



ASOIF



2026-2032

ASOIF STRATEGY



FOREWORD

Dear Presidents and Secretaries General,
dear Colleagues and Friends,

As we move into the next phase of ASOIF's strategy development, it is important to reflect on the changing environment in which we operate and the role ASOIF must now play.

In past years, we were navigating a period of intense scrutiny and reform within international sport. At that time, ASOIF focused on supporting its members in strengthening governance, reinforcing the autonomy of International Federations (IFs) and coordinating Games-related responsibilities. It was a necessary and measured response to external pressures, with the governance work in particular becoming one of ASOIF's most successful projects.

Today, IFs are operating in a more complex and unpredictable environment. Pressures now come from government policy, regulators, commercial needs and public society. IFs are being asked to do more with the same resources. Simultaneously, the diversity within our membership has increased, both in terms of scale and strategic need.

Following the wide-ranging consultation, I acted at the start of my mandate, it became clear that clarity and transparency are essential for ASOIF moving forward with our core priorities. This includes our ability and efforts in advocating and representing our members' interests, such as seeking clarity for Olympic Games revenue distribution, the sport programme,



the role of the IF in Olympic Games planning and operational delivery, as well as facilitating collaboration and knowledge sharing initiatives.

As a result, the new strategy takes a more deliberate and forward-looking approach. It maintains ASOIF's core purpose while sharpening its focus. Greater emphasis is given to collaboration and influence, with the purpose of championing the role of the IF whilst also protecting the jurisdiction and mandate of the IF.

Our new strategy outlines the direction of travel of ASOIF, providing a clear path to guide collective action and ensure that all members, regardless of size or maturity, are equipped to succeed amongst the increasing pressures placed on the role of the IF.

INGMAR DE VOS
ASOIF PRESIDENT



MISSION, VISION & PRINCIPLES

MISSION

ASOIF exists to represent, strengthen and grow the collective influence of the Summer Olympic International Federations within the Olympic and Sports Movement.

VISION

A unified and influential community, essential to the success and evolution of the Olympic and Sports Movement.

ROLE

Advocacy

Championing the rights, responsibilities and autonomy of the Summer Olympic International Federations, ensuring their voice is central in the Olympic Movement, Olympic Games planning and international sport governance.

Coordination

Coordinating strategic collaboration and communication across the Summer Olympic International Federations, whilst seeking constructive alignment with the International Olympic Committee (IOC) and Organising Committees for the Olympic Games (OCOGs), enabling joint approaches to common challenges and opportunities.

In fulfilling this role, ASOIF ensures that its members are equipped to uphold their mandates, defend their interests and succeed in achieving their objectives.

GUIDING PRINCIPLES



**MEMBER
FOCUS**



**COLLECTIVE
VALUE**



**CLARITY &
TRANSPARENCY**



**FUTURE
READINESS**



CORE PRIORITIES



ADVOCACY, INFLUENCE & REPRESENTATION

Advance the collective voice, autonomy and standing of IFs by representing shared interests, upholding high governance standards and strengthening influence within the Olympic Movement, sport and society.



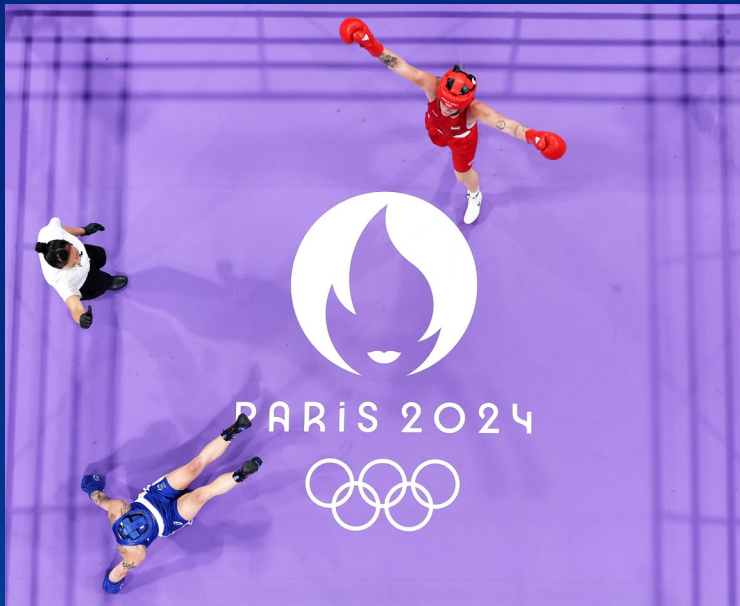
OLYMPIC GAMES EXCELLENCE

Secure meaningful and structured involvement of IFs in IOC and OCOG decision-making processes while maintaining a constructive and strategically aligned partnership with the IOC.



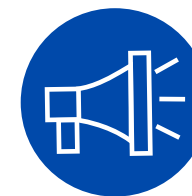
COLLABORATION & KNOWLEDGE SHARING

Coordinate structured collaboration on shared challenges and priorities, ensuring ASOIF mechanisms and initiatives respond to member-driven needs and facilitate informed exchange, alignment and collective solutions where appropriate.



ADVOCACY, INFLUENCE & REPRESENTATION

Advance the collective voice, autonomy and standing of IFs by representing shared interests, upholding high governance standards and strengthening influence within the Olympic Movement, sport and society.



STRATEGIC OBJECTIVES

1. Represent IFs collectively in Olympic and global sport decision-making
2. Defend IF autonomy and promote recognition of their role
3. Elevate IF visibility and expertise across sport and society
4. Uphold IF governance standards



1.

Represent collective IF positions on Olympic and global sport matters through structured engagement with the IOC and other key institutions

- Coordinate consensus-based positions across members on policies impacting sport
- Engage with the IOC and other relevant stakeholders on shared issues of process and policy
- Provide timely representation where IF mandates or priorities are directly affected (the World Anti-Doping Agency (WADA), SportAccord, the International Testing Agency (ITA), the Court of Arbitration for Sport (CAS), etc.)
- Promote the role and value of the IFs in international sport governance, development and delivery

2.

Defend and uphold the principle of IF autonomy and ensure the IF role is understood and respected in all relevant governance structures

- Monitor and respond to any external actions that may erode IF independence or mandate
- Provide unified responses to global threats or interference in IF governance

ASOIF champions the rights, responsibilities and autonomy of the Summer Olympic IFs





ADVOCACY, INFLUENCE & REPRESENTATION

3.

Advance the strategic role, visibility and impact of IF expertise across sport and society

- Promote IF capabilities and expertise as regulators and innovators in global sport
- Explore IF participation in global governance and policy forums (the United Nations (UN), the World Health Organization (WHO), the Organisation for Economic Co-operation and Development (OECD), the Council of Europe, etc.) where appropriate

4.

Uphold IF governance standards

- Modernise the ASOIF Governance Task Force assessment to reflect current IF maturity and practical use
- Support members in demonstrating transparency, accountability and independence
- Promote good governance as a strategic driver of collective credibility and influence



OLYMPIC GAMES EXCELLENCE

Secure meaningful and structured involvement of IFs in IOC and OCOG decision-making processes while maintaining a constructive and strategically aligned partnership with the IOC.



STRATEGIC OBJECTIVES

1. Contribute to the establishment of a clear and objective process and methodology for determining the Olympic Games Sport Programme
2. Clarify Olympic Games revenue distribution based upon transparent and objective criteria
3. Promote consistent IF roles and coordination in Games planning and delivery
4. Strengthen Olympic issue tracking and resolution



1.

Contribute to the establishment of a clear and objective process and methodology for determining the Olympic Games Sport Programme, including inclusion/exclusion criteria, quotas and review processes

- Engage with the IOC to seek greater clarity on sport programme inclusion/exclusion criteria for Olympic Games and Youth Olympic Games, associated timelines and decision-making processes
- In collaboration with the IOC, establish a member-facing reference guide outlining the key stages, stakeholders and procedures for Olympic Games sport programme inclusion/exclusion
- Track and consolidate member perspectives to inform collective ASOIF advocacy
- Maintain regular communication with members regarding dialogue with the IOC on the programme process

2.

Secure a long-term agreement and understanding with the IOC in reviewing and clarifying Olympic Games revenue distribution, ensuring transparency, objectivity, collective input and recognition for ASOIF's evolving membership structure

- Continue to make the case for greater revenue share for IFs
- Review and clarify the link between Olympic Games sport programme status and revenue distribution
- Explore feasible models for future revenue distribution and their impact on members

ASOIF seeks constructive alignment with the IOC and OCOGs, enabling joint approaches to common challenges and opportunities





OLYMPIC GAMES EXCELLENCE

3.

Improve IF influence, coordination and clarity in Olympic and Youth Olympic Games planning and delivery structures

- Identify and analyse inconsistencies in IF roles across recent Games to inform structured dialogue with IOC and OCOGs
- Advocate for clearer expectations and cyclical timelines for IF and ASOIF involvement in all Games-time functions
- Map IF participation in IOC-OCOG planning functions to identify gaps and opportunities for coordinated input
- Establish ASOIF coordination mechanisms to support IF representatives and share key updates across members
- Strengthen two-way communication with members to ensure collective insights inform future Games planning

4.

Enhance ASOIF's existing mechanisms to raise, record and monitor shared IF concerns and operational issues across Olympic Games (OG) and Youth Olympic Games (YOG) planning and delivery cycles

- Formalise and upgrade ASOIF's existing Olympic issue tracking system
- Define categories and thresholds for identifying issues of shared concern versus sport-specific matters
- Establish regular engagement points with IOC and OCOGs to raise and follow up on recurring challenges
- Provide IFs with regular updates on how issues are being addressed (or otherwise) by relevant stakeholders
- Identify trends to inform future Games planning and support early resolution



COLLABORATION & KNOWLEDGE SHARING

Coordinate structured collaboration on shared challenges and priorities, ensuring ASOIF mechanisms and initiatives respond to member-driven needs and facilitate informed exchange, alignment and collective solutions where appropriate.



STRATEGIC OBJECTIVES

1. Develop and modernise platforms for knowledge exchange and shared learning
2. Deliver thematic coordination through commissions and task forces
3. Facilitate joint initiatives where collective action adds value
4. Strengthen member visibility and internal communication



1.

Modernise and strengthen knowledge platforms that enable sharing of good practice, benchmarks, and lessons learned across IFs at different stages of maturity

- Deliver focused workshops, webinars and knowledge-sharing sessions aligned to member priorities and sector developments
- Ensure content is member and demand-led, regularly evaluated and not a duplication of existing IF work
- Maintain a centralised digital platform to host ASOIF outputs, case studies and shared resources
- Produce and circulate briefings, tools and practical guides addressing recurring or complex member challenges

2.

Deliver thematic coordination through commissions and task forces based on member-raised challenges or emerging global issues

- Produce updated Terms of Reference for all commissions, ensuring inclusive representation and clarity in scope and remit
- Map each commission's scope against wider industry initiatives to align efforts and extend IF influence externally where deemed appropriate
- Approve cyclical workplans for each commission, jointly set by Commission Chairs and ASOIF Council, with flexibility to address emerging priorities
- Re-introduce structured annual reporting of collaboration and knowledge sharing initiatives to the ASOIF General Assembly or Annual Working Meeting





COLLABORATION & KNOWLEDGE SHARING

3.

Facilitate joint initiatives where collective action adds value or creates efficiencies to the benefit of members

- Propose targeted coordination sessions between IF technical, legal or operational representatives where shared risks or developments arise and consensus exists amongst IF leadership
- Act as a conduit for formal and informal cross-member signposting on regulatory developments, whether related to shared obligations across all IFs or specific to certain types of sport
- Convene joint initiatives or joint positions on matters where collective IF influence strengthens outcomes, including unplanned issues affecting multiple IFs

4.

Strengthen member visibility and internal communication

- Explore creation of a digital platform to host and communicate tools and resources
- Highlight member contributions and best practice case studies
- Introduce an annual feedback mechanism enabling ASOIF to gauge the perspective of members to ensure strategic coordination efforts remain relevant and member-driven

ASOIF coordinates strategic collaboration and communication across the Summer Olympic IFs



TIMELINE

2025

MARCH

Member Consultation
Established

APRIL

Member Survey

MAY

Member Consultation
Interviews

JUNE

ASOIF General Assembly &
Working Meeting (Strategy)

JULY

Member and External Consultation
Interviews

AUGUST

Member and External
Consultation Interviews

SEPTEMBER

ASOIF Strategy
Paper Development

OCTOBER

ASOIF Council Consultation

NOVEMBER

ASOIF Strategy
Paper Completion

OCTOBER - DECEMBER

ASOIF Strategy
Implementation Planning

2026

Q1 ONWARDS

ASOIF Strategy
Implementation,
Monitoring &
Refinement

Q2

ASOIF General Assembly –
Strategy Update to
Membership

2027

Q2

ASOIF General Assembly –
Strategy Update to
Membership

2028

Q4

ASOIF Strategy
Review & Evaluation
Post-LA28 Olympic &
Paralympic Games

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International Federations

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