



WBSC Continental Association Governance Review Self-Assessment Questionnaire 2022/2023

Background

In order to promote and ensure a culture of good governance in sport and within the structures of International Federations (IFs), ASOIF (Association of Summer Olympic International Federations) is carefully analysing the organisation and governance of the Olympic Federations and its Associated Members. Eventually, each and every IF will be evaluated. This analysis does not only include the central structure of each IF, but also its Continental Associations (CAs) and subsequently the individual members of the National Federations (NFs).

The work to be done is of great value and WBSC would like to proceed the second round of the WBSC Continental Association Governance Review before advancing with the NFs in upcoming years. Therefore, each CA is asked to complete the questionnaire and send it to WBSC by **Friday 13th January 2023**. There should only be one response per CA and please make sure that you are authorised to submit the responses for your association before doing so.

The second round of WBSC Continental Association Governance Review will follow the same procedure and methodology as with the first round which takes form of a self-assessment questionnaire with a moderation of the response conducted by the WBSC Integrity Unit.

About the Questionnaire

The questionnaire consists of a background section followed by five principles with five questions for each section, respectively being scored from 0 to 4. WBSC selected the indicators by analysing 50 questions used by ASOIF for them throughout Governance Task Force Questionnaire. The indicators included are judged to be amongst the easier to fulfil, fundamental to a modern Organisation and appropriate for the mandate of a Continental Sport Association.

The questionnaire has been slightly revised from the first round, again consisted of 25 measurable indicators covering five principles. The five sections in more detail:

- **Transparency**

Transparency is a vital element for building trust. The true objective of transparent practices is to support the greater good by improving relations. This then leads to a culture of value where everyone involved knows what they are working for, feel valued and be able to deliver results that support continual growth.

- **Integrity**

Integrity is perceived as the ability to act with honesty and be consistent in whatever it is your association is doing, based on a particular value or believe you have. Integrity is of great importance since it entails being honest to faults, meeting commitments and treating everyone the same. Integrity is to show respect, be considerate and be courteous to your surroundings.

- **Democracy**

Organisational democracy is the application of democracy (voting system, debates, appeals, democratic structuring, etc.) to the workplace. A democratic workplace entails being valued and one's voice is heard. Fair conditions are in the foreground and joint forces might be more efficient and effective in the long run.

- **Development & Solidarity**

Development is the creation of long-term value for your association. Solidarity, on the other hand, is an awareness of shared interests, objectives, standards and sympathies creating a fundamental sense of unity that helps thriving a company to its success.

- **Control Mechanisms**

Control mechanisms, be it personal, bureaucratic, output or cultural controls, play an important role in any association. It is of great benefit for achieving goals in a predefined manner because it provides the instruments which influence the performance and decision-making process of an association.

How to Answer the Questionnaire

After the background section, there are 25 questions with a separate definition. Select your self-assessed score and provide evidence to justify your answer, for example, by providing a hyperlink (URL) of the relevant page on your Continental website or by listing references to a particular Statute/Rule.

Credit will only be given for measures which are already in place during the moderation phase. Future changes, even if they are virtually certain to take place, will not be considered in order to be consistent when reviewing all WBSC CAs.

Structure of the Questionnaire

One question entails three main areas: The question, scores with answers, and an area where evidence and explanations can be shared.

This questionnaire should be filled in by one or more senior officials from your association.

Please note that the parts shaded in grey colour slightly grey (scores for 20/21 and Moderated score and Comments WBSC Integrity Unit) will be filled in by the WBSC Integrity Unit. They don't need to be taken into consideration when filling in the questionnaire for your association.

Scoring

The definitions for scores in each case are designed to assess the level of fulfilment of the indicator by the CAs as follows:

0 – Not fulfilled at all

1 – Partially fulfilled

2 – Fulfilled

3 – Well-fulfilled according to published rules/procedures

4 – State of the art

(The most recent stage in the development, incorporating the newest features)

Moderation Process

A dedicated WBSC Integrity Unit Officer will review the submitted responses for each Continental Association by checking its accuracy and adjusting the self-assessed scores if necessary. Brief explanations will be provided.

Frequently asked Questions

Q: I am not sure that one of the questions applies to us. Can I leave it blank?

A: Please try to answer all questions. There is room for comments and evidence for all questions. If you are facing any considerable difficulties, please contact WBSC and ask for support.

Q: What happens to the scores after I submit them?

A: The WBSC Integrity Unit will review the responses and check its accuracy.

Q: I submitted the answer but would like to change something. What do I do?

A: Please contact the WBSC office, depending on the circumstances it might be possible to amend answers if needed but we encourage you to check carefully before submitting.



**Continental Association (CA) Governance Review
Self-Assessment Questionnaire
(NEW 2022/2023)**

CA INFORMATION

Continental Association: WBSC AFRICA COPABE CONPASA BFA SA WBSC EUROPE WBSC OCEANIA

Full Name: _____ Title / Position: _____

Please return completed questionnaire to governance@wbsc.org by 13 January 2023

BACKGROUND

Please indicate whether or not you consider that your CA complies with the following:

A	Your CA complies with the WBSC Statutes and its By-Laws	YES	NO			
B	Your CA either implements the WBSC Integrity Code or has its own that complies with it	YES	NO			
C	In which country and city does your CA have its legal base?					
D	Your CA complies with all applicable domestic laws of the country where it is registered and/or operates its main activities	YES	NO			
E	Does your CA have a physical office?	YES	NO			
F	How many full-time equivalents paid off does the CA have, including contractors?	≤1	1-4	5-9	10-14	≥15
G	Does your CA have an Integrity Officer? YES NO If YES, please provide the name and the contact details of the Officer.	Name: _____ Phone: _____ e-mail: _____				
H	Does your CA have a Development Officer? YES NO If YES, please provide the name and the contact details of the Officer.	Name: _____ Phone: _____ e-mail: _____				
I	What was the approximate annual revenue (USD/EUR) of the association averaged over the 2017-2021 cycle?	≤ 50,000	50,001-100,000	100,001-200,000	200,001 – 300,000 > 300,000	

1. TRANSPARENCY

Please indicate the extent to which your CA puts the following information into the public domain (i.e., via official website):

1.1 Statutes, Rules and Regulations					
Score		CA 22/23	Moderated	CA 20/21	Moderated
0	No				
1	At least some information available on the CA website				
2	Latest version of statutes, rules and regulations published on the CA website				
3	Full publication, easy to find on the CA website				
4	Full publication, easy to find on the CA website, latest versions available with mark ups identifying differences between previous versions				
Evidence / Explanation for Score – e.g., website link, brief explanation, etc...					
WBSC Comments					

1.2 Vision, Mission, Values and Strategic Objectives					
Score		CA 22/23	Moderated	CA 20/21	Moderated
0	No				
1	Some information published on the website				
2	Full publication on the website				
3	Full publication, easy to find on the CA website				
4	Full publication, easy to find on the website, extra data or info such as strategic plan aligned with the WBSC Strategic Plan				
Evidence / Explanation for Score – e.g., website link, brief explanation, etc...					
WBSC Comments					

1.3 A list of all National Member Federations with Basic Information for each					
Score		CA 22/23	Moderated	CA 20/21	Moderated
0	No				
1	Some member information published on website				
2	Full publication of latest member list on website				
3	Full publication, easy to find on website, basic data on members				
4	Full publication, easy to find on website, with extra data or explanation about members				
Evidence / Explanation for Score – e.g., website link, brief explanation, etc...					
WBSC Comments					

Revised

1.4 Annual Activity Report - including institutional information (e.g., board, commissions, organisational structure) and main events reports					
Score		CA 22/23	Moderated	CA 20/21	Moderated
0	No				
1	Some news published on website				
2	News published regularly and an annual report available on website				
3	News published regularly and multiple years of annual reports, easy to find on website				
4	Full publication, easy to find on website, at least the three most recent years, with extra data or explanation				
Evidence / Explanation for Score – e.g., website link, brief explanation, etc...					
WBSC Comments					

New

1.5 Annual Financial Reports following External Audit					
Score		CA 22/23	Moderated	CA 20/21	Moderated
0	No				
1	Some financial information published on the website				
2	Publication of externally audited financial reports for the WBSC Development Funds on the website				
3	Full publication of externally audited financial reports on the website				
4	Full publication of externally audited financial reports , easy to find on the website				
Evidence / Explanation for Score – e.g., website link, brief explanation, etc...					
WBSC Comments					

2. INTEGRITY

Please indicate the extent to which you consider that your CA fulfils the following:

2.1 Integrity Unit / Officer - ensuring that the CA abides by the WBSC Integrity Code and/or the CA's own Integrity Code					
Score		CA 22/23	Moderated	CA 20/21	Moderated
0	No				
1	A designated individual staff member/officer has the responsibility for the Integrity Code compliance				
2	Designated responsibility and a defined process for Integrity Code compliance				
3	Designated Responsibility and a defined process for Integrity Code compliance, evidence of implementation (Past cases)				
4	State of the art management and process for Integrity Code compliance, evidence of implementation outcomes published				
Evidence / Explanation for Score – e.g., website link, brief explanation, etc...					
WBSC Comments					

Revised

2.2 Publication - Make public all decisions of disciplinary bodies and related sanctions, as well as pending cases where applicable					
Score		CA 22/23	Moderated	CA 20/21	Moderated
0	No				
1	Some information about decisions of disciplinary bodies and related sanctions published				
2	All decisions of disciplinary bodies and related sanctions published, to the extent permitted by privacy regulations				
3	Full decisions of disciplinary bodies and related sanctions published, to the extent permitted by privacy regulations				
4	Full decision of disciplinary bodies and related sanctions published promptly with appropriate details and extra info (e.g., pending cases, mutual recognition of decisions, disciplinary process)				
Evidence / Explanation for Score – e.g., website link, brief explanation, etc...					
WBSC Comments					

Revised

2.3 Gender Balance - Appropriate gender balance in Executive Board or equivalent					
Score		CA 22/23	Moderated	CA 20/21	Moderated
0	Female representation is no more than 5%				
1	Female representation is more than 5% but no more than 15%				
2	Female representation is at least 15% with rules/policy to encourage gender balance				
3	Female representation is at least 25% with rules/policy to encourage gender balance				
4	Executive Board or equivalent has at least 40% of each gender with rules/ policy to encourage gender balance				
Evidence / Explanation for Score – e.g., website link, brief explanation, etc...					
WBSC Comments					

New

2.4 Safeguarding from Harassment and Abuse - programmes or policies in place					
Score		CA 22/23	Moderated	CA 20/21	Moderated
0	No				
1	Some evidence of activity				
2	Policies in place in compliance with the WBSC Safeguarding from Harassment and Abuse Rules				
3	Policies in place in compliance with the WBSC Safeguarding from Harassment and Abuse Rules, appropriate resources dedicated (including providing resources for members)				
4	State of the art policies and procedures in place, evidence of implementation, outcomes published				
Evidence / Explanation for Score – e.g., website link, brief explanation, etc...					
WBSC Comments					

Revised

2.5 Conflict of Interest Policy - identifying actual, potential and perceived conflicts with exclusion of members with an actual conflict from decision-making					
Score		CA 22/23	Moderated	CA 20/21	Moderated
0	No				
1	Some conflict of interest rules				
2	Defined conflict of interest policy				
3	Defined conflict of interest policy, evidence of implementation				
4	State of the art conflict of interest policy, checked against register and evidence of implementation				
Evidence / Explanation for Score – e.g., website link, brief explanation, etc...					
WBSC Comments					

3. DEMOCRACY

Please indicate the extent to which you consider that your CA fulfils the following:

3.1 Election of the President and a Majority of Members of all Executive Bodies					
Score		CA 22/23	Moderated	CA 20/21	Moderated
0	No				
1	Some elections but for limited number of roles				
2	Elections for president and majority of members of executive bodies				
3	Elections for president and majority of roles, voting numbers published				
4	Elections for president and majority of roles, voting numbers published, element of external scrutiny (e.g., independent legal commission, notary, electronic voting system)				
Evidence / Explanation for Score – e.g., website link, brief explanation, etc...					
WBSC Comments					

Revised

3.2 Campaigning - Clear policies/rules on campaigning to ensure election candidates can campaign on balanced footing including opportunity for candidates to present their vision/programmes.					
Score		CA 22/23	Moderated	CA 20/21	Moderated
0	No				
1	Some opportunity for candidates to present their programme/manifesto in advance				
2	Basic rules for campaigning with designated opportunity for candidates to present programme in advance with equal treatment				
3	Publication of detailed campaigning rules for candidates. Candidates can announce well in advance (e.g., 3 months) and present programmes, including at General Assembly				
4	State of art campaigning rules for candidates covering also ethical principles. Evidence of implementation				
Evidence / Explanation for Score – e.g., website link, brief explanation, etc...					
WBSC Comments					

3.3 Key Stakeholders - Provide for the representation of key stakeholders (e.g., active athletes as defined in the WBSC Rules) in governing bodies					
Score		CA 22/23	Moderated	CA 20/21	Moderated
0	No				
1	Some representation of key stakeholders in governing bodies				
2	Designated key stakeholder representatives in governing bodies (not consultative)				
3	Representation of key stakeholders including athlete(s) on Executive Board, duly elected/designated by the relevant body				
4	State of art athlete and other key stakeholder representation				
Evidence / Explanation for Score – e.g., website link, brief explanation, etc...					
WBSC Comments					

New

3.4 Eligibility Rules - Establishment and publication of eligibility rules for candidates for election					
Score		CA 22/23	Moderated	CA 20/21	Moderated
0	No				
1	Some rules about eligibility for election candidates				
2	Published eligibility rules for election candidates with a nomination process				
3	Published eligibility rules and a nomination process for election candidates				
4	State of art eligibility rules and nomination process, easy to find on the website, and evidence of implementation				
Evidence / Explanation for Score – e.g., website link, brief explanation, etc...					
WBSC Comments					

New

3.5 Equal Opportunities - Ensuring equal opportunities for members to participate in the General Assembly					
Score		CA 22/23	Moderated	CA 20/21	Moderated
0	No				
1	Some support for members to attend General Assembly				
2	Equal financial support for members (including a decision to provide no funding), but limited information published				
3	Published details (e.g., application forms/clear criteria) of financial support for members, or policy not to support, or successful delivery of at least one online General Assembly				
4	Published details (e.g., application forms/clear criteria) of financial support for members, or policy not to support, easy to find on the website or successful delivery of at least one online General Assembly, and evidence of implementation				
Evidence / Explanation for Score – e.g., website link, brief explanation, etc...					
WBSC Comments					

4. DEVELOPMENT & SOLIDARITY

Please indicate the extent to which you consider that your CA fulfils the following:

4.1 Clear Policy and Process in place - to determine transparent allocation of resources in declared development objectives					
Score		CA 22/23	Moderated	CA 20/21	Moderated
0	No				
1	Some information about allocation of resources in development objectives				
2	Defined, transparent process to determine allocation of resources in development objectives				
3	Defined, transparent policy and process to determine allocation of resources in development objectives, all info published				
4	State of the art policy and process for allocating resources, in development objectives, all info published and easy to find on the website				
Evidence / Explanation for Score – e.g., website link, brief explanation, etc...					
WBSC Comments					

New

4.2 Integrity Awareness / Education Programmes					
Score		CA 22/23	Moderated	CA 20/21	Moderated
0	No				
1	At least some information on integrity awareness available				
2	Integrity awareness/ education programmes in place				
3	Formal, diversified integrity awareness/education programmes in place (e.g., anti-doping, match manipulation, safeguarding) with evidence of implementation				
4	State of the art integrity awareness/education programmes in place with evidence of implementation (e.g., mandatory, regular education, online/offline, communication)				
Evidence / Explanation for Score – e.g., website link, brief explanation, etc...					
WBSC Comments					

Revised

4.3 Other Education Programmes - assistance to coaches, umpires, scorers and athletes					
Score		CA 22/23	Moderated	CA 20/21	Moderated
0	No				
1	At least some educational support				
2	Education programme and assistance				
3	Education programme and assistance with details published				
4	State of the art education programme with details published and easy to find on the website				
Evidence / Explanation for Score – e.g., website link, brief explanation, etc...					
WBSC Comments					

New

4.4 Information Published on Redistribution / Support Activity - for main stakeholders, including financial figures					
Score		CA 22/23	Moderated	CA 20/21	Moderated
0	No				
1	Some redistribution among main stakeholders or support provided directly				
2	Formal redistribution policy or programme for main stakeholders, which may involve providing services directly				
3	Formal redistribution policy or programme for main stakeholders, which may involve providing services directly, with financial figures published				
4	State of the art redistribution programme for stakeholders, declared criteria and financial figures published and easy to find on the website				
Evidence / Explanation for Score - e.g., website link, brief explanation, etc...					
WBSC Comments					

New

4.5 Parasport - CA dedicates appropriate resources to the parasport disciplines included in the WBSC event portfolio					
Score		CA 22/23	Moderated	CA 20/21	Moderated
0	No				
1	CA provides some limited support				
2	CA has a commission or staff support to oversee parasport disciplines				
3	CA supports parasport disciplines with appropriate resources				
4	CA supports parasport disciplines with appropriate resources and contribute promoting and supporting their development by doing activities in the region				
Evidence / Explanation for Score – e.g., website link, brief explanation, etc...					
WBSC Comments					

5. CONTROL MECHANISMS

Please indicate the extent to which you consider that your CA fulfils the following:

Revised

5.1 Policies for Internal Financial Control – e.g., budgeting, separation of duties, dual approvals for payments, IFRS/GAAP audit standard					
Score		CA 22/23	Moderated	CA 20/21	Moderated
0	No				
1	Some systems in place for internal control and/or risk management				
2	Official procedure in place for internal control and risk management				
3	Official procedure in place for internal control and risk management, evidence of implementation				
4	State of the art internal control and risk management procedures, evidence of implementation				
Evidence / Explanation for Score – e.g., website link, brief explanation, etc...					
WBSC Comments					

Revised

5.2 Internal Appeal Mechanism - Decisions made can be challenged through internal appeal mechanisms on the basis of clear rules with the right to appeal to an external body.					
Score		CA 22/23	Moderated	CA 20/21	Moderated
0	No				
1	Some opportunity for internal appeals				
2	Internal appeals policy in place				
3	Internal appeals policy in place, evidence of implementation and right to appeal the internal decision to an external body				
4	State of the art appeals policy, evidence of implementation, full decisions published; final right to appeal to an external body				
Evidence / Explanation for Score – e.g., website link, brief explanation, etc...					
WBSC Comments					

5.3 Events - Awarding of main events follows an open and transparent process					
Score		CA 22/23	Moderated	CA 20/21	Moderated
0	No				
1	Some information published about the process				
2	Process with rules, including criteria, fair timetables and outcomes published				
3	Process with rules, including criteria, fair timetables, shortlisting or rotation				
4	Process with rules, including criteria, fair timetables, shortlisting or rotation, all published and easy to find on the website				
Evidence / Explanation for Score – e.g., website link, brief explanation, etc...					
WBSC Comments					

New

5.4 Risk Management - Implement a risk management programme					
Score		CA 22/23	Moderated	CA 20/21	Moderated
0	No				
1	Occasional discussion of risk management at Executive Board level				
2	CA identifies strategic risks with updates considered at least annually at Executive Board level				
3	Risk register or equivalent system and mitigations considered systematically by Executive Board, delegated responsibility to a specialist (e.g., commission or treasurer)				
4	State of the art risk management programme in place, summary information in Annual Report and/or Audited Accounts				
Evidence / Explanation for Score – e.g., website link, brief explanation, etc...					
WBSC Comments					

5.5 Data Protection - Compliant with applicable laws regarding data protection (such as GDPR) and takes measures to ensure IT security					
Score		CA 22/23	Moderated	CA 20/21	Moderated
0	No				
1	Some evidence of action taken regarding data protection issues				
2	CA is compliant with applicable data protection laws, such as GDPR and undertakes IT security measures				
3	CA is compliant with applicable data protection laws and provides training for staff members, undertakes regular risk reviews of its security of IT systems with actions taken to mitigate risks				
4	State of the art policies and procedures in place				
Evidence / Explanation for Score – e.g., website link, brief explanation, etc...					
WBSC Comments					