



National Federation Lithuanian Badminton Federation (LBF)

IMPORTANT: This form, duly completed and signed along with the documents indicated under “Attachments required,” should be sent to Olympic Solidarity no later than 3 months before the start of your action plan.

Activity Name Building Bridges to ELITE

Length of the programme Start date: 01/06/2026 **End date:** 01/06/2027

Sport Selection Sport: Badminton **Discipline:** Men’s Singles, Women’s Singles, Men’s Doubles, Women’s Doubles, Mixed Doubles

How and why did you select this sport/project? This project is a continuation of successful initiatives in 2023 and 2024. In 2023, the Lithuanian Badminton Federation (LBF), with international experts, developed a comprehensive Strategic Plan covering the five pillars of a sport federation:

- Good Governance
- More People involved (coaches, officials, administrators, volunteers, players)
- High Performance and Talent Development
- National and International Events
- Strengthening the Base of the Federation

A detailed report on this successful project was submitted to the National Olympic Committee and International Olympic Committee.

Building on this foundation, in 2024 the LBF established National Teams in all internationally recognised age categories and launched regular training camps with international expert support supplemented by young Lithuanian coaches. The 2024 project also created a Talent Pathway to guide young players toward elite level.

The next logical step is to further strengthen the Talent Program for both players and coaches, enabling competitive performance at European and global levels. With a focus on developing female players, the LBF aims to integrate at least one dedicated female coach into the National Teams coaching staff.

For these reasons, the LBF has selected the project “**BUILDING BRIDGES TO ELITE**”, targeting players born 2008-2010 — the strongest current junior groups, often competing together in



doubles combinations. This even-year birth cohort benefits from additional major event opportunities in their final junior year (U15 and U19 championships occur in even years), making sustained group training essential for a smooth transition to elite level.

Has this project been developed by a former OSC participant? Yes No

CURRENT SPORT STRUCTURE

Athlete Development and Support Players begin badminton in 30 clubs under certified coaches, learning core game principles. However, most clubs and players face limited development opportunities due to shortages of court time (shared with other sports) and outdated coaching methods.

To address this, the LBF introduced monthly National Team practice camps, plus Summer and Winter intensives, providing selected players with approximately 175 additional high-quality practice hours annually under recently educated coaches.

National Team players are actively encouraged and financially supported to compete in international events, following the yearly plan prepared by the Technical Director and approved by the Executive Board.

The current focus is on players born 2008-2010 — the federation’s strongest junior group. These even-year birth players frequently form successful doubles partnerships across age boundaries and benefit from extended eligibility for major events, making continuous group training critical for elite transition.

Capacity Development The LBF has identified a pressing need to upgrade coaching standards, as most current coaches completed their education years ago when Lithuanian badminton focused primarily on national-level goals. With the establishment of National Teams in all age categories and recent successes — such as the first official European U15 medal in 2024 and strong U17 European rankings in 2025 — the demand for modern, international-standard coaching has grown significantly.

Many club coaches still view existing methods as sufficient, yet rapid global player development requires updated knowledge in tactics, physical/mental preparation, periodization, and female-specific training.

This 12-month, high-impact project **“BUILDING BRIDGES TO ELITE”** directly addresses these gaps by:



- Building targeted capacity in a core group of 3 Lithuanian coaches (including at least 1 dedicated female coach to promote gender balance and support female player development).
- Integrating 2 international experts for focused mentorship, guest sessions, and practical knowledge transfer during 12 planned activities/visits (July 2026 to May 2027), including key periods around the 2026 European Junior Championships and BWF World Junior Championships.
- Delivering hands-on experience: Lithuanian coaches will lead most sessions for the selected players born 2008-2010, receive expert feedback, and apply learnings in real-time at major benchmarks.

Expected outcomes by 1 June 2027:

- Lithuanian coaches equipped with advanced practical skills and international exposure, enabling independent delivery of elite-level camps.
- The female coach fully integrated into National Team staff, serving as a role model and contributing to gender equity.
- A strengthened Talent Pathway with measurable player progress, creating a sustainable pipeline from club to elite level.
- Enhanced overall federation capacity to advance the High Performance and Talent Development pillar.

To amplify the project's reach, the 3 Lithuanian coaches will systematically transfer modern coaching methods, tactical concepts, periodization, mental preparation, and gender-specific training to club and regional levels through workshops, practical sessions, and coach education modules.

Participating players will also bring advanced drills, recovery routines, and professional attitudes back to their home clubs, creating a powerful trickle-down effect. This deliberate knowledge-dissemination strategy strengthens the entire pyramid of Lithuanian badminton development and ensures long-lasting nationwide improvements.

Governance The Lithuanian Badminton Federation (LBF) is a democratic, member-based organization comprising 30 affiliated clubs. It is governed by a board of 10 members, including the President, General Secretary (who also serves as CEO), Treasurer, and other elected representatives. Strategic policies, annual budgets, and major decisions are determined at the



Annual General Meeting (AGM), where each club has voting rights. In certain cases a qualified 2/3 majority is required.

Day-to-day management is handled by the General Secretary — the only paid, half-time professional staff member — with all other roles filled by volunteers. This structure ensures democratic accountability, but the heavy reliance on one half-time professional has become a growing bottleneck with the expansion of high-performance activities.

Initiatives are underway to reform the board structure by creating functional working groups/committees (e.g., for High Performance/Talent Development) to distribute responsibilities and reduce dependency on a single individual. These reforms will be progressed during the project through practical testing during expert visits and major championships.

Financial governance remains robust through independent annual audits, with results presented and approved at the AGM.

Organisational Effectiveness The most significant bottleneck identified in the 2023 Strategic Plan remains the heavy reliance on one half-time professional for coordination, grant applications, tournament organization, camp logistics, and international representation. This limits progress in other pillars such as “More People involved”, “National and International Events”, and “Strengthening the Base”.

Despite this challenge, the LBF has demonstrated strong organizational resilience by independently implementing follow-up actions after the 2023 project, achieving the first official European U15 medal in 2024 and strong junior rankings in 2025.

The **“BUILDING BRIDGES TO ELITE”** project will enhance organisational effectiveness by:

- Using the momentum of 12 expert visits, intensive camps, and two major championships to test and refine operational processes.
- Advancing board restructuring and establishing functional working groups.
- Strengthening internal coordination and accountability through structured project phases and regular evaluation.
- Promoting gender equity by integrating a female coach into the National Teams staff.

Expected Outcomes by 1 June 2027:



- More distributed governance structure with at least one active working committee.
- Reduced operational bottlenecks and improved efficiency.
- Stronger capacity to sustain training camps and the Talent Pathway beyond the project.

Resource Mobilisation The LBF has successfully mobilized resources for the 2023 Strategic Plan and 2024 National Teams project through targeted applications and partnerships. However, with only a half-time professional handling submissions, scaling resource mobilization remains challenging.

This 12-month project will strengthen resource mobilization by building internal capabilities to prepare stronger applications and foster new partnerships. Success in the Talent Program and female coach inclusion will create compelling success stories to attract additional sponsors and grants.

Sustainability The LBF operates with strong democratic and financial sustainability mechanisms: decisions are taken at the AGM, accounts undergo independent annual audits, and financial statements are approved by members.

The federation has proven its self-reliance by independently implementing the 2023 Strategic Plan recommendations and achieving tangible results in 2024 and 2025 without continued external support.

The “**BUILDING BRIDGES TO ELITE**” project reinforces sustainability by institutionalizing new coaching methods, talent structures, and governance improvements, creating lasting internal capacity across all five Strategic Plan pillars.

Weak points of your current national system framework The most critical weakness remains the governance bottleneck: heavy dependence on a single half-time professional (General Secretary). This limits capacity for proactive grant applications, event organization, and balanced development across all Strategic Plan pillars.

A second weakness is uneven progress, with slower advancement in “More People Involved”, “National and International Events”, and “Strengthening the Base”. Board restructuring is the key solution to unlock broader progress.

Strong points of your current national system framework The strongest pillar is the rapid development of High Performance and Talent Development. The establishment of National Teams across all age categories and regular training camps has delivered tangible results, including the first European U15 medal in 2024 and strong junior rankings in 2025. The framework



demonstrates resilience and the ability to produce competitive international results with limited resources.

Analysis of requirements for the development of the coaching education in your National Federation Most Lithuanian coaches completed their formal education years ago, with limited international exposure. Recent breakthroughs and the establishment of National Teams have created an urgent need for modern, international-standard coaching methods in tactics, physical/mental preparation, periodization, and female-specific training.

The absence of a systematic ongoing coach education structure creates a significant gap. The **“BUILDING BRIDGES TO ELITE”** project addresses this by providing targeted practical upskilling for 3 Lithuanian coaches (including 1 female) through 12 expert visits, hands-on leadership, and structured knowledge transfer to club level — laying the foundation for a more robust coach education framework.

Action plan proposed – Clear breakdown of projected phases

Overall Project Objective To deliver a high-impact 12-month acceleration of the LBF Talent Program, enabling selected players born 2008-2010 to bridge toward consistent European and global elite-level competitiveness through structured training camps, targeted mentorship from 2 international experts across 12 visits/activities, development of 3 Lithuanian coaches (including 1 dedicated female coach), and participation in the 2026 European Junior Championships and BWF World Junior Championships as key benchmarks.

Projected Duration: 1 June 2026 – 1 June 2027 **Target Group:** Selected players born 2008-2010
Core Delivery Team: 3 Lithuanian coaches (incl. 1 female) + 2 international experts **Key Benchmarks:** 2026 European Junior Championships (Tatabánya, Hungary, 18-29 August) and BWF World Junior Championships (12-18 October 2026)

Phase 1: Program Launch, Initial Camps, and Summer Intensification (Months 1-3: June–August 2026) Objectives: Establish project structures, launch intensive training, and prepare for the European Juniors. **Key Activities:**

- Finalize player selection based on Talent Pathway criteria.
- Onboard 3 Lithuanian coaches and engage 2 international experts.
- Launch monthly training camps and a 10-day summer intensive.
- Conduct initial coach development workshops and assign responsibilities to the female coach.



- Hold key expert visits (e.g., 8-19 July and 10-14 August 2026).
- Begin board restructuring discussions. **Responsible:** Technical Director (coaching), General Secretary (coordination and logistics). **Expected Outcomes:** Full team operational, 60-80 high-quality training hours, early improvements, and board reform initiated.

Phase 2: Peak Competition Preparation, European Benchmark, and Post-Euros Consolidation (Months 4-6: September–November 2026) Objectives: Maximise performance at the European Juniors and maintain momentum toward the World Juniors. **Key Activities:**

- Continue monthly camps with focus on match simulation and mental preparation.
- Lithuanian coaches lead sessions with expert mentorship (e.g., September and November visits).
- Participate in the 2026 European Junior Championships (Tatabánya, Hungary, 18-29 August).
- Conduct post-event review and begin World Juniors preparation. **Responsible:** Full coaching team and General Secretary (travel and logistics). **Expected Outcomes:** Competitive performances at Euros, real-time international insights for coaches, and refined individual plans.

Phase 3: Global Benchmark, Knowledge Transfer, Evaluation, and Sustainability Handover (Months 7-12: December 2026 – June 2027) Objectives: Achieve global exposure, consolidate gains, transfer knowledge, and ensure long-term sustainability. **Key Activities:**

- Continue monthly camps and remaining expert visits.
- Participate in the BWF World Junior Championships (12-18 October 2026).
- Deliver workshops for club coaches and facilitate player-to-club knowledge transfer.
- Perform comprehensive evaluation and document outcomes.
- Integrate all elements into the LBF annual calendar for 2027 onward.
- Submit final report to Olympic Solidarity and NOC Lithuania. **Responsible:** General Secretary (reporting and evaluation), Board and Technical Director (sustainability). **Expected Outcomes:** Global-level experience, 200+ training hours per player, empowered coaches, measurable multiplier effect at club level, and sustainable Talent Program framework.



Resources utilised The LBF will mobilize existing national and local resources, in-kind contributions from clubs, and targeted Olympic Solidarity support.

Human Resources:

- 3 qualified Lithuanian coaches (including 1 dedicated female coach) led by the Technical Director.
- 2 international experts for 12 visits/activities.
- General Secretary (Tadas Ivanauskas) for overall coordination and logistics.
- Volunteer board members and committed players.

Material and Infrastructural Resources:

- Training facilities in Vilnius, Kaunas and other key locations.
- Existing federation equipment supplemented as needed.

Financial Resources:

- LBF and national budget allocations (30-40%+ of costs).
- Grants from government, municipalities, private sponsors, and NOC Lithuania.
- Olympic Solidarity grant primarily for international experts, travel, and championship participation.

Partnerships: Collaboration with Badminton Europe and BWF.

Objectives / Expected Results **General Objective:** Accelerate the Talent Program and bridge selected players born 2008-2010 toward elite competitiveness while developing coaches and strengthening organizational capacity.

Specific Objectives and Expected Results:

1. Deliver intensive high-performance training → Players receive 200+ high-quality training hours with measurable improvements.
2. Rapidly build coaching capacity → 3 Lithuanian coaches (incl. 1 female) acquire advanced competencies and become independent.
3. Provide major international exposure → Competitive performances at 2026 European and World Junior Championships.



4. Promote gender equity → At least one female coach fully integrated into National Teams staff.
5. Strengthen organizational effectiveness → Functional working groups established and processes improved for long-term sustainability.

Overall Expected Impact: By 1 June 2027, empowered coaches, improved player performances, success stories for future funding, and strengthened capacity across all Strategic Plan pillars.

Sustainability of the project How will this project be carried forward by your NF after the departure of the experts? The project is designed with sustainability and local ownership from the start. International experts are engaged only for targeted mentorship and knowledge transfer. Lithuanian coaches will lead sessions from the beginning and will be fully independent by the end of the project.

All activities (camps, Talent Pathway updates, new coaching methods) will be institutionalized in the LBF annual calendar and funded through regular national sources (government grants, municipalities, sponsors, NOC). The board restructuring will reduce dependency on the General Secretary.

This approach mirrors the successful independent implementation of the 2023 Strategic Plan, which led to the 2024 European medal and strong 2025 rankings using only internal resources.

Outreach

Direct beneficiaries:

Category	Men	Women	Total
Coaches	2	1	3
Athletes	8	8	16



Administrators	1	-	1
Total	11	9	20

Indirect beneficiaries (estimated): At least 25–35 club coaches and around 250 younger players will benefit through regional workshops, peer learning in national camps, and the trickle-down effect from project players returning to their home clubs with new methods and attitudes.

National Coordinator Given name(s): Tadas **Family name(s):** Ivanauskas **Nationality:** Lithuania **Title:** General Secretary **Personal Email:** Tadas.ivanauskas@badminton.lt **Mobile:** +370 672 70222

Proposed Experts (2 experts)

1. **Martijn van Dooremalen** Date of birth: 19-02-1954 Nationality: Netherlands City: Oosterhout Email: martijvandooremalen@kpnmail.nl Mobile: +31 6 53 394 385
2. **Wojciech Szkudlarczyk** Date of birth: 08-01-1986 Nationality: Polish City: Wiry Email: w.szkudlarczyk@powerbad.com Mobile: +31 6 53 394 385

Planning – Visit(s) by expert

- 08/07/2026 – 19/07/2026
- 10/08/2026 – 14/08/2026
- 04/09/2026 – 06/09/2026
- 25/09/2026 – 27/09/2026
- 04/11/2026 – 08/11/2026
- 04/12/2026 – 06/12/2026
- 28/01/2027 – 28/01/2027 (preliminary)
- 17/02/2027 – 21/02/2027 (preliminary)
- 03/12/2027 – 03/14/2027 (preliminary)
- 04/23/2027 – 04/25/2027 (preliminary)
- 05/21/2027 – 05/23/2027 (preliminary)