



Development Strategy



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Context

This Development Strategy is part of the World Governing Body's ongoing agenda for identifying improvement and development processes, which can be introduced to the benefit of the wellbeing of the sport of bowls.

The Board of World Bowls is constantly gathering information to assist it in determining the best and most viable ways to support our sport and move it forward. The recent global surveys provide an up to date understanding of the strengths and weaknesses that exist throughout our world-wide bowls community along with the opportunities that exist to improve the situation. This has been supplemented by the valuable intelligence gained by the Regional Directors enhanced communication with the countries in their region.

The Board is very much aware of the problems and issues facing our sport, most of which are having a similar negative effect on many other sports. A devastating pandemic, accompanied by a worsening economic climate, changing leisure time habits, and lack of profile continue to impede progress. The Board has nevertheless retained a strong unity of purpose and is more determined than ever to effectively perform the role of a responsible, pro-active governing body. It is also fully aware of the practical and economic limitations within which it must operate. This does not however mean it should shirk from its overarching purpose of promoting the successful development of our sport worldwide. The review and relaunch of this global Development Strategy is seen as the first fundamental step in achieving this.

What is the **Development Strategy** trying to achieve?

This Development Strategy aims to address the global need for improvement in the following areas

- **Coaching and Officiating Competence**
- **Administrative and Operational Procedures**
- **Availability and Quality of Bowls Equipment**
- **Image, Marketing and Communication**

All of the above have a key influence on bowling infrastructures. The successful development of our sport worldwide largely depends on these elements being brought up to a competent standard. The eradication of deficiencies in coaching structures, instruction of officials and availability of equipment, will lead to weak national infrastructures being stabilised and strengthened. Better guidance on administration and marketing will also support this process. Improvements to performance – in both an administrative and playing sense - and the ability to attract new playing members will hopefully automatically follow.

It is also all too apparent that resources are severely limited to provide a 'quick fix' for these deficiencies. It will necessarily involve detailed investigation, assessment and implementation. This however must not deter World Bowls from initiating a measured and realistic strategy to effect improvement where it is most needed. World Bowls must not relinquish its responsibilities for both sustaining and growing its global community.

What assistance will the Development Strategy offer?

The following assistance will be on offer:

- **Expert Coaching**
Tailored Coaching Packages delivered by World Class coaches
Course(s) for coaches to achieve World Bowls approved qualification.
- **Training of Technical Officials**
Provision of Training by qualified International Technical Officials
- **Guidance on Effective Administrative Infrastructures**
Guidelines will be made available for the establishment of effective management structures and constitutional requirements
- **Facilitating the Provision of Necessary Equipment**
In partnership with key stakeholders World Bowls aim to stimulate the supply of essential equipment to where it is most needed
- **Improving the Image of Lawn Bowls and Marketing it to New Potential Bowlers**
Expert advice and examples of best practice in relation to the marketing and promotion is available along with a media pack to assist in 'selling' the sport of bowls to a target market.
N.B. Financial assistance is not available for capital expenditure projects e.g. green or clubhouse construction or maintenance costs.

Whilst World Bowls has allocated resources to support the delivery of its Development Strategy, it will primarily perform the role of a facilitator. It will construct Assistance Packages which will involve organising appropriate assistance to remedy/alleviate the specific deficiencies which are hindering the development of our sport in individual nations. The delivery of these 'packages' will be made more achievable by attracting meaningful contributions from those nations receiving assistance, along with support from the larger member nations, and key stakeholders. Assistance Packages will be tailored to the individual needs of the recipient nations and the economic considerations involved.

Who will benefit from the Development Strategy?

There is a huge gap between the countries with accomplished and effective operational structures and those who are severely disadvantaged in infrastructure terms. The review and relaunch of this Development Strategy is a reaffirmation of the World Bowls Board's commitment to its smaller M.N.A.s and emerging countries.

World Bowls fully acknowledges its responsibility for preserving and growing, its global membership. The world- wide survey has identified where many of the weaknesses in infrastructure lie and which countries have specifically asked for assistance. Research by the Board's Regional Directors has also identified countries where our sport is establishing a foothold and where it needs assistance to gain the necessary momentum to become nationally and internationally recognised. The Strategy will embrace action to cater for all these situations.

Eligibility: Whilst every application will be assessed on its merits the World Bowls Development Strategy is primarily aimed at supporting our emerging and smaller nations.

Scope: Applications from any eligible nation in our 5 regions. Applications are to be assessed against the set criteria and the detailed knowledge obtained by the Regional Directors.

General Considerations: Whilst practical examples of the assistance available are already shown within the Strategy it goes without saying that the scale of the expected benefit which will accrue to the sport of bowls will be a key factor in prioritising applications. e,g major projects to enhance participation (particularly from indigenous populations/ ethnic minorities) would be high priority. Similarly applications which attract other additional funding sources will assist with it achieving World Bowls approval.

How will the Development Strategy be delivered?

This is where the regional approach to development comes to the fore with the Regional Directors playing a key role in the delivery of the Development Strategy. That said, it will be necessary for the whole initiative to be monitored and managed through the World Bowls Office by the Chief Executive together with his Assistant.

The key stages of the Delivery Plan will be:-

1. Relaunch of the Development Strategy and circulation to M.N.A.s, Associate and Development Members.
2. Invitation to identified member authorities to submit applications for assistance. Standardised application forms will contain the conditions attached to the provision of assistance. e.g. agreement to contribute to that provision etc
3. Regional Directors will work with bidding authorities to assist in the drawing up of their applications, which must include a detailed inventory of current functionality and infrastructure provision. This will identify – Why assistance is needed? What exactly is needed? What will the benefits be? What is the estimated cost?
4. Recommended ‘Delivery Plans’ will then be drawn up by Regional Directors in conjunction with individual nations. These must be what is known as ‘SMART’:-
5. Specific – Delivery Plans must include a clear and detailed description of the support required by individual national authorities and a detailed schedule of how it can be provided. This will necessarily include the identification of the nature, and sources, of the resources required to implement the Delivery Plans.

How will the Development Strategy be delivered?

Measurable – Delivery Plans must also clearly identify how the success/outcomes of the proposed development proposals will be measured. It is essential to show what progress has been made. Performance indicators must be identified for each development initiative e.g. ‘By the end of year one, the aim may be to have utilised the services of a top quality bowls coach to instruct X coaches within a bowling nation. By the end of year 2 the aim may be to have “y” coaches within the association delivering its own coaching programme and by the end of year 3 the aim may be to have its own body including elite standard coaches.’

Achievable – Development programmes must be achievable and importantly they must be capable of being funded. This can only be demonstrated by identifying targets, timescales, outcomes and funding sources. Discussions with Regional Directors will need to identify accessible sources of funding/resources with an expectation that applicants will need to find core funding for their development projects. World Bowls will coordinate the provision of the assistance required through its Regional Directors. Regional Directors must ensure that the assistance sought can be provided effectively and economically. In order to achieve the determined objectives there must be careful thought and control to ensure that proposals are not seeking to achieve too much too soon.

Realistic – This again places a great deal of onus on the Regional Directors and their Region’s constituent national authorities to ensure that all proposals are fully capable of being implemented. Therefore careful governance needs to be in place to ensure that ambitions are realistic, where proposals must match the resources available and operate within realistic timescales.

Timed – In order to evaluate the progress of any project it is necessary to build in clear timelines and ongoing monitoring. Specific dates will be required for progress reports. These will be submitted by the Regional Directors to the Chief Executive.

Following the detailed assessments by the Regional Directors their recommendations will be submitted to the Board following scrutiny by the Chief Executive’s office in consultation with the Chairman of the Board. Prioritisation will be determined by the Board and financial monitoring will be undertaken by the Chief Executive’s office.

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Summary

This Strategy is intended to provide a practical means of redressing the needs and deficiencies currently experienced by the majority of bowling nations across the globe. It is a genuine invitation to these small and emerging member authorities to access valuable resources to assist their development.

In doing so the current Board fully acknowledges its responsibilities for both sustaining and growing its global community. The successful development of our sport worldwide is an overarching priority. This review and implementation of this global Development Strategy is seen as a fundamental step in achieving this. Its effectiveness will be greatly enhanced by securing the support of all key stakeholders – the larger M.N.A.s; manufacturers, and other related bodies. The World Bowls Board looks forward to establishing a constructive working relationship with these interests to deliver the necessary development assistance worldwide to enhance and strengthen our sport.