for promotion of badminton	1
ORANGE	Corporate materials to promote the sport	1
ORANGE	Increase social media	1
BLUE	Investment marketing tools	1

2. Air Badminton - Equipment / facility / practices (13.3%)

		Votes
GREEN	Equipment - AirBadminton globally available ASAP	4
BLUE	Equipment for Air Badminton	3
RED	Air Badminton	2
ORANGE	Air badminton	2
BLUE	Investment in Air Badminton	1

3. Education - coaches (further investment) / administrators / knowledge sharing (10%)

		Votes
RED	Further investment in Coach Education	3
RED	Individual access to educational resources	1
ORANGE	Look at models from other sports (promotion of success stories, maybe including animation, for example)	1
BLUE	Coaching clinics and leadership training	1
RED	BWF to provide for more shared best practices amongst member associations	3

4. Funding - subsidize tournaments / Scholarships / direct support to Mas (8.9%)

		Votes
BLUE	Scholarships	3
ORANGE	Subsidise tournaments	2
BLUE	Financial assistance to shuttle tie co-ordinators to attend training	1
BLUE	To increase spending (resources) on junior players	1
BLUE	Professional national co-ordinator funded by BWF in every country	1

5=. Shuttle Time - further investment / HR to deliver courses (7.8%)

		Votes
RED	Further investment in Shuttle Time	3
ORANGE	HR resources to deliver Shuttle Time in country	2
ORANGE	BWF recognition of Shuttle Time implementation "hotspots" in CCs, MAs	1
ORANGE	Pathway to continue the Shuttle Time programme	1

5=. Development programmes / sustainability / less developed badminton nations (7.8%)

		Votes
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ORANGE	Create sustainable development programmes (year on year)	2
BLUE	Focus on development and promotion of badminton in less developed countries	2
GREEN	Recognition system for performing MAs (Regional/Global)	1
ORANGE	Simplified rules for schools	1
ORANGE	Regional schools competitions	1

7. Ministries - BWF / CC reps to support visits to ministries nationally (6.7%)		
		Votes
GREEN	BWF/CC Visits with key national agencies e.g. Ministries / NOC etc.	2
RED	Assistance with presenting to governments	2
BLUE	BWF assistance to get badminton into national curriculum	2

8=. Commercial partners - assist members secure sponsors / partners (5.6%)		
		Votes
GREEN	Assist MAs to source commercial partners based on BWF networks	3
GREEN	Direct support to MAs	1
GREEN	Capacity building – workshops for administrators	1

8=. Free to air TV coverage globally / live streaming (5.6%)		
		Votes
GREEN	Free TV signal/coverage globally	2
BLUE	More badminton air time on local TV stations (free content)	2
BLUE	Live-streaming of all events	1

10=. Facilities - provide models /plans for low cost construction (4.4%)		
		Votes
GREEN	Facility development models – construction of courts – low cost	3
ORANGE	Fund Shuttle Time coordinators	1

10=. Workshops for media / website and media management (4.4%)		
		Votes
ORANGE	Workshops for media	2
RED	Website and media management	1
RED	Social Media / Road-shows	1

12. Distribution / availability of equipment (3.3%)		
		Votes
ORANGE	Facilitate distribution of equipment (customs)	2
BLUE	Distribution of equipment and easy access to equipment (with discounts)	1

13=. Address player registration issues (2.2%)		
		Votes
RED	Address issue of unregistered players	2

13=. Increase quota / places in Olympics (2.2%)		
		Votes

BLUE	Increase quota of player participation in tournaments (bigger draw sizes)	1
BLUE	Increase places for Olympics	1

13=. Investment in sports science (2.2%)		
		Votes
RED	More investment in sport science	2

16. Communications channels - BWF - Members (1.1%)		
		Votes
GREEN	Communication channels – BWF to MAs	1

Ideas with no vote		
GREEN	National contacts / networks	
GREEN	Match funding for facilities	
GREEN	Develop software/package to support MAs to develop national membership databases	
GREEN	National premier league model (format – all levels)	
GREEN	Media engagement	
GREEN	Cross pollination of national activities e.g. leagues/championships	
RED	BWF to develop more educational resources	
RED	Greater understanding of longer-range financial resources with which to plan	
RED	Para badminton	
RED	BWF to assist in implementation of Air Badminton in member countries	
RED	Equipment to support programs	
RED	Sport promotion in schools	
ORANGE	Invest in print & electronic media	
ORANGE	World Badminton Day	
ORANGE	Engage governments in supporting development of sport	
ORANGE	Cost and quality of equipment	
ORANGE	Increase education	
ORANGE	Incentives to retain girls (mentorship, etc.)	
ORANGE	Pilot programme for Shuttle Time	
ORANGE	Invest in Shuttle Time	
ORANGE	Survey to identify reasons behind player dropout	
ORANGE	Allow use of BWF copyrighted material	
BLUE	Interactive apps	
BLUE	Create sustainable development grants for participation	
BLUE	Development to include facilities	
BLUE	National sponsorships	
BLUE	Regional competition structures - junior and Air Badminton	
BLUE	Training at all levels	
BLUE	Brand ambassadors	
BLUE	Regional facilities	

CAPACITY BUILDING - OUR MEMBERS - Question 3A

What aspects of good governance do you think are most important to members and a priority for us over the next five years?

1. Clear & relevant constitution, by-laws and governance structure / enforcement of rules (19.1%)

	Votes	
ORANGE	Clear and relevant constitution and by-laws	5
GREEN	Constitution and Byelaws – filter down to regional level	2
RED	Rules and Regulations (e.g. constitution)	2
BLUE	Proper constitution – clear and precise/concise	2
BLUE	To have a functional, optimize and evaluated governance structure with BWF input	2
ORANGE	Regulations that are structured within the constitution	1
GREEN	Enforcement of rules and regulations – judicial processes in place	1
GREEN	Ethics and compliance to existing statutes	1
RED	Judicial Processes	1
BLUE	Awareness of rules and constitution of federation – to ensure compliance with BWF rules and national federations	1

2. Accountability / transparency / financial accountability & transparency (18.1%)

	Votes	
ORANGE	Accountability and transparency for structures	5
RED	Transparency in decision-making	4
RED	Financial transparency and sound financial procedures	3
BLUE	Transparency and accountability	3
GREEN	Financial management & accountability – audit/reporting/transparency	2

3. Leadership / good governance / capacity of elected officials / succession planning (12.8%)

	Votes	
GREEN	Developing the capacity of elected officials	2
ORANGE	Good leadership	1
ORANGE	Regular meetings AGM and governing board	1
ORANGE	Periodic reporting on management	1
ORANGE	Fair and equal system for elections	1
RED	Company culture into organisation	1
RED	Need strong commitment from all those involved in the organisation	1
RED	Strong board appointed against a skills matrix	1
RED	Succession planning	1
BLUE	Efficiency and effectiveness	1
BLUE	Good and effective external and internal relationships	1

4=. Planning - Strategic / operational / financial stability (11.7%)

	Votes	
ORANGE	Strategic and operational planning	4
GREEN	Strategic planning	3
RED	Good strategic plan: clear, key performance indicators	2
BLUE	5-year strategic plan	1
BLUE	Defined vision – clear and realistic strategies with capacity for efficient implementations	1

4=. HR - Admin support / effective recruitment process / building capacity / role - job descriptions (11.7%)

	Votes	
GREEN	Administrative support	3
ORANGE	Effective recruitment process	2
GREEN	Clear roles and communication of these roles	1
GREEN	How to engage and retain volunteers	1
RED	Clear job descriptions	1
BLUE	Paid staffing	1
BLUE	Right, committed and competent people with integrity	1
BLUE	Qualified and motivated leaders and HR in general	1

6. Education, training, awareness - good governance and administration (9.6%)

		Votes
RED	Stakeholder Education about good governance	3
BLUE	Management training (staff, volunteers and leadership) – both at administration and governance level. Practical training with application	3
ORANGE	Balance of qualified people and training to support volunteers	1
GREEN	Training and education of operational staff	1
RED	Player Awareness of their conduct	1

7=. Effective communication - internally / externally (5.3%)

		Votes
ORANGE	External and internal communication	3
GREEN	Being responsive in communication with stakeholders	1
BLUE	Fair and effective communications within (up and down) and beyond the organization	1

7=. Non-political interference - autonomy (5.3%)

		Votes
BLUE	Non-political interference from the government – autonomy	3
GREEN	Non-government interference	1
RED	No undue influence (e.g. external)	1

7=. Integrated and acceptability / inclusiveness / diversity / gender equity / anti-harassment policy (5.3%)

		Votes
BLUE	Integrated and acceptability (inclusiveness) into organization	2
RED	Gender equity / inclusive	1
RED	Harassment [free] Policy	1
BLUE	Ensuring gender equity	1

10. Financial stability (1.1%)

		Votes
RED	Financial stability from a variety of sources	1

Ideas with no vote

ORANGE	Judicial commissions that are independent from the AGM	
ORANGE	Day-to-day staff (paid)	
ORANGE	Identify means of fund raising	
ORANGE	Externally audited accounts	
ORANGE	HR assessment at the end of each year	
ORANGE	Motivational strategies	
ORANGE	Compliance with regulation (statutes and by-laws)	
ORANGE	Updated regulations	
ORANGE	Management of disputes between members (appropriate structures)	
ORANGE	Road map for long-term planning	
GREEN	Setting of KPIs & evaluation	
GREEN	Delegate roles to people with the correct skillset / knowledge	
GREEN	Roles and responsibilities clear (board/staff/volunteers etc.)	
GREEN	Evolving and keeping up to date – adapting to new innovations	
GREEN	Ensure appropriate levels of activity within commissions	
RED	Recruit new people into the organisation	
RED	Conflict of Interest procedures	
BLUE	Financial Transparency	
BLUE	Compliance with national framework	
BLUE	Observance of ethics to ensure good governance in all aspects	

CAPACITY BUILDING - OUR MEMBERS - Question 3B

What role can BWF play in building the administrative capacity of national federations?

1. Provide guidelines / models and standards /templates /education / share best practice / mentoring and knowledge sharing (50.5%)

		Votes
ORANGE	Provide administration guidelines/models/templates that can be customised	4
ORANGE	Provide administration courses	3
RED	Share best practices (e.g. strategic plans, governance, policies, etc.)	3
RED	BWF to set parameters for MAs for minimum governance standards	3
RED	Bring together new chief staff/leaders for shared practices and capacity building	3
ORANGE	Customised and individualised training/mentoring/support (in country)	2
GREEN	Mentoring and knowledge sharing between BWF/CCs/MAs	2
RED	BWF to set-up a sharing tool for MAs and CCs to share best practices	2
RED	Good governance check-list and key performance indicators to measure	2
RED	Board leadership training	2
RED	Setting minimum standards for Codes of Ethics and Conduct	2
BLUE	Education – BWF to conduct regular administrative courses	2
BLUE	Provide template for model constitution for national federations	2
BLUE	Interactive online training module for finance and administration / management	2
BLUE	BWF encouraging developed nations to share their resources and expertise with lesser developed badminton nations	2
ORANGE	Qualification system for administrators based on different levels	1
ORANGE	Help in acquiring management tools (hardware)	1
GREEN	Needs based – customised training to improve capacity (international accredited)	1
GREEN	Online/e-learning	1
RED	Host feedback/experiences to be shared with other MAs	1
RED	Guidance for MAs to train staff and volunteer leaders/administrators	1
RED	Manuals and guidelines for constitutions	1
BLUE	Funding management training	1
BLUE	Education for middle management (operation)	1
BLUE	Support for conducting seminars and workshops	1
BLUE	Proper guidelines specific to national federations to ensure good governance and compliance with BWF	1

2. Funding / grants - planned and needs based / sponsors to support operations / accounting package / tracking and reporting (24.7%)

		Votes
ORANGE	Sustainable funding based on long-term plans	4
GREEN	Direct targeted support grants (\$) for MAs operational level & governance level	4
ORANGE	Funding aimed at supporting specific administrative needs of the MA	3
BLUE	BWF assist to source sponsors to support paid staff or directly fund paid staff - BWF to set criteria for country to assess the needs for staff on pay roll	3
BLUE	Subsidy from BWF for administration – prioritize smaller federations	3
ORANGE	Provide an accounting software package	2
ORANGE	Having a system to monitor and track funding that has been granted	1
ORANGE	Clear communication about sponsors and links to national contexts	1
GREEN	Develop Terms of Reference for MAs	1
GREEN	Provision of accounting software	1

3. More direct engagements - BWF and Member Associations / communication of planning cycles (8.6%)

		Votes
GREEN	Better communication of tools/resources/workshops available	2
RED	BWF to better understand structures/administrative set-up of individual MAs (e.g. through visits)	2
GREEN	More direct engagement between BWF and MAs	2
RED	BWF to communicate its regular planning cycles with MAs/CCs	2

4- Gender equity / inclusivity (1.2%)

4-. Gender equity / inclusivity (4.3%)

		Votes
BLUE	Gender equity – national federations to have gender balance composition at all levels	3
RED	BWF to ensure inclusivity and equity and encourage MAs/CCs to do the same	1

4-. Monitoring of elections / oversight of members constitutions to ensure alignment (4.3%)

		Votes
ORANGE	Monitoring of elections where there may be transparency issues	2
GREEN	BWF to have greater oversight in approval process of MA constitutions to ensure alignment	2

4-. Volunteer network and reconition programme (4.3%)

		Votes
GREEN	Volunteer network/recognition programme	3
ORANGE	Provide staff member to manage administration	1

7. Help to align national federations / CC / BWF strategic plans (2.2%)

		Votes
BLUE	Assist the national federations to align their strategic plans with that of the CC and the BWF – help national federations to ensure strategic plans link to operational plans	2

8. Compliance monitoring of members administrative capacity / build capacity (1.1%)

		Votes
BLUE	Compliance monitoring of the trend of administrative capacity	1

Ideas with no vote

ORANGE	Training at all levels (elected officials and staff)	
RED	Club development toolkit	
RED	Share strategic plan models	
RED	Build greater CC capacity	
RED	More frequent needs analysis to be done of MAs and CCs	
RED	Bringing together staff/leaders from similar areas of responsibility for sharing best practices	
BLUE	BWF to conduct assessment and evaluation of organization structure and provide recommendations for optimization	

SPORT INTEGRITY - Question 4A

What are the biggest threats to badminton integrity?

1. Match fixing / illegal betting / doping (23.4%)

	Votes
BLUE Match fixing and doping	4
ORANGE Doping & drug abuse	4
RED Match fixing and potential for involvement in criminal activity	4
RED Doping	4
GREEN Doping	3
GREEN Illegal betting – match fixing – Gambling	2
ORANGE Match fixing	1

2. A lack of education / awareness / values (19.1%)

	Votes
BLUE Lack of education (awareness)	4
BLUE Education to focus on athletes, coaches, officials – lack of education n the whole community	4
GREEN Lack of awareness – All levels	3
GREEN Lack of values	2
RED Lack of player education, especially for lower ranked, less experienced players	2
RED Lack of understanding standard procedures to identify and manage integrity issues	2
RED Risk of negative publicity	1

3. A lack of good governance / ledership / transparency / financial mismanagement / lack of accountability and transperancy (17%)

	Votes
ORANGE Bad governance (lack of rules, regulations, transparency, skills, etc.)	4
BLUE Good governance and compliance	3
ORANGE Bad leadership	2
GREEN Financial mismanagement – lack of accountability – audit – transparency	2
RED Lack of Transparency	2
ORANGE Motivation on behalf of athletes (lack of reward / sponsorship)	1
ORANGE Unfair practices by administrators	1
GREEN Allocated funding being misappropriated by MAs	1

4. Corruption (11.7%)

	Votes
ORANGE Corruption (umpires, players, elections)	4
GREEN Corruption – All levels (Board, Staff, Coaches, Players etc.)	4
RED Corruption	2
BLUE Corruption	1

5. Political Interference (7.4%)

	Votes
ORANGE Political interference	4
RED Political influences/interference	2
BLUE Compliance with IOC Charter – government intervention in national federations	1

6. Sexual harrassment / Discrimination (5.3%)

	Votes
ORANGE Sexual harassment	2

GREEN	Sexual harassment / discrimination	2
RED	Harassment	1

7=. Safe sport practices / Criminal record (4.3%)

		Votes
RED	Safe sport practices (e.g. criminal record check)	4

7=. A lack of female coaches (vulnerability of female athletes) (4.3%)

		Votes
ORANGE	Lack of female coaches (vulnerability of female athletes)	2
BLUE	Doping system in accordance to international standards	2

9. Rules systems not strong enough / not meeting standards (3.2%)

		Votes
BLUE	Administration – constitution of MAs	1
GREEN	Weak regulations	1
BLUE	Regulations to tackle integrity issues	1

10. Lack of resources / funding / lack of rewards (2.1%)

		Votes
BLUE	Lack of resources and funding (financial support)	2

11=. Power over players / perceptions of this (1.1%)

		Votes
BLUE	Power – players perceiving others having power over them	1

11=. Lack of objectivity - technical officials (1.1%)

		Votes
BLUE	Non objectivity of umpires (partiality of officials)	1

Ideas with no vote

BLUE	BWF to ensure Constitution of MAs are in line with BWF	
BLUE	Pressures both internal and external to perform	
BLUE	Competence of umpires	
BLUE	Reputations / risks related to integrity	
ORANGE	Misuse of funds	
ORANGE	Inappropriate/unrestricted use of social media by players	
ORANGE	Lack of proper role models (coaches, TOs)	
ORANGE	Lack of education (officials, administrators)	
ORANGE	Lack of gender equality	
ORANGE	Lack of respects for ethical practices	
GREEN	External interference	
GREEN	Best efforts	
RED	Transgender Policy	
RED	Administrative Issues (e.g. leaking information)	
RED	Respect of laws, regulations, etc.	
RED	Lack of stakeholder education	
RED	Applying rules inconsistently	
RED	Respect of privacy laws	

SPORT INTEGRITY - Question 4B

What can BWF do to support Members to develop a stronger system to protect the integrity of our sport?

1. Education / sharing best practice / providing tools / support (46.6%)

	Votes	
RED	Educational program for all stakeholders (e.g. players, doctors, coaches, team managers, tech officials)	6
ORANGE	Provide awareness and prevention programmes (doping, match fixing, etc.)	4
RED	BWF share best practices of MAs and CCs	4
BLUE	All MAs makes it compulsory to have training and education (leadership training organized by the BWF)	3
GREEN	Workshops for National programme leads	3
BLUE	Appoint a dedicated integrity officer for each CC responsible for education and general integrity	2
BLUE	Training of TOs – translation of rules and regulations in more languages	2
BLUE	BWF to have seminar on integrity and each MAs to have self monitoring system	2
GREEN	Develop and provide educational materials (all stakeholders)	2
RED	Language translation of all communication of integrity education and issues	2
ORANGE	Conduct female courses to increase number of female coaches	1
ORANGE	Set up a career plan for stakeholders in badminton	1
GREEN	Support for national anti-doping programmes	1
GREEN	Education to ensure appropriate management of funding	1
GREEN	Mandatory training (online) for MAs annually	1
GREEN	Education on penalties for breach of regulations	1
RED	More practical sessions for education, on top of posting on website	1
RED	More emphasis on education versus punishment	1
RED	Create a value chart/table within education	1
RED	Integrate education/awareness at Team Managers' Meeting, Umpire Briefings, and other stakeholder meetings at tournaments	1
BLUE	More consistent training in ethics and governance to ensure enforcement of rules and enforcement	1

2. Tough sanctions and penalties / transparency /compliance (15.9%)

	Votes	
BLUE	Harsher penalties for those who break the rule and sanctioning MAs if their players have misconduct	3
ORANGE	Impose severe penalties	3
GREEN	Zero tolerance policy on sexual harassment from the BWF & enforce	2
RED	Ensuring compliance/cooperation with individual country/regional laws	2
RED	Transparency throughout the entire process, where applicable	2
ORANGE	Enhance effective reprimand guidelines for rule breakers	1
ORANGE	Sanctioning in case of rule breakers	1

3. Systematic monitoring - investigations / strong regulations - control (11.4%)

	Votes	
BLUE	BWF should be tougher to ensure stringent monitoring and enforcement	3
ORANGE	Monitoring of certification and accreditation for technical officials	3
BLUE	Strengthen control and regulations	1
BLUE	Provide support to countries to have investigations	1
ORANGE	Confirm acceptability of MA regulations (by BWF)	1
GREEN	Swift investigation and appropriate penalties	1

4. Better communication channels - BWF / Member Associations (7.6%)**Modelling / positive communication / promotion**

	Votes	
BLUE	Better channels of communications both ways between BWF and MAs	2
GREEN	Communication of changes/updates for athletes	1
ORANGE	Simplification of documents on BWF website for easy sharing	1
GREEN	Recognition of fair play – positive messaging	3

5=. Building capacity - people and structures (4.5%)		Votes
ORANGE	Strengthen BWF Integrity Commission	3
ORANGE	Integrity Commission for each MA & CC	1

5=. Technology as a tool to support (4.5%)		Votes
ORANGE	Technological support (better tools)	2
ORANGE	Broaden instant review system (increased funding to implement)	1
GREEN	Develop mobile application – easy access to materials	1

7=. Funding - including sponsorship (2.3%)		Votes
BLUE	Sponsorship – BWF to use sponsorship funding to support CCs effort	1
BLUE	Empowerment – better funding to ensure that members are self-sustainable and prevent negative influences	1

7=. A compliance model / framework for Member Associations (2.3%)		Votes
GREEN	BWF compliance model developed for MAs	2

7=. Transgender policy (2.3%)		Votes
RED	Transgender Policy	2

10=. Prevention of political interference (IOC Charter) (1.1%)		Votes
ORANGE	Prevention of political interference (IOC Charter)	1

10=. Strengthen human rights, equity, equality (1.1%)		Votes
ORANGE	Strengthen human rights, equity, equality	1

Ideas with no vote		
BLUE	Strong management and monitoring of misconduct	
BLUE	Using th shuttle time programme to educate on integrity and governance	
BLUE	Risk assessment	
BLUE	MAs to be subjected to penalties	
ORANGE	Implementation of governance guidelines	
ORANGE	Uniform branding material	
ORANGE	Effective training on ethics and integrity (for all stakeholders)	
ORANGE	Establish a code of ethics in the constitution and monitor it	
ORANGE	Require justification (rationale) objections (at AGM)	
ORANGE	Share documentation on BWF website	
GREEN	Sanctioning of events to include anti-doping	
GREEN	Staff present at events to monitor integrity issues	
GREEN	Athlete fair play charter signed	
RED	Integration of BWF guidelines into all educational programs	
RED	No publication of sanctioned stakeholders	
RED	Effective procedures to manage/communicate with public and membership when integrity issues arise	
RED	Safeguarding policies	
RED	Sharing information between MAs/CCs of player or other stakeholders between different jurisdictions	