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1. INTRODUCTION

This publication provides procedures, instructions and guidelines on how to act as an “Internal stakeholder” in the BWF with regard to accounting, expense claims, travel policy, setting up meetings and other relevant issues. The document provides guidance in how to act in an appropriate way in the organization.

It is the duty of all internal stakeholders in the BWF to familiarize themselves with BWF constitution, BWF regulations and various related guidelines, which also outline general principles on procedures and how to act in BWF’s organizational framework.

The constitution and various related guidelines will always take precedence over information in this publication. However this publication outlines the procedures, instructions and guidelines in more detail and in a more operational way.

This publication is a dynamic document and will be regularly updated to always contain the most recent information about procedures in BWF. The updates will be based on decisions in Council, Executive Board and administrative guidelines defined by the Secretary General.

The publication will also include TOR’s (Term of Reference) for committees, commissions and individual positions to clearly outline tasks and responsibilities between different stakeholders.

2. TERMS OF REFERENCE (TOR) – COMMITTEES

Committees deal with any policy, strategy and overall management issues related to their Council approved Terms of Reference. Committees make recommendations to Council within their respective areas.

All Committees have an oversight and policy development function within their respective scope of work. These are to:

- Ensure directions and plans are in line with the BWF Strategic Plan;
- Monitor and evaluate programmes and projects and track progress against plans;
- Oversee the activities of Working Groups and Commissions related to the Committees scope of work;
- Make recommendations to the Council for the adoption of policies, strategies and regulations related to the planning and implementation of Committee responsibilities.
- Report on any decisions taken by the Committee as delegated by Council.

The Chair of the Committee provides oversight of their respective areas and will liaise with the Secretary General and the office to make sure that approved policy and strategies are implemented within each of the respective committee areas defined in the Terms of Reference for the Committee.

Committees

1. Events
2. Marketing
3. Communications & Media
4. Development & Sport for All
5. Para-Badminton
6. IOC & International Relations
7. Administration
8. Finance
9. Continental Confederation (CCC)

Commissions and Working Groups

Commissions

- Ethics
- Women in Badminton (WIB)
- Tournament Doctors
- Awards
- HR
- Technical Officials
- Athletes

- Para-Badminton
- Para-Badminton Athletes
- Sports & Medical Science Research
- Therapeutic Use Exemptions

Working Groups / Panels

- Constitution WG
- Shuttlecock Development WG
- Major Events Assessment Panel
- Referees Assessment Panel
- Umpire Assessors Panel

Judicial Groups

- Disciplinary Committee
- Superseries Withdrawal Panel
- Anti-doping Hearing Panel
- Ethics Hearing Panel
- Appeals Panel

2.1. TOR – Events Committee

2.1.1. Events Committee Responsibilities

Policies and Regulations

- Uphold, review, update and oversee implementation of Events regulations and develop/implement Events policies.
- Review the Laws of Badminton every four years and/or when the need arises.
- Develop sanction policies for council approval and oversee sanction of tournaments.
- Decide on implementation of regulation matters as delegated by Council to the Events Committee or Events Committee Chair.
- The Events Committee Chair is delegated the responsibility for conclusive advice on the interpretation of the events related regulations, and can on behalf of Council approve dispensations to regulations where the regulations allow such possibility to give dispensation.

Events Development and Operation

- Ensure efficient operations, promotion and development of all BWF Major Events (Olympic Games, World Championships, World Junior Championships/Suhandinata Cup, World Senior Championships, Thomas & Uber Cup Finals, Sudirman Cup, Para-Badminton World and Para-Badminton Continental Championships) and ensure these are delivered to the highest standard.
- Develop guidelines and ensure compliance with Tour regulations and contractual requirements.
- Ensure that all BWF-sanctioned tournaments are run in accordance with Competition Regulations and any contractual requirements.
- Coordinate with the Marketing & Communication Committee to improve the presentation of the game and develop / implement commercial models to increase revenue generation.

Technical Officials

- Train, assess and recruit appropriate numbers and geographically worldwide spread of Technical Officials/TO's (Referees, Umpires, technical delegates, doctors, Para-badminton Classifiers and line judges – including semi-professional TOs where decided) to ensure new Technical Officials and that all TO's are sufficiently updated.
- To decide on appointment of necessary qualified Technical Officials (Referees, Umpires, Technical Delegates, doctors, Para-badminton Classifiers and line judges) for Grade 1 and 2 tournaments.
- In co-operation with the Continental Confederations and Development Committee, develop the training programmes for all levels of Court Officials, including defining standards and skills.
- Provide clothing guidelines for all BWF Court Officials

World Ranking and Events Tools

- Review and update the world ranking system.
- To review and continue to improve BWF Tournament Software
- Oversee and review procedures for draws for Grade 1 and 2 tournaments.
- Generally monitor and ensure fairness and transparency in the draw making of all levels, including development of Tournament Software

Medical

- Build up an international network of experienced and suitably qualified doctors / technicians to take on medical duties on behalf of BWF at all BWF major events

Athletes Commission

- Closely liaise with the Athletes Commission to ensure attendance at any meetings as necessary, and provide administrative support.

Organizers Meetings

- Meet with tournament organizers (Grade 2) annually to get feedback on tournament regulations, guidelines and operations.
- In close cooperation with Continental Confederations develop Grade 3 tournament circuits in the Continents.
-

Equipment Approval Scheme

- Monitor and develop the Equipment Approval Scheme.

2.2. TOR – Marketing Committee

2.2.1. Marketing Committee Responsibilities

Brand Building

- “Building ‘brand badminton’ and marketing the sport at all levels to maximize exposure of badminton / and the BWF and maximises income potential for the BWF”.
- Develop guidelines, initiatives and projects which:
 - i. Promote, develop and popularize the sport of Badminton throughout the world;
 - ii. Effectively communicate with internal and external stakeholders in close coordination with the Communication Committee.
 - iii. Engage our internal stakeholders in promoting the sport, its players and the work of the Federation.
 - iv. BWF and badminton brand development
- Oversight of the development of innovative approach to the “badminton brand”

Marketing

- Develop strategies and commercial models to optimize BWF Media and Commercial rights revenues and exposure for BWF Major Events – Sponsorship, Media/Television, new media, betting/gaming, merchandising and advertising.
- Develop strategies and commercial models to optimize BWF Media and Commercial rights revenues and exposure for the on-going annual Tour of tournaments – Sponsorship, Media/Television, new media, betting/gaming, merchandising and advertising.
- Develop strategies, branding and tools to assist in growing other parts of the tournaments structure.
- Develop other commercial products based on BWF assets – including hosting concepts, sponsorship, hospitality, digital etc.
- Review and develop BWF Commercial Organisation (both Agency and in-house setup) on the media and commercial area.
- Oversee Commercial implementation and contract negotiations of major commercial contracts.
- Oversee servicing implementation - Sponsorship acquisition and servicing
- Ensure open and transparent processes related to any BWF media or commercial rights – competitive bidding and agency relations.

2.3. TOR – Communication and Media Committee

2.3.1. Communication and Media Committee Responsibilities

Policies and Strategies

Ensure clear lines of communication with the BWF and badminton's stakeholders by:

- Developing strong and clear communication policies and strategies for communication with Fans, Member Associations, players, media, IOC, and other institutional stakeholders.

Print Media

Increase exposure for the BWF and badminton in print media by:

- Developing strong media and public relations strategies.
- Establishing the strategy and principles around the editorial planning and monitoring the overall implementation.

Digital Strategy, New Media & Technology

Increase mutual engagement and interaction with the BWF and badminton's various stakeholders and ensure that BWF communications engage their target audience by:

- Developing and overseeing the implementation of a long term digital communications strategy for the BWF and badminton.
- Developing and overseeing the implementation of a multi-platform digital ecosystem strategy as a key communications component across all BWF activity areas.
- Monitoring developments in the communications sector and making proposals to incorporate new media, technology and streaming strategies at BWF activities and events.
- Monitoring existing media and technology relevant for communication enhancements in use at BWF activities and events and making proposals for improvement to reach the overall communication objectives defined in the BWF Strategy.
- Working closely and consulting with all relevant internal stakeholders around the Digital strategy – with the Digital Strategy being a transversal strategy to be implemented across almost all BWF operational areas.

Marketing & Communications

Ensure consistency in the BWF and badminton communication and brand by:

- Working closely together with the Marketing Committee to ensure coordination of interrelated areas (commercial media partner areas, general media production etc.) and that a consistent brand message (with the overall brand management driven by marketing) is communicated to the BWF's various stakeholders including Fans, Member Associations, players, media, IOC, and other institutional stakeholders.

2.4. TOR – Development & Sport for All Committee

2.4.1. Development and Sport for All Committee Responsibilities

Oversight and Planning

- Ensure plans for development of badminton are in line with the BWF Strategic Plan
 - Schools Badminton
 - Coach Education
 - Player Development – competition structures and talent development in less developed badminton regions
 - Global para-padminton participation
 - Membership and CC Development
 - Olympic Solidarity
 - Health project
 - Outdoor badminton
 - Facilities and equipment
 - Tournaments and tournament organisers training supporting Level 4 events
 - Technical officials training to support Level 4 events
 - University Badminton
- Review, monitor and evaluate development plans which support the grass roots development of badminton and the development of structures and systems to ensure sustainable development.

Reporting Commissions

- Women in Badminton commission
- Sports Science commission

Continental Confederations

- Oversee the CC development grants programme – its structure, focus and investment and ensure accountability.
- Ensure BWF works closely with CCs in planning regional development programmes, projects and initiatives for badminton.
- Ensure knowledge building and knowledge transfer between the BWF and CCs to assist with the alignment of BWF strategic priorities across the sport.
- Assist with the professional development of CC staff involved in the development of badminton regionally, ensuring best possible outcomes for the development of badminton.
- Increase membership of the Federation.

Products and Services

- Develop training and education materials, packages, programmes and models for CCs and Members to support the grass roots development and the education of people in badminton.

- Oversight of the global development of para-badminton participation.
- Assist in the planning and implementation of development training and education programmes, projects and activities.
- Encourage research in badminton and the publication of this to better inform coach education and so that academic and applied knowledge better underpins practice.
- Identify and manage relations with key development partners who can assist with specific areas of development and contribute to inclusive global participation in Badminton

Olympic Solidarity (OS)

- Build effective relations with OS to maximise opportunities for badminton.
- Provide information on OS opportunities and to encourage Members to actively participate in OS programmes and apply for OS funded programmes through their NOCs
- Provide experts, expertise and assistance to implement Olympic Solidarity technical courses for all levels/needs and courses which focus on national sports structure.

2.5. TOR – Para-Badminton Committee

2.5.1. Para-Badminton Committee Responsibilities

- Provide recommendations to the Council on the integration of para-badminton within the BWF structures and systems.
- Monitor and support the implementation strategies for the integration of para-badminton at the Continental and National levels together with the Events, Development & Sport for All and Administration Committees.
- Review the relevant sections of the Laws of Badminton and Competition Regulations ensuring they are kept relevant to the needs and developments of para-badminton.
- Monitor with the Events Committee, the planning and delivery of the Para-badminton World Championships, Continental Para-badminton Championships and international para-badminton events.
- Provide input to the Events Committee on tournament development and the calendar of international events for para-badminton.
- Assist with planning - long, medium and short term plans for the development of para-badminton at the Continental and regional levels.
- Assist with the implementation of para-badminton development projects.
- Develop strategies to increase the participation in para-badminton so that it is practised “widely and regularly” in at least three Continental Confederation.
- Provide input into the Paralympic Games Para-Badminton Programme.
- Ensure training and education programmes are in place for key target groups in para-badminton – classifiers, technical officials, coaches, event organisers.
- Promote para-badminton, ensuring para-badminton and players with a disability have a relevant profile and visibility in publications, online news and on the website, in communications.

2.6. TOR – IOC & International Relations Committee

2.6.1. IOC & International Relations Committee Responsibilities

- Develop strategies to promote through relevant BWF representation badminton's and BWF's position within the Olympic family, in particular with the IOC, ASOIF, and NOCs, and to establish friendly relations and acquaintances within the Olympic movement in order to support the recognition of our sport. This includes strategies around relevant BWF representation and initiatives that can increase the status/ranking of badminton within the IOC framework (evaluation criteria).
- In close cooperation with the Events Committee, suggest developments and improvements to the Olympic badminton competition, its regulatory framework and its presentation in the Olympic Games, as well as other Olympic competitions such as the YOG.
- Conduct activities to support Badminton's position within the Olympic family, IOC, ASOIF, SportAccord, Olympic Solidarity and WADA.
- Develop strategies to promote through relevant BWF representation badminton's and BWF's position within the Para-Olympic family, in particular IPC and to establish friendly relations and acquaintances within the Paralympic movement in order to consolidate badminton's position as a core sport on the Paralympic programme.
- Develop strategies to build and develop networks with other international sport organisations and institutional stakeholder, such as the Federation of University Sport, (FISU), the Commonwealth Games Federation (CWF), International Masters Games (IMGA), etc., in order to promote badminton's participation and position in their Events.
- Identify other multi sports events / badminton events where BWF is taking part or where badminton could become a partner, and offer help and support to the organizers.
- Support contacts and co-operation with UNICEF and local UNICEF and other UN agencies and organisations and support their activities in education, protection of children and their right to play etc.
- In close cooperation with the Development Committee to follow trends in other sports (e.g. Beach Games, integration in existing competitions on international level) to establish innovation and integration of trend sports (e.g. speedminton) within BWF by development of regulations and equipment.
- In close cooperation with the Development Committee, develop positive relations with organisations such as Peace and Sport to further our support of development initiatives which are widely undertaken by other IFs in the Olympic Family.
- Review evaluation criteria of the IOC to be a Core Sport on the Olympic Games programme and coordinate with other Committees about actively improving the position of badminton as an Olympic Sport on all related evaluation criteria.
- To support activities to make badminton and BWF more visible to NOCs.

2.7. TOR – Administration Committee

2.7.1. Administration Committee Responsibilities

Governance

- Regularly review Federation Statutes - Constitutions, Guidelines for Council, Code of Ethics, Judicial Procedures and Anti-doping Regulations to clarify wording and ensure implementation of approved changes by the AGM or Council. This is to be done in interaction with and recommendations from the Constitution Working Group and the Ethics Commission.
- Provide when requested, through the Chair and Deputy Chair of the Administration Committee, interpretations of any Statute (except events related regulations) and its application.
- Oversee and ensure that the activities of the Federation are at all times in compliance with its Statutes.
- Regularly and when required for new proposals, review Laws of Badminton and regulations for conformity and wording consistency.
- Oversee and provide guidance on administrative policies and procedures related to meetings – Annual General Meeting, Extraordinary General Meeting, BWF Members Forum, Council and Executive Board.
- Oversee the implementation of Federation policies as approved by Council and ensure compliance with BWF statutes.
- Oversee and guide on Membership issues related to new membership and ongoing constitutional requirements (Schedule A etc.) with the administrative review of the documentation of new membership applications being completed by the Chair and Deputy Chair in consultation with the Secretary General.

Legal

- Oversee all legal matters of the BWF, including overseeing appointment of legal counsel.

Disciplinary

- Review and ensure up to date disciplinary policies and procedures, and bring disciplinary matters to the attention of the Council as appropriate.
- Recommend appointment by Council of members of any Standing Disciplinary Committee or other Disciplinary Committees.
- Decide on immediate suspension of a party or parties in cases concerning very serious breach of Statutes or misconduct, until the matter has been dealt with by the Disciplinary Committee including the membership of the External Judicial Experts Group.

Awards and Archives

- Uphold, review and provide proposals for update of the Awards Regulations and Regulations.

- Review nominations and recommend to Council for presentation of BWF awards to individuals or organizations, according to the Federation Awards Regulations.
- Develop strategies to preserve the history of the Federation and badminton by gathering and maintaining archival information and artifacts related to the Federation and the game.

Secretariat and Human Resources

- Regularly review the Staff Handbook and human resource needs as proposed by the HR Commission and Secretary General.

2.8. TOR – Finance Committee

2.8.1. Finance Committee Responsibilities:

General

- Oversee all activities pertaining to Finance and any other financial related matters as may be requested by the Council.
- Ensure all statutory and legal obligations related to finance are fulfilled within the time frame stipulated by the authorities.

Finance

- Oversee and ensure that full and accurate financial accounts are maintained to reflect the true and accurate state of affairs of the Federation.
- Present timely and accurate financial information to Council as appropriate to facilitate management decisions.
- Propose suitable action in the case of variations in cash flow indicators.
- Develop, propose to Council, apply and monitor the Reserve and the Investment policy of the Federation.
- Develop, propose to Council, communicate and monitor the Income and Expenditure and Capital Expenditure Budgets of the Federation.
- Ensure that adequate procedures and financial controls are applied to all accounting functions.
- Maximize financial return on the assets of the Federation within the Investment Policy.
- Review from time to time the financial control and sign off procedures and make recommendations to Council as required.
- Ensure the annual audit of financial statements is undertaken in a timely basis so as to have available for the publication as part of the annual report, the audited financial statements for the year ending 31 December.

Continental Confederations

- Assist and provide financial guidelines in the implementation of any activity of the Federation transferred to the Continental Confederations.
- Ensure proper accountability of any or all resources provided by the Federation to the Continental Confederations.

Personnel

- Finance Chair to be member of HR Commission and be consulted on financial impact of staff promotions, increments, bonuses or any ex-gratia payments.

2.9. TOR – Continental Confederation Committee (CCC)

2.9.1. Continental Confederation Committee Responsibilities

- Provide guidance and coordination in matters related to the Continental Confederations, including policy and planning.
- Monitor and stimulate communication between BWF and the Continental Confederations through the Continental Vice Presidents.
- Discuss the needs and priorities of the different CC's and advise Council and Committees about the right strategy to ensure that the needs are met and that grants are spent constructively.
- Provide guidance and feedback on the distribution of grants to CC's.
- Review and discuss relevant BWF policies, strategies, proposals and rules (including constitution and competition regulations) identify possible problems and discrepancies with CC rules and operations.
- Establish and coordinate an open communication forum between BWF and the CC's and to ensure a high degree of mutual understanding between the CC's.
- Advise BWF Committees on matters with regard to Continental Confederations.
- Discuss, share and monitor the progress of implementation of the plans to be carried out by the relevant Committees in the BWF.
- Coordinate procedures with regard disputes in and between MA's to avoid overlapping action from BWF and CC's. CCC can provide arbitration/mediation through one or more members of the CCC in case of such disputes.
- Establish fund raising projects focused on non-commercial fundraising (such as donations, government funding and international institutions) and not commercial fundraising (sponsorship), which is the responsibility of the Marketing Committee.

3. COUNCIL DELEGATION

3.1. Governance

3.1.1 BWF Judicial Procedures – Clause 15 - Appeals Panel:

Appointment of one Appeals Panel Member by Council - Clause 15.1: Council delegation to make appointment to President, Chair of Administration Committee and Deputy Chair of Administration Committee.

3.1.2 Membership Cases

Decide on actions related to Membership cases – adherence to Constitution Clause 8, advise Members on governance requirements etc.: Council delegation to President, Chair of Administration Committee and Deputy Chair of Administration Committee.

Decisions regarding suspension can only be made by Council.

3.1.3 Executive Board Terms of Reference

Delegated by Council to the Executive Board as per Clause 22.2, the following terms of reference and scope of work:

- a) Receive reports from Committee Chairs and Commissions.
- b) Discuss items of policy and strategic importance to the BWF.
- c) Review the management accounts and consider budget proposals and approvals.
- d) up to \$250,000.
- e) Review, and where appropriate, approve the Audited Financial Accounts.
- f) Consider and deal with membership issues.
- g) Wave penalties and administration fees of members.
- h) Receive reports from any disciplinary and appeals cases and where applicable, acting on these.
- i) Appoint members of the External Judicial Experts Group and establish a
- j) Specific Disciplinary Panel as defined in the BWF Judicial Procedures.
- k) Ensure the BWF is appropriately represented at international events and forums.

3.2. Events

Delegation of Powers with respect to the Events Department and implementation of Competition Regulations

Regulation Reference	Description	Authority
General Competition Regulations		
3.1	Sanction of Tournament	Secretary General
3.2.2	Making financial arrangement with tournament organiser in addition to the sanction fees	Chair, Events
3.3	Withdrawal of sanction	Chair, Events
3.3	Enforcement of cancellation fees	Secretary General
3.3	Imposing penalties in addition to the cancellation fees or withdrawal of sanction, in case of any default by the tournament organiser	Disciplinary Committee
3.3	Waiver of penalties for cancellation or postponement due to reasons outside the control of the organisers (force majeure)	Council / Executive Board
3.6	Allowing participation of players in unsanctioned tournaments	Chair, Events
3.6	Granting of game demonstrations in unsanctioned tournaments and under auspices of an organisation not under the jurisdiction of another member association	Secretary General
4	Sharing of "BWF-sanctioned tournament rights" with Continental Confederation and / or Member Association and / or other organisation.	Secretary General
5.2.2	Confirmation of a player not in good standing with the Member Association	Events Committee
5.8	Refusal of entry for any reason other than that there are too many entries to be accommodated	Chair, Events
8.1	Determination of tournaments to be considered for the International Representation	Events Committee
9.3	Notification of sanction against a player by any Member Association	Secretary General
9.4	To receive representation against sanctions to a player by a Member Association	Secretary General

Regulation Reference	Description	Authority
9.4	To make changes to the sanctions to a player by a Member Association	Events Committee
12, 24	Entry control, M&Q lists, seeding, Draw, etc., results control and implementation of technical matters in tournament conduct process	Secretary General
12	Compilation and publishing of World Rankings, etc.	Secretary General
18	Approval of use of Virtual imaging or advertising on the TV signal	Secretary General
20.5	Registration of the colours for the Team Championships	Secretary General
23.6	Permission to use the Member Advertisements	Chair, Events
25, 31	Withdrawal control and penalties recovery control	Secretary General
26.2	Nominate and decide TOs for the tournaments	Events Committee on recommendation from TO Commission.
26.3	Nominate and decide Technical Delegate	Events Committee
26.6	Nominate and decide Tournament Director	Secretary General
26.7	Nominate and decide BWF Representative	BWF President on recommendation jointly by the Chair of Events and Secretary General
27	Prize fund distribution process	Secretary General
28.4	Consider and decide if player contracts are enforceable	Chair, Events
29	Compliance to Doping control procedures	Secretary General
31.6	Initiation of disciplinary proceedings	Secretary General
32	Modification to Competition Regulations	Events Committee
Ranking Regulations		
8, 9	Acceptance of additional tournaments or those not complying with the requirements in the BWF ranking system	Chair, Events
TU Cups, Sudirman Cup, Suhandinata Cup, World Championships, Bimantara Cup, World Senior Championship		
	Team Nominations, Players' Rankings, entry control, seeding, Draw, etc., results control	Secretary General

Regulation Reference	Description	Authority
	and implementation of technical matters in tournament conduct process.	
Sanction Policy		
10	Acceptance of sanction under special circumstances	Chair, Events

In line with Guidelines for Council, clause 14.5: The Events Committee Chair is delegated the responsibility for conclusive advice on the interpretation of the events related regulations, and can on behalf of Council approve dispensations to regulations where the regulations allow such possibility to give dispensation.

3.3. Bank Signatories

3.3.1. Current Bank Accounts

Bank	Currency
EFG SA - Lausanne, Switzerland	USD, CHF
HSBC - Malaysia	MYR
HSBC - Malaysia	USD
HSBC - London	USD, DKK
OCBC – Malaysia	MYR, USD
Standard Chartered Bank - Malaysia	MYR, USD, GBP

3.3.2. Signatories

- President, Chair – Finance Committee, Secretary General, Finance Manager (except HSBC – London, USD account)

3.3.3. Signing Conditions

- Any two to sign

3.4. Contract Signatories

Signatories	Approval Conditions
Events	
1.1 Host contracts (BWF Major Events)	
a) President + Secretary General and / or the relevant Chair	Host country/bid – Council approval. Contract Secretary General approval – to follow Council decision.
1.2 World Tour Host Contracts	
a) Relevant Chair + Secretary General	Concept and host selection – council approval. Contract Secretary General approval – to follow Council decision.

Signatories	Approval Conditions
Administration	
2.1 Staff Contracts	
Director Level a) Relevant Chair + Secretary General	Follow yearly or project budget approval
Below Director Level b) Secretary General + Chief Operating Officer or relevant Director	
2.2 Other Contracts	
< 50k USD a) Secretary General	Follow yearly or project budget approval Examples of Contract Type: <ul style="list-style-type: none"> • Intelligent Risk • Anti-Doping Sample Collection service contracts • Doping test laboratory contracts • Commentary contracts • Media officer • Official Photo Agency contract • IT Support • Other external staff/company services.
> 50k USD b) Relevant Chair + Secretary General	Example: <ul style="list-style-type: none"> • Consultant contracts (Prestige projects – President signature) • TV – production assistance contracts.
2.3 Commercial Contracts – Income	
Agency contracts – transfer of BWF rights/properties (TV and other commercial rights) a) President + Secretary General and / or relevant Chair	Strategy and Agency selection – Separate council or EB approval. Contract approval - Secretary General – to follow Council/EB decision Example Contract: Media Agency contract
Sponsor contracts with individual sponsors or sign off of Agency sublicensing contracts a) Secretary General	For example: <ul style="list-style-type: none"> • Equipment agreements
Equipment Approval Certificates a) Secretary General	
2.4 Other	
Training Center Contracts a) Relevant Chair + Secretary General	Separate Council approval.

4. ACCOUNTING, GIFTS AND INSURANCE PRINCIPLES

4.1. Procedure for Budget Control and Overspending

Budget responsibilities are held by a number of different stakeholders (Committee Chairmen, Council members, Directors etc.). The person responsible for each budget item has to follow up continuously to check that actual spending is in line with the budget. Requests to get the actual accounts can be made to the finance department.

Budgets cannot be overspent. In cases where the person responsible for the budget foresees a risk for overspending, this has to be reported to the Secretary General, who will look into the matter together with the Chair of Finance, who will advise on appropriate action

People responsible for a number of budget line items can to a certain extent shift spending between their budget lines depending on changing priorities within the annual work plan. The spending however always has to follow the principles in the working plans. Significant spending outside the planned budgets has to be approved by the Chair of Finance and/or the Secretary General.

4.2. Receiving Gifts and Favours

It is important to focus on what is acceptable business practice and behavior in relation to the acceptance of gifts and the receipt of other favours in the capacity of representing the BWF.

It is reasonable to accept nominal-value advertising gifts and to accept a reasonable level of hospitality within a business relationship in the course of normal business practice. These can be construed as 'token' (and therefore acceptable).

There are other types of gifts and hospitality that can be viewed as 'substantial' and therefore, as a rule, not acceptable – such as accepting cash, holidays, travel, accommodation for personal use or substantial gifts (gifts of significant value and cash).

4.3. Insurance of BWF People

BWF has undertaken personal liability insurance and a travel insurance for all people involved in working within and on behalf of BWF. More information can be requested from the Finance Department.

4.4. Planning of Meetings and Financial Considerations

All meetings in committees and working groups have to be reported as early as possible to the Secretary General to be registered in the BWF corporate calendar.

It is expected that minutes of meetings of working groups, commissions and committees are taken and the drafts approved by the chairs of the meetings (a formal approval process may occur at the following meeting of the group). The minutes can be a relatively simple record of 1) when the meeting took place, 2) who attended and 3) what decisions were taken by the group. These minutes should be filed centrally as a record in the BWF central server.

All working group meetings incurring costs have to be approved by the Committee Chair.

General guidelines for meeting costs:

- All costs have to be within budget limits.
- Council members and staff will be reimbursed for costs related to meetings (as described in the guidelines for “Travel and operational expenses”).
- Working Group meetings can involve attendance of external experts. External people attending such meetings pay own travel and accommodation costs unless otherwise specified in the Council approved budget or approved by the Chair of Finance/Secretary General.
- Continental Confederations attending meetings pay own travel and accommodation costs unless otherwise specified in the Council approved budget or approved by the Chair of finance/Secretary General.
- In case of BWF paying travel cost for external people their flight ticket costs have to be approved in advance by the Secretary General.

Participation in seminars and conferences where registration fees are involved has to be approved by the Secretary General, unless explicitly approved by Council.

5. TRAVELLING AND OPERATIONAL EXPENSES

Overall principles for expense claims by BWF officers are described in the BWF Guidelines for Council.

5.1. BWF Guidelines for Council

BWF Guidelines for Council state the following:

“Council and the Executive Board shall be entitled to reasonable travel, hotel, and subsistence expenses when engaged on the business of Council. They shall also be entitled to reimbursement of their operational expenses (such as postage and telephone costs). Non Council Commission, Committee and Working Group members shall similarly be entitled, provided the expenses are agreed in advance by the relevant Chair. Details of the entitlements shall be as specified by Council in “BWF – Organisation, Rules and Procedures”.”

Additional operational guidelines approved by Council are furthermore described in this publication to clearly outline expense claim procedures.

The principle is that BWF will reimburse employees and volunteers on committees and commissions for all necessary and reasonable travel expenses. Everybody travelling on BWF expenses must exercise particular care and good judgment in incurring expenses for BWF.

Everybody must render a timely account of expenses incurred in connection with BWF business. All expenses shall be clearly and correctly described and documented.

Elected officials and senior management are instructed to set the standards at the highest level. Thus the following procedures exist for senior management expenses and must be adhered to in all circumstances.

5.2. General Operational Guidelines – Expense Claims

The following general guidelines apply to claiming expenses:

- Every person is allowed to pay for airline travel / transport / accommodation / operational costs and then claim back from the BWF – see Appendix 1 on guidelines for type of cost.
- Airline ticket costs have to be approved by the Secretary General if above certain limits – see Appendix 1 for guideline under “travel costs, accommodation and daily allowance”

Other Claims:

- An advance payment can be requested from the BWF – see guidelines for “advance payment”
- BWF standard expense claim forms must be used and those making claims must provide all required information, such as type of expense, activity, purpose, date for expense, cost centre, full name/address, paid on behalf of, participants in dinner, etc. Ask for expense claim forms from the finance department from Sharon Chan, Finance Manager – s.chan@bwfbadminton.org.

- BWF needs original invoices and bills to approve an expense claim, except when paying standard allowances. Based on scanned copies of invoices/bills an advance payment can be made on the relevant amount, but subject to approval after original invoices/bills are sent or handed in to the finance department. If original invoices are not received in a timely manner the finance department will withhold future expense claims until original invoices/bills are received.
- In cases where more managers are travelling together or joining the same activity, the most senior elected official or most senior manager travelling will pay for the expense and claim according to the guidelines. This is to ensure that expenses are authorized by the most senior managers who themselves have participated in the activity incurring the cost.
- Please see appendix 1 for rates and expense claim entitlements.

5.3. **Advance Payment**

An advance payment to cover specific costs can be requested of the Finance Manager and has to be approved by the Secretary General. Advanced payments can only be made to cover costs related to specific and already defined activities.

Flight tickets can if necessary be claimed in advance based on a fixed quote or booking.

Original supporting documentation need to be submitted as a standard expense claim afterwards.

Requests have to be sent to the finance department at least five working days before the payment is to be received. Depending on country specific conditions, transfers may take a long time to process and requests may have to come in earlier to accommodate this.

5.4. **Signing off Procedures**

An expense claim always has to be signed off by two persons. No one is permitted to approve their own expenses.

The following will sign on the expense claim:

1. The person who has incurred the cost.
2. The person responsible for the budget related to the cost (Committee Chair, Secretary General or Director).
3. If 1) and 2) is the same person the expense claim has to be signed off by the immediate superior officer of that person.

Expense claims and invoices above USD 10,000, have to be signed off by the Secretary General.

All payments are prepared by the Finance Manager and released by the Chair of Finance or the Secretary General.

5.5. **Currency and Transfer of Money**

The official currency in BWF is US Dollars.

When reimbursing costs BWF will normally calculate the cost into US Dollars and will make the transfer in US Dollars. This is with the exception of staff and stakeholders from Malaysia, who receive reimbursements in Malaysian Ringgit.

Calculation of costs from foreign currency to US Dollars will be done based on using the currency conversion website, OANDA:
<http://www.oanda.com/currency/converter/>

Note that the currency conversion website setting must be set to:

- The currency converter tool is set on the date of the first day of the month where the cost occurred.
- The currency converter tool is set to “0%” in the setting “interbank” (charges).
- The various exchange rates between different currencies can then be found with this tool.

This tool and settings must always be used unless the actual currency exchange rate varies with more than +/- 10% within the same month from the published rates, where an adjustment can then be made in consultation with the Finance Department.

When transferring money from the BWF to foreign bank accounts, BWF can transfer in any currency, but will normally transfer in USD if other currency is not notified to the BWF Finance Department. Normally the transfer will be changed to local currency by the local bank (unless sent to a USD account), but the BWF will not be responsible for any bank charges or currency exchange rules at the receivers side.

BWF will make the transfer as a “Payer bear all bank charges”, except where intermediate bank charges apply from beneficiary bank.

5.6. **Salary and Fees**

Salaries and fees are only paid to recipients where BWF is informed about name and address and personal details as required.

Salary will always be paid according to international and local taxation rules that may apply.

5.7. **Flight Tickets**

The following rules apply regarding booking of flight tickets:

Ticket Categories

- The President is entitled to reasonable Business Class travel.
- The Deputy President is entitled to reasonable Business Class travel on Intercontinental sectors and above 6 hours of flight time.
- Council Members are entitled to an annual Business Class/Upgrade allowance as specified in Appendix 1.

- The Secretary General is entitled to an annual Business Class/Upgrade allowance as specified in Appendix 1.
- For other personnel, travel must be on cost-effective economy class air travel, booked well in advance of meetings, with the arrival date generally the day before meeting(s) and departure the day after meeting(s) – unless BWF pre-meetings are arranged / or travel itineraries prevent the arrival the day before the meeting.
- Only under special circumstances where other flight arrangements cannot be made to accommodate the purpose of the flight or with the approval of the President (for Council) and the Secretary General (for Staff), a higher level fair can be booked.
- Flight tickets booked and paid for by external organization will follow travel policies of the respective organization.

Ticket Bookings

- When Council members book flight tickets on Business or Economy class, a quotation must be obtained from the BWF travel agency, Carlson Wagonlit Travel (CWT) which will provide 3 options for consideration. After considering various options from CWT, the traveler's own travel agent or through online booking, the cheapest option should be booked unless other options are within maximum 10% of the cheapest option. Otherwise, special permission must be obtained from the Secretary-General.
- When Referees and Umpires book flight tickets on Economy class, a quotation must be obtained from the BWF travel agency, Carlson Wagonlit Travel (CWT) which will provide 3 options for consideration. After considering various options from CWT, the traveler's own travel agent or through online booking, the cheapest option should be booked unless other options are within maximum 10% of the cheapest option. Otherwise, special permission must be obtained from the Secretary-General.
- When BWF Staff book flight tickets on Economy class, a quotation must be obtained from the BWF travel agency, Carlson Wagonlit Travel (CWT) OR the local travel agent in Kuala Lumpur, Emperor Travel, both of which will provide 3 options for consideration. After considering various options from either CWT or Emperor Travel or through online booking, the cheapest option should be booked unless other options are within maximum 10% of the cheapest option. Otherwise, special permission must be obtained from the Secretary-General.
- Quotes obtained from Carlson Wagonlit Travel or Emperor Travel will be copied to the respective personnel in BWF.
- Booking through Carlson Wagonlit means that the flight ticket will be invoiced directly to BWF and no payment or claim needs to be made by the traveller.

Airline ticket costs have to be approved by the Secretary General if above the following amounts:

- o Intercontinental tickets: 2500 USD for Economy and 5500 USD for Business

- o Continental tickets: 700 USD for Economy and 1500 for Business

Assistance can be requested from the Secretariat to book the cheapest possible ticket.

Please contact Patricia Wong, p.wong@bwfbadminton.org or Rachel Jayaratnam, r.jayaratnam@bwfbadminton.org

5.8. **Frequent flyer programs, flight bonus points and mileage**

Points/mileage earned on airline mileage, frequent flyer programs when travelling on behalf of BWF can be used for private purposes.

5.9. **Transport / Mileage allowance**

All BWF people can claim mileage allowance as specified in the rate card.

The expense claim has to specify the purpose of driving, date, place of departure and arrival and distance (in km).

Staff is generally not entitled to mileage allowance between home and workplace.

5.10. **Accommodation**

The BWF covers the accommodation / room charges as per bill – but not any other incidental expenses including laundry, gym charges, mini-bar, pay TV video etc.

Class of room chosen must normally be standard single room accommodation if not otherwise specified.

The President and Deputy President are entitled to higher class room if necessary to accommodate meeting activities during their stay.

5.11. **Daily Allowance:**

- Daily allowance is paid for the period covering the days of travel and departure and the day(s) of meeting(s).
- In case of long distance travel the allowance can be extended by 1 day before and after the meeting.
- Allowance is paid according to the standard rate per day – see rate card. A simplified principle applies to daily allowances and allowances are paid with an average standard rate for the whole world.
 - Allowance for Staff in connection with local meetings/activities outside the office in Kuala Lumpur/Malaysia without overnight hotel stay:
 - Full Allowance is only paid for full day meetings (minimum 9 am to 5 pm) that are officially arranged by BWF and approved by the Secretary General.

- USD 15 is paid per meal if meals are not provided (only lunch and/or dinner)
- Other expenses can be claimed upon delivering a receipt of the costs.

Exception to the general allowance rates will be umpires, who will be paid in accordance with the agreements with Local Organizers, but minimum USD 50.

5.12. **Other Operational Expenses – Phone and Operational Expenses**

Council, committees, working group members and staff are expected when possible to use Skype or another free computer based telecommunication tool to conduct regular committee work and business on a day to day basis.

Telephone calls and other operational expenses related to BWF business can be claimed however when itemized and highlighted on the invoice, receipt or bill. The BWF does not cover for expenses for Council Members related to telephone calls while conducting business while attending Council / Executive Board meetings.

Phone expenses and standard allowance:

Chairs of Committees and people with specific approval by the Chair of finance can without documentation claim a standard allowance according to the rate card, per quarter for phone expenses. If the actual cost exceeds the allowance in the rate card, then the actual cost can be claimed according to documentation of the actual cost (highlighted on invoice).

Stationary and other administrative costs and standard allowance:

Chairs of Committees can without documentation claim standard allowance per year according to the rate card on stationary and other administrative costs. If the actual cost exceeds the allowance in the rate card, then the actual cost can be claimed according to documentation of the actual cost (highlighted on invoice).

6. MANAGING BWF GENERAL FUNDS

6.1. INVESTMENT OBJECTIVE

1. To PRESERVE the capital base is of utmost importance.
2. To be conservative at the risk/reward ratio, i.e. to enhance the return whilst not endangering the capital base.
3. To ensure a consistent level of liquidity of the capital (just in case there are projects which require capital).
4. To look for steady, long-term capital appreciation.
5. To look for low portfolio value volatility. (All members are reminded that investment return may go up as well as down).

6.2. INVESTMENT PRINCIPLES

6. Long-term investment horizon and low portfolio turnover.
7. Focus on selected few high quality fixed-income financial investments, securities and low risk bonds.
8. Constant supervision will make sure that no undue risks are taken.
9. Cash reserves are placed in different banks and different countries to spread the risk. If possible in banks with state guarantees on deposits.
10. No investment in stock market, real estate and investments with a higher risk profile.

6.3. ACTION

11. To evaluate present investment portfolio and action any changes necessary.
12. To select a “person-in-charge” for the communication with the investment bankers on a routine basis.
13. To design an authorization procedure for giving instructions (e.g. buying/selling) to investment banker

7. E-MAIL AND IT SETUP

All Council Members and staff will be provided with a personal email hosted by the BWF service provider.

The email service is accessible through webmail or POP/smtp.

For Council the email service can be set up as a forwarding service to another personal email address.

E-mail policy

Email is a communication tool that is fast and easy.

Communication through email however has to respect normal corporate communication principles and represent a loyal and appropriate way of communicating.

Remember that emails can be legally binding for the BWF so committee and commission members and staff must be careful with the content and tone of email communication as official BWF communication

The nature of email communication is that it is fast and a fast reply is normally expected. Remember therefore to answer within a reasonable time (1-2 days) – at least with a message specifying when a more specific answer can be expected.

In case of not being able to reply due to holiday or business travel an automatic “out of the office reply” has to be set up. This should specify when an answer can be expected and who to contact in case of an urgent reply is needed.

Email signatures are to follow BWF design guidelines

8. CORPORATE DESIGN MANUAL GUIDELINES

Position	Principle
1. Travel Related Expense Claims	
1.1 Airfare / Bookings	
Bookings should preferably be made well in advance of travel and preferably through BWF travel agent - Carson Wagonlit Travel, except if ticket price can be obtained from own travel agency cheaper than quote from Carlson Wagonlit Travel.	
For business class tickets (only flights of five hours or more excluding connections and only for the categories of BWF travel listed below), quotes for 3 options must be obtained through Carlson Wagonlit and approval secured from management.	
a) President	Reasonable Business Class airfare - as per claim
b) Deputy President	Reasonable Business Class airfare - as per claim
c) Council	Four categories of travel: <ol style="list-style-type: none"> 1. Travel for Council meetings – business class travel with the above principles applying. 2. Travel as delegated by BWF as its representative to external meetings (IOC, WADA, IPC meetings, SportAccord, IPC meetings, conferences), to BWF operational meetings or to represent BWF as delegated such as BWF major events, Multi sport Games - business class travel with above principles applying. 3. Travel to one BWF sanctioned tournament per year in your region to observe – economy class tickets with three nights accommodation during the last days of the tournament for the finals weekend. 4. Other BWF travel - reasonable economy class airfare as approved.
d) Technical officials	Reasonable Economy Class airfare - as per claim
e) Secretary General	Reasonable Business Class/Upgrade allowance (annual) - Max. USD 20,000
f) Directors	Reasonable Economy Class airfare - as per claim and upgrade allowance (annual) - Max. USD 9,000
g) Other staff	Reasonable Economy Class airfare - flight schedule approved by Secretary General
1.2 Travel Visa - All	As per claim
1.3 Taxi – All	As per claim
1.4 Passport renewal - Staff	As per claim
1.5 Winter clothes - Staff	Standard allowance for every two year if needed to travel to cold country – US\$ 150
1.6 Local travel	
a) Council Members	As per claim (mileage claim) - US\$ 0.6 per km
b) Technical officials	As per claim (mileage claim) - US\$ 0.6 per km

Position	Principle
c) Staff	As per claim (mileage claim) - MYR 1.10 per km
	Taxi fare claim (standard allowance within KL) - MYR22.00 to MYR 44.00
	Taxi fare claim (As per claim)
	Taxi fare claim (standard allowance from home / KLIA / home) - MYR 240
	Toll and parking (As per claim)
1.7 Accommodation	
a) President	Suite (as per claim)
b) Deputy President	Junior suite (as per claim)
c) Technical officials	Twin sharing basis (as per claim)
d) Council and staff	Standard single room (as per claim)
1.8 Daily allowance	
a) President	Maximum from the day of travel to the day of arrival - US\$ 300 per day
b) Deputy President	Maximum from the day of travel to the day of arrival - US\$ 200 per day
c) Council Members	Maximum from the day of travel to the day of arrival - US\$ 150 per day
d) Referees	Maximum from the day of travel to the day of arrival - US\$ 100 per day
e) Tournament Doctors	Maximum from the day of travel to the day of arrival - US\$ 100 per day
f) Classifiers	Maximum from the day of travel to the day of arrival - US\$ 100 per day
g) Technical officials (umpires)	Maximum two days before and one day after the tournament - US\$ 50 per day
h) Staff	Maximum from the day of travel to the day of arrival - US\$ 100 per day
2. Administrative related expense claims	
2.1 Phone, cell phone, internet charges and other Secretariat Support material	
a) Council Members	Standard allowance if separate claims not submitted - US\$ 500
b) Executive Board Members	Standard allowance if separate claims not submitted - US\$ 1000
2.2 Phone, cell phone and internet charges	
a) Referees	Standard allowance per tournament - US\$ 50 per tournament
b) Technical officials	n/a
c) Staff	As per claim - Internet access in Private home is covered for Manager and Director level
2.3 Other secretariat support material – Staff	As per claim