



***Badminton
Pan America***

STRATEGIC PLAN 2016-2020

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**Project Leader.-
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MISSION (PROPOSAL)

Promote and develop Badminton in America, supporting and strengthening the work done by its Associate Members through events, programs and projects that contribute to the development of Badminton according to the typical characteristics of each region, and promoting the faithful compliance of the bylaws and regulations of our sport, harmoniously living with each one of its associate members.

VISION (PROPOSAL)

For Badminton to be one of the most popular sports in America, facilitating its access to everyone and providing each child with the opportunity to enjoy it for life.

I. INFORMATION OF THE ORGANIZATION

a) Establishment

The Pan-American Badminton Confederation was founded in the city of Mexico in the year 1976 with the participation of 5 Associations: Canada, Jamaica, Mexico, Peru and USA.

b) Associates

The Member Associates of the Pan-American Badminton Confederation are:

1. ARGENTINA	10. COSTA RICA	19. GUATEMALA	28. PUERTO RICO
2. ARUBA	11. CUBA	20. GUYANA	29. SAINT LUCIA
3. BARBADOS	12. CURACAO	21. HAITI	30. SURINAME
4. BERMUDA	13. DOMINICAN REPUBLIC	22. HONDURAS	31. TRINIDAD AND TOBAGO
5. BRAZIL	14. ECUADOR	23. JAMAICA	32. UNITED STATES OF AMERICA
6. CANADA	15. EL SALVADOR	24. MEXICO	33. URUGUAY
7. CAYMAN ISLANDS	16. FALKLAND ISLANDS	25. PANAMA	34. VENEZUELA
8. CHILE	17. FRENCH GUYANE	26. PARAGUAY	
9. COLOMBIA	18. GRENADA	27. PERU	

c) Board of Directors

Name	Charge	Country	Contact
Vishu Tolan	President	Jamaica	vtolan@badmintonpanam.org
Peter Golding	Deputy	Canada	pgolding@badmintonpanam.org
Wayne Somers	Treasurer	Canada	wsomers@badmintonpanam.org
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Zarko Cukic	Vice - President South America	Peru	zcukic@badmintonpanam.org
Jean Guy Poitras	Chair of Technical Officials	Canada	jgpoitras@badmintonpanam.org

d) Special Commissions

Name	Comission	Country	Contact
David Simon	Marketing	United States	dsimon@badmintonpanam.org
Enrique Charadán	Para-Badminton	Cuba	echaradan@badmintonpanam.org
Constanza Moreno	Women in Badminton	Colombia	cmoreno@badmintonpanam.org

e) Staff

Name	Position	Country	Contact
Pilar Carrillo de la Fuente	Chief of Operations	Peru	pcarrillo@badmintonpanam.org
Germán Valdez	Development Director	Peru	gvaldez@badmintonpanam.org
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Jorge Sabastizagal	Project Manager	Peru	jsabastizagal@badmintonpanam.org
Ricardo Salamanca	Events Manager	Colombia	rsalamanca@badmintonpanam.org
Roxana Villavicencio	Communications Manager	Peru	rvillavicencio@badmintonpanam.org

II. POLICIES

As the Confederation, it is clear we have to establish institutional policies that allow us to set the main guidelines for the work we do; for this reason, our Institutional Policies have three General Policies as a framework, which will therefore help us to establish our Strategic Axes, so then we can develop our Key Result Areas. Our Institutional Policies are:

<u>DEVELOPMENT:</u>	<u>TRANSPARENCY:</u>	<u>INCLUSION:</u>
<p>As the institution responsible for Badminton Regulation and Development in the American continent, we consider our main pillar should be aimed at developing the work done by each one of the Associates. For this reason, we should focus our work on every activity that allows developing different spheres of our organization, as well as our Associate Members’.</p>	<p>As resource managers, both economic and material, we want to guarantee tranquility to our Associate Members through our Transparency Policy, channeling the resources received by the Confederation to the optimization of our operations as an organization, as well as supporting, before the BWF, the work of the different programs and projects established to better work and develop badminton in the continent.</p>	<p>Knowing that sports is the best means to improve and develop societies, the different programs and projects we develop as organization adapt and are aimed at different social classes and groups, like people with special abilities, so these social programs seek to reduce high-risk youth rates and to respect feminine gender; that is why we, as an institution, will promote and support this through different but equally important activities, and even setting a Key Result Area for this Institutional Policy.</p>

III. INSTITUTIONAL VALUES



IV. STRATEGIC AXES AND KEY RESULT AREAS

To determine our strategic plan, the Pan-American Badminton Confederation has established Strategic Axes, which respond to our Institutional Policies, directing our efforts and resources. These axes respond to the objective the Organization has, as well as to an alignment with the Badminton World Federation (BWF), since we also respond to the objectives of our World Federation. The axes, on which BPAC will focus in the following years, respond to the needs our Associates have in their different countries as well; for this reason, we have tried to respond to the main characteristics of the different regions in America.

<u>1. HUMAN RESOURCES DEVELOPMENT:</u>	<u>2. EVENT SUPPORT:</u>	<u>3. EFFICIENT MANAGEMENT:</u>
In this type of organization, it is extremely important to constantly develop the Human Resource we serve and work with; for this reason, BPAC is willing to provide this axis with enough resources and activities so as to respond to the needs of our Associates satisfactorily.	One of the main activities our Associate Members have to develop is actually organizing events, since these not only let our athletes improve their ranking, but umpires and referees also get accredited, while consolidating the organizational work of our different Associates.	BPAC is committed to respond to the demands and constant changes in the sports world before the different sport entities worldwide and at the continental level. In addition, we work for our Internal Management to be highly satisfactory, especially with our main clients our Associate Members; for this reason, we evaluate our internal processes every year, as well as the alignment of our plans with the BWF guidelines.

From our Strategic Axes, we have determined our following Key Result Areas:

- | | |
|-------------------|----------------------------------|
| 1. Events | 4. Marketing |
| 2. Development | 5. Transversal Axes |
| 3. Communications | 6. Administration and Governance |

1º KEY RESULT AREA: EVENTS

Background

In the last few years, the amount of events held by different associate members has increased enormously in the Pan-American region, allowing our players, and even players from other continents, to participate, providing as well a better chance to score points that count towards the World Ranking. The events currently held in the American continent are the following:

- U19 Events
- Future Series
- International Series
- International Challenge
- Grand Prix (BWF Level 3)
- Grand Prix Gold (BWF Level 3)

MAIN PEOPLE IN CHARGE	GENERAL GOALS	STRATEGIES
BPAC Events Committee and Associate Members Office Staff	<ol style="list-style-type: none"> 1. Increase the number of events held in the Pan-American area. 2. Increase the number of events per level established by the BWF in the Pan-American area. 3. Improve the quality of the organization and presentation of the different events held in the Pan-American area. 4. Build top world ranking players' interest in events held in the Pan-American area. 5. Increase the number of technical officials each associate member has. 	<ol style="list-style-type: none"> 1. Support associate members in carrying out their events. 2. Find sponsors to finance Grand Prix events. 3. Train staff responsible for the events of each one of the associate members. 4. New technical officials annual accreditation <p>Priority Programs</p> <ol style="list-style-type: none"> 1. Pan-American Championships 2. Events which count towards the World Ranking 3. Badminton competitions in Regional Games 4. Technical Officials

PRIORITY AREAS	SPECIFIC OBJECTIVES – STRATEGIES FOR THEIR COMPLIANCE	KEY PERFORMANCE INDICATORS 2016-2020
1. Pan-American Championships	<p>Annually hold senior and junior Pan-American championships with high-quality organizational standards.</p> <p>1. Improve and validate the manual of procedures and regulations for the organization of Pan-American Championships.</p>	<ul style="list-style-type: none"> • Elaborate a (1) manual of procedures and regulations for the organization of Pan-American Championships. • Have 250 athletes minimum participating in each edition of the Junior Pan-American Championship. • Get 12 countries minimum to participate in each edition of the Senior Pan-American Championship.
2. Events which count towards the World Ranking	<p>Promote events that count towards the ranking in more country members.</p> <p>1. Keep BPAC's support in order to hold different events in the American continent that count towards the ranking.</p>	<ul style="list-style-type: none"> • Annually hold in the American continent <ol style="list-style-type: none"> a. 7 U19 events* b. 18 BPAC Circuit events* c. 2 continental events d. 2 Para-Badminton events <p>*Increase the number of events per year in 10%.</p>
3. Badminton competitions in Regional Games	<p>Support the inclusion of badminton competitions in the Regional Games of the continent.</p> <p>1. Talk with the regional confederations responsible for holding the Regional Games.</p> <p>2. Provide technical assistance to the regional entities and organizing committees in order to hold badminton competitions.</p>	<ul style="list-style-type: none"> • Be present in at least three (3) out of the five (5) Regional Games of the American continent, which will be held in the next four years.
4. Technical Officials	<p>Promote the annual accreditation of technical officials.</p> <p>1. Use the events held in order to train technical officials and make them participate.</p>	<ul style="list-style-type: none"> • Accreditation of 30 technical officials in the next 4 years • Each associate member holding an event that counts towards the ranking shall have at least one (1) accredited Pan-American Referee and two (2) Umpires

2º KEY RESULT AREAS: DEVELOPMENT

Background

Since a few years ago, the Badminton Pan-American Confederation (BPAC) has been making an effort in the development area in favor of its associate members, in coordination with the current plans of the BWF, which are included in the four pillars of the 2016 strategic plan. It is worth mentioning that these plans have been part of the growth demonstrated in the last few years. The following could be mentioned:

- Implementing the SHUTTLE TIME school program
- Implementing the BWF coach education system program
- Supporting players' development
- Supporting the federative structure

MAIN PEOPLE IN CHARGE	GENERAL GOALS	PRIORITY STRATEGIES
Development Committee, BPAC Developments Director, BPAC Office Team Other people in charge MA's	<ol style="list-style-type: none"> 1. Coordinate our annual action plan and activities with the BWF Development team. 2. Identify the Associate Members that have the ability to implement the different current programs. 3. Train a continental team of instructors to deliver the different current programs. 4. Work together with the associations to develop our sport according to the identified needs in their countries. 5. Work together with the associate members to improve the coaches' professionalism in the different countries of the region. 6. Identify talented athletes with high performance projection. 7. Strengthen the development of sportswomen at an early age. 8. Strengthen the organizational structures of the Associate Members through the BWF Membership Development program. 	<ol style="list-style-type: none"> 1. Increase the number of players in the Associate Members. 2. Train coaches. 3. Pay attention to elite players and talented players (male and female). 4. Strengthen organizational structures (BWF program). <p><u>Priority programs</u></p> <ol style="list-style-type: none"> 1. Shuttle Time 2. Coach Education 3. Player Development 4. Membership Structure 5. Equipment

PRIORITY AREAS	SPECIFIC OBJECTIVES – STRATEGIES FOR THEIR COMPLIANCE	KEY PERFORMANCE INDICATORS 2016-2020
1. Shuttle Time School Program	<p>Increase the number of badminton players in the associate countries.</p> <ol style="list-style-type: none"> 1. Train BPAC instructors of the Shuttle Time school program. 2. Implement the Shuttle Time school program. 3. Sign an agreement with the Associate Members to implement the Shuttle Time school program. 4. Promote the appointment of the National Coordinator of the Shuttle Time school program. 5. Certify Shuttle Time instructors as multipliers of the school program in the Associate Members. 6. Train and certify school teachers in the Shuttle time school program. 7. Provide equipment (school kits) related to the launch of the school program if possible. 	<ul style="list-style-type: none"> • Have the Shuttle Time school program in all 100% of the active country members. • Receive the progress report of the Shuttle Time school program quarterly from each National Coordinator. • Certify 120 national tutors of the Shuttle Time school program annually. • Certify 1,000 teachers of the Shuttle Time school program annually. • Support the Shuttle Time school program with 250 school kits annually.
2. Coach Education	<p>Contribute to the coaches' training in the BWF Coach Education System.</p> <ol style="list-style-type: none"> 1. Train BPAC instructors for pilot courses of the Coach Education program. 2. Have courses of the Coach Education program for coaches and national instructors in the Associate Members. 3. According to the progress in Level 1, implement the following Level 2. 4. According to the progress in Level 2, implement the following Level 3. 	<ul style="list-style-type: none"> • Implement the BWF Coach Education System in four (4) Associate Members annually. • Certify 40 coaches Level 1 annually. • Certify eight (8) national instructors in the Coach Education program annually. • Certify sixteen (16) coaches Level 2 annually (since October 2016). • Certify four (4) national instructors in the Coach Education program annually. • Certify six (6) coaches Level 3 annually (since 2017).

<p>3. Player Development</p>	<p>Identify players with elite potential.</p> <p>Consider the criteria and recommendations of the BWF for the development of this program.</p> <p>Provide specialized training to elite players and talents identified by BPAC.</p> <ol style="list-style-type: none"> 1. Detect elite players and talented players in the different associations. 2. Put elite players and talented players systematically together with high-level coaches. 3. Support the Associate Members in the design of the training and competition planning of the identified athletes. 4. Increase the number of Associate Members with athletes in the Top 200 of the World Ranking. 5. Increase the number of Associate Members with athletes in the Top 150 of the World Ranking. 	<ul style="list-style-type: none"> • Appoint a (1) Project Manager. • Have 2 camps annually with the players identified by the BPAC, followed by immediate competitions. • Have eight (8) country members with athletes in the Top 200 (2016-2017). • Have eleven (11) country members with athletes in the Top 200 (2017-2018). • Have six (6) country members with athletes in the Top 150 (2016-2017). • Have eight (8) country members with athletes in the Top 150 (2017-2018). • Have 15 country members with athletes in the Top 200 by the year 2020. • Have 10 country members with athletes in the Top 150 by the year 2020.
<p>4. Membership Structure</p>	<p>Contribute to the strengthening of the administrative structures of the Associate Members through the BWF program.</p> <ol style="list-style-type: none"> 1. Have trainings aimed at the Associate Members' staff. 	<ul style="list-style-type: none"> • Train the staff of at least 10 Associate Members annually in the BWF System.

3º KEY RESULT AREAS: COMMUNICATIONS

Background

Since a few years ago, the Badminton Pan-American Confederation (BPAC) has been making an effort in the communication area, which include the following:

- Create a website.
- Create a Facebook fanpage for BPAC.
- Stream the Pan-American Championships, both seniors and juniors.
- Appoint a person responsible for uploading information to the website and the Facebook fanpage.

MAIN PEOPLE IN CHARGE	GENERAL GOALS	STRATEGIES
BPAC Communications Committee Other people in charge BPAC's office staff, MA's	<ol style="list-style-type: none"> 1. Increase the number of visits and followers to BPAC's website and Facebook fanpage. 2. Inform about the activities done by BPAC, Associate Members, continental programs and players. 3. Broadcast the activities done in the American continent. 	<ol style="list-style-type: none"> 1. Information about the players. 2. Information about the Associate Members. 3. Online magazine. 4. Championship broadcasting. <p>Programs</p> <ol style="list-style-type: none"> 1. Fans 2. Players 3. Associate Members 4. Media 5. BPAC Communications

PRIORITY AREAS	SPECIFIC OBJECTIVES – STRATEGIES FOR THEIR COMPLIANCE	KEY PERFORMANCE INDICATORS
1. Fans	<p>Increase the number of fans in the continent.</p> <ol style="list-style-type: none"> 1. Increase the number of championships of all categories streamed in the Internet. 2. Have a database with the main media in the country members. 3. Optimize BPAC's YouTube channel. 	<ul style="list-style-type: none"> • Stream 10 championships in the Internet in the next 4 years. • Have the media cover all championships in the continent throughout the year. • Publish the activities done annually by at least 20 country members.
2. Players	<p>Position the best players as sports idols in the continent.</p> <ol style="list-style-type: none"> 1. Publish the profiles of the best players in BPAC's website and Facebook fanpage. 2. Publish constant information about the best players of the continent. 3. Interview the best players of the continent. 	<ul style="list-style-type: none"> • Publish 12 player profiles annually. • Have 12 interviews annually.
3. Associate Members	<p>Keep constant communication between the associate members and the BPAC office.</p> <p>Broadcast projects and best practices done in the continent among the associate members.</p> <ol style="list-style-type: none"> 1. Publish information about the activities done by the associate members in BPAC's website. 2. Broadcast the results of projects done by the BPAC with the associate members. 	<ul style="list-style-type: none"> • Publish information about all the associate members in the website annually. • Have two (2) online publications with information about the different activities done by the country members. • Do a report of all activities every four years.

PRIORITY AREAS	SPECIFIC OBJECTIVES – STRATEGIES FOR THEIR COMPLIANCE	KEY PERFORMANCE INDICATORS
4. Media	<p>Encourage Associate Members to establish an internal communication network with their main news media.</p> <ol style="list-style-type: none"> 1. Ask Country Members for the links to the press release published in the main media in regards to our sport. 2. Send BPAC projects to the Regional Entities. 	<ul style="list-style-type: none"> • Elaborate an online magazine.
5. BPAC Communications	<p>Establish official channels of communication to be used between BPAC’s office members and the different continental confederations, the BWF and other organizations.</p> <ol style="list-style-type: none"> 1. Stengthen the channels of internal communication in the BPAC office. 2. Use different technological tools to keep fluent and constant communication with the different Sports Organizations. 	<ul style="list-style-type: none"> • Elaborate an internal and external communication manual for BPAC.

4º KEY RESULT AREAS: MARKETING

Background

The Badminton Pan-American Confederation (BPAC) does not currently have a Marketing program that allows fundraising and promoting the organization of events of better category in the continent.

MAIN PEOPLE IN CHARGE	GENERAL GOALS	STRATEGIES
BPAC Marketing Committee, EXCO Other people in charge BPAC's office staff <hr/>	<ol style="list-style-type: none"> 1. Get official sponsors for BPAC. 2. Have great category events in the American continent. 	<ol style="list-style-type: none"> 1. Create a Marketing package to offer large corporations that are present in several countries of the American continent. <p>Programs</p> <ol style="list-style-type: none"> 1. Events 2. Shuttle Time 3. Special programs 4. Image Promotion

PRIORITY AREAS	SPECIFIC OBJECTIVES – STRATEGIES FOR THEIR COMPLIANCE	KEY PERFORMANCE INDICATORS
1. Events	Raise funds to hold great category events. 1. Elaborate a marketing package offering events according to their category.	<ul style="list-style-type: none"> • Get three (3) sponsors for BPAC.
2. Shuttle Time	Promote Shuttle Time. 1. Get sponsors for the Shuttle Time program.	<ul style="list-style-type: none"> • Get one (1) sponsor for the Shuttle Time program.
3. Special programs	Strengthen the special programs. 1. Create alliances with sponsors related to the special projects' work.	<ul style="list-style-type: none"> • Get three (3) strategic alliances with institutions to support special projects.
4. BPAC's Image Promotion	Promote BPAC brands and sponsors in the events held in the American continent. 1. Elaborate an image promotion manual that responds to the sponsor's support and involvement.	<ul style="list-style-type: none"> • Create an (1) image and marketing manual for BPAC.

5º KEY RESULT AREAS: TRANSVERSAL AXES

Background

With the aim to promote badminton in different areas, the Badminton Pan-American Confederation (BPAC) has set to work transversely in different areas that will help strengthen the work of the Confederation. It proposes to do this in this way, since these transversal axes will be included in every program and work area. The proposed axes are the following:

- Para-Badminton
- Women in Badminton
- Special projects

MAIN PEOPLE IN CHARGE	GENERAL GOALS	PRIORITY STRATEGIES
BPAC's specific commissions, BPAC's office <u>Other people in charge</u> MA's	<ol style="list-style-type: none"> 1. Work together with the associations in order to develop Para-Badminton in America. 2. Strengthen the work group of BPAC's Women in Badminton. 3. Provide technical support to the designated projects approved by the BWF and EXCO. 	<ol style="list-style-type: none"> 1. Increase Para-Badminton players in the Continent. 2. Increase the number of activities addressed to women in badminton. 3. Take care of the work done in the special projects supported by BPAC. <p><u>Priority Programs</u></p> <ol style="list-style-type: none"> 1. Para-Badminton 2. Women in badminton 3. Sport for all 4. Special projects of Cochabamba 2017 and Barranquilla 2018

PRIORITY AREAS	SPECIFIC OBJECTIVES – STRATEGIES FOR THEIR COMPLIANCE	KEY PERFORMANCE INDICATORS 2016-2020
1. Para-Badminton	<p>Increase the number of players in the associate countries.</p> <ol style="list-style-type: none"> 1. Hold para-badminton events. 2. Manage the regulations before the BWF to hold international Para-Badminton events. 	<ul style="list-style-type: none"> • Hold at least three (3) Para-Badminton events per year in the American continent.
2. Women in Badminton	<p>Strengthen the work group of Women in Badminton in the American continent.</p> <ol style="list-style-type: none"> 1. Have activities with women in different continental events. 	<ul style="list-style-type: none"> • Organize two (2) activities annually.
3. Peace and Sport	<p>Continue supporting the BWF Peace and Sport program in our continent.</p> <ol style="list-style-type: none"> 1. Coordinate with the BWF the work to be done every year for the Peace and Sport project. 	<ul style="list-style-type: none"> • Support two (2) Associate members.
4. Special Program of Cochabamba 2017	<p>Develop local trainings aimed at schools, teachers, trainers and technical officials to promote our sport.</p> <p>Advise the Bolivian Federation technically, according to its requirements, to have badminton in the South American Games of Cochabamba 2017.</p> <ol style="list-style-type: none"> 1. Advise and support technically to have badminton in the South American Games of 	<ul style="list-style-type: none"> • Have badminton in the South American Games of Cochabamba 2017. • Have Bolivia have six (6) national umpires for the year 2017.

	<p>Cochabamba 2017.</p> <ol style="list-style-type: none"> 2. Have trainings for technical officials in Bolivia. 3. Provide implements to promote badminton in Bolivia. 	
<p>5. Special Program of Barranquilla 2018</p>	<p>Advise the Badminton Colombian Federation technically.</p> <ol style="list-style-type: none"> 1. Support technically to have badminton in the Central American and Caribbean Games in Barranquilla 2018. 2. Train technical officials in Colombia. 3. Provide materials to promote badminton. 	<ul style="list-style-type: none"> • Have a badminton event in the Games of Barranquilla 2018.

6º KEY RESULT AREAS: ADMINISTRATION

Background

Due to the importance of the administrative work in our Confederation, this is considered a key result area in order to reach our planned goals successfully. Today, we see our work is more organized since we have the necessary information and documentation to develop projects, report, and keep a record of the activities carried out.

The coordination between our office and the Badminton World Federation (BWF) office is very important, facilitating the management and growth of our activities in the region, thus making our sport more known and developed.

MAIN PEOPLE IN CHARGE	GENERAL GOALS	PRIORITIES
General Assembly, Executive Board, Vice Presidents, Chairs of Committees, Chair of Operations, Chair of Development and Pan-American office staff	<ol style="list-style-type: none"> 1. Annually inform the General Assembly about the work done by EXCO and the BPAC office. 2. Follow up the projects approved by EXCO. 3. Keep close communication with the BWF and the MA's. 4. Be aligned with the projects established by the BWF for the Continental Confederations. 5. Regulate the practice of badminton in the continent. 	<ol style="list-style-type: none"> 1. BPAC bylaws, BWF and Pan-American Regulations, WADA Code. 2. Assistance to Associate Members. 3. Good management and governance practices. <p>Programs</p> <ol style="list-style-type: none"> 1. Regulations 2. General Assemblies 3. Associate Members 4. Governance 5. Assessment, Monitoring and Feedback

PRIORITY AREAS	SPECIFIC OBJECTIVES – STRATEGIES FOR THEIR COMPLIANCE	KEY PERFORMANCE INDICATORS
1. Regulations	<p>Update the bylaws of the Pan-American Confederation according to the modifications in the BWF regulations, WADA Code and other bodies considered.</p> <ol style="list-style-type: none"> 1. Annual review of the specific and general regulations. 	<ul style="list-style-type: none"> • Hold one (1) meeting a year to review the modifications to the regulations related to our sport.
2. General Assemblies	<p>Inform the associate members about the work done annually by EXCO and the BPAC office.</p> <ol style="list-style-type: none"> 1. Hold our Annual Assembly according to bylaws. 2. Consider the presence of members in the BWF AGM. 	<ul style="list-style-type: none"> • Hold an Ordinary General Assembly annually. • Submit the activity report developed by the different work areas. • Approve the finance report and budget for the next year.
3. Associate Members	<p>Keep close communication with the Associate Members.</p> <p>Make all associate members become active.</p> <ol style="list-style-type: none"> 1. Establish e-mail as the official communication channel. 2. Support the work of the active Associate Members, as well as the creation of new associates. 	<ul style="list-style-type: none"> • Set up an intranet between the associate members, EXCO and the BPAC office. • 100% of members must be active by 2020. • Two new associations must be established by 2020.

PRIORITY AREAS	SPECIFIC OBJECTIVES – STRATEGIES FOR THEIR COMPLIANCE	KEY PERFORMANCE INDICATORS
4. Governance	<p>Get EXCO members involved as the agents in charge of the different committees and work groups, in order to guide and strengthen the work of the Pan-American Office.</p> <p>1. Appoint the different EXCO members as liaisons in the work areas.</p>	<ul style="list-style-type: none"> • Receive the report made by EXCO members regarding the support provided to BPAC office members, according to their designated work area.
5. Assessment, Monitoring and Feedback	<p>Assess the compliance of the strategic plan.</p>	<ul style="list-style-type: none"> • Assess and provide feedback on the strategic plan.