



ANOC VISION 2036

One Olympic Family
One Shared Future

206 National Olympic Committees | 5 Continents | One Common Vision



STRONGER
TOGETHER



EMPOWERING
ATHLETES



CONNECTING
CONTINENTS



LEADING
INNOVATION



BUILDING
SUSTAINABLE
LEGACIES

ANOC PRESIDENTIAL
CANDIDATE 2026

BERRAF MUSTAPHA

Member of the International Olympic Committee
President of the Association of National Olympic
Committees of Africa (ACNOA)





ANOC

VISION 2036

206 NATIONAL OLYMPIC COMMITTEES.
FIVE CONTINENTS.
ONE SHARED RESPONSIBILITY.



Mustapha Berraf

Member of the International Olympic Committee
President of the Association of National
Olympic Committees of Africa (ANOCA)
Candidate for the Presidency of ANOC

*Serving 206 National Olympic Committees.
Uniting Five Continents.
Preparing the Future.*



206
INITIATIVE 206

Ensuring that each of
the 206 National Olympic
Committees has equitable
access to services, opportunities,
expertise and the full benefits
of the Olympic Movement.

FIVE STRATEGIC PILLARS FOR 2036

1



**STRENGTHENING
ALL 206 NATIONAL
OLYMPIC COMMITTEES**

Institutional Capacity
Good Governance
Solidarity

2



**PLACING ATHLETES
AT THE HEART OF
EVERY DECISION**

Athletes
Youth
Women's Leadership

3



**DRIVING DIGITAL
TRANSFORMATION**

Digitalisation
Artificial Intelligence
Innovation

4



**PREPARING
FUTURE
GENERATIONS**

Climate Action
Sustainability
Legacy

5



**UNITING
THE FIVE
CONTINENTS**

Cooperation
Representation
Dialogue

“

*The twenty-first century will not belong to any single continent.
It will belong to those who choose cooperation over division
and partnership over isolation.*

”

THREE HORIZONS TOWARDS A LASTING LEGACY



**2027-2030
THE TIME FOR
TRANSFORMATION**

Implement.
Reform.
Support.
Deliver.



**2031-2034
THE TIME FOR
CONSOLIDATION**

Evaluate.
Refine.
Accelerate.
Strengthen our collective impact.



**2035-2036
THE TIME FOR
LEGACY**

Unite.
Inspire.
Empower.
Building an enduring future
for every National Olympic Committee.

OUR CORE VALUES



INTEGRITY
Leading with ethics
and transparency.



SOLIDARITY
Leaving no National
Olympic Committee
behind.



INNOVATION
Thinking differently.
Acting boldly.



RESPECT
Celebrating diversity
and strengthening
unity.



EXCELLENCE
Pursuing the highest
standards in service
to the Olympic



MUSTAPHA BERRAF

Member of the International Olympic Committee

President of the Association of National Olympic
Committees of Africa (ANOCA)

Candidate for the Presidency of the Association of
National Olympic Committees (ANOC)

HONOURABLE PRESIDENTS, HONOURABLE MEMBERS, DEAR FRIENDS,



There are encounters that shape an entire lifetime.
For many of us, that encounter was with sport.

Long before the responsibilities we have the privilege of exercising today, sport taught us that true victory is never measured solely by the outcome, but by the manner in which it is achieved. It taught us that respect always precedes victory, that excellence is a lifelong pursuit, that friendship transcends borders, and that the greatest achievements are born of shared commitment.

These values have guided me since my earliest years.

I lost my father at a young age.

From the age of eleven, one man profoundly shaped the person I would become: my coach.

He became far more than a coach. He became a mentor, a guide and a father figure.

Through his example, I learned that discipline gives purpose to talent, that perseverance overcomes adversity, and that true leadership is founded upon humility, integrity and service.

That lesson has remained with me throughout my life.

It taught me that behind every athlete stands an extraordinary community of dedicated women and men—coaches, technical experts, educators, officials, volunteers and families—whose commitment makes excellence possible.

Too often, their contribution remains unseen.

Yet they are the silent architects of every success.

As we prepare the future of the Olympic Movement, we must continue to invest not only in athletes, but equally in those who guide them, educate them, inspire them and transmit the values of Olympism from one generation to the next.

Throughout my journey—as an athlete, President of the Algerian Olympic and Sports Committee, President of the Association of National Olympic Committees of Africa (ANOCA), President of Olympafrica, Vice-President of the Association of National Olympic Committees (ANOC), and Member of the International Olympic Committee—I have had the privilege of serving alongside remarkable women and men across all five continents.

Despite the diversity of our cultures, our histories and our realities, I have always encountered the same unwavering commitment: to serve athletes, uphold the values of Olympism and place the common good above individual interest.

One conviction has guided me throughout this journey.

No athlete succeeds alone.

No National Olympic Committee succeeds alone.

No great institution is built alone.

The greatest achievements are founded upon trust, solidarity and cooperation.

For more than a century, the Olympic Movement has united humanity around values that transcend borders, cultures and generations.

At a time when geopolitical tensions increasingly challenge dialogue among nations, our Movement remains one of the world's last truly universal communities—where competition brings people together rather than divides them, where respect prevails over confrontation, and where sport continues to demonstrate that lasting peace begins with mutual trust.

We are the custodians of an extraordinary legacy.

Yet our responsibility is not merely to preserve it.

It is to prepare its future.

The world is evolving at an unprecedented pace.

Artificial intelligence, digital transformation, climate change and profound geopolitical shifts are reshaping our societies. These transformations affect each of our 206 National Olympic Committees and call upon us to rethink how we cooperate, innovate, share knowledge and strengthen our collective capacity.

I am convinced that, in the twenty-first century, the true strength of the Olympic Movement will no longer be measured by the influence of a privileged few, but by the ability of its 206 National Olympic Committees to move forward together, to learn from one another, to strengthen one another and to build a shared future in the service of athletes and future generations.



It is this conviction that brings me before you today.

Not simply to seek your confidence.

But to embrace, together with you,

the responsibility of preparing ANOC for the decade ahead.

I firmly believe that our Movement possesses every resource

required to write one of the most inspiring chapters in its history.



Our responsibility is clear:

to ensure that every athlete, wherever they may live,

can rely upon a National Olympic Committee that is strong,

innovative, resilient and fully committed to their development.

This ambition has a name.

ANOC VISION 2036

One Olympic Family. One Shared Future.

This vision is founded upon a simple conviction.

The true strength of ANOC lies in its **206 National Olympic Committees.**

Each National Olympic Committee has its own history.

Its own identity.

Its own challenges.

Its own aspirations.

Our responsibility is not to make them identical.

Our responsibility is to ensure that each has the opportunity to realise its full potential.

The ANOC I aspire to serve is an organisation that listens to its members,

strengthens solidarity across the five continents, promotes innovation,

builds strategic partnerships and creates new opportunities

for every National Olympic Committee.

I believe that leadership is not measured by the authority one exercises,

but by the ability to unite people around a shared vision and to empower others to succeed.

I believe that innovation, digital transformation and artificial intelligence

must always remain at the service of humanity and the Olympic values.

I believe that we must strengthen women's leadership, empower young people,

support coaches, technical experts and the entire sports support workforce,

promote inclusion, protect our environment and prepare the next generation of Olympic leaders.

For investing in people remains the greatest investment any institution can make.

Sport is far more than competition.

It is one of humanity's greatest instruments for education,

dialogue, solidarity and peace.

For this reason,
ANOC Vision 2036 is more than a programme.
It is a commitment.

A commitment to athletes.
A commitment to our National Olympic Committees.
A commitment to coaches, technical experts, officials,
volunteers and to all those whose dedication
sustains the Olympic Movement every day.
A commitment to future generations.



Today, I am not simply asking for your vote.
I am inviting you to shape, together,
the next chapter in ANOC's history.

To build an ANOC that serves every one of its members.
An ANOC that leaves no National Olympic Committee behind.
An ANOC that empowers every athlete.
An ANOC that recognises the indispensable contribution
of coaches and technical experts.
An ANOC that brings our five continents ever closer together.
An ANOC that prepares the future with confidence,
unity and ambition.

This is the commitment I make before you today.
With humility.
With determination.
And with absolute confidence in what we can achieve together.

“

**When the 206 National Olympic Committees
move forward together,
the entire Olympic Movement moves forward with them.**

Thank you.

Mustapha BERRAF

One Olympic Family. One Shared Future.

Mustapha BERRAF

A Life Dedicated to Sport and Olympism.

For more than four decades, Mustapha Berraf has dedicated his life to serving athletes, advancing sport and strengthening the Olympic Movement.

A former Algerian international basketball player, he has devoted his career to sport at every level—as President of the Algerian Olympic and Sports Committee, President of the Association of National Olympic Committees of Africa (ANOCA), Vice-President of the Association of National Olympic Committees (ANOC), and Member of the International Olympic Committee (IOC).

This unique journey, combining experience on the field of play with leadership at the highest level of international sports governance, has given him a deep understanding of the aspirations of National Olympic Committees and the challenges shaping the future of the Olympic Movement. Throughout his career, he has championed stronger governance, institutional development, cooperation among nations, athlete support, youth empowerment, women's leadership, para sport and Africa's growing contribution to the global Olympic Movement.

Firmly convinced that sport is a powerful driver of education, inclusion, peace and sustainable development, he advocates an Olympism that extends far beyond competition. He believes that innovation, digital transformation, knowledge sharing and cooperation between continents will define the next chapter of the Olympic Movement. His commitment has been recognised internationally through the IOC Olympic Order, the ANOC Order of Merit, and several of the highest national honours awarded by States in recognition of his contribution to sport and international cooperation.

Throughout his career, one principle has consistently guided his leadership: to listen before deciding, to unite before acting, and to build lasting solutions based on trust, dialogue and shared responsibility. His candidacy for the Presidency of ANOC reflects a clear ambition: to build a stronger, more united and more innovative organisation—one that empowers each of its 206 National Olympic Committees and prepares the Olympic Movement for the opportunities and challenges of the twenty-first century.

**More than a candidacy, he offers a vision.
One Olympic Family. One Shared Future.**



LEADERSHIP THROUGH EXPERIENCE

Four Decades of Service
to the Olympic Movement

XXIII ANOC
General Assembly
TOKYO 2018



For more than four decades, Mustapha Berraf has served the Olympic Movement at the highest levels of leadership.

His journey has given him a unique perspective—as an Olympian at heart, a national sports leader, a continental president and a contributor to the governance of the global Olympic Movement.

Today, this experience stands as a valuable asset in the service of all **206 National Olympic Committees**, guided by a lifelong commitment to excellence, solidarity and the values of Olympism.

40+

Years of
Leadership



IOC
Member

ANOC

ANOC
Vice-President

ANOCA

ANOCA
President



Former President
of the Algerian NOC



African Games
Leadership



Olympafrica



Five
Continents

“

*Leadership is not built overnight.
It is earned through experience, trust and service.*

”

A GLOBAL VISION. A GLOBAL LEADERSHIP.



206

National Olympic
Committees

5

Continental
Associations

5

Continents

One

Olympic
Family





BUILDING TRUST ACROSS CONTINENTS

Trust is the foundation of lasting partnerships.

Across continents, dialogue, respect and cooperation remain the strongest drivers of Olympic unity.







ANOC Vision 2036



The world is changing.

*The challenges we face are increasingly global,
and our response must be equally global.*

ANOC Vision 2036 proposes a renewed ambition: to make ANOC the world's leading platform for cooperation among the five continents—a place where experience is shared, expertise is strengthened, innovation is exchanged and the success of each National Olympic Committee contributes to the progress of all.

More than a vision, it is a collective commitment to unite our Olympic Family in preparing the future of the Olympic Movement.





THE TEN STRATEGIC COMMITMENTS OF ANOC VISION 2036

01 — STRENGTHENING
THE 206 NATIONAL
OLYMPIC COMMITTEES

06 — DEVELOPING
CAPACITY AND SHARING
KNOWLEDGE

02 — PLACING ATHLETES
AT THE HEART OF
EVERY DECISION

07 — PREPARING THE
LEADERS OF TOMORROW

03 — STRENGTHENING
COOPERATION ACROSS
CONTINENTS

08 — HARNESSING SPORT
AS A FORCE FOR PEACE
AND SUSTAINABLE
DEVELOPMENT

04 — PROMOTING
EXEMPLARY
GOVERNANCE

09 — BUILDING
STRATEGIC
PARTNERSHIPS

05 — MAKING INNOVATION
A DRIVER OF
DEVELOPMENT

10 — SHAPING THE ANOC
OF THE NEXT
DECADE

01

STRENGTHENING THE 206 NATIONAL OLYMPIC COMMITTEES



The primary mission of ANOC is to support each of its member National Olympic Committees in fulfilling its responsibilities.

Our foremost priority will be to strengthen institutional capacity, promote greater autonomy and foster practical cooperation so that every National Olympic Committee is better equipped to serve its athletes.

Because when every National Olympic Committee grows stronger, the entire Olympic Movement grows stronger.

« *One Olympic Family. One Shared Future.* »



PLACING ATHLETES AT THE HEART OF EVERY DECISION



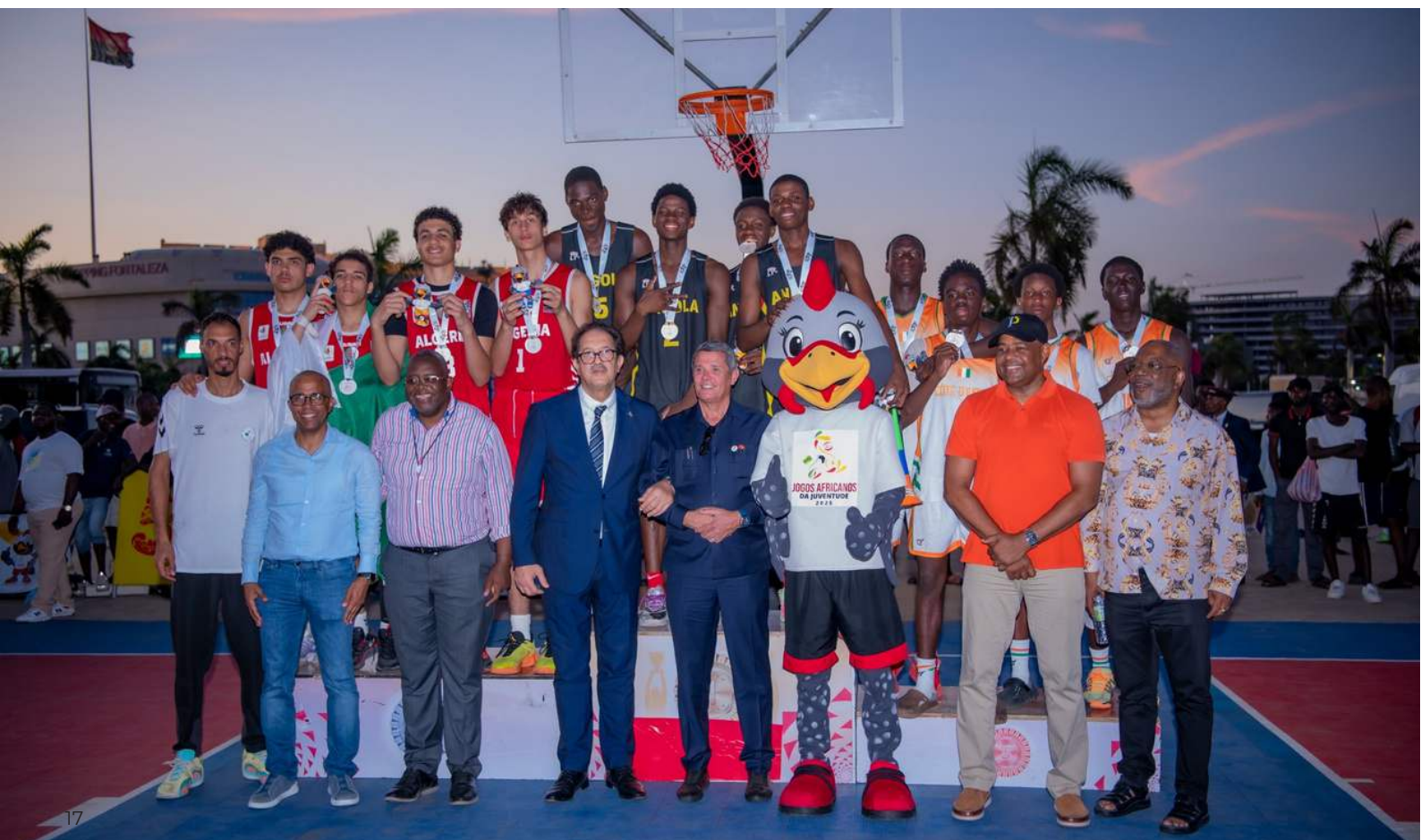
Athletes are the very reason the Olympic Movement exists. Their development is not merely a priority—it is our **foremost responsibility**.

ANOC must help create an environment in which every athlete has the opportunity to learn, grow, compete and excel through **equitable access** to education, sports science, innovation, technology, high-performance support and meaningful career pathways.

Our commitment extends beyond sporting success. It is to invest in human potential before, throughout and long after an athlete's competitive career. Because when we **empower athletes**, we strengthen National Olympic Committees, inspire future generations and secure the enduring future of the Olympic Movement.

« *To invest in athletes is to invest in
the future of Olympism itself.* »





STRENGTHENING COOPERATION ACROSS CONTINENTS

The strength of the Olympic Movement lies not only in its diversity, but in its ability to transform that diversity into a **shared source of progress**. Every National Olympic Committee brings unique experience, perspectives and expertise that can benefit the entire Olympic Family.

ANOC must continue to serve as the global platform where National Olympic Committees connect, exchange ideas, learn from one another and build lasting partnerships founded on trust, mutual respect and Olympic solidarity. Our ambition is to foster a **culture of cooperation** in which knowledge flows freely across continents, successful initiatives are shared widely and every National Olympic Committee has both the opportunity to contribute to, and benefit from, the collective experience of our global network.

Together, we can ensure that the success of one becomes the inspiration of all, reinforcing the **unity, cohesion and resilience** of the Olympic Movement for generations to come.



PROMOTING EXEMPLARY GOVERNANCE



Trust is the foundation upon which every enduring institution is built. It is earned through **integrity**, strengthened by **transparency** and sustained through **accountability**.

Our ambition is to establish ANOC as a global benchmark for exemplary governance, guided by the highest standards of **ethics**, **responsibility** and **institutional excellence**. Leadership must not only inspire confidence—it must earn it through every decision, every action and every commitment.

We will foster a culture of governance founded on **transparency**, **inclusiveness**, **accountability** and unwavering respect for the principles of the Olympic Charter. Every National Olympic Committee should be able to rely upon an organisation that listens with **respect**, acts with **fairness** and delivers with **professionalism**, **consistency** and **integrity**.

Good governance is more than an institutional obligation; it is the foundation of **credibility**, the source of **lasting trust** and the indispensable condition for **sustainable progress**. By leading with **integrity** and **accountability**, ANOC will reinforce the confidence of its members, strengthen the **unity** of our Olympic Family and enhance its **influence** across the global sporting landscape.

MAKING INNOVATION A DRIVER OF DEVELOPMENT



Innovation is transforming every aspect of our world, and the Olympic Movement must embrace this transformation with **vision**, **responsibility** and **purpose**.

Artificial intelligence, digital technologies and emerging innovations offer **unprecedented opportunities** to strengthen institutions, enhance collaboration and unlock new possibilities for every National Olympic Committee.

Our ambition is to ensure that every National Olympic Committee, regardless of its size or resources, can benefit from these advances and harness innovation as a **catalyst for greater efficiency**, **knowledge-sharing** and **sustainable development**.

Technology must never create new divides within our Olympic Family. It must **bridge existing gaps**, expand opportunities and empower every National Olympic Committee to thrive in an increasingly connected world.



DEVELOPING CAPACITY AND SHARING KNOWLEDGE

The greatest strength of the Olympic Movement is not measured by its resources, but by the knowledge, leadership and commitment of the women and men who serve it.

Our ambition is to make ANOC the leading platform for learning, capacity-building and the exchange of expertise, empowering every National Olympic Committee to grow stronger through shared experience and collective knowledge.

By investing in education, leadership development and the dissemination of best practices, we will help ensure that every National Olympic Committee is equipped to anticipate change, embrace opportunity and fulfil its mission with confidence and excellence.

Knowledge grows when it is shared. By learning from one another, we strengthen not only individual National Olympic Committees, but the unity, resilience and long-term success of the entire Olympic Movement.



Preparing the Leaders of Tomorrow

The future of the Olympic Movement will be shaped by the leaders we inspire, develop and empower today.

Our ambition is to build a new generation of leaders who reflect the diversity, talent and values of our Olympic Family, ensuring that leadership remains inclusive, representative and forward-looking.

ANOC will continue to advance women's leadership, empower young people, strengthen opportunities for para sport and create pathways that enable emerging leaders from every National Olympic Committee to contribute with confidence and purpose.

By investing in people, we invest in the future of Olympism. By opening doors to new generations, we ensure that our Movement remains dynamic, united and prepared to meet the challenges of tomorrow.

Inspiring Leaders. Shaping Tomorrow.



HARNESSING SPORT AS A FORCE FOR PEACE AND SUSTAINABLE DEVELOPMENT

Sport is far more than competition. It is a universal language that brings people together, transcends borders and reminds us of our shared humanity.

Its power extends beyond the field of play. It promotes education, health, inclusion and sustainable development while fostering dialogue, mutual understanding and respect among people and nations.

At a time when the world is increasingly marked by uncertainty, division and complex global challenges, the Olympic Movement has a unique responsibility to uphold the values of peace, solidarity and international cooperation.

Together, we must continue to harness the power of sport to build bridges, inspire hope and contribute to a more peaceful, inclusive and sustainable world for present and future generations.

— ***Building Peace. Inspiring Humanity.*** —



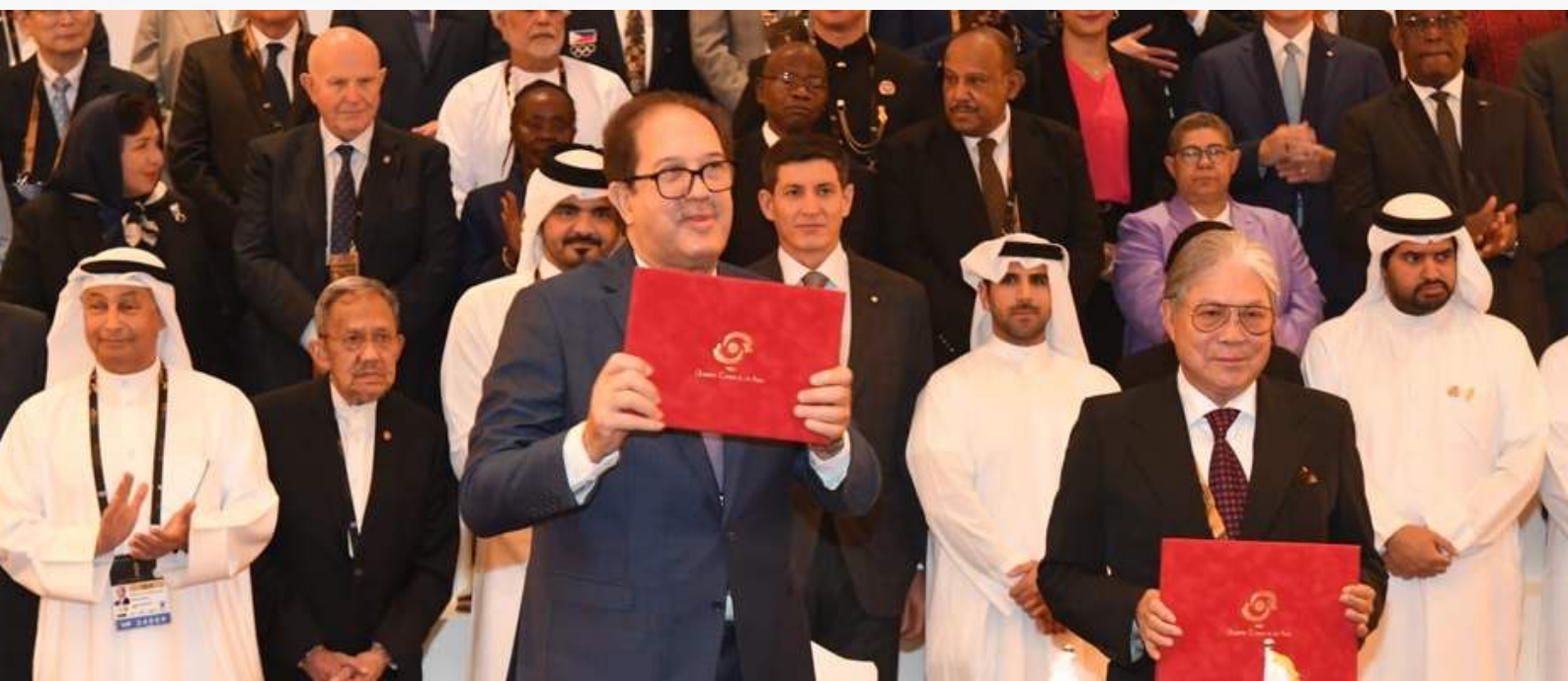
Building Strategic Partnerships

No organisation can shape the future alone. The challenges and opportunities of the twenty-first century call for stronger cooperation, broader alliances and a shared commitment to collective progress.

ANOC will continue to build and strengthen strategic partnerships that expand opportunities for National Olympic Committees and the athletes they serve. By bringing together the Olympic Movement, international institutions, governments, academia, the private sector and development partners, we can unlock new resources, expertise and innovation for the benefit of our entire Olympic Family.

Our ambition is to position ANOC as a trusted convening platform, capable of fostering meaningful partnerships that deliver lasting value, create new opportunities and contribute to the sustainable development of National Olympic Committees across all five continents.

Together, we can achieve far more than any organisation could accomplish alone. Strong partnerships create stronger National Olympic Committees, and stronger National Olympic Committees build a stronger Olympic Movement.



SHAPING THE ANOC OF THE NEXT DECADE

The next decade will redefine the Olympic Movement. ANOC must be ready not only to respond to change, but to help shape it.

Our ambition is to build an ANOC that is stronger, more agile, more innovative and more influential—an organisation that anticipates emerging challenges, embraces new opportunities and remains unwavering in its commitment to serving all 206 National Olympic Committees.

By strengthening solidarity, fostering cooperation and embracing a forward-looking vision, ANOC will continue to unite our Olympic Family around shared values and common purpose.

Together, we have the opportunity to shape an ANOC that is prepared for the future, trusted by its members and capable of leaving a lasting legacy for generations to come.

The future of ANOC will not be defined by the challenges we face, but by the vision, unity and determination with which we choose to face them—together.



ANOC Vision 2036: A Unified Path Forward

These ten strategic commitments form the cornerstone of ANOC Vision 2036. Together, they define a coherent and forward-looking roadmap that will guide our collective action throughout the coming decade. More than a programme of priorities, they represent a shared vision for the future of the Association of National Olympic Committees and for the role it must play within an evolving Olympic Movement.

The challenges before us are global. Our response must be equally global—built upon solidarity, cooperation, innovation and a shared determination to strengthen every one of the 206 National Olympic Committees.

Our ambition is clear: to build an ANOC that is stronger in its leadership, more responsive to the needs of its members, more influential within the international sporting landscape and more capable of anticipating the opportunities and challenges of tomorrow.

Above all, ANOC Vision 2036 is founded on a simple conviction: that our greatest strength lies in our unity. When National Olympic Committees support one another, when knowledge is shared, when innovation is accessible to all and when every voice is valued, the entire Olympic Movement becomes stronger, more resilient and better prepared for the future.

Together, let us shape an ANOC that not only serves its members, but inspires them; not only responds to change, but helps lead it; and not only prepares for the future, but has the vision and determination to shape it—for the benefit of every National Olympic Committee, every athlete and every generation to come.



THE THREE HORIZONS OF ANOC VISION 2036

Transformation. Assessment. Legacy.

Building a vision is not simply about setting objectives. It is about anchoring ambition in time, leading change with purpose and leaving future generations a stronger institution than the one we inherited.

ANOC Vision 2036 is built around three complementary horizons that will guide our collective action throughout the coming decade.



2027–2030 THE TIME FOR TRANSFORMATION

The first years of our mandate will be dedicated to action.

Our priority will be to strengthen the capabilities of all 206 National Olympic Committees, modernise their institutions, develop leadership, accelerate digital transformation and reinforce cooperation across the five continents.

This first phase will lay the foundations for an ANOC that is stronger, more agile, more innovative and closer to its members.

**Transformation is not an objective in itself.
It is the means to better serve athletes and National Olympic Committees.**



BRISBANE 2032 THE TIME FOR ASSESSMENT

Every great ambition must be accompanied by accountability.

The Olympic Games Brisbane 2032 will provide a defining opportunity to assess the progress achieved, measure the impact of our reforms and refine our actions where necessary.

This commitment to evaluation will ensure that our governance remains transparent, responsible and committed to continuous improvement.

**Strong organisations are not those that never change.
They are those that continuously learn, adapt and improve.**



2036 THE TIME FOR LEGACY

The year 2036 represents the horizon of our vision.

Our ambition is to leave behind an ANOC that is stronger, more innovative, more inclusive and more influential than ever before.

An organisation where the capabilities of all 206 National Olympic Committees have been sustainably strengthened; where cooperation among the five continents has become a defining principle of governance; and where every athlete benefits from an environment that enables excellence, opportunity and lifelong development.

**Our greatest legacy will not be measured by the programmes we launch,
but by the strength of the institutions we leave behind.**

Because a mandate is ultimately judged not only by what it achieves, but by what it enables future generations to accomplish.

OLYMPIC MOVEMENT

A LEGACY OF UNITY

Every generation of Olympic leaders inherits a **responsibility** greater than itself.

Our responsibility is not only to manage the present, but to **prepare the future**.

The decisions we make today will **shape the opportunities** available to every athlete, every National Olympic Committee and every generation that follows.

History will not remember us for the challenges we faced. It will remember us for the **courage** with which we choose to face them—together.



Our **diversity** is our greatest **strength**.



Our **solidarity** is our greatest **asset**.



Our **unity** is our greatest **responsibility**.

When the 206 National Olympic Committees **move forward together**, the entire Olympic Movement **moves forward** with them.

This is the legacy we have the opportunity to build.
Together.



**One Olympic Family.
One Shared Future.**

THE FUTURE BEGINS TODAY



I do not believe
leadership is measured
by titles.

It is measured by **trust**.



By the ability to
listen before deciding.



To **unite** before acting.



To **serve** before leading.

Mustapha Berraf

One Olympic Family. One Shared Future.

For more than four decades, I have dedicated
my life to the **Olympic Movement**.

Today, I ask for nothing more—and nothing
less—than the opportunity to **continue serving it**.

Together, let us build an ANOC that **every**
National Olympic Committee is proud to call its own.

An ANOC that **listens**.

An ANOC that **empowers**.

An ANOC that **inspires**.

An ANOC prepared not only for the next decade,
but for the **generations** that will follow.

The future of Olympism belongs to all of us.
Let us shape it **together**.





MY COMMITMENT

Trust is never inherited. It is earned through listening, dialogue and action.

If you place your trust in me, I pledge to serve ANOC with humility, independence and an unwavering commitment to the values of Olympism.

I pledge to be the President of all 206 National Olympic Committees, ensuring that every voice is heard, every member is respected and every nation has the opportunity to succeed.

I pledge to build an ANOC that is more united, more transparent, more innovative and fully dedicated to serving its members.

I pledge to place athletes at the heart of every decision, to strengthen cooperation across the five continents and to prepare our Olympic Family for the challenges and opportunities of tomorrow. Above all, I pledge to lead as I have always sought to serve: to listen before deciding, to unite before acting and to serve before leading.

I am asking for your confidence to hold an office.

I am asking for your confidence to lead a shared ambition.

An ANOC where every National Olympic Committee matters.

An Olympic Movement where every athlete matters.

One Olympic Family. One Shared Future.

Mustapha Berraf

Mustapha Berraf

Candidate for the Presidency of ANOC



● **One Olympic Family.**
—

● **206 National Olympic Committees.**
—

● **Five Continents.**
—

● **One Shared Future.**
—

● Together, let us shape an ANOC
that listens, unites and empowers
every National Olympic Committee.

● **The future begins today.**
—

Mustapha Berraf

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