



Badminton Europe Confederation (BEC)
Integrated development plan 2018

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1. Introduction

This Badminton Europe (BEC) Development Strategic Plan is the tool by which to organise, evaluate and guide all BEC development activities. It provides the aims of our activities, all useful information regarding the activities and the guidelines for the development of the activities. This Strategic Plan (SP) should be a dynamic plan that is evaluated every year and by which our development activities be assessed yearly.

All individual action items within this plan need to be listed and planned, performed and evaluated on a periodical basis. Changes to this plan and the budget need to be documented in the plan so this tool is always the most updated instrument in the Badminton Europe Development strategy.

The Development strategy is fully aligned with the overall BEC Strategy and is appropriately linked with the strategy for Development of the Badminton World Federation (BWF).

2. Analysis of Member Associations

2.1 Description of the analysis

The analysis is based on the 2016 BWF survey. These four values were created:

Advanced in **green** – most developed Member Associations

Established in **blue** – more developed Member Associations

Developed in **yellow** – developed Member Associations

Developing in **red** – developing Member Associations

Advanced	
Denmark	
England	
France	
Germany	
Spain	

Established	
Belgium	
Ireland	
Netherlands	
Poland	
Scotland	
Switzerland	
Turkey	
Russia	
Sweden	

Developed	
Austria	
Belarus	
Bulgaria	
Croatia	
Cyprus	
Czech Republic	
Estonia	
Finland	
Greece	
Hungary	
Iceland	
Israel	
Italy	
Latvia	
Lithuania	
Luxembourg	
Norway	
Portugal	
Romania	
Slovakia	
Slovenia	
Wales	
Ukraine	

Developing	
Albania	
Armenia	
Azerbaijan	
BiH	
Faroe Islands	
Georgia	
Gibraltar	
Greenland	
Liechtenstein	
Macedonia	
Malta	
Monaco	
Montenegro	
Moldova	
Serbia	

The questionnaire consists of questions in the five main groups from Administration, Communication, Participation, Events and High Performance and a generic group of 'General Questions'. The countries are grouped based on the answers which are reflected from the 'Legend for BWF Survey' document.

2.2 Criteria (Legend for BWF Survey)

Part of the Legend for BWF Survey document

Categories of development of MA - legend		Developing	Developed	Established	Advanced
Administration			5 out of 7	5 out of 7	5 out of 7
1	Strategic plan in years	No plan	1 year plan	2 - 3 year plan	4 years or more
2	Employed full time administration staff	0	0,5 - 1	2 - 5	6 or more
3	Annual turnover in USD	0 - 24.999	25.000 - 49.999	50.000 - 249.999	250.000 or more
4	Type of sponsorship accessed	No sponsorship	Donations from badminton members/friends	Sponsors who provide cash or in-kind support	Commercial contracts to support key activities
5	Government support received	No support	Occasional grants	Support of specific events or individual athletes	Comprehensive grant structure
6	Player Member registering system	None	Manual (by post)	Electronic (by fax or PDF etc.)	Integrated online system
7	Level of integration of para-badminton	None	Have players - not organised	Agreement - Para-sport org	Fully integrated
Communication			4 out of 6	4 out of 6	4 out of 6
8	Website	None	Basic (information pages only)	Intermediate (information + integrated social media)	Advanced (customised design including video etc.)
9	Website traffic - visits per month	0 - 999	1.000 - 4.999	5.000 - 9.999	10.000 or more
10	Facebook likes	0 - 999	1.000 - 4.999	5.000 - 9.999	10.000 or more
11	Twitter followers	0 - 99	100 - 999	1.000 - 4.999	5.000 or more
12	YouTube subscribers	0 - 99	100 - 999	1.000 - 4.999	5.000 or more
13	Instagram followers	0 - 49	50 - 199	200 - 499	500 or more
Participation			10 out of 13	10 out of 13	10 out of 13
14	Badminton courts in the country	0 - 49	50 - 249	250 - 999	1.000 or more
15	Accessibility of equipment	Not available	Difficult to Find	Mostly available	Easy to buy
16	Clubs in the country	0 - 5	6 - 19	20 - 49	50 or more
17	Estimated players	0 - 999	1.000 - 9.999	10.000 - 99.999	100.000 or more

2.3 Result

Part of the results

<i>Nr</i>	<i>Country</i>	<i>Administration</i>	<i>Communication</i>	<i>Participation</i>	<i>Events</i>	<i>High Performance</i>	<i>Result</i>
1	Albania	Red	Red	Red	Red	Red	Red
2	Armenia	Red	Red	Red	Red	Red	Red
3	Austria	Blue	Red	Yellow	Yellow	Yellow	Yellow
4	Azerbaijan	Red	Red	Red	Yellow	Red	Red
5	Belarus	Yellow	Red	Red	Yellow	Yellow	Yellow
6	Belgium	Green	Yellow	Blue	Blue	Blue	Blue
7	BiH	Red	Red	Red	Yellow	Red	Red
8	Bulgaria	Yellow	Red	Yellow	Yellow	Yellow	Yellow
9	Croatia	Red	Red	Yellow	Yellow	Yellow	Yellow
10	Cyprus	Blue	Red	Red	Yellow	Yellow	Yellow
11	Czech Republic	Blue	Red	Yellow	Yellow	Yellow	Yellow
12	Denmark	Green	Green	Green	Green	Green	Green
13	England	Green	Green	Green	Green	Green	Green
14	Estonia	Blue	Red	Yellow	Yellow	Yellow	Yellow
15	Faroe Islands	Yellow	Red	Yellow	Red	Red	Red
16	Finland	Green	Yellow	Yellow	Green	Yellow	Yellow
17	France	Green	Green	Green	Green	Green	Green
18	Georgia	Red	Red	Red	Red	Red	Red
19	Germany	Blue	Red	Green	Green	Green	Green
20	Gibraltar	Red	Red	Red	Red	Red	Red
21	Greece	Yellow	Red	Yellow	Yellow	Yellow	Yellow
22	Greenland	Yellow	Red	Red	Red	Red	Red
23	Hungary	Yellow	Red	Yellow	Yellow	Yellow	Yellow

3. Activities

3.1 Administration and governance

3.1.1 Administration Staff

Description of current structure

The Badminton Europe office consists out of the following staff:

General Secretary
Two Senior Managers
Five Managers
Four Junior Managers
Interns on ad-hoc basis

Deliverables

- Implementing the objectives in the Badminton Europe Strategic Plan
- Implementing the policies set by the Badminton Europe Board of Directors
- Providing a professional and efficient service to the Board of Directors and the Member Associations
- Planning and organising the Annual Congress which includes the BEC Forum, the Annual Delegates' Meeting and the Awards Gala Evening.
- Determining the Development needs of the various Member Associations through detailed assessment and analysis based on the BWF survey.
- Amendment of pre-set development criteria based on communication with the respective Member Associations
- Helping new associations to be established
- Promote badminton as a world class sport
- Promote badminton as a Sport for All and as a healthy lifestyle option
- Ensure all project guidelines, reporting from activities and other relevant information are published and updated on the Development website
- Keep website updated on all activities as presented in the development plan
- Implement the development programs from the BWF
- Report to the BWF regarding the development programs
- Report the programme design & operations plan to the BWF
- Taking part in forums organised by the BWF
- Organise various European Championships
- Administer the level 4 tournaments
- Ensure all Member Associations (100%) are aware of programmes and activities available to them

3.1.2 The Annual Delegates meeting (ADM) and Gala

Description of current structure

Badminton Europe is each year organising the ADM in April. In connection to the ADM, BEC is organising the Gala.

Deliverables ADM

- Prepare the Annual report
- Organise the meeting

- Organise the logistics

Deliverables Gala

- Prepare the program of the evening
- Organise the logistics

3.2 Sport for All

The following programs and activities; Shuttle Time, BWF Coach Education Level 1 and Level 2, BEC Summer School, Regional Projects and Senior Badminton all fall under the Sport for All Commission. The main goal of the programs and activities are to increase participation.

3.2.1 Sport for All Commission

Description of current structure

The coordination of the sport for all programs and activities will be done by the Commission.

Deliverables for the Sport for all commission

- The sport for all commission meets two times per year.
- Monitor and discuss the progress of Shuttle Time in Europe
- Create ideas to improve the shuttle time programs
- Monitor and discuss the progress of the coach education level 1 and level 2 programs in Europe
- Create ideas to improve the coach education level 1 and level 2 programs
- Monitor and discuss the progress of the BEC Summer School
- Create ideas to improve the BEC Summer School
- Monitor and discuss the progress of the Regional Projects
- Create ideas to improve the Regional Projects
- Stimulate Member associations to apply for Olympic Solidarity courses
- Create programs and activities for Senior Badminton
- Help with the development of badminton within Special Olympics
- Discuss how to effectively manage and use resources

3.2.2 School badminton: Goal, strategies and KPI's for 2020

Goal and Strategies: To become one of the most popular school sports in Europe via implementation of the BWF shuttle time project. It is important to modify the Shuttle Time model to suit European implementation.

KPI 1: 40 countries implementing shuttle time by 2020

KPI 2: 20.000 teachers educated by 2020

KPI 3: 50 MA's organising Badminton School Championships.

KPI 4: increase the number of registered players in Europe to 1.000.000 by 2020

3.2.2.1 Shuttle Time

Description of current structure

"Shuttle Time" is BWF's Schools Badminton Programme. This programme aims to help teachers and coaches develop the skills, knowledge and confidence to plan and deliver safe and fun badminton lessons to children and youth. The BWF is working with its Continental Confederations and Members to

implement Shuttle Time worldwide since 2012. Badminton Europe is responsible for the implementation in Europe.

Badminton Europe is organising Shuttle Time Trainer/ Tutor courses. The goal of these courses is to educate trainers /teachers who can after they pass the course educate tutors/teachers in their home countries. This will make our Member Associations independent and they can run the courses themselves. It is very important that Badminton Europe keeps on organising these courses to secure that there are enough trainer / tutors to support the Member Associations with the implementation. Many federations are now independent and can educate their own people and therefore many of these courses will be organised in the coming years in regions where badminton is not widely known. We would also like to offer these courses in the local language. Badminton Europe is also supporting Member Associations by giving grants for their own courses. This support is based on participation.

Registered players

It is the goal of badminton Europe to assist Member Associations in seeking innovative methods to increase their number of registered members. Shuttle Time is a good tool to increase the number of registered players.

Target countries within future ideal project state

All countries – Advanced, Established, Developed and Developing Member Associations.

3.2.2.2 Current state of the project (updated September 2018)

The BWF Extranet was introduced to the Continental Confederations in August and the office staff is familiarizing with the Extranet. The extranet will serve as the platform for all Shuttle Time coordinators to store the information of the courses and participants.

As of September 2018, there are 17,262 Teachers and 826 Tutors in Europe.

For the full table with figures from 2012 – 2018, click [here](#).

Implementing countries:

The BWF's definition of 'implementing countries'

A MA is considered as an Implementing country if:

- A national Shuttle Time Co-ordinator has been appointed
- A delivery team of Shuttle Time tutors have been trained
- A national implementation plan has been developed
- Delivery and promotion of Shuttle Time activities are conducted for teachers and children on an annual basis
- Communication and regular reporting of courses is established between national Shuttle Time Co-ordinator and the CC

27 countries are implementing Shuttle Time. Finland, Russia and Scotland are using parts of Shuttle Time but are not able to implement Shuttle Time due to the regulations in these countries.

3.2.2.3 Equipment (School Set)

Description of current structure

To make the implementation of Shuttle Time easier for our Members Associations Badminton Europe is giving YONEX school sets away to the tutors and schools who/which are running the courses. This support is only available for the countries that are in the implementation phase. A school set consists of 16 rackets, four nets and 24 shuttles. It is also possible for the Members Associations to buy school sets at reduced prices where Badminton Europe pays for the transport.

Target countries within future ideal project state

All countries – Advanced, Established, Developed and Developing countries.

3.2.2.4 Current state of the project

As of September 2018, 539 sets have been sent this year. More promotion will be done this year in order to promote the sale of the school sets.

3.2.2.5 Badminton School Championships

Description of current structure

Badminton Europe would like the MA's who are implementing Shuttle Time to organise school championships to support and give more status to the project

3.2.2.6 Current state of the project

48 countries currently have school championships.

3.2.2.7 School badminton: Goal, Strategies and KPI's for 2020

KPI 1: To have 40 countries implementing Shuttle Time

KPI 2: 20,000 teachers educated by 2020

3.2.3 Coach Education Level 1 and 2: goal, Strategies and KPI's for 2020

Goal and Strategies: To have well informed, educated and talented coaches on grass root level in the European badminton system by enabling the MA's to become self-sufficient in educating coaches on the entry level.

KPI 1: 49 of MA's delivering a coach education program by 2020

KPI 2: 39 of MA's delivering coach education courses of minimum level 2 by 2020

KPI 3: minimum 10 MA's applying for Olympic solidarity courses per year

3.2.3.1 BWF Coach Education Level 1 and Level 2

Description of the activity

Badminton Europe (BEC) and The Badminton World Federation (BWF) are working closely together on the education of coaches. The BWF is in the progress of making a new global coach education program. It consists of 4 levels. The BWF Coach Education Level 1 is the first of the four levels in the Coach Education framework. Launched at the beginning of 2012, it is the most fundamental course for badminton coaches. The BWF Coach Level 2 was launched in December 2013 and is an Advanced Coaching Award catered for badminton coaches interested to plan and deliver a one year training program. The Coach Education Level 1 and Level 2 will be mainly used to support the less developed

MA's. It is our goal to organize one Level 1 and level 2 Tutor course per year to help our MA's with building up their coach education structures. A Coach Education course will be organized every year during the Badminton Europe Summer School. A Level 1 course will be organized on the even years and a Level 2 will be organized on the odd years.

Target countries within future ideal project state

Countries where Member Association falls under the Developed and Developing category.

3.2.3.2 Current state of the project

43 countries have delivered the **Coach Education Level 1** or similar level courses in their countries. The 9 countries which are yet to have coaches in such level are: Armenia, Austria, Azerbaijan, Georgia, Greenland, Liechtenstein, Macedonia, Montenegro and Ukraine.

As of September 2018, there are 1,051 Level 1 Coaches and 120 Level 2 Tutors in Europe.

The table below shows the numbers of Level 1 courses, certificated coaches and tutors per country from 2014 and 2018. (updated September 2018).

Nr.	Country	2014		2015		2016		2017		2018		Total number of Tutors	Total number of Coaches
		Coa.	Tut.	Coa.	Tut.	Coa.	Tut.	Coa.	Tut.	Coa.	Tut.		
	BEC	34	12	7	7	36	10	8	15	24	8	97	125
1	Bosnia Herzegovina	10											10
2	Cyprus			33				2		7			58
3	Czech Republic	13		10		13		7		7			50
4	Finland	13		10		18		18		17			76
5	Greece			46		15		13					104
6	Ireland	31		45		25		24				7	169
7	Latvia					9							9
8	Lithuania							15					15
9	Luxembourg									2			2
10	Romania	16		15		16							47
11	Slovakia	14		24		15		16		18			100
12	Slovenia			19				11					30
13	Spain	14	5	42		12		70		18		5	201
14	Sweden							24	11	31		11	55
	Total number of Tutors		17		7		10		26		8	120	
	Total number of Coaches	145		251		159		208		124			1051

For the full table with figures from 2011 – 2018, click [here](#).

29 countries delivered the **Coach Education Level 2** or similar level in their countries. The 23 countries which are yet to have coaches in such level are: Albania, Armenia, Austria, Azerbaijan, Bosnia Herzegovina, Georgia, Gibraltar, Greenland, Hungary, Iceland, Latvia, Liechtenstein, Lithuania, Macedonia, Malta, Monaco, Moldova, Montenegro, Portugal, Serbia, Slovenia, Sweden, Ukraine.

As of September 2018, there are Level 2 130 Coaches and 43 Level 2 Tutors in Europe.

The table below shows the numbers of Level 2 courses, certificated coaches and tutors per country from 2014 – 2018 (updated September 2018)

Nr.	Country	2014		2015		2016		2017		2018		Total number of Tutors	Total number of Coaches
		Coa.	Tut.	Coa.	Tut.	Coa.	Tut.	Coa.	Tut.	Coa.	Tut.		
	BEC	11	21	14	9	13		19	11	1	2	43	58
1	Cyprus							6					6
2	Czech Republic					5							5
3	Finland									13			13
4	Greece							1					1
5	Ireland			16		4							20
6	Romania							9					9
7	Spain			18									18
	Total number of Tutors		21		9				11		2	43	
	Total number of Coaches	11		48		22		35		14			130

The MA's marked in red do not deliver a coach education program

Category	Country	Category.	Country	Category	Country
Advanced (5)	DENMARK	Developed (23)	AUSTRIA	Developing (15)	ALBANIA
	ENGLAND		BELARUS		ARMENIA
	FRANCE		BULGARIA		AZERBAIJAN
	GERMANY		CROATIA		BiH
	SPAIN		CYPRUS		FAROE ISLANDS
			CZECH REPUBLIC		GEORGIA
			ESTONIA		GIBRALTAR
Established (9)	BELGIUM		FINLAND		GREENLAND
	IRELAND		GREECE		LIECHTENSTEIN
	NETHERLANDS		HUNGARY		MACEDONIA
	POLAND		ICELAND		MALTA
	RUSSIA		ISRAEL		MOLDOVA
	SCOTLAND		ITALY		MONACO
	SWEDEN		LATVIA		MONTENEGRO
	SWITZERLAND		LITHUANIA		SERBIA
	TURKEY		LUXEMBOURG		
			NORWAY		
			PORTUGAL		
			ROMANIA		
			SLOVAKIA		
			SLOVENIA		
			UKRAINE		
			WALES		

4 MA's, highlighted in red do not deliver a coach education program. $48/52 \times 100\% = 92,30\%$ of the MA's deliver a coach education program.

3.2.3.3 Olympic Solidarity courses

Description of the activity

There are two Olympic Solidarity (OS) courses programs: 1. Technical courses. The objective of this program is to offer training for coaches in all Olympic Sports. OS will only support courses that follow a structure utilizing approved International Federation syllabi (e.g. Level 1, Level 2 etc.).

National Associations wishing to benefit from an OS technical course grant should contact their National Olympic Committee (NOC) directly to apply for funding, as each year the NOCs will receive a budget from Olympic Solidarity for "national" technical courses. Once funding is approved, the BWF will then arrange the course in consultation with the relevant National Association.

In addition, Olympic Solidarity also supports regional courses. In these cases, the BWF liaises directly with OS to propose the organization of these courses on a regional basis and therefore, in the first instance, National Associations should liaise with the relevant IF Development Officer regarding hosting a regional course.

2. Development of a national coaching structure. This program was established to help a specific sport to develop a national coaching structure. It provides funding to National Olympic Committees (NOCs) to enable their National Associations to employ an experienced foreign coach for a specific period of time to help them set up or reinforce the whole national structure of a particular sport.

At the same time, it should allow persons at national level to acquire sufficient knowledge to be able to pursue this development on a long-term basis. It is important that NOCs, in liaison with their national associations, examine the current situation and develop an action plan to address weaknesses detected in certain areas.

The BWF's role is to assist in the selection of the foreign expert and offer technical support throughout the project. This expert would then work with the national association to establish a coherent and realistic long-term development plan, as well as training local coaches and establishing effective elite and grass roots programs at national level.

Badminton Europe wants to stimulate the less developed members to apply for these courses and in this way help with the development of the coach education structure in their country. The courses will mainly consist of a Shuttle Time course and/or a Level 1 Coach Education.

Target countries within current state of the project

Countries where Member Association falls under the Developed and Developing category.

3.2.3.4 Current state of the project

The table below shows the organised Olympic Solidarity courses from 2014 – 2018 (updated September 2018)

Year	Nr:	Country	Shuttle Time	Coach education	Structure program
2014					
	1	Armenia		x	
	2	Bosnia Herzegovina	x	Level 1	
	3	Romania		Level 1	
	4	Poland			x
2015					
	1	Romania		Level 1	
2016					
	1	Romania		Level 1	
2017	1	Romania		Level 2	
	2	Greece		Level 2	
2018	1	Cyprus		Level 1	

3.2.3.5 Coach Education Level 1 and 2: Goal, Strategies and KPI's for 2018

KPI 1: To organise a Level 1 tutor course.

KPI 2: To organise a Level 2 tutor course

KPI 3: To organize a Level 1 coach course

KPI 4: To have 1 MA without a coach education program implement the BWF coach education.

KPI 5: To have 10 MA's applying for Olympic Solidarity

3.2.3.6 Coach Education Level 1 and 2: Goal, Strategies and KPI's for 2020

KPI 1: 49 MA's delivering a coach education course by 2020

KPI 2: 39 of MA's delivering coach education courses of minimum Level 2 by 2020

KPI 3: minimum 10 MA's applying for Olympic Solidarity courses per year

3.2.4 International youth camps: Goal, Strategies and KPI's for 2020

Goal and Strategies: To organise BEC Summer School and Regional Projects annually to provide inspiration, international experience and network to junior players.

KPI 1: 40 MA's have players who receive international training experience through the BEC Summer School and Regional projects

3.2.4.1 BEC Summer School

Description of the activity

The Badminton Europe Summer School is a combination of a junior training camp for talented U17 players and a BEC/BWF Level 1 or 2 Coach Education courses. The BEC Summer School is open to all European nations. The complete training programme for the 8 days is managed by experts, staff coaches and staff from the Badminton Europe office. The staff coaches are experienced European Coaches and preferably National (junior) Coaches with a proven track record. The talented U17 players will be mainly coached and trained by the staff coaches. The staff coaches who are participating in the coach education course will be delivering training sessions to the talented U17

players under the guidance of the experts. The Summer School is organized by Badminton Europe on a yearly basis in cooperation with the hosting Member Association.

Target countries within current state of the project

- Advanced and Established Member Associations (National, B-level, U17 players)
- Developed and Developing Member Associations (National U17 players)

3.2.4.2 Current state of the project

Overview of the BEC Summer School: participation of players and MA's participated

Year	Place	Players	MA's
2012	Otočec, Slovenia	48	19
2013	Vejen, Denmark	51	17
2014	Vejen, Denmark	54	18
2015	Podcetrtek, Slovenia	40	15
2016	Podcetrtek, Slovenia	53	17
2017	Podcetrtek, Slovenia	42	14
2018	Podcetrtek, Slovenia	41	14

3.2.4.3 Regional Projects (RP)

Description of the activity

The focus of this programme is to encourage Member Associations to collaborate. Together they should form a development initiative to enhance the level of badminton in their region. The focus of the Regional Projects should be on the national junior players and should involve a minimum of 3 different nations. The aim is to develop MAs by encouraging and supporting international cooperation. In 2018 Badminton Europe has decided to support 12 Regional Projects with a budget of € 3.000 plus shuttles each.

Target countries within current state of the project

All countries – Advanced, Established, Developed and Developing Member Associations.

3.2.4.4 Current state of the project

Number of RP projects, countries and players involved in 2018

Nr:	Host country	City/ country	date	Countries taking part	Age	Players per country
1	France	Aire sur la lys, France	2-6 May 2018	FRA, GER, DEN, BEL, FIN, POL	U15-17 girls	6 each
2	Iceland	Akranes, Iceland	20-26 June 2018	ISL, FRO, GRL	U13-17	6 each
3	Albania	Korca, Albania	25-30 June 2018	ALB, GRE, MAC, SRB	U15-U17	6 each
4	Israel	Hatzor, Israel	30 June-5 July 2018	CYP, GRE, ISR	U17	6 each
5	Slovenia	Mirna, Slovenia	15-21 July	SLO, CRO, SRB	U19	8 each
6	Armenia	Yerevan, Armenia	15-21 July 2018	ARM, GEO, RUS	U13-15	6 each
7	Germany	Brig, Switzerland	28 July-3 August	SUI, AUT, GER	U17-19	around 10 each
8	Faroe Islands	Torshavn, Faroe Islands	4-9 August 2018	FRO, DEN, SWE, NOR, FIN, ISL, GRL	U13-15	8 each
9	Serbia	Kragujevac, Serbia	5-10 August 2018	ROU, BUL, AUT, HUN, SRB, SVK	U13-U15 girls	3 each
10	Latvia	Klaipeda, Lithuania	11-16 August 2018	LAT, LTU, EST, BLR	U15	4 boys, 4 girls each
11	Slovakia	Trencin, Slovakia	12-19 August 2018	SVK, CZE, HUN, POL	U19	6 each (3 girls, 3 boys)

Georgia applied for one this year, but because of their affiliation to the BWF is still on standby, the support is not granted.

3.2.4.5 International youth camps: Goal, Strategies and KPI's for 2018

KPI 1: 40 MA's have players who receive international training experience through the BEC Summer School and Regional projects

3.2.5 Senior badminton: Goal, Strategies and KPI's for 2020

Goal and Strategies: To have focus on the senior segment of European badminton to ensure that there are offers for badminton to be played life-long.

KPI 1: have 40 countries organising national senior championships by 2020.

KPI 2: have an entry of minimum 1.000 players for the European Senior Championships in 2020.

3.2.5.1 Senior badminton

Description of the activity

To have focus on the senior segment of European badminton to ensure that there are offers for badminton to be played life-long.

Target countries within current state of the project

All countries – Advanced, Established, Developed and Developing Member Associations.

3.2.5.2 Current state of the project

Badminton Europe is getting information from MA's to know if they organize national senior championships.

3.2.5.3 Senior badminton: Goal, Strategies and KPI's for 2018

KPI 1: Ensure capacity of host of European Senior Championships.

KPI 2: Have an entry of minimum 1.000 players for the European Senior Championships in 2018.

3.3 High Performance

The following programs and activities; BWF Coach Education Level 3 and Level 4, Olympic Solidarity Scholarships, Certificated Training Centres and Centre of Excellence (COE) all fall under this area. The main goal of the programs and activities are to increase the level of high performance players in Europe.

3.3.1 High Performance Commission

Description of current structure

The coordination of the high performance programs and activities will be done by the commission.

Deliverables for the High Performance Commission

- The High Performance Commission meets two times per year.
- To ensure that players from all MA's have training experiences relevant to their stage of development, particularly provide sustainable long-term training opportunities for players whose MA does not offer a sufficient high performance set up
- Stimulate Member Associations to use Olympic Solidarity scholarships
- Monitor and discuss the Olympic Solidarity scholarships
- Discuss how Olympic Solidarity scholarships can be used best
- Create ideas, programs and activities to improve Sparring / cooperation across borders / continents
- Monitor and discuss the progress of the coach education level 3 and level 4 programs in Europe
- Create ideas to improve the coach education level 3 and level 4 programs
- Monitor and discuss the COE and other player development programs.
- Create ideas, programs and activities to improve player development
- Discuss how to effectively manage and use resources

3.3.2 Training facilitation: Goal, Strategies and KPI's for 2020

Goal and Strategies: To ensure that players from all MA's have training experiences relevant to their stage of development and particularly provide sustainable, long term training opportunities for players which MA does not offer a sufficient HP setup via CTC scholarships, Junior/Senior transition funding, regional projects and a permanent training centre.

KPI 1: badminton to remain as an Olympic Sport

KPI 2: 5 players/pairs in top 25 of the World Rankings in all disciplines in 2020

KPI 3: 5 medals at 2020 World Championships

KPI 4: 4 European medals at 2020 Olympic Games

KPI 5: 25 European passports at 2020 Olympic Games

KPI 6: 1 medal at 2018 Youth Olympic Games

3.3.2.1 Certificated Training Centres

Description of the activity

Badminton Europe is creating links with the National Training Centres of excellence within the Member Associations to assist the level of elite badminton players in Europe. The idea is to identify those centres that have the required standard and to establish a network of Badminton Europe Certificated Training Centres. Those centres cooperate on offering training for talented players from other Member Associations.

Badminton Europe is offering financial support in terms of scholarships to enable players to train at one of the Certificated Training Centres. The scholarship is to support talented players from Europe with training possibilities for a period of 2 – 12 weeks. Scholarships are for players who have the potential to qualify for future World Championships, Buenos Aires 2018 Youth Olympic Games and the Tokyo 2020 Olympic Games.

Target countries within current state of the project

Countries with Established, Developed and Developing Member Associations

3.3.2.2 Current state of the project

Badminton Europe has confirmed ten Certificated Training Centres

- Bulgarian National Training Centre in Sofia, Bulgaria
- Dutch National Training Centre in Arnhem, Netherlands
- Greve Training Centre in Denmark
- Odense Training Centre in Denmark
- Polish National Training Centre in Warsaw, Poland
- Spanish National Training Centre in Madrid, Spain
- Swedish National Training Centre in Uppsala, Sweden
- Swedish National Training Centre in Malmö, Sweden
- Dublin Training Centre in Ireland
- Bonn Training Centre in Germany
- Milan Training Centre in Italy

3.3.2.3 Centre of Excellence (COE)

Description of the activity

Badminton Europe would like to give more European players the chance to win medals at European Championships, World Championships and Olympic Games. At the moment it is nearly impossible for

players without a national high performance training centre to compete for these medals. Therefore, Badminton Europe has opened the COE in Holbæk, Denmark. The COE was opened on 1 September 2017 and gives players from Europe the chance to practice under professional conditions.

Target countries within current state of the project

Countries with Established, Developed and Developing Member Associations

3.3.2.4 Current state of the project

The COE has 18 players (September 2018) who practice 2 times per day from Monday until Friday. There are sparring players from the area who train occasionally at the COE. Badminton Europe gives scholarships to players and coaches to come to the COE. In the beginning of January 2019 the COE moves to the final destination; Sportbyen.

3.3.2.5 Training facilitation: Goal, Strategies and KPI's for 2018

KPI 1: To give players from less developed countries or players without a high performance centre the possibility to prepare for important tournaments

KPI 2: To give players the opportunity to experience different training methods from different cultures

KPI 3: To give national high performance centres the BEC CTC certification to increase the standard and the possibility to apply for more funding

KPI 4: To provide scholarships for players

KPI 5: To have 20 players at the centre by end of 2018

KPI 6: To raise the level of European players without a national high performance training centre

KPI 7: To increase the medal spread at WC and OG

3.3.3 Olympic solidarity scholarships: Goal, Strategies and KPI's for 2020

Goal and Strategies: Ensure that MA's are sufficiently informed of the possibilities of receiving scholarships for their players.

KPI 1: 25 MA's applying for Olympic Solidarity Scholarships for the 2020 Olympic Games

KPI 2: 20 MA's applying for Youth Olympic Solidarity Scholarships for the 2018 YOG

3.3.3.1 Olympic Solidarity Scholarships

Description of the activity's

There are two Olympic Solidarity scholarships programs 1. Scholarship for Athletes. The main objective of this programme is to offer athletes to access high-level training and support to play tournaments which enable them to try to qualify for the Olympic Games.

2. Scholarships for coaches. The main objective of this programme is to offer coaches access to high-level training outside of their respective countries. These scholarships provide the opportunity for coaches to receive short-term sports specific training, practical experience and theoretical knowledge, normally via an intensive residential course.

Coaches must be nominated by their National Association and approved by their National Olympic Committee. Potential candidates should have passed a Level 2 course or equivalent and have had practical experience as a coach at national/international level. Having completed their training, coaches will be called upon to pass on their knowledge and generally strengthen the position of badminton within their home country.

Badminton Europe wants to stimulate its Members associations to apply for these Scholarships and in this way help with the development of the high performance structure in their country.

Target countries within current state of the project

Countries with Established, Developed and Developing Member Associations

3.3.3.2 Current state of the project

Member Associations which are using the scholarship

No.	Country	players	Olympic year
1	England	Gabrielle ADCOCK	2020
2	England	Christopher ADCOCK	2020
3	England	Christopher LANGRIDGE	2020
4	The Netherlands	Mark CALJOUW	2020
5	Poland	Aneta WOJTKOWSKA	2020
6	Poland	Pawel PIETRYJA	2020
7	Portugal	Sónia CUNHA GONÇALVES	2020
8	Portugal	Sofia GONÇALVES SETIM	2020
9	Portugal	Bernardo ATILANO	2020
10	Portugal	Duarte Nuno ANJO	2020
11	Slovenia	Miha IVANIC	2020

3.3.3.3 Olympic Solidarity scholarships: Goal, Strategies and KPI's for 2018

KPI 1: To create a high performance centre where these athletes can practice

KPI 2: To educate more high performance coaches

KPI 3: To help develop the coach education structures in the less developed MA's

3.3.4 Coach education Level 3-4: Goal, Strategies and KPI's for 2020

Goal and Strategies: To have well informed, educated and talented coaches on international level in the European badminton system by offering Level 3 courses which shall serve as entry level to Level 4 courses offered by BWF.

KPI 1: Conduct a Level 3 course in 2018

3.3.4.1 Coach Education Level 3 and Level 4

Description of the activity

The BWF has finished the level 3 resources. A pilot course has taken place in Asia and another one will take place in September 2018 in Europe. After the two courses the resources will be finished.

Target countries within current state of the project

Countries with Advanced, Established and Developed Member Associations

3.3.4.2 Current state of the project

A pilot Level 3 course will be organised in the COE in September 2018

3.3.4.3 Coach education level 3-4: Goal, Strategies and KPI's for 2018

KPI 1: To organise a Level 3 course in the COE in 2018.

3.3.5 High Performance in MA's: Goal, Strategies and KPI's for 2020

Goal and Strategies: To facilitate education in how to prepare a high performance plan and how to implement this nationally via the BWF Players Pathway Education

KPI 1: 75% of MA's having a high performance plan by 2020

3.3.5.1 World Academy of Sport Player Pathway course

Description of the activity

The World Academy of Sport, in conjunction with the BWF has developed the Player Pathway Programme. The programme is focused on allowing National Federations to build a systematic approach to talent identification and athlete development for badminton in each country. Through the identification of short, medium and long term goals the programme highlights ways to maximize outputs at each stage of the player pathway. Badminton Europe will use this program to build up high performance structures in the less developed Member Associations.

Target countries within current state of the project

All countries – Advanced, Established, Developed and Developing Member Associations.

3.3.5.2 Current state of the project

Badminton Europe organised in close cooperation with WAOs a player pathway course in November 2017. 46 participants took part. We are planning to do another course in 2019. 43 MA's have a separate high performance plan.

3.3.5.3 High performance in MA's: goal, Strategies and KPI's for 2018

KPI 1: to find out how many MA's have a high performance plan.

KPI 2: To make a strategy to get more MA's to make a high performance plan

3.4 Circuit

3.4.1 Circuit Commission

Description of the activity

The coordination of regulations and structures around the circuits will be done by the commission.

Deliverables for the Circuits Commission

- The Circuits commission meets two times per year.
- To evaluate and discuss the regulations, format, presentation and execution of the Elite Circuit, the Junior Circuit and the U17 Circuit

3.4.2 Calendar: Goal, strategies and KPI's for 2020

Goal and Strategies: Ensure the sanction of all BEC Circuit tournaments.

KPI 1: keep the BEC calendars up to date at all times

3.4.2.1 Calendar: Description of the activity

The European tournament calendar shall show all sanctioned tournaments, including exact dates and venue, and also contains links to relevant entry lists and draws.

3.4.2.2 Current state of the project

The calendars are up-to-date, including all BWF sanctioned European Level 4-tournaments.

3.4.2.3 Calendar: Goal, Strategies and KPI's for 2017

Goal and Strategies: Ensure the sanction of all BEC Circuit tournaments.

KPI 1: keep the BEC calendars up to date at all times

3.4.3 Circuit structure: Goal, strategies and KPI's for 2020

Goal and Strategies: Govern and improve all BEC Circuit tournaments.

KPI 1: Introduce regulations improving the presentation of the tournaments

KPI 2: Ensure that the Badminton Europe branded material is sent to and displayed at all BEC Circuit tournaments

KPI 3: Appoint referees to all Junior Circuit and Elite Circuit tournaments

KPI 4: Support 15 Elite Circuit tournaments with Live score/Streaming coverage

KPI 5: Pre - and post-tournament articles are published from all BEC Elite Circuit tournaments on BEC website

KPI 6: Circuit Rankings to be updated 52 times per year

3.4.3.1 Circuit structure: Description of the activity

The Circuits are governed via Circuit Regulations in addition to the BWF General Competition Regulations. The Circuit Regulations shall be updated and adhered to, taking BWF regulations into consideration as well, for each of the age groups.

3.4.3.2 Current state of the project

The regulations for the 2017-season have been approved by the BEC Board of Directors and sent to BEC Member Associations and Technical Officials, and also published on the BEC website. Added requirements have been introduced, to improve the presentation, and more will follow up to 2020. Referees are being appointed, and their reports are being worked with – to enhance the delivery and presentation from each tournament. The communication department is working closely with organisers, where BEC is not presented with a photographer. The communication department is making the articles, including interview pieces with organisers and participating players.

3.4.4 MA Events

Description of activity

Set up relevant projects and facilitate MA's so that they would progress in their development level within the Events/tournaments area

3.4.4.1 MA Events: Goals, Strategies and KPI's for 2020

KPI 1: 80% of MA's achieving minimum developed status in events by 2020

KPI 2: 38% of MA's achieving minimum established status in events by 2020

KPI 3: 25% of MA's achieving advanced status in events by 2020

3.4.4.2 Current state of the project

Annual event management courses are held in cooperation with World Academy of Sport and BWF (through the BASIS program) in order to enhance domestic capabilities in event management in our MAs. Tournament organisers are invited to attend BEC and European BWF events as volunteers, as part of the BASIS program – for them to gain valuable experience for own domestic and international events.

3.4.5 Event's organisers education: Goal, strategies and KPI's for 2020

Goal and Strategies: Encourage and support MA's to have their events staff or local organisers educated via the BWF Events Administrators Education program

KPI 1: individuals from 20 organizers/MA's having participated in the BWF Events Administrators online education program by 2020

KPI 2: decrease administrative fines by 20% by 2020

3.4.5.1 Event's organisers education: Description of the activity

The World Academy of Sport and the BWF are developing the resources for the Sport events courses at the moment. When they are finished and ready to be implemented, Badminton Europe will start towards implementation of various levels in Europe. The exact target countries to be decided when the resources and program are finished.

3.4.5.2 Current state of the project

12 MAs attended the first course in 2017, and a second is duly held in December 2018. Administrative fines are decreasing – this being through education and dialogue with the organisers and MAs.

3.5 Major Events

3.5.1 Major Events Commission

Description of the activity

The coordination of regulations, TV/streaming, and structures around the BEC events programme, together with the structure around Technical Officials, will be done by the commission.

Deliverables for the Major events commission

- The Major events commission meets two times per year.
- To discuss the format, presentation and execution of European Championships
- To discuss the media deliveries from the European Championships
- To evaluate and discuss the structures around education and appointments of Technical Officials in Europe

3.5.2 Events allocation and preparation: Goal, Strategies and KPI's for 2020

Goal and Strategies: Ensure confirmed allocations and signed contracts well in advance of future events, to enable a smooth preparation.

Start cooperation with a future event host at the previous edition.

KPI 1: Contract signed 12 months before the start of the event

KPI 2: Website set up 6 months before the start of the event

KPI 3: Invitation and key dates published 4 months before the start of the event

KPI 4: Invite and meet next hosts of the same event

3.5.2.1 Events allocation and preparation: Description of the activity

BEC's events programme contains a number of events, which is offered to Member Associations for them to host. The events are allocated to bidding member associations, who submit bids based on the BEC Bidding Papers and relevant indicative rights (hosting) fees. Once the event is allocated, a detailed host contract is negotiated, and eventually signed between the two parties.

3.5.2.2 Current state of the project

BEC events are allocated by the Board of Directors, based on submitted bids. The BEC office and the Chairman for Major Events discuss the detailed hosting contract with the member association allocated the event. Once the contract is agreed between the two parties, the contract is signed by the BEC President and General Secretary – and the hosting member association. Not all events are allocated 12 months before the event is due to be held, but the BEC Board and the Events Department are constantly striving to make its events attractive to host, in order for them to be allocated in due time.

3.5.3 Events delivery: Goal, Strategies and KPI's for 2020

Goal and Strategies: Ensure professional delivery of each European Championships in accordance with confirmed regulations and agreements.

KPI 1: deliver each event in accordance with relevant regulations, BEC events manual and in accordance with the signed event contract

3.5.3.1 Events delivery: Description of the activity

European Championships shall be organised in accordance with the signed event contract, the BEC Events Manual and relevant regulations. BEC shall oversee that contracts and regulations are being adhered to.

3.5.3.2 Current state of the project

A detailed event contract is agreed and signed between BEC and the member association allocated (to host) the event. The contract contains agreements on various areas, such as obligations for each party, rights and restrictions and financial considerations.

3.5.4 Events evaluation: Goal, Strategies and KPI's for 2020

Goal and Strategies: Ensure improvements of all future European Championships.

KPI 1: evaluate executed events and consider changes to future deliveries and to the events structure

3.5.4.1 Events evaluation: Description of the activity

Executed events shall be evaluated, with the goal of optimising and improving areas where possible and feasible.

3.5.4.2 Current state of the project

Executed events are evaluated, and recommendations for changes (either to regulations or to future host contracts) are made. That being through dialogue with many stakeholders, such as players, officials, organisers, media and partners/sponsors. Both regulations and contracts are approved by the Board of Directors.

3.5.5 Technical officials: Goal, Strategies and KPI's for 2020

Goal and Strategies: Ensure both the required quantity and quality of European Technical Officials via a solid and transparent education, assessment and appraisal program.

KPI 1: organize umpire courses and assessments, to ensure a pool of 75 BEC Accredited umpires and 50 BEC Certificated umpires

KPI 2: identify European Umpires suitable for BWF Accredited level, with a passing rate of 75% in connection with their assessments

KPI 3: organize referee courses and assessments, to ensure a pool of 20 BEC Continental Referees

KPI 4: identify European Referees suitable for BWF Accredited level, with a passing rate of 60% in connection with participation in BWF workshops and eventual assessments

KPI 5: selection of BWF Line judges in accordance with BWF guidelines

3.5.5.1 Technical officials: Description of the activity

Referees, umpires and line judges are together recognized as "Technical Officials". They shall ensure that matches and tournaments are carried in accordance with relevant regulations and requirements. BEC is educating and appointing technical officials in connection with own and/or BWF Major Events.

3.5.5.2 Current state of the project

BEC is annually conducting 2-3 umpire education courses, to evaluate new aspiring international umpires, coming forward on the international stage. Each umpire attending is evaluated, and given feedback towards a future assessment opportunity.

BEC is annually conducting 2-3 umpire assessments, where umpires attending are evaluated towards progression in their international career.

BEC is annually conducting 2-3 umpires appraisals of already international graded umpires, where umpires attending are evaluated towards possible future assessment opportunities.

BEC is once every 2-3 years conducting a referee course, to evaluate new aspiring international referees, coming forward on the international stage. Each referee attending is evaluated, and given feedback towards future assessment opportunities.

BEC is annually conducting 4-6 referee assessments, where the assessed referee is being evaluated towards progression in their international career. If successful, the referee is given a Continental referee status, and can officiate in European Level 4-tournaments.

BEC is nominating European BWF-umpires to BWF towards BWF World Tour tournaments and Major Events.

BEC is nominating European BWF-line judges to BWF towards BWF Major Events.

BEC is nominating European BEC-certificated umpires for BWF-accredited assessments

BEC is nominating European Continental Referees to attend BWF-workshops, towards becoming BWF-accredited referee.

BEC is collecting nominations and making the selection of umpires for BEC Major Events.

BEC is appointing the referee for each of the European Level 4-tournaments and European International Junior (U19) tournaments and paying travel costs and daily allowance in this connection.

BEC is appointing the referee team for each of the BEC Major Events and paying travel costs and daily allowance in this connection.

BEC pays a travel grant of 200€ for each international umpire selected for BEC Major Events.

3.5.6 Television and streaming: Goal, Strategies and KPI's for 2020

Goal and Strategies: Television from European Championships, European Mixed Team Championships and European Men's & Women's Team Championships produced and delivered in accordance with contractual specifications, agreed with the BEC media partner.

KPI 1: HD production

KPI 2: 9 cameras

KPI 3: minimum 3 days of production per event

All days of European Club/Junior/U17 Championships, with commentary on final days, streamed on BEC media platform

KPI 4: 5 cameras

KPI 5: HD production (720 pixels)

KPI 6: 2 persons commentating all finals

3.5.6.1 Television and streaming: Description of the activity

BEC wish to enable that live pictures is produced from all its events in an increasing quality. This to enable fans all over the world to follow the tournament live via either TV or streaming.

3.5.6.2 Current state of the project

BEC has a contract with a media partner until 2019 (incl.), ensuring distribution of the TV-production from European Championships, European Mixed Team Championships and European Men's & Women's Team Championships. Streaming is produced from the days, where TV is not being produced. The streaming is broadcasted on BEC's Youtube channel, or a streaming portal supported by BEC's media partner. All streams are integrated into BECs new mobile application "Badminton Live"

BEC is producing streaming from the rest of its Major Events, being broadcasted on its Youtube channel.

3.5.7 European Games: Goal, Strategies and KPI's for 2020

Goal and Strategies: Ensure badminton's continued participation at the European Games.

KPI 1: part of European Games beyond 2019

3.5.7.1 European Games: Description of the activity

The European Games is a European multi-sport event held every fourth year. It was held for the first time in 2015, with badminton being part of its programme.

3.5.7.2 Current state of the project

The 2019-edition will be held in Minsk (Belarus), although the sport programme is not yet known.

3.6 Women in Badminton

3.6.1 Women in Badminton Commission

Description of the activity

The coordination of the Women in Badminton programs and activities will be done by the Women in Badminton Commission.

Deliverables

- The Women in Badminton Commission meets two times per year.
- Inspire Member Association to promote the participation of women in badminton on any level (administrators, coaches, players and technical officials)
- Establish a yearly 'Badminton for Women' Award
- to monitor the status and representation of women in Badminton Europe
- Advice on equal opportunity for women and men on all the activities within Badminton Europe.
- To create projects which will stimulate women to participate more in the badminton world on all levels (players, coaches and officials)

3.6.2 Facilitate discussion: Goal, Strategies and KPI's for 2020

Goal and Strategies: Create discussion and ideas on how to strengthen and establish the role of women in the European badminton community

KPI 1: Put forward ideas for presentation and discussion regarding WiB topics at the Members' Forum

3.6.2.1 Facilitate discussion

Description of the activity

The WiB commission will put forward ideas and provide gender equity topics for the Members' Forum content when relevant.

Target countries within current state of the project

All countries – Advanced, Established, Developed and Developing Member Associations.

3.6.2.2 Current state of the project

The Commission has reached out to a few external entities which might be able to present and share ideas with a gender equity lens.

3.6.2.3 Facilitate discussion: Goal, Strategies and KPI's for 2018

KPI 1: To put forward ideas for presentation and discussion regarding WiB topics at the Members' Forum

3.6.3 Representation within Member Associations: goal, Strategies and KPI's for 2020

Goal and Strategies: Encourage the development of female representation in all Member Associations

KPI 1: To give 30 WIB Scholarships to MA's to participate in Coach Education courses

KPI 2: To give 10 WIB Scholarships to MA's to participate in ADM & Forum

KPI 3: To give 30 WIB Scholarships to MA's to participate in Umpire Courses

KPI 4: To give 10 WIB Scholarships to MA's to participate in BWF international para-badminton tournaments (female player)

3.6.3.1 Representation within Member Associations

Description of the activity

Badminton Europe is giving WIB scholarships away to MA's to encourage the development of female representation in all MA's. The WIB scholarships are given for coach education courses, participation in the ADM and Forum, participation in BEC Umpire courses and new female players' participation at BWF international tournaments.

3.6.3.2 Current state of the project

As of September 2018, Badminton Europe has given 8 Scholarships for the Coach Education Level 1 course during the 2018 RSL BEC Summer School, 5 scholarships for the participation in the 2018 ADM & Forum, 5 scholarships for the umpire courses in Lithuania and Bulgaria and 4 new female para-badminton players.

Target countries within current state of the project

All countries – Advanced, Established, Developed and Developing Member Associations.

3.6.3.3 Representation within Member Associations: Goal, Strategies and KPI's for 2018

KPI 1: To give 8 WIB Scholarships to MA's to participate in coach education courses

KPI 2: To give 8 WIB Scholarships to MA's to participate in ADM & Forum

KPI 3: To give 6 WIB Scholarships to MA's to participate in Umpire courses

KPI 4: To give 6 WIB Scholarships to MA's to participate in BWF international para-badminton tournaments (female players)

3.6.4 Analyse and suggest solutions: Goal, Strategies and KPI's for 2020

Goal and Strategies: Identify imbalanced areas within Europe and aim to develop feasible solutions.

KPI 1: Analyse female representation each year and adjust the scholarship system to it.

3.6.4.1 Analyse and suggest solutions

Description of the activity

Badminton Europe will analyse female representation in Europe each year. The Commission will come up with feasible solutions on how to increase female representation.

3.6.4.2 Current state of the project

Male & Female representation in Europe

- Technical Officials

Technical Officials	Total	Male	Male%	Female	Female %
Referees	38	30	79	8	21
Umpires	166	123	74	43	25.9

- Teachers/Coaches/Trainers/Experts

Development projects from Jan-August 2018	Total	Male	Male%	Female	Female %
<i>BWF Shuttle Time Experts, since 2011</i>	18	12	67%	6	33%
BWF Shuttle Time Trainers	9	6	67%	3	33%
BWF Shuttle Time Tutors	15	14	93%	1	7%
BWF Shuttle Time Teachers	1532	847	55%	685	45%
<i>BWF Coach Education Level 1 Experts, since 2011</i>	14	10	71%	4	29%
BWF Tutor Coach Level 1	8	6	75%	2	25%
BWF Coach Education Level 1	124	88	71%	36	29%
<i>BWF Tutor - Coach Level 2 (since 2014)</i>	43	32	74%	9	21%
BWF Coach - Coach Level 2	14	10	71%	4	29%
<i>BWF Expert - Coach Education Level 2 Experts, since 2012</i>	8	7	88%	1	13%
Regional Projects - stats on reported projects	282	119	42%	163	58%

- Centre of Excellence

Centre of Excellence	Total	Male	Male%	Female	Female %
Coaches	3	3	100	0	0
Players	18	12	66.67	6	33.33

- Para-Badminton Education Course

Para-badminton Education Course	Total	Male	Male%	Female	Female %
2015					
Participants	45	28	62.3	17	37.7
Presenters	3	2	66.6	1	33.4
2016					
Participants	37	28	75.7	9	24.3
Presenters	2	1	50	1	50
2017					
Participants	28	16	57.1	12	42.9
Presenters	6	4	66.7	2	33.3
2018 – to be held in November					
Participants					
Presenters					

- Governance

Governance	Total	Male	Male%	Female	Female %
Board of Directors	14	11	78.57	3	21.43
Commission Members	14	5	35.7	9	64.3
European Presidents	51	44	86.3	7	13.7
2018 ADM Delegates	76	58	76.3	18	23.7

- Administration

Administration	Total	Male	Male%	Female	Female %
MA General Secretaries	51	35	68.6	16	31.4
BEC Staff	10	6	60	4	40

The male and female players' statistics were taken based on their World Ranking since 2015. This method does not pin point the accurate male versus female statistics. Some players will have World Rankings for both doubles and mixed and it is unable to extract the precise information based on the World Rankings. Therefore, this statistic is taken out from the analysis above. BEC will approach the BWF for more accurate data based on their general player database.

Target countries within current state of the project

All countries – Advanced, Established, Developed and Developing Member Associations.

3.6.4.3 Analyse and suggest solutions: Goal, Strategies and KPI's for 2018

KPI 1: Analyse female representation each year and adjust the scholarship system to it.

3.6.5 Representation within BEC: Goal, Strategies and KPI's for 2020

Goal and Strategies: Encourage Member Associations to ensure female representation on the Board of Directors and ensure female representation in Commissions.

KPI 1: Women on BEC Commissions – 25% by 2020

3.6.5.1 Representation within BEC

Description of the activity

The commission wants to encourage the MA's to ensure female representation on the Board of Directors and in BEC Commissions.

3.6.5.2 Current state of the project

The female representation in the BEC Commissions is 64,3% in 2018 (external members).

	Board	Percentage	Ext. Members	Percentage	Combined	Percentage
Male	11	78.57%	5	35.7%	16	57.14%
Female	3	21.43%	9	64.3%	12	42.85%
Total	14	100%	14	100%	28	100%

Target countries within current state of the project

All countries – Advanced, Established, Developed and Developing Member Associations.

3.6.5.3 Representation within BEC: Goal, Strategies and KPI's for 2018

KPI 1: Women on BEC Commissions – no yearly KPI

3.6.6 Promotion and Communication: Goal, Strategies and KPI's for 2020

Goal and Strategies: Promote and communicate the role and importance of the female participation in badminton by informing, persuading and reminding the European Badminton Community. The goal is to reach the most people possible and motivate and inspire them.

KPI 1: Have a Badminton for Women Award at 2016 - 2020 Gala

KPI 2: Promotion & Communication KPI's is still in discussion – to be approved by September 2018 after the Board meeting

3.6.6.1 Promotion and Communication

Description of the activity

Badminton Europe created a Women in Badminton Award to give recognition to any eligible parties that has contributed significantly, outstandingly and positively to the promotion, development and advancement of women in badminton and/or any badminton-related activities in Europe. The Award is handed out every year at the BEC Awards Gala. This award has been renamed to 'Badminton for Women Award' in 2017 with the goal of having a gender-neutral name where both male and female are entitled to receiving this award.

The Commission is working closely with the Communication and Media Commission on making sure that articles and information published on all our platforms will be in a balanced quantity where both male and female receive equivalent exposure.

3.6.6.2 Current state of the project

The 2017 Badminton for Women Award was awarded to the Spanish Badminton Federation for their Women, Health & Sport Project this year.

Target countries within current state of the project

All countries – Advanced, Established, Developed and Developing Member Associations.

3.6.6.3 Promotion and Communication: Goal, Strategies and KPI's for 2018

KPI 1: having an up to date section on the website

KPI 2: Hand out a Badminton for Women award during the 2018 BEC Gala

3.7 Para-Badminton

3.7.1 Para-Badminton Commission

Description of the activity

The coordination of the para-badminton programs and activities will be done by the Para- Badminton Commission.

Deliverables

- The Para-Badminton Commission meets two times per year
- Ensure communication with BWF regarding para-badminton and ensure relevant funding
- Ensure integration of para-badminton on membership level and delivery of para-badminton activities

3.7.2 Integration on MA level: Goal, Strategies and KPI's for 2020

Goal and Strategies: Support the integration of para-badminton into the governance, management, events and other activity structures at Membership level. Build a map of the Member Associations, in connection with BWF, to consider the development level.

KPI 1: 32 MA's governing para-badminton by 2020 (62%)

KPI 2: 35 of MA's created links to their national para-sport organisations by 2020 (67%)

3.7.2.1 Integration on MA level

Description of the activity

Contacting Member Associations and give and support them with the relevant information and encourage them to develop para-badminton in their countries.

Target countries within current state of the project

All countries – Advanced, Established, Developed and Developing Member Associations.

3.7.2.2 Current state of the project

Subject	Status 1	Status 2	Status 3	No replies
Member Associations	Austria	Germany	Bosnia & Herzegovina	Albania
	Azerbaijan	Israel	Croatia	Armenia
	Belgium	Switzerland	Gibraltar	Belarus
	Bulgaria	Turkey	Greenland	Lithuania
	Cyprus		Iceland	Montenegro
	Czech Republic		Leichtenstein	
	Denmark		Luxembourg	
	England		Macedonia	
	Estonia		Malta	
	Faroe Islands		Monaco	
	Finland		Slovakia	
	France			
	Georgia			
	Greece			
	Hungary			
	Ireland			
	Italy			
	Latvia			
	Moldova			
	Netherlands			
Norway				
Poland				
Portugal				

	Romania			
	Russia			
	Scotland			
	Serbia			
	Slovenia			
	Spain			
	Sweden			
	Ukraine			
	Wales			
Total in 2018	32	4	11	5
Total in 2017	31	4	12	5
Total in 2016	25	6	15	6
Total in 2015	20	7	16	9

Status 1: MA's having para-badminton integrated – 32

Status 2: MA's cooperating with their National Para-Organizations – 4

Status 3: MA's that responded but have neither integrated para-badminton nor any cooperation with their National Para-Organization – 11

No replies: MA's not responding regarding their para-badminton status – 5

Application to participated at BEC activities was open to para-badminton coaches to participate at BEC courses. 2 para-badminton coaches, Paulo Pinheiro (FRO) and Anton Ivanov (RUS) participated the 2018 RSL BEC Summer School in Podcetrtek, Slovenia. Dina Abouzeid (ESP) and Anton Ivanov (RUS) took part in the BWF Coach Education Level 2 in Kiev, Ukraine. In 2019, BEC Regional Projects' application will be open for countries which will conduct para-badminton camps.

3.7.2.3 Integration on MA level: Goal, Strategies and KPI's for 2018

KPI 1: To assist MA's on the integration on para-badminton at national level

KPI 2: To include at least one para-badminton coach in BEC Development projects

KPI 3: To include at least one para-badminton training camp into BEC Regional Projects

3.7.3 Integration in BEC activities: Goal, Strategies and KPI's for 2020

Goal and Strategies: Integrate para-badminton into the governance, management, events and other activity structures on BEC level.

KPI 1: 32 of our 52 MA's governing para-badminton by 2020

KPI 2: 35 of our 52 of MA's created links to their national para-sport organisations by 2020

3.7.3.1 Integration in BEC activities

Description of the activity

To ensure both governance structures as well as human resources to ensure development and implementation of para-badminton in Europe,

Target countries within current state of the project

All countries – Advanced, Established, Developed and Developing Member Associations.

3.7.3.2 Current state of the project

Para-badminton is fully integrated into the governance, management and other BEC activities – para-badminton coaches were invited to join the BEC Summer School, Coach Education and Shuttle Time courses since 2015.

The BEC Para-Badminton Commission was established in January 2015. As of September 2018, the Commission consists of four external members and two members from the BEC Board of Directors. This Commission meets twice a year.

Day to day dealing of para-badminton is done by the administration (BEC Office).

3.7.3.3 Integration in BEC activities: Goal, Strategies and KPI's for 2018

KPI 1: Contribute to the Members' Forum organized at the BEC Congress where relevant

KPI 2: Invite para-badminton coaches in 4 development projects (Summer School, Coach Education, Shuttle Time, Regional Project) by 2020

KPI 3: Include 10 BWF sanctioned para-badminton international tournaments in BEC communication calendar by 2020

3.7.4 European Para-Badminton Championships: Goal, Strategies and KPI's for 2020

Goal and Strategies: Find hosts to organise bi-annual European Para-Badminton Championships and liaise with BWF to ensure appropriate funding for this event once this responsibility would fall under BEC.

KPI 1: Reach an agreement with BWF that enables BEC to organize the European Para-Badminton Championships.

KPI 2: To ensure that a host is found for organising the European Para-Badminton Championships when the Championships falls under BEC.

3.7.4.1 European Para-Badminton Championships

Description of the activity

Find host to organise bi-annual European Para-Badminton Championships and liaise with BWF to ensure appropriate funding for this event when this Championships falls under BEC.

Target countries within current state of the project

All countries – Advanced, Established, Developed and Developing Member Associations.

3.7.4.2 Current state of the project

The 2018 European Para-Badminton Championships was allocated to the French Badminton Federation. For future editions it shall be discussed with BWF how these are to be organised.

3.7.4.3 European Para-Badminton Championships: Goal, Strategies and KPI's for 2018

KPI 1: Articles about the European Para-Badminton Championships to be published on BEC Platforms

KPI2: To contribute to the Elite Coaches Workshop organized by the BWF

3.7.5 Promotion: Goal, Strategies and KPI's for 2020

Goal and Strategies: Promote Para-Badminton activities in BEC Marketing and Communication activities.

KPI 1: To maintain an up to date section on the BEC website for para-badminton

KPI 2: To publish at least 15 articles with interview about para-badminton

KPI 3: To publish at least 17 MA's activities

KPI 4: Para-badminton to feature in every BEC online magazine

3.7.5.1 Promotion

Description of the activity

Maintain the section for para-badminton on the BEC website with information, news and produce promotion videos and materials.

Target countries within current state of the project

All countries – Advanced, Established, Developed and Developing Member Associations.

3.7.5.2 Current state of the project

BEC engaged a free-lance journalist, Bobby Griffin to write about the BWF International Tournaments and the European Para-Badminton Championships. Article about para-badminton to be published on every edition of the BEC online magazine.

Instagram take-overs by three players from Ulsan, South Korea at the 2017 BWF World Para-Badminton Championships. More take-overs are planned for the coming years where necessary.

‘European Para-Badminton Towards Tokyo 2020’ articles and videos are produced consistently throughout the year.

Articles by Member Associations on the para-badminton activities in their countries were published. Until August 2018, articles received from newly active Member Associations in para-badminton are from Faroe Islands, Portugal and Czech Republic.

Promotion videos and articles about the 2018 BEC Para-Badminton Event happening in Vienna, Austria are published pre, during and after the event.

3.7.5.3 Promotion: Goal, Strategies and KPI's for 2018

KPI 1: Promote para-badminton activities in BEC Marketing and Communication activities

KPI 2: Feature article – 3 articles with interview per year

KPI 3: Para-badminton to feature on every edition of BEC Online Magazine

3.7.6 Education: Goal, Strategies and KPI's for 2020

Goal and Strategies: Ensure that there are sufficient number of coaches, administrators and classifiers in Europe.

KPI 1: have 120 different coaches involved in para-badminton to attend BWF education system by 2020

KPI 2: to have a liaison contact with 35 national administrators by 2020

KPI 3: maintain the current number of European classifiers until a greater demand would arise

3.7.6.1 Education – (classifiers, coaches and administrators)

Description of the activity

On a European level BEC currently do not need more classifiers. The education and assessment of the classifiers are organized by the BWF. Number of national classifiers should be increased to be able to classify the players at their home country before travelling to tournaments.

Target countries within current state of the project

All countries – Advanced, Established, Developed and Developing Member Associations.

3.7.6.2 Current state of the project

8 trainees participated in the BWF National Level Classifier Workshop in Dublin during the FZ FORZA Irish Para-Badminton International (18th – 20th June 2018).

Tianjiao Zhang, Belgium
Kyprianos Alexandrou, Cyprus
Estelle Salager, France
Ana Maia, Ireland
Marco Clemente, Portugal
Kaity Hall, Scotland
Tove Soderdahl, Sweden
Pavel Dobrynin, Russia

An elite coaches' workshop will be held in Rodez, France in conjunction with the European Para-Badminton Championships (1st – 4th November 2018)

The 2018 BEC Para-Badminton Event will be organized from 15th -18th November in Vienna, Austria for administrators and beginner para-badminton coaches.

3.7.6.3 Education: Goal, Strategies and KPI's for 2018

KPI 1: Educate and support para-badminton coaches and administrators at BEC level
KPI 2: Ensure that sufficient number of European classifiers are educated at BWF level

3.8 Member structures

3.8.1 Member Structures Commission

The coordination of the Member Structures programs and activities will be done by the Member Structures Commission.

Deliverables

- The Member Structures Commission meets two times per year
- Analyze and consult on needs of the Member Associations
- Monitor the World Academy of Sport programs and activities
- Monitor the Olympic Solidarity structure program
- Stimulate Member associations to do Olympic Solidarity courses

3.8.2 Member Structures: Goal, strategies and KPI's for 2020

Membership

Goal and Strategies: Encourage the establishment of new MA's and support compliance with BWF and BEC Membership requirements.

KPI 1: increase membership to 55 by 2020

KPI 2: 100% of MA's have their Constitution in line with BWF's Constitution and submit this to BWF as and when required

KPI 3: 100% of MA's being financial in accordance with BWF and BEC Constitutions

KPI 4: 100% of MA's submitting schedule A

Analyse and consult

Goal and Strategies: Actively use the BWF Membership survey to classify MA's and offer them relevant support to improve on all levels. Hereunder define different levels of development in the areas of administration, grassroots activities, events and high performance.

KPI 1: 90% of MA's achieving basic administration

KPI 2: 60% of MA's achieving medium administration

KPI 3: 25% of MA's achieving advanced administration

World Academy of Sport (WAoS)

Goal and Strategies: Encourage participation in the administrators courses of BWF organised with World Academy of Sport.

KPI 1: To have individuals from 50% of MA's having participated in an WAoS course by 2020

KPI 2: To carry out 5 Representative Visits by 2020

KPI 3: To conduct an annual Shadow Programme

KPI 4: To conduct an annual Internship Programme

KPI 5: To deliver National Umpire Education Programme

Information

Goal and Strategies: To keep MA's informed of BEC activities and provide opportunity, guidance and assistance for them to benefit of the activities.

KPI 1: Circulate a MEMO to MAs summarizing the key decisions taken at BEC Board meetings after each meeting and publish this on the website

KPI 2: Conduct an information session at the BEC Members' Forum to provide an update to MAs on BEC activities

KPI 3: Pro-actively engage with MA's and request feedback on BEC and MA activities

3.8.2.1 World Academy of Sport Administrator courses

Description of the activity

The World Academy of Sport and the BWF have develop the Sport Administrator course. Badminton Europe is responsible for the implementation of the Level 1 Course in Europe. The course will help to improve the quality of the human resources within the Federations.

Target countries within current state of the project

All countries – Advanced, Established, Developed and Developing Member Associations.

3.8.2.2 Current state of the project

The first World Academy of Sport Course was held in Prague, Czech Republic from 24th -26th November 2017 attended by 13 administrators and 12 event managers from 19 Member Associations.

- Administrators

Country	Name
Belgium	Tamara Geerearts
Bulgaria	Volodya Zlatev
Czech Republic	Pavel Florian
Israel	Nir Sade

Latvia	Kristians Rozenvalds
Lithuania	Vaidotas Sruogis
Malta	Jo´Anne Cassar
Norway	Espen Larsen
Poland	Joanna Kulik
Portugal	Laudelina Simoes
Romania	Radu Stefanescu
Serbia	Andreja Andric
Spain	Jaime Gomez

- Event Managers

Country	Name
Azerbaijan	Zaur Bayramov
Bulgaria	Alexander Dzhurov
Czech Republic	Lucie Krejcova
England	Martin Haxton
England	Jonanthan Hancock
Estonia	Maris Mehine
Ireland	Greg Farrell
Lithuania	Vaida Cekauske
Malta	Stephan Ferrante
Moldova	Maria Bubucea
Portugal	Sonia Lopes
Ukraine	Tetyana Chernetska

The second W AoS course will be held in Chisinau, Moldova on 6th and 7th December 2018.

3.8.2.3 Members´ Forum

Description of the activity

Badminton Europe organizes an annual Members´ Forum. The purpose of the forum is to present relevant information to the General Secretaries of all Member Associations. Member Associations are provided with a forum to network and communicate with colleagues from other nations. Guest speakers are invited to present relevant topics. The Board uses the opportunity to present latest developments, strategy and future of Badminton Europe to Member Associations.

Target countries within current state of the project

All Member Associations but mainly represented by their Presidents, Chief Executives, General Secretaries or other Administrators.

3.8.2.4 Current state of the project

Delegates and Member Associations that took part in the Members´ Forums

Year	Country, City	Number of Delegates	Number of Countries
2009	Slovenia, Medvode	61	36
2012	Netherlands, Amsterdam	60	36
2014	Ireland, Dublin	62	36

2016	Slovenia, Podcetrtek	50	38
2017	Czech Republic, Prague	72	46
2018	Croatia, Dubrovnik	76	43

3.8.2.5 Member Association Support

Description of the activity

Badminton Europe initiated the 'Badminton Administrative Support and Information Sharing Programme – BASIS' in 2017 with the following opportunities:

- Shadow Programme
- Representative Visit
- Volunteer Programme
- Internship Programme
- National Umpire Tutor Workshop
- Network Session
- WAoS Course for national administrator and event managers.

The goal of these programme is to provide possibilities to our members to learn and share information at our various events/championships. By participating in the above programmes, BEC hope that our members will gain more knowledge and further improve their skills in the different areas.

Target countries within current state of the project

All countries – Advanced, Established, Developed and Developing Member Associations.

3.8.2.6 Current state of the project

As of September 2018, all the 7 groups of different programmes under BASIS are up and running.

3.8.2.7 Member Structures: Goal, Strategies and KPI's for 2018

KPI 1: To maintain with 52 Member Associations

KPI 2: Ensure full compliance with BWF requirements from all Member Associations

KPI 3: In cooperation with BWF set up an analysing tool which allows us to better measure the development level of Member Associations within the areas of administration, grassroots, events and high performance

KPI 4: Have employed staff in 65% of Member Associations

KPI 5: To have minimum 3 Member Associations apply for a Structure Support program via Olympic Solidarity

KPI 6: To have minimum 22 articles on the website per month and a memo prepared and distributed after each Board meeting

KPI 7: Organise a Members Forum to inspire, educate and increase networking opportunities for badminton administrators

3.9 Communication and Media

3.9.1 Communication and Media Commission

The coordination of the fan base programs and activities will be done by the Communication and Media Commission.

Deliverables

- The Communication and Media Commission meets two times per year

- The basic goal is to grow the fan base via content generation around major events, the BEC Circuit, the World Tour and BEC activities and to deliver content on the BEC website and social media platforms

3.9.2 Communication and Media: Goal, Strategies and KPI's for 2020

Grow fan base

The goal for Communication and Media of BEC is to grow the interest of the sport via content on website, application(s) and social media accordance with the communication plan.

Social media	Target end of 2020
Website	500.000 unique users with 2 million page views
Facebook	125.000 followers with an average reach of 40.000 people per month
Twitter	30.000 followers
Youtube	40.000 subscribers and 10 million views
Instagram	40.000 followers

Media relations

Goal and Strategies: To create a strong network with key media stakeholders and provide them with regular information and service around badminton activities.

KPI 1: Regular mailings to press

KPI 2: Seminars for press organised in connection with major events

KPI 3: Personal contact to journalists and media

Spectators

Goal and Strategies: To have a significant spectator presence from quarter finals onwards for all major events.

KPI 1: Quarter-finals – minimum 50% of capacity

KPI 2: Semi-finals – minimum 60% of capacity

KPI 3: Finals – minimum 70% of capacity

TV

Goal and Strategies: To have significant distribution of the TV production from our major events.

KPI 1: Minimum household reach – 80 million

KPI 2: Minimum 7 hours of TV in minimum 15 European countries

3.9.2.1 Communication and Media

Description of the activity

The backbone of the work of the Communication and Media Commission is the BEC Communication Plan. This plan describes in details the expected output in terms of the website and the use of social media around specific activities.

3.9.2.2 Current state of the project

Currently the Commission's fan base is being measure via the following platforms:

Social media	Achieved as of August 2018
Website	255.000 unique users
Facebook	109.925 followers
Twitter	20.900 followers
Youtube	40.775 subscribers
Instagram	26.200 followers

The website and social media are key tools in communicating around our activities to ensure that Member Associations, fans and followers are aware of activities that they might benefit from.

The new BEC App 'Badminton Live' is a new key tool for Badminton Europe regarding external communication to the fans. The app among other things provides news, videos, live streaming, live score, photos and player profiles to the fans of badminton so they only need to use one platform to get all the latest news about European badminton.

3.9.2.3 Communication and Media: Goal, Strategies and KPI's for 2018

Social media	Achieved end of 2016	Target end of 2020	Achieved as of August 2018
Website	395.000 unique users	500.000 unique users	255.000 unique users
Facebook	77.000 followers	125.000 followers	109.925 followers
Twitter	13.500 followers	30.000 followers	20.900 followers
Youtube	23.600 subscribers	30.000 subscribers	40.775 subscribers
Instagram	10.500 followers	25.000 followers	26.200 followers

The development on social media has been good the last year, and the Commission will review the KPIs on the meeting in January 2019. KPI for the new BEC app 'Badminton Live' will also be set.

In addition to the above BEC intends to re-launch the BEC Manager app with new design and new game play.

App – “Badminton Live”

'Badminton Live' went online on August 31st. Promotion will be visible online and at the venues for all European Championships.

Magazine

The next issue of 2018 will be online. Deadline is primo October and the magazine will be online medio/ultimo November 2018.

Live coverage

BEC has been onsite for all European Championships in 2018.

Furthermore BEC has been on site for multiple European BWF World Tour tournaments and BEC Circuit tournaments.

The Communication Manager will at the end of the season evaluate if BEC should continue to be on site at all the European BWF World Tour Tournaments.

Among the providers of the BEC live stream service is Dutch SBT.

BEC Podcast

Badminton Europe recorded the BEC Podcast at All England in March, Denmark Open in October and the plan is to make one more "on the road" recording in 2018. The expectation is also, that BEC will be using the studio in Brøndby frequently.

All podcasts are published on BEC Youtube and Social media platforms.

Media Conference in Huelva

In January the Commission decided not to invite MA's to Huelva for media coverage. Instead BEC invited the MA's to invite external journalists. BEC also engaged an influencer for the event.

MA Communication

The BEC SoMe project was launched in February 2018 and was relaunched in July 2018. The intention of the project is to assist Member Associations on the communication area. A total of 11 MA's has taken part in the project.

BASIS visit

In February 2018 the Communication Manager Rasmus Bech went to Czech Republic for his first BASIS Representative Visit. The purpose of the visit was to make a presentation for the junior national team regarding promotion and social media, to discuss with the social media manager of the Czech Federation about how the Czechs can improve their work in the communication department, and finally, to speak to the staff about how to handle critics and make more valuable content.

A second BASIS visit is planned but yet to be confirmed. The Norwegian Badminton Federation is interested to have Rasmus' visit to speak to among others the Norwegian Board, the players and coaches.

3.10 Athletes' Commission

One of the positions on the Board of Directors is earmarked to having athlete's representation.

3.10.1 Athletes' Commission

The Athletes Commission will consist of 3 players and will be elected by the players. The Chair of the Athletes Commission will become a Board Member of Badminton Europe.

3.10.2 Athletes' Commission: Goal, Strategies and KPI's for 2020

The overall goal has been to achieve athlete's representation on the Board of Directors.

3.10.2.1 Athletes' Commission

Description of the activity

The Athletes' Commission shall be the link between the BEC Board of Directors and the players and provide input for improvement from the players and information and rationales for decisions back to the players.

3.10.2.2 Current state of the project

The format of the Athletes Representation and the guidelines for the election and the operations of the Athlete's Commission have been prepared.

3.10.2.3 Athletes' Commission: Goal, Strategies and KPI's for 2018

The key goal for 2018 is to ensure that the Athletes Chair is well integrated into the governance structure of BEC and provides relevant information from the players to the Board of Director's and from the Board of Directors to the players.