

ASOIF ANNUAL REPORT 2025 - 2026

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1 ASOIF Institutional Update since 49th General Assembly

1.1 Election of ASOIF Vice President

Nenad Lalović was elected as the ASOIF Vice President for a two-year term (2025-2027) during the Council meeting held on 10th July 2025. We congratulate Nenad Lalović.

1.2 ASOIF Strategy 2026-2032

Following the Council's approval in October 2025, ASOIF has launched its new strategy, entitled "[ASOIF Strategy 2026-2032](#)". The strategy was circulated to the ASOIF members in December 2025 and published in early January 2026.

The new strategy aims to provide a clear direction for strengthening the collective influence and effectiveness of the Summer Olympic International Federations (IFs) within the Olympic and wider sports movement. The ASOIF mission and vision have been updated to better reflect current priorities and are structured around three strategic pillars:

1. Advocacy, Influence and Representation;
2. Olympic Games Excellence; and
3. Collaboration and Knowledge Sharing.

A Strategy Implementation Roadmap has been developed which includes 12 strategic objectives and 70 action items across the three strategic pillars together with deliverables, owners and performance measures. Enhanced communication with the ASOIF membership will underpin the implementation phase.

1.3 ASOIF new brand identity

ASOIF has launched its [refreshed brand identity](#) on 20th April 2026. The new visual and conceptual framework was built in close alignment with the new ASOIF Strategy and reflects the organisation's forward-looking vision and is accompanied by comprehensive

brand guidelines. It also demonstrates ASOIF's commitment to maintain a constructive and strategically aligned partnership with the International Olympic Committee (IOC).

2 Advocacy, Influence & Representation (Strategic Pillar One)

2.1 International Olympic Committee Executive Board and Membership

During the 145th IOC Session held in Milan, Italy on 4th February 2026, ASOIF President Ingmar De Vos has been elected as a member of its Executive Board for a four-year term. He succeeds Nenad Lalović, whose term has concluded, as the representative of the Summer Olympic IFs on the IOC Executive Board. We thank Nenad Lalović for his dedication and commitments advocating for the IFs' interest during his tenure.

In addition, FIG President Morinari Watanabe was re-elected as an IOC Member for an additional eight-year term. We congratulate Morinari Watanabe for his re-election.

2.2 Relations with the International Olympic Committee

Following the IF Forum in October 2025, the IOC President convened a consultation with the ASOIF and WOF membership in Lausanne on 30th October 2025 to consider the five themes of the "Fit for the Future" consultation:

1. Athletes
2. Olympic Games
3. Olympic Movement
4. Better World Through Sport
5. Reach, Engagement and Revenue Generation

Since that meeting, both the Olympic Programme Working Group and Youth Olympic Games (YOG) Working Group have met regularly.

The Olympic Programme Working Group, which the ASOIF President Ingmar De Vos and World Athletics President Sebastian Coe serve on, has been tasked with identifying an appropriate balance between the size of the Games, assessing the relevance of the sports and disciplines, examining the integration of new sports and disciplines, and exploring the potential introduction of a clear and transparent process for adding or removing sports from the programme. It is also considering the suggestion that traditional summer or winter sports could cross over.

The YOG Working Group, which the ASOIF President Ingmar De Vos serves on, is looking at the potential and relevance of the YOG. It has also taken over the process of selecting the host for the 2030 YOG. This will allow for all recommendations to be fully integrated into the selection process.

ASOIF and the IOC agree to strengthen both organisations' collaboration. Regular, structured meetings with the IOC President and the IOC Sports Department have taken place and are scheduled for the rest of 2026. These meetings are conducted in a spirit of openness and cooperation, with follow up actions agreed.

The IOC intends to consult the IFs on the sport programme evaluation methodology on 26th May, prior to the 50th General Assembly, ahead of the IOC Session scheduled for 24th-25th June 2026 in Lausanne.

The IOC will deliver a report to the General Assembly under Agenda Item 11.1.

2.3 IOC Policy on the Protection of the Female Category in Olympic Sport

The IOC has published its [*Policy on the Protection of the Female \(Women's\) Category in Olympic Sport and Guiding Considerations for International Federations and Sports Governing Bodies*](#) on 26th March 2026. ASOIF welcomes the clarity provided by the IOC. The Chief Medical Officers (CMOs) of a number of Summer IFs were involved in the development of the policy which limits eligibility for the female category to biological females through SRY gene screening and will apply from the LA28 Olympic Games onwards.

2.4 World Anti-Doping Agency

FIVB President Fabio Azevedo joined the World Anti-Doping Agency (WADA) Foundation Board on 1st January 2026 for a three-year term, replacing the outgoing ASOIF representative and World Rowing President Jean-Christophe Rolland. We thank Jean-Christophe Rolland for his service.

The WADA's sixth World Conference on Doping in Sport was held on 1st-5th December 2025 in Busan, Republic of Korea. The WADA Foundation Board approved the World Anti-Doping Code, and the WADA Executive Committee approved the International Standards. All these documents will come into force on 1st January 2027, along with the revised Athletes' Anti-Doping Rights Act, which was reviewed in depth by WADA's Athlete Council to strengthen and clarify athlete rights and ensure continued alignment with evolving anti-doping standards and athlete needs.

The Conference also endorsed the "Busan Declaration", which calls upon all stakeholders to uphold clean sport individually and collectively.

WADA will deliver a report to the General Assembly under Agenda Item 11.5.

2.5 SportAccord

Following the IF Forum last year, the SportAccord Executive Committee appointed Kelly Fairweather (former ITF CEO) as the Managing Director.

The SportAccord Convention 2026 was due to take place on 24th-28th May in Baku, Azerbaijan. However, due to the ongoing geopolitical issues, on 2nd April 2026, SportAccord announced the Convention has been postponed to a later date.

SportAccord also revealed the dates of the IF Forum 2026, which will be held on 5th-7th October in Lausanne, Switzerland.

SportAccord is working on a new 2027-30 strategic framework, including a review of the hosting model and commercial proposition to strengthen revenue resilience, widen the host pipeline and enhance value to partners, exhibitors and delegates.

Work is underway to review the IF recognition process to address procedural inconsistencies, compliance requirements, dispute resolution and pending applications.

2.6 Governance Task Force

The Sixth Review of IF Governance launched on 22nd October 2025 with the distribution of the updated questionnaire to the 36 Full and Associate Members of ASOIF. Questionnaires included 60 scored indicators with only minor amendments from the 2023-24 edition. The deadline for responses was set at 21st January 2026. All 36 IFs have submitted their questionnaires. The self-assessment questionnaires once again are moderated by the independent governance consultancy *I Trust Sport*.

The Governance Task Force (GTF) last convened on 23rd April 2026 to review the findings and the final report, and also started to consider how the evaluation process could evolve in future.

Further details are provided under Agenda Item 10.

3 Olympic Games Excellence (Strategic Pillar Two)

3.1 Dakar 2026 Youth Olympic Games

Preparations for Dakar 2026 YOG are progressing. The eighth Coordination Commission (CoCom) meeting was held in Dakar in March 2026, which marked a clear transition from planning to operational readiness as the YOG enter their final delivery phase, just less than 200 days ahead of the Opening Ceremony (31st October 2026). Strong progress has been observed across key functional areas, with increasing momentum towards Games-time delivery.

The Dakar 2026 athlete participation principles, which is an invitation-based approach, are not in line with the usual practice that the IFs have the right to organise their qualifications to select athletes. There has been a broad consensus that this approach should not be repeated for the future YOG. The IOC has launched a survey with the IFs and the National Olympic Committees to review this matter.

The CoCom visit included inspections of major competition venues (athletics, rugby, aquatics, futsal, taekwondo and equestrian) as well as non-competition sites, including the Youth Olympic Village, across Dakar, Diamniadio and Saly.

Engagement with IFs remains a central component of the preparation process, with structured collaboration continuing to support sport planning and delivery.

As the first YOG to be hosted on the African continent, Dakar 2026 presents both significant opportunities and specific delivery considerations. In this context, it is essential that the Organising Committee finalises contracts with key service providers -

including transport, accreditation and visa processes - to ensure full operational readiness.

The Dakar 2026 Organising Committee will deliver a report to the General Assembly under Agenda Item 11.2.

3.2 LA28 Olympic Games

The LA28 Organising Committee (OCOG) provided an update report at the 145th IOC Session in Milan. The ASOIF President and Executive Director also took the opportunity to meet with the LA28 OCOG on the fringes of the IOC Session.

LA28 has unveiled its official Look of the Games on 23rd March 2026. Named "LA in full bloom", the visual identity concept is based on the rare natural phenomenon where dormant wildflower seeds burst into colour across Southern California.

Since the launch of the LA28 ticket draw, more than 1.5 million people registered for the draw within the first 24 hours. However, there are some concerns that the spectator ticket sales have been launched while the overall venue capacities have not been defined. Furthermore, several IFs also raised the concerns that they could not purchase lower tier price tickets which would potentially have a considerably financial impact.

The USOPC is working closely with LA28 and the US State Department to design a visa system that would allow all athletes to have access to the Games. It also emphasised equal access for spectators, pointing out that the upcoming FIFA World Cup would see this system in effect and that the learnings would be applied for LA28.

The LA28 OCOG has announced further updates to the Venue Master Plan, confirming additional competition and non-competition venues as part of its continued optimisation process. A few remaining venue confirmations were subject to final technical validations and municipal approvals.

Regarding workforce, the LA28 OCOG has accelerated recruitment across sport, venue operations and key functional areas. The scaling of the workforce reflects the shift toward operational planning, including sport-specific delivery models and test event preparations.

The seventh LA28 CoCom meeting will be held in person in LA on 2nd-4th June.

A dedicated session on specific topics of LA28 will be held on 26th May, prior to the General Assembly.

The LA28 OCOG will deliver a report to the General Assembly under Agenda Item 11.3.

3.3 Brisbane 2032 Olympic Games

Preparations for Brisbane 2032 continue to advance. At the 145th IOC Session, the OCOG confirmed that the Queensland Government's 2032 Delivery Plan is in place, with venue development under way and procurement processes launched.

The ASOIF President and Executive Director also took the opportunity to meet with the Brisbane 2032 OCOG on the fringes of the IOC Session and continue to be impressed by their professionalism and engagement.

Engagement on the development of the sports programme is ongoing, with regular dialogue taking place with the IOC and IFs. The OCOG reiterated its commitment to delivering a programme that is engaging, sustainable and operationally viable. In consultation with the OCOG, the IOC agreed to finalise the initial sports programme in 2026, six years ahead of the Games. Further to the Olympic programme review, the decisions on sports, OCOG-proposed sports and disciplines will potentially be finalised together as one package at the end of 2026 or early 2027.

Other key milestones in 2026 for Brisbane 2032 include further development of the Venue Master Plan (with venues to be approved by the respective IFs), additional commercial and procurement announcements, confirmation of the sustainability strategy and the unveiling of the Games emblems.

A dedicated session on specific topics of Brisbane 2032 will be held on 26th May, prior to the General Assembly.

The Brisbane 2032 OCOG will deliver a report to the General Assembly under Agenda Item 11.3.

3.4 ASOIF Olympic Games Committee

As part of the strategy's "Olympic Games Excellence" pillar, the role of the former Olympic and Multi-Sport Games Consultative Group has been elevated in status and formally reconstituted as the ASOIF Olympic Games Committee (AOGC), with an expanded mandate and [refreshed composition](#).

The AOGC held its first official meeting on 14th April 2026. The Committee discussed and agreed on its functions and strategy which could allow the group to better represent, advice and act on behalf of the Summer IFs on collective matters of the Games.

The IOC Sports Department attended the meeting. The IOC Sports Director Pierre Ducrey agreed that the IOC and ASOIF should strengthen the collaboration and ASOIF to ensure the IFs would have appropriate support and enhanced communication regarding the preparation and delivery of the Games. The IOC also provided an update on the ongoing "Fit for the Future" consultation, IOC Sports Department and LA28's recent activities, etc.

The LA28 Sports team also attended the meeting and provided a comprehensive update on LA28's testing programme, staffing, IF engagement, ticketing, Sport Delivery Plans and next steps. The AOGC and LA28 agreed to enhance the communication and engagement between both parties, and to jointly explore issue resolution.

The Brisbane 2032 OCOG was also in attendance. They provided an update on the dates of the Games, Games Delivery Partner, Sport and Athlete Division, Venue Master Plan, sports programme, etc.

The AOGC will hold its next meeting in Q3 2026.

4 Collaboration & Knowledge Sharing (Strategic Pillar Three)

4.1 Strategic review of ASOIF's Consultative and Advisory Groups

As part of the ASOIF Strategy Implementation Roadmap, the composition, scope, role and Terms of Reference of ASOIF's seven Consultative and Advisory Groups are being reviewed to better serve the ASOIF membership in the respective areas.

As part of the review process, all the Groups have been standardised as "Commissions".

4.2 ASOIF Medical and Science Commission (AMSC)

Chair: Dr Margo Mountjoy, IGF Medical Committee Member

The AMSC met in person on 30th April 2026 to review ongoing action items and discuss key priorities across the IF medical and scientific landscape. The meeting included an update on ASOIF's broader strategy and the role of the Commission, as well as feedback from the online workshop held on 8 April 2026.

The Commission held constructive exchanges with IOC Medical and Scientific Director, Dr Jane Thornton, covering key topics including how best to support the IOC with the implementation of the female category policy, developments related to the Safe Sport Unit and the Elite Youth Athlete eligibility toolkit. Discussions also focused on the need for continued alignment between IF CMOs and the IOC Medical department, and on clarifying shared priorities going forward.

The AMSC reviewed medical preparations for Dakar 2026 and LA 2028, and discussed initial planning considerations for future IF medical workshops.

The Commission reaffirmed the following priority areas:

- Policy implementation
- Female athlete health
- Mental health
- Alignment between IFs and the IOC on medical and scientific policies
- Enhancing collaboration with the research community
- AI applications in medicine and science
- Networking and mentorship

The AMSC hosted an online workshop on 8th April 2026 for IF CMOs, focusing on the role of the IF CMO within an evolving governance and operational landscape. The session brought together 32 CMOs from 27 different sports and addressed key areas including:

- Understanding the positioning of the CMO within IF decision-making processes
- Operational responsibilities, including delivery of medical services at events and oversight of LOC compliance with international standards
- Managing complex and sensitive topics such as athlete health, gender eligibility, and climate-related risks
- Crisis management and communication, with scenario-based discussions on incident response and stakeholder coordination

- Strengthening communication, collaboration, and stakeholder engagement across IFs and with external partners
- Identifying practical solutions to reduce administrative burden and improve efficiency in medical operations

Lastly, the IOC has now officially released the “Emergency Extrication on the Field of Play” video series in December 2025, following a collaborative development process involving ASOIF, several IFs and the Paris 2024 medical team. The videos have been widely appreciated by IFs as a practical resource to strengthen emergency preparedness and athlete safety. They were also presented to the Dakar 2026 medical department to support preparations for the upcoming Youth Olympic Games.

4.3 ASOIF Legal Commission (ALC)

Chair: Stephen Bock, FIVB Head of Legal and General Counsel

The ALC convened on 23rd April 2026 to discuss the current geopolitical issues’ impacts on athletes’ participation in international competitions. The ALC members noted several incidents that a few countries’ national laws or visa policies still prevent the Russian and Belarusian athletes from competing in the IF events while several IFs have lifted the ban of those athletes’ participation. The ALC also considered the IOC’s latest recommendation regarding Russian and Belarusian youth athletes’ participation in IF events and cited potential practical and logistical challenges.

The ALC also deliberated on the recently published IOC Policy on the Protection of the Female Category and the potential legal implications entailed. The ALC agreed to provide feedback based on their own IFs’ experiences.

In addition, the ALC discussed the recent developments of the Court of Arbitration for Sport and Member Federation’s governance disputes. The members also received an update on the final stage of the Sixth Review of IF Governance.

Lastly, the ALC reviewed the revised Terms of Reference and agreed to present them to the Council for approval.

The next ALC meeting will be held in Q4 2026.

4.4 ASOIF Sport Development and Education Commission (ASDEC)

Chair: Deqa Niamkey, UWW Development Director

The ASDEC is concentrating on three priority areas:

- Capacity building for coaches, technical officials and IF development/coaching staff
- Education in sport through upskilling and integration of learning tools such as AI Large Language Models (LLMs)
- Strengthening National Federations through the use of dashboards, KPIs and development support frameworks

An online workshop was held on 10th March 2026 to provide IFs with practical guidance on AI implementation. Key topics include:

- Basic AI recap and safe use foundations
- AI agent demonstration

- Dashboard examples to support National Federation monitoring
- Feedback on sharing tools and best practices across IFs

The ASDEC Annual Workshop will take place on 5th–6th May 2026 in Lausanne, Switzerland. The key areas include:

- How to manage different markets through a development lense
- A hands on Live AI lab session with AI experts
- Project collaboration
- Transferable practices
- Match officials certification
- Event delivery – cost escalation vs development trade offs

Olympic Solidarity will host an afternoon session at the end of the workshop, offering IFs the opportunity for individual meetings to strengthen collaboration on development funding and projects for IFs.

4.5 ASOIF Commercial Commission (ACC)

Chair: Antony Scanlon, IGF Executive Director

The ASOIF Commercial Workshop was successfully held on 19th November 2025 in Lausanne, Switzerland, bringing together more than 40 representatives from nearly 30 Summer Olympic IFs, alongside several industry leaders.

Discussions addressed the transformation of hospitality models in the lead-up to LA28 Olympic Games, evolving ticketing strategies and digital fan engagement, brand expectations and the changing media rights landscape.

The ACC will reconvene in 2026 to assess follow-up actions and continue supporting member federations in the lead-up to LA28.

4.6 ASOIF Technology and Innovation Commission (ATIC)

Chair: Nicolas Chapart, FIBA Head of Digital

ASOIF will continue to facilitate participation of member federations at SPOT 2026, scheduled to take place on 4th-5th May 2026. The forum aims to offer knowledge sharing and exposure to developments in areas such as AI, digital innovation, and athlete-focused technologies.

Regarding the Commission's future direction, and in light of the ASOIF Strategy 2026-32, discussions are ongoing to reassess its mandate and explore alternatives to support member federations in sports technology and innovation.

4.7 ASOIF Sustainability Commission (ASC)

Chair: David Graham, World Sailing Chief Executive Officer

The ASC held an in-person workshop on 21st-22nd April 2026 in Lausanne, bringing together 66 participants from over 35 IFs to address key sustainability challenges across the Olympic Movement.

The workshop combined expert-led sessions with interactive breakout discussions, enabling participants to exchange practical experiences and identify action-oriented solutions. Discussions focused on key areas including the impact of climate change on the delivery and resilience of major sporting events, the role of sustainable finance, strengthening accountability frameworks for event organisers, mapping procurement practices, integrating sustainability into sponsorship agreements, and promoting environmentally responsible sports venues.

The workshop included contributions from a range of external experts such as the World Meteorological Organisation, On, Swiss Olympic, Milano Cortina, UEFA, IOC along with a number of our members supporting exchanges on evolving sustainability requirements and approaches across the sector.

Discussions highlighted the importance of greater alignment across IFs and reinforced the collective responsibility of the Olympic Movement to advance sustainability efforts and contribute to the UN Sustainable Development Goals.

Key outcomes and takeaways included:

- Increased focus on integrating climate risk into event planning and delivery
- Recognition of the need for clearer accountability frameworks for LOCs
- Strengthening approaches to sustainable procurement and supply chain management
- Embedding sustainability considerations within commercial and sponsorship models
- Continued emphasis on collaboration, knowledge sharing, and capacity building across IFs

The workshop continues to provide a valuable platform to support IFs in addressing shared sustainability challenges and it is fully aligned with the third strategic pillar of the ASOIF Strategy 2026–2032, “Collaboration & Knowledge Sharing”.

4.8 ASOIF Diversity and Gender Equality Commission (ADGEC)

Chair: Sabrina Ibáñez, FEI Secretary General

The ADGEC oversaw the preparation of the next edition of ASOIF’s online leadership training for women in sport, which took place from 10th March to 17th April 2026. The programme was delivered by EqualCareers - the company that successfully delivered the joint ASOIF-IOC in-person women leadership workshop last October. Thirty-nine women representing 24 ASOIF members successfully graduated from the online programme.

The ADGEC has therefore shifted its focus to the preparation of the next edition of the joint ASOIF-IOC women leadership workshop for emerging female leaders, scheduled to take place in October 2026. The workshop will aim to support women at national and continental leadership levels, as well as those recently appointed or promoted to senior roles within IFs.

5 ASOIF Members Update & Global Sports Award

5.1 New and Re-elected International Federation Presidents

At the time of writing, the following IF Presidents have been elected or re-elected since the 49th ASOIF General Assembly in June 2025 (in chronological order):

- Greg Easton was elected as the new President of World Archery in September 2025.
- David Lappartient was re-elected as President of the International Cycling Union (UCI) in September 2025.
- Jean-Christophe Rolland was re-elected as President of World Rowing in September 2025.
- Chung-won Choue was re-elected as President of World Taekwondo in October 2025.
- Gennadiy Golovkin was elected as the new President of World Boxing in November 2025.
- Hassan Moustafa was re-elected as President of the International Handball Federation (IHF) in December 2025.

5.2 Newly appointed International Federation Secretaries General

At the time of writing, the following individuals have been appointed as the new IF Secretary General (or equivalent) since the 49th ASOIF General Assembly in June 2025 (in chronological order):

- Sanjog Gupta was appointed as the new Chief Executive Officer of the International Cricket Council (ICC) in July 2025.
- Ross Hutchins was appointed as the new Chief Executive Officer of the International Tennis Federation (ITF) in October 2025.
- Raul Calin was appointed as the new Secretary General of World Archery in November 2025.
- Stefan Bergh was appointed as the new Secretary General of the International Table Tennis Federation (ITTF) in January 2026.
- Tom Dielen was appointed as the new Secretary General of World Boxing in February 2026.

5.3 International Federation Rebrands

The FIG (International Gymnastics Federation) has rebranded as World Gymnastics and the IFSC (International Federation of Sport Climbing) has rebranded as World Climbing in December 2025.

5.4 Global Sports Award

The Mohammed bin Rashid Al Maktoum Creative Sports Award has been renamed as the Mohammed bin Rashid Al Maktoum Global Sports Award. Given the prize money (approximately USD 270k), there is great interest in the Award amongst the ASOIF membership and 12 IFs put in considerable efforts to submit compelling bids.

This edition's Award was presented to FIFA during a dedicated ceremony during the inaugural Dubai World Sports Summit on 29th-30th December 2025.

However, ASOIF noted the Award secretariat's lack of engagement and proactive

communication with ASOIF and the participating IFs. ASOIF will now review its relationship with the Award and consider the feasibility of entering into a Memorandum of Understanding to clarify respective roles and responsibilities.

6 ASOIF Internal Governance

6.1 Rules and policies

As part of the ongoing process to enhance ASOIF's internal governance, the Council approved the updated ASOIF Internal Financial Rules and ASOIF Expenses Policy at its meeting held on 27th October 2025.

6.2 Audit and Internal Financial Control

The 49th ASOIF General Assembly approved the appointment of Forvis Mazars as ASOIF's official auditor. The ordinary audit of ASOIF's 2025 accounts has completed with a positive opinion. Forvis Mazars has also examined ASOIF's internal control system and identified areas for improvement.

The General Assembly will be asked to approve the Auditor's Report under Agenda Item 9.1 and to appoint the auditor for 2026 under Agenda Item 9.2.

6.3 Commercial Registry

ASOIF's application to the Vaud Commercial Registry was submitted in early June 2024. After providing a number of clarifications, ASOIF's application has been approved on 7th April 2026.

6.4 Staff and Administration

ASOIF's staff currently comprises five Full-Time Equivalent (FTE) and one part-time (60%) members.

Junjie Li has been promoted to Head of Institutional Affairs and Communications with effect from 1st July 2025.

ASOIF
April 2026