



**40**  
**YEARS**  
**OF ASOIF**  
**1983-2023**





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## Foreword by Francesco Ricci Bitti, President of the Association of Summer Olympic International Federations (ASOIF)

Celebrating ASOIF's 40th anniversary demonstrates that we have built a strong association with purpose and direction. In 1983, 21 member federations at that time laid the groundwork for this journey. Under the leadership of our first President, Primo Nebiolo, ASOIF's founding members paved the way to better coordinate and represent the interests of the Summer Olympic International Federations (IFs). As this publication will show, ASOIF was created with foresight, balancing carefully different perspectives. Our association progressed with the International Olympic Committee's (IOC's) endorsement and in parallel with the Winter Olympic IFs – an approach which proved key to success.

Working on this publication has provided us with the opportunity to rediscover our roots, recall key events that drove ASOIF's progress, celebrate achievements and anticipate the challenges to come. In addition, this special milestone gives us the chance to recognise many people who have contributed to ASOIF's success story.

ASOIF's strength derives from its members – this was true 40 years ago and it is true today because of their continued and consistent dedication and support. With the evolution of the Olympic programme, we are fortunate that new members join our association, contributing different perspectives and skills that enrich us.

ASOIF had a successful start and evolution thanks to the goodwill and support of the IOC. In 1983, then-IOC President Juan Antonio Samaranch realised the importance and expertise of the federations and the contribution they could make to the Olympic Games. He supported the creation of specific umbrella bodies for sports on the Olympic programme. His successor, Jacques Rogge, increased the revenue share for IFs and established the Olympic Summit to consult with key stakeholders. He also created the Youth Olympic Games as a platform for young athletes to thrive.

The current IOC President Thomas Bach has, through his strategic reform programmes Olympic Agenda 2020 and Olympic Agenda 2020+5, expanded and strengthened the mission of the IOC – from the position of the Olympic Games owner to taking on prominent leadership of the sports movement. This proved most important for Tokyo 2020 held during the global pandemic. The involvement of IFs remains essential in the run-up to Paris 2024 and beyond so that the Games can realise their full potential. IFs can flourish by recognising themselves as partners and an arm of the IOC as well as sometimes a counterpart.

In today's complex world of sport, ASOIF interacts and cooperates on a daily basis with key stakeholders of the Olympic Movement and other sectors. It is supported by a small but highly skilled, creative and



motivated administrative team which is at the service of the membership and ensures ASOIF's smooth operations. The ASOIF Council and the member federations are very grateful for their full dedication.

We hope you enjoy reading this publication, delving into our history and our achievements, as well as challenges facing us today and tomorrow. While celebrating the moment, we stand ready to write

the next chapter of ASOIF together with everyone who uses the power of sport to drive positive change and progress.

**Francesco Ricci Bitti**, ASOIF President



# Message from Thomas Bach, President of the International Olympic Committee (IOC)

**Dear ASOIF President, Francesco Ricci Bitti,**

**Dear Olympic friends,**

On behalf of the entire Olympic community, I would like to extend my heartfelt congratulations on the 40th anniversary of the Association of Summer Olympic International Federations (ASOIF).

The International Federations (IFs) are a fundamental pillar of our Olympic Movement. Since its establishment in 1983, ASOIF has played a vital role in promoting and strengthening the IFs by bringing together the shared interests of each sport federation. In doing so, ASOIF has safeguarded the autonomy of sport and preserved the unity of the Olympic Movement in times when it mattered most.

Perhaps nothing illustrates this better than the Olympic Games Tokyo 2020. These were historic Olympic Games held against the backdrop of a global pandemic. It took an unprecedented effort to make them happen in a safe and secure manner. We could only make the first-ever postponed Olympic Games a reality because of the unified support of everyone in our Olympic community. ASOIF and your member federations played an essential part in writing history in Tokyo. This is something that ASOIF can be extremely proud of.

This experience also highlighted the indispensable role of IFs in delivering the Olympic Games. In today's complex environment, the IFs are essential to finding innovative solutions to continuously modernise sport and in this way contributing to the success of the Olympic Games. The importance of the IFs has been brought to the fore of Olympic Games planning, as highlighted in Olympic Agenda 2020 and Olympic Agenda 2020+5.

In this context, I would like to express my heartfelt appreciation to ASOIF President Francesco Ricci Bitti. Under his great leadership, ASOIF continues to rise to new heights, guiding IFs on a path of modernisation and progress. Today, ASOIF is a valued partner of the IOC, bringing invaluable know-how and expertise to the Olympic Movement. This is why my thanks and gratitude go to everyone at ASOIF and to President Ricci Bitti in particular, for ensuring that our mutually trustful partnership always keeps going above and beyond.

Over 40 years, ASOIF has demonstrated that by coming together, we are always stronger than the sum of our parts. The collective strength of IFs makes all of us in the Olympic Movement stronger as well.

As your athletes show us: we can only go faster, aim higher, become stronger, if we stand together. Our partnership is a perfect illustration of this, our Olympic motto: Faster, Higher, Stronger – Together.



In this Olympic spirit, I wish ASOIF all the very best for the future. Together we have shown that sport can be a powerful force for good, uniting communities and inspiring individuals everywhere with our shared Olympic values. Building on this strong foundation, ASOIF has every reason to look ahead with great confidence, as we pursue our shared mission of making the world a better place through sport.

With my renewed congratulations, I wish ASOIF a wonderful 40th anniversary.

**Thomas Bach**, IOC President





# Four decades of ASOIF





# The emergence of International Federations

As an umbrella organisation, the history of the Association of Summer Olympic International Federations (ASOIF) is closely linked to the evolution of its member federations, the Summer Olympic International Federations (IFs), some of which were formed only recently, while others date back more than 100 years.



## RIGHT

Gymnastics at the first modern Olympic Games 1896 in Athens

This diversity illustrates the rich texture of ASOIF's membership. Exploring the roots of some of the oldest IFs helps us understand the roles, responsibilities and aspirations the IFs have today as global sport governing bodies.

In many sports, competitions between several nations took place before the existence of an international governing body. In this situation, the urgent need for a common set of rules and their consistent application by judges, referees and umpires at competitions with international participation became quickly apparent. To that end, the first IFs were set up in the late-19th and early-20th centuries mostly in Europe, and sometimes in the form of regional governing bodies.

In those early days, the IFs harmonised different sets of rules and regulations for equipment, field of play dimensions, competition duration, goal sizes and scoring systems. This allowed teams from different villages, cities and regions to compete against each other under the same parameters and conditions, and to create a so-called "level playing field". Soon after, the roles of IFs evolved so they coordinated the international sports calendar, initially aimed at ensuring the most efficient use of expenditure on travel. Indeed, until the late-1960s, travelling was mainly undertaken by land and/or sea, even when intercontinental travel was required.

## The oldest IF

The longest existing IF, the Fédération Internationale de Gymnastique (FIG), was founded on 23 July 1881 in Liège, Belgium. Initially established as a regional governing body for the sport of gymnastics in Europe and known as the Fédération Européenne de Gymnastique (FEG), it started with three National Federations (NFs) as founding members: Belgium, France and the Netherlands. Gymnastics was on the programme of the first modern Olympic Games in 1896 in Athens, Greece, however, FEG did not officially participate as an IF despite being recognised by the International Olympic Committee (IOC). The role of IFs in the context of the Olympic Games had not been established at the time. In Athens, 18 gymnasts from five countries competed for individual titles. A few years later, in 1903, FEG organised the first international gymnastics competition in Antwerp, Belgium, which demonstrated the organisation's ability to govern the sport at an international level. For the Olympic Games London 1908, the IOC then recognised the FEG as the IF responsible for gymnastics at a global level, which led to the FEG's rebranding to FIG in 1921 and a subsequent increase in NFs.

On the following page is an overview of the oldest Summer Olympic IFs (or their predecessors) founded before 1920, in chronological order:



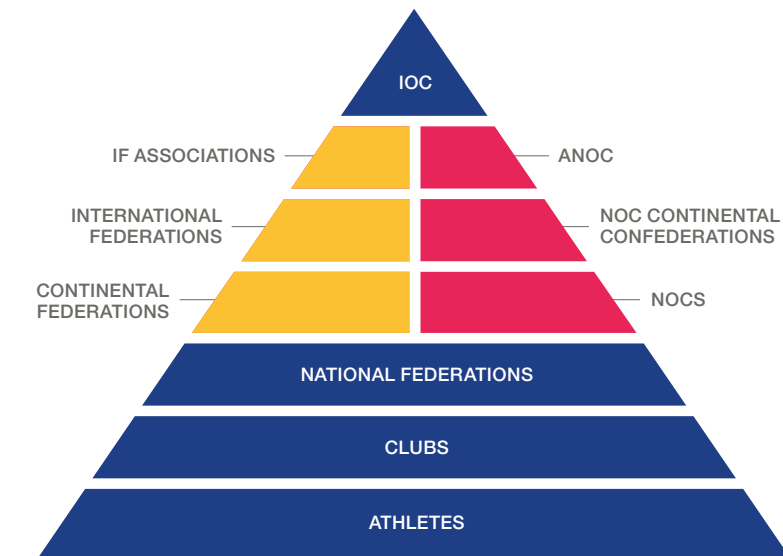


IF (with today's acronyms)	Sport	Year of foundation	Number of founding members	Founding members	First Olympic Games
FIG	Gymnastics	1881	3	Belgium, France, Netherlands	1896
World Rugby	Rugby	1886	3	Ireland, Scotland, Wales	1900
World Rowing	Rowing	1892	5	Adriatica, Belgium, France, Italy, Switzerland	1896
UCI	Cycling	1900	5	Belgium, France, Italy, Switzerland, United States	1896
FIFA	Football	1904	7	Belgium, Denmark, France, Netherlands, Spain, Sweden, Switzerland	1900 (demonstration sport); 1908 (official sport)
IWF	Weightlifting	1905	4	Denmark, Germany, Italy, Netherlands	1896
ISSF	Shooting	1907	7	Argentina, Austria-Hungary, Belgium, France, Greece, Italy, Netherlands	1896
World Sailing	Sailing	1907	13	Austria-Hungary, Belgium, Denmark, Finland, France, Germany, Great Britain, Italy, Netherlands, Norway, Spain, Sweden, Switzerland	1896
World Aquatics	Aquatics	1908	8	Belgium, Denmark, Finland, France, Germany, Great Britain, Hungary, Sweden	1896
World Athletics	Athletics	1912	17	Australia, Austria-Hungary, Belgium, Canada, Chile, Denmark, Egypt, Finland, France, Germany, Great Britain, Greece, New Zealand, Norway, Russia, Sweden, United States	1896
ITF	Tennis	1913	15	Australia, Austria-Hungary, Belgium, Denmark, France, Germany, Great Britain, Italy, Netherlands, New Zealand, Russia, South Africa, Spain, Sweden, Switzerland	1896
FIE	Fencing	1913	9	Austria-Hungary, Belgium, Bohemia, France, Germany, Great Britain, Italy, Netherlands, Norway	1896



**FIGURE**  
Pyramidal structure of sport

- SPORT REFERENCE
- TERRITORY REFERENCE
- COMMON GROUND



**National Federations**

The preceding table demonstrates that most IFs were initially set up by NFs based in Europe, just like the modern Olympic Movement is rooted in Europe. However, some IFs, like the International Federation of Sport Climbing (IFSC), the governing body for sport climbing, was formed relatively recently (27 January 2007). This fact is closely connected to the evolution of the Olympic programme, which has included new sports for specific Games editions. Some of these sports have been largely practised outside the traditional structures of organised sport or they were governed by several bodies (by territory or discipline, for example). Therefore, it was necessary to set up one international governing body with NFs to be officially recognised by the IOC.

Today, a Summer Olympic IF has an average of around 150-200 NFs – a number that continues to grow to facilitate universal access to sport. Unsurprisingly, the average number of NFs for Winter Olympic IFs is lower, as most of the winter sports depend on specific geographical or meteorological conditions.

The number of NFs also depends on how IFs define countries or nations in their constitutions. The criteria for membership are often linked to the following attributes: United Nations (UN)-recognition,

National Olympic Committee (NOC)-recognition and non-independent territories geographically located in different regions than their major territory (e.g. Guam, New Caledonia). In this context, many IFs rely on UN-recognition and have also set up continental associations. Continental associations constitute an intermediate entity between IFs and NFs and they usually support sport development and non-professional competitions at regional levels.

The structure of international sport provides for a pyramidal shape from sporting and territorial points of view, with NFs as the core sport organisations. They are affiliated with their respective IFs, but also with their NOCs.

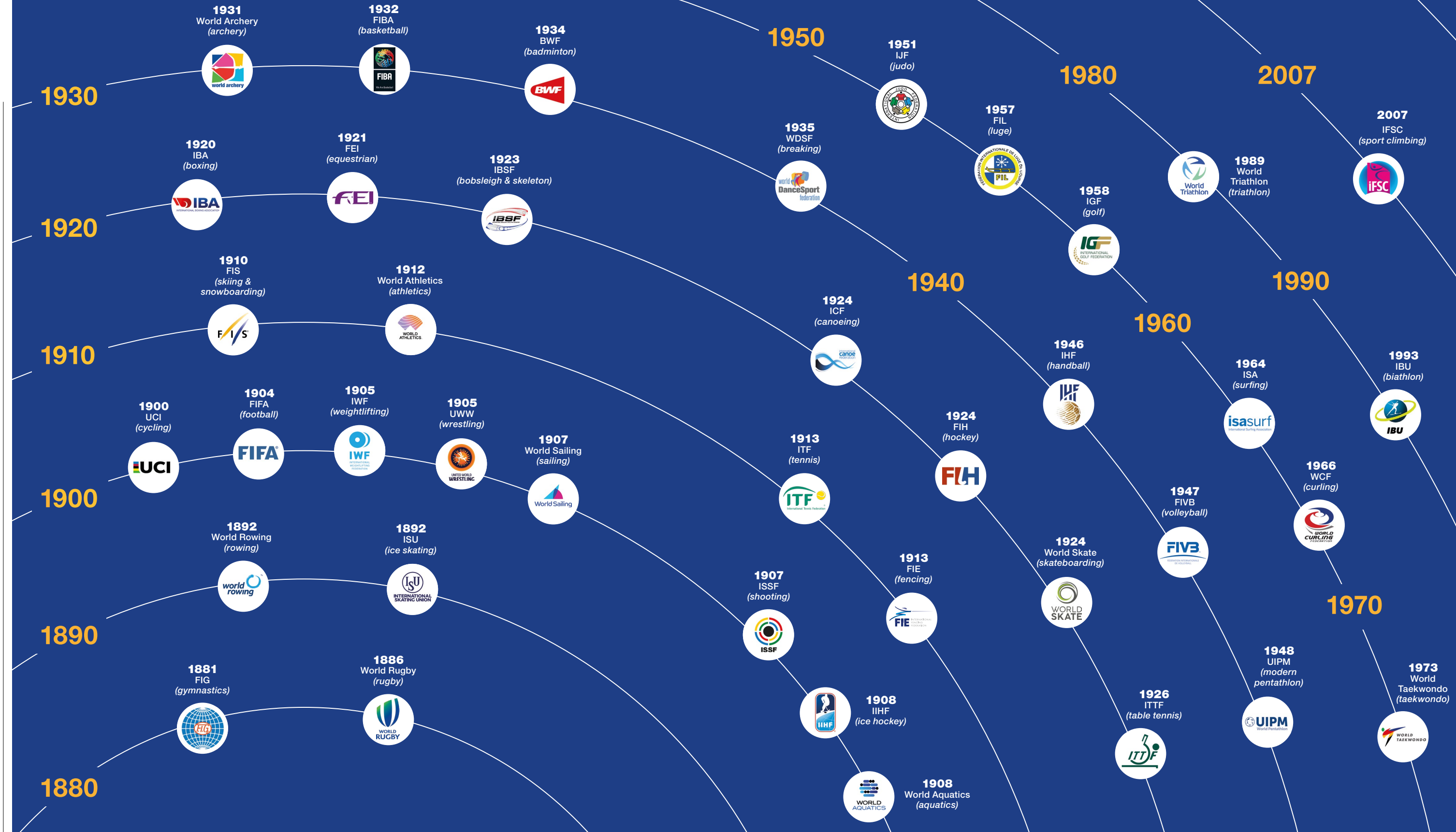
The structure of NFs being affiliated with one IF ensures the universality of the sport, implementation of sport-specific development programmes across the globe, and a well-established solidarity mechanism, enabling the redistribution of revenues from international and elite levels to grassroots sports. In addition, this system is based on educational values and depends on the dedication of volunteers.

Listed on the following pages are the founding years of all Summer and Winter IFs (using today's acronyms) with sports on the Olympic programme (in chronological order).



**FIGURE**

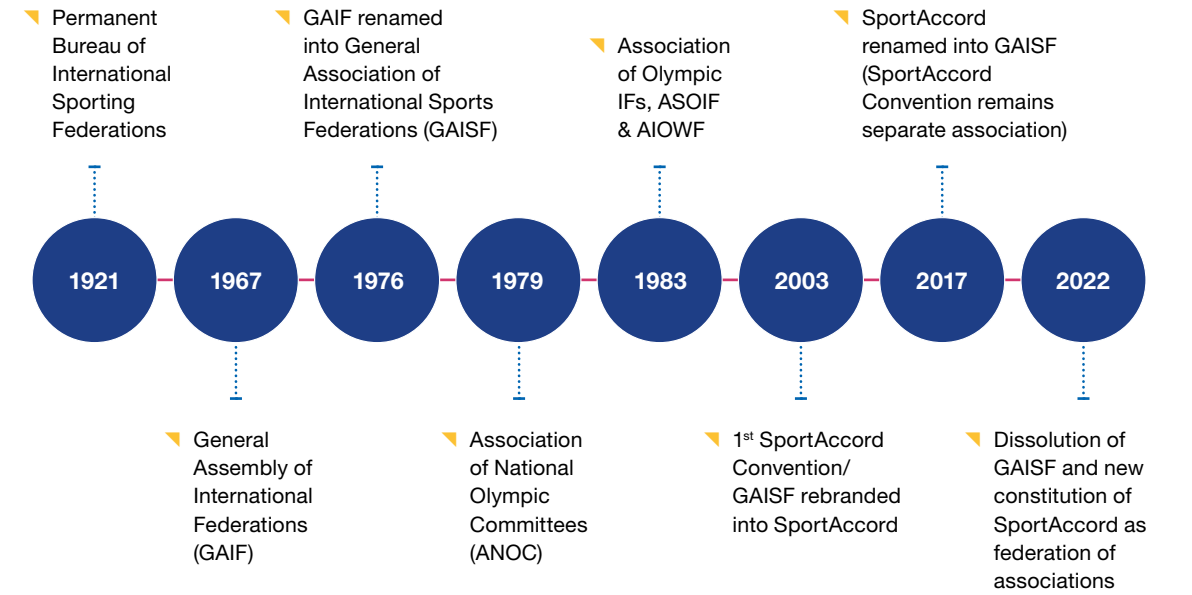
Founding years of all Summer and Winter IFs with sports on the Olympic programme (with today's acronyms)







**FIGURE**  
Evolution of umbrella organisations over the years



# The creation of umbrella organisations and ASOIF

Prior to the creation of ASOIF, on 30 May 1983 in Lausanne, Switzerland, other umbrella organisations representing the interests of the Olympic Movement's key stakeholders were established, and are closely linked to ASOIF's history.

Early on, the IFs which were part of the Olympic programme had assisted the IOC from the outside in the preparations and delivery of the Games, especially by providing the competition rules and regulations. The early-1920s were characterised by growth and change among the organisations involved in the Olympic Movement's

development. In 1919, after World War I, several IFs began to discuss the future of the Games. A year later, during the 1920 Olympic Games in Antwerp, Belgium, the IFs and NFs proposed for the first time to establish an umbrella organisation to form synergies and better consolidate their expertise in the Games' context.

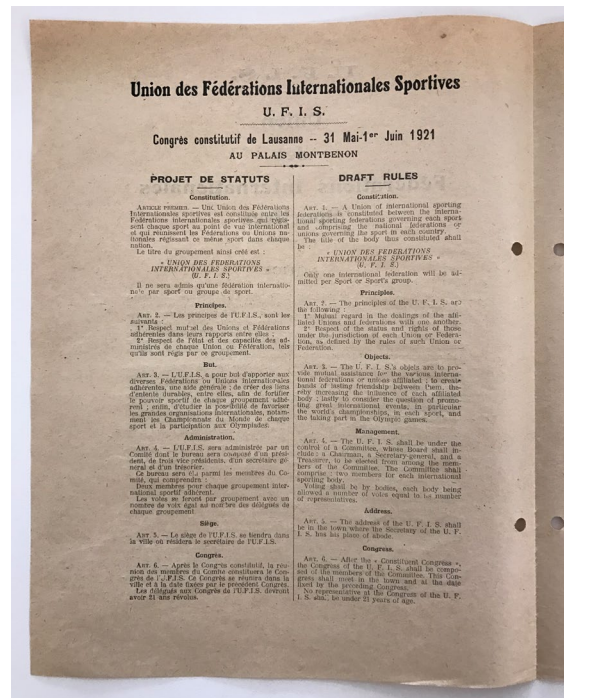


**LEFT**  
Lausanne, the Olympic Capital  
**RIGHT**  
Document from the U.F.I.S. Congress in 1921

## Union des Fédérations Internationales Sportives and Permanent Bureau of International Sporting Federations

One year later, prior to the 7th Olympic Congress, held on 31 May 1921 in Lausanne, the Secretary General of the Union Cycliste Internationale (UCI), General Paul Rousseau, took the lead in convening a meeting with 40 delegates representing 18 IFs, during which then-IOC President Pierre de Coubertin delivered welcoming remarks. Rousseau used this gathering to propose the establishment of the Union des Fédérations Internationales Sportives (International Sport Federations Union (UFIS)).

He raised the point that various IF delegates at the Antwerp Games had very limited knowledge of each other, which made it difficult for them to work together efficiently. He stressed that the UFIS would benefit all IFs, especially regarding the mutual acknowledgment of their respective rights concerning the sports they were governing. He also mentioned the added value the UFIS could provide to the IFs in organising international competitions. In addition, he called for the UFIS to look beyond technical aspects of sport and contribute to the welfare of society and humanity.





However, the IF delegates were not ready to support this progressive project and the meeting participants voted against Rousseau's proposal, by 10 votes to one. The failed attempt was regarded as a sign of loyalty towards the IOC. Although the idea of creating UFIS was vetoed, a new body was established during the same meeting, solely tasked with collecting and distributing information of and about IFs: the Permanent Bureau of International Sporting Federations (Bureau). The Bureau represented not only all Olympic IFs, but also NOCs and would meet during the Olympic Games. The Bureau was also officially acknowledged by the Congress of the NOCs.

After this meeting in Lausanne, Coubertin attended the banquet organised by the UCI, where he praised the IFs' involvement in the successful delivery of the Games. He stated: "The part of the IFs must not be limited to technical questions, but it must tend to a higher purpose by trying to bring peace to the world by sport."

The Bureau held its final meeting during the 1936 Olympic Games in Berlin, Germany, before ceasing its activity.



*The part of the IFs must not be limited to technical questions, but it must tend to a higher purpose by trying to bring peace to the world by sport."*

**Pierre de Coubertin, IOC President**

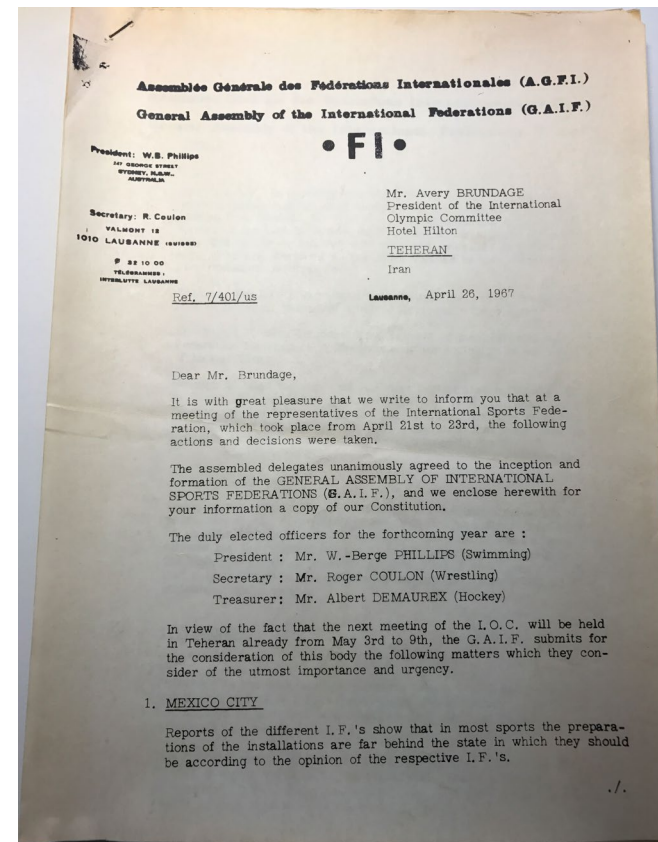
### General Assembly of International Federations (GAIF)

More than 40 years after the initial idea to represent the IFs under an umbrella in the Olympic Movement, a more proactive and efficient IF association would be born. The aim was to better involve the IFs in Olympic matters, which so far had exclusively been managed by the IOC. The 1960s turned into a period of growing divergence between the IFs and the IOC. In particular, the IFs had reservations about the IOC's inflexibility regarding the amateur status of Olympic athletes and its lack of interest in finding common solutions within the Olympic Movement.

In April 1967, the General Assembly of International Federations (GAIF, later known as GAISF and SportAccord) was founded in Lausanne, in the presence of 26 IFs, both Olympic and non-Olympic. This initiative was led by IF Presidents Roger Coulon (wrestling), Thomas Keller (rowing), W. Berge Philips (swimming), and Williams J. Jones (basketball). A letter, co-signed by the Presidents of 19 Olympic IFs, was sent to then-IOC President Avery Brundage, outlining the constitution of this new association and the decisions taken during its first meeting. The letter addressed several topics relating to the IFs' engagement with the IOC and the wider Olympic Movement, some of which are still highly relevant today, including the IFs' demand to have a bigger say about the approach to broadcasting revenues' distribution, Games-related costs for the IFs, the programme of the Games, regional Games, and candidate city selection. The letter also expressed the wish to maintain a friendly, collaborative relationship between the IOC and the IFs.

However, the IOC was agitated by this new counterweight to its own long-established authority. By many, the IF approach was perceived as rather aggressive. Accordingly, during the IOC Session in Tehran, Iran, in May 1967, the sentiment towards GAIF was widely negative, with several major Olympic IFs refusing to become part of the new association to demonstrate their solidarity with the IOC.

The relationships between the IFs and the IOC had become strained, but GAIF pursued its strategy to represent the IFs' interests in the Olympic Movement. Thomas Keller, President of the Fédération Internationale des Sociétés d'Aviron (FISA, now World Rowing), led the office and, in 1969, became President of GAIF. His speech at the 10th Olympic

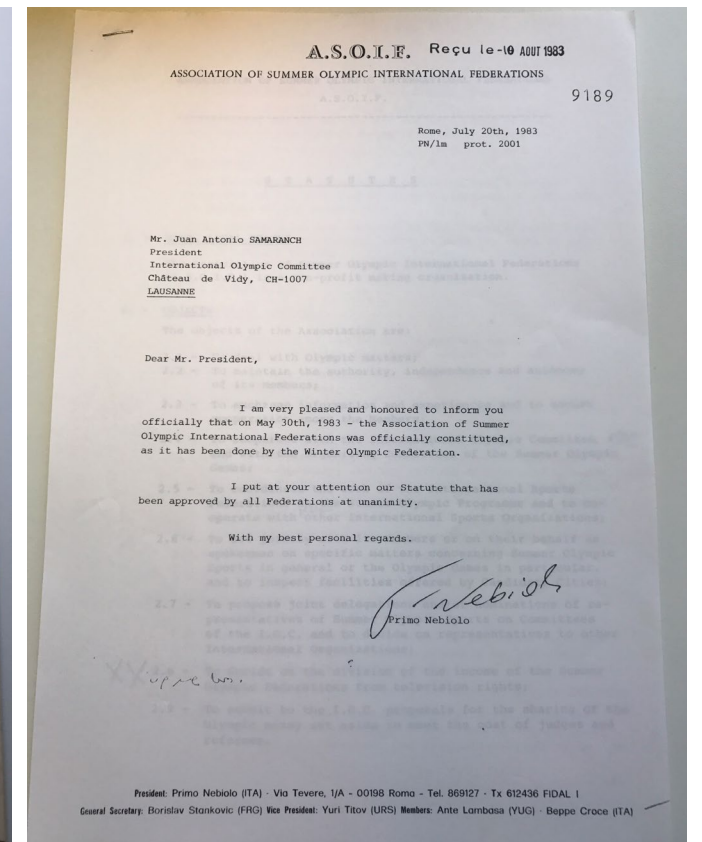


#### ABOVE

GAIF formation letter to IOC President Avery Brundage in 1967

#### ABOVE RIGHT

ASOIF formation letter to IOC President Juan Antonio Samaranch in 1983



Congress in 1973 in Varna, Bulgaria, would provoke further reflections on the role of IFs. He said: "Cooperation with the IFs is more than ever necessary. The federations are, as always, ready to cooperate, but expect that this cooperation will be in a spirit of genuine partnership... In society, the role of sport will be ever more important, either with Olympism or without, and therefore the role of the IFs will not cease gaining importance."

### General Association of International Sports Federations (GAISF)

By 1976, GAIF was rebranded as the General Association of International Sports Federations (GAISF), reflecting more precisely its commitment to help bring the IFs to the forefront of the Olympic Movement.

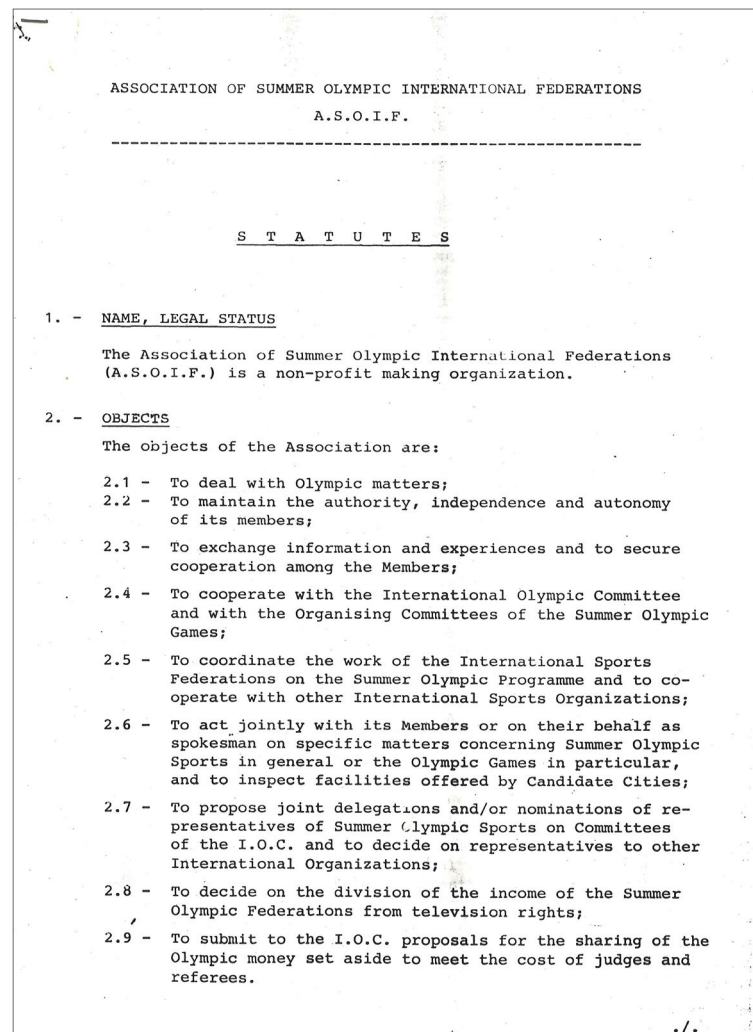
In 1980, following the election of Juan Antonio Samaranch as new IOC President, the tide quickly

turned against Keller and his vision for the IFs. The new commercial models developed by a new generation of sport marketers were open to exploitation. Samaranch quickly understood their potential and saw how the enhanced revenue streams they were capable of generating were one of the keys to reassert the IOC's primacy.

### Association of Summer Olympic International Federations (ASOIF) and Association of International Olympic Winter Sports Federations (AIOWF)

In 1982, Samaranch accepted the proposal to set up two associations for the Summer and Winter Olympic IFs respectively – a move which would change the world of Olympic associations. It provided a more structured and robust approach to strengthen the IFs' role in the Olympic Movement (defined in Rule 26 of the Olympic Charter) while GAISF would continue to exist as a global platform. On 30 May 1983, ASOIF





was born, representing the 21 member federations on the programme of the 1984 Olympic Games in Los Angeles, United States. The new association was created out of a need to better coordinate and defend the interests of the Summer Olympic IFs, and also to establish a coherent and unified voice in relations with the IOC, Games organisers and other members of the Olympic Movement. ASOIF's early mission and goals were to preserve the unity of the Olympic Movement, while maintaining the authority, independence and autonomy of the IFs, as stated in the first ASOIF Statutes. The first President was Primo Nebiolo



(athletics) who remained in office until his death in 1999. Borislav Stankovic (basketball) became ASOIF's elected Secretary General. The first meeting of the member federations took place one day after ASOIF's foundation, in Lausanne.

Likewise, the Association of International Olympic Winter Sports Federations (AIOWF) was set up to represent the interests of the Winter Olympic IFs.

### SportAccord

In 2003, GAISF – in collaboration with ASOIF and AIOWF – launched the first edition of SportAccord Convention (SAC) to provide a centralised conference where all stakeholders could hold their annual meetings, network and share knowledge. The idea for this new event was driven by the late Hein Verbruggen, who was GAISF President at that time. Subsequently, GAISF rebranded itself as SportAccord, which by then counted more than 100 Olympic and non-Olympic IFs as members.

More than 10 years later, during the 2015 SAC in Sochi, Russia, the then-SportAccord President Marius Vizer gave an opening speech which impacted the dynamics of the Olympic Movement. Vizer openly criticised the IOC by claiming it lacked transparency, influenced IFs' affairs, and that its Olympic Agenda 2020 – the IOC President's reform programme – had not brought enough benefits to the IFs.

Following Vizer's remarks, ASOIF and AIOWF, as SAC stakeholders, decided to provisionally suspend any further activities with SportAccord. Every Summer Olympic IF, except for the Vizer-led International Judo



### LEFT

IOC and ASOIF joint meeting in 1986

### FAR LEFT

An extract of the first ASOIF Statutes

### BELOW

IOC and ASOIF joint meeting in 1993

Federation (IJF), signed a letter supporting ASOIF's decision, while both the International Paralympic Committee (IPC) and the Commonwealth Games Federation (CGF) made similar moves. The other stakeholders, the Association of IOC Recognised International Sports Federations (ARISF) and the Alliance of Independent Recognised Members of Sport (AIMS), also followed suit.

Subsequently, Vizer resigned from his positions as SportAccord President and member of the IOC's Tokyo 2020 Coordination Commission. Later in 2017, under the vision of its late President Patrick Baumann, SportAccord, back then bringing together all individual IF members and organising events, renamed itself back to GAISF, precisely 50 years after GAIF was founded. However, this time the meaning of the 'G' was changed from its original version 'General' to 'Global', with the full name being the Global Association of International Sports Federations. SportAccord remained a separate body solely dedicated to organising events.

Over the years, the presence of multiple associations had caused duplications and confusion about

purpose, roles and responsibilities, which led to the dissolution of GAISF at an Extraordinary General Assembly held in November 2022. The dissolution of GAISF was recommended by the GAISF Council to better streamline all activities of the IFs in the Olympic Movement. The members voted in favour of dissolution by 70 votes in favour and 22 votes against. Consequently, it was decided to adopt a new constitution for SportAccord and to restructure it. SportAccord has taken over certain activities of GAISF. As a federation of IF associations, it represents ASOIF, AIOWF, ARISF and AIMS.

### Relations between the IOC and IF Associations

The preceding snapshot view of the history of Associations of IFs shows that the relationship between the IOC and its Olympic Movement constituents has not always been entirely smooth, with parties carefully balancing questions of authority, interests and the urgent need for collaboration. In the past, the IOC at times reacted reluctantly to the formation of collective interest representation of stakeholders, also due to the IOC Session having been historically composed of individual members.







**ABOVE**

ASOIF President Francesco Ricci Bitti attending the 8th Olympic Summit in 2019

Another good example is the Association of National Olympic Committees (ANOC), which was established in June 1979, only after a long debate with the IOC, providing the NOCs with an umbrella organisation similar to what GAISF was to IFs. The main driver behind the creation of ANOC was Giulio Onesti, then-President of the Italian Olympic Committee (CONI) until 1978, and also an IOC Member.

However, in 1981, then-IOC President Samaranch proactively established the IOC Athletes' Commission during the Olympic Congress in Baden-Baden, Germany, as a voice for all athletes to the IOC.

Over the years, the growing relevance of sport in society and the reforms resulting from the Salt Lake City campaign scandal required the IOC to involve key stakeholders (in particular athletes, IFs and NOCs) in the decision-making process more directly and consistently.

For instance, the 'Olympic Summit', initiated for the first time by then-IOC President Jacques Rogge in 2012 and organised annually since, brings together the key stakeholders of the Olympic Movement to discuss pressing topics. Participants have usually included the IOC President and Vice-Presidents, the IOC Executive Board members representing athletes and IFs, the Presidents of ASOIF, AIOWF, GAISF and ANOC, as well as the IPC President. ASOIF President Francesco Ricci Bitti has participated in all Olympic Summits to date and the IOC's role has clearly evolved, and it is now stronger at engaging, consulting and supporting the Olympic Movement stakeholders.

Uniting efforts and embracing the IOC's proclaimed motto of 'Stronger Together' will remain important in a post-COVID sport world. To that effect, under the leadership of IOC President Thomas Bach, the IOC Session even approved a change in the

Olympic motto, in July 2021, that recognises the unifying power of sport and the importance of solidarity. The change added the term 'Together' to 'Faster, Higher, Stronger'. The new Olympic motto reads:

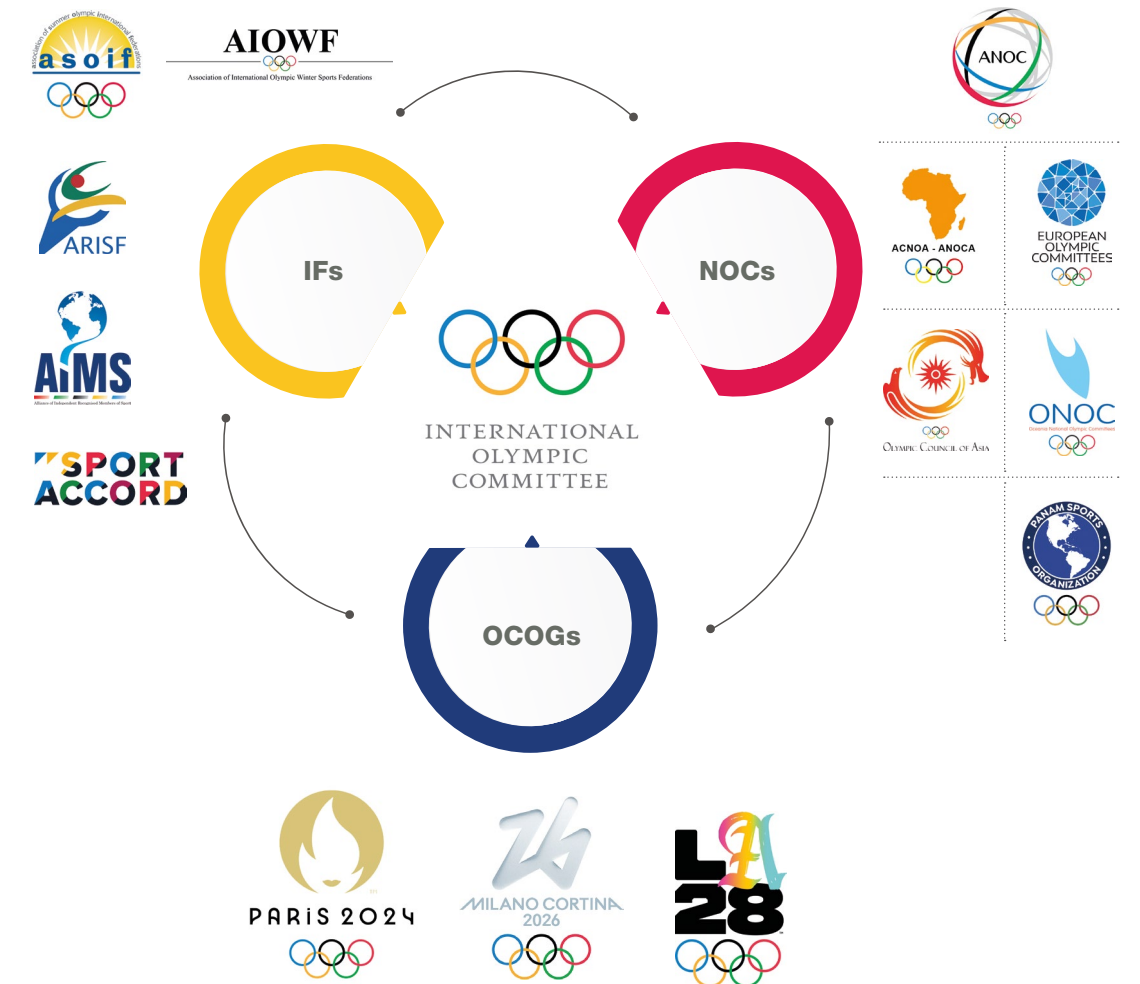
'Faster, Higher, Stronger – Together' ('Citius, Altius, Fortius – Communiter')

The IOC will and always must lead the Olympic Movement. IFs can realise their full potential and contribute best with their expertise to successful Games delivery and global sports development, if they understand themselves as equal partners and as an arm of the IOC, as well as sometimes a counterpart. This is also very much in line with the spirit of Olympic Agenda 2020 and Olympic Agenda 2020+5, the strategic reform programmes initiated by IOC President Thomas Bach.



**FIGURE**

Olympic Movement key stakeholders and their umbrella associations





# Milestones

From its birth on 30 May 1983, ASOIF has steadily cemented its position as a key representative and trusted partner of the Olympic Movement, actively contributing to delivering successful Olympic Games and shaping the future of sport. It takes time, effort and strategy to build such capacities and the strength and reputation that come with it. Here are some key milestones in ASOIF's 40-year journey:

## 1983

### First official meetings of ASOIF on 30 and 31 May 1983

On 30 May 1983, President Nebiolo (athletics) and Secretary General Stankovic (basketball) organised a meeting with the member federations to adopt the association's constitution. Early the following day, ASOIF organised a second gathering in Lausanne to discuss "other different matters". All but one of 21 member federations were represented, and FIFA attended as an observer. The minutes of this meeting indicate that there was another coordination meeting set up with the Winter IFs in the afternoon of the same day and that a joint IOC-IF meeting would take place in the near future. Some of the topics addressed at the time are still highly relevant today, including the composition of the Olympic programme. With a year to go to the 1984 Olympic Games in Los Angeles, a number of Games operational issues also featured on the agenda. In addition, there was an extensive discussion about the split of the broadcasting revenues to be generated from those Games, which resulted in a unanimous consensus for equal distribution. This was seen as a strong sign of solidarity among ASOIF's member federations, as the sports attracting the most public interest would be giving up significant amounts of money for the benefit of others. President Nebiolo described this as a "fantastic step".

MINUTES OF THE MEETING OF THE ASSOCIATION OF SUMMER OLYMPIC FEDERATIONS, 31st May 1983 (a.m.), Palace Hotel, Lausanne

#### AGENDA ITEM 1 - OPENING OF THE MEETING

- 1.1 President Primo Nebiolo (IAAF - Athletics), who had the day before been elected President of the new Association of International Summer Olympic Federations, took up his duties and opened the meeting. His request for permission to modify the agenda by inverting Points 5 and 6, - Point 6 - Expenses of Judges and Referees - becoming Point 5 and Point 5 - Split of the L.A. TV money - becoming Point 6, was granted.

#### AGENDA ITEM 2 - ROLL CALL

- 2.1 Secretary General Borislav Stankovic (FIBA - Basketball), who also took up office, called the Roll: all Federations were present, except for ITF (Tennis); FIFA (Football) was there as an observer.

#### AGENDA ITEM 3 - APPROVAL OF THE MINUTES OF THE MEETING OF SUMMER OLYMPIC FEDERATIONS, 14th October 1982

- 3.1 In the absence of comments or questions regarding this topic, the minutes were approved.

#### AGENDA ITEM 4 - MEETING OF THE IOC EXECUTIVE BOARD: ITEMS ON THE AGENDA CONCERNING THE SUMMER FEDERATIONS

- 4.1 Secretary General Stankovic reviewed the draft agenda of the 29th April of the IOC Executive Board with the IFs. The meeting raised in particular the following problems:

#### 4.2 IOC Members' responsibilities during the 1984 Olympic Games

The IOC must be questioned about the names and extent of duties and responsibilities of IOC members, who will be delegated to the different events (see too IOC letter of 21st April 1983). The matter will be taken up again with the Winter Federations.

#### 4.3 Press

- A. Placing of photographers  
Mr. Borislav Stankovic, seconded subsequently by Mr. Bob Helmick (FINA - Natation) and by President Nebiolo, declared that the placings reserved for the photographers' pool was the sole competence of the International Federations. This point of view would be clearly expressed.

.../...



## 1992

### New ASOIF Statutes adopted in 1992 to improve accountability

Following an Extraordinary General Assembly in Acapulco, Mexico, in September 1992, ASOIF's Statutes were changed to make the association more accountable to its members and its structures more in line with principles of renewal and rotation.



TAS / CAS  
TRIBUNAL ARBITRAL DU SPORT  
COURT OF ARBITRATION FOR SPORT

## 1994

### Representation at the International Council of Arbitration for Sport (ICAS) created in 1994

ICAS, essentially the governing board of the Court of Arbitration for Sport (CAS), was formally created in November 1994. During its meeting on 29 August 1994, the ASOIF Council officially nominated three ASOIF representatives to ICAS for the first time. This nomination process is still in place today, enabling the representation of the Summer Olympic IFs in this important body.



## 1998

### ASOIF Seminar on 'Challenges for the next Millennium' on 29 April 1998

Also under President Nebiolo, ASOIF organised a seminar on 29 April 1998 in Sydney, Australia, inviting leading experts to openly discuss some major challenges facing the IFs in the next millennium, as well as marketing, television and new telecommunications technologies within the Olympic Movement. Speakers included high-profile representatives from within and outside the Olympic Movement, including Charmaine Crooks (Olympian and television commentator), Gilbert Felli (IOC Sports Director), Hilton Sack (Executive Vice-President at VISA Asia Pacific), Richard Bunn (Controller of Sport at European Broadcasting Union), and various IF leaders. The seminar highlighted that from early on, ASOIF had had the ambition to anticipate future trends and move forward strategically, in the best interests of its members.





## 2000

### Representation at the World Anti-Doping Agency (WADA) as of 2000

Together with its members and in collaboration with the IOC, ASOIF recognised the importance of the fight against doping. In 1994, it contributed to the “unification of doping control rules” and supported the formation of a working group on out-of-competition testing. In November 1999, the World Anti-Doping Agency (WADA) was established as an international independent agency to lead a collaborative worldwide movement for doping-free sport. With WADA's governance and funding based on equal partnership between the sport movement and governments of the world, ASOIF has been represented on its Foundation Board and Executive Committee since 2000.

### ASOIF moves its headquarters to Lausanne in 2000

Following the passing of President Nebiolo in 1999 and with the aim of having closer contact with all member federations as well as the IOC, the ASOIF General Assembly decided on 19 April 2000 to relocate the ASOIF headquarters from Rome, Italy, to Lausanne, the Olympic capital. During this process, ASOIF created an office dedicated to serving the Summer Olympic IFs. While maintaining its independence, ASOIF's move enabled it to further strengthen and reinforce its ties with the IOC.

### Summer IFs represented on the IOC Executive Board from 2000

Following the scandal of the Salt Lake City campaign for the awarding of the 2002 Olympic Winter Games, the IOC created a Reform Commission in 1999, mandated with preparing and proposing to the IOC Session all recommendations that it considered appropriate in terms of IOC structure modifications, rules and procedures. One important recommendation was to change the rules to specify that the IOC membership must include active athletes, IF presidents and presidents of NOCs or continental associations for credibility reasons and to “be more representative of the sports world”. In line with this principle of stakeholder representation, another recommendation suggested the IOC Executive Board should be representative of the Session, increasing the number of its membership from 11 to 15, including the President and four Vice-Presidents. In 2000, at the 111th IOC Session in Sydney, Denis Oswald was elected as a representative of the Summer Olympic IFs to the IOC Executive Board. Oswald, an IOC Member since 1991 and at that time President of FISA (now World Rowing), had succeeded Nebiolo as ASOIF President in the same year. Ever since, the Summer Olympic IFs have been represented on the IOC Executive Board. Likewise, the 111th IOC Session elected Ottavio Cincuenta, at that time President of the International Skating Union (ISU), as Executive Board member representing the Winter Olympic IFs.



ASOIF President Denis Oswald and IOC President Juan Antonio Samaranch



## 2001

### The new ASOIF logo incorporates the Olympic rings in 2001

The initial ASOIF logo did not feature the Olympic rings, but this was altered in 2001, 18 years after ASOIF's creation. Despite initial concerns of the IOC's marketing experts, the IOC decided to grant ASOIF permission to use the Olympic rings in its logo. ASOIF committed to not exploiting the Olympic rings commercially but to harness the new logo to highlight its position in the Olympic Movement.

## 2005

### ASOIF's first Consultative Group on medical matters set up in 2005

In 2005, ASOIF set up the first Consultative Group, dedicated to medical matters and chaired by the UCI. Today, it is called the ASOIF Medical and Science Consultative Group (AMSCG). The aim was to facilitate knowledge exchange between the IFs' medical experts and to assist those member federations with less or no medical expertise in-house.

## 2006

### ASOIF's offices relocate to the Maison du Sport International in Lausanne in 2006

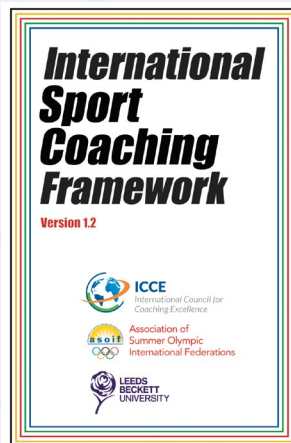
In 2006, with the completion of the Maison du Sport International in Lausanne, ASOIF relocated to join several of its members and other sports movement organisations in their current home with access to its shared facilities. In fact, ASOIF was instrumental in pushing this project idea with the political decision-makers in the region.



“ASOIF's first Consultative Group on medical matters, of which I have been a member since its creation, has developed into a pool of invaluable IF expertise in sports medicine and anti-doping, with the protection of athletes' health at its heart.”

*Margo Mountjoy, current AMSCG Chair*





## 2011-2013

### Five more Consultative Groups on pressing matters created from 2011-2013

The significant contribution of the Medical Consultative Group provided the model for the creation of five more groups from 2011-2013, looking after the pressing topics of legal affairs, sport development and education, Olympic and multi-sports games, technology and commercial matters.

## 2015

### A dedicated Governance Task Force takes up its work in 2015

Following the implementation of initial workshops on good governance for its member federations, which were organised jointly with the International Centre for Sports Studies (CIES), it was felt that a more consistent approach was needed to address this urgent topic. ASOIF's Governance Task Force (GTF) was created in November 2015, following a Council decision and discussions about governance at the IF Forum earlier that month. Mandated with helping IFs foster and ensure a culture of good governance within their structures, the group has been chaired by Francesco Ricci Bitti, President of ASOIF. External expertise comes from organisations and institutes, including the Sport for Development Coalition and the University of Lausanne.

## 2017

### ASOIF conducts the First Review of IF Governance in 2017

The GTF developed a full set of governance principles and indicators tailored to the specific characteristics and needs of sport organisations. This mechanism enables the GTF to evaluate the governance status of each Summer Olympic IF and regularly monitor, and ultimately drive, progress. The First Review of IF Governance was conducted in 2017, with four full reviews concluded to date. The indicators have been slightly adapted from one edition to the next to respond to current trends and needs.

### Partner of the International Partnership against Corruption in Sport (IPACS) since 2017

IPACS was created in 2017, bringing together sports organisations, governments and intergovernmental organisations to fight corruption in sport. Since the beginning, ASOIF has been a partner of this multi-stakeholder initiative and has been particularly active in Task Force 3, dedicated to good governance. This Task Force harnessed ASOIF's experience in the governance area to develop an ambitious and comprehensive benchmark for sports governance.



## 2018

### Board member of the International Testing Agency (ITA) since 2018

The ITA was set up in 2018 to manage anti-doping programmes, independent from sporting or political influences, for IFs, major event organisers and all other anti-doping organisations requesting support. The outcomes of ASOIF's *International Federation Anti-Doping Processes and Expenditure Report* in 2016 contributed to ITA's creation two years later and ASOIF has been represented on the Board of ITA since the beginning.

## 2019

### Member of the IOC Future Host Commission for the Olympic Games since 2019

In 2019, ASOIF became a member of the new IOC Future Host Commission for the Olympic Games, set up following major changes by the IOC to the principles governing the future election of Games hosts. The Commission is tasked with exploring, creating and overseeing interest in future Olympic Games and Youth Olympic Games.





# ASOIF Presidents

Since its creation in 1983, ASOIF has been led by three Presidents, who have driven important progress within ASOIF and the Olympic Movement at large during their respective mandates.



**Primo Nebiolo**  
(Athletics)  
1983-1999

The first President of ASOIF was a former member of the Italian national athletics team and started his sports administration career as president of his university sports club while he was still actively competing. In his professional life, Primo Nebiolo was chairman of a number of companies, mainly in the field of construction. His initial concentration on university sport and athletics led him to a natural role in the Olympic Movement both in Italy and abroad and he was active as an IOC Member and Executive Board member of the Italian Olympic Committee (CONI). Nebiolo was President of the International Association of Athletics Federations (IAAF, now World Athletics) from 1981-1999 and President of the International University Sport Federation (FISU) from 1961-1999.

*“The world of sports is moving at a rapid pace and we must be prepared to adapt to change.”*

**Primo Nebiolo in 1998**



**Denis Oswald**  
(Rowing)  
2000-2012

Denis Oswald was elected ASOIF President in 2000, following President Nebiolo's passing in 1999. A three-time Swiss Olympian in rowing, Oswald is a lawyer by profession and also Professor Emeritus of the University of Neuchâtel (Switzerland). He has a long-standing career in sports administration and was Secretary General (1977-1989), President (1989-2014) and then Honorary President (2014-) of World Rowing. An IOC Member since 1991, he has been on numerous IOC Commissions. Oswald was a member of the IOC Executive Board from 2000-2012 and returned in the same role from 2017.

*“Succeeding Primo Nebiolo as the head of ASOIF was both an exciting and perilous challenge. My fellow IF Presidents were expecting a lot from me, in particular a more participatory management of this organisation to make it an essential and indispensable player in the Olympic Movement. I have taken on this task with passion and enthusiasm, and I hope that I have served the best interests of our members and increased the recognition and appreciation of their role in the success of the Olympic Games.”*

**Denis Oswald**



**Francesco Ricci Bitti**  
(Tennis)  
2012-present

Francesco Ricci Bitti was elected President of ASOIF on 23 May 2012 and took office in January 2013. He has been a member of its Council since 2001. He has been a senior executive and board member of several leading multinational information and communication technology companies. On the sports administration side, Ricci Bitti served as an IOC Member from 2006-2012. A former tennis player at national and international level, he was President of the International Tennis Federation (ITF) from 1999-2015 and remains ITF Honorary Life President as well as Honorary Life Member of Wimbledon. He also served as a CONI Executive Board member for more than 10 years and as a member of the WADA Foundation Board from 2003-2020 as well as member of the WADA Executive Committee from 2008-2020. Ricci Bitti is a member of the IOC's Coordination Commissions for Paris 2024 and Los Angeles 2028, the Future Host Commission for the Olympic Games, the IOC's Marketing Commission and Olympic Channel Commission. He is also a Board member of the International Testing Agency (ITA) and of SportAccord.

*“In our increasingly complex sport world, it is more important than ever to unite, support and promote the Summer Olympic IFs – which is THE raison d'être of ASOIF.”*

*We must be alert, proactive and anticipate the future. If we work together, whilst respecting each federation's autonomy, we can be more efficient and act smarter. I am convinced that strong IFs can add real value to the Olympic Movement and help to provide a healthy future of sport. Serving this cause remains the motivation of everything we do.”*

**Francesco Ricci Bitti**



**SECRETARY GENERAL (ELECTED)**  
Boris Stankovic  
1983-1993

**EXECUTIVE DIRECTOR**  
Robert Fasulo  
1993-2006

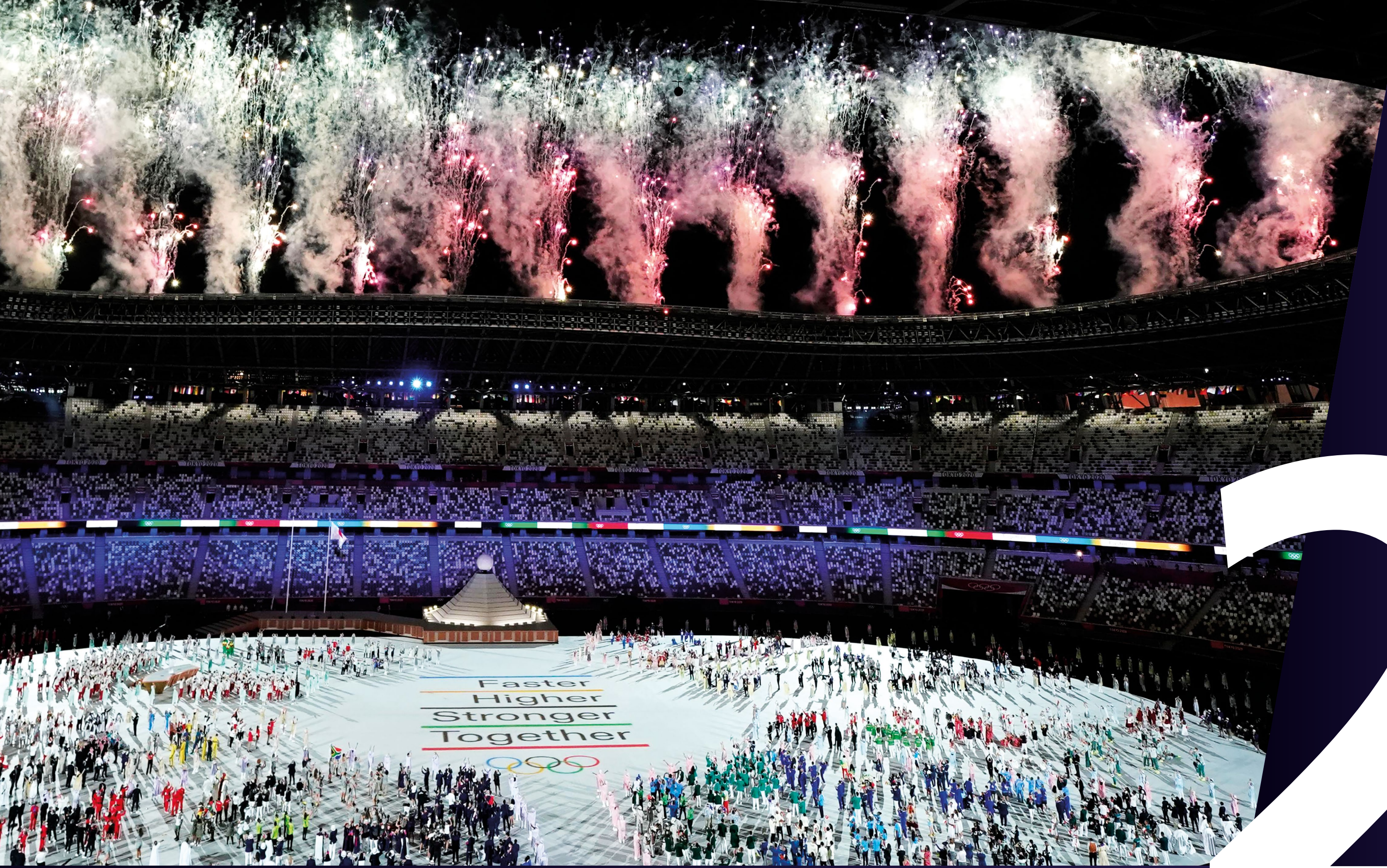
**EXECUTIVE DIRECTOR**  
Andrew Ryan  
2006-present

**DEPUTY EXECUTIVE DIRECTOR**  
James Carr  
2022-present



Francesco Ricci Bitti's third and last term as ASOIF President will conclude at the end of 2024.





ASOIF today



# ASOIF today

Over the last four decades, ASOIF has taken great strides towards uniting the Summer Olympic International Federations (IFs), harnessing their unique expertise, promoting their interests, increasing their representation in all Olympic affairs, and working together with all key stakeholders of the Olympic Movement. At the same time, the member federations have maintained their authority, independence and autonomy – an important balance to strike.



**BELOW**  
ASOIF working meeting in 2018



**FIGURE**  
ASOIF's vision, mission and strategy

## ASOIF's vision, mission and strategy

ASOIF's activities follow a clear strategy, with annual objectives, priorities and a detailed action plan, based on the association's vision and mission.

 <b>Vision</b>	 <b>Mission</b>	 <b>Strategy</b>
<ul style="list-style-type: none"> <li>To provide permanent added value to the IFs and the Olympic Movement</li> </ul>	<ul style="list-style-type: none"> <li>To promote the common interest of Summer Olympic IFs</li> <li>To facilitate the cooperation and exchange of best practices among the IFs</li> <li>To cooperate with all key partners of the Olympic Movement</li> </ul>	<ul style="list-style-type: none"> <li>To exploit the unique expertise and skills existing among the IFs</li> </ul>

## ASOIF members

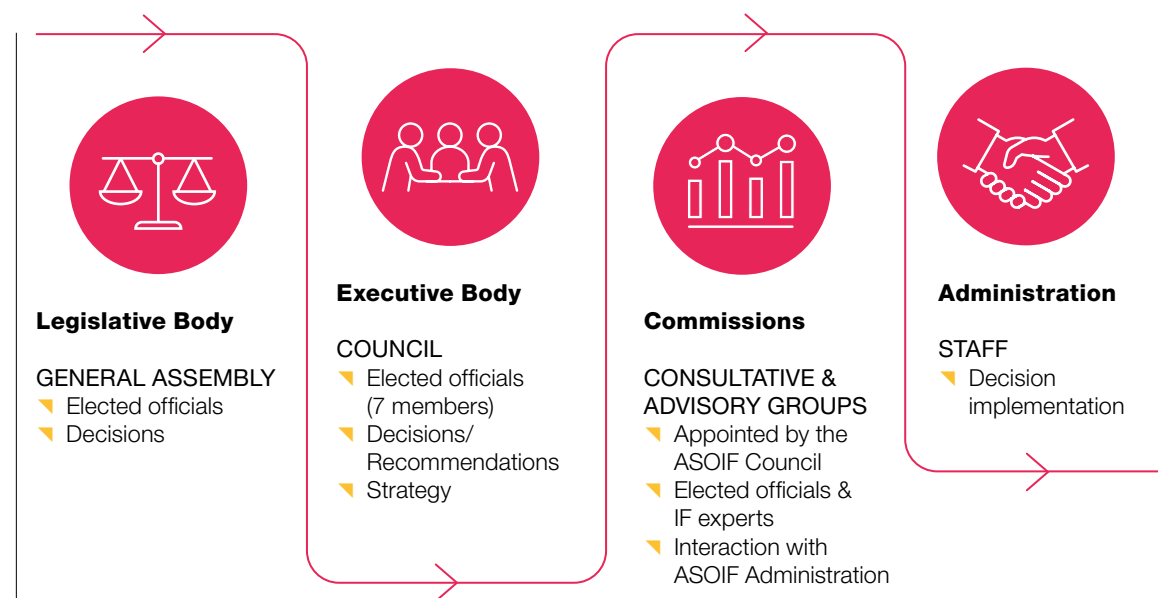
Initially 21 members strong, ASOIF in 2023 counts 33 IFs in its membership, including Full and Associate Members.







**FIGURE**  
ASOIF  
governance  
structure



ASOIF's activities are carried out by an eight-person administration, based in Lausanne and led by the ASOIF Executive Director and Deputy Executive Director.

As an umbrella organisation, ASOIF has access to specialists and experts in all fields from within its membership. The creation of the following eight specialist Consultative Groups (listed according to their founding dates) on key topics has been a major step towards harnessing the wealth of expertise for the collective benefit of all Summer Olympic IFs:

- ▼ The ASOIF Medical and Science Consultative Group (AMSCG), 2005
- ▼ The ASOIF Legal Consultative Group (ALCG), 2011
- ▼ The ASOIF Sport Development and Education Group (ASDEG), 2012
- ▼ The ASOIF Olympic and Multi-Sports Games Consultative Group (AOMSG), 2012
- ▼ The ASOIF Technology and Innovation Consultative Group (TICG), 2012
- ▼ The ASOIF Commercial Advisory Group (CAG), 2013
- ▼ The ASOIF Diversity and Gender Equality Consultative Group (ADGEG), 2019
- ▼ The ASOIF Sustainability Consultative Group (ASCG), 2022

The groups consist of experts representing most ASOIF members, as well as four Winter Olympic IFs, which ensures the interests of the member federations are represented as fully as possible. They have an advisory role and as such do not take decisions on behalf of ASOIF.

However, the Consultative Groups do perform key functions by significantly contributing to increasing ASOIF's in-house capability, as well as enhancing a feeling of inclusion and unity among the members. Each group meets at least once a year. They organise forums and workshops; write papers on urgent topics; initiate purposeful research and projects and, of course, advise ASOIF's Council, the Executive Director, the Deputy Executive Director and the administration.

In addition, ASOIF established a Governance Task Force (GTF) in 2015, which actively supports the IFs to enhance their governance.



**ABOVE**  
ASOIF General  
Assembly in 2016

# ASOIF's structure and governance

**ASOIF is governed by an executive body, the Council, which consists of eight individual members – all leaders of Summer Olympic IFs, and the ASOIF Executive Director (without voting rights).**

The President and the other leaders of the member federations represented on the Council are elected for four-year mandates by the General Assembly.

The General Assembly is the supreme authority of ASOIF. Consisting of the member federations, it convenes annually and serves to hold elections, and take decisions on matters of common interest in the Summer Olympic Games, the Summer Youth Olympic Games and the Olympic Movement, as well as on affairs relating to ASOIF's finance and administration.

In 2022, the General Assembly approved several amendments to the ASOIF Statutes concerning membership status, in particular the eligibility criteria for Full and Associate Members. These Statute amendments will allow ASOIF to accommodate IFs as members as the Olympic programme continues to evolve. The updated Statutes require Full Members to be consecutively included on the Olympic programme for the three most recent editions of Summer Olympic Games. To qualify as an ASOIF Associate Member, IFs must govern a sport on the Olympic programme for future editions of the Summer Olympic Games or they must have done so for any five editions of the Summer Olympic Games since 1988.





**LEFT**  
IF Women  
in Leadership  
Forum in 2017

**Governance Task Force (GTF)**

The GTF was created in November 2015, following an ASOIF Council decision and discussions about governance at the IF Forum earlier that month. Mandated with helping IFs promote and ensure a culture of good governance within their structures, the GTF has developed a full set of governance principles and indicators tailored to the specific characteristics and needs of sport organisations. Since its establishment, the group has been chaired by ASOIF President **Francesco Ricci Bitti**.

The members of the group are:

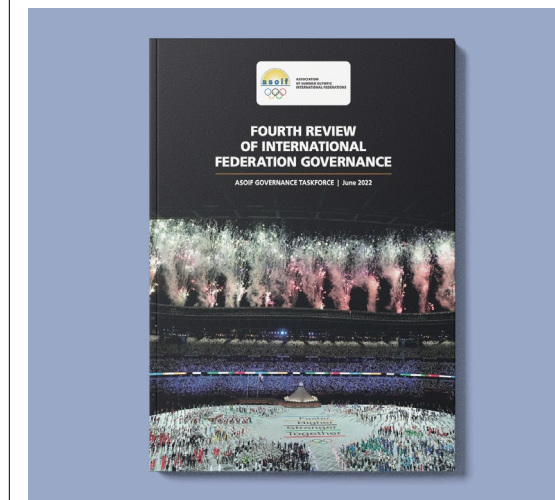
- ▶ Jean-Loup Chappelet, Professor, Swiss Graduate School of Public Administration (IDHEAP), University of Lausanne
- ▶ Benjamin Cohen, Director General, International Testing Agency (ITA)
- ▶ Ingmar De Vos, President, Fédération Equestre Internationale (FEI)
- ▶ Pâquerette Girard Zappelli, Chief Ethics and Compliance Officer, International Olympic Committee (IOC)
- ▶ Alex McLin, Director, Gymnastics Ethics Foundation
- ▶ Denis Oswald, Director, International Centre for Sports Studies (CIES)
- ▶ Hitesh Patel, Executive Director, Sport for Development Coalition
- ▶ Snežana Samardžić-Marković, Independent Senior Expert for Human Rights in Sport, World Anti-Doping Agency (WADA)
- ▶ Andrew Ryan, Executive Director, ASOIF

**ASOIF Medical and Science Consultative Group (AMSCG)**

The AMSCG was created in 2005 and its primary role is to look at practical and operational issues of common interest for all the IFs in the areas of medical and anti-doping activity, including all athletes' health-related matters. It is chaired by **Dr Margo Mountjoy**, a member of the International Golf Federation (IGF) Medical Committee.

The members of the group are:

- ▶ Stéphane Bermon, Health and Science Director, World Athletics
- ▶ Xavier Bigard, Medical Director, Union Cycliste Internationale (UCI)
- ▶ Peter Harcourt, Medical Chair, Fédération Internationale de Basketball (FIBA)
- ▶ Stuart Miller, Medical Commission Chair, International Tennis Federation (ITF)
- ▶ Jane Moran, Medical Commission Chair, International Skating Union (ISU)
- ▶ Nebojša Nikolić, Vice Chair Medical Commission, World Sailing
- ▶ Alexis Weber, Head of Medical and Anti-Doping, Fédération Internationale de Football Association (FIFA)







**FAR RIGHT**

ASDEG Workshop in 2019



**ASOIF Legal Consultative Group (ALCG)**

Established in May 2011, the ALCG provides legal advice and information on sports legal issues that are of common interest to ASOIF members. The group also monitors legal matters which may impact IFs, provides opinions concerning draft amendments to the ASOIF Statutes, and conducts studies on relevant legal issues. It is chaired by **Antonio Arimany**, Secretary General, World Triathlon.

The members of the group are:

- ▶ Stephen Bock, Head of Legal and General Counsel, Fédération Internationale de Volleyball (FIVB)
- ▶ Justin Lessard, Legal Counsel and Integrity Manager, World Aquatics
- ▶ Hannah McLean, Executive Director of Legal Services, International Tennis Federation (ITF)
- ▶ Alex McLin, Director, Gymnastics Ethics Foundation
- ▶ Jon Napier, Rules Committee Member, World Sailing
- ▶ Gordon Rapp, Legal Commission Member, Fédération Internationale d'Esgrime (FIE)
- ▶ Mikael Rentsch, Legal Director, Fédération Equestre Internationale (FEI)
- ▶ Huw Roberts, Legal Counsel, Athletics Integrity Unit
- ▶ Karena Vleck, General Counsel and Director of Legal and Business Affairs, World Athletics



**ASOIF Sport Development and Education Group (ASDEG)**

Since 2012, the ASDEG has been responsible for giving expert advice in the area of sport development and education. The group discusses relevant initiatives including legacy programmes before, during and post-Olympic Games and Youth Olympic Games. The ASDEG organises an annual workshop for all ASOIF member IFs to coordinate their approaches and share knowledge in this field. The group is chaired by **Deqa Niamkey**, Development Director, United World Wrestling (UWW).

The members of the group are:

- ▶ Polona Cehovin, Development Director, International Table Tennis Federation (ITTF)
- ▶ Koray Ezer, Head of International Development, World Sailing
- ▶ Shiny Fang, Secretary General, Union Internationale de Pentathlon Moderne (UIPM)
- ▶ Colin Grahamslaw, Secretary General, World Curling Federation (WCF)
- ▶ Daniela Gomes, Head of Development, World Rowing
- ▶ Jock Peggie, Head of Education, Laws and Compliance, World Rugby
- ▶ Ian Wright, Director of Development, Badminton World Federation (BWF)

**ASOIF Olympic and Multi-Sports Games Consultative Group (AOMSG)**

The AOMSG was set up in 2012 due to ASOIF's increased role in connection with the Olympic Games and Youth Olympic Games, including policy review, issue-tracking, and closer collaboration with the IOC in all Games aspects. This evolution has necessitated better stakeholder engagement and knowledge sharing facilitated by the AOMSG. The group is led by **Kelly Fairweather**, Chief Executive Officer, International Tennis Federation (ITF).

The members of the group are:

- ▶ Hilary Atkinson, Pro League and Olympic Games Director, Fédération Internationale de Hockey (FIH)
- ▶ Nicolas Buompane, Secretary General, Fédération Internationale de Gymnastique (FIG)
- ▶ Tom Dielen, Secretary General, World Archery
- ▶ Larisa Kiss, International Relations Manager, International Judo Federation (IJF)
- ▶ Jérôme Meyer, President Advisor, International Federation of Sport Climbing (IFSC)
- ▶ Catrin Norinder, Director of Eventing and Olympic Games, Fédération Equestre Internationale (FEI)
- ▶ Antony Scanlon, Executive Director, International Golf Federation (IGF)



**The ASOIF Technology and Innovation Consultative Group (TICG)**

This group was established in 2012 to support the Sports Data Project, aimed at creating a unique sporting database containing historical and near-to-live results, athlete biographies and future calendar data. Initiated by ASOIF, the coordination of the platform is now being managed by the IOC on behalf of the wider Olympic Movement. The TICG, chaired by **Nicolas Chapart**, Head of Digital, Fédération Internationale de Basketball (FIBA), continues to consult on the technical aspects of the project.

The members of the group are:

- ▶ An Dang Duy, Chief Information Officer, World Athletics
- ▶ Gaspard Dufour, Technology and Sport Services Director, Fédération Equestre Internationale (FEI)
- ▶ Sébastien Guénat, IT Director, United World Wrestling (UWW)
- ▶ Chris Hamilton, Head of Communications and Marketing, World Curling Federation (WCF)
- ▶ Narelle Henderson, Technology and Member Services Manager, International Canoe Federation (ICF)
- ▶ Fergus Murray, Head of Technology and Broadcast, World Triathlon
- ▶ Mat Pemble, Executive Director of Information Technology, International Tennis Federation (ITF)
- ▶ Matteo Pisani, Head of Technology, World Archery
- ▶ Alberto Rigamonti, Director of Information and Technology, Fédération Internationale de Volleyball (FIVB)





**The ASOIF Commercial Advisory Group (CAG)**

The CAG was set up in 2013 and includes a wide remit of marketing, television, new media and communications within its core business. Its members provide expert advice on commercial and marketing matters to the ASOIF leadership, discuss and react to current commercial and marketing issues generally affecting ASOIF members, and conduct topical studies. The group is chaired by **Antony Scanlon**, Executive Director, International Golf Federation (IGF).

The members of the group are:

- ▶ Vincent Gaillard, Executive Director, World Rowing
- ▶ Frank Leenders, General Director of Media and Marketing, Fédération Internationale de Basketball (FIBA)
- ▶ Thomas Lund, Secretary General, Badminton World Federation (BWF)
- ▶ Michael Schmidt, Executive Director, World Baseball and Softball Confederation (WBSC)
- ▶ Christian Volk, Director of eFootball and Gaming, Fédération Internationale de Football Association (FIFA)
- ▶ Thierry Weil, Chief Executive Officer, Fédération Internationale de Hockey (FIH)



**ASOIF Sustainability Consultative Group (ASCG)**

The ASCG was set up in 2022 and aims to promote and share effective sustainability measures and programmes across all ASOIF members. It works on implementing a number of the UN Sustainability Development Goals, ensuring the positive impact IFs can have on the sport industry while reducing any risk of duplication of work and efforts. The ASCG is chaired by **David Graham**, Chief Executive Officer, World Sailing.

The members of the group are:

- ▶ Isabella Burczak, Advocacy and Development Manager, Union Cycliste Internationale (UCI)
- ▶ Jerry Ling, Senior Director of Planning and Finance, World Taekwondo
- ▶ Jaime McKewon, Sustainability, Diversity and Inclusion Manager, World Rugby
- ▶ Richard Pettit, Secretary General, International Canoe Federation (ICF)
- ▶ Riikka Rakic, Head of Sustainability, International Biathlon Union (IBU)
- ▶ Karine Teow, Sustainability Manager, International Table Tennis Federation (ITTF)
- ▶ Jon Wyatt, Sport Director, Fédération Internationale de Hockey (FIH)



**ASOIF Diversity and Gender Equality Consultative Group (ADGEG)**

Established in 2019, ADGEG provides expertise on matters related to gender balance, diversity principles and inclusion, all of which are closely linked to governance. It also leads or supports initiatives aimed at widening diversity and improving gender balance in management and leadership of ASOIF members. The group seeks to address and challenge stereotypes and is led by **Sabrina Ibáñez**, Secretary General, Fédération Equestre Internationale (FEI).

The members of the group are:

- ▶ David Carrigy, Chief International Relations and Participation Officer, World Rugby
- ▶ Marisol Casado, President, World Triathlon
- ▶ Robert Fasulo, Executive Director, International Surfing Association (ISA)
- ▶ Heike Groesswang, Secretary General, International Bobsleigh and Skeleton Federation (IBSF)
- ▶ Amina Lanaya, Director General, Union Cycliste Internationale (UCI)
- ▶ Deqa Niamkey, Development Director, United World Wrestling (UWW)



**RIGHT**  
ASOIF Commercial Workshop in 2019



# Key activities

ASOIF's key activities can be divided into three areas: representation; coordination and events; and project management and research.



Representation	Coordination/Events	Projects/Research
<ul style="list-style-type: none"> <li>IOC: Session, Executive Board, Summit, Commissions, Committees</li> </ul>	<ul style="list-style-type: none"> <li>Olympic Games coordination</li> </ul>	<ul style="list-style-type: none"> <li>Governance Task Force (GTF), Governance Support &amp; Monitoring Unit (GSMU)</li> </ul>
<ul style="list-style-type: none"> <li>WADA: Executive Committee, Foundation Board, Working Groups</li> </ul>	<ul style="list-style-type: none"> <li>Olympic revenues distribution through IOC criteria</li> </ul>	<ul style="list-style-type: none"> <li>Role of International Federations (Structured Dialogue with European Commission)</li> </ul>
<ul style="list-style-type: none"> <li>Olympic Games and Youth Olympic Games Coordination Commissions: Paris 2024, Dakar 2026, Los Angeles 2028</li> </ul>	<ul style="list-style-type: none"> <li>Olympic Games programme (IOC Games and Sports Department)</li> </ul>	<ul style="list-style-type: none"> <li>Future of Global Sport report</li> </ul>
<ul style="list-style-type: none"> <li>Summer Olympic Games Future Host Commission</li> </ul>	<ul style="list-style-type: none"> <li>IF workshops and seminars (IF Forum, Governance, Medical, Commercial, Development, Gender Equality, Data)</li> </ul>	<ul style="list-style-type: none"> <li>Esports and IFs</li> </ul>
<ul style="list-style-type: none"> <li>ICAS, ITA Board, SportAccord Board, multi-sport Games, APSO, IPACS</li> </ul>	<ul style="list-style-type: none"> <li>SportAccord Convention</li> </ul>	<ul style="list-style-type: none"> <li>IF engagement model for Olympic Games</li> </ul>
		<ul style="list-style-type: none"> <li>Anti-doping expenditure study</li> </ul>

**FIGURE**  
ASOIF strategic actions



**RIGHT**  
IPACS meeting in 2018



## Representation

Since its establishment, ASOIF has significantly increased its representation in all aspects of Olympic matters. Regarding the IOC, this representation has not been limited to the IOC Executive Board but has extended to the Candidate City Evaluation Commission (later replaced by the Future Host Commission) and the Coordination Commissions for the Olympic Games and the Youth Olympic Games. In addition, ASOIF's member federations are represented in the majority of the other IOC Commissions.

## Representation in IOC

- IOC Executive Board
- Athletes' Entourage Commission
- Culture and Olympic Heritage Commission
- Digital and Technology Commission
- Esports Liaison Group
- Future Host Commission
- Legal Affairs Commission
- Marketing Commission
- Medical and Scientific Commission
- Olympic Channel Commission
- Olympic Games Coordination Commission
- Olympic Programme Commission
- Olympic Solidarity Commission
- Public Affairs and Social Development Through Sport Commission
- Sport and Active Society Commission
- Sustainability and Legacy Commission
- Women in Sport Commission
- Youth Olympic Games Coordination Commission

In relation to the Olympic Movement at large, ASOIF is represented in the World Anti-Doping Agency (WADA) Executive Committee and Foundation Board; the International Testing Agency (ITA) Board; the International Council of Arbitration for Sport (ICAS); the Board of SportAccord; the International Partnership Against Corruption in Sport (IPACS); the Association of Paralympic Sports Organisations (APSO) and on the Boards of several multi-sport Games.

## Representation in external organisations





**Coordination and events**

In addition to these representative functions, ASOIF has an important coordinating role related to the IFs' responsibility for the control and direction of their sports at the Olympic Games as per the Olympic Charter (Rule 46). For instance, ASOIF manages an issue tracker for its member federations in the run-up to each Olympic Games edition. It then acts as a facilitator to address specific Games-related issues with the IOC and the respective Olympic Games Organising Committee during the IOC Coordination Commission meetings and at working level.

Another coordinative function of ASOIF is to manage the appropriate Olympic revenue distribution to its member IFs – a topic which was discussed at length at ASOIF's first official meeting in 1983. In the 1970s, the IOC had started to give more consideration to the contributions of its key stakeholders to the Olympic

Games. In 1971, the IOC created the Olympic Solidarity Committee to improve assistance to the National Olympic Committees (NOCs) in greatest need. Since Los Angeles 1984, the IFs have regularly received a specific share of revenues from the Olympic Games based on the growing income from broadcasting rights and in recognition of the IFs' contribution in delivering the Games. The current distribution system is based on groups established by the IOC Executive Board, using criteria assessing the contribution of the different sports to the success of the Games.

ASOIF also organises a range of its own events, which provide platforms for decision-making, discussion and knowledge exchange among its members and with specific experts. In addition, ASOIF attends several important external meetings, closely linked to its representation on listed bodies.



**RIGHT**  
ASOIF  
Governance  
Workshop in 2019



**ABOVE**  
Recent ASOIF  
publications

**Projects and research**

Specific projects and in-depth research are often driven by ASOIF's eight Consultative Groups and other internal working groups, which bring together subject matter experts from ASOIF's member federations. These groups identify key issues, which require deeper research to be addressed properly. A good example is the development of a full set of governance principles and indicators tailored to the specific characteristics and needs of sport organisations, which enable regular reviews of IF governance and have been endorsed officially by the 14th Council of Europe Conference of Ministers responsible for Sport, and by IPACS. Likewise, the Future of Global Sport Report from 2019, which laid out challenges and a vision for the future of sport over the next 20 years, has had an important impact on the strategic approach IFs are taking to remain fit for purpose.

Project examples include:

- ▶ *Position paper on The solidarity model of organised sport in Europe and beyond – A stable platform for collaboration (2022)*
- ▶ *Common indicators for measuring the impact of events (2021)*
- ▶ *IF Gaming and Esports Strategy (2021)*
- ▶ *Health Care Guidelines for International Federation Events (2020)*
- ▶ *International Federation Anti-Doping Processes and Expenditure Report (2016)*
- ▶ *International Federation Priorities and Activities with Respect to Athlete and Global Health (2016)*
- ▶ *Is the Athlete Biological Passport an effective tool in the fight against doping? (2013)*
- ▶ *International Sport Coaching Framework (2013)*





Meet the ASOIF members





# Badminton World Federation (BWF)

With its headquarters in Kuala Lumpur, Malaysia, the BWF is led by President Poul-Erik Høyer and Secretary General Thomas Lund. It has been an ASOIF member since 1983.



**FOUNDATION DATE AND LOCATION**

5 July 1934  
in London,  
Great Britain



**FOUNDING MEMBERS**

Canada,  
Denmark, England,  
France, Ireland,  
Netherlands,  
New Zealand,  
Scotland, Wales



**FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT**

Barcelona 1992



**FAR RIGHT**

Badminton at  
Tokyo 2020



**FROM THE ARCHIVES**

**LEFT**

Sir George Thomas,  
the first BWF President

**BELOW LEFT AND BELOW**

Badminton at  
Barcelona 1992



“ BWF is proud to belong to the ASOIF family. BWF has benefited immensely in terms of learning from its fellow members and the organisation on the best way to take the Olympic Movement forward. BWF’s vision is to give every child the chance to play badminton for life, and our relationship with ASOIF certainly helps us work towards achieving this vision.”

**Poul-Erik Høyer, BWF President**







# Fédération Equestre Internationale (FEI)



### FOUNDATION DATE AND LOCATION

24 November 1921  
in Lausanne,  
Switzerland



### FOUNDING MEMBERS

Belgium, Denmark,  
France, Italy,  
Japan, Norway,  
Sweden,  
United States



### FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT

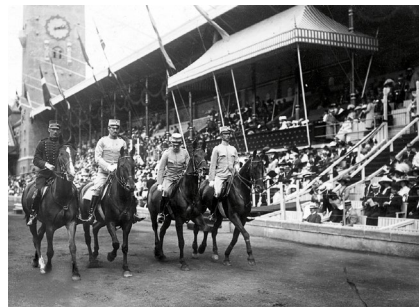
Stockholm 1912



### FAR RIGHT

Equestrian at  
Tokyo 2020

With its headquarters in Lausanne, Switzerland, the FEI is led by President Ingmar De Vos and Secretary General Sabrina Ibáñez. It has been an ASOIF member since 1983.



### FROM THE ARCHIVES

FAR LEFT, LEFT  
AND BELOW  
Equestrian at  
Stockholm 1912



“ASOIF is the unique umbrella organisation for its members and plays a crucial role in representing their interests in the Olympic Movement. Under the excellent leadership of President Francesco Ricci Bitti, the IFs have been well cared for and a constructive dialogue has been established. ASOIF’s work, in addition to unifying the IFs, provides useful services to the membership. A good example is ASOIF’s governance assessment initiative, which has been hugely helpful and has been copied by other organisations. On behalf of the FEI, I wish ASOIF a happy birthday and a bright future.”

**Ingmar De Vos, FEI President**







# Fédération Internationale de Basketball (FIBA)

With its headquarters in Mies, Switzerland, FIBA is led by President Hamane Niang and Secretary General Andreas Zagklis. It has been an ASOIF member since 1983.



### FOUNDATION DATE AND LOCATION

18 June 1932 in Geneva, Switzerland



### FOUNDING MEMBERS

Argentina, Czechoslovakia, Greece, Italy, Latvia, Portugal, Romania, Switzerland



### FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT

Berlin 1936



### FAR RIGHT

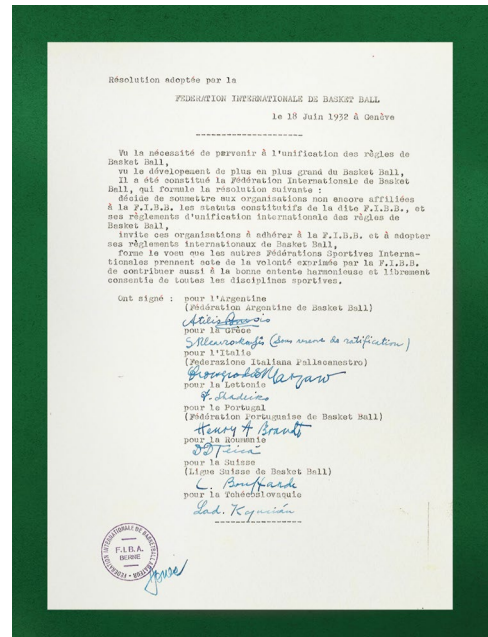
Basketball at Tokyo 2020



**FROM THE ARCHIVES**

**LEFT**  
Basketball at Berlin 1936

**BELOW**  
FIBA founding resolution



“ASOIF has worked relentlessly to elevate the position of Summer IFs within the Olympic Movement and has been a driving force in ensuring the highest standards are met for the Games and for the athletes competing. It is with immense pleasure that FIBA not only congratulates ASOIF on this landmark 40th anniversary but also celebrates what has been a long-standing and cherished partnership that we have enjoyed for so many years, dating back to the founding of the organisation.”

**Andreas Zagklis, FIBA Secretary General**







# Fédération Internationale d'Esgrime (FIE)

With its headquarters in Lausanne, Switzerland, the FIE is led by Interim President Emmanuel Katsiadakis and Chief Executive Officer Nathalie Rodriguez. It has been an ASOIF member since 1983.



**FOUNDATION DATE AND LOCATION**

29 November 1913 in Paris, France



**FOUNDING MEMBERS**

Belgium, Bohemia, France, Germany, Great Britain, Hungary, Italy, Netherlands, Norway



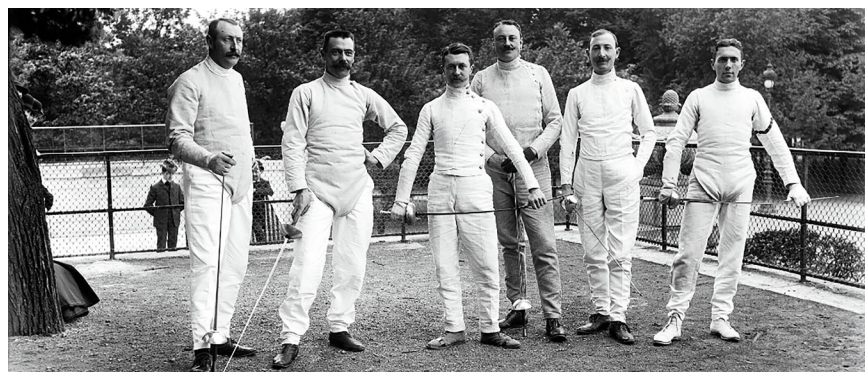
**FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT**

Athens 1896



**FAR RIGHT**

Fencing at Tokyo 2020



**FROM THE ARCHIVES**

**ABOVE**  
Fencing at Athens 1896

**LEFT**  
The first FIE President, Albert Feyerick (far left), standing with other fencers



“ We are pleased to work with ASOIF for the benefit of all. ASOIF contributes to the Olympic Movement via excellent efforts to bring sports together. As an original Olympic sport, fencing is dedicated to developing its athletes and community, striving to be an active and responsible member of the Olympic sports family. We send heartfelt congratulations on ASOIF’s anniversary and look forward to future collaboration.”

*Emmanuel Katsiadakis, FIE Interim President*







# Fédération Internationale de Football Association (FIFA)



### FOUNDATION DATE AND LOCATION

21 May 1904  
in Paris, France



### FOUNDING MEMBERS

Belgium, Denmark, France, Netherlands, Spain, Sweden, Switzerland



### FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT

London 1908



### FAR RIGHT

Football at Tokyo 2020

With its headquarters in Zurich, Switzerland, FIFA is led by President Gianni Infantino and Secretary General Fatma Samba Diouf Samoura. It has been an ASOIF member since 1988.



### FROM THE ARCHIVES

**ABOVE**  
Football at London 1908

**FAR LEFT**  
Football at Stockholm 1912

**LEFT**  
Robert Guérin, the first FIFA President



“ASOIF has a strong mission to act as an added value provider to the member IFs and the Olympic Movement at large. ASOIF promotes a culture of good governance within the IFs and helps to drive continuous progress. We look forward to our continuous cooperation as part of the Olympic Movement.”

*Gianni Infantino, FIFA President*







# Fédération Internationale de Gymnastique (FIG)



**FOUNDATION DATE AND LOCATION**

23 July 1881  
in Liège,  
Belgium



**FOUNDING MEMBERS**

Belgium,  
France,  
Netherlands



**FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT**

Athens 1896



**FAR RIGHT**  
Gymnastics at  
Tokyo 2020

With its headquarters in Lausanne, Switzerland, the FIG is led by President Morinari Watanabe and Secretary General Nicolas Buompane. It has been an ASOIF member since 1983.



**FROM THE ARCHIVES**

**ABOVE AND LEFT**  
Gymnastics at  
Athens 1896

**FAR LEFT**  
First FIG President  
Nicolas Cuperus  
from Belgium



“As both President of an International Federation and an ASOIF Council Member, I have seen first-hand the positive impact that ASOIF has in federating the interests of the Summer International Federations within the Olympic Movement and beyond. It is a pleasure and an honour to work with you. Congratulations on your 40th anniversary!”

**Morinari Watanabe, FIG President**







# Fédération Internationale de Hockey (FIH)

With its headquarters in Lausanne, Switzerland, the FIH is led by President Tayyab Ikram and Chief Executive Officer Thierry Weil. It has been an ASOIF member since 1983.



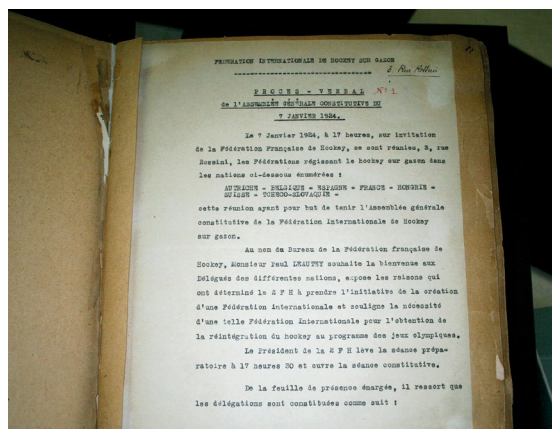
**FOUNDATION DATE AND LOCATION**  
7 January 1924  
in Paris, France



**FOUNDING MEMBERS**  
Austria, Belgium, Czechoslovakia, France, Hungary, Spain, Switzerland



**FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT**  
London 1908



IV. INTERNATIONAL OLYMPIAD. 1908  
Olympic Games of London, 1908.  
Programme of Eighth Day.  
SATURDAY, OCTOBER 31st, 1908.

AFTERNOON.

**HOCKEY (Final).**

3.0 p.m.

IRELAND	v.	ENGLAND.
E. P. C. Holmes ...	Goal	H. L. Wood
W. E. Peterson ...	Backs	L. C. Bailton
H. J. Brown ...	"	H. S. Freeman
H. L. Murphy ...	Half Backs	A. H. Noble
W. A. H. Campbell ...	"	E. W. Page
W. E. Graham ...	"	J. V. Robinson
R. L. Kennedy ...	Forwards	E. Green
F. L. Robinson ...	"	K. G. Pridmore
E. P. Altman-Smith ...	"	S. H. Shovellet
R. G. S. Gregg ...	"	G. Logan
C. P. Power ...	"	F. M. Ross

No. of Goals Scored..... No. of Goals Saved.....  
Captains: G. H. Morton, Eng., and M. Baker, Ire.



**FROM THE ARCHIVES**

**ABOVE**  
Hockey at London 1908

**FAR LEFT**  
Minutes from the FIH founding meeting

**LEFT**  
Programme extract from the Olympic hockey final in 1908



“ FIH is grateful for its long-standing close and fruitful cooperation with ASOIF. ASOIF plays a crucial role for Summer Olympic IFs by providing a platform allowing them to share best practices and be stronger partners within the Olympic Movement, guidance to constantly evaluate and improve, and support to allow them to focus on their core business.”  
**Tayyab Ikram, FIH President**







# Fédération Internationale de Volleyball (FIVB)

With its headquarters in Lausanne, Switzerland, the FIVB is led by President Dr Ary S. Graça F° and General Director Fabio Azevedo. It has been an ASOIF member since 1983.



**FOUNDATION DATE AND LOCATION**

20 April 1947  
in Paris, France



**FOUNDING MEMBERS**

Belgium, Brazil, Czechoslovakia, Egypt, France, Netherlands, Hungary, Italy, Poland, Portugal, Romania, Uruguay, United States, Yugoslavia



**FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT**

Tokyo 1964



**FROM THE ARCHIVES**

**ABOVE**  
Volleyball at Tokyo 1964

**FAR LEFT**  
FIVB founding meeting in 1947

**LEFT**  
Founding document of FIVB



**FAR RIGHT**  
Volleyball at Tokyo 2020



“The FIVB enjoys a strong relationship with ASOIF and greatly appreciates the role the organisation plays in bringing the Summer Olympic IFs together. Volleyball and beach volleyball are among the most popular sports on the Olympic programme, and are enjoyed by more than 800 million fans worldwide with high participation across the world. Both sports combined were the most watched at the Olympic Games Rio 2016, with 2.6 billion viewer hours globally.”

*Dr Ary S. Graça F°, FIVB President*







# International Boxing Association (IBA)



### FOUNDATION DATE AND LOCATION

24 August 1920  
in Antwerp, Belgium



### FOUNDING MEMBERS

Belgium, Brazil, England, France, Netherlands



### FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT

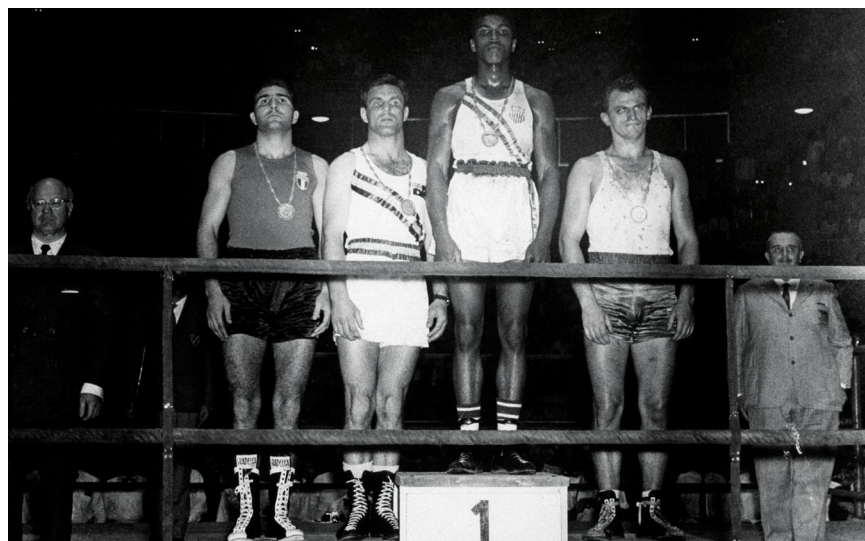
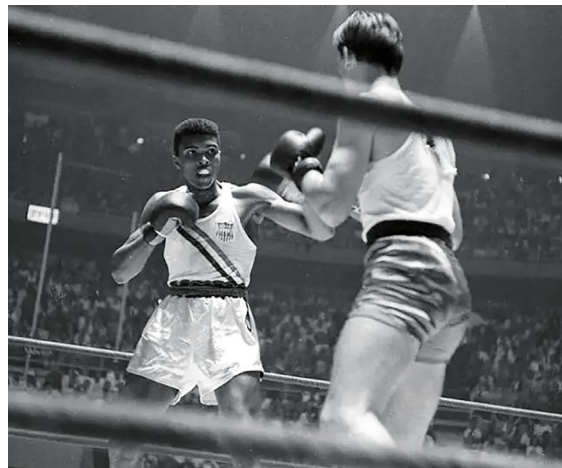
St. Louis 1904



### FAR RIGHT

Boxing at Tokyo 2020

With its headquarters in Lausanne, Switzerland, the IBA is led by President Umar Kremlev and Secretary General George Yerolimpos. It has been an ASOIF member since 1983, but its IOC recognition is currently suspended.



### FROM THE ARCHIVES

#### ABOVE LEFT

Boxing at London 1948

#### ABOVE

Boxing at Rome 1960

#### LEFT

Boxing medalists at Rome 1960







# International Canoe Federation (ICF)



## FOUNDATION DATE AND LOCATION

19 January 1924  
in Copenhagen, Denmark



## FOUNDING MEMBERS

Austria, Denmark, Germany, Sweden



## FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT

Berlin 1936



## FAR RIGHT

Canoeing at Tokyo 2020



## FROM THE ARCHIVES

### ABOVE LEFT

Canoeing at Berlin 1936

### ABOVE

Karen Hoff, winner of the women's 500m at London 1948, the first Olympic Games that included a women's canoe event

### LEFT

Canoeing at Munich 1972



“The International Canoe Federation is incredibly proud to have been part of ASOIF’s 40-year history, a significant milestone for an organisation that has played such an important role in shaping the modern Olympic Movement. ASOIF has provided stability and guidance to all Summer Olympic IFs and has guaranteed a strong and united voice for all federations.”

**Thomas Konietzko, ICF President**







# International Federation of Sport Climbing (IFSC)

With its headquarters in Torino, Italy, the IFSC is led by President Marco Sclaris and General Director Piero Rebaudengo. It has been an ASOIF member since 2017.



**FOUNDATION DATE AND LOCATION**

27 January 2007 in Frankfurt, Germany



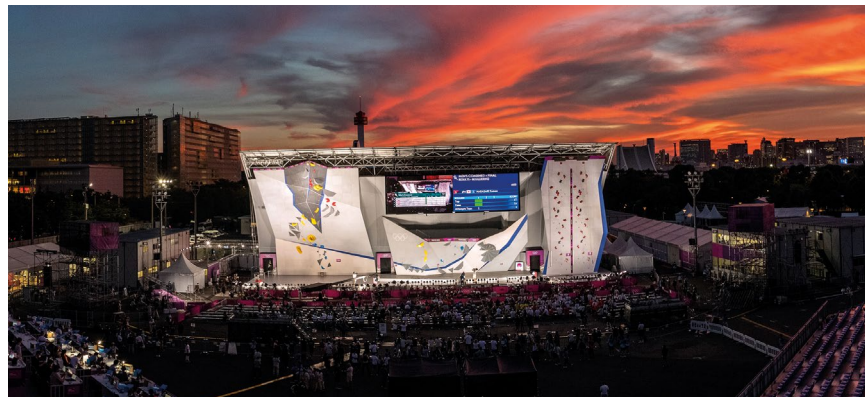
**FOUNDING MEMBERS**

Australia, Austria, Belgium, Brazil, Bulgaria, Canada, China, Croatia, Czech Republic, Denmark, Ecuador, Finland, France, Germany, Great Britain, Guatemala, Hong Kong, Hungary, India, Indonesia, Iran, Italy, Japan, Kazakhstan, Korea, Latvia, Luxembourg, Malaysia, Mexico, Netherlands, Norway, New Zealand, Philippines, Poland, Portugal, Russia, Serbia, Singapore, Slovenia, Spain, Sweden, Switzerland, Taiwan, Thailand, Turkey, Ukraine, United States, Venezuela



**FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT**

Tokyo 2020



**FROM THE ARCHIVES**

**ABOVE**  
Founding meeting of the IFSC in 2007

**LEFT**  
Sport climbing at Tokyo 2020



**BELOW AND RIGHT**

Sport climbing at Tokyo 2020



“ASOIF answers to all the needs of an International Federation like IFSC. A good example is the recent governance survey which helps a new Olympic sport like we are to acquire the correct instruments of transparency and democracy. We have limited resources, so the services and consultancy we receive from ASOIF on fundamental topics are crucial.”

**Marco Sclaris, IFSC President**







**FOUNDATION DATE AND LOCATION**

May 1958 in Washington D.C., United States



**FOUNDING MEMBERS**

Argentina, Australia, Austria, Belgium, Bermuda, Bolivia, Brazil, Canada, Ceylon, Chile, China, Colombia, Denmark, Egypt, Finland, France, Germany, Great Britain, Italy, Japan, Malaya, Mexico, Netherlands, New Zealand, Norway, Peru, Philippines, Portugal, South Africa, Sweden, Switzerland, Thailand, United States, Uruguay, Venezuela

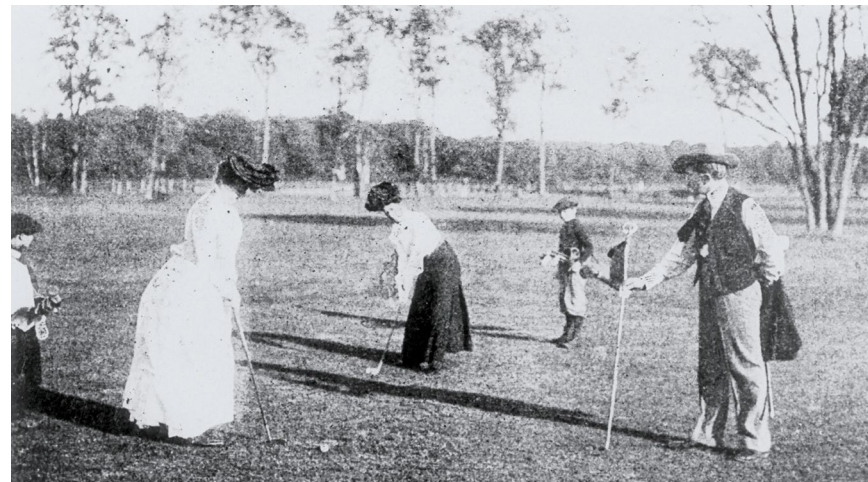


**FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT**

Paris 1900

# International Golf Federation (IGF)

With its headquarters in Lausanne, Switzerland, the IGF is led by President Annika Sörenstam and Executive Director Antony Scanlon. It has been an ASOIF member since 2010.



**FROM THE ARCHIVES**

**ABOVE**  
IGF inauguration meeting  
**LEFT**  
Golf at Paris 1900



**RIGHT**  
Golf at Tokyo 2020



“The IGF is a proud member of ASOIF and appreciates the solidarity it has engendered amongst its membership in support of the Olympic Movement. We are honoured to help celebrate and congratulate ASOIF on its 40th anniversary and look forward to working with it in support of its continued success for many years to come.”

**Annika Sörenstam, IGF President**







# International Handball Federation (IHF)



**FOUNDATION DATE AND LOCATION**

12 July 1946 in Copenhagen, Denmark



**FOUNDING MEMBERS**

Denmark, Finland, France, Netherlands, Norway, Poland, Sweden, Switzerland



**FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT**

Berlin 1936



**FAR RIGHT**

Handball at Tokyo 2020

With its headquarters in Basel, Switzerland, the IHF is led by President Dr Hassan Moustafa and General Director Amal Khalifa. It has been an ASOIF member since 1983.



**FROM THE ARCHIVES**

**ABOVE LEFT**

Handball at Berlin 1936

**ABOVE**

Handball at Montreal 1976

**LEFT**

IHF founding congress



“The IHF is a proud member of ASOIF and we enjoy a fruitful relationship and collaboration. On behalf of the handball family, I would like to congratulate ASOIF on its anniversary and express my gratitude for the commitment of ASOIF to unite all of us in an Olympic family, while simultaneously helping us to remain autonomous and achieve our goals.”

*Dr Hassan Moustafa, IHF President*







# International Judo Federation (IJF)



### FOUNDATION DATE AND LOCATION

11 July 1951  
in London,  
Great Britain



### FOUNDING MEMBERS

Argentina, Austria,  
Belgium, France,  
Germany, Great  
Britain, Italy,  
Netherlands,  
Switzerland



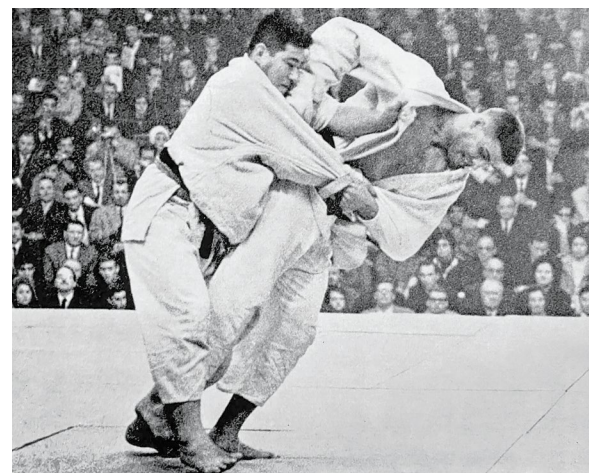
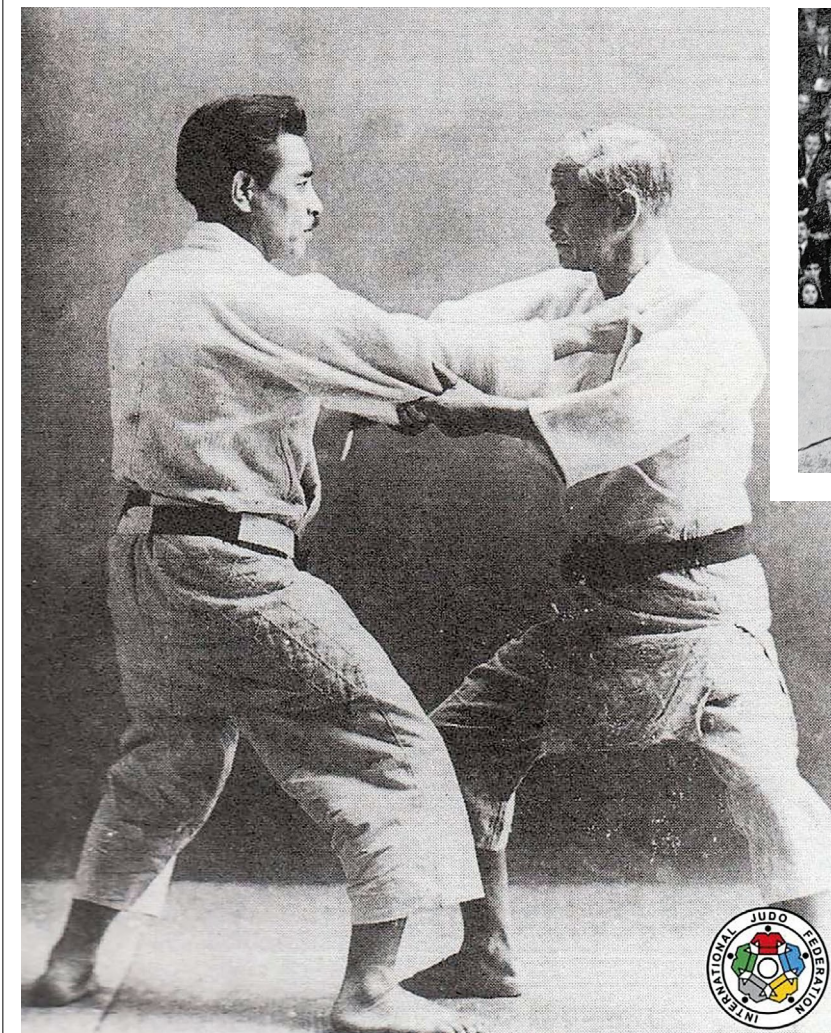
### FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT

Tokyo 1964



### FAR RIGHT

Judo at  
Tokyo 2020



### FROM THE ARCHIVES

#### LEFT

Kyuzo Mifune in training with Jigoro Kano, the founder of judo

#### ABOVE

Judo at Tokyo 1964



“Congratulations to ASOIF on its 40th anniversary, an important landmark for an organisation with continuity and an important role in the activity of all Olympic summer sports. As the sports landscape and the Olympic Games are always evolving, I salute the synchronised and efficient initiatives of ASOIF to accompany the IFs, under the leadership of President Francesco Ricci Bitti.”  
**Marius Vizer, IJF President**







# International Shooting Sport Federation (ISSF)

With its headquarters in Munich, Germany, the ISSF is led by President Luciano Rossi and Secretary General Willi Grill. It has been an ASOIF member since 1983.



**FOUNDATION DATE AND LOCATION**

17 July 1907  
in Zurich,  
Switzerland



**FOUNDING MEMBERS**

Argentina, Austria,  
Belgium, France,  
Greece, Italy,  
Netherlands



**FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT**  
Athens 1896



**FAR RIGHT**  
Shooting at  
Tokyo 2020



**FROM THE ARCHIVES**

**ABOVE LEFT**  
Daniel Mérillon, the first ISSF President, who served the federation until his death in 1925

**ABOVE**  
Attendance list of signatures for the General Assembly, Vienna, June 1908

**LEFT**  
Shooting at Athens 1896



“ I am firmly convinced that ASOIF President Francesco Ricci Bitti in recent years has represented an effective linking structure between the IFs: ASOIF has been able to enhance the specific prerogatives of each IF, has welcomed the most urgent requests, and has been able to reconcile their autonomy in the collective sphere of the Olympic Movement.”

*Luciano Rossi, ISSF President*







# International Surfing Association (ISA)



### FOUNDATION DATE AND LOCATION

1964 in Manly, Australia



### FOUNDING MEMBERS

Australia, France, Great Britain, Peru, New Zealand, South Africa, United States



### FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT

Tokyo 2020



### FAR RIGHT

Surfing at Tokyo 2020

With its headquarters in La Jolla, United States, the ISA is led by President Fernando Aguerre and Executive Director Robert Fasulo. It has been an ASOIF member since 2017.



### FROM THE ARCHIVES

**ABOVE**  
Eduardo Arena, co-founder and the first President of ISA

**LEFT**  
Eduardo Arena surfing a longboard



“ASOIF has long been a strong advocate for its members, creating a powerful voice for IFs in the Olympic Movement. As new sports in the Olympic programme, we have appreciated the guidance, support and friendship of ASOIF leaders. We look forward to becoming a full member and to actively contributing to the ASOIF family.”

**Fernando Aguerre, ISA President**







# International Table Tennis Federation (ITTF)



**FOUNDATION DATE AND LOCATION**

12 December 1926 in London, Great Britain



**FOUNDING MEMBERS**

Austria, Czechoslovakia, Denmark, England, Germany, Hungary, India, Sweden, Wales



**FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT**

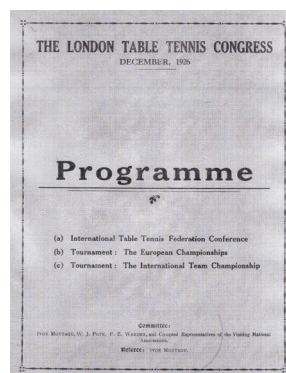
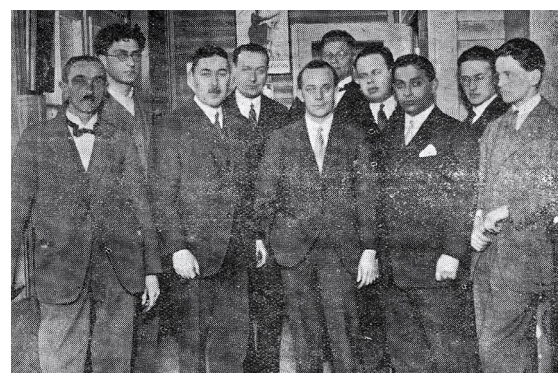
Seoul 1988



**FAR RIGHT**

Table tennis at Tokyo 2020

With its headquarters in Lausanne, Switzerland, the ITTF is led by President Petra Sörling, Chief Executive Officer Steve Dainton and Secretary General Raul Calin. It has been an ASOIF member since 1983.



**FROM THE ARCHIVES**

**ABOVE**  
Table tennis at Seoul 1988

**FAR LEFT**  
First meeting of ITTF founders in 1926

**LEFT**  
Programme of the 1926 founding meeting



“The ITTF has greatly benefited from its collaboration with ASOIF, which has continuously provided valuable support and guidance, helping to enhance the ITTF’s position within the Olympic Movement. The ITTF is grateful for ASOIF’s contribution and its role in defending the interests of summer sports’ governing bodies.”

*Petra Sörling, ITTF President*







# International Tennis Federation (ITF)



### FOUNDATION DATE AND LOCATION

1 March 1913  
in Paris, France



### FOUNDING MEMBERS

Australia, Austria, Belgium, Denmark, France, Germany, Great Britain, Hungary, Italy, Netherlands, New Zealand, Russia, South Africa, Spain, Sweden, Switzerland



### FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT

Athens 1896



### FAR RIGHT

Tennis at Rio 2016

With its headquarters in London, Great Britain, the ITF is led by President David Haggerty and Chief Executive Officer Kelly Fairweather. It has been an ASOIF member since 1984.



### FROM THE ARCHIVES

**ABOVE**  
Tennis at Athens 1896

**LEFT**  
The founding meeting on 1 March 1913



“The ITF has a very good working relationship with ASOIF – with President Francesco Ricci Bitti (former ITF President) and its entire staff. ASOIF helps us with governance and enables us to collaborate with our fellow IFs. It’s always very enjoyable to see the other IFs when we gather in Lausanne, and we learn so much from sharing best practice.”

**David Haggerty, ITF President**







# International Weightlifting Federation (IWF)



## FOUNDATION DATE AND LOCATION

1905 in Duisburg, Germany



## FOUNDING MEMBERS

Denmark, Germany, Italy, Netherlands



## FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT

Athens 1896



## FROM THE ARCHIVES

### ABOVE AND LEFT

Weightlifting at St. Louis 1904



## FAR RIGHT

Weightlifting at Tokyo 2020

With its headquarters in Lausanne, Switzerland, the IWF is led by President Mohammed Jalood and General Secretary Antonio Urso. It has been an ASOIF member since 1983.



“The IWF is proud to have been an active member of ASOIF since its formation. The IWF has enjoyed a close working relationship with ASOIF over the years and benefited from the organisation’s collaborative leadership and valuable initiatives. By continuing to collaborate with ASOIF and learn from and share best practices with our IF colleagues, we will ensure we continue to build a stronger future.”

**Mohammed Jalood, IWF President**







# Union Cycliste Internationale (UCI)



### FOUNDATION DATE AND LOCATION

14 April 1900 in Paris, France



### FOUNDING MEMBERS

Belgium, France, Italy, Switzerland, United States



### FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT

Athens 1896

With its headquarters in Aigle, Switzerland, the UCI is led by President David Lappartient and Director General Amina Lanaya. It has been an ASOIF member since 1983.



### FROM THE ARCHIVES

**ABOVE**  
Cycling at Athens 1896

**LEFT**  
UCI Congress in 1909



### FAR RIGHT

Cycling at Tokyo 2020



*"I would like to pay tribute to the remarkable work of ASOIF, which, since its creation 40 years ago, has effectively defended the common interests of its members, both representing them and acting as a catalyst for their efforts. The UCI considers ASOIF's contribution to the strengthening and evolution of the Olympic Movement to be extremely valuable."*

**David Lappartient, UCI President**







# Union Internationale de Pentathlon Moderne (UIPM)

With its headquarters in Monte Carlo, Monaco, the UIPM is led by President Dr Klaus Schormann and Secretary General Shiny Fang. It has been an ASOIF member since 1983.



**FOUNDATION DATE AND LOCATION**

3 August 1948  
in Sandhurst,  
Great Britain



**FOUNDING MEMBERS**

Austria, Argentina, Belgium, Brazil, Chile, Czechoslovakia, Finland, France, Great Britain, Hungary, Italy, Mexico, Spain, Sweden, Switzerland, United States, Uruguay



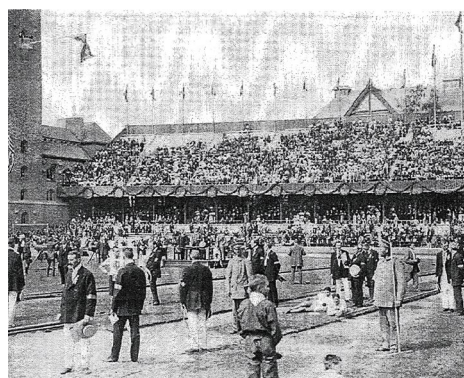
**FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT**

Stockholm 1912



**FAR RIGHT**

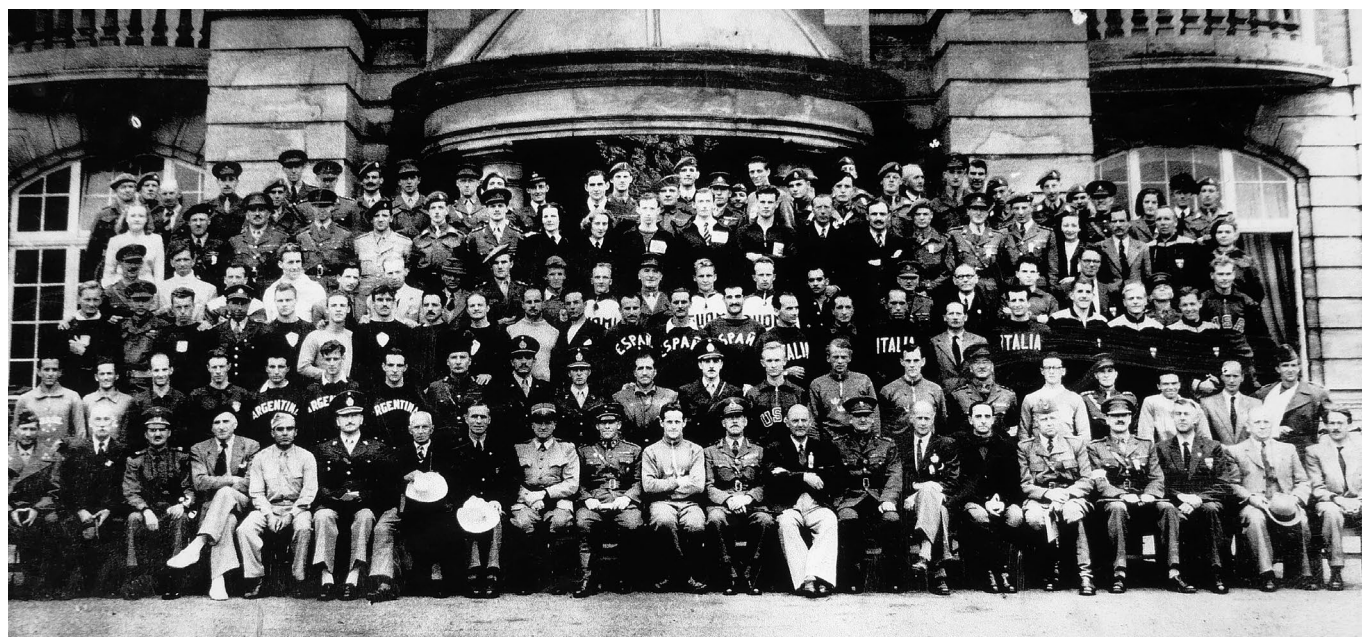
Modern pentathlon at Tokyo 2020



**FROM THE ARCHIVES**

**FAR LEFT AND LEFT**  
Modern pentathlon at Stockholm 1912

**BELOW**  
UIPM founding meeting in 1948



“ASOIF is a trusted partner for the UIPM and all sports on the Olympic Summer programme. ASOIF ensures all Summer IFs have a common platform to exchange ideas, share progress, and celebrate successes as we collectively help move the Olympic Movement forward. The role of ASOIF is invaluable for all members because of its ability to represent us as a single collective, united to inspire the world through sport.”

*Dr Klaus Schormann, UIPM President*







# United World Wrestling (UWW)

With its headquarters in Corsier-sur-Vevey, Switzerland, the UWW is led by President Nenad Lalović and Secretary General Carlos Roy. It has been an ASOIF member since 1983.



**FOUNDATION DATE AND LOCATION**

10 June 1905  
in Duisburg,  
Germany



**FOUNDING MEMBERS**

Denmark,  
Germany, Italy,  
Netherlands



**FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT**

Athens 1896



**FAR RIGHT**

Wrestling at  
Tokyo 2020



**FROM THE ARCHIVES**

**ABOVE LEFT**

Wrestling at  
Athens 1896

**ABOVE**

Wrestling at  
Stockholm 1912

**LEFT**

Wrestling at  
London 1908



“UWW’s collaboration with ASOIF has never been better and I attribute this to the professionalism of its staff and ASOIF identifying and fulfilling a difficult role that contributes to the wellbeing of the Olympic Movement. ASOIF plays many roles, supporter, facilitator and even critic but its intentions are to find the collective position of IFs and advocate for this position, which is a very challenging task.”

**Nenad Lalović, UWW President**







# World Aquatics

With its headquarters in Lausanne, Switzerland, World Aquatics is led by President Husain Al Musallam and Executive Director Brent Nowicki. It has been an ASOIF member since 1983.



### FOUNDATION DATE AND LOCATION

19 July 1908  
in London,  
Great Britain



### FOUNDING MEMBERS

Belgium, Denmark,  
Finland, France,  
Germany, Great  
Britain, Hungary,  
Sweden



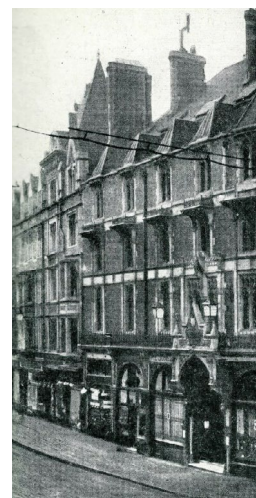
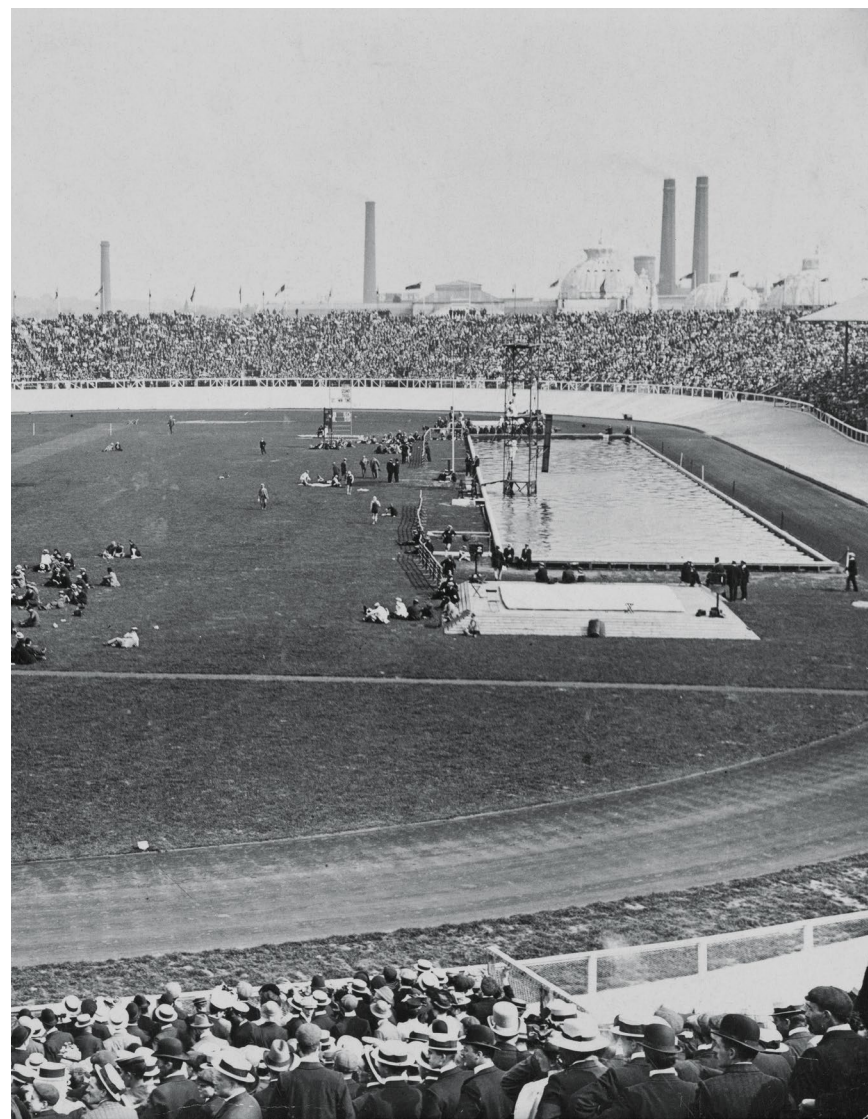
### FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT

Athens 1896



### FAR RIGHT

Swimming at  
Tokyo 2020



### FROM THE ARCHIVES

#### LEFT

Swimming at London 1908, when the events took place in a pool for the first time

#### ABOVE

The hotel in Aldersgate Street, London, which hosted the founding meeting of the federation



“ To understand how important ASOIF is to the success of summer Olympic sport, we simply look back over the last 40 years and see how much the world of international sport has improved. ASOIF has been instrumental to the professionalisation of our organisations and the continued success of the competitions at the Olympic Games. World Aquatics is deeply grateful, and we are excited by the prospect of our common future.”

*Husain Al Musallam, World Aquatics President*







# World Archery

With its headquarters in Lausanne, Switzerland, World Archery is led by President Prof Dr Uğur Erdener and Secretary General Tom Dielen. It has been an ASOIF member since 1983.



**FOUNDATION DATE AND LOCATION**

4 September 1931  
in Lwow, Poland  
(now known as Lviv, Ukraine)



**FOUNDING MEMBERS**

Czechoslovakia,  
France, Hungary,  
Italy, Poland,  
Sweden,  
United States



**FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT**

Paris 1900



**FROM THE ARCHIVES**

**ABOVE**  
Founding meeting of the federation in 1931

**FAR LEFT**  
Archery at Paris 1900

**LEFT**  
Archery at London 1908



**FAR RIGHT**  
Archery at Tokyo 2020



“ Since its inception, ASOIF has effectively accomplished its mission to unite and support the IFs, maintaining its autonomy while representing sport’s common interests without discrimination and leading on valuable change in areas of good governance, data innovation and audience analysis. ASOIF continues to play a vital role in the thriving Olympic Movement by encouraging solidarity and cooperation between IFs.”

*Prof Dr Uğur Erdener, World Archery President*







# World Athletics

With its headquarters in Monte Carlo, Monaco, World Athletics is led by President Sebastian Coe and Chief Executive Officer Jon Ridgeon. It has been an ASOIF member since 1983.



**FOUNDATION DATE AND LOCATION**

17 July 1912  
in Stockholm, Sweden



**FOUNDING MEMBERS**

Australasia (Australia and New Zealand), Austria, Belgium, Canada, Chile, Denmark, Egypt, Finland, France, Germany, Great Britain, Greece, Hungary, Norway, Russia, Sweden, United States



**FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT**

Athens 1896



**FAR RIGHT**

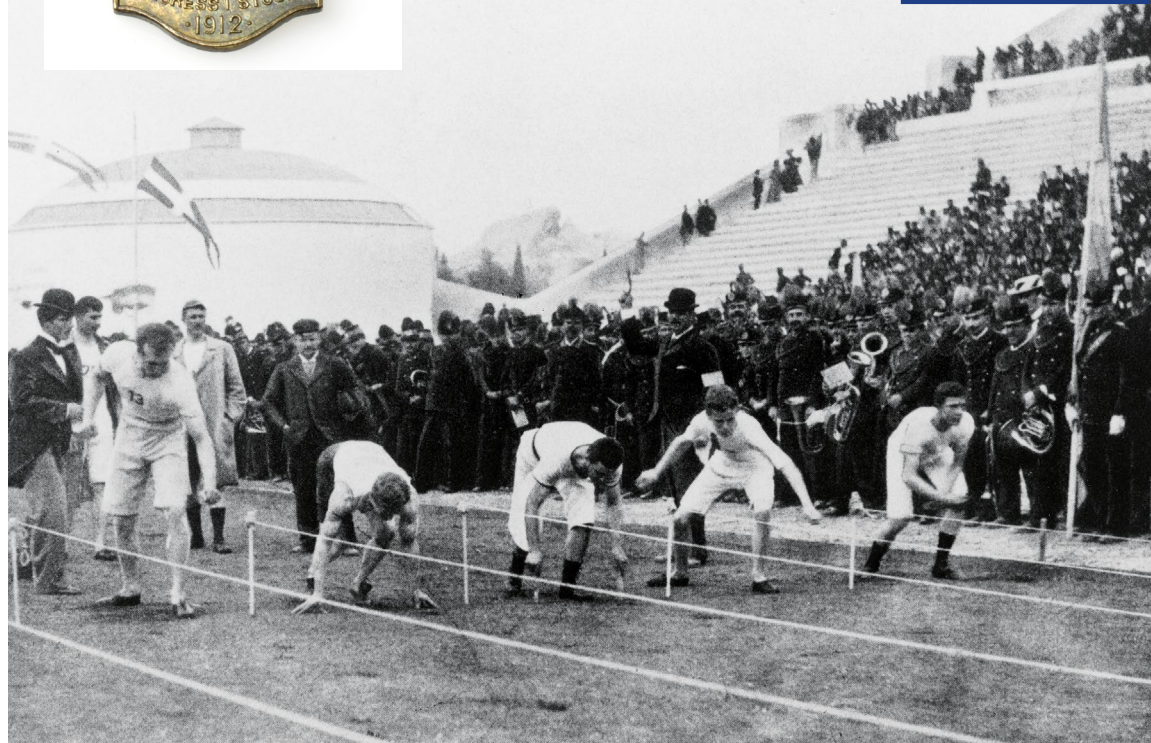
Athletics at Tokyo 2020 (World Athletics Photograph of the Year 2021)



**FROM THE ARCHIVES**

**BELOW**  
Athletics at Athens 1896

**LEFT**  
1912 IAAF Congress pin



“ASOIF has elevated integrity, transparency and good governance across all summer sports. In its 40 years of distinguished service, ASOIF has been a consistent and effective advocate for the primacy of the Summer Olympic sports and its support for the ground-breaking reforms that World Athletics took in 2016 was important to our efforts. We are honoured to share this 40-year celebration with our own celebration of 40 years of World Athletics’ Championships.”

**Sebastian Coe, World Athletics President**







# World Baseball Softball Confederation (WBSC)

With its headquarters in Lausanne, Switzerland, the WBSC is led by President Riccardo Fraccari, Secretary General Beng Choo Low and Executive Director Michael Schmidt. It first became an ASOIF member in 2017.



**FOUNDATION DATE AND LOCATION**  
1938



**FOUNDING MEMBERS**  
Belgium, Canada, China, England, France, Germany, Hawaii, Japan, Netherlands, Peru, Philippines, United States



**FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT**  
Barcelona 1992



**FROM THE ARCHIVES**

**ABOVE LEFT**  
Softball at Atlanta 1996

**ABOVE**  
Leslie Mann, the federation's first President

**LEFT**  
Baseball at Barcelona 1992



**FAR RIGHT**  
Baseball at Tokyo 2020



“The WBSC has received tremendous support from ASOIF throughout the exciting Olympic journeys of baseball, softball and Baseball5, and especially during our participation in important Olympic Movement initiatives. We appreciate its guidance, particularly in leadership, governance and international relations.”  
*Riccardo Fraccari, WBSC President*







# World DanceSport Federation (WDSF)



**FOUNDATION DATE AND LOCATION**

10 December 1935 in Prague, Czechoslovakia (now known as Czech Republic)



**FOUNDING MEMBERS**

Austria, Czechoslovakia, Denmark, England, France, Netherlands, Switzerland, Yugoslavia



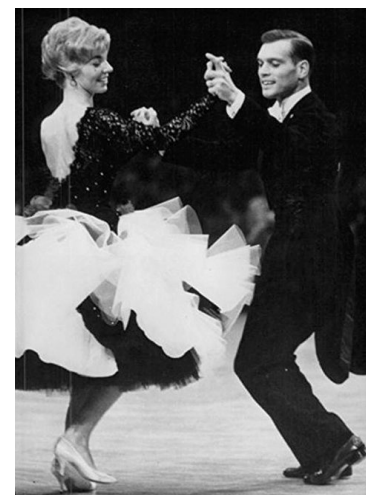
**FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT**

Paris 2024



**FAR RIGHT**

Breaking at the Youth Olympic Games in Buenos Aires 2018



**FROM THE ARCHIVES**

**FAR LEFT**

Competitive dancing in the 1960s

**LEFT AND BELOW**

Breaking at the Youth Olympic Games in Buenos Aires 2018



“ASOIF offers Summer IFs such as ours tremendous opportunities to enhance our standing in the Olympic Movement. Initiatives such as the ASOIF governance project allow us to gauge how far we have come as sport organisations while highlighting areas for growth and improvement.”

*Shawn Tay, WDSF President*







# World Rowing

With its headquarters in Lausanne, Switzerland, World Rowing is led by President Jean-Christophe Rolland and Executive Director Vincent Gaillard. It has been an ASOIF member since 1983.



**FOUNDATION DATE AND LOCATION**

25 June 1892  
in Turin, Italy



**FOUNDING MEMBERS**

Adriatica  
(now a part of Italy), Belgium, France, Italy, Switzerland



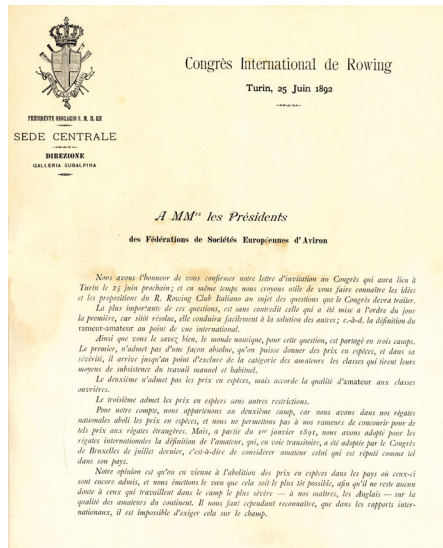
**FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT**

Athens 1896



**FAR RIGHT**

Rowing at Tokyo 2020



**FROM THE ARCHIVES**

**ABOVE**  
Federation's Congress in 1922

**ABOVE LEFT**  
Letter regarding the federation's founding Congress in 1892

**LEFT**  
Rowing at Athens 1896



“ASOIF plays an essential role in bringing together the International Summer Sports Federations. Not only does it allow synergies on common subjects despite the differences between us, it also allows for joint representation within the IOC. All IFs share the challenges of the modern sport world, and together we can benefit from the contributions of each other and works of the consultative and advisory groups.”  
*Jean-Christophe Rolland, World Rowing President*







# World Rugby

With its headquarters in Dublin, Ireland, World Rugby is led by Chairman Sir Bill Beaumont and Chief Executive Officer Alan Gilpin. It has been an ASOIF member since 2010.



### FOUNDATION DATE AND LOCATION

1886 in Dublin, Ireland



### FOUNDING MEMBERS

Ireland, Scotland, Wales



### FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT

Paris 1900



### FROM THE ARCHIVES

**ABOVE**  
Rugby at Paris 1900

**LEFT**  
Rugby at London 1908



### FAR RIGHT

Rugby at Tokyo 2020



“World Rugby is a proud member of ASOIF and we value the engagement, collaboration and leadership it provides on the topics that matter most to the advancement of sport on the world stage. I would like to congratulate ASOIF on its anniversary and look forward to continuing to collaborate in our collective mission to ensure a sustainable, accessible, relevant and entertaining global sports environment that has participants and fans at heart.”  
**Sir Bill Beaumont, World Rugby Chairman**







# World Sailing

With its headquarters in London, Great Britain, World Sailing is led by President Quanhai Li and Chief Executive Officer David Graham. It has been an ASOIF member since 1983.



### FOUNDATION DATE AND LOCATION

14 October 1907  
in Paris, France



### FOUNDING MEMBERS

Austria-Hungary, Belgium, Denmark, Finland, France, Germany, Great Britain, Italy, Netherlands, Norway, Spain, Sweden, Switzerland



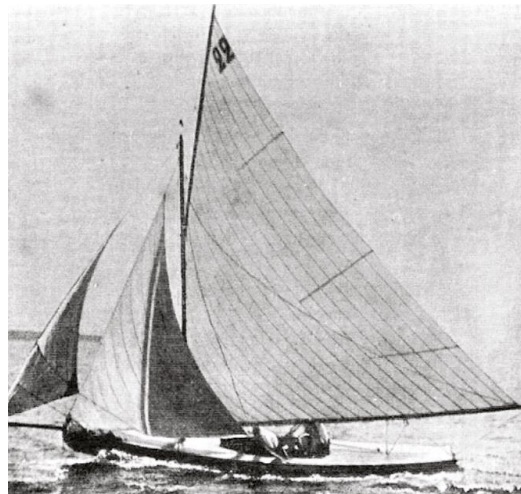
### FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT

Athens 1896



### FAR RIGHT

Sailing at Tokyo 2020



### FROM THE ARCHIVES

#### LEFT

Sailing at Paris 1900

#### BELOW

Sailing at Rome 1960



“For the past 40 years, ASOIF has shown the power of working together to develop international sport and achieve our shared goals. The ability to share knowledge and coordinate an approach to some of the most important issues facing sport is an invaluable resource for all member federations. We are proud to use our voice to promote the values of the Olympic Movement and shape the future of sport.”

**Quanhai Li, World Sailing President**







# World Skate

With its headquarters in Lausanne, Switzerland, World Skate is led by President Sabatino Aracu and Secretary General Roberto Marotta. It has been an ASOIF member since 2017.



**FOUNDATION DATE AND LOCATION**

21 April 1924  
in Montreux,  
Switzerland



**FOUNDING MEMBERS**

France, Germany,  
Great Britain,  
Switzerland



**FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT**

Tokyo 2020



**FAR RIGHT**

Skateboarding  
at Tokyo 2020



**FROM THE ARCHIVES**

**LEFT**

The hotel in Montreux, Switzerland, which hosted the founding meeting of the federation

**BELOW AND BELOW LEFT**

Skateboarding at Tokyo 2020



“ World Skate is proud and honoured to be part of this great family of Summer IFs. Each sport has its own appeal, and all together our sports create the great value of ASOIF.”

*Sabatino Aracu, World Skate President*







# World Taekwondo

With its headquarters in Seoul, Republic of Korea, World Taekwondo is led by President Dr Chungwon Choue and Secretary General Jeongkang Seo. It has been an ASOIF member since 1995.



**FOUNDATION DATE AND LOCATION**

28 May 1973  
in Seoul,  
Republic of Korea



**FOUNDING MEMBERS**

Austria, Brunei Darussalam, Cambodia, Chinese Taipei, Colombia, Germany, Guatemala, Hong Kong, Ivory Coast, Malaysia, Mexico, Philippines, South Korea, Singapore, Uganda, United States



**FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT**

Sydney 2000



**FROM THE ARCHIVES**

**ABOVE AND FAR LEFT**

The first World Taekwondo Championships coincided with the federation's foundation

**LEFT**

Taekwondo at Sydney 2000



**FAR RIGHT**

Taekwondo at Tokyo 2020



“ World Taekwondo has had the privilege to be a member of ASOIF since 15 February 1995, from propagating Olympism through Taekwondo competitions to promoting peace through humanitarian activities. In particular, World Taekwondo applauds ASOIF’s leadership in establishing good governance across the Olympic Movement. To the future, together!”

*Dr Chungwon Choue, World Taekwondo President*







# World Triathlon

With its headquarters in Lausanne, Switzerland, World Triathlon is led by President Marisol Casado and Secretary General Antonio Arimany. It has been an ASOIF member since 1997.



### FOUNDATION DATE AND LOCATION

1 April 1989  
in Avignon, France



### FOUNDING MEMBERS

Australia, Brazil, Canada, Costa Rica, Finland, Germany, Japan, New Zealand, South Africa, Sweden, United States



### FIRST TIME ON THE OLYMPIC PROGRAMME AS AN OFFICIAL SPORT

Sydney 2000



### FAR RIGHT

Triathlon at Tokyo 2020



### FROM THE ARCHIVES

**ABOVE**  
The federation's founding Congress in 1989

**LEFT**  
Triathlon at Sydney 2000



“It is a privilege for us to be an active member of ASOIF, an organisation that has helped World Triathlon so much to grow our events since the beginning of our history. After 40 years of history, our future is bright, and we are looking forward to increasing our partnership and making this journey together towards the next Olympic cycles.”  
**Marisol Casado, World Triathlon President**







4

The future



# The future

**In our fast-evolving world, sport is increasingly affected by a range of developments, crises, events and trends, which are often unforeseeable but must be effectively addressed by all sports governing bodies.**



**RIGHT**

Drone globe at the Tokyo 2020 Opening Ceremony

The global COVID-19 pandemic and Russia's invasion of Ukraine have both heavily impacted society, including the sports world, and they require a very different response. These two crises have again highlighted the importance of remaining flexible and collaborative in order to seek solutions to complex challenges. All International Federations (IFs) share these challenges but it would be very difficult to address them individually. This is what makes the reference of an umbrella body like ASOIF so important. ASOIF's role is to promote and defend the IFs' collective interests, identify and address common needs and suggest smart solutions.

It remains also important to help young federations grow by sharing with them the know-how and best practice of established member federations.

For the future, ASOIF will stay true to its vision of adding value to the IFs, but also the wider Olympic Movement. This publication highlights the key role IFs play in the Olympic community and their significant contributions in fields like governance, anti-doping and sport development, which have resulted in many tangible outcomes. As global events evolve and affect sport every day, ASOIF and its member federations stand ready to contribute with their expertise and help drive progress inside and outside their own organisations.

Anticipating the tasks ahead, which are larger than any one organisation or institution, it is fair to say that cooperation will remain the key for success. It will be essential to further strengthen the interaction with other sectors, in particular with the business world and public authorities across different levels.

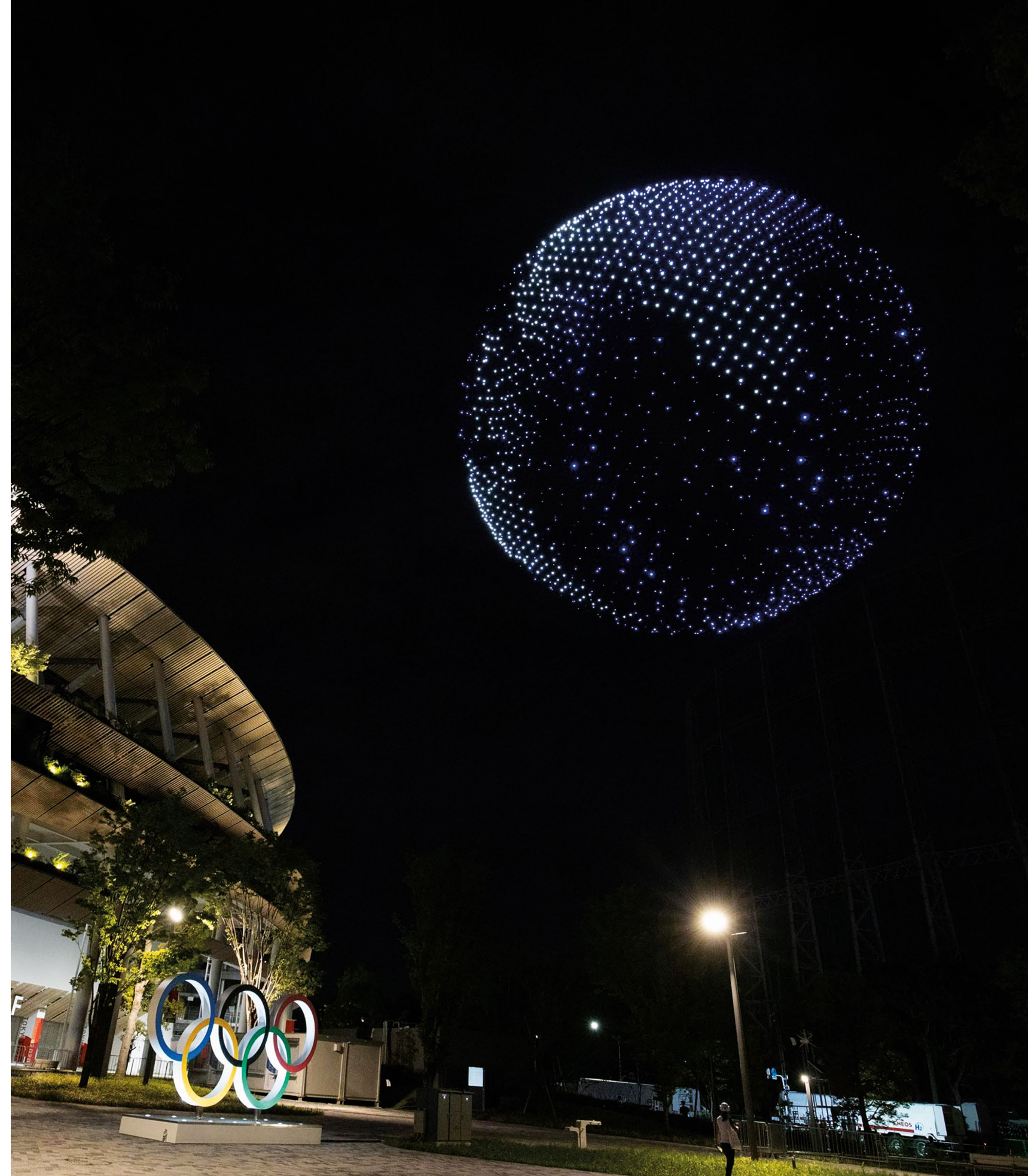
ASOIF is convinced that ensuring a healthy and sustainable future of sport can only be achieved through cross-sector partnerships and commitments.

That said, the current geopolitical climate does reinforce the necessity for sport to maintain its autonomy if it wants to fulfil its mission of bringing people together peacefully and in an organised way. However, maintaining autonomy does not exclude holding each other accountable. Accountability is essential to build trust and maintain legitimacy, and ASOIF's work and expertise in the field of sport governance and integrity will continue to play an important role in this context.

Looking ahead to Paris 2024, Los Angeles 2028 and Brisbane 2032, everyone will agree that organising the Olympic Games in a sustainable manner is the only way to ensure the healthy future of all key stakeholders involved. With the strengthened role of IFs in Games delivery and the representation of ASOIF and its member federations in dedicated IOC working groups and commissions, ASOIF will continue to contribute to Games optimisation. It is about living up to international sustainability principles by supporting climate-positive, cost-efficient and innovative Games, using existing venues whenever possible.

Many tasks lie ahead and ASOIF is ready to tackle them proactively, together with all its valued partners inside and outside the Olympic Movement.

We look forward to working with you and for you to secure a bright future of sport.





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# Acknowledgements

We are most grateful to all the International Federations which provided the requested information and materials promptly. We also extend our gratitude to all the interviewees for their time and insights, as well as to the International Olympic Committee and the Olympic Studies Centre for their assistance. Without their co-operation and full support, this publication would not have been possible.

This publication was produced by ASOIF in co-operation with Warner Communications and Touchline.

Thanks are due to Britta Warner (Warner Communications) and Junjie Li (ASOIF) for their work throughout the course of this project.

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Design by Touchline

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