



SOFTBALL ASIA

STRATEGIC PLAN 2026 – 2030

VERSION 1: 2025.09.17

SOFTBALL ASIA VISION

“Unity through Softball & Baseball5”

To foster unity and harmony through the power of Softball (Men and Women), and Baseball5 as sports, and facilitate the attainment of sporting excellence in Softball (Men and Women), and Baseball5 at all levels, with focus on youth.

SOFTBALL ASIA MISSION

“To Grow and Strengthen Softball (Men and Women), and Baseball5 in Asia at all levels”

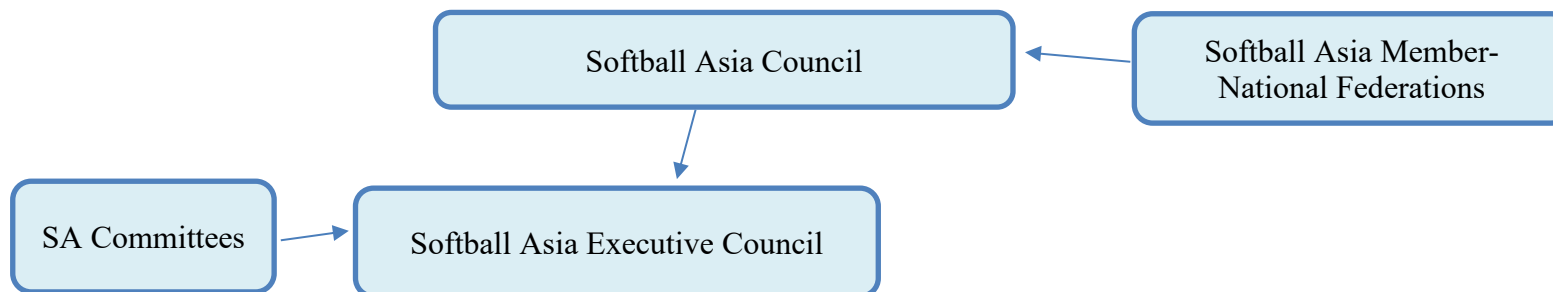
To promote, develop and protect the sport of Softball (Men and Women), and Baseball5, and create and provide opportunities for the participation in Softball and Baseball5, in Asia, and elsewhere in accordance with the rules and regulations of the World Baseball and Softball Confederation (WBSC) and Softball Asia.

SOFTBALL ASIA VALUES

Softball Asia adopts the same **WBSC Values**. What Softball Asia stands for and what we believe in is defined by these WBSC Values:

- Team Spirit & Community
- Integrity & Fair Play
- Authenticity & Tradition
- Equality & Honour
- Ambition & Innovation

SOFTBALL ASIA STRUCTURE





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SOFTBALL ASIA STRATEGIC GOALS (5)



SOFTBALL ASIA STRATEGIC PLAN 2026 - 2030

#	<u>STRATEGIC GOAL</u>	<u>ACTION PLAN</u>	<u>KEY PERFORMANCE INDEX</u>
1.	<p><u>To Be Permanent Sports / Events on Continental-Asian and Regional multi-sports Games Programs</u></p> <ul style="list-style-type: none"> • To attain all events of Softball (Men and Women), and 	<p>(i) To strengthen the competitiveness and popularity of Softball (Men and Women), and Baseball5 (Mixed Gender) in Asia. and globally</p>	<p>1. The inclusion of Softball (Men and Women), and Baseball5 (Mixed Gender) events in Continental and Regional multi-sports Games, such as, but not limited to:</p>



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<p>Baseball5 (Mixed Gender) to be considered essential value-added events and to be included for all future Continental-Asian and Regional multi-sports Games-events.</p> <ul style="list-style-type: none"> • To attain SA to be regarded by all relevant parties as a key and essential Continental sports federation for Asian Softball and Baseball5. • To work with World Baseball Softball Confederation (WBSC) and capitalise on the inclusion of Baseball-Softball-Baseball5 in the Olympic Games, and Youth Olympic Games, programs. 	<p>(ii) To strengthen the relationships of SA with all stakeholders in Asia and globally</p> <p>(iii) To improve the world-level rankings of Asian Softball teams and Asian Baseball5 teams</p> <p><u>Note:</u></p> <p><i>1. To continue to work with relevant parties for inclusion in Continental-Asian & Regional multi-sports Games-events.</i></p> <p><i>2. To continue to work with respective National Olympic Committees (NOCs) to support the participation of National Federation-teams (NFs) in these Games-events:</i></p> <ul style="list-style-type: none"> • <i>South East Asian Games:</i> <ul style="list-style-type: none"> ○ <i>2027 in Malaysia.</i> ○ <i>2029 in Singapore.</i> ○ <i>2031 in Laos.</i> • <i>Asian Games:</i> <ul style="list-style-type: none"> ○ <i>2030 in Doha, Qatar.</i> ○ <i>2034 in Riyadh, Saudi Arabia.</i> • <i>Asian Youth Games:</i> <ul style="list-style-type: none"> ○ <i>2029 in Phnom Penh, Cambodia.</i> 	<ul style="list-style-type: none"> • Asian Games (AG) • Asian Indoor and Martial Arts Games (AIMAG) • Asian Beach Games (ABG) • Asian Youth Games (AYG) • East Asian Games (EAG) • South Asian Games (SAG) • South East Asian Games (SEA Games) <p><u>Note:</u></p> <p><i>1.1 Men Baseball, both Men and Women Softball, and Baseball5 (Mixed Gender) were included on the sports program – medal sports for the 2025 South East Asian (SEA) Games Thailand 2025 – to be held in December 2025.</i></p> <ul style="list-style-type: none"> • <i>Men Baseball, and both Men and Women Softball, were last included in the 2019 SEA Games Philippines. (The SEA Games are held every 2 years).</i> • <i>Baseball5 (Mixed Gender) will be competed for the first time in the SEA Games in Thailand in December 2025.</i> <p><i>1.2 Men Baseball and Women Softball, were included on the sports program – medal</i></p>
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		<ul style="list-style-type: none"> • <i>Asian Indoor & Martial Arts Games.</i> 3. <i>To continue to encourage SA Member-NFs to apply, through their respective NOC, for Olympic Solidarity and Olympic Council of Asia (OCA) funding for Baseball-Softball-Baseball5 programs.</i> 4. <i>To continue to work with the WBSC, in particular, for the inclusion of Baseball – Softball – Baseball5 in global multi-sports Games – events:</i> <ul style="list-style-type: none"> 4.1 <i>The Olympic Games Brisbane 2032, for Women Softball – Men Baseball.</i> 4.2 <i>The World Games 2029 Karlsruhe, Germany, for Men Softball and Women Softball (or Women Baseball if Women Softball is included in the 2032 Brisbane Olympic Games).</i> 	<p><i>sports for the 2026 Asian Games Aichi-Nagoya – to be held in September – October 2026.</i></p> <ul style="list-style-type: none"> • <i>Men Baseball and Women Softball, has been included in every edition of the Asian Games since Beijing 1990. (The Asian Games are held every 4 years).</i> <ol style="list-style-type: none"> 2. <i>The successful inclusion of Women Softball – Men Baseball in the Olympic Games LA 2028.</i> 3. <i>The improvement of the WBSC World Ranking of the SA Member-National Federations.</i> <p>Note:</p> <ol style="list-style-type: none"> 3.1 <i>Please check WBSC website for latest Men Softball and Women Softball, as well as Baseball5 (Mixed Gender), World Rankings.</i>
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#	STRATEGIC GOAL	ACTION PLAN	KEY PERFORMANCE INDEX
2.	<p><u>To Strengthen Softball Asia’s Governance and Leadership</u></p> <p>2.1 To observe and comply with the</p>	<p>(i) To draw up, implement and monitor consistent and sustainable</p>	<p>1. The consistent and regular regulatory compliance with statues, rules and</p>



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<p>WBSC and Softball Asia (SA) statutes, rules and regulations.</p> <p>2.2 To improve the leadership, and the management, administrative and financial systems of SA, and the skills of its officers, staff and officials.</p> <p>2.3 To implement good governance practices, sustainable structures and consistent regulatory compliance.</p> <p>2.4 To increase and maintain SA’s level of transparency and sustainability.</p> <p>2.5 To enhance SA’s global standing and credibility.</p>	<p>rules, regulations, policies, plans, processes and procedures for the efficient and effective organisation, management and administration of SA, including legal, control, safeguarding and protection mechanisms.</p> <p>(ii) To draw up, implement and monitor consistent and sustainable rules & regulations, and processes & procedures to manage and deal with breach of statutes, rules & regulations, disciplinary and other matters, and for the related appeals.</p> <p>(iii) To draw up, implement and monitor consistent and sustainable good governance and integrity practices models.</p> <p>(iv) To attend leadership, management, administrative and financial events to share experiences, enhance knowledge and improve skills.</p> <p>Note:</p> <p>1. To look into review and update of existing SA legislation, rules, regulations, by-laws, policies, etc..</p>	<p>regulations, processes and procedures, directives & requests, (such as surveys, questionnaires, etc.), in line with set policies. For example:</p> <p>1.1 The holding of annual general meetings, Executive Committee (EXCO) meetings, Committees’ and other meetings, and other events and activities.</p> <p>Note:</p> <p>1.1.1 <i>The following legislation / guidelines are available on the Softball Asia (SA) website:</i></p> <ul style="list-style-type: none"> ○ SA Constitution. ○ SA Elections By-laws. ○ Rules relating to Committees, Commissions, Working Groups & Task Forces ○ Conflict of Interest Policy. <p>1.1.2 <i>SA held its SA Executive Council at least once every year, for the period 2022 to 2025.</i></p> <p>1.1.3 <i>SA held its biennial SA Congress in 2022 and 2024.</i></p> <p>1.2 The proper nomination of candidates</p>
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		<p>2. <i>To continue to organize at least one (1) course – seminar per year for SA technical officials:</i></p> <p>2.1 <i>In view of changes to the Official Softball Rules for 2027 – 2030, an Umpires Refresher Seminar is planned for 2026, in conjunction with ONE of the Softball Asia Cups in 2026:</i></p> <ul style="list-style-type: none"> • <i>U15 Women Softball Asia Cup 2026.</i> • <i>Asian Universities Asia Cup 2026.</i> • <i>U18 Men Softball Asia Cup 20 26.</i> <p>2.2 <i>To plan and organise courses-seminars for Asia technical commissioners, and scorers.</i></p> <ul style="list-style-type: none"> • <i>Asia technical officials (umpires, scorers, technical commissioners) continue to be appointed by WBSC to serve at WBSC World Cup tournaments.</i> • <i>However, the number of Asia technical officials proficient /</i> 	<p>for positions within SA, and the holding of regular valid elections of the SA EXCO and other officials in accordance with the SA.</p> <p>Note:</p> <p>1.2.1 <i>SA elected the Continental SA Representative in 2022, to serve on the WBSC Softball Board for the period 2022 – 2026.</i></p> <p>1.2.2 <i>SA appointed its two (2) Athletes Representatives, one (1) male for Men Softball, and one (1) female for Women Softball in December 2023; and they serve on the SA EXCO, and entitled to attend SA EXCO Meetings and SA Congresses, and to vote.</i></p> <p>1.3 The regular and consistent publication and availability of minutes of meetings, annual & other reports of SA events and activities, and financial statements (accounts), and holding elections of SA EXCO and other officials, as well as other compliance in accordance with SA statutes, rules and regulations.</p> <p>Note:</p> <p>1.3.1 <i>Minutes of SA EXCO Meetings, SA</i></p>
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		<p><i>fluent in English and/or Spanish (the two (2) official languages of the WBSC) are very small, and Asia officials need to step up on enhancing such language skills to be able to serve better.</i></p>	<p><i>Congresses, SA President – Secretary periodic Reports, including results of SA elections, were presented and approved at the relevant SA EXCO Meetings, and SA Congresses, and published on the SA website.</i></p> <p><i>1.3.2 SA Receipts – Expenditure periodic reports were presented and approved at the relevant SA EXCO Meetings, and SA Congresses.</i></p> <p><i>2 The number of events and activities, including courses, seminars, etc., attended by SA officers, officials and staff.</i></p> <p><u>Note:</u></p> <ul style="list-style-type: none"> <i>• SA, in collaboration with WBSC, conducted various technical courses for SA technical officials for the period 2022 – 2025, with at least one (1) pr year, including working in collaboration with NFs that request for such courses:</i> <ul style="list-style-type: none"> <i>○ Softball Coaching Seminars, including for WBSC Coaching Certification Level 1 & Level 2.</i> <i>○ Umpires Certification / Refresher Seminars, including for WBSC / SA Umpire Certification.</i>
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			<ul style="list-style-type: none"> ○ <i>Softball Scorers Seminar.</i> ○ <i>Softball Technical Commissioners.</i> ○ <i>Baseball5 Joint Game Officials Seminars.</i> ○ <i>Baseball5 Coaching Seminars.</i> ● <i>Online courses on various topics SA and subject matters, including for technical courses are available on the WBSC online Academy on WBSC website, and interested persons may log-in to attend, through his/her respective NF.</i>
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#	<u>STRATEGIC GOAL</u>	<u>ACTION PLAN</u>	<u>KEY PERFORMANCE INDEX</u>
3.	<p><u>To Enhance Softball Asia’s Capacity and Consolidate the Softball Asia Family</u></p> <p>3.1 To improve the governance and capacity of SA and its Affiliate-Members.</p> <p>3.2 To procure the establishment of National Softball/ Baseball-Softball Federation (NSF) in more countries /territories in Asia.</p> <p>3.3 To increase SA’s commercial</p>	<p>(i) To build, strengthen & maintain relationships with WBSC, SA Affiliate-Members, Continental, Regional and other relevant stakeholders, bodies and organisations.</p> <p>(ii) To draw up and implement an effective communication strategy to enhance good liaison, regular effective communication & dialogue, and cooperative collaboration with SA Affiliate-</p>	<p>1. The number of SA Affiliate-Members that comply with WBSC and SA statutes, rules and regulations, and other directives/requests (e.g., surveys, queries, questionnaires, etc.)</p> <p>2. The number of SA Affiliate-Members who submit annual and other reports, minutes of meetings and financial statements (accounts) to SA, and the regular and consistent publication and availability of such minutes, reports and financial statements.</p>



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<p>assets and properties, and expand SA’s markets in Asia and globally.</p> <p>3.4 To obtain more sponsorships and partnerships for SA.</p>	<p>Members.</p> <p>(iii) To strengthen the leadership, organisational structures and good practices of SA Affiliate-Members to create a sustainable ecosystem.</p> <p>(iv) To source for interested committed individuals in those countries and territories that do not have a National Softball/ Baseball-Softball Federation (NSF) to establish their respective NSF.</p> <p>(v) To plan, organise and implement suitable sustainable development and educational programs at all levels for SA Affiliate-Members, athletes, officials and officers.</p> <p>(vi) To procure SA Affiliate-Members to organise regular sustainable programs, events and activities at local and national levels (including tournaments, seminars, courses, etc.).</p> <p>(vii) To organise regular SA meetings and fora for SA Affiliate-Members to interact & obtain input, share good practice experience, and enhance knowledge and skills.</p>	<p>3. The number of SA Affiliate-Members who participate in SA events and activities.</p> <p>4. The number and values of SA sponsorship and partnerships.</p> <p>Note:</p> <p>1. <i>SA Member-NFs still lag in submission of annual updates and reports on their respective events – activities.</i></p> <p>2. <i>SA continued to consistently organise the corresponding Asia Cup – World Cup qualifiers for the period 2022 – 2025, to qualify eligible Asia teams in participate in the respective World Cups.</i></p> <p style="padding-left: 20px;">2.1 <i>SA teams have also been successful in obtaining “Wild Card” / “Replacement Card” entries for certain World Cup / multi-sports Games – events.</i></p> <p>3. <i>The number of participating SA Member-NF teams in Asia Cups has not been consistent; the greatest interest in participation has been in the Women Softball Asia Cups.</i></p> <p style="padding-left: 20px;">3.1 <i>SA has not been able to revive sufficient interest in participation in the U12 Mixed Gender Asia Cup, in view</i></p>
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		<p>(vii) To make available opportunities for SA and NSF officials & athletes to serve as technical officials in regional, continental and international competitions & events, and attend international meetings and courses to improve knowledge and skills.</p> <p>(viii) To strengthen the capacity of SA IT systems and SA website, their management, maintenance and sustainability</p> <p>(ix) To engage full-time and part-time executives to serve in SA management and management.</p> <p>(x) To strengthen the results and data management of SA events and activities.</p> <p>(xi) To strengthen the keeping of, delivery, management of SA reports, records and data, and ensure the timely and accurate reporting of SA events and activities, and publish & make available all reports and results.</p>	<p><i>of the suspension of the corresponding World Cup by the WBSC.</i></p> <p>4. <i>For the period 2022 – 2025, SA increased its Membership base, with the formal inclusion of the following new SA Members:</i></p> <p>4.1 <i>Bhutan Baseball and Softball Association.</i></p> <p>4.2 <i>Cambodia Baseball Softball Federation.</i></p> <p>4.3 <i>Jordan Baseball Softball Federation.</i></p> <p>4.4 <i>Saudi Arabia Baseball and Softball Federation.</i></p> <p>4.5 <i>Laos Baseball Softball Federation.</i></p> <p>4.6 <i>Nepal Baseball Softball Association.</i></p> <p>4.7 <i>Syria Arab Baseball and Softball Federation.</i></p> <p>4.8 <i>Vietnam Baseball Softball Federation.</i></p> <p>5. <i>Due to limited resources, SA has yet to employ – engage full time staff for the SA office, and still rely on part-timers, and “volunteers”, with the necessary expertise and experience, to assist at SA’s events – activities, including during Asia Cup tournaments.</i></p> <p>6. <i>Participating SA Member-NF teams, and appointed technical officials, have been using the online MyWBSC System for</i></p>
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		<p>Note:</p> <ol style="list-style-type: none"> 1. <i>To continue periodic consistent communication with SA Member-NFs for update information.</i> 2. <i>To continue to invite SA Member-NFs to physical, hybrid and/or online, meetings and discussions with SA President / SA EXCO, at least once a year, for updates and plans for development for the growth of Softball and Baseball5 in each country - territory.</i> 3. <i>To continue to grow the SA Membership with new established national federations in Asia.</i> 	<p><i>registration, and recording of data, for SA Asia Cup tournaments, and also the WBSC online Scoring System, for the official scoring of SA Asia Cup tournaments.</i></p>
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#	<u>STRATEGIC GOAL</u>	<u>ACTION PLAN</u>	<u>KEY PERFORMANCE INDEX</u>
4.	<p><u>To Grow all events of Softball and Baseball5 in Asia and elsewhere</u></p> <p>4.1 To enhance the quality and excellence of SA events and activities, and their effective delivery.</p> <p>4.2 To improve the standard and</p>	<ol style="list-style-type: none"> (i) To establish SA Development Committee and its terms of reference, including its scope of duties and responsibilities (ii) To establish SA Technical and Competitions Committee and its terms of reference, including its 	<ol style="list-style-type: none"> 1. The regular meeting and reports of SA Development Committee on its regular meetings, plans & recommendations and activities 2. The regular meetings and reports of SA Technical and Competitions Committee on its regular meetings, plans & recommendations



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<p>competitive-level of the teams participating in SA events and activities.</p> <p>4.3 To improve the level of technical officials, umpires, scorers and others serving in SA events and activities.</p> <p>4.4 To increase numbers of athletes’ and officials’ participation in Softball and Baseball5 in Asia.</p> <p>4.4 To source for and make available to SA Affiliate-Members more affordable softball equipment.</p>	<p>scope of duties and responsibilities</p> <p>(iii) To establish SA Umpires’ Committee and its terms of reference, including its scope of duties and responsibilities</p> <p>(iv) To establish SA Scorers’ Committee and its terms of reference, including its scope of duties and responsibilities</p> <p>(v) To review the bid requirements and regulations for the hosting of SA events and activities (including tournaments such as the various Asia Cups) and to obtain consistent numbers of good hosts.</p> <p>(vi) To ensure the successful organisation and delivery of consistently high-quality & excellent SA events and activities.</p> <p>(vii) To organise more events and activities, such as tournaments, courses, seminars, clinics, etc., for different levels.</p> <p>Note: Please see notes in Paras – Goals #1 and #2.</p>	<p>and activities</p> <p>3. The regular meetings and reports of SA Umpires’ Committee on its regular meetings, plans & recommendations and activities</p> <p>4. The regular meetings and reports of SA Scorers’ Committee on its regular meetings, plans & recommendations and activities</p> <p>5. The number of Continental and Regional events and activities (including tournaments) and activities successfully held by SA.</p> <p>6. The number of Continental and Regional events and activities (including tournaments) and activities successfully held by SA Affiliate-Members.</p> <p>7. The WBSC ranking of national senior and junior teams of SA Affiliate-Members.</p> <p>8. The number of athletes and officials who participate in SA events and activities.</p> <p>9. The availability of more affordable softball equipment for the developing SA Affiliate-Members.</p> <p>Note: Please see notes in Paras – Goals #1 and #2.</p>
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#	<u>STRATEGIC GOAL</u>	<u>ACTION PLAN</u>	<u>KEY PERFORMANCE INDEX</u>
5.	<p><u>To Increase Softball Asia’s Audience and Media Engagement</u></p> <p>4.1 To enhance the image and reputation of SA.</p> <p>4.2 To increase engagement with fans & audience, and other bodies and organisations.</p> <p>4.3 To enhance media relations with international and local media.</p>	<p>(i) To engage a SA Media Officer and Media Team</p> <p>(ii) To draw up a Media & Marketing Strategy and Action Plan for SA to build and maintain strong relations with the Press/Media and other related stakeholders, bodies and organisations.</p> <p>(iii) To promote, communicate, disseminate, broadcast and publish SA news, particularly of SA events and activities, across all channels, platforms and other means.</p> <p>(iv) To expand and sell the usage of SA assets and properties.</p> <p>(v) To work with external collaborating teams, partners, suppliers and other providers.</p>	<p>1. The fan and audience following for the SA and its Affiliate-Members’ events and activities,</p> <p>2. The extent and frequency of media coverage of the SA and SA Affiliate-Members’ events and activities.</p> <p><u>Note:</u></p> <p>1. <i>SA has a part-time Media Officer; and SA works with WBSC Media team to cover news and reporting of SA events and tournaments.</i></p> <p>2. <i>SA has Mizuno as a sponsor of Mizuno softball balls for the SA Asia Cup tournaments for the period 2022 -2026, as well as for Mizuno attire, and umpires’ uniform, for the 20th Asian Games Aichi-Nagoya 2026.</i></p> <p>2.1 <i>For SA Asia Cup tournaments generally, sponsorships have been limited to local sponsors procured by the host National Federation; and there is still lack of spectator-number.</i></p> <p>2.2 <i>There is lack of sufficient numbers for live-streaming outside of host country-territory.</i></p>