ANOC

VISION 2026–2030

Mustapha Berraf’s vision for the ANOC Presidency

ONE OLYMPIC FAMILY. ONE SHARED FUTURE.

Building a stronger, more united and more influential ANOC

ANOC brings together 206 National Olympic Committees across five continents, united by sport and the Olympic values. Many face operational, financial and technological barriers. ANOC will listen to every NOC, unite all continents and lead through service, giving every committee a stronger voice and practical support.

Strengthen All 206 National Olympic Committees

Work with the five Continental Associations to tailor support to regional needs, prioritising NOCs with the most limited resources. Expand access to resources and opportunities through shared services, knowledge exchange and strategic partnerships. At the start of the mandate, every NOC will be invited to identify its most urgent needs. ANOC will report annually to the General Assembly on the support provided and the results achieved.

Unite

Position ANOC as a unifying, constructive and respected partner in international sport. Ensure every NOC has an equal voice. Work with the IOC, Continental Associations and International Federations to bring NOC perspectives into key decisions early. Safeguard NOC autonomy under the Olympic Charter and uphold transparent, ethical governance.

Support

Put athletes at the heart of ANOC’s work and help NOCs build sustainable pathways to sporting performance. Work with Continental Associations, International Federations and Olympic Solidarity to expand access to training camps, sports science and technical expertise. Help smaller delegations prepare for major Games through practical support with travel planning, accreditation and on-site logistics. Give athletes a voice in decisions and support dual careers, wellbeing and career transition.

Inspire

Open leadership pathways for women and young people through the ANOC Women’s Network and Next Generation Network. Recognise athletes, coaches, teams and volunteers. Use sport to advance peace, inclusion, dialogue and environmental sustainability.

Innovate

Expand access to shared digital tools and practical training, prioritising NOCs with limited resources. Use emerging technologies, including responsible AI, to improve NOC operations, administration, communications, public engagement and sports performance analysis. Diversify ANOC’s non-Olympic revenue through strategic commercial partnerships, sustainable flagship events and new revenue-generating initiatives, and reinvest the proceeds directly in support for NOCs.

Leadership at ANOC is a responsibility of service. If entrusted with your support, I pledge to govern with transparency, respect the vital role of every Continental Association, and ensure that every single one of our 206 NOCs feels valued, heard, and empowered.

Together, let us strengthen our network, unite our voice, and serve the future of Olympic sport.

Unity in purpose. Strength in representation. Excellence in service.

MUSTAPHA BERRAF

CANDIDATE FOR THE ANOC PRESIDENCY

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