

The background of the cover features a series of curved, parallel lines in shades of blue, grey, and red, creating a sense of motion and depth. The WBSC logo is centered in the upper half of the image.

WBSC

WORLD
BASEBALL SOFTBALL
CONFEDERATION

Game Time!

GOVERNANCE REPORT

2022/23



WBSC GOVERNANCE REPORT 2022/23

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CHAPTER 1 INTRODUCTION

1 Introduction

Governance is the system by which organisations are directed and controlled and it makes sure the organisations to be credible and accountable for their internal and external stakeholders. International Sport Federations (IFs) are responsible for the integrity and credibility of their sport and organisation on the international level. Each IF, as an umbrella organisation for the national federations, should have clear expectations and the culture of the organisation through its governance.

Good governance ultimately aims to lead the WBSC to success by protecting the interests of the whole WBSC family and creating value for all stakeholders. Good Corporate Governance seeks to balance entrepreneurship, control and transparency, while supporting the WBSC with efficient decision-making processes. Good governance is a continually evolving concept and public scrutiny of sport organisations rightly remains high.

The WBSC, together with the WBSC Integrity Unit (IU), has committed itself to maintaining the highest standards of its governance of the organisation initiating several governance projects. The objectives of the projects are to ensure the best practices of good governance and to promote integrity across all different angles.

The WBSC decided to make further efforts through the publication of the WBSC Governance Report. Beginning with this first edition, the WBSC Governance Report will be published on an annual basis covering current status and various efforts to develop a culture of good governance within the entire WBSC family.

2 WBSC Integrity Unit and Governance

In early 2021, the WBSC established the WBSC IU to protect the integrity of the WBSC and to ensure a clean and inclusive environment for everyone. The mission of the WBSC IU is to enhance fair play and transparency, protect athletes' rights and promote inclusiveness to strengthen the governance within the WBSC and its members.

In line with the WBSC Strategic Plan 2022-2028, the WBSC IU is responsible for integrity-related matters including safeguarding, ethical breaches, betting-related issues, and any kind of result manipulation. It protects the integrity of the sports by:

- Investigating and prosecuting violations;

- Strengthening the capacity to prevent potential future wrongdoing; and
- Ensuring that the WBSC complies with its obligations under the World Anti-Doping Code, the WBSC Integrity Code, the WBSC Statutes, Code of the Divisions, By-Laws, Rules and Regulations.

These are to protect the rights of the athletes at all times creating a safe, diverse and trustful environment for them to shine.

Last but not least, the WBSC IU makes effort to enhance the Governance of the WBSC by applying very stringent standards of Good Governance and Accountability.

Please consult the [WBSC Integrity Unit webpage](#) and the [Governance](#) section for more information.

CHAPTER 2 WBSC GOVERNANCE

3 ASOIF and ASOIF Governance Task Force

The mission of Association of Summer Olympic International Federations (ASOIF) is to protect and defend the common interests of its members and to provide added value to the wider Sport and Olympic Movement.

In the context of growing cases of mismanagement in major sporting bodies, ASOIF General Assembly mandated the Governance Task Force (GTF) in 2016. The GTF aims to help the IFs to promote and ensure a culture of good governance within their structures.

4 Review of International Federation Governance

The GTF initiated an annual evaluation of the current state of governance of member IFs and published the results from 2017. For the evaluation, IFs are asked to respond to a self-assessment questionnaire which is consisted of 50 measurable indicators covering 5 pillars in governance – Transparency, Integrity, Democracy, Development & Solidarity, and Control Mechanism – and the indicators are revised each year. All Submitted self-assessment questionnaires go through independent moderation.

The latest review was conducted from late 2021 to early 2022. Out of a theoretical maximum score of 200 (based on 50 indicators each scored out of 4), the GTF targeted moderated score of 130 to be achieved by the Full Members and 120 to be achieved by the Associate Members for this edition.

Total moderated scores among the 33 IFs varied from under 120 to 189 and IFs were allocated into different Groups based on their total moderated score as below:

- A1: Score range from 175 to 189;
- A2: Score range from 150 to 179;
- B: Score range from 130 to 149;
- AT (Associate Members which achieved target of 120): Score range of 120 to 129; and
- C: Full Members under 130 and Associate Members under 120.

A report of the latest review, [Fourth Review of International Federation Governance](#), was published in June 2022.

5 Result of the WBSC Governance for 2021/22 Edition

The WBSC took part in the fourth assessment as an Associate Member of the ASOIF. The WBSC was included in Group A2 achieving a large overall increase and scoring the highest among the IFs that were ASOIF Associate Members in 2021.

It was recognised that the WBSC has had significant progress in many of the aspects of governance reviewed in this edition. A score of 159 out of a theoretical maximum score of 200 showed the WBSC move from Group C to A2, the second-highest group, in addition to ranking 12th among 33 IFs. The WBSC was also the highest-ranked IF among ASOIF Associate Members and scored above average for an IF of its size and resources.

Overall, the score of the WBSC increased by 46 since the previous review in 2019/20, the second largest increase across participating IFs where the average gain was 14 points. It was acknowledged that there was notable work in important areas, including increased financial transparency, the introduction of term limits and updated electoral rules.

CHAPTER 3 WBSC CONTINENTAL ASSOCIATION GOVERNANCE REVIEW

6 Background

One of the strategic goals from the WBSC Strategic Plan 2022-2028 is to strengthen WBSC Governance and reputation, through further development and implementation of good governance, integrity practices, and regulatory compliance.

Inspired by the ASOIF GTF Review of IF Governance, the WBSC decided to take it a step forward by conducting the WBSC Continental Association (CA) Governance Review. The purpose of this new governance assessment project is to analyse current status of the WBSC CAs and to suggest next steps in their governance for further improvements across all WBSC CAs. Introductory session and 1-on-1 call have been provided to the CAs prior to the self-assessment questionnaire for each round.

7 Methodology and Self-Assessment Questionnaire

Adopting the ASOIF GTF Review of IF Governance, the WBSC CA Governance Review took the form of a self-assessment questionnaire with moderation of the responses from the WBSC CAs. Indicators were also adopted from the ASOIF GTF Review of IF Governance. However, the number and the general standard of indicators have been modified considering several factors such as the size, mission and revenue of the WBSC CAs. The self-assessment questionnaire is consisted with Background Questions and 5 pillars in governance which are:

- 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 the 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 showing respect, being considerate and courteous to your surroundings.
- Democracy: Organisational democracy is the application of democracy (voting system, debates, appeals, democratic structuring, etc.) to the organisation. A democratic organisation 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 organisation. Solidarity, on the other hand, is an awareness of shared interests, objectives, standards, and sympathies creating a fundamental sense of unity that helps thriving an organisation to its success.
- Control Mechanism: Control Mechanisms, be it personal, bureaucratic, output or cultural controls, play an important role in any organisation. 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 organisation.

8 Round 1: 2020/21 Edition

The WBSC launched the first round of the WBSC CA Governance Review in late 2020. For this round, total of 20 indicators, 4 indicators per each pillar, were included to the self-assessment questionnaire. Each indicator can be scored from 0 to 4, therefore, theoretical maximum score was 80. Out of a theoretical maximum score of 80, the WBSC targeted moderated score of 55 to be achieved by the WBSC CAs for Round 1. All 8 CAs listed below participated in the WBSC CA Governance Review Round 1.

- WBSC Africa
- WBSC Americas (2): WBSC Americas Baseball, WBSC Americas Softball
- WBSC Asia (2): Baseball Federation of Asia, Softball Asia
- WBSC Europe (2): Confederation of European Baseball, European Softball Federation
- WBSC Oceania

This inaugural round was a test round aiming for the WBSC CAs to understand the concept, methodology, and procedure of the project. For this reason, the assessment result has not been made public. However, overall and individual result and feedback have been sent to all CAs.

9 Round 2: 2022/23 Edition

In November 2022, the WBSC commenced the second round of the WBSC CA Governance Review. The methodology and procedure of the assessment remained same as the first round. After the merger of CEB and ESF, however, all 7 CAs listed below participated in Round 2.

- WBSC Africa
- WBSC Americas (2): WBSC Americas Baseball, WBSC Americas Softball
- WBSC Asia (2): Baseball Federation of Asia, Softball Asia
- WBSC Europe
- WBSC Oceania

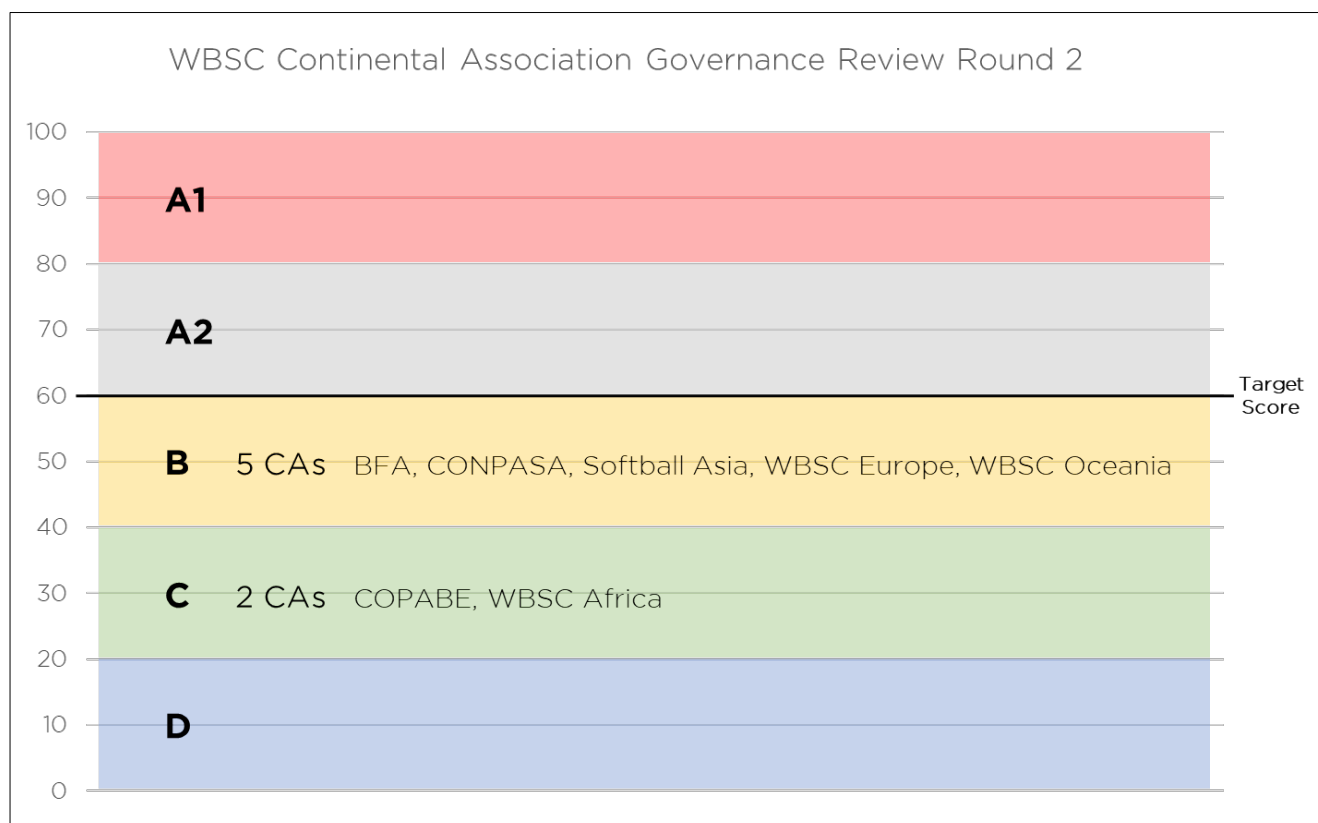
The self-assessment questionnaire has been revised to keep up with evolving culture of governance. The number of the indicators has been increased from 20 to 25. Accordingly, the theoretical maximum score has been increased from 80 to 100. The WBSC has adjusted the target score to 60 out of a theoretical maximum score of 100 for the second round.

From the second round, the WBSC publishes all the result of the WBSC CA Governance Review. Additionally, the outcome of this governance assessment will have an influence

on the allocation of the WBSC Development Fund to the CAs, working as one of the parameters to calculate the fund.

10 Result of Round 2

10.1 Overall Total Moderated Scores and Allocation of CAs into Groups



*Please note that the names of CAs are listed in alphabetical order within each group, not in order of the total moderated score.

Final moderated scores among 7 Continental Associations CAs varied from 36 to 58. CAs were divided into 5 groups (A1, A2, B, C, and D) based on their total moderated score as follows:

- Group A1: Score range from 80 to 100
- Group A2: Score range from 60 to 79
- Group B: Score range from 40 to 59
- Group C: Score range from 20 to 39
- Group D: Score range from 0 to 19

No CA reached to the Group A which was the targeted score yet in this Round 2. 5 CAs were included in Group B and 2 CAs were included in Group C.

10.2 Outcomes of Moderation

Changes in scores after moderation are as the table below:

| All 7 CAs | Self-assessed | Moderated |
|-------------------------------|---------------|-----------|
| Mean Total | 54.14 | 46.00 |
| Median Total | 57.00 | 45.00 |
| Mean for Indicator (Out of 4) | 2.17 | 1.84 |

| | Round 1 (8 CAs) | Round 2 (7 CAs) |
|------------------|--------------------|--------------------|
| Maximum Increase | 6 | 5 |
| Maximum Decrease | -21 | -17 |
| Mean Change | -11.75 | -8.14 |
| Median Change | -10.5 | -12.00 |

The total moderated scores of 5 out of 7 CAs were lower than the self-assessed score. However, as the scoring is not a scientific process, this fact should not be interpreted as criticism of the CAs completing the self-assessment.

Nevertheless, it is observed that the gap between the self-assessed score and moderated score has been reduced in Round 2 compared to Round 1.

10.3 Allowing a Margin of Error

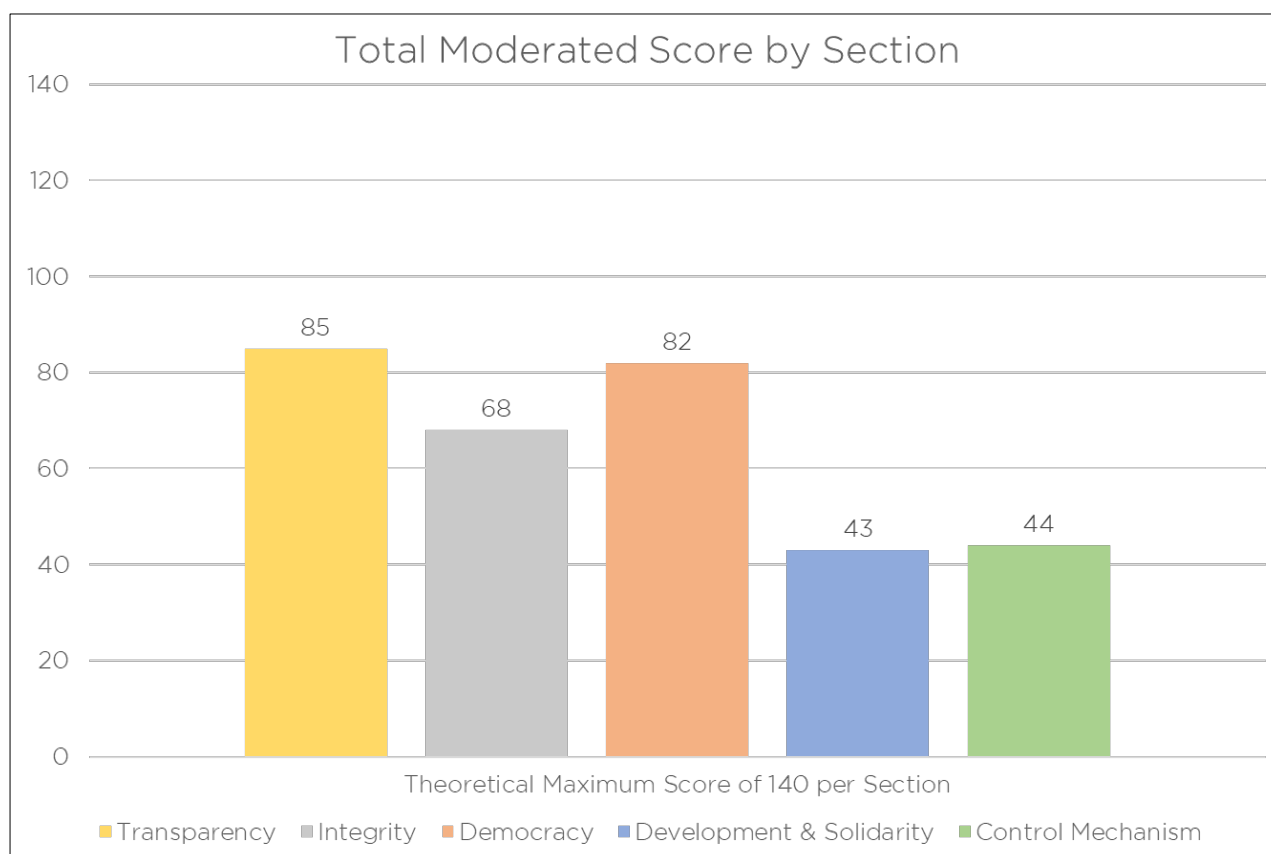
The scoring system used in this governance assessment gives a degree of objectivity in terms of the analysis. However, there can be room for debate.

Acknowledging that some decisions can be debatable, the total moderated score of each CA should be understood to have a margin of error of -2.5 to +2.5. This has been adjusted from the Round 1, which the margin of error was -2 to +2.

10.4 Total Moderated Score by Section

Transparency section came with the highest score of 85 out 140 points followed by the Democracy section with the score of 82 out of 140 points.

Development & Solidarity section scored the lowest which was 54 out of 140 theoretical maximum score. Control Mechanism section is only 1 point ahead of Development & Solidarity section.



10.5 Mean Score by Section

Mean Score of Round 2 is 1.84 and the table on the right provides the mean score by each section. The section scored the highest mean score in Round 2 is highlighted in green and section scored the lowest mean score in Round 2 is highlighted in orange:

| Section | Total Moderated Score | Mean Score |
|--------------------------|-----------------------|------------|
| Transparency | 85 | 2.43 |
| Integrity | 68 | 1.94 |
| Democracy | 82 | 2.34 |
| Development & Solidarity | 43 | 1.23 |
| Control Mechanism | 44 | 1.26 |

10.6 Mean Score by Indicator

Mean for indicator for Round 2 is 1.84 and the table below provides the mean score by each indicator. The indicator scored the highest mean score in each section is highlighted in green and the indicator scored the lowest mean score in each section is highlighted in orange:

| Section | No. | Question | Mean |
|--------------------------|-----|---|------|
| Transparency | 1.1 | Statutes, rules and regulations | 3.14 |
| | 1.2 | Vision, mission, values and strategic objectives | 2.71 |
| | 1.3 | List of all National Member Federations with basic information | 3.57 |
| | 1.4 | Annual activity report | 1.43 |
| | 1.5 | Annual financial reports following external audit | 1.29 |
| Integrity | 2.1 | Integrity Unit/Officer | 2.29 |
| | 2.2 | Publication of disciplinary decisions | 1.71 |
| | 2.3 | Gender balance in Executive Board | 2.29 |
| | 2.4 | Safeguarding programmes or policies | 1.71 |
| | 2.5 | Conflict of interest policy | 1.71 |
| Democracy | 3.1 | Election of the president and majority of members of all Executive Bodies | 3.00 |
| | 3.2 | Campaigning rules on balanced footing | 1.29 |
| | 3.3 | Proactive athlete representatives in governing bodies | 2.71 |
| | 3.4 | Eligibility rules for election candidates | 3.00 |
| | 3.5 | Ensuring equal opportunities for members to participate in the General Assembly | 1.71 |
| Development & Solidarity | 4.1 | Clear policy and process regarding declared development objectives | 1.29 |
| | 4.2 | Integrity awareness/education programmes | 1.00 |
| | 4.3 | Education programmes for coaches, umpires, scorers and athletes | 2.57 |
| | 4.4 | Information published on redistribution/support activity for main stakeholder including financial figures | 1.29 |
| | 4.5 | Appropriate resources/support allocated to the parasport disciplines | 0.00 |
| Control Mechanism | 5.1 | Policy for internal financial control | 1.29 |
| | 5.2 | Internal appeal mechanism on the basis of clear rules and to appeal to an external body | 2.43 |
| | 5.3 | Transparent process of event bidding and awarding | 1.00 |
| | 5.4 | Implementation of a risk management programme | 0.43 |
| | 5.5 | Applicable data protection policy to ensure IT security | 1.14 |

11 Comparison with Round 1

Please keep that in mind that Round 1 and Round 2 have different number of participants, different number of indicators, and different theoretical maximum score.

Due to the scoring method adopted for the questionnaire, percentage calculations are potentially misleading.

Please note that percentage calculations used here are merely referential.

11.1 Overall

| | Round 1 | Round 2 |
|------------------------------------|--------------|--------------|
| Number of CAs | 8 | 7 |
| Number of Indicators | 20 | 25 |
| Maximum Score per CA | 80 | 100 |
| Maximum Score for All | 640 | 700 |
| Total Moderated Score | 171 | 322 |
| Average Score per CA | 21.38 | 46.00 |
| Average Score per Indicator | 1.07 | 1.84 |
| Total Moderated Score in % | 27% | 46% |

The average score (mean) per Indicator has been increased for 0.77 points, from 1.07 points to 1.84 point out of 4. As it is shown in the total achieved score in %, the performance in governance of the WBSC CAs has been improved compared to Round 1 which was conducted in 2020/2021.

11.2 By Section

| Total Moderated Score | Round 1 | Round 2 | Total Moderated Score in % | Round 1 | Round 2 |
|--------------------------|---------|---------|----------------------------|---------|---------|
| Transparency | 60 | 85 | Transparency | 47% | 85% |
| Integrity | 29 | 68 | Integrity | 23% | 68% |
| Democracy | 33 | 82 | Democracy | 26% | 82% |
| Development & Solidarity | 26 | 43 | Development & Solidarity | 20% | 43% |
| Control Mechanism | 23 | 44 | Control Mechanism | 18% | 44% |

Out of 128 Out of 140

Improvements have been made in all 5 sections. Among 5 sections, improvement in Democracy section is outstanding. More attention and effort are required for Development & Solidarity section and Control Mechanism section.

The changes in the mean score per section are as below:

| Mean Score Per Section | Round 1 | Round 2 | Difference |
|--------------------------|---------|---------|------------|
| Transparency | 1.88 | 2.43 | +0.55 |
| Integrity | 0.91 | 1.94 | +1.04 |
| Democracy | 1.03 | 2.34 | +1.31 |
| Development & Solidarity | 0.81 | 1.23 | +0.42 |
| Control Mechanism | 0.72 | 1.26 | +0.54 |

11.3 Conclusion

As it is shown in the tables above, CAs achieved higher performance in their governance compared to the first round which was conducted in 2020/21. It is expected that CAs to keep making efforts in their governance and achieve higher standards of good governance in the next rounds of WBSC CA Governance Review.

In general, it was noticed that the CAs are now utilising their website more actively to publish documents and relevant information. By actively using their website for publication, CAs can contribute to transparent management and reach the wider range of Baseball/Softball family in their region. Additionally, a huge improvement in Democracy section is also evident. The election process is defined better compared to the Round 1 with evidence of implementation across the CAs.

Nevertheless, there are needs and rooms for further improvements especially in Development & Solidarity and Control Mechanism section in general. As the indicators are based on the governance goals of the WBSC, those indicators with score of 0 or 1 would merit attention. Although all of them cannot be immediate priorities for the CAs, WBSC is ready to provide relevant supports to the CAs for their effort in governance.

No CA attained the targeted score of 60 out of a theoretical maximum score of 100. However, it is expected that all the CAs will achieve the target score in the next round.

11.3 Feedback and Follow Up Calls

Individual feedback documents have been delivered to all CAs. It is aimed to have 1-on-1 follow up call each CA in order to better understand the moderated scores and directions for further improvement. On top of that, a List of Best Practices has been distributed with good examples from the WBSC, WBSC CAs and other IFs. Based on the feedback, the WBSC anticipates all CAs to improve and score better in the next rounds.

CHAPTER 4 NEXT STEPS OF WBSC IN GOVERNANCE

12 ASOIF GTF Review of International Federation Governance 2023/2024

The next round of ASOIF GTF Review of International Federation Governance is expected to begin later this year. WBSC would like to participate in the new edition of this governance assessment, and it is aimed to see another improvement compared to last edition. It is important for the WBSC to keep following the latest and highest standard of good governance through the assessment.

13 WBSC Continental Association Governance Review Round 3

Apart from achieving higher score in the ASOIF GTF Review of International Federation Governance, it is own goal of the WBSC to improve the performance in governance to be more transparent and credible governing body of Baseball/Softball. Based on the WBSC Strategic Goals and Plan, the WBSC is making a lot of efforts to encourage various new topics such as promoting diversity, developing parasport, and sustainable management, operation, and development.

Continuing the WBSC CA Governance Review is part of these efforts. CAs are also the umbrella organisation for the National Member Federations (NFs) of their regions. It is important for the WBSC to make sure that the WBSC and all CAs are sharing same agenda in governance and making collective efforts for good governance.

The third round of the WBSC CA Governance Review is planned to begin in the end of 2023. It is expected to have more meaningful analysis by keeping same theoretical maximum score with Round 2.

The WBSC is willing to provide any support to the WBSC CAs to help them to improve their governance. It is aimed to see all the WBSC CAs achieve the target score by 2024/25.

14 National Member Federation Governance Review

Further down the road, it is aimed to extend the Governance Review to all NFs in the next coming years. Considering the volume of the workload, NF Governance Review is likely to take different methodologies from the CA Governance Review. The details of the WBSC NF Governance Review will be published as soon as they are ready.