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PILOT PROGRAM METHODOLOGY

PRACTICAL GUIDE PILOT PROGRAM IMPLEMENTATION

LED BY FEDERACIÓ CATALANA DE BASQUETBOL



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INTRODUCTION

Both effective equality between women and men and the breakdown of gender stereotypes in basketball and sport in general is still one of the pending challenges in our society today.

This project works with federations and clubs that must assume a key role as agents to achieve the challenge of change, as **transforming agents** of models and gender relations between them. The perception and identity that society has of our athletes, coaches, referees and managers must be transformed and to achieve this we have to promote new strategies, training, organizational, and promotion tools. In short, it is necessary to promote effective equality and promote a space of opportunities where the imaginary does not only correspond to the sports practice of men, it must be opened and give identity to women's basketball.

The purpose of Project *Promise* is to promote greater inclusion and participation of girls and women in basketball at all levels of responsibility through the design, implementation and evaluation of a holistic intervention program.

The *Pilot Program* aims to develop the content proposed in the *Promise* from a specific methodology and with work axes that respond to its philosophy.

To create the program, the situation of women's basketball in different countries was studied and defined, and from the different international levels, they define it this way.

- a) Evidence of a low representation of women in different areas of this sport.
- b) The existence of negative stereotypes related to the involvement and participation of women in basketball at all levels.
- c) The lack of empowerment of women who participate in this sport.

Consequently, there are less opportunities for women involved in this sport and for the very growth of basketball as a sports discipline without contemplating gender equity and equality.

We consider it important to deepen and investigate with a qualitative analysis focusing on the barriers, problems and perceptions of all the agents involved. It is necessary to take into account the differences and needs of each of these agents: players, referees, managers, coaches, or media professionals. We are aware of the different realities that exist, also in the different territories and therefore it is important to know and understand them in order to adapt the tools and activities offered.

That is why the process that has been carried out before designing strategies for change is to detect, define, diagnose in terms of gender. We want to insist on the importance of having some training, experience and sensitivity in gender perspective to be able to spread knowledge coherently. This view is not exclusive to women, nor is it aimed exclusively at women. It's important to review and allows us to have a vision of the social system of how it gives visibility, spaces and resources in a differentiated way to men and women and that conditions their personal development at a sporting level.

The *Pilot Program* is a program with very clear objectives, strategies and actions designed to reverse this situation, and it wants to be more ambitious. Therefore, it proposes taking a step forward and serving as a guide in political decision-making around the aspects that have to be prioritized to effectively address the problem.

It has been designed to promote gender equality and equality in European basketball federations and clubs. At the same time, it aims to become a useful tool for all those organizations that decide to take responsibility and want to change situations and realities; which may not have been given importance until now or the possibilities of doing so were simply unknown.

When defining the content of the program and its actions, responding to specific objectives, we do so based on 3 main axes already set out in the *Promise Project*. This allows us to have a coherence in the execution of the entire project towards all the agents involved despite the territorial diversity.



To make the implementation of the entire program a reality, we have the participation and involvement of the organizations that make up the project: the Catalan Basketball Federation, Basketball Ireland, Kosovo Basketball Federation, Portugal Basketball Federation, The Nouvelle-Aquitaine Basketball League and Bulgaria Basketball Federation.

At the same time, it is necessary for all of them to take responsibility for being a transforming agent and act as an engine of change, reaching their entire environment and making them participate in this community task.

1. FIRST STEP. Analysis of the problem. Study methodology

The problems detected from the literature and research carried out, together with the described realities of the different federations of the projects; It leads us to want to delve into the context of the present.

In the *EU Strategy for Gender Equality of January 2021* it was said that women and girls face a series of obstacles in the field of sport and are very underrepresented in the boards of organization and sports media. They set out at the renewed strategic framework for gender equality in sport, which will promote women' and girls' participation in sport and physical activity, and gender balance in leadership positions within sports organisations.

The resolution of the European Parliament (2021) took into account all the roles in which women intervene in each organisation, shown in the following table:

ROLES PER ORGANISATION	MAIN CHALLENGES
Board members	<ul style="list-style-type: none"> - Lack of self and external confidence - Difficulties managing family life and work-life balance - Lack of representation
Managers	<ul style="list-style-type: none"> - Difficulties managing family life and work-life balance - Lack of representation - Lack of support from family members - Limited opportunities and access to senior positions (technical and decision-making roles) - Pay gap
Coaches	<ul style="list-style-type: none"> - Lack of representation - Lack of financial support from clubs and local governments - Lack of role models - Lack of self-confidence - Lack of opportunities - Difficulties managing work-life balance - Coaching mainly girls/women's teams
Referees	<ul style="list-style-type: none"> - Sexist insults while on the job - Lack of role models - Lack of self-confidence

	<ul style="list-style-type: none"> - Difficulties managing family life and work-life balance - Officiating mainly girls/women's games
Players	<ul style="list-style-type: none"> - Lack of encouragement from family to pursue a career in basketball - Lack of self-confidence - Lack of role models - Lack of representation within their own clubs - Difficulties to combine studies with sports career (dual career)

To collect qualitative data from the different institutions participating in the case study, the focus group strategy has been used. The focus group is a qualitative research tool that consists of a group interview in which it facilitates interactions between participants in order to capture their perceptions and ideas about the topic to be studied. Through the interactions between the participants and the debate generated between a limited group of people, with very specific topics, and with a limited time, a collective interpretation is created that helps to interpret the phenomenon studied.

In the specific case of the study carried out for the preparation of this program, the dialogue focused on identifying and specifying what are the current specific needs of the basketball federations participating in the study regarding the gender dimension.

The preparation of the different focus groups was grouped according to the role they have or have had in the world of basketball and those people became the collective sample for the detection of needs.

This detection of needs is modulated through research based on a multiple or collective case study.

2. SECOND STEP: Focus group

The organization responsible for this research and diagnosis process has been *Ramon Llull University (URL)*. In order to carry out the different Focus Groups, questionnaires are administered that allow us to map the situation of each federation, either with more quantitative or qualitative data.



The conversation of this focus group was guided by people linked to the PROMISE project from each of the participating federations, giving priority to contextualizing the cases in their natural territories and using their own vehicular languages with the aim of guaranteeing the authenticity of personal and collective meanings. The person who dynamizes the focus group must guide the conversation by guaranteeing an egalitarian dialogue between the different people who make up the discussion group to generate debate and reflection. It is about that through joint dialogue the group can reach agreements on a collective interpretation that explains the lack of representation of women in the world of basketball.

Online focus groups are executed by videoconference using the free platforms of: *Google Meet* and *Microsoft Teams*. These platforms allow you to record the videoconference and save the file for later analysis.

In this multiple case study, 32 focus groups have been carried out with a total participation of 148 people. As already justified above, the focus groups are led in the territory of each of the 6 participating federations, therefore, in Catalonia, Ireland, Kosovo, Portugal, France and Bulgaria. In each of the federations, a total of 6 focus groups are planned and executed: 1 focus group of players; 1 focus groups of referees; 1 focus group of coaches; 1 focus group of managerial positions; 1 focus group of staff of the federations; and finally, 1 focus group of media professionals.

The process carried out was as follows:

1. Building a *"Supporting Guide to implement Focus Groups"*

In order to guarantee reliable management of focus groups in each of the 6 basketball federations, a document was drawn up called: "*Supporting Guide to implement Focus Groups*" (see annex). In addition to being a didactic support tool for the implementation of focus groups, the document aimed to establish common criteria in focus group management linked to the following aspects:

- Number of participants: An interval number of minimums and maximums is established in the design of the focus groups depending on their modality, presential or virtual. In the case of face-to-face, an interval of 5 to 7 people is specified, while in the online mode the interval is 4-6 people in order to avoid simultaneity of conversations and overlaps between speeches provoked, among others, by technological variants; and ensure everyone has equal opportunities to participate in the conversation.

- Duration of group interviews: The duration will be a maximum of 45 minutes for each of the discussion groups. With this time limit and with the list of indicators you can facilitate the effectiveness of the session.

- Criteria for the selection of participants: the coordinators of each federation are responsible for finding the invited participants. The choice of participants of the 6 focus groups must respond to the following criteria: a) be a person maximally representative of the target group studied; b) experience in senior basketball categories in their country; c) mix senior and junior profiles; (c) they are from different clubs; d) to be able to be, from different provinces within the same country.

- Sex participants: all focus groups could be mix (men or women) except in the case of focus groups of "players" who will look for the perceptions and experiences of women basketball players.

- Data confidentiality: a joint policy is agree that must be followed by the entire team involved in the management of focus groups regarding the confidentiality of the data obtained.

- Execution procedure: a procedure is established in steps that must be followed in the implementation of the focus groups by the coordinators, so that the execution continues equally accurate in each of the countries and focus groups carried out.

2. Training sessions

To accompany the coordinators of the focus groups in the process of training and assimilation of the didactic document: "Supporting Guide to implement Focus Groups", some dates of online training for resolution of doubts are determined. In this way, it tries to guarantee that all the people who assume the role of coordinator, shared a common meaning of the content of the document and gave them more confidence when facing a situation unknown to the vast majority. The session allowed resolving specific doubts, address concerns and share suggestions for a fluid management of focus groups.

3. Focus group execution

The execution of the focus groups was carried out independently in each of the federations according to their planning and internal organization, setting a deadline for delivery of the different documents and material and following the guidelines set. The group interviews were recorded and uploaded in a space shared with a research team.

4. Collection and analysis of focus groups

The data resulting from the focus groups were analysed by a research team following *qualitative research techniques* (in this case, *interpretive matrices*) according to the target group they represented: players; referees; coaches; management positions; federation staff; or communication professionals. Once the process was completed, the data of the 6 agents represented in the study were triangulated with the aim of looking for coincidences or shared meanings from the voices of the different agents and the different territories.

3. THIRD STEP: Conclusions of the study

Based on theoretical, topical, global and quality framework, we found that the results obtained from the different agents do not present great surprises. At the same time, most of the needs detected by each agent seem to respond to some of the problems most closely linked to the role that each agent plays in the world of basketball.

In order to group the different needs, they have been classified by 7 different dimensions according to theme:

Low resources	Family life and work reconciliation
Low awareness and promotion	Low professional recognition
Gender stereotypes	Low self-esteem
Pay Gap	

After triangulating the data using the fixed interpretive matrices, graphs have been designed that allow us to have an idea of what are the needs detected in each of the groups as well as the score received according to the times they have been mentioned. It is recommended to take into account qualitative aspects that can help to size each of these needs, their importance and impact.

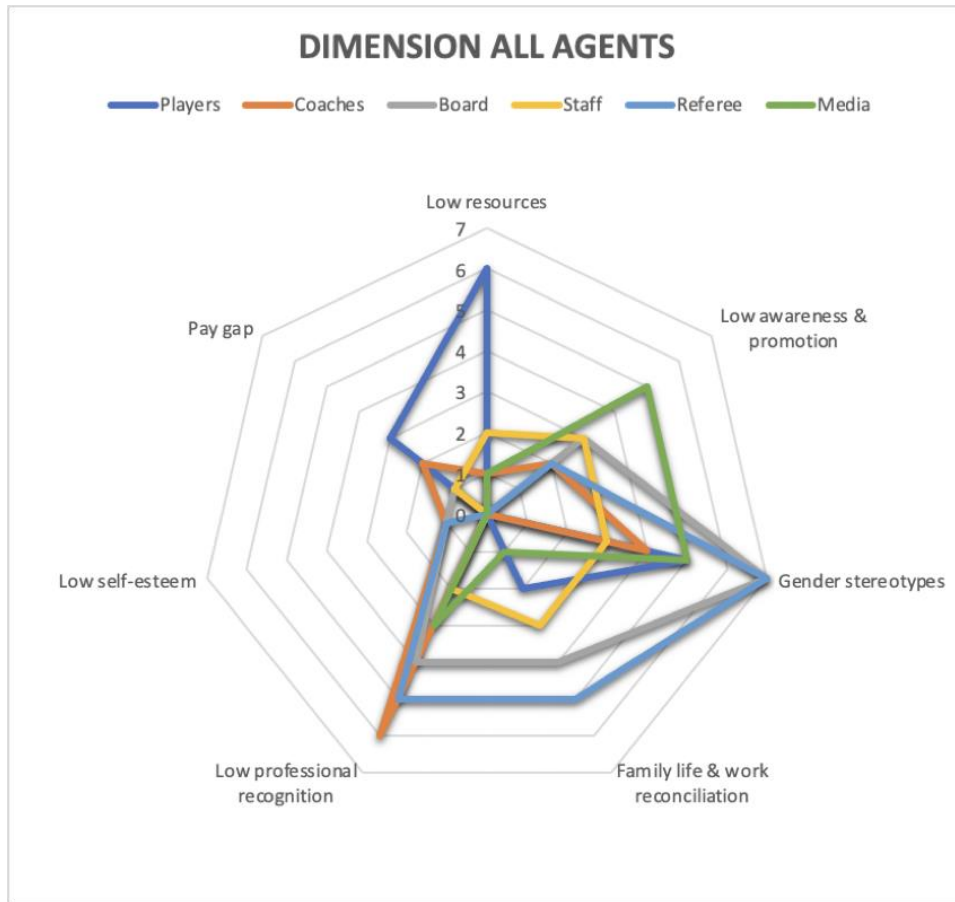


Chart taken from the document: Needs assessment report, URL (July 2023).

It's able to see that the **Low Resources** dimension has obtained a relatively low score in most Focus Group, but in the case of the players, this score has been the highest. In the same way, the **Pay-Gap** dimension has not been prominent in all the Focus Group, except in the case of the players. Similarly, it should be borne in mind that the **dimensions Low self-esteem, Low Professional Recognition and Low Awareness and Promotion** have not been valued by groups of players. Groups with Media representatives have not valued the dimensions of **Pay Gap and Low self-esteem** as relevant.

In order to provide more clues about each Dimension, we can look at the categories (aspects of each dimension that have been highlighted in each Focus Group) most expressed by the different agents. This gives us a lot of valuable information on how we can approach the **Pilot Program** based on the needs detected in this research process.

Then, there is a radial diagram that gives more details about the answers and there is a brief specific description of each target group on the needs that emerged in the focus



group. The role occupied and, consequently, the needs of each one in some cases may be different and/or be received with another degree of impact.

DESCRIPTION OF THE NEEDS - players

GENDER STEREOTYPES

- Female body unable to perform sport
- Sexualisation of women's bodies
- Lack of visibility in media

LACK OF RESOURCES

- Differences between women's and men's teams in availability of human and material resources
- Lack of financial investment by sponsors and of marketing opportunities
- Less scholarship funding for female players

WORK-LIFE BALANCE

- Maternity (in)securities
- Difficulties with work-life balance due to the nonprofessionalization of the highest level women's leagues

PAY GAP

- Differences between women's and men's teams in terms of employment contract and pay



Graphical representation of the dimensions identified by "Players"

DESCRIPTION OF THE NEEDS - coaches

GENDER STEREOTYPES

- Men are the dominant gender.
- Poor relationship between men and women coaches
- Lack of trust and lack of individual approach
- Discrimination by other basketball stakeholders: referees, families, board members, technical management

LACK OF AWARENESS AND PROMOTION:

- Need to raise awareness among different stakeholders. Sports culture. Long-term project.
- Visibility

LACK OF RESOURCES

- Increasing investments

LACK OF PROFESSIONAL RECOGNITION

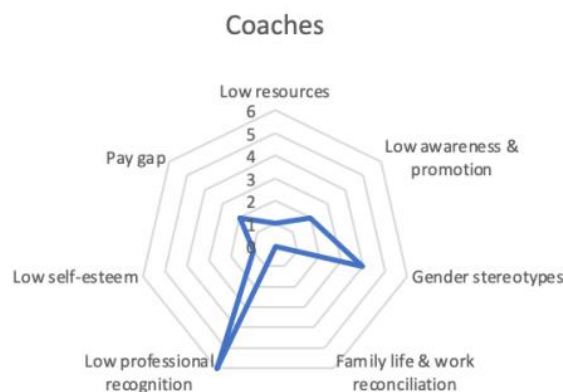
- Women must work harder than men to prove that they have skills
- Lack of trust and lack of individual approach
- Glass ceiling for female coaches
- Female coaches must constantly legitimize themselves

PAY GAP

- Financial differences between genders

LOW SELF-ESTEEM

- Low self-esteem



Graphical representation of the dimensions identified by "Coaches"

DESCRIPTION OF THE NEEDS – board members

GENDER STEREOTYPES

- Presumption that a female cannot be as competent as a male
- Men tend to have more of an internal impulse to dominate
- Glass ceiling
- Leadership style/male culture
- Sexualisation of women

LACK OF AWARENESS AND PROMOTION:

- Little presence and visibility
- Awareness raising between society and government
- Little participation by women in sports. No motivation, no visibility.

WORK-LIFE BALANCE

- Difficulties managing family life and work-life balance.

LACK OF PROFESSIONAL RECOGNITION

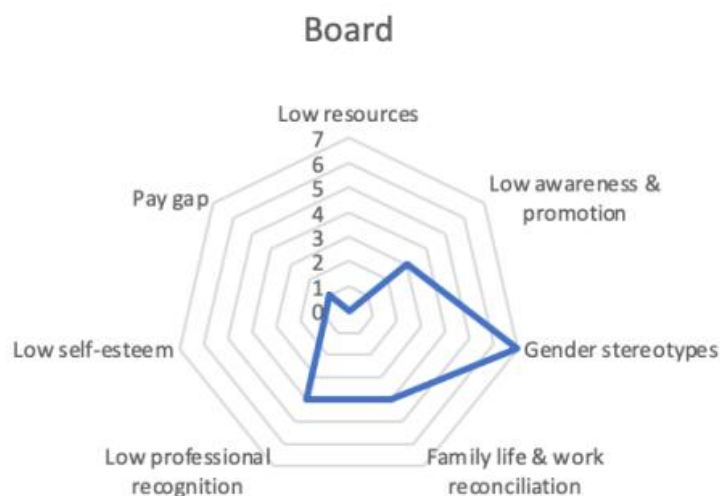
- Glass ceiling
- Women must work harder to legitimize and prove themselves professionally

PAY GAP

- Pay gap between men and women

LOW SELF-ESTEEM

- Low self-esteem



Graphical representation of the dimensions identified by "Board Members"

DESCRIPTION OF THE NEEDS - staff

GENDER STEREOTYPES

- Gender stereotypes from patriarchal education
- Leadership style /male culture

LACK OF AWARENESS AND PROMOTION:

- The presence of women on boards encourages other ways of working
- Promotion of active participation of girls in sports activities
- Visibility of good practices

LACK OF RESOURCES

- Lack of investment

WORK-LIFE BALANCE

- Difficulties managing family life and work-life balance
- Maternity issues

LACK OF PROFESSIONAL RECOGNITION

- Boards that are more aware of gender issues lead to women being more valued as professionals.

PAY GAP

- Gender pay gap



Graphical representation of the dimensions identified by "Staff"

DESCRIPTION OF THE NEEDS - referees

GENDER STEREOTYPES

- Sexist language
- Crisis of authority
- Gender stereotypes
- Paternalism towards female referees
- Discrimination against female referees

LACK OF AWARENESS AND PROMOTION:

- Loneliness in a masculinized world
- Need for awareness raising in society and government

WORK-LIFE BALANCE

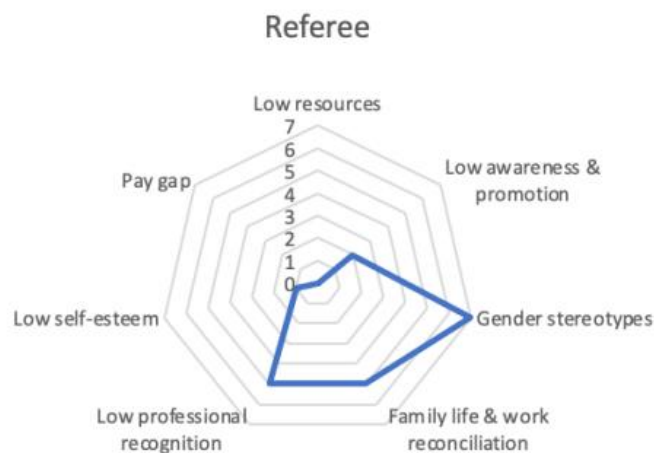
- No point in investing in the development of women referees, as once they become mothers they tend to quit
- Difficulties managing family life and work life balance
- Difficulties in recovering after giving birth

LACK OF PROFESSIONAL RECOGNITION

- Lack of trust and recognition from male referees, coaches and technical teams
- Women must work harder to legitimize and prove themselves professionally.
- Need for support and training for female referees.
- Inequality of opportunities

LOW SELF-ESTEEM

- Lack of self-confidence and self-esteem



Graphical representation of the dimensions identified by "Referees"

DESCRIPTION OF THE NEEDS – media

GENDER STEREOTYPES

- basketball is a men’s sport
- No glass ceiling, but there are more men in media leadership because of patriarchal society
- Sexualisation of women on TV
- Sexist language
- Not in favour of quotas

LACK OF AWARENESS AND PROMOTION:

- Lack of female presence
- No interest in women’s sport results
- Need to raise awareness
- Lack of media coverage of women’s sports
- Exclusive platforms for women’s sports

LACK OF RESOURCES

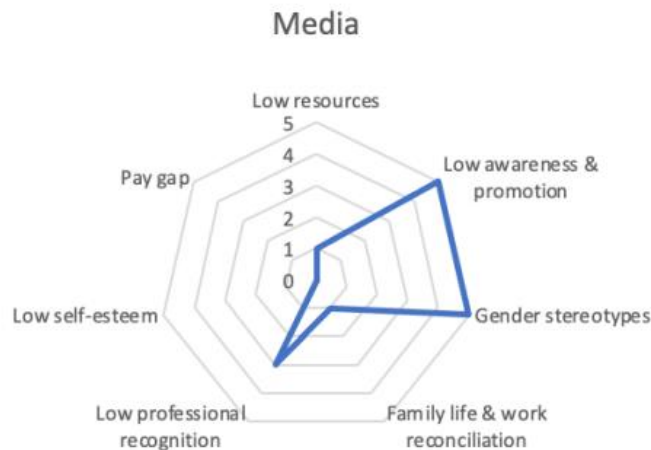
- The smaller women’s sport budget

WORK-LIFE BALANCE

- Difficulties managing family life and work life balance

LACK OF PROFESSIONAL RECOGNITION

- Women must work harder to legitimize and prove themselves professionally
- Women are very well accepted as reporters, but not as commentators / experts
- Women’s voices are not as convincing as men’s



Graphical representation of the dimensions identified by “Media”

Assessment of the study

Finally, it should be noted that this process has presented some difficulties and limitations for various reasons. On the one hand, due to the complexity of managing the 36 Focus Groups in a decentralized way. On the other, Limited time and diverse language can lead to confusion for some more specific terms.

4. FOURTH STEP: Define axes, objectives, dimensions of the Pilot Program

Once this first phase of the general theoretical framework and the specific diagnosis of the territory has been completed, we will set general objectives supported by the pillars that we have already mentioned in previous sections: transformation, awareness and visibility.

The culture, the structures of each territory, the way of working, the real needs of each person and group we are aware that they will be very diverse in each area. The objectives described below are generic in order to become an umbrella for all those needs that could be detected.

GENERAL OBJECTIVES:

- a. Empower women in any of their profiles on and off the court
- b. Give visibility to the role of women in the world of basketball
- c. Breaking negative stereotypes

DIMENSIONS AND CATEGORIES

The following table summarises the most worrying aspects expressed by agents in relation to each sphere. This summary indicates the main categories by Dimension, those most pressing elements, which as a whole will be addressed in each Dimension.

DIMENSION	MAIN CATEGORIES
LOW RESOURCES	<ul style="list-style-type: none"> - Differences according to human and material resources between teams of women and men. - Low financial investment from sponsors and low marketing opportunities. - A low investment

<p>LOW AWARENESS AND PROMOTION</p>	<ul style="list-style-type: none"> -Need for awareness among agents. Sports culture. Long-term project. - There is no media content for women's sports. - No interest in women's sports results -Exclusive platform for women's sports.
<p>GENDER STEREOTYPES</p>	<ul style="list-style-type: none"> -Low visibility in the media. -Different treatment by referees -Sexualisation of the woman's body. -Sexist language -Gender stereotypes from patriarchal education. - Paternalism towards referring referees. -Sexualisation of women on TV.
<p>FAMILY LIFE AND WORK RECONCILIATION</p>	<ul style="list-style-type: none"> -Maternity and insecurities -Difficulties in recovery after giving birth. -Difficulties that manage family and work life. - There is no point in investing in the development of female referees, because once they become mothers, they quit.
<p>LOW PROFESSIONAL RECOGNITION</p>	<ul style="list-style-type: none"> - Women have to work harder than men showing their skills -Lack of confidence and lack of individual focus. -Glass ceiling for women's trainers. -Gender-sensitized bars have an impact on women valued as professionals. -Lack of trust and recognition among referees, coaches and technical teams. - The female voice is not as convincing as the male one. - Women are accepted as reporters, but not as commentators or experts.
<p>LOW SELF-ESTEEM</p>	<ul style="list-style-type: none"> - Lack of self-confidence and self-esteem - Low self-esteem
<p>PAY GAP</p>	<ul style="list-style-type: none"> - Differences according to labour contracts and pay gap between women's and men's teams. - Gender pay gap

5. FIFTH STEP: Define how to implement the Pilot program

5.1 Implementation

To achieve the objectives of the PROMISE project, in order to develop all strategies and actions, analyze, understand and implement, we must do so based on the following aspects:

T TARGET:

- We work at all times in a transversal way with all the agents involved in the world of basketball such as federations, clubs, players, and players, coaches and coaches, referees, managers and directors, and media.

TP Target Players

TC Target Coaches

TR Target Referees

TB Target Board member

TM Target Media

TF Target Federations

TD TERRITORIAL DIFFERENCES:

- Take into account the culture and characteristics of different territories and realities.

L LANGUAGE:

- Use neutral language or visible language.
- Flee from sexism.
- Avoid the generic masculine.
- Avoid comparisons, the benchmark of the male imaginary.

I**IMAGES:**

- Making women visible in dissemination materials, communication channels, etc.
- Promote the presence of images where the figure of women in a variety of roles is made visible
- Exclude sexualized images of women
- Avoid materials that reproduce gender stereotypes

R**REFERENCES:**

- Presence of women coaches, players, managers, women referees and journalists as models and references in all the dissemination, communication of the different actions.
- - Having women coaches and role models can help reduce the high dropout rate for girls and women, especially in the adolescent age gap.

D**DIVERSIFY CHANNELS**

- Diversify the dissemination channels so that they reach the different target groups.

WM**WOMEN AND MEN**

- The dissemination of the different programs is aimed at women and men, for the whole society. We must involve and bring all actions to the public in a global and powerful way, cooperating to achieve the same objectives.

5.2 Review of implementation

The criteria to take into account during the implementation of the programs have been described in detail. It is important that each organization and entity review the documentation and material issued so far; whether internal documentation, protocols, social networks, general communication... etc. This investment of time and work will help little by little to internalize new methodology while giving coherence and rigor to the entity and its way of working.

Not only must we focus on "the material" but also deepen, and put on the table the internal culture that each organization has. It governs the way in which the professional

staff who are part of the institution act. Despite the intention of the sports entity to become neutral, it is almost inevitable that power relations and gender stereotypes are being reproduced. To tackle this, equality and a gender perspective must be promoted at different levels. As Soler, S. explains; Serra, P. and Vilanova, A. (2018), a comprehensive and transversal policy must be developed where the needs and interests of women are taken into account, being aware that in some aspects they will be different from those of men. Barriers must also be eradicated, including those invisible and unconscious that maintain and reproduce gender inequality in the structures, processes and values of institutions.

It is about addressing situations of vertical segregation and horizontal segregation in the institution. The data show that the most prestigious positions, also in the field of sport, are often occupied by men so that the remuneration in them becomes higher than that of women; Those who ended up being underrepresented in many situations. (vertical segregation). On the other hand, horizontal segregation is found when the concentration of men if women according to the job as a result of the presence of gender stereotypes. An example could be the fact that there is a low percentage of female coaches and they generally lead grassroots categories.

6. SIXTH STEP: Define the activities and their content of the Pilot Program

This section describes each of the activities to be developed throughout the Pilot Program, emphasizing the work plan in order to satisfactorily achieve the task and to ensure the teamwork of the rest of the members of the program. It also explains the dimensions that the activity itself deals with, through what medium and the main agents it implies. At the same time, it also highlights important aspects to take into account during its implementation already described above.

For the good functioning of the Pilot Program, within the Promise Project, in all activities there will be an initial meeting with the Catalan Basketball Federation (FCBQ) (leader) in order to plan and specify the different phases of each activity. As the activity evolves, follow-up meetings will be held so that FCBQ can be supported by the rest of the PP:

Thanks to the Expert Meeting, very interesting opinions and observations have been extracted that have been included in the content of the program. One of them is the fact that it is necessary to generate interest in the public, and at the same time a good dissemination and in this way that the work done is useful reaching the maximum number of people.





TIMETABLE ACTIVITIES

			2023												2024												2025						
			JAN	FEB	MAI	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAI	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAI	APR	MAY	JUN	
WP		ACTIVITY	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	
WP2		Best Practices Guidebook	X	X	X	X	X																										
WP3	T3.2	MOOC Learning tools and resources										x	x	x	x	P	D	D	D	D	D	D	D	D	D	D	D	D	D	D	R		
		MOOC Networking space											x	x	x	x	x	P	D	D	D	D	D	D	D	D	D	D	D	D			
		Presential Trainings											x	x	x	x	x	E	E	R													
		Mentorship											x	x	x	E	E	E	E	E	E	R											
	T3.3	Cartoons or Comic design																					x	x	x	P	D	D	R				
		Short videos referent women's of basketball																x	x	x	x	x	x	P	D	D	D	D	D	R			
	T3.4	Documentary of Women in basketball											x	x	x	P	D	D	D	D	D								R				
		International Campus Hackathon											x					x	x	x	x	E	R										
WP4	T4.3	Workshops on Sustainability																											x	x	x	E	R
	T4.4	Policy Recommendations																									x	x	x	x	x	E	E/R
WP5	T5.2	Project image guidebook					x	x	x	x	x																						
		Online presence on social media						x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	
		Project leaflets and roll ups					x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	
		Press reases and/or articles																															
	E-newsletters												x	x	x	x	x	x	x	x	x	x	x	x	x	x							
	T5.3	International Forum																										x	x	x	x	x	E/R
T5.4	Media Workshops																									x	x	x	x	E	E	R	

x	Preparing
P	Published
D	Dissemination
R	Report
E	Execution




Best Practices Guidebook			Led by 
DESCRIPTION	A compendium of international best practices of projects, initiatives, tools, fostering gender equality & equity in sports		
Objective	Disseminate good examples of experiences so that they can be useful for the construction of new projects		
MEDIUM	AGENT	DIMENSION	IMPLEMENTATION
Document	Federations and clubs	Lack of awareness and promotion Lack of professional recognition Family life and work reconciliation Low self-esteem	
Work plan			M1-M5
Planning and defining actions			M2
Define criteria for "Good practices"			M2
Form design			M2
Submission of forms			M3
Collect information			M3-M4
WP2 Report (D2.1)			M5



MOOC: Learning tools and resources		Led by	
DESCRIPTION	MOOC is a digital app will allow lectures, Different types of resources and training tools (worksheets, games, etc.) to use offline with an automated feedback through objective assessments, online. Eg: quizzes, exams..		
Objective	Provide tools and resources for raising awareness in gender perspective through playful and interactive materials		
MEDIUM	AGENTS	DIMENSION	IMPLEMENTATION
Digital platform	Federations and Clubs Players Coaches Referees	Gender Stereotypes Low Self Esteem Lack of awareness and promotion	
Work plan		M10-M27	
Planning and defining actions			M10-M12
Define and content design			M12-M13
Material presentation to the PP			M14
Upload material to the MOOC			M14
Dissemination			M15-M27
Comments	<ul style="list-style-type: none"> • Use of simple language. Communication and content are key • Must be a modern and safe platform • Participants could get an specific certificate at the end • Presented by a leader/reference in basketball • Guarantee it is of simple and intuitive use • Must be tested and validated by a small group of people before being turned públic (test) 		



MOOC: Networking Space			Led by
			 Federació Catalana de Basquetbol
DESCRIPTION	Free access interaction space (Forum) for queries, comments, debate between people from the same target group and/or with possible common needs.		
Objective	Exchange experiences between people from the world of basketball and network between groups and countries		
MEDIUM	AGENTS	DIMENSION	IMPLEMENTATION
Digital platform	Players Coaches Referees Federations/Clubs	Low Self Esteem Lack of awareness and promotion	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="background-color: yellow; padding: 2px 5px;">TP</div> <div style="background-color: yellow; padding: 2px 5px;">TC</div> <div style="background-color: yellow; padding: 2px 5px;">TR</div> <div style="background-color: yellow; padding: 2px 5px;">TF</div> <div style="background-color: gray; padding: 2px 5px;">M</div> </div>
Work plan			M10-M27
MOOC platform design			M10-M13
Creation of a networking space			M13-M14
Upload Networking space			M15
Dissemination Networking space			M15-M27
Comments	<ul style="list-style-type: none"> • Design governance document (normative) together with a moderator of the space • Possibility of an online meeting to discuss relevant topics 		




Presential trainings			Led by
DESCRIPTION	These will be 2-3-day trainings (total 8h), customized for each of the targeted groups, and based on the good practices, needs assessment, and the results from the focus groups. The training content will be based on practical cases that derived from analysing the real incidents and problems from each targeted group.		
Objective	<ul style="list-style-type: none"> ✓ Sensitize and respond to the problems and needs of each target group ✓ Training the different groups in gender perspective 		
MEDIUM	AGENTS	DIMENSION	IMPLEMENTATION
Teams or GoogleMeet	Athletes Federations and clubs Coaches Referees	Low Self Esteem Lack of awareness and promotion Gender stereotypes	<div style="display: flex; flex-wrap: wrap; justify-content: space-around;"> <div style="background-color: yellow; padding: 5px; margin: 2px;">TP</div> <div style="background-color: yellow; padding: 5px; margin: 2px;">TC</div> <div style="background-color: yellow; padding: 5px; margin: 2px;">TR</div> <div style="background-color: yellow; padding: 5px; margin: 2px;">TF</div> <div style="background-color: green; padding: 5px; margin: 2px;">TD</div> <div style="background-color: magenta; padding: 5px; margin: 2px;">L</div> <div style="background-color: cyan; padding: 5px; margin: 2px;">I</div> </div>
Work plan			M10-M27



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Task planning	M10-M12
Define and design content	M10-M12
Content review between URL and FCBQ	M13
Training for future trainers	M14-M15
Call for training	M15-M16
Execution of trainings	M16
Questionnaire evaluation of participants training	M17
Training feedback between PP	M17-M19
Report experience of trainers and impact to participants	M20
Comments	
	<ul style="list-style-type: none">• Have a general plan for all the federations/countries, but adapt the sessions accordingly to each country• It can't be too academic. Must be focus on good practices and awareness;• Design for different target groups• Must be significant and not repeat the information on MOOC• It would be interesting to have a coordinating person



Mentorship		Led by	 Federació Catalana de Basquetbol
DESCRIPTION	Newly trained coaches and referees will be mentored for a period of 6 months to further develop their skills in practice; 2 mentors per country will guide 20 coaches and 1 mentor will guide 10 referees)		
Objective	<ul style="list-style-type: none"> ✓ Offer experiential training to coaches and referees for their professional improvement ✓ Give visibility to the figure of women (coaches and referees) 		
MEDIUM	AGENTS	DIMENSION	IMPLEMENTATION
Teams App (WorkGroup)	Coaches Referees	Low Self Esteem and Low resources Lack of awareness and promotion Low professional recognition	<div style="display: flex; gap: 5px;"> <div style="background-color: yellow; padding: 2px 5px;">TC</div> <div style="background-color: yellow; padding: 2px 5px;">TR</div> <div style="background-color: cyan; padding: 2px 5px;">I</div> <div style="background-color: brown; padding: 2px 5px;">R</div> </div>
Work plan		M10-M20	
Planning and defining actions		M10	
Design material and content of the task		M10-M11	
Transfer information to PPs		M10-M11	
Disseminate the recruitment of coaches and referees		M10-M11	
Start mentorship		M13	
Mentorship		M13-M19	
Follow-up Mentorship meetings		M10/M11/M12/M13/M16/M19	
Participant assessment survey and sharing Mentorship experiences		M19	
Report: Assessment and impact		M19	










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Comments

- Have the FIBA mentorship program as a reference
- The coaches need to be prepared before the job shadowing
- Leadership training for mentor
- For referees it can be done via videos/discussing with the mentor




Cartoons or Comic design			Led by 
DESCRIPTION	Material designed through thoughtful depictions and humor.		
Objective	Make visible and foster critical thinking on gender equality and the stereotyping of women in sports.		
MEDIUM	AGENTS	DIMENSION	IMPLEMENTATION
Youtube Canal Digital Comic Comic	Players Coaches and Referees Media	Lack of awareness and promotion Gender Stereotypes	     
Work plan			M21-M27
Planning			M21
Search for designer person			M21
Material design			M21-23
Material review			M23
Material presentation			M24
Dissemination			M24-M27
Comments	<ul style="list-style-type: none"> • Designing real characters that respond to different stereotypes • Clear objectives of the project's goals; • Must have a positive message; • Made for the young audience and social media platforms; 		



Short videos referent women's of basketball			Led by
			
DESCRIPTION	Inspirational short videos (7) with well-known women and basketball figures, from each of the PP countries, who will share their career in the first person; Videos will be widely disseminated through social networks, local basketball clubs, federations and possibly local TV channels and/or institutions		
Objective	Give visibility and recognition to women in the world of basketball Create positive imaginaries in the identity of female athletes		
MEDIUM	AGENTS	DIMENSION	IMPLEMENTATION
Youtube Canal, Instagram Twitter and others	Players Coaches Referees Media	Low professional recognition Low awareness and promotion Low self-esteem	<div style="display: flex; justify-content: space-around;"> <div style="background-color: green; color: white; padding: 2px 5px;">TD</div> <div style="background-color: cyan; color: white; padding: 2px 5px;">I</div> <div style="background-color: brown; color: white; padding: 2px 5px;">R</div> <div style="background-color: gray; color: white; padding: 2px 5px;">M</div> <div style="background-color: red; color: white; padding: 2px 5px;">WM</div> </div>
Work plan			M15-M24
Specific planning			M15
Selection of women role models			M15-M16
Video recording			M17-M18
Video editing			M19-M20
Dissemination of videos			M21-M24
Follow-up meetings			M13
Comments	• Made for the young audience and social media platforms		





Documentary of Women in Basketball			Led by
			
DESCRIPTION	The documentary will be widely diffused through social media, Basketball Federations & local clubs, and where possible through local TV channels.		
Objective	Give visibility and value to the figure of women in the world of basketball		
MEDIUM	AGENTS	DIMENSION	IMPLEMENTATION
Social networks Federations local TV Channels	All of them and general society	Low professional recognition Low awareness and promotion Low self-esteem	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="background-color: green; color: white; padding: 2px 5px;">TD</div> <div style="background-color: cyan; color: white; padding: 2px 5px;">I</div> <div style="background-color: brown; color: white; padding: 2px 5px;">R</div> <div style="background-color: gray; color: white; padding: 2px 5px;">M</div> <div style="background-color: red; color: white; padding: 2px 5px;">WM</div> </div>
Work plan			M10-M19
Planning and distribution of tasks		M10	
Content design		M11	
Recording and material editing		M12	
Documentary Presentation		M13	
Documentary dissemination		M13-M19	
Comments	<ul style="list-style-type: none"> • In the documentary, a brush will be made on aspects that will later be developed in the MOOC and Presential training; • It has to give positive message • Impactful material that generates references • Create role models; • References from each category from each country; 		



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- Success stories – dual careers
- Cases of breaking barriers
- Showcase/involve clubs
- Showcase men that supported women
- Show case the needs (more specific to women)
- Equal time to men and women (because there are plenty of documentaries about women)
- Men role models target boys/men (backed up by actions)
- Mental health in general + emotional management
- Stories of people that went through different phases
- For example: story of a father that supported her referee daughter.




Hackathon			Led by 
DESCRIPTION	An online three-day hackathon across countries will take place and will bring together		
Objective	To brainstorm on the common challenges and come up with a range of creative and innovative ideas for tackling specific issues pertaining to women in basketball. Share ideas and experiences between agents		
MEDIUM	AGENTS	DIMENSION	IMPLEMENTATION
Teams or GoogleMeet	Female and male basketball athletes, coaches, referees, parents, federation staff, and other relevant stakeholders	Low awareness and promotion Gender stereotypes Low professional recognition	
Work plan			M16-M23
Planning			M16
Event content design			M17-M18
Call for experts			M18
Event preparation			M20-M23
Execution Event			M23
Assessment and Report			M23



International Campus			Led by	
DESCRIPTION	Mobility and learning exchanges of players and coaches across Europe. 50 participants from the 6 countries (12 women coaches, 6 referee and 30 athletes), come together for 5 days to train,			
Objective	Create a space for the exchange of experiences during training, mentoring and awareness			
MEDIUM	AGENTS	DIMENSION	IMPLEMENTATION	
Presential	Players Coaches Referees	Lack of resources Lack of professional recognition	TP	TC
			TR	TD
			R	
Work plan			M10-M20	
	Reserve spaces (hostel, diets, court..),		M10	
	Planning and distribution of tasks		M14	
	Event design		M14-M15	
	Call for participants		M15	
	Event		M19	
	Report		M20	
Comments	<ul style="list-style-type: none"> • Selection criteria (should be from the mentorship program): Same level – grassroots, senior, elite • Can it be validated as practice from the federation side? • Language concerns (must speak english) • There will be a single document (rubric) that will be the guideline for monitoring the participants 			



Workshops on Sustainability			Led by
			 Federació Catalana de Basquetbol
DESCRIPTION	Each federation will organize a local workshop with public and private organisations (sports public authorities, sponsors, companies, etc.). Each federation will conclude at least 2 Cooperation Agreements with external organisations to ensure policy, human and / or financial support on gender equality & equity.		
Objective	Present the results of the Promise Project and discuss further support (institutional, financial) to gender equality & equity policies in the basketball federations and clubs.		
MEDIUM	AGENTS	DIMENSION	IMPLEMENTATION
Presential	Public and private organisations	Low resources Low professional recognition Family life and work reconciliation Low awareness and promotion	<div style="display: flex; gap: 10px;"> <div style="background-color: green; color: white; padding: 2px 5px;">TD</div> <div style="background-color: magenta; color: white; padding: 2px 5px;">L</div> <div style="background-color: red; color: white; padding: 2px 5px;">WM</div> </div>
Work plan			M26-M29
Task planning + List of invited organizations			M26
Event design			M27
Follow-up meetings			M26-M29
Workshop			M28-M29
Workshop Experience Report			M29
Comments	<ul style="list-style-type: none"> • Include policies that clearly stipulate the part of women as coaches, administrations... 		




	<ul style="list-style-type: none"> • Quota system (not removing men but having more women) • • 30% both genders • • Incentivise the teams that have also girls/women teams • • Include also change makers/policy
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Policy Recommendations			Led by
DESCRIPTION	<p>With the support of an external expert, CAT BF will lead the drafting of a Policy Recommendations Report collecting the main lessons learned by the project and a set of recommendations to mainstream gender equality & equity into European sports policies.</p> <p>Eventually, these policy recommendations will be presented at the <i>PROMISE International Forum</i> (act 5.3) in Barcelona (M30) as well as in each local <i>Sensitisation workshops with the local media</i> organised by each partnering Federation (act 5.4) in their country (M30).</p>		
Objective	Mainstream the methodology and lessons learned to as many sports organisations and sports policy makers as possible.		
MEDIUM	AGENTS	DIMENSION	IMPLEMENTATION
Events: International Forum And Sensitisation workshops with the local media	All the organisations	Low awareness and promotion Low resources	<div style="display: flex; gap: 10px;"> <div style="background-color: yellow; padding: 2px 5px;">TF</div> <div style="background-color: magenta; padding: 2px 5px;">L</div> </div>
Work plan			M24-M28




Planning + Contact external expert	M24
Design document Public Policy Recommendations	M25-M28
Document review (presentation M29 I M30)	M28
Submission of document	M27
Difusió document to de Policy	M28

Project image guidebook			Led by
			 FEDERATA E BASKETBOLLIT TE KOSOVES KOSOVO BASKETBALL FEDERATION KOŠARKAŠKI SAVEZ KOSOVA
DESCRIPTION	Design of the project image guidebook at the beginning of the project, containing the logo and specifications on how to use it, as well as standard templates to present project reports, letterheads and power point presentations;		
Objective	Become an image protocol document and exclusive communication Ensure uniformity within the program		
MEDIUM	AGENTS	DIMENSION	IMPLEMENTATION
Mail	(INTERNAL)	----	<div style="background-color: #e91e63; color: white; padding: 5px; display: inline-block;">L</div>
Work plan			M5-M10
Material design			M5-M9
Share the material to the PP			M10




Project leaflets and roll ups			Led by
			 FEDERATA E BASKETBOLLIT TE KOSOVES KOSOVO BASKETBALL FEDERATION KOŠARKAŠKI SAVEZ KOSOVA
DESCRIPTION	Leaflets, one set will be designed at the very beginning to present key project information (objectives, expected results and impact, partners, etc.) printed in English and in national languages if deemed appropriate (the layout will be the same in all countries). In the fringes of events (international seminar, etc.) PPs will use the roll ups and leaflets will be distributed.		
Objective	Be a reflection of the philosophy and image of the program		
MEDIUM	AGENTS	DIMENSION	IMPLEMENTATION
Visual: Leaflet/roll-up	All	---	 
Work plan			
Design roll ups		M5-M10	
Production		M10	
Sending to the different PPs		M11	




Press releases and/or articles			Led by
			 FEDERATA E BASKETBOLLIT TE KOSOVES KOSOVO BASKETBALL FEDERATION KOŠARKAŠKI SAVEZ KOSOVA
DESCRIPTION	Elaboration and submission of press releases and/or articles in specialised/sector magazines, to involve mass media in the dissemination of the project objectives, activities, and results.		
Objective	Disseminate the program through different materials		
MEDIUM	AGENTS	DIMENSION	IMPLEMENTATION
Email and media	Federation/Club Others	Low awareness and promotion Low professional recognition	<div style="display: flex; gap: 5px;"> <div style="background-color: #ff00ff; padding: 2px 5px;">L</div> <div style="background-color: #cccccc; padding: 2px 5px;">M</div> <div style="background-color: #ff0000; padding: 2px 5px;">WM</div> <div style="background-color: #ffff00; padding: 2px 5px;">TF</div> </div>
Work plan			M9-M30
Design press releases and dissemination			M9-M30
Sending to PP			(post published)



E-newsletters			Led by
			 FEDERATA E BASKETBOLLIT TË KOSOVËS KOSOVO BASKETBALL FEDERATION KOŠARKAŠKI SAVEZ KOSOVA
DESCRIPTION	Elaboration and dissemination of e-Newsletters. Given that the project is reaching a wide array of key stakeholders and partners, and intends to expand the EU contacts base, an electronic newsletter in English will be provided with the following items: a calendar of upcoming events; news on project progress; summary of project deliverables; etc.		
Objective	Disseminate the program, materials of interest and upcoming events		
MEDIUM	AGENTS	DIMENSION	IMPLEMENTATION
Mail	Families Federations/clubs Public and private institutions	Low professional recognition Low awareness and promotion	<div style="display: flex; gap: 10px;"> <div style="background-color: #e91e63; color: white; padding: 5px;">L</div> <div style="background-color: #c00000; color: white; padding: 5px;">WM</div> </div>
Work plan			M10-M24
Planning		M10	
E1 content design+ shipping		M11-M14	
E2 content design + shipping		M14-17	
E3 content design + shipping		M21-24	










International Forum			Led by	 Federació Catalana de Basquetbol
DESCRIPTION	<p>Event to present all project outputs, and notably the Final Evaluation Report to share the main 30 months project findings:</p> <p>An indicative programme of the Conference follows:</p> <ul style="list-style-type: none"> • Presentation by representative of the European Commission • Outcomes of the research (desk research, best practices, PROMISE Pilot Programme) • Presentation of main project findings after the PROMISE Pilot Programme implementation in 6 countries • Presentation of the main digital awareness raising tools (documentaries, comic) and social media strategy • Testimonials from the women ambassadors' network • Presentation of the Policy Recommendations 			
Objective	<ul style="list-style-type: none"> ✓ Disseminate the work done ✓ Give visibility to the project and the material designed by it ✓ Present the Recommendations of Political Measures to the institutions 			
MEDIUM	AGENTS	DIMENSION	IMPLEMENTATION	
Presential	Organizations Public and private institutions Players, Coaches, Referees, Federations and Board Members	Low resources Gender stereotypes Low professional recognition Family life and work reconciliation Low awareness and promotion	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="background-color: #ff00ff; padding: 5px; border: 1px solid black;">L</div> <div style="background-color: #cccccc; padding: 5px; border: 1px solid black;">M</div> <div style="background-color: #ff0000; padding: 5px; border: 1px solid black;">WM</div> </div>	
Work plan			M25-M30	
Planning and defining content			M25	



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Distribution of tasks + meeting	M26
Expert selection	M26-M27
Event Design	M27-M28
Follow-up meetings	M27-M28
Invitations + preparations	M28-29
Event development	M29-30
report event	M30



Media Workshops			Led by
			
DESCRIPTION	Local workshops conducted in all project countries. Combating gender stereotypes, promotion of inclusive language, combatting infra-increasing visibility of women sports (basket but sports in general), etc. Each local federation will identify, select and invite sports-focused media and conduct a one-day workshop to sensitize the professionals behind these media. Each federation will invite at least 10 media representatives (TV, radios, blogs & websites, independent professionals, etc.). At least 60 media sensitized at project level.		
Objective	Sensitize local media on the multidimensional aspects of gender equality & equity, covering Promote the recognition of women athletes and spread it		
MEDIUM	AGENTS	DIMENSION	IMPLEMENTATION
Presential (each countries)	Media Communication Federations	Gender stereotypes Low professional recognition Low awareness and promotion	     
Work plan			M24-M28
Planning + content design			M24-M25
Looking for speakers and media			M26
Design the event			M26-27
Event			M28 or M29
Report Event			M30



7. SEVENTH STEP: Assessment

In the last phase, the implementation of the Program will be assessed and reviewed through a self-assessment rubric based on the most relevant aspects collected in the diagnostic phase. This rubric has been validated by a group of experts and by the members of the project, with expertise in the world of basketball and gender. Thanks to this material, each federation will be placed with respect to the quality indicators previously defined in the previous phases. It will also be a tool to visualize the change or transformation to follow in a temporary process longer than the duration of the project itself.

The creation of this tool will also affect the sustainability of the project since the self-assessment can be done periodically through the rubric, in different territorial areas (FIBA) and in a transparent way, since it will be recommended that the results be published.

8. Bibliography/Webgraphy

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https://www.europarl.europa.eu/doceo/document/A-9-2020-0234_EN.html
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9. Annex

- Document: *Supporting Guide* /URL (On Mai, 2023)

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