



WBSC Continental Association Governance Review Self-Assessment Questionnaire 2023/2024

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 third 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 **Thursday 25th January 2024**. 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 third round of WBSC Continental Association Governance Review will follow the same procedure and methodology as with the previous rounds which take 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 22/23 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 Self-Assessed 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.

Please find the [additional documents](#) sent with this questionnaire for more information.



Continental Association (CA) Governance Review Self-Assessment Questionnaire (NEW 2023/2024)

CA INFORMATION

Continental Association: WBSC AFRICA BASEBALL FEDERATION OF ASIA SOFTBALL ASIA
 WBSC AMERICAS BASEBALL WBSC AMERICAS SOFTBALL WBSC EUROPE WBSC OCEANIA

Full Name: _____ Title / Position: _____

Please return completed questionnaire to governance@wbsc.org by 25 January 2024

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.	<i>Name:</i> _____ <i>Phone:</i> _____ <i>e-mail:</i> _____				
H	Does your CA have a Development Officer? YES NO If YES, please provide the name and the contact details of the Officer.	<i>Name:</i> _____ <i>Phone:</i> _____ <i>e-mail:</i> _____				
I	How many national team tournaments are hosted in your CA that qualify for the WBSC recognised age categories event? Please indicate the number (BB: U12, U15, U18, U23, Senior & Women's / SB: U12 Mixed, U15 Girls, U18 Boys & Girls, U23 Men's, Senior Men's & Women's)					
J	How much is the yearly membership fee for your CA? Please indicate the amount ins USD/EUR					
K	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 23/24	Moderated	CA 22/23	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 Self-Assessed Score – e.g., website link, brief explanation, etc...					
2022/2023		2023/2024			
WBSC Comments					
2022/2023		2023/2024			

1.2 Vision, Mission, Values and Strategic Plan					
Score		CA 23/24	Moderated	CA 22/23	Moderated
0	No				
1	Vision, mission, and values published on the website				
2	Publication of the Strategic Objectives on the website				
3	Full publication of the Strategic Plan, easy to find on the website				
4	Full publication of the Strategic Plan aligned with the WBSC Strategic Plan, easy to find on the website				
Evidence / Explanation for Self-Assessed Score – e.g., website link, brief explanation, etc...					
2022/2023		2023/2024			
WBSC Comments					
2022/2023		2023/2024			

1.3 A list of all National Member Federations with Information for each					
Score		CA 23/24	Moderated	CA 22/23	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 (EB Members and contact details) on members				
4	Full publication, easy to find on website, with extra data or explanation about members (e.g., history, year of affiliation, etc.)				
Evidence / Explanation for Self-Assessed Score - e.g., website link, brief explanation, etc...					
2022/2023		2023/2024			
WBSC Comments					
2022/2023		2023/2024			

1.4 Annual Activity Report - including institutional information (e.g., board, commissions, organisational structure) and main events reports					
Score		CA 23/24	Moderated	CA 22/23	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 Self-Assessed Score - e.g., website link, brief explanation, etc...					
2022/2023		2023/2024			
WBSC Comments					
2022/2023		2023/2024			

1.5 Annual Financial Reports					
Score		CA 23/24	Moderated	CA 22/23	Moderated
0	No				
1	Some financial information published on the website				
2	Full publication of audited financial reports on the website				
3	Full publication of audited financial reports with explanatory notes of the treasurer on the website				
4	Full publication of externally audited financial reports, at least for the WBSC Development Fund, easy to find on the website				
Evidence / Explanation for Self-Assessed Score – e.g., website link, brief explanation, etc...					
2022/2023		2023/2024			
WBSC Comments					
2022/2023		2023/2024			

2. INTEGRITY

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

2.1 Integrity Responsible- ensuring that the CA abides by the WBSC Integrity Code and/or the CA's own Integrity Code					
Score		CA 23/24	Moderated	CA 22/23	Moderated
0	No				
1	An Integrity Responsible who is nominated to ensure Integrity Code compliance				
2	An Integrity Responsible nominated and officially published on the website including contact details available for any integrity related matters				
3	A nominated Integrity Responsible and officially published on the website including contact details, and a defined process for Integrity Code compliance, evidence of implementation (Past cases and/or No-case Report)				
4	State of the art management and process for Integrity Code compliance, evidence of implementation with outcomes of the past investigations published				
Evidence / Explanation for Self-Assessed Score - e.g., website link, brief explanation, etc...					
2022/2023		2023/2024			
WBSC Comments					
2022/2023		2023/2024			

2.2 Publication of Disciplinary Process and Decisions - Make public disciplinary process and all decisions of disciplinary bodies with related sanctions, as well as pending cases where applicable					
Score		CA 23/24	Moderated	CA 22/23	Moderated
0	No				
1	Some information about disciplinary bodies published				
2	Some information about disciplinary bodies and process published				
3	All decisions of disciplinary bodies and related sanctions published, to the extent permitted by privacy regulations (Past cases and/or No-case Report)				
4	Full decision of disciplinary bodies and related sanctions published promptly with appropriate details and extra information on the investigations (e.g., pending cases, mutual recognition of decisions, disciplinary process)				
Evidence / Explanation for Self-Assessed Score – e.g., website link, brief explanation, etc...					
2022/2023		2023/2024			
WBSC Comments					
2022/2023		2023/2024			

2.3 Gender Balance - Appropriate gender balance in Executive Board or equivalent					
Score		CA 23/24	Moderated	CA 22/23	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%				
3	Female representation is at least 25%				
4	Executive Board or equivalent has at least 40% of each gender with rules/ policy to encourage gender balance				
Evidence / Explanation for Self-Assessed Score - e.g., website link, brief explanation, etc...					
2022/2023		2023/2024			
WBSC Comments					
2022/2023		2023/2024			

2.4 Safeguarding from Harassment and Abuse - programmes or policies in place					
Score		CA 23/24	Moderated	CA 22/23	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 informative/educational materials delivered to the members				
4	State of the art policies and procedures in place, evidence of implementation, outcomes published				
Evidence / Explanation for Self-Assessed Score - e.g., website link, brief explanation, etc...					
2022/2023		2023/2024			
WBSC Comments					
2022/2023		2023/2024			

2.5 Conflict of Interest Policy - identifying actual, potential and perceived conflicts with an actual conflict from decision-making					
Score		CA 23/24	Moderated	CA 22/23	Moderated
0	No				
1	Some evidence of implementation				
2	Conflict of Interest Rules in place and some evidence of implementation (e.g., Minutes of Congress and/or EB Meetings)				
3	Process to declare the interest and evidence of implementation (e.g., Submitted Declaration of Interest Form)				
4	Process to declare the interest, evidence of implementation (e.g., Submitted Declaration of Interest Form), and registry of conflict				
Evidence / Explanation for Self-Assessed Score - e.g., website link, brief explanation, etc...					
2022/2023		2023/2024			
WBSC Comments					
2022/2023		2023/2024			

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 23/24	Moderated	CA 22/23	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 Self-Assessed Score – e.g., website link, brief explanation, etc...					
2022/2023		2023/2024			
WBSC Comments					
2022/2023		2023/2024			

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 23/24	Moderated	CA 22/23	Moderated
0	No				
1	Some opportunity for candidates to present their programme/manifesto				
2	Basic rules for campaigning with designated opportunity for candidates to present programme 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 Self-Assessed Score - e.g., website link, brief explanation, etc...					
2022/2023		2023/2024			
WBSC Comments					
2022/2023		2023/2024			

3.3 Athlete Representation - Ensure athlete representation in governing bodies					
Score		CA 23/24	Moderated	CA 22/23	Moderated
0	No				
1	Some representation of athletes in governing bodies				
2	Designated Athlete Representatives covering main disciplines in governing bodies (Not consultative)				
3	Athlete Representation covering main disciplines on Executive Board, duly elected/designated by the relevant body (Consultative)				
4	State of art athlete representation and gender and discipline balanced (Consultative with voting rights)				
Evidence / Explanation for Self-Assessed Score - e.g., website link, brief explanation, etc...					
2022/2023		2023/2024			
WBSC Comments					
2022/2023		2023/2024			

3.4 Eligibility Rules - Establishment and publication of eligibility rules for candidates for election					
Score		CA 23/24	Moderated	CA 22/23	Moderated
0	No				
1	Some rules about eligibility for election candidates				
2	Eligibility rules with a nomination process for election candidates				
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 Self-Assessed Score - e.g., website link, brief explanation, etc...					
2022/2023		2023/2024			
WBSC Comments					
2022/2023		2023/2024			

3.5 Equal Opportunities for Members- Ensuring equal opportunities for members to participate in the General Assembly					
Score		CA 23/24	Moderated	CA 22/23	Moderated
0	No				
1	Some support (not lucrative) for members to attend General Assembly				
2	Equal support for members (including a decision to provide no funding), but limited information published				
3	Equal support (lucrative or logistic), or policy not to support, all details published (e.g., application forms/clear criteria), and/or Statutes embracing opportunities for online participation in the General Assembly				
4	Equal support (lucrative or logistic), or policy not to support, all details published (e.g., application forms/clear criteria) and easy to find on the website, and successful delivery of at least one online General Assembly, and evidence of implementation				
Evidence / Explanation for Self-Assessed Score – e.g., website link, brief explanation, etc...					
2022/2023		2023/2024			
WBSC Comments					
2022/2023		2023/2024			

4. DEVELOPMENT & SOLIDARITY

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

4.1 Clear Development Policy and Process in place - to determine transparent allocation of resources in declared development objectives					
Score		CA 23/24	Moderated	CA 22/23	Moderated
0	No				
1	Some information about allocation of the development fund				
2	A Development Responsible nominated and officially published on the website including contact details, to ensure transparent process to allocate the development fund				
3	A Development Responsible nominated and officially published on the website including contact details, and have defined, transparent process to determine allocation of the development fund, all info published				
4	State of the art process for allocating the development fund, aligned to the WBSC Development Programmes, all info published and easy to find on the website				
Evidence / Explanation for Self-Assessed Score – e.g., website link, brief explanation, etc...					
2022/2023		2023/2024			
WBSC Comments					
2022/2023		2023/2024			

4.2 Integrity Awareness / Education Programmes					
Score		CA 23/24	Moderated	CA 22/23	Moderated
0	No				
1	At least some information on integrity awareness available on the website				
2	Integrity awareness/ education programmes in place (e.g., at least one education session delivered and/or sharing educational materials with members)				
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, all details published on the website (e.g., mandatory, regular education, online/offline, communication)				
Evidence / Explanation for Self-Assessed Score – e.g., website link, brief explanation, etc...					
2022/2023		2023/2024			
WBSC Comments					
2022/2023		2023/2024			

4.3 Technical Education Programmes - assistance to coaches, umpires, scorers and athletes					
Score		CA 23/24	Moderated	CA 22/23	Moderated
0	No				
1	At least some educational support available on the website				
2	Education programme and assistance in place (e.g., at least one education session successfully delivered)				
3	Diversified education programme and assistance in place with details published on the website				
4	State of the art diversified education programme with details published including outcomes of the clinics and easy to find on the website				
Evidence / Explanation for Self-Assessed Score - e.g., website link, brief explanation, etc...					
2022/2023		2023/2024			
WBSC Comments					
2022/2023		2023/2024			

4.4 Information Published on Redistribution of Development Fund / Administrative or Logistic Support Activity - for members					
Score		CA 23/24	Moderated	CA 22/23	Moderated
0	No				
1	Some information about the redistribution of the development fund, and/or administrative or logistic support provided directly to the members				
2	Formal redistribution of the development fund in place for the members, which may involve providing administrative or logistic support directly				
3	Formal redistribution of the development fund in place for the members, which may involve providing administrative or logistic support directly, with outcomes published on the website				
4	State of the art redistribution of the development fund and administrative or logistic support for the members, with declared criteria and outcomes with financial figures published and easy to find on the website				
Evidence / Explanation for Self-Assessed Score – e.g., website link, brief explanation, etc...					
2022/2023		2023/2024			
WBSC Comments					
2022/2023		2023/2024			

4.5 Parasport - CA dedicates appropriate resources to the parasport disciplines included in the WBSC event portfolio					
Score		CA 23/24	Moderated	CA 22/23	Moderated
0	No				
1	CA provides some information about parasport disciplines to the members				
2	CA provides some limited support to the members on the parasport activities (might not be financial support)				
3	CA has comprehensive approach on supporting members' activities on parasport				
4	CA supports parasport disciplines with appropriate support and contribute promoting their development by doing activities in the region				
Evidence / Explanation for Self-Assessed Score - e.g., website link, brief explanation, etc...					
2022/2023		2023/2024			
WBSC Comments					
2022/2023		2023/2024			

5. CONTROL MECHANISMS

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

5.1 Policies for Internal Financial Control - e.g., budgeting, separation of duties, dual approvals for payments, IFRS/GAAP audit standard					
Score		CA 23/24	Moderated	CA 22/23	Moderated
0	No				
1	Some systems in place for internal financial control				
2	Official procedure in place for internal financial control				
3	Official procedure in place for internal financial control, evidence of implementation				
4	State of the art internal financial control and financial risk management procedures, evidence of implementation				
Evidence / Explanation for Self-Assessed Score - e.g., website link, brief explanation, etc...					
2022/2023		2023/2024			
WBSC Comments					
2022/2023		2023/2024			

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 23/24	Moderated	CA 22/23	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 (e.g., WBSC and CAS)				
4	State of the art appeals policy, evidence of implementation, full decisions published; final right to appeal to an external body (e.g., WBSC and CAS)				
Evidence / Explanation for Self-Assessed Score - e.g., website link, brief explanation, etc...					
2022/2023		2023/2024			
WBSC Comments					
2022/2023		2023/2024			

5.3 Event Bidding Process - Awarding of main events follows an open and transparent process					
Score		CA 23/24	Moderated	CA 22/23	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, outcomes published and shortlisting or rotation system				
4	Process with rules, including criteria, fair timetables, shortlisting or rotation system, all published and easy to find on the website				
Evidence / Explanation for Self-Assessed Score - e.g., website link, brief explanation, etc...					
2022/2023		2023/2024			
WBSC Comments					
2022/2023		2023/2024			

5.4 Risk Management - Implement a risk management programme					
Score		CA 23/24	Moderated	CA 22/23	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 Self-Assessed Score - e.g., website link, brief explanation, etc...					
2022/2023		2023/2024			
WBSC Comments					
2022/2023		2023/2024			

5.5 Data Protection - Compliant with applicable laws regarding data protection (such as GDPR) and takes measures to ensure IT security					
Score		CA 23/24	Moderated	CA 22/23	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 designated people, undertakes regular risk reviews of its IT systems				
4	State of the art policies and procedures in place, undertakes regular risk reviews of its IT systems with actions taken to mitigate risks				
Evidence / Explanation for Self-Assessed Score - e.g., website link, brief explanation, etc...					
2022/2023		2023/2024			
WBSC Comments					
2022/2023		2023/2024			