

The background of the cover features a series of curved, parallel lines in shades of blue, purple, and grey, 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!*

# **SUSTAINABILITY STRATEGY**



# **SUSTAINABILITY STRATEGY**

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# CHAPTER 1 REPORT

WBSC launched its brand-new Strategy based on nine (9) Strategic Goals. Among these goals “Increase Transparency and Sustainability”, “Grow our Sport and Make it relevant in People’s Lives and in their Communities”, “Strengthen WBSC Governance and Reputation” and “Event Excellence”, will be the base for using our sport as an enabler of sustainable development. All nine (9) Strategic Goals contain one or more Sub-Goals related to Sustainability (at large).

The state-of-the-art [WBSC Organisational Profile](#) describes the new Mission, Proposition and Positioning of the only IOC-recognised baseball-softball International Federation, which reflect on the role of our sport to advance sustainability from a social, environmental and economic point of view.

## 1 WBSC MISSION

The WBSC Mission is “To grow baseball and softball globally, increasing the practice popularity, exposure and access to the game, thereby making baseball/softball more attractive to new audiences, players, multi-sport organisations, event hosts, broadcast and commercial partners. These goals are intended to serve our National Federations and Associate Members domestically, as well as our sport internationally. It is also the responsibility of the WBSC and our entire baseball-softball community, as a major global ecosystem, to harness our game for humanitarian objectives and to help shape a better and more sustainable world.”

It is also the responsibility of the WBSC and our entire baseball-softball community, as a major global ecosystem, to harness our game for humanitarian objectives and to help shape a better and more sustainable world.



## 2 WBSC PROPOSITION

The only IOC-recognised  
baseball-softball IF responsible for:



**One of the most practiced team  
sports in the world.**



**Modernisation and adaptation  
of the game to keep baseball/  
softball relevant into the future**



**World-class tournaments for all  
national team players at all  
levels.**



**A level playing field around  
the world.**



**Global well-being and  
sustainable development.**



**Representing the sport within  
the Olympic Movement.**



The global well-being and sustainable development are key pillars in WBSC's proposal to our one-billion strong baseball-softball community.

## 3 WBSC POSITIONING

The WBSC Positioning is how we differentiate ourselves from other organisations within the baseball-softball community and the Olympic Movement.



### **The WBSC Positioning is:**



**An inclusive, thriving and  
respected team sport.**



**An individual, high-skill sport  
played by teams.**



**A global, inspirational and  
self-sustainable bat and ball  
sport on the Olympic  
Programme.**

An inclusive and self-sustainable bat and ball team sport on the Olympic Programme that motivates and inspires generations.

#### 4 UN SUSTAINABLE DEVELOPMENT GOALS (SDGs) & MAIN TARGETS

The UN SDGs are embedded in the WBSC brand-new strategic planning.

##### Good Health and Well-being

The global well-being of our baseball-softball community is an important part of the WBSC proposition.



During the Covid-19 in 2020, to help our athletes and officials to keep their mental and physical health, the WBSC produced the Workout Series, consisting of 12 videos with different exercises and routines that athletes and coaches could do at home or alone, focusing on supporting those who were on strict lockdown. The adoption in 2018 of the [By-Laws regarding Safeguarding from Harassment and Abuse](#) and the launching of the [Safeguarding videos](#), that are display in the videoboards at every WBSC tournament, are also ways in which the WBSC is contributing to the protection and promotion of mental health and well-being among its community.

The WBSC Medical Commission constantly works to improve our health protocols and guidelines, an example of this, were the documents produced for the return to competition during the pandemic:

[Safe Return to Baseball/Softball – Covid-19 Prevention Guidelines](#)  
[WBSC - 12 suggestions to avoid the spread of coronavirus](#)

##### Quality Education

The WBSC launched its Online Academy serving to the purpose of increasing the education offer to our Members, athletes, coaches and officials and making quality education more accessible.



The Academy not only reduces face-to-face education events, contributing to reducing travel and related carbon footprint, but most importantly it allows to deliver baseball/softball education to every corner of the world.



An important range of topics is covered with the current offering available on the WBSC Academy. A non-exhaustive list below and many more to come:

- Women's Baseball (dual career, coaching, development)
- Coaches / Umpiring / Scoring / TCs Licensing
- Baseball for the Blind & Baseball 5
- Integrity: Prevention of the Manipulation of the Competition, Anti-doping, and Safeguarding

For 2023, we plan to also launch a course on sustainability to continue to advocate on this relevant subject and educate our Members.

[Access the WBSC Academy here](#)

## Gender Equality & Reduced Inequality



The WBSC created a new environmental-friendly sport: Baseball5. For the practice of this new sport, no stadium and only minimum sport equipment are required.

Baseball5 is the first-ever Olympic sport featuring only mixed gender teams and has been proved to be a powerful tool to boost gender equality and to attract more girls and women to play baseball/softball.

The WBSC rebranded Diversity and Inclusivity Commission, chaired by IOC Member and President of the Gambia NOC, Ms. Beatrice Allen, and featuring strong women in sport role models amongst its members, advocates for gender equality and inclusion on and off the field in baseball, softball and Baseball5. The Commission aims also to drive and strengthen our human rights approach.

Baseball5 was successfully showcased at the Buenos Aires 2018 Youth Olympic Games and the Tokyo 2020 Olympic and Paralympic Games, following which has earned its inclusion in the sport programme of the Dakar 2026 Youth Olympic Games, where it will be a medal event and will contribute to bring barrier-free sport to undeserved communities and people affected by displacement.

## WBSC boosts gender equality in Jordan's Zaatari Camp with 'Baseball5 for Refugees'



[WBSC-boosts-gender-equality-in-jordans-zaatari-camp-with-baseball5-for-refugees](#)

### Affordable and Clean Energy



WBSC Home Plate, the Federation headquarters located in Pully, Switzerland, has been designed and built following sustainability criteria: twenty-four (24) roof top photovoltaic panels help support the building's electricity needs and the insulation allows temperatures to be maintained for up to 20 hours after the newly fitted heating system has been switched off. All the lighting is made with LED technology and occupancy sensors to keep energy consumption levels to a minimum. We have already several articles on this subject and a pamphlet developed together with the IOC highlights the contributions of the building on the UN Sustainable Development Goals, in particular numbers 7, 9, 11, 12, 13, 15.



IF Sustainability Project

**WBSC HOME PLATE  
SUSTAINABLE HQ**

[WBSC-new-green-headquarters-reflect-organisations-vision-to-be-sustained-on-Olympic-programme](#)

## Responsible Consumption and Production Affordable & Sustainable Cities and Communities



By 2023 WBSC will incorporate environmental and sustainable practices into its events, across planning and execution stages, such as: monitor, influence and control event materials, reduce solid waste, increase the use of Mobile Apps / Digital Tools to reduce paper consumption, supply chain management and responsible purchasing, etc.

Furthermore, WBSC will award the hosting of its events by prioritising environmentally friendly bidding cities starting from 2024. A strong focus on sustainability and the reduction of the carbon footprint is also part of the WBSC proposal of education to current and future event hosts and these topics are now part of the newly released bidding guidelines applicable from as early as 2022.

## Partnerships for the Goals



The commitment of the WBSC to reduce inequalities and bring sport to minorities and underserved groups extends also to the signature of cooperation agreements with the ORF (Olympic Refugee Foundation), the UNHCR (United Nations High Commissioner for the Refugees) and the THF (Taekwondo Humanitarian Foundation), to collaborate in common initiatives and projects in the areas of social inclusion, development, promotion of peace and reduction of inequalities, strengthening with this the positive impact of sport in various countries/territories starting from refugee camps around the world.

## Peace, Justice, and Strong Institutions



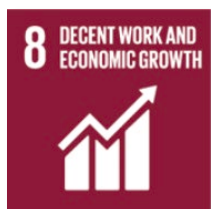
To continue enhancing its governance and transparency and positioning the WBSC as a strong role model for other stakeholders in the Olympic Movement, the WBSC created its Integrity Unit which oversees not only Sustainable Development but Anti-Doping, Compliance, Ethics, Humanitarian, Para-sports, Prevention of match-fixing and Safeguarding to name a few. The Integrity Unit has a dedicated staff acting as liaison between the Unit and the WBSC leadership and a full team supporting with the handling of each of the topics under the scope of the Unit. A webpage fully dedicated on sustainable development will be launched in 2023 which will be nested under the Integrity Unit website.

Also, WBSC has appointed a dedicated Sustainable Development and Humanitarian officer to look after all the projects related to sustainability, humanitarian and inclusivity, including new forms of Baseball / Softball for people with an impairment.



[Access the WBSC Integrity Unit here](#)

## Decent Work and Economic Growth



For the Tokyo 2020 Olympic Games, the WBSC and the IOC worked together to bring Baseball and Softball to Fukushima a region severely damaged by the 2011 earthquake and tsunami in Japan. The Olympic Baseball and Softball competitions in Fukushima demonstrated how our game can provide a powerful vehicle to inspire hope and regeneration. The WBSC will continue

expanding this positive experience beyond the Olympic Games into its own tournaments, with its Members and across all its activities.

The WBSC is financially self-sustainable and is continuously improving effectiveness, monitoring the organisation's performance and sustainability. In recent years, the WBSC has proven its financial stability and independence. Increase the WBSC commercial relevance globally with a comprehensive marketing strategy to reinvest in the sport and consolidate our Members is one of our targets for the post-covid era.

## Climate Action

WBSC has a dedicated Commission focused on sustainability: the Sport and Environment Commission.



This Commission is tasked with raising awareness about climate change and the role of sport organisations to contribute to sustainable goals. The WBSC Sport and Environment Commission will be renamed in 2023 as Sustainability at Large Commission so that its name is in line with the broader needs of our baseball-softball community.

### Sport & Environment Commission

Since 1995, date of establishment of the IOC (International Olympic Committee) Sport and Environment Commission, the International Olympic Committee explicitly recommended the institution of Sport and Environment Commissions within the International Federations and the National Olympic Committees in order to develop best environmental practices in the international events.



The restructuring of the WBSC event calendar and bidding processes is also part of the organisation's commitment to reduce climate change. Our commitment to fewer long flights and less carbon emissions is part of the planning and staging of the WBSC events. Our renewed competition calendar aims at athletes travelling more in their regions with the early phases of the tournament being played locally in each continent starting from 2023. The newly released bidding guidelines for WBSC events strongly prioritise sustainability, encouraging bid cities to reduce their carbon footprint from 2022 onwards. The goal of these changes is not only to reduce the impact of our events and activities, but also to inspire the global baseball-softball family and its fans to reflect on how they can contribute to a cleaner planet and a more sustainable society.

Additionally, the merger of the IBAF and the ISF into one only governing body, the WBSC, meant the combination of the operations of two sports, baseball and softball, into one in a global scale, which has contributed to reduce our carbon emissions.

The WBSC joined the Sport for Climate Action Framework and is a signatory of the UNFCCC (United Nations Framework Convention on Climate Change). The WBSC will commit to concrete actions, starting with the engagement of key staff in two of the Framework Working Groups: WG No. 2 on Reducing Climate Impact and WG No. 4 on Educating and Advocating for Climate Action. WBSC wants to be carbon neutral by 2040. Our aim is to measure our carbon emission in the first quarter of 2023 at the latest, using data from 2022 as a baseline, and based on the measuring results to set specific targets and a timeline to achieve our goal. Among our main targets, we pledge also to reduce half of the WBSC Greenhouse Gas (GhG) emissions by 2030. We are also looking forward to initiating joint projects with the IOC, such as "[The Olympic Forest](#)".

## Industry, Innovation and Infrastructure



The WBSC is using technology to reach its stakeholders and will continue prioritising virtual meetings whenever possible, even during the post-covid era. The WBSC is also focused on new trends and digitalisations aiming to becoming a leader also in the eSport Community.

The WBSC's commitment to innovation and to leading the development of eSport in baseball-softball has been boosted recently following the approval of the WBSC



Executive Board to the inclusion of eSports as an official virtual discipline of baseball and softball and the inclusion of baseball-softball in the first-ever Olympic Virtual Series by the IOC in partnership with industry-leading Konami.



[E-sports-as-new-discipline-setting-stage-for-future-official-e-baseballsoftball-video-game-world-cups-and-championships](#)

## **CHAPTER 2 STRATEGIC PLAN – FUTURE OBJECTIVES**

As referred to in Chapter 1, the WBSC launched its brand-new Strategy based and amongst the nine (9) Strategic Goals defined in the said strategy, the following are specifically designed to boost the power of sport as a facilitator of sustainable development:

- Increase Transparency and Sustainability
- Grow our Sport and Make it relevant in People's Lives and in their Communities
- Strengthen WBSC Governance and Reputation
- Event Excellence

Beyond the above-mentioned goals, all nine (9) Strategic Goals contain one or more Sub-Goals related to Sustainability (at large).

## 5 MAIN GOAL 1. INCREASE TRANSPARENCY & SUSTAINABILITY

### Sub Goals

1. Continuously improve effectiveness and monitor the organisation's performance and sustainability
2. Ensure the organisation and its members are financially sustainable, transparent and are cost, risk, social and environmentally aware
3. Make the WBSC a great place to work. Use the headquarters as a promoter of sustainability practices
4. Create campaigns, projects aligned to the United Nations Sustainable Development Goals

### Sub Goal 1. Continuously improve effectiveness and monitor the organisation's performance and sustainability

#### <Roadmap & KPIs>

1. To make sure the HQ are known in its structure and functions
  - To issue the HQ Manual by end of 2022
  - To present to all colleagues the HQ Manual by February 2023
  - To make short presentations for useful tools (videoconferences, etc.) by end of 2022
  - To make the fire presentation to all employees working in the HQ to make sure we know how to face an emergency by February 2023
2. To make sure the HQ are maintained with efficiency and sustainability
  - To issue the list of maintenance contracts and contacts by end of 2022
  - To issue the list of maintenance deadlines by end of 2022
  - To monitor and annually review all contracts to guarantee sustainability and transparency through a fair and competitive bidding process

3. To develop and organise the warehouse
  - To centralise the warehouse database into Monday.com by end of 2022
  - To orderly organise the database for effective shipments and replacements of various material, equipment, and gifts by end of 2022
  - To prioritise the usage of sustainable companies and materials at all times
4. To promote digitalisation to further enhance sustainable practices
  - To annually review the reports of the printed machines in the HQ
  - To promote the use of tablets and paperless technology starting from 2022
  - To reduce the use of printed documents by 20% per year
  - To cooperate with IT Department to enhance the use of paperless technology (e.g., online line-ups and technical documents at tournaments, online services for members, Monday.com and other integrated apps) starting from 2022
5. To harmonise shipments and prioritise sustainable accommodation and transportation
  - To produce a list of sustainable accommodation and transportation companies by March 2022
  - To educate all departments to harmonise the use of such companies at all
6. To harmonise shipments and prioritise sustainable accommodation and transportation
  - To produce a document with the people in charge of specific topics by 2022 (IU)
  - To coordinate meetings on a set frequency with the department that work on reaching the same goal(s) (IU)
  - To continuously communicate achievements, tasks and activities the IU is doing to the WBSC departments (IU)

7. To have a system in place to overview the proceedings and tasks of each department
  - To actively use monday.com and to continuously update the status (IU)
8. Actively monitor the Member Federations performance
  - To finalise the 1st round of the Member Federation questionnaire by 2022
  - To continuously work on further editions of the Member Federations questionnaire
  - Bi-annual activity assessment by 2022
  - To put a system in place for the Member Federations to actively inform the WBSC on their new approaches and initiatives related to sustainability and legacy (MRD)
9. Define a sustainability analysis process for all WBSC activities
  - To have a WBSC Sustainability Strategy by end of 2021 and published by beginning of 2022
  - To measure WBSC carbon footprint of 2022 activities by first quarter of 2022
  - To reduce WBSC GHG emission by 50% within 2030
  - To become carbon neutral by 2040

**Sub Goal 2. Ensure the organization and its members are financially sustainable, transparent and are cost, risk social and environmentally aware**

**<Roadmap & KPIs>**

1. To have a system in place to quarterly check numbers based on the budget
  - Quarterly meetings between Treasurer, Executive Director and Finance
  - Find the best accounting structure for a smooth and quick check by 2022
2. To produce policies for sustainable travel and in-house



- To produce a document with clear outlining of the employees and consultants' rights by 2022

### **Sub Goal 3. Make the WBSC a great place to work - Use the headquarters as a promoter of sustainability practices**

#### **<Roadmap & KPIs>**

1. To implement means of internal communication
  - To put in place the "dream box" where employees can write and indicate their overall suggestions to improve the organisation sustainability by end of 2022

### **Sub Goal 4. Create campaigns, projects aligned to the UN SDGs**

#### **<Roadmap & KPIs>**

1. Define which UN SDGs are relevant for the WBSC
  - To have a WBSC UN SDGs approach strategy ready by April 2022
  - To start its implementation by June 2022
  - To increase our contribution to UN SDGs by 50% in 2023 and by 100% in 2026
2. Ensure relation building and alignment of targets with key actors in the fields
  - To have at least 2 strategic implementation partners per key SDG by 2024

## **6 MAIN GOAL 2. GROW OUR SPORT & MAKE IT RELEVANT IN PEOPLE'S LIVES AND IN THEIR COMMUNITIES**

### **Sub Goals**

- |  |
|--|
| 1. Reinforce youth engagement and create a sporting habit for life   |
| 2. Use also electronic version of our sport to communicate, educate and engage with new and existing audiences |

3. Build relationships with international organisations such as the International School Sport Federation / FISU / IPC
4. Support NFs to have Baseball5 in all schools and to introduce Para-Sports in their countries/regions
5. Focus on high growth continents/countries - Africa, China, Middle East and India
6. Recognise and Develop adapted disciplines of Baseball/Softball/Baseball5 for people with impairment to target Paralympic inclusion enhancing cooperation with the IPC
7. Explore the possibility for the creation of a Foundation and/or Development Fund to increase access to sport for people affected by displacement and to support minorities.
8. Catered support for smaller National Federations
9. Review Development activities

### Sub Goal 1. Reinforce youth engagement and create a sporting habit for life

#### <Roadmap & KPIs>

1. Intensify promotional activities within WHO and national school systems
  - To open a channel of communication with WHO by 2022
  - To define composition of BB and SB starter kits for youth programmes
  - To launch a challenge on social media by end of 2022
  - To make the fire presentation to all employees working in the HQ to make sure we know how to face an emergency by February 2023

### Sub Goal 2. Use also electronic version of our sport to communicate, educate, and engage with new and existing audiences

#### <Roadmap & KPIs>

1. Develop especially on mobile platforms, videogames that would teach our sport and further push the WBSC Brand globally
  - Finalise and launch the Playball app by Q1 of 2022
  - Secure a partner for the development of a Baseball5 based app by Q2 of the 2022

**Sub Goal 3. Build relationships with international organisations such as the International School Sport Federation / FISU / IPC**

<Roadmap & KPIs>

1. Continuous increased involvement with other umbrella organisation and their events
  - Be present at Organisations GAs to present the WBSC and relevant sustainability and legacy initiatives and where relevant Baseball5 - finalise the list of the targets by Sep 2022

**Sub Goal 4. Support NFs to have Baseball5 in all schools and to introduce Parasport in their countries/regions**

<Roadmap & KPIs>

1. Extend the Baseball5 promotional/developmental tools & promote submission to OS youth programmes through all WBSC Members
  - To define the composition of a standard B5 kit by 2022
  - To make available B5 starter kits by 2022
  - To have approved at least 5 OS Youth projects in B5 by 2024
  - To produce and distribute the Baseball5 Toolkit for schools & underprivileged communities by first trimester of 2022

**Sub Goal 5. Focus on high growth continents/countries – Africa, China, Middle East, and India**

<Roadmap & KPIs>

1. To develop specific tailored made programmes for regions with high demographic rate
  - To set up priorities of the Africa Development Project (ADP) by 2021
  - To resume the Africa Development Project (ADP) by 2022
  - To Replicate and adjust ADP model for China by 2022
  - To Replicate and adjust ADP model for India by 2022
  - To develop the SEEDP by 2022
  - To implement the SEEDP by 2023
  - To complete the 1st phase of the ADP by 2023
  - To develop the Dev Projects for China, India and South Asia by 2023
  - To start the 2nd phase of the ADP by 2024
  - To implement the Dev Projects for China, India and South Asia by 2025

**Sub Goal 6. Recognise and develop adapted disciplines of Baseball/ Softball/ Baseball5 for people with impairment to target Paralympic inclusion enhancing cooperation with the IPC**

**<Roadmap & KPIs>**

1. Identify all existing adapted disciplines to be further developed and recognised in the following years (2022-24)
  - To run a survey among WBSC members in 2023 to identify what are the adapted disciplines played at national level
  - Use Baseball5 to explore new possibilities (e.g., Baseball5 for mental impairments)
  - Identification of targeted countries in Europe, Oceania, Asia and the Americas and establishing of a communication channel with relevant NFs by 2022
  - B4B Technical Course for Coaches in 3 parts teaching how to play the game (WBSC Academy in 2022)
  - B4B Hosting of virtual clinic for coaches (in Tanzania in May 2021)
  - B4B clinic in Netherlands, Austria, Hungary and Tanzania by 2021
  - B4B clinic in Australia, New Zealand and other countries in 2022



- Identification of organisations who have created and managed other adapted disciplines (e.g., wheelchair softball, deaf baseball, beep baseball, etc.) to try to establish a MoU/cooperation between them and the WBSC by 2022
- Develop policies and manuals for the adapted disciplines by 2023
- Develop training programmes on para-sports, online and face-to-face, for technical officials and assistants

**Sub Goal 7. Explore the possibility for the creation of a Foundation and/or Development Fund to increase access to sport for people affected by displacement and to support minorities**

<Roadmap & KPIs>

1. Understand legislation and cost benefit for the establishment of a foundation EU or Switzerland
  - Schedule two (2) meetings with tax advisor in CH and ITA by the end of the year
  - Cost benefit analysis to make final decision

**Sub Goal 8. Catered support for smaller National Federations**

<Roadmap & KPIs>

1. Definition of support grants for small NFs for event participation and organisation
  - To include Support Grants for Small NFs for event participation into the 2022-24 WBSC Development Programme Manual
  - To include Support Grants for Small NFs for event organisation into the 2022-24 WBSC Development Programme Manual

## Sub Goal 9. Review Development activities

<Roadmap & KPIs>

1. Digitalise development projects archiving and update the WBSC Development Programmes
  - To transfer the development spreadsheet into MyWBSC by 2022
  - To automate the management of development projects (through MyWBSC) by 2024
  - To finalise the 2022-24 WBSC Development Programmes by 2021

## 7 MAIN GOAL 3. STRENGTHEN WBSC GOVERNANCE & REPUTATION

### Sub Goals

- |  |
|--|
| 1. Promote a diverse and inclusive ecosystem strengthening our human rights approach |
| 2. Ensure that WBSC works to align its operations with the UN SDGs                   |

### Sub Goal 1. Promote a diverse and inclusive ecosystem strengthening our human rights approach

<Roadmap & KPIs>

1. To raise the awareness of the importance of having an inclusive ecosystem also using WBSC Athletes' Ambassadors
  - Launch an annual awareness raising campaign e.g., every January starting in 2022 (IU)
  - To produce a topic related handbook for all members by 2024 (IU)
  - To produce a shorter educational video to be published on the Integrity Unit website by 2023 (IU)
  - To establish an ambassador working group by 2024 (IU)
  - To host educational webinars for the ambassadors in order to keep them involved and duly informed by 2024 (IU)

## Sub Goal 2. Ensure that WBSC works to align its operations with the UN SDGs

### <Roadmap & KPIs>

1. To build knowledge and skills in the field of the SDGs in order to work out realistic resources and detailed pathways to align with the SDGs
  - To appoint a working group in charge to specifically tackle the SDGs by 2023 (IU)
  - To actively take part in related webinars and educational session hosted by the UN (IU)
  - To produce a document to bring the SDGs closer to the WBSCs Continental Associations and Member Federations by 2023 (IU)

## 8 MAIN GOAL 4. EVENT EXCELLENCE

### Sub Goals

1. Implement measures to ensure a clean, safe and fair sport. Ensuring financial and environmental sustainability of our events.
2. Evaluate the impact of WBSC events with recognised, world class reports to also raise the attractiveness for hosts and commercial partners
3. Legacy initiatives
4. Competitive bidding process

## Sub Goal 1. Implement measures to ensure a clean, safe and fair sport – Ensuring financial and environmental sustainability of our events

### <Roadmap & KPIs>

1. Review bidding documents and hosting requirements to enhance financial and environmental sustainability and accountability setting measures to monitor and evaluation of carbon footprint of our tournaments
  - Ensure to have a measurement system in place by end of 2022
  - To produce a topic related handbook for all members by 2024 (IU)

- Make the first evaluation of 2022 by first trimester of 2023
- Set up informational/developmental workshops with NF's and Future Hosts in 2023 sharing objectives and gaining support for implementation of measures among NF's and future LOC's

### **Sub Goal 2. Evaluate the impact of the WBSC events with recognised, world class reports to raise also the attractiveness for hosts and commercial partners**

#### **<Roadmap & KPIs>**

1. Analyse main event's data with targeted impact studies
  - Run at least one impact study during all WBSC major tournament within 2024
  - Participate at the ASOIF Event Impact Study and benchmarking their method adapted for our sport

### **Sub Goal 3. Legacy initiatives**

#### **<Roadmap & KPIs>**

1. Set up legacy programme for improvements in infrastructures and equipment that benefit both the WBSC event and the host especially with Host Cities that make a repeated commitment to host WBSC Events
  - WBSC to define budget allocation for legacy program by end of 2022
  - Define parameters for hosts to qualify for legacy program by mid-2023

### **Sub Goal 4. Competitive bidding process**

#### **<Roadmap & KPIs>**

1. Develop a new bidding process more transparent and appealing with good governance and sustainability standards
  - Define a WBSC bidding process and released a policy within beginning of 2022