



STRATEGIC PLAN

2025-2028



1 VISION

Modern, Fair, Attractive, and Inspiring Global Fencing

The plan emphasises technological integration, athlete engagement, safeguarding, gender equality, education, sustainability, and cooperation with partners such as the IOC, ASOIF, national federations (NFs) and others.

By 2028, the FIE will be recognised as a benchmark of institutional excellence, competitive fairness, and global fan engagement.



2. MISSION

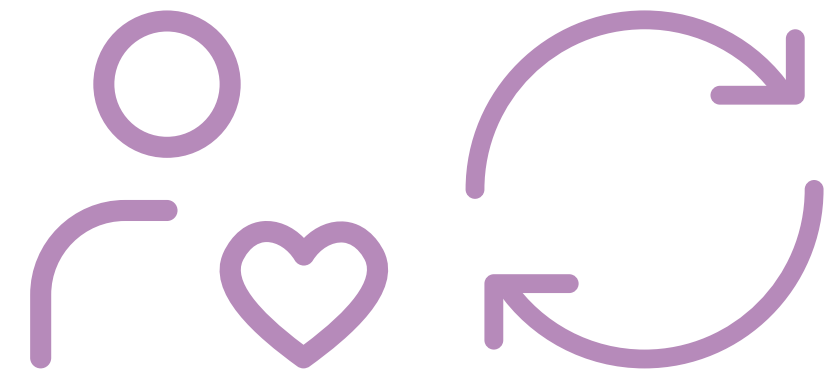


To elevate fencing worldwide through effective governance, robust athlete support, the promotion of Olympic values, and a culture of innovation and organizational excellence.

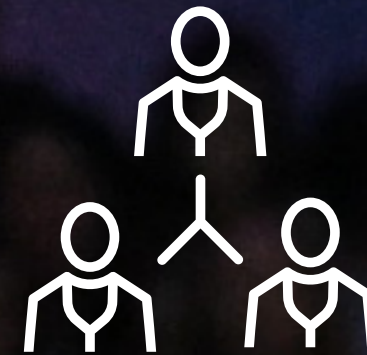


3 CORE VALUES

- Integrity
- Transparency
- Excellence
- Diversity & Inclusion
- Innovation
- Sustainability



4 STRATEGIC GOALS, OBJECTIVES, AND ACTION PLANS



GOAL 1: GOVERNANCE

OBJECTIVES

- Modernize Governance and Institutional structure.
- Increase diversity and representation.
- Strengthen internal oversight and compliance.

KEY ACTION PLANS

- Revise and ratify the FIE Statutes (2026).
- Launch Gender & Youth Governance Fellowship (2026).
- Implement term limits and a conflict-of-interest policy (2026).
- Guide NFs in ethics, elections and compliance.



GOAL 1: GOVERNANCE

KPIS

- New governance statutes adopted by 2026.
- 40% gender balance in all elected committees by 2027.
- 90% NF participation in strategic survey.
- Annual publication of governance audit and compliance scorecards.
- FIE governance ranked among top IFs by ASOIF by 2027.





GOAL 2: PARTICIPATION AND PROMOTION

OBJECTIVES

- Develop a Centralised, Comprehensive Digital Platform.
- Increase global visibility and relevance of fencing.
- Build an integrated platform to unify operations and governance.
- Enable role-specific digital tools for all stakeholders.
- Foster data-driven decision-making and real-time communication.





GOAL 2: PARTICIPATION AND PROMOTION

KEY ACTION PLANS

- Launch FIE Digital Architecture Blueprint (Q2 2025).
- Phase I: Deploy modules for Membership, Competition & Referees (2025–2026).
- Phase II: Add Education, Anti-Doping, Finance, Media, Research (2026–2027).
- Create multilingual mobile app with secure login (2027).
- Integrate data analytics, real-time dashboards, and blockchain-based certifications (2027–2028).
- Launch “Fencing 2.0” media strategy focused on Gen Z (Q1 2026).
- Produce monthly behind-the-scenes and documentary-style content.
- Build a strong and youth-friendly digital brand.
- Develop partnerships with TikTok, YouTube, and Twitch influencers.
- Launch “Fencing in Schools” in 50+ countries by 2028.
- Distribute 15,000+ fencing kits to underserved communities.
- Provide annual technical grants to 50 developing federations.



GOAL 2: PARTICIPATION AND PROMOTION

KPIS

- 90% process digitalization by 2027.
- Platform usage by 100% of national federations.
- Stakeholder satisfaction score $\geq 85\%$ (annual surveys).
- 15% annual increase in digital/social followers.
- 5+ global viral campaigns by 2028.
- Average viewer age lowered by 5 years.
- 30% growth in global participation by 2028.
- 100 new schools offer fencing by 2026.
- 60% of countries meet minimum competition/activity threshold.



GOAL 3: DEVELOPMENT AND SUSTAINABILITY

OBJECTIVES

- Secure Financial Sustainability and Drive Resource Development.
- Promote Olympic Values and Peace Through Sport.
- Support developing nations and promote universal access.
- Advance neutrality, respect, and inclusion through fencing.
- Position fencing as a tool for peacebuilding and youth empowerment.
- Diversify revenue and build long-term reserves.
- Optimize existing commercial contracts and digital monetisation.
- Launch Global Sponsorship Program with tiered offerings (2025).
- Renegotiate broadcast/media rights (2026).
- Create FIE E-commerce Platform for events, merch, and services (2027).



GOAL 3: DEVELOPMENT AND SUSTAINABILITY

KEY ACTION PLANS

- Launch Fencing for the Peace program.
- Developing Fencing for Planet program and athlete mentoring programs.
- Partner with UNHCR and UNESCO for refugee and education outreach.
- Introduce sustainability standards at all FIE events.
- Design FIE Olympic Values Training Curriculum (2025).





GOAL 3: DEVELOPMENT AND SUSTAINABILITY

KPIS

- Launch “Fencing for Peace” in 10+ conflict/post-conflict regions (2025–2028).
- Reach 100,000 youth through peace-focused programs.
- 20+ national federations integrate Olympic values in curriculum.
- Revenue diversified across ≥ 4 major streams.
- 25% growth in sponsorship revenue by 2028.
- Digital monetisation generates $\geq 10\%$ of total budget by 2027.





GOAL 4: EDUCATION AND HARMONIZATION

OBJECTIVES

- Elevate Athletic and Technical Performance.
- Improve training systems and referee development.
- Modernize athlete tracking and competition analytics.
- Improve competition quality and ensure rules consistency.



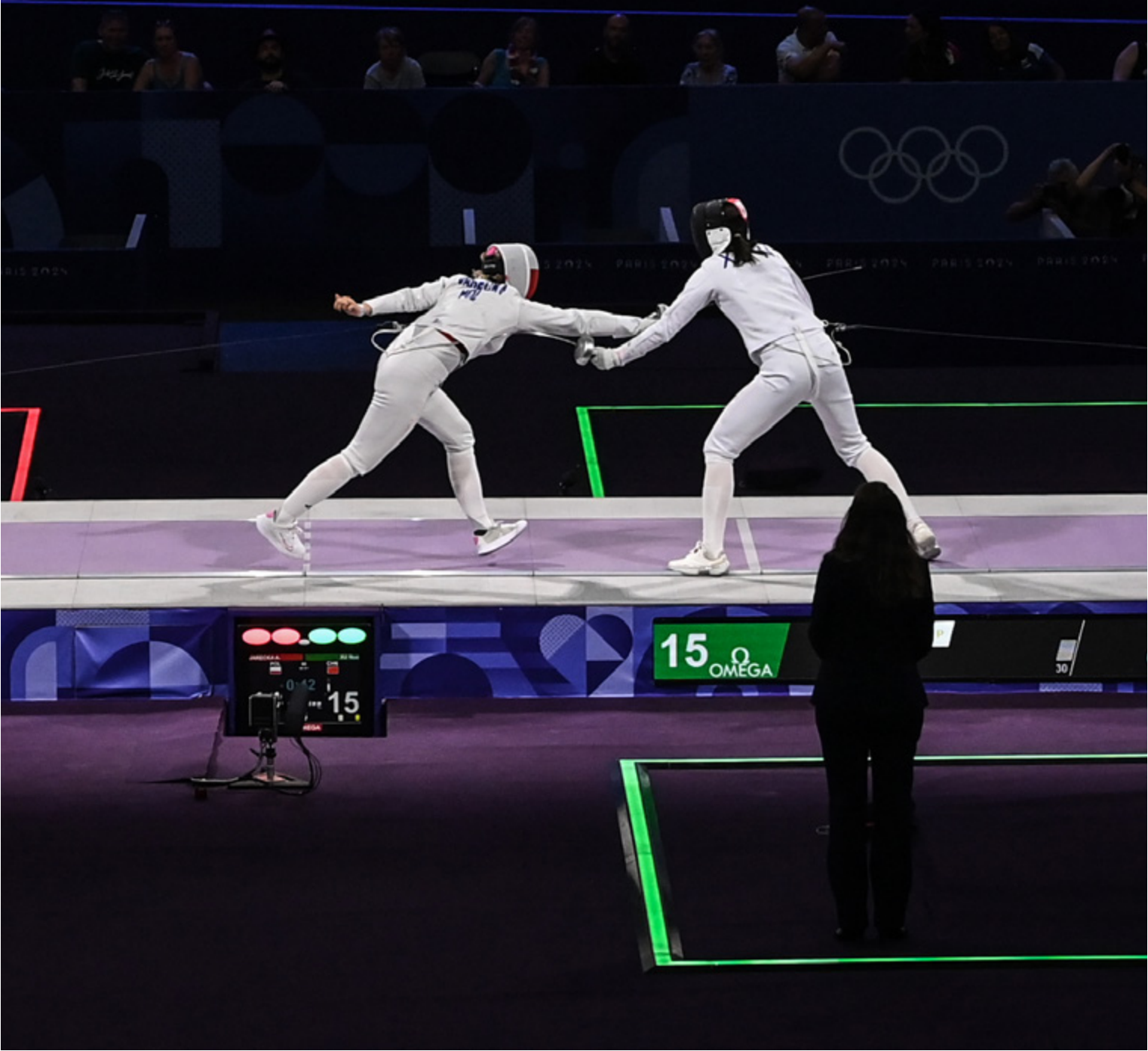


GOAL 4: EDUCATION AND HARMONIZATION

KEY ACTION PLANS

- Launch FIE International Coaching & Referee Academy (2025).
- Create unified Global Ranking Portal with AI insights (2026).
- The SEMI Commission to provide one goal on reassessment of fencing equipment (blades and fencing clothes) and research.
- Standardize athlete biometric tracking and E-refereeing systems (2027).
- To provide one goal on athletes scholarships/careers.
- Upgrade and standardise event software, databases, and ranking system.





GOAL 4: EDUCATION AND HARMONIZATION

KPIS

- 25% increase in certified referees and coaches by 2027.
- Reduction of scoring disputes/errors by 50% through tech.
- Athlete satisfaction $\geq 85\%$.
- Unified competition management system adopted by 50+ NF by 2027.





GOAL 5: LEADERSHIP AND COMMUNICATION

OBJECTIVES

- Empower National Federations and Grow Participation.
- Reduce barriers to fencing development in low-resource regions.
- Build global leadership among athletes, coaches, and officials.
- Enhance NF collaboration and communication.
- Ensure gender-balanced and diverse governance.





GOAL 5: LEADERSHIP AND COMMUNICATION

KEY ACTION PLAN

KEY INITIATIVES:

- Launch webinars, mentorships, and leadership conferences.
- Publish a Gender Equality Plan and annual progress reports.
- Active cooperation with Continental Confederations.
- Share updates via an “FIE Leadership Communiqué” and digital forums.

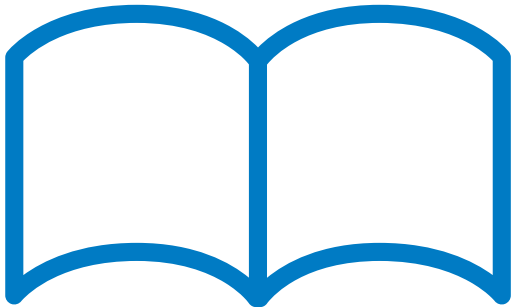




GOAL 5: LEADERSHIP AND COMMUNICATION

KPIS

- 100+ coaches/athletes trained in leadership by end of 2027.
- 30% women in NF leadership roles by 2028 (baseline progress tracked annually).
- 100% of commissions submitting annual strategic workplans by 2025.
- Quarterly coordination calls and NF roundtables held from 2026 onward.
- Publish a Leadership & Governance Handbook by end of 2028.

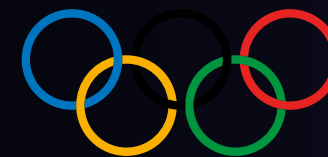


5. IMPLEMENTATION FRAMEWORK



- Strategic Implementation Committee: Cross-functional body to oversee execution and alignment.
- Annual Action Plans: Detailed targets, budget allocations, and timelines per department.
- Monitoring and Evaluation: Biannual progress reviews and adaptive strategy sessions.
- Digital Dashboard: Real-time KPI tracking and accountability reporting.

6. STRATEGIC PARTNERSHIPS



→ International Olympic Committee (IOC)

→ Continental Fencing Confederations

→ National Federations

→ Global Educational Networks (IB, UNESCO ASPnet)

→ UNHCR, UNICEF, and NGOs for sport and peace

→ Technology and media partners (e.g., Meta, AWS, YouTube)



7 KEY SUCCESS INDICATORS BY 2028



→ 30% increase in global fencing participation



→ 160+ countries active in major international events



→ 15% annual growth in digital audience



→ 40% female representation in all governance committees



→ Ranked top 5 Olympic federation for governance and transparency



→ Balanced budget and growing financial reserves

