



OLYMPIC SOLIDARITY AND NOC SERVICES ANNUAL REPORT 2022



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Statistics

Unless otherwise stated, all statistics are from the IOC Annual Report 2022 or from the NOC Annual Review 2022. Figures are based on data as reported by NOCs themselves.

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IOC / Getty Images unless otherwise specified

Notes for the reader

QR code are clickable. Opinions expressed in the stories are those of the interviewees and do not necessarily reflect the position of the IOC or Olympic Solidarity.

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ANNUAL LETTER FROM JAMES MACLEOD

NOC Relations, Olympic Solidarity
and Olympism365 Director



We are delighted to present the Annual Report for 2022, a year marked by extraordinary achievements and significant challenges in the Olympic Movement.

Kicking off with the Olympic Winter Games Beijing 2022, a second Games organised superbly by our Chinese colleagues under complicated but reassuring COVID countermeasures, thousands of athletes wrote a new chapter in their sports careers. It was also a momentous occasion for the 91 participating National Olympic Committees (NOCs), with some reaffirming their status as a powerhouse in winter sports, while others celebrated a new milestone in their

history with the Olympic Winter Games: first gold medal, first participation, first participation of female athletes. Moreover, we take pride in highlighting the fact that, of the 236 Olympic Solidarity Scholarship recipients from 80 NOCs, 10 won medals, and 65 had the honour of being flagbearers for their NOCs at the Opening Ceremony.

Beyond the Olympic Games, the world encountered adversity in various regions, affecting the Olympic Movement. Despite the challenges posed by external events, the Olympic community showcased unparalleled solidarity, providing lasting support to athletes and their entourage in regions affected by conflicts.

It is highly significant that the theme of the 2022 Olympic Solidarity and NOC Services Annual Report is "Peace". Throughout the report, we highlight the impactful activities carried out by the NOCs in collaboration with Olympic Solidarity and NOC Services. Activities which illustrate how participation in sport can foster positive change for individuals and communities, promoting peaceful living together and social cohesion. The IOC's commitment to reaching the United Nations Sustainable Development Goals (SDG) remains evident, with the NOCs playing an essential role in delivering concrete and positive outcomes that benefit the right people and make a very real difference for them.

As we reflect on 2022, we must acknowledge the dedicated efforts of the NOCs and all members of the Olympic Movement. Your unwavering commitment has made the world a better place through sport, enriching the lives of countless individuals worldwide.

Moving forward, our collective commitment to a peaceful world through sport

remains resolute. We will continue to foster open dialogue and collaboration among all members of the Olympic Movement, further strengthening our unique bond and inspiring generations to come.

Happy reading, and here's to a brighter and more prosperous future!



"In these divisive and confrontational times, people around the world are looking for a unifying force. A unifying force that brings humankind together. And the Olympic Movement can offer this."

Thomas Bach, President of the
International Olympic Committee



"Every day we see examples of how NOCs are using sport to break down barriers, raise awareness on key social and environmental issues, and influence positive change in their communities."

Robin Mitchell, Chair of the
Olympic Solidarity Commission



UNIVERSALITY OF THE OLYMPIC GAMES



“When I collected my uniform at the Beijing 2022 Olympic Village, I felt proud and honoured. The efforts that go into making sure everything is perfect for each of us, so that we’re comfortable and confident, ready to perform at our best, are incredible. It’s a true example of solidarity within the Olympic Movement.”

Manon Ouais, Lebanon, Alpine Skiing

Olympic Winter Games Beijing 2022

Olympic Scholarships for Athletes

Olympic Solidarity awarded a total of 429 Olympic Scholarships for Athletes for Beijing 2022 – and 236 of these athletes qualified for the Games. Of the 91 NOCs that sent athletes to the Games, some 74 per cent (67 NOCs) were represented among the qualifying Scholarship holders.

NOC Uniform Support Programme

For the fourth time since its inception in Rio 2016, the NOC Competition Uniform Support Programme helped provide athletes who otherwise would not have the latest high-tech competition clothing with training and competition equipment for the Beijing Games. Thanks to this programme led by the IOC, in collaboration with the World Federation of the Sporting Goods Industry (WFSGI) and five of the world’s leading sporting goods brands, 36 athletes from 12 NOCs were provided with state-of-the-art and tailored uniforms, in the colours of their respective NOCs.



Video on the NOC Uniform Support Programme at Beijing 2022

Olympic Games Paris 2024

With just two years to go until the Olympic Games Paris 2024 kick off, Olympic Solidarity and NOC Services programmes are playing a key role in the preparation of both athletes and NOCs.

Olympic Scholarships for Athletes

January 2022 saw the launch of Olympic Solidarity’s Olympic Scholarships for Athletes – Paris 2024 programme. A total of 1,146 individual Scholarships were awarded in 2022 to athletes from 145 NOCs, more than 70 per cent of all the NOCs expected to compete at the Games in 2024.

Refugee Athlete Support for Paris 2024

Funded by Olympic Solidarity and managed by the Olympic Refugee Foundation (ORF), the Refugee Athlete Support programme gives scholarships to athletes, contributing to their training and helping these individuals to prepare for and participate in high-level competitions. This programme works closely with NOCs and National and International Federations (IFs) to support refugee athletes living in their host countries. Athletes on the programme are elite competitors in their respective sports and recognised refugees or beneficiaries of international protection according to the United Nations High Commissioner for Refugees (UNHCR). By the end of 2022, 52 athletes from 12 countries, living in 18 host countries were being supported

“The IOC Refugee Olympic Team sends a great signal about what an enrichment refugees are for our Olympic community and for society at large. Watching them compete is a great moment for all of us.”

Thomas Bach, President of the International Olympic Committee

through the Refugee Athlete Support programme. They represent 10 sports and all hope of being selected for the Refugee Olympic Team for the Olympic Games Paris 2024.



Olympic Refugee Foundation website

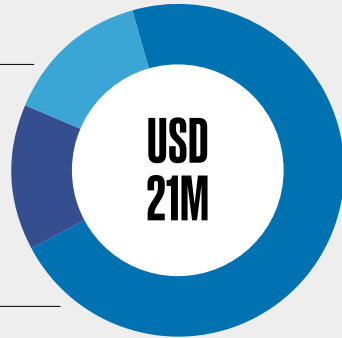


Olympic Refugee Foundation Activity Report 2022



OLYMPIC SOLIDARITY OLYMPIC GAMES UNIVERSALITY PROGRAMMES

Team Support Grant	3M
Olympic Scholarships for Athletes – Beijing 2022	3M
Olympic Scholarships for Athletes – Paris 2024	15M



MEDALS WON BY OLYMPIC SOLIDARITY SCHOLARSHIP-HOLDERS AT BEIJING 2022



236 Olympic Scholarship-holders qualified

NOC ENDORSEMENT



77%

of NOCs consider the contribution of the Olympic Scholarship Programme as essential for their preparations for the Winter Games

NOC ENDORSEMENT



81%

of NOCs consider the contribution of the Olympic Scholarship Programme as essential for their preparations for the Summer Games

OLYMPIC GAMES PREPARATION



67%

of NOCs organise a **Team Meeting** to present the host city and NOC operations to their delegation



of NOCs appoint their **Chef de Mission** 1 or 2 years prior to the Games

72%



GENDER EQUALITY

59%

of NOCs allocate **prize money** to their Olympic athletes. All of them set aside an equal amount for female and male athletes.





From Morocco, an Alpine skier: making it to the Games is his gold medal

A story of resilience and solidarity

At the Olympic Winter Games Beijing 2022, there were six athletes from five nations from the continent of Africa. Of these, five athletes from five nations were Olympic Solidarity Scholarship-holders. Morocco sent precisely one athlete, Alpine ski racer Yassine Aouich. He was one of the 429 Olympic Solidarity Scholarship-holders for Beijing 2022. But the mere fact of holding an Olympic Scholarship from Olympic Solidarity does not qualify you for the Games even if it provides precious training and competition support. Yassine Aouich is no Olympic tourist. He is a genuine ski racer. All the same, he understood he had zero chance of winning a medal against what he affectionately calls “the big guys”. His dream: make it to the Games.

Which he did. Incredibly. He maybe had 25 days of winter training and a nerve-wracking deadline to try to rack up qualifying points. He had no coach. Money? Not much. His skis? Bought himself. His wife, an English teacher,

“If life didn’t kick you in the face, there would be no story.”

Yassine Aouich, Morocco, Alpine Skiing

and young son? Back home in Morocco, rooting, while he traipsed around Bosnia, Montenegro and Liechtenstein trying to pick up points. Fortunately, the Olympic Scholarship has contributed to alleviate the difficulties and to support him in his qualification process. Did he get Covid along the way? You bet. “If life didn’t kick you in the face, there would be no story,” he says now. “Come on.” Any Olympic Games, Winter or Summer, offer a stage for the drama of human drive and perseverance. And, of course, as the founder of the modern Games, Baron Pierre de Coubertin, said, the essence of the Games is not the winning but the taking

part. As he also said, the important thing is not the triumph but the struggle. You want struggle? We give you Yassine Aouich.

Over the past 40-plus years, Morocco has sent a combined total of roughly two dozen Alpine racers to the Winter Games. Aouich grew up in the Atlas Mountains, skiing. But ski racing is still so relatively unknown there that the Morocco World News felt compelled, in a story published a couple weeks before the Beijing Games, to explain that Alpine racing was “the sport of sliding down snow-covered slopes on skis with fixed-heels binding”. For nearly a dozen years, Aouich chased his dream. He raced in Spain, Lebanon, Turkey, Pakistan, Greece and South Africa. He made the World Championships. Did he win a medal? As he likes to say: “The minimum, it’s like 250 days per season ... come on. This sport. It’s really expensive!” But a dream will not be denied. It cannot be. At a giant slalom race in Malbun, Liechtenstein, in December 2021, he finished seventh. With enough points for Beijing, he said, “I prayed. And I cried. I’m a believer.”

Majd Chekroun, the Morocco Olympic Committee’s international relations director, said the NOC was “delighted” to have helped Aouich get to Beijing through the Olympic Solidarity Scholarship Programme – the eighth time the nation has taken part in the Winter Olympics – while also stressing that Aouich, himself, showed “great motivation” to earn the needed points to get there.

Aouich carried the Moroccan flag in the Opening Ceremony. A few days later came giant slalom race time. It was foggy and snowing. In the start gate, “I was shaking.” He pushed out and made five or six gates and then slid out. “I didn’t want to finish slowly,” he said. “I wanted

to push. This is ski racing. It’s about time. You go fast or you go home.” No shame. U.S. star Mikaela Shiffrin slid out at the 2022 Games. So did Yassine Aouich. So what? At the bottom of the hill, he had a moment of peace. “Just to be in the Olympics,” he said, “was my gold medal.”

Yassine Aouich leads Team Morocco into the stadium at the Opening Ceremony of the Beijing 2022 Winter Games.





A centre's mantra: learning from and with each other

A home away from home for Olympic Scholarship-holders

The Centre Régional Jeunesse et Sport Petit-Couronne lies close to Rouen in north-western France, two hours from Paris. In addition to the 115 young athletes aged 12 to 18 from all around France who live, go to school and train there, it counts roughly a dozen Olympic Solidarity Scholarship-holders from African nations such as Guinea-Bissau, the Central African Republic, the Republic of Congo and Niger.

Why? Why does – why would – a training centre in Western Europe not only invest in but fully welcome athletes from developing countries without such infrastructure and technical know-how? The answer: learning from each other within the Olympic Movement is a way, perhaps the key, to develop sport everywhere. And not just in developing nations. But in developed countries, too. “The fact that we started welcoming Olympic Solidarity athletes made a great change,” said Christophe Cornilleau, the Centre’s director for the past six years. “It gave an international dimension to the Centre – which was until then very, very French.”

Eighteen Scholarship-holders were preparing for Tokyo in Petit-Couronne. Because of the pandemic and the postponement of the Games, they were offered the opportunity to spend an extra year at the Centre – meaning, in all, they would spend three years there. Some had family back in their home country, including spouses and children. Of the 18, only one opted to leave. Cornilleau said, “In the Centre, whether you’re from Congo or Marseille doesn’t make any difference. When they look at each other, they see a tennis player, a judoka, a sprinter. They see an athlete, nothing else. This is why it works, why Olympic Solidarity Scholarship-holders integrate so easily.”

Worldwide, for Paris 2024, by the end of 2022, Olympic Solidarity had allocated 1,201 Scholarships, to 637 men and 528 women, representing 150 NOCs. The total budget is nearly USD 33 million. The stay of Olympic Solidarity Scholarship-holders in Petit-Couronne is fully covered by Olympic Solidarity. For such Scholarship-holders, of course, the chance to live and train at a place such



as the Centre marks a unique opportunity that likely would not happen in any other context and definitely not in their home countries, which sometimes even lack the most basic facilities to train. Cornilleau welcomed a swimmer from Guinea who had never before had swimming trunks or even been swimming in a pool – he had grown up next to a river. Not to mention access to tailored training plans, medical facilities, state-of-the-art expert knowledge about nutrition or post-injury recovery or training.

The Centre’s standout: Natacha Ngoye Akamabi, Scholarship-holder and sprinter from the Republic of Congo. In Tokyo, she ran in the morning preliminary round – and blazed to a season-best 11.47. In the afternoon in Round 1, in Heat 6, she ran 11.52, sixth of seven, not enough to move on. In an interview given to Congolese media right after her competition in Tokyo, she said: “To the International Federation, the Olympic Committee and the Ministry of Sport: I’m capable of doing better. I want to do more competitions in order to improve myself and feel more comfortable. The level here is not the same as in Congo.”

That was 2021. Now her focus is not just making it to Paris but – a higher level. Her coach, Amadou Mbaye, said, “Natacha today has made great progress in the management of her competitions.” At the Centre, “She is freed of all her problems, whether financial or organisational. For her, the framework suits her perfectly because everyone is mobilised to allow her to progress and achieve great performances. “She keeps telling me,” he said, “that’s what she needed to progress.”

“The fact that we started welcoming Olympic Solidarity athletes made a great change, it gave an international dimension to the centre – which was until then very, very French.”

Christophe Cornilleau, the Centre’s Director

↗ Top: The Centre’s standout, Natacha Ngoye Akamabi, hard at work. Bottom: The Centre features world-class training equipment. Here, a dip in the cold bath. Photo courtesy Christophe Cornilleau



NOC Engagement Group: looking after the details makes the difference

Leaving no stone unturned for the athletes' well-being

At the Olympic Winter Games Beijing 2022, the Alpine and sliding events were held 74 kilometres northwest of Beijing in the Yanqing competition zone. Given that distance, along with the variability of winter weather and night traffic to and from the capital, the original plan had called for a medals plaza in Yanqing. However, in July 2019, a switch was made, and athletes who medalled were to go to Beijing for their medal ceremonies. This decision raised concerns amongst a number of NOCs. By the spring of 2021, these concerns had intensified, particularly for those nations with athletes competing in multiple events, prompting officials to propose practical solutions to the Beijing 2022 organisers. Austria's Christoph Sieber played a leading role, and suggested re-establishing the Yanqing medals plaza or conducting the ceremonies in-venue. Beijing 2022 agreed to in-venue ceremonies.

Thus putting a spotlight on the impact of what is known as the NOC Engagement Group, and the healthy camaraderie that goes along with it: "I will have Mozart

chocolate rounds for you forever," Sieber said in a group email exchange, recalling how the Yanqing medals issue was solved. The idea for the NOC Engagement Group emerged during the Rio 2016 Games when it became evident that real-world experiences and lessons learnt from past Games could significantly benefit future Games. The objective being to improve the flow of NOC priorities and concerns into the planning of the Olympic Games and optimise exchanges between the OCOGs and the NOCs. To achieve this, a collective group of experts from various NOCs would be brought together to recommend practical solutions and insights on matters that arise. After all, NOCs are the entities that bring the athletes to the Games.

A first informal group of NOCs was brought to the IOC Coordination Commission ahead of the Olympic Winter Games PyeongChang 2018. Since then, it has evolved into a fully-fledged working group for each edition of the Games. The NOC Engagement Groups typically include around 6–10 NOCs from different parts of the world and of varying sizes, in

order to get inputs that are as representative as possible of the challenges and priorities of the NOCs in the lead-up to the Games. When selecting the members of the NOC Engagement Groups, the IOC Athletes Games Services team also takes gender balance into consideration. Damir Štajner, Executive Director of the Serbian Olympic Committee and a member of the Paris 2024 group, said of their input: "Sometimes it is accepted as a final solution, and other times as a guideline for reaching a final solution." As Jake Wilkins, team services director of the New Zealand Olympic Committee, stressed, "You spend a lot of time working with organising committees and all their different functional areas. The people in them are well-meaning and excited about what they are doing, but they don't always have Games experience. They are going off a manual with limited context."

For instance, from Tokyo 2020: "I remember small conversations about things like bed-making – like, should an athlete be able to make their own bed," as opposed to having cleaning staff in the Olympic Village make it. This, in Japan, where tidy is a way of life; soccer fans clean up stadiums after World Cup games. "We don't need full hotel service," Wilkins said he recalls saying. "Why are we making beds? We need to make sure the rooms are hygienic. But athletes and staff want the cleaning staff to be in their rooms as short a time as possible." Luke Pellegrini, the Australian Olympic Committee's chief of Sports and Teams, recalled the athlete gym at the PyeongChang 2018 Winter Games was no bigger than something you might find at a hotel. Surely things could – should – be better. "As we say in Australia all the time, the athletes have to have their best day on the right day," he said. For Paris 2024, Marie-Andrée Lessard, a 2012 Olympian

in beach volleyball and now Games senior director for the Canadian Olympic Committee, said that a set of stairs would cut down maybe 300 metres on every athlete's dining hall trip: "... the Organising Committee has told us they had agreed to build the additional access point." "It's that stuff," Pellegrini said. "Like, build stairs," which is being done. "Every step counts." Lessard added that it's great to compare what each NOC deems important: "As with all consulting initiatives, it makes the whole greater than its individual parts."

The Yanqing medals plaza example showcases the positive impact of the NOC Engagement Group, where practical solutions drawn from real-world experiences contribute to optimising the Olympic Games' preparation and organisation.

Teamwork makes the dream work: the NOC Engagement group bringing experience to bear to solve problems.





ATHLETES AND ENTOURAGE

“The athletes have to have their best day on the right day.”

Luke Pellegrini, Chief of Sports and Teams, Australian NOC

↓ Members of the Dutch Olympic Team at the Beijing 2022 Speedskating venue.

Coaches Development

In 2022, 113 NOCs took advantage of 224 places on technical courses for coaches covering 33 sports, plus general conditioning and multi-sport courses.

Youth Athlete Development

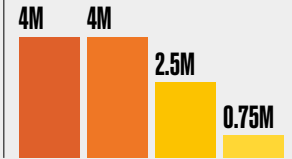
In 2022, part of the programme focused on Gangwon 2024. Sixty-six NOCs benefitted from athlete identification and training projects and 126 NOCs enjoyed IF training opportunities across a total of 16 Olympic sports.



SPORTS DEVELOPMENT PROGRAMMES

USD 11.25M

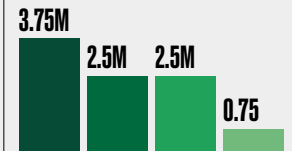
- Continental Athlete Support Grant
- Youth Athlete Development
- Development of National Sports System
- Refugee Athlete Support for Paris 2024



ENTOURAGE PROGRAMMES

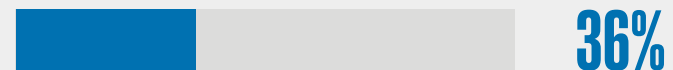
USD 9.5M

- Technical Courses for Coaches
- Olympic Scholarships for Coaches
- NOC Athletes' Commission Activity Grant
- Athlete Career Transition

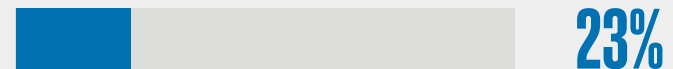


NOC PROGRAMMES FOR ELITE ATHLETES

of NOCs offer **education** and/or **employment** programmes



of NOCs provide **mental health** support





In Cambodia, a wrestling clinic to build a network and self-confidence

Gathering regional know-how

By her own description, Karen Perater of the Philippines is petite. She stands, as she says, 5 feet and precisely 1 inch tall. In terms most of the world would use, 1.55 metres. “Before going to Cambodia,” for a coaching and refereeing course in advance of the 2022 Southeast Asian Championships in Phnom Penh, “when I was refereeing a big guy, oh,” she said, laughing. “Now, after going to Cambodia, it boosted my confidence. Even if a big guy stares at me, I stare back. With confidence. Inside the mind, I will be the boss.”

In a move to strengthen the sport in the region, United World Wrestling (UWW) – with the support of Olympic Solidarity, the Cambodian Olympic Committee and the Cambodian Wrestling Federation – held a series of events in advance of the Championships, the biggest-ever international senior wrestling tournament in South-East Asia. In all, about 80 people took part, including athletes, coaches, referees and IT specialists. UWW mentors

and top level experts included Zach Errett of the United States, Igor Ligay of Kazakhstan, Vincent Aka of France and Ivory Coast, and Tunisia’s Youssef Bouaziz.

Also attending was the current Cambodian national team coach, Komeil Ghasemi, who – representing Iran – was awarded the gold medal at the London 2012 Games in the men’s freestyle 120kg class. Under Ghasemi, Cambodian wrestlers would go on to win 19 medals at those Championships – three gold, three silver and 13 bronze – their biggest achievement since joining the regional tournament. “South-East Asia has great potential,” UWW development director Deqa Niamkey said. “It just needs the necessary support to get them started and get going.”

To get going, a week-long training camp before the Championships drew 40 participants from five countries. The focus of the programme was on wrestling techniques, games, conditioning and match

preparation. Then came seminars for coaches, referees and the IT specialists. The coaching course was divided into both theory and practice, the theory put into practice on the mat: the introduction of technique, improving coaching skills, learning how to give constructive feedback, the varying characteristics that come with different age groups and, critically, the essentials of both anti-doping and athlete safeguarding. “For a young coach like me,” said 36-year-old Gabriel Yang of Singapore, “it really helped me build my network.” He added, “I got a better idea of how other national teams train. We shared techniques. How different countries teach. We spent a lot of time on the mat with each other, as coaches. That really helps.”

Singapore sent four coaches, including Yang, who also said, “There’s a big push in Singapore to start developing our own high-performance coaches. Before this, we were reliant on the idea of hiring other people from other countries to bring their expertise.” But he understands the high potential which exists on a national and regional level. Now, he said, “With these connections, with an increase in competitions, an increase in sharing – it’s how we improve.” “They worked hard,” Errett said, “and we saw them grow during this course.”

For her part, Perater may not have got any taller, but she surely grew. “It gave a big boost to my career,” she said. It wasn’t just learning rules and regulations, though of course those were essential. More, because she has been coach and referee: “How to be myself, and how to have confidence.” And where did that come from? “Even though we are all from different countries,” she said, “we communicate through sports.”

“Even though we are all from different countries, we communicate through sports.”

Karen Perater, trainee referee, the Philippines

Top: Working on the mats at the UWW training course in Cambodia before the Southeast Asian Championships. Bottom: The Singapore delegation, including Gabriel Yang, third from left, is pushing to develop its own high-performance coaches. *Photo courtesy UWW*





Ice baths, mental game, video analysis & more at surf camp: it “changed me”

Youth Development Programme in El Salvador

In almost every way, surfing is unlike every other Olympic sport. The lingo. The vibe. Here was part of the brief for the four-day International Surfing Association (ISA) Continental Youth Development Programme in May 2022 in El Salvador, at the “famous wave of El Sunzal”. Break: El Zonte. Water temperature: average 29 degrees Celsius. Wave type: right point break and A frame beach break. Bottom: sand and rock. Best swell direction: south or southwest. And, of course, a link to the all-important surfline.com report, offering live conditions and forecasts.

All part of a three-year strategic regional development plan aimed at supporting young athletes and coaches from developing nations. A concrete example of how Olympic Solidarity works in partnership with IFs to build bridges between smaller NOCs and support the next generation. The programme “changed me”, 14-year-old Aiden Albada of Trinidad and Tobago said, adding, “At the start, I was a little bit nervous about communicating with the other kids due to my lack of Spanish, but in

the end, we would speak some Spanglish with some hand movements, and it turned out to work great. “Lots of surfing, learning and other activities like ice baths made this programme awesome for me.”

ISA President Fernando Aguerre said, “It’s part of our way of creating a better world through surfing.” About surfers and surfing: “From space, what is our blue ball, mostly? And the oceans, of course, are constantly in motion. Now, basic physics: what is a wave? Energy, right? How to tap into that energy, the primal energy all around us? If you are a surfer, the question answers itself. Ride the wave. This is the way.” This way meant bringing young people from six nations in the Americas – Uruguay, Venezuela, Panama, Ecuador, host El Salvador and Trinidad and Tobago, one boy and one girl from each. Along with the 12 young people came six coaches. The ISA supplied two coaching experts, Gustavo Corrales of Costa Rica and Marcelo Castellanos of El Salvador. Castellanos has been involved in coaching two Olympic surfers, Teresa Bonvalot

Happy campers at the Puro Surf academy: doing their part to create “a better world through surfing”.
Photo courtesy ISA

ISA Continental Youth athletes Development Programme 2022



of Portugal and Leilani McGonagle of Costa Rica. Also on hand: two professional athlete ambassadors, Bryan Perez, another Salvadoran, and Sofia Mulánovich of Peru. As Aguerre said, “It’s not every day you get to surf with, and be mentored by, a World Champion surfer like Sofia Mulánovich. As an Olympian and the first female-ever Latin American surfer on the World Tour, Sofia brought so much value and insight.”

Base camp: the Puro Surf Training Academy, which trains four ways – body, mind, technique, tactics – and a key element was, in surf speak, to try to “maximise skillsets” for all 12 ahead of the 2022 ISA World Junior Championships. Thus a focus on scoring potential, venue analysis, mental game, time management skills, video analysis and more. Days started at 6 a.m. Lights out: 8 p.m. Every afternoon: surf competition and judging. “We have been learning breathing techniques, working on planning a strategy and being thankful for what we have,” said 13-year-old Kellyani Flores of Venezuela. “With lessons on gratitude and respect

designed to build up their character, we know that these kids left not only as better surfers, but as better people,” Corrales said. “We hope,” Aguerre added, reflecting on this first edition, “it will inspire future generations of surfing Olympians to represent their nations at the highest stage. We know that it builds friendships and character, and love for our oceans.”

“With lessons on gratitude and respect designed to build up their character, we know that these kids left not only as better surfers, but as better people”

Gustavo Corrales, coaching expert, Costa Rica



STRONGER TOGETHER

Response to extraordinary circumstances

The year 2022 saw various crises and conflicts affect the NOCs. Olympic Solidarity and NOC Services focused on bringing support to preserve the autonomy of sport and allow athletes to continue training in the best possible conditions despite the challenges.

Afghanistan

The IOC Executive Board (EB) received a full report in December 2022 on the Olympic and sports Movement in Afghanistan since the Taliban regime came to power in 2021. The IOC EB strongly condemned the restrictions imposed by the Afghan authorities that prevent women and girls from practising sport. Despite repeated commitments from the Afghan NOC and sports authorities to ensure full compliance with the Olympic Charter and the Fundamental Principle of non-discrimination, developments in 2022 prompted the IOC EB to confirm that any support to, activities with and continued operations of the Afghan NOC in the

Olympic Movement would depend on: 1—Safe and inclusive access to sport being guaranteed for women and girls. 2—Afghan teams at international sports competitions including female athletes living in Afghanistan. 3—Afghan sports institutions belonging to the Olympic Movement addressing these issues, and being in a position to include women among the members of their governing bodies and at all levels of their management and administration. To date, the existing NOC of Afghanistan remains recognised as the only NOC in the country, as per its existing statutes and the Olympic Charter, as do the current NOC office-bearers, who were elected in April 2018.

Ukraine

The IOC established a Solidarity Fund for the Ukrainian Olympic community and sports movement in February 2022 following the Russian invasion. Its main objective has been to meet the urgent humanitarian needs of elite athletes, while also helping them to continue competing internationally by covering costs related to competitions, training camps, travel and accommodation. The fund was established with an initial donation of USD 1 million from the IOC and Olympic Solidarity, and a further donation of USD 500,000 from the European Olympic Committees (EOC). Following President Bach's visit to Kyiv in July 2022, the IOC added an extra USD 5 million, with a view to supporting athletes ahead of the Olympic Games Paris 2024 and the Olympic Winter Games Milano Cortina 2026. After a subsequent appeal to the wider Olympic Movement by the IOC President, further donations totalling more than USD 1 million were received from IOC Members, NOCs, IFs and Worldwide Olympic Partners.

Governance

Good governance is part of the Fundamental Principles of Olympism and serves to get the respect and confidence of all partners. One of the IOC's roles is to encourage the promotion of ethics and good governance in the sports movement. The Basic Universal Principles of Good Governance of the Olympic and Sports Movement, in particular transparency, responsibility and accountability, must be respected by all Olympic constituents. Support to NOCs on running their organisation based on these principles went on throughout 2022, under the leadership of the NOC Relations Institutional and Governance Services.

Democratic People's Republic of Korea

The suspension of the NOC of the Democratic People's Republic of Korea, imposed in September 2021 following its decision not to participate in the Olympic Games Tokyo 2020, came to an end and was lifted automatically on 31 December 2022.

Guatemala

The IOC EB suspended the NOC of Guatemala in October 2022. The suspension resulted from a decision by the Constitutional Court of Guatemala to provisionally suspend a number of provisions of the Guatemala NOC's Statutes and Regulations. The suspension means that the athletes of Guatemala can no longer represent their country and compete under the country's flag/name at the Olympic Games and other international multi-sports events. The NOC of Guatemala is no longer

entitled to operate as an NOC in accordance with its role as defined in the Olympic Charter, and will no longer receive any funding from the Olympic Movement until the suspension is lifted.

India

At the beginning of the year, the IOC EB received a report on the situation of the NOC of India highlighting the recurrent internal disputes and governance issues within the NOC. These issues caused delays in the holding of the NOC's quadrennial elections that should have taken place in December 2021 and affected the development of sport in the country. In view of the continuous internal disputes, governance shortcomings and continuing court cases, the IOC EB decided to issue a final warning and consider the immediate suspension of the NOC of India at the EB meeting in December 2022. The IOC Session, due to take place in Mumbai in May 2023 was postponed until October 2023. Significant progress was made by the NOC towards the end of 2022 to implement the agreed roadmap, including the adoption of a revised NOC Constitution aimed at improving its internal governance. NOC elections successfully took place on 10 December 2022 and a new President was elected. The IOC formally acknowledged the results of the elections and confirmed that the 2023 IOC Session would take place in Mumbai in October 2023.



Basic Universal Principles
of Good Governance of the
Olympic and Sports Movement



TOTAL IOC AND OLYMPIC SOLIDARITY SPENDING ON NOC MANAGEMENT AND KNOWLEDGE SHARING



STANDARD COMPOSITION OF NOC EXECUTIVE COMMITTEES



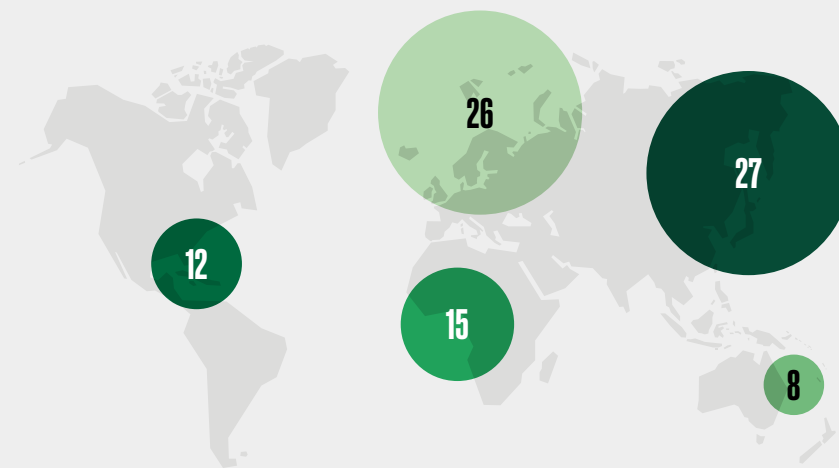
AVERAGE PERCENTAGE OF OF FEMALE MEMBERS ON NOC EXECUTIVE COMMITTEES



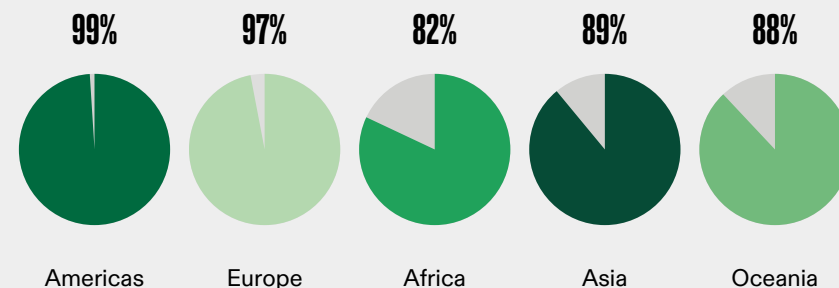
NOC STAFFING



Median number of employees by NOC per continent



Percentage of paid staff among NOC employees



Overall female staff ratio across all NOCs



NOC ELECTIONS, STATUTES AND EMBLEMS



39 NOCs held elections



15 NOCs reviewed their statutes

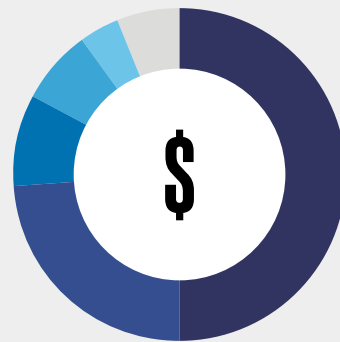


13 NOCs reviewed their emblem

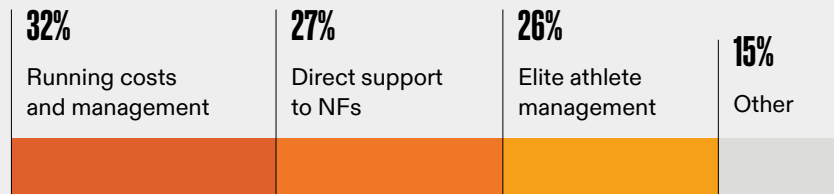


NOC REVENUE SOURCES

- **50%** Olympic Funding
- **24%** Government
- **9%** TOP Programme
- **7%** Sponsors & Donors
- **4%** National Lottery
- **6%** Other



NOC BUDGET ALLOCATION



Administrative Structures

The IOC Immersion Stay Programme for NOCs

In order to create a closer relationship with NOC staff members and improve our efficient work together, the IOC developed its Immersion stay programme for NOCs. This programme offers NOC staff members the opportunity to get familiar with the working processes of the IOC administration by spending 10 working days immersed in Olympic House in Lausanne, Switzerland.

The first edition of the IOC Immersion stay programme for NOCs took place from 28 November to 9 December 2022. Out of 21 applications from candidates meeting all the eligibility conditions for the programme, seven NOC staff members were selected from the NOCs of Australia,

Bhutan, Chile, Japan, Kenya, South Africa and Switzerland.

Participants worked closely with the IOC NOC Relations and Olympic Solidarity staff members. Depending on their function with the NOC, a peer learning process was also put in place with staff from other IOC departments. The programme allowed participants to familiarise themselves with the IOC operations in Lausanne, but also to exchange knowledge and best practices with IOC employees with similar functions and responsibilities.

Based on the success of this first edition, the IOC decided to continue the programme and offer this opportunity to NOCs twice a year as of 2023.

↓ The seven participants of the first IOC Immersion Stay Programme for NOCs in front of the IOC headquarters in Lausanne.





Across the continents



General Assembly
3–4 September 2022,
Santiago de Chile (CHI).
41 NOCs attending.

Athletes' programme
Panam Athletes' Forum
Mexico, 2–4 December
2022. Each NOC was
represented by an Athletes'
Commission and a junior
Panam Games athlete. The
Forum was live-streamed
for the first time on the
Panam Sports Channel,
allowing athletes to join
the discussions virtually.

Focus
Youth Athlete Preparation:
This programme provides
financial support to
NOCs, to directly support
any activities regarding
their youth and junior
athletes' preparation for
national, regional, and
international competitions
and multi-sport Games.



Athlete
Preparation
Programme
Guidelines



General Assembly
21 May 2022, online.
50 NOCs attending.

**Extraordinary Session of
the General Assembly**
20 October 2022, Seoul
(KOR). 52 NOCs attending.

Athletes' programme
ANOCA Athlete support
programme for Paris 2024:
provide preparation and
qualification support to
top-level athletes with
potential to qualify for
and perform well at the
Paris 2024 Games.

Focus
NOC Headquarters
programme: ensure NOCs
without any headquarters
are provided with new
headquarters to effectively
serve the Olympic and
sports movement in their
respective countries. Nine
NOCs were supported in
2022: Benin, Chad, Guinea
Bissau, Eswatini, Malawi,
Nigeria, Sierra Leone,
South Sudan and Tanzania.
NOC Games Preparation
Forum for Paris 2024:
8–12 July 2022
(English and French),
Entebbe (UGA).



General Assembly
4 October 2022,
Phnom Penh (CAM).
43 NOCs attending.

Athletes' programme
OCA Athlete-Centred Project
Fund: Targeting athletes'
commissions in Asia, the
goal is to incentivise them to
implement different activities
aiming to educate athletes
and help them enhance their
knowledge, as well as to
engage them in the sports
movement and have a voice.

Regional Games
Southeast Asian Games,
12–23 May, (VIE).
Gulf Cooperation Council
Games, 13–31 May, (KUW).

Focus
Youth Camp: The first youth
camp since 2019 took place
in Kuala Lumpur (MAS) from
15 to 21 August 2022. The
focus was on diving and
the camp was held at the
National Aquatic Centre in
Bukit Jalil.
NOC Games Preparation
Forum for Paris 2024:
5–6 December, Riyadh (KSA).



General Assembly
10–11 June 2022,
Skopje (MKD).
48 NOCs attending.

Athletes' programme
5th European Young
Olympic Ambassador
Programme, which took
place during the EYOF:
22 young ambassadors
and alumni promoted the
Olympic values and sport,
shared experiences and
activities with the young
athletes and inspiring them
to live the Olympic values.

Regional Games
2021 Winter EYOF
in Vuokatti (FIN).
2021 Summer EYOF
in Banská Bystrica (SVK).

Focus
Support to Ukraine:
Budget of USD 500,000
used in full cooperation
with Olympic Solidarity
to support the athletes
and the Ukrainian NOC
+ financial assistance to
NOCs helping Ukrainian
athletes and coaches.
NOC Games Preparation
Forum for Paris 2024:
2 October 2022,
Olympia (GRE).



General Assembly
30 April–4 May 2022,
Nadi (FIJ).
17 NOCs attending.

Athletes' programme
NOC Voices of the
Athletes projects. VOA
was activated at the NMI
Pacific Mini Games in
Saipan and at the FIBA
Melanesian Cup in Fiji.
5th Oceania Athletes'
Forum in Pacific Harbour
(FIJ).

Regional Games
Northern Marianas Islands
Pacific Mini Games,
17–25 June 2022.

Focus
Regional Development
Programme: This
programme assists NOCs
with the recruitment
and employment of
key personnel such
as Sports Education,
Finance and Sports
Development Officers.



General Assembly
20 October 2022,
Seoul (KOR).
203 NOCs attending.

Elections for the
term 2022–2026.
President:
Robin Mitchell (FIJ).
Senior Vice-President:
H.E. Sheikh Joaan
bin Hamad Al-Thani (QAT).

Athletes' programme
Development of a photo
project programme for the
NOCs with athletes not
finishing in the top places.

Focus
Adoption by the GA of
the ANOC Sustainability
Plan and Sustainability
Pledge: Commitment
by ANOC to reduce its
carbon emissions by
50 per cent by 2030 and
to reach net zero by 2040;
increase measurement
and transparency in
the monitoring of its
annual emissions;
ensure sustainability
is incorporated into its
operational processes.



“Sparkles in the darkness” for Afghanistan’s girls and women

The Olympic Movement unites to support female athletes and the whole sports community in the country

It so happened that the parade of nations at the Tokyo Olympic Games saw Greece go first, followed by the Refugee Olympic Team, followed – just four teams later – by Afghanistan. Nigara Shaheen, a judo athlete on the Refugee Team from Afghanistan, could see the traditional clothes of her nation’s athletes. Coaches from her home country called out to her to say, you should be competing for us. She felt differently. “I was so proud to be part of the Refugee Team,” she said. “Some people maybe don’t like the term ‘Refugee Team’. They would like to be part of their own country. For me, it felt like my own story.”

Nigara Shaheen’s story – an incredible tale of determination and persistence – is just one of dozens that has, from the beginning, since the Rio 2016 Games, helped shape the Olympic community’s unprecedented response to a world buffeted by conflict.

IOC support has been consistent. At the end of 2022, 52 refugee athlete scholarship-holders, from 12 countries, were living in 18 host nations, training for qualification in 10 sports. Nigara Shaheen is one of those. More are due to be announced.

In the case of Afghanistan in particular, support – since the fall of Kabul in the summer of 2021, days after the close of the Tokyo Olympics – has been not only consistent but unyielding, with a special focus on women and girls. “We are,” in the remarkable words of the Secretary General of the still-recognised National Olympic Committee, Yonus Popalzay, “the only sparkles in the darkness for the women in Afghanistan.” With the Taliban take-over, the IOC has called upon the highest authorities – formally since a meeting in Qatar in November 2021 – to reverse the restrictions imposed on women and girls in the country, and pushed for access to sport

for women and girls in Afghanistan. Talks are ongoing. Meantime, the IOC continues to directly support athletes and Olympic Solidarity scholarship-holders so they can train and compete.

In exile, the NOC has managed, again with IOC support, to keep at work. Afghanistan sent a 48-person team to the formally titled 2021 Islamic Solidarity Games, which – because of the pandemic – were actually staged in August 2022, in Konya, Türkiye. That team included women’s volleyball and handball squads. “I felt like a bird flying in the sky freely, and felt so proud,” said Nargis Mosavi, the volleyball team captain and a member of the NOC athletes’ commission. Added team manager Hanifa Arabzada, “The situation might get worse for women in Afghanistan, but I am so proud that I participated in the Islamic Games representing Afghan women among the 57 Islamic countries thanks to Olympic Solidarity and the NOC [of Afghanistan] standing by us.” In September 2021, the IOC President announced that all the Afghan athletes who had taken part in Tokyo 2020 were outside the country. Two winter sports athletes: also out. Out, too, were Popalzay and, separately, the NOC President. Ultimately, 300 people left on humanitarian visas, the IOC President saying, “It shows that quiet diplomacy works, and what effect it can have.”

Popalzay and his family are now in France. He was in Tokyo, at the Games, when he said, “I got a call from my wife. She said, it’s good you’re not here in Kabul because the situation is going to be very dangerous. Of course, she was very concerned, and when we returned to Kabul from Tokyo, half of Afghanistan was captured by the Taliban and within a week they trounced the entire country. “... Anything could happen at any

“The IOC showed strong and immediate solidarity. It helped, and evacuated us [...]. This is the power of the Olympic Movement [...].”

Yonus Popalzay, Secretary General of the still-recognised NOC of Afghanistan

time. The IOC showed strong and immediate solidarity. It helped, and evacuated us with the support of the UCI President, the minister of foreign affairs of France and Paris 2024. This is the power of the Olympic Movement, led by the IOC.” “We felt so much relief. We had no fear. We felt safe.” Track and field sprinter Kimia Yousofi, now in Australia, was the Afghanistan flag-bearer at the Tokyo Games. “We are so happy we are in a safe place,” she said. “That’s the best thing.” She was asked a moment later for clarification – about what is the best thing: “The Taliban want me and other girls to give up on our dreams. We want to continue.”

To be clear, IOC support has not been limited to those out of Afghanistan. In late 2021, the IOC approved an aid package of up to USD 560,000 to benefit up to 2,000 people in-country, USD 265 per person, with priority given to women and



girls. Eligible: national sports team elite athletes and coaches, plus national federation officials still in Afghanistan. The IOC said it would work with the UNHCR to deliver the aid. Meanwhile, World University Services of Canada (WUSC)'s Student Refugee Programme had resettled three refugee athletes from Rio 2016: Rose Nathike Likonyen, Paulo Amotun Lokoro and James Nyang Chiengjiek. These three, as it happens, are also among the 44 Scholarship-holders aiming for Paris 2024. Now WUSC stepped up to help Nigara Shaheen.

After Tokyo, Nigara returned to Peshawar, Pakistan. At the Games, she had injured her shoulder. Upon returning to Pakistan, she was not greeted with any accolades of any sort. None. She was hurt. And covered up from head to toe, afraid of retribution for competing at the Olympics with her hair uncovered. For months on end, she essentially did not leave the house, because it was deemed unsafe. "Look at me! I'm an

Olympian! Look at what I have achieved," she said, "and I can't even show my face!" She added, "For a year, I could not go out. A year. Me. My mom. My dad. We lived with my aunt. One year in Pakistan. I couldn't train. I couldn't study. I couldn't do – anything." Consider: Nigara Shaheen, 29, already had a bachelor's degree in political science and a master's degree in international trade and entrepreneurship. She is forever an Olympic athlete. And she was locked away.

Finally, WUSC called with the good news. In the late summer of 2023, Nigara Shaheen is due to receive a third degree, from Centennial College in Toronto, in international development. Paris 2024? "I'm trying my best. I think I'm much more prepared this time." None of it – nothing – would be possible without IOC and Olympic Solidarity support, she emphasises: "There is a team. A support system. I belong to that team. I have," she said, "a sense of belonging."



Nigara Shaheen:
The Refugee Role
Model who made it
all the way to the
Tokyo 2020 Olympics

"Some people maybe don't like the term 'Refugee Team.' They would like to be part of their own country. For me, it felt like my own story."

← Showing her face and showing the way: Nigara Shaheen, aiming anew for the Olympic Games Paris 2024 as part of the Refugee Olympic Team athlete.
Photo courtesy © UNHCR/Cole Burston

Nigara Shaheen, Judo,
Refugee Olympic Team athlete
from Afghanistan



Ukraine Solidarity Fund: “Sport ... bringing people together”

Joint action to support the Olympic and sports community

Vladimir Lebedev competed for many years, for the Russian team, in freestyle aerials skiing. In 2006, at the Torino Winter Games, he won a bronze medal. Enver Ablaiev competed at three Winter Olympics for Ukraine, in freestyle aerials skiing, in 2002, 2006 and 2010. Stanislav Kravchuk, also from Ukraine, competed at four straight Winter Games, 1998 to 2010. In Salt Lake City in 2002, he finished fifth in aerials. The Russian, the Ukrainian – they are good friends. More, like brothers.

By the summer of 2022, the Russian was the head aerials coach for the U.S. freestyle ski team, based in Park City, Utah, near Salt Lake. Ablaiev was by now head coach of the Ukraine team; Kravchuk, the assistant coach. The Ukrainian team needed a place to train. Hello? “This initiative – we saw a need,” said Chris Hilton, president and chief operating officer of the Utah Olympic

Artistic swimmers from Ukraine took part in a month-long training camp through a joint initiative between the IOC, World Aquatics and the Turkish NOC.



Legacy Foundation, which runs the 2002 Games venues. “We made an offer to Sergii,” meaning Sergii Bubka, overseeing a far-reaching 2022 effort to meet the needs of Ukraine’s athletes and sport staff. “This is what we need to do more of in this world.”

In February 2022, as the war broke out, the IOC set up a “Solidarity Fund for the Ukrainian Olympic community”, in accord with Olympic Solidarity, the European Olympic Committees and a task force led by Bubka, the athletics great, IOC member and then President of the NOC of Ukraine (in office until 17 November 2022). That fund has since grown some USD 7.5 million, with an eye toward the Games in Paris in 2024 and Milano Cortina in 2026. It already has helped some 3,000 athletes and coaches. In all, more than 115 requests for funding have gotten a green light. “Everyone has been really supportive, from President Bach and all the team, in this challenging time,” Bubka said. “In the end, when you see the work, to give hope, to solve certain problems, to give athletes the chance to compete – this is amazing.”

The fund has underwritten projects around the world. Consider: a joint initiative between the IOC, World Aquatics and the Turkish NOC saw 17 artistic swimmers and eight officials from Ukraine take part in a one-month – a full month – training camp in October 2022 in Antalya, Türkiye. In December, the United States Olympic and Paralympic Committee (USOPC) and USA Wrestling welcomed the Ukraine women’s freestyle wrestling team to their home base in Colorado Springs for a camp in preparation for the UWW freestyle World Cup a few days later in Iowa. “The American team welcomed us very kindly,” said Ukrainian Oksana Livach, who

wrestles at 50 kilograms, said. In Iowa, the Ukrainians went on to win, defeating China, 6–4 – a historic first-ever win for Ukraine at the women’s World Cup.

Before the World Athletics championships in Eugene, Oregon, a slew of hugely complex arrangements were nailed down so that 37 Ukrainian athletes and nearly a dozen staff could spend two full weeks at the official USOPC training centre in Chula Vista, California. The programme included U.S. visa support, housing, meals, ground transport, access to the training facilities and sports medicine, therapy and more. “They were one of nine countries training here,” said George Bauernfeind, the center’s chief sales and marketing officer. “In the dining hall, and I get choked up talking about this, to see these people and the other athletes embracing them – you know most teams wear their uniforms in the dining hall and around, just clapping for them. It was so impactful.”

And then, in May and June, the aerials team – along with the Ukrainian curling team – came to Utah. “Their team,” the aerials team, “shows up at Utah Olympic Park and, you know, we have a museum. We have a picture there from 2002. It’s Stas,” Kravchuk, Ukraine’s assistant coach. Everyone crowded around to take a look: “He goes – that’s me. That’s me right there.” For the next several weeks, Hilton said, “We had the U.S. team with a Russian coach, and the Ukrainian team, training, together. Everyone got along.” Now Kravchuk is bringing his wife, Andriyana, and teenage son, Nazar, to Park City. He opted to join the U.S. team as assistant coach. So: The U.S. team’s head coach is Russian. His assistant coach is from Ukraine. “In the midst of this war,” Hilton said, “sport [is] bringing people together.”



Change takes work. Changemakers must be made

When bringing National Course Directors together benefits a whole region

Common learning increases common understanding among sports administrators. That's – common sense. National Course Directors (NCDs) are in charge of organising Olympic Solidarity's Sports Administrators Courses. To do that, they need to be trained and certified through a train-the-trainer type of course.

For several years, the National Olympic Committee of Sri Lanka, with the financial and logistical support of Olympic Solidarity, organised such train-the-trainer training for their own NCDs. Knowing other NOCs are not able to run Sports Administrators Courses because of a lack of certified NCDs, they invite others, including Bhutan and Mongolia. This course proved hard work: 31 hours across five days. Topics: Aristotle's concept of "praxis", or the melding of theory with practice to yield thoughtful, practical doing or, put another



↑ Participants from Sri Lanka, Bhutan and Mongolia at the train-the-trainer National Course Director initiative organised by the NOC of Sri Lanka.

➤ Top: The programme involved 31 hours of coursework across five days. Below: The emphasis was on real-world difference-making. "In sport, you have to get to the point." Photo courtesy NOC Sri Lanka



"It was a very great experience, learning experience. I'm now ready to share my knowledge when I go back to my country."

Chimeddorj Amarsanaa,
Mongolian Olympic Committee



way, goal-directed action; why learners, especially adult learners, learn best through experience; using audio and video aids effectively; experience and practice as keys to facilitation; and, perhaps key, defining success as "respecting austerity, modesty and amiability".

To go back to Aristotle, in our real world, change usually doesn't just – happen. It typically takes planning, resource, goodwill, teamwork and, again, hard work. It also recognises up-and-coming talent; transfers a wealth of knowledge; empowers all involved; and builds community, both locally and beyond. Like at this seminar. This NCD training is a next-step – a real-world education, if you will. "Academically, when you are in the university, when you make a presentation, it's totally different," Bhutan's Jigme Thinley said, meaning it can be – is even

encouraged to be – long and winding. In sport, you have to get to the point, engage your audience, understand that they have limited time and, most probably, attention. Again, in his words: "In sports administration, it needs to be different." Chimeddorj Amarsanaa, who serves on the executive board of the Mongolian Olympic Committee, said, "It was a very great experience, learning experience. I'm now ready to share my knowledge when I go back to my country."

Thinley said he has already done just that. He and two others at the Bhutan NOC, who went through the same programme in Sri Lanka a few years beforehand, took what they had learnt and delivered a course for office administrators at the local level. How did it go? He smiled. Because common learning increases common understanding: "It went well, actually."



Türkiye: making a difference for refugees

A MEMOS thesis turns into a real-life project

Refugee crises are among the greatest humanitarian challenges of our time. The United Nations estimates that some 3.6 million people from Syria alone have fled years of violence. A Türkiye interior ministry figure indicates that one million of the refugees in Türkiye are between the ages of 4 and 17. School? Language? Culture? How to help them adapt? Where to start? The Olympic Refugee Foundation has launched a multiparty project now underway in several Turkish cities. It aims to use sport as a pathway to reach more than 37,000 children and young people. Other key stakeholders: the state ministry of youth and sports, UNHCR Türkiye, the Turkish National Olympic Committee and a Turkish NGO, the Association for Solidarity with Asylum Seekers and Migrants (ASAM). Common sense: to bring this many parties together requires confidence the initiative will produce results. In this case, where could such confidence come from?

The story behind the story: a brilliant final thesis from the MEMOS XX class of the executive masters' programme in sports organisation management supported by

Olympic Solidarity. Founded in 1995 and enjoying strong IOC support ever since, the programme is available to managers from a wide range of sports organisations. Olympic Solidarity assists MEMOS students endorsed by their NOC by covering the tuition fee and providing a participation subsidy. How often does it happen that a paper makes the leap from academia to real life? This one did.

Written by the Turkish scholar and academic Tuğçe Örsöğlü, the 44-page thesis, "Reaching beyond the border: Syrian refugee children and Olympic education", details the impact of a far-smaller programme in the years 2016–2020 in the south-central Turkish city of Gaziantep, roughly 100 miles north of Aleppo, Syria, a major refugee waypoint. There, the Turkish Olympic Committee, joined by the city and, ultimately, the German Olympic Sports Confederation (DOSB), which worked with the Bonn-based German development agency, GIZ, joined local and Syrian children in karate, taekwondo, wrestling, basketball, volleyball, badminton, gymnastics, judo and archery. The final year saw 200 Syrian and 300 Turkish kids working

with 10 trainers. As Örsöğlü, who would go on to earn her doctorate from Ankara's Gazi University on the topic of refugees and Olympic education, would write in her MEMOS master's thesis: "... Syrian children who had looked nervous and shy began to smile, in time." And: "... a slogan was adopted for the programme: 'From crying faces to smiling faces.'" Can every crying face be turned into a smile? Probably not. With millions displaced, is reaching thousands, as the authorities are seeking to do now, a panacea? Of course not. A brutal reality: the earthquake in Türkiye in 2023 all but destroyed Gaziantep. For all that: any spark of goodness in our fragile world is worth pursuing, right?

The ministry knew the Gaziantep run had produced concrete results, and the Turkish Olympic Committee knew about her and her work. "It was a really good project," Örsöğlü said. Now comes a scaled-up variation: across the country, several cities. Örsöğlü said, referring to the Gaziantep

project, "It was good for the children and for their families. The families were scared. They are scared of something bad happening, something their children might face in Türkiye because they don't know each other, Turks and Syrians. Then their children came together, and they saw. Everyone saw. Their children were safe in the sports hall."

"Syrian children who had looked nervous and shy began to smile, in time."

Tuğçe Örsöğlü, Turkish scholar and academic, MEMOS XX graduate

↓ A worthy goal: to turn every nervous and shy face into one with a beaming smile, like so many of these. Photo courtesy Turkish NOC





OLYMPISM EVERY DAY, EVERYWHERE

Olympic Refugee Foundation (ORF)

In the first half of 2022, the ORF continued to support young people affected by displacement in six countries (Colombia, Jordan, Kenya, Türkiye and Uganda). It also launched new programmes in Bangladesh (February 2022), to support young people displaced by climate change; and France (March 2022) to support young refugees in the Paris and Seine-Saint-Denis region including Ukrainian refugees; and it scaled up the programme in Türkiye (May 2022), focusing on improving the social inclusion and cohesion of refugees and local Turkish communities.

The ORF also took over the management of the IOC Refugee Olympic Team, acting in a similar way to a traditional NOC and working closely with all stakeholders, in particular Olympic Solidarity, to implement the Refugee Athlete Scholarship programme and engage with IFs and NOCs to support refugee athletes.

The ORF continued to convene the Sport for Refugee Coalition with the UNHCR and Sport Foundation, host a Community of Practice with sport for protection practitioners, and develop and publish resources and papers through its Think Tank, focusing on the nexus of mental health, sport and displacement.

Notably, the Olympic Refugee Foundation and the Refugee Olympic Team were awarded the prestigious 2022 Princess of Asturias Award for Sports, for exemplifying the values of sport and representing a message of hope for the world. The Award was presented by the King and Queen of Spain during a ceremony in Madrid on 28 October 2022.



ORF and IOC Refugee Olympic Team receive 2022 Princess of Asturias Award for Sports



Mohammad Amin Alsalami, the long jumper who now has a running start on Paris 2024 (ORF Annual Activity Report 2022, p.45)

Olympism365

The Olympism365 strategy brings together IOC initiatives and partnerships aimed at strengthening the role sport and Olympism play in society as an enabler of the SDGs into one aligned strategy. Its implementation began after the Beijing 2022 Games.

Highlights of the four Olympism365 portfolios include:

Sport, Health and Active Communities:

The IOC and its partners are using sport to improve people's physical, mental and social health, and well-being. These efforts were spearheaded by a new joint programme between the IOC and the World Health Organization launched in 2022 and aimed at strengthening the role of sport in contributing to a 15 per cent reduction in physical inactivity by 2030.

Sport, Education and Livelihoods:

The IOC and its partners are helping develop transferable skills among young people through sport, and increasing access to education, employment and entrepreneurial opportunities. The reach of the Sportic programme had extended to 10,000 young people across Argentina, Colombia and Ecuador. Additionally, 166 future Olympic Values Education Programme implementers were trained by the Olympic Foundation for Culture and Heritage to deliver educational programmes around the Olympic values.

Sport, Equality and Inclusive Communities:

The IOC and partners are helping improve equality, diversity and inclusion across communities. For example, Olympafrica Foundation's new O!YES programme was launched in 40 Olympafrica centres. While the One Win Leads to Another programme, which supports the provision of safe spaces to engage girls and women through sport in Brazil and Argentina, supported 3,973 trainers, teachers and community leaders and 168 community and education institutions.

Sport, Peace and Safe Communities:

The IOC and partners are helping increase cooperation across the criminal justice and sport sectors to mainstream sport in youth crime prevention strategies and policies,

for example through the new Sport against Crime: Outreach, Resilience, Empowerment (SC:ORE) joint initiative between the IOC and the UN Office on Drugs and Crime.



Olympism365 website

Olympic Day

In 2022, with the world in need of togetherness, the IOC and the Olympic Movement used Olympic Day to highlight the power of sport to bring people together in peace. People around the world were encouraged to #MoveForPeace through a range of local physical and digital activities, and to share how they were moving on social media using the #MoveForPeace and #OlympicDay hashtags.

Efficient collaboration between the NOC Relations, Communications and Digital Engagement and Marketing departments ahead of 23 June made it possible to share all relevant information with the NOCs for them to support the IOC digital campaign for Olympic Day, #MoveForPeace. As a result, 97 per cent of all NOCs engaged with social media networks on the subject of Olympic Day.

A record number of 166 NOCs (80 per cent) celebrated Olympic Day, with almost 3.5 million people around the world joining the celebration.



OLYMPIC VALUES PROGRAMME

Overall budget
USD 6.25M

120

NOC projects supported focusing on community cohesion, health and well-being, the Olympic values, and sustainability



PROMOTION OF OLYMPISM & OLYMPIC VALUES



91%

of NOCs have programmes to promote Olympism and the Olympic values



OLYMPIC DAY



#MOVEFORPEACE

digital campaign reshared by 117 NOCs

3.5

million participants

166

NOCs celebrated Olympic Day



OLYMPISM 365

Sport for a better world. Every day. Everywhere.



MOVE NOW MOVE 365

launch of a research project involving **5,000 young people and 2,000 parents** to highlight the transferable education and employability skills young people **develop through sport**



+



World Health Organization

three-year IOC and WHO technical **cooperation project** started on sport, health and active communities

17



IOC departments contributing to the delivery of the **O365 strategy**



Olympic Refugee Foundation



96,188

young people affected by displacement funded through safe sport programmes



74

safe sport spaces created, refurbished or enhanced



90%

decrease in young people reporting symptoms of depression and anxiety (Uganda programme – Game Connect)



Arrows for Peace: “We shoot to score. Not kill”

Celebrating the Olympic values in Kenya

In East Africa, cattle rustling – that is, stealing – is alive and very well. Rustling is linked to climate change, a knock-on effect from food shortages that can then see one tribe killing another’s cattle. More, it’s big business, an entrepreneurial crime estimated to cost the region north of USD 25 million per year. And for all that, these modern-times cowboys prefer bows and arrows. What if the National Olympic Committee of Kenya (NOC-K) could take that sharpshooting talent and re-direct it away from violence and conflict? Toward – sport? Archery? Kenyans are famed the world over for running. For their legs. How about their – hands?

Thus was launched over several months in 2022, in and around Kenya’s several provinces, an initiative called Arrows for Peace. The NOC-K President, Paul Tergat, an IOC member, and himself a legendary runner, called Arrows for Peace “revolutionary and exciting in its innovative approach to sport”. It’s not just because Kenya might soon enough develop

Esther Tomoina, from Ewaso, Kajiado County, Kenya: “I want to use my talent to stop the war in my community.”



Olympic-class archery talent, though the NOC-K is upfront about that. Arrows for Peace is driven by a foundation overseen by a woman: Irene Limika, a Kenyan national steeplechase champion. Another woman, NOC employee Susan Adhiambo, helps Limika direct the programme. And in a warrior culture, indisputably male-oriented, Limika and Adhiambo are upfront about encouraging girls and women, too, to take up bow and arrow. For sport.

“Arrows and bows – men are allowed to hold them in my communities,” Limika said. “Women traditionally are not allowed. I am breaking another world.” Moreover, as the NOC President observed in the field, “These female archers are very good, and now they are using arrows for sport and it is very good.” Tergat thinks this project may even change the local economy: “It’s a transformation, also because we use the local craftsmen to produce the arrows.” Esther Wakhiya from Bungoma County, in western Kenya, said, “I’m viewing sports quite differently from what I thought. Who knew arrows can be a sign of peace? Not from this place!”

The 2022 project operated in three pieces. In February, a see-how-it-goes “pre-activity” was organised in Kajiado, about 80 kilometers south of Nairobi, on the way to Tanzania and Mount Kilimanjaro. Lessons learnt, follow-up camps were

held in the famed Rift Valley, one in June and a second in September. Each ran for three days, ending in a competition. Evenings were given over to workshops on the Olympic values. Overarching point: to reach experts in violent thieving so they might – could – return to “particularly peaceful coexistence in their communities”. Adhiambo said, “We told them, ‘You’re playing with weapons. What if you get shot?’ They said that would be OK. Can you imagine someone with that sort of attitude? They have no fear. These are kids – 14, 15 years old. “We saw this is something we need to address. If this is the attitude of a kid, imagine when they become adults?” How many were reached? From “grassroots sport”: 100 men, 60 women. From the “general public”: 200 men, 200 women. “Senior citizens”? Two men, 20 women.

For the organisers, the next step is for government – or an NGO – to pick up on the programme’s reach. Adhiambo: “Everyone keeps coming back to us, saying, ‘When can we do this again?’” For Paul Tergat, it is clear that his NOC will remain committed so that Arrows for Peace doesn’t stop here: “We hope this project will continue for many years, and I want to thank Olympic Solidarity for supporting us, which is a key thing because it’s a project that is going to grow, and we’re hoping that going forward we will produce a lot of champions in archery.”

Kibuku hosts second Arrows for Peace archery training and competition (Citizen TV Kenya)



Arrows for Peace: Using Archery to foster cohesion (KBC Sports)



Bomet emerge victorious in the inter counties Arrows for Peace archery competition (KBC Sports)



Baringo warriors trading arrows for archery sport (Citizen TV Kenya)





O!YES: changing minds in Africa with a programme proven to work

An Olympafrica programme for girls and boys

The International Olympafrica Foundation (FIO) marks, without question, one of the great – if largely unheralded – success stories in what IOC President frequently calls our “fragile” world. Created in 1989, it now has expanded significantly, to more than 40 centres in 35 countries, most in sub-Saharan Africa. Operating under the auspices of the Association of National Olympic Committees of Africa (ANOCA), Olympafrica’s core mission is elemental – to give young people access to sport and use it as a means to grow social, economic and educational opportunity. Each centre

has, of course, its own characteristics, but the aim is the same: empowering the youth from local communities through the three key Olympic values – friendship, excellence and respect. Or as the foundation’s motto puts it: “Bridging the gap, speaking sport, building peace”.

Now comes an initiative, O!YES, that is the only – the only – one common to each centre, offering sports – football, athletics, basketball – and more, workshops and beyond, to girls and boys aged 10 to 15. For this first edition, 58,000 children will join the programme. Beyond? For instance, recycling waste to make sports equipment like rackets. Or balls. O!YES, which stands for “Olympafrica Youth Empowerment through Sport”, marks the legacy programme of the Olympafrica FutbolNet Cup, which ran from 2014 to 2020. The IOC has helped back the FIO financially for more than 35 years and supported it in offering activities across the entire network of centres.



What happens at an O!YES programme on a day-to-day basis may seem simple enough – a game of, for example, basketball. But the aim is profound: it is nothing less than to change the mindset of the young people involved. To empower them. To give them a feeling of agency over their lives by letting them set up their own rules of the game. Too, a sense of belonging – to something bigger than themselves. To a larger movement. You score, you win one point. You show solidarity with your teammates, you win two. Does this happen overnight? Of course not. Are the changes long-lasting? Only time will tell. Is there promise? “Most of the kids who are participating are becoming young leaders in their community,” said Ndiaté Sall, the programme manager at the Olympafrica Foundation. “Working with younger kids. Passing on to them what they have learnt from our programmes. That’s what we’re looking for!”

Listen: “I like O!YES because,” said one participant, “because I have my favourite sports and, also, I meet my best friends.” Another, asked what the programme brings him: “Courage. Because before I was staying in my comfort zone. I was staying by myself. Now, I have friends and play with them. I make an effort.” Not only that, at home, “I’m helping my mum and dad. Before, I was too lazy. So – thanks to the O!YES programme.” To that end, the parent of three kids taking part: “When they come back home after practising sports, they are always talking about the programme. What I really enjoy about the programme is the educational side. One of my children ... is usually really shy. I can see the difference since she has been in the programme. She is much more relaxed, much more confident.”



“My children talk a lot about these three values: respect, solidarity and effort. For me, these are indispensable values in everyday life. I would like to thank Olympafrica for all the effort they put into our children.”

A mother of participants

← Participants in Mozambique,
↑ Uganda and Cape Verde.



Chile: from small things, one day big things come

In Chile, when sport makes neighbourhoods better places to live in

Among his hundreds of songs, Bruce Springsteen wrote one that aptly describes a *Deporte para todos 2022* – Sport for All Project – in Chile: from small things, one day big things come. In the streets, barrios and communes of this South American nation, the population skews young. In the capital of Santiago, for instance, in the commune of Cerra Navia, Spanish for Navia Hill, 21 per cent of the people there, are aged between 8 and 16. Squeezed into 11 square kilometres on the city’s north western side: nearly 150,000 people.

This is a capital that is due in October and November 2023 to play host to the Pan-American Games. In the communes, yes, resources may sometimes be scarce. But as Francisca Gallardo, Executive Director of the Sports Corporation of Cerro Navia put it, sport and physical activity are a “fundamental tool,” one endorsed in its “priorities for the corporation and the

“We believe that is essential to be able build this alliance with the COCH and the IOC, since it allowed us to continue advancing in this path of installation of sports culture in our commune.”

Francisca Gallardo, Executive Director of the Sports Corporation of Cerro Navia, Chile

➤ At the Shogai Judo Club in the commune of Nuñoa, the Chilean Olympic Committee grew the training space to 10 tatami mats, enrolment is up and the members are “very grateful and excited”.

municipality”. This is why the Chilean Olympic Committee (COCH) launched a programme in cooperation with three community institutions – the Sports Corporation of Cerro Navia, the Shogai Judo Club of the commune of Nuñoa in north-eastern Santiago and the Ganémosle a la Calle foundation. It is one of the 138 NOC initiatives supported worldwide by the Olympic Solidarity Values programme in 2022. All these initiatives have at their core that sport can help build a better world, with this “fundamental tool” offering physical, mental and emotional benefits, including education, team-building and social inclusion.

In Cerro Navia, any number of risk factors threaten to pull young people into delinquencies or worse. Logically, then, for those in the three institutions – sport offered a known constructive way away. The foundation’s eight sports centres run daily workshops in basketball, football, dance and more for roughly 1,000 young people. Across the board, there was active involvement in championships in what the foundation calls its Shalom League – “shalom” is the Hebrew word for “peace.” Girls’ basketball? Participation levels up 30 per cent. In basketball in particular, centre coordinator Ignacio Bellolio said, “it has allowed us to grow with higher standards, to keep the team motivated since they see possibilities of high-level improvement,” which, he added, “they ask us for daily.”

The judo club was only one year old. Now it boasts 45 students between 4 and 15, 30 of them actively doing judo, and another 30 signed up who are 15 and older, 20 of those actively doing judo. In all, enrolment was up in 2022 by 15 per cent. The Chilean Olympic Committee’s contribution grew the training space to 10 tatami mats, and



Gloria Folchi, the club’s vice president, said they were “very grateful and excited.” In Cerro Navia, the offerings range from table tennis to wrestling to badminton to beach volleyball. Table tennis? Some 30 players. Wrestling? The “enthusiasm and participation have been constant and with a high call,” Gallardo said.

In all, across the three institutions, the COCH says, the initiative figures in 2022 to have reached 2,380 young people. In the near term, the plan is to expand to 6,000, into the centre and south of the country. Then, by 2030, be nationwide, with links and alliances across 15 sub-offices that can work with at least 20,000 children and young people. Gallardo, once more, reflecting on the 2022 launch of the initiative: “We believe that is essential to be able to build this alliance with the COCH and the IOC, since it allowed us to continue advancing in this path of installation of sports culture in our commune.”

FINANCIAL STATEMENTS

Thousands of USD	2022	2021
Previous Years' Programmes		
Managed by Olympic Solidarity	(343)	(407)
Managed by Continental Associations	642	-
	299	(407)
Current Year's Programmes		
Continental Programmes		
Association of National Olympic Committees of Africa	9,257	7,982
Panam Sports	10,025	10,025
Olympic Council of Asia	10,973	10,923
European Olympic Committees	12,105	11,185
Oceania National Olympic Committees	6,233	6,288
Association of National Olympic Committees	4,000	4,000
	52,593	50,403
Olympic Solidarity World Programmes		
Olympic Scholarships for Athletes	14,659	15,237
Team Support Grants	3,398	2,094
Technical Courses for Coaches	2,956	973
Olympic Scholarships for Coaches	2,311	1,091
NOC Athletes' Commission Activity Grant	763	578
Athlete Career Transition	466	267
Continental Athlete Support Grant	4,336	1,226
Youth Athlete Development	2,280	1,082
Development of National Sports System	1,594	654
Refugee Athlete Support	821	723
Olympic Values Programme	5,519	3,620
NOC Administration Development	11,304	9,385
National Courses for Sports Administrators	1,069	912
International Executive Courses in Sports Management	842	443
NOC Exchanges	241	60
Forums and Workshops	1,414	-
Special Projects	3,095	1,582
	57,068	39,927
Technical Support Services	2,919	3,224
	112,580	93,554
Olympic Solidarity Programmes 2022	112,879	93,147

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