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**LET'S DEVELOP SPORT
IN AFRICA THROUGH
THE VALUES OF UNITY
AND SOLIDARITY**



● A STRATEGIC PLAN FOR SUSTAINABLE ACTIONS



LET'S DEVELOP SPORT IN AFRICA THROUGH THE VALUES OF UNITY AND SOLIDARITY



MUSTAPHA BERRAF

**IOC Member,
ANOCA President**

Our Strategic plan that runs from 2021 to 2025 is the fundamental driver of our common action for the years ahead.

This well-thought plan has in perspective all the wonderful things the African Sports and Olympic Movement has in terms of its contribution to the implementation of efficient and sustainable governance in sports.

Our intention is to put in place a systematic and regulated system for the implementation of programmes and projects for the next four-year period.

All our eventual worries are allayed just by actions included in the 2021 – 2024 Strategic Plan of ANOCA. The clearness of activities envisaged and directions in terms of vision are reassuring. Anyway, this assurance is confirmed by an element that will be remembered in history, which is that it is for the very first





time that sports development in Africa is contained in a strategic document of such level.

We are grateful to the working group chaired by Mrs Matlohang Moiloa –Ramoqopo, and made up of prominent personalities who produced this quality document, to the ANOCA Executive Committee which unanimously adopted it, and especially to the 54 National Olympic Committees that permitted a fruitful collaboration for the reliability of data which contributed to the production of this excellent piece of work.

The aim is to deploy the entirety of ANOCA's capacities in view of the assistance to provide to athletes for a maximum output in their participation in all African and World sports events. In

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THEREFORE ENGAGE
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IN WORLD SPORTS***



other words, the athlete is at the heart of all preoccupations through, in terms of added value, of appropriate education and training. Also featuring at the

centre of this Strategic Plan's strategies, we have performance indicators – a total of six – which should contribute to upgrade the image of ANOCA and better enhance the Organization at world level.

We shall therefore engage in constant cooperation with all stakeholders in world sports, in a context of major changes marred by the terrible Covid-19 pandemic. This health malaise affecting the whole planet did not stop us; we have been facing it with force, courage and abnegation. Anyway, Africa will be participating in the Tokyo Japan 2020 Olympic Games this year.

This Commitment goes in line with the convictions of the International Olympic Committee, under the stewardship of Dr. Thomas Bach. We adhere to this vision and we also align our future actions on the values of unity, solidarity, sharing and humility which of course add to all those that make the International Olympic and Sports Movement a vehicle for human cohesion through sport; these values are tacitly ours and we shall endeavour to implement them.■





WHAT STAKES FOR WHICH STRATEGIC PLAN?



The ANOCA 2021-2024 Strategic Plan focuses on the following elements: the vision, the mission, fundamental values, essential functions, key performance indicators, strategic objectives, objectives and strategies.

According to Honourable Mustapha Berraf, President of the Association of National Olympic Committees of Africa:

« This Plan will give back a new legitimacy to ANOCA so that together, we can make our association shine

beyond our continent, according to a well-developed framework ».

That is the Ariadne's clew of stakes underpinning this Strategic plan.

Referring to vision, and conscious of its difficulties and weaknesses, ANOCA is resolved to find a solution through the integration of unity, good governance, excellence and sustainability. The objective remains to become one of the major continental associations which make the pride of Africa.





The mission is to place athletes at the heart of ANOCA's policy in order to take up challenges that arise, in an increasingly competitive sports environment geared towards technology. Becoming more visible is the psychological trend of the 2021-2024 Strategic Plan so that ANOCA can be able to bring answers and distinguish itself in a fast-changing word.

Between image and impact, the pertinence is the achievement of inclusion, while accepting diversity which makes the richness of the African continent.

In order to make this mission successful, six growth indicators have been identified, namely: athletes and National Olympic Committees, Games and events, organizational efficiency and sustainability, corporate development, the

promotion of values as well as development through sport. Ten strategic objectives have been defined and developed in this plan and highlight best practices and norms that will facilitate the attainment of development and the implementation of activities and initiatives that would make ANOCA sustainable.

It would also be necessary to promote the quality of life, livelihood and community productivity, which are expressed through the notion of development through sport. The implementation of ANOCA's Strategic Plan shall be based on annual operational plans which are components of the four-year plan.

A STRATEGIC PLAN FOR SUSTAINABLE ACTIONS

Actions based on essential functions: strengthen, develop and promote Olympic values and ideals through African National Olympic Committees'

programmes, Continental Games and other appropriate means. Encourage and promote unity, good governance, excellence and sustainability at all levels.



The creation of some harmony and collaboration between the African Olympic Movement, public authorities and other key stakeholders is also envisaged.

The 2021-2024 Strategic plan provides for, among other things, the holding of continental games and other events. This is expressed through an offer of games and events that are attractive, financially profitable and memorable, also having in mind to involve and attract the best athletes while promoting patrimonial and value projects. Enriching the ANOCA games and events' portfolio entails in this Strategic Plan the upgrading of the All Africa Games status and

pertinence, taking advantage of the Dakar 2026 Youths Olympic Games, strengthening, broadening, improving and promoting ANOCA Beach Games as well as Zone Games.

It also includes the definition of a direction, the provision of support and assistance to National Olympic Committees' members.

Enough support and assistance will have to be provided to junior and senior athletes. This will be for instance through the adoption of clear criteria and rules in matters relating to athletes' assistance or the increase of subventions granted





to athletes...

As concerns young sportsmen and women, competition opportunities shall be opened through Zone Games, All Africa Youth Games and other sports competitions, in collaboration with African sports confederations.

Talking about National Olympic Committees, cooperation ties shall be established between them and high-performing centers and institutes through high-level service contracts. They will also have to follow-up and monitor the preparation and performances of African athletes by collaborating with existing African and international high-performing centers and institutes.

The mobilization of adequate resources to enable ANOCA fulfill its mission efficiently through specific programmes and activities is also part of the implementation of the Strategic Plan, which itself is based on the promotion of sports ethics and the fight against evils and malpractices in sports.

During this four-year period, action will also include the submission and support of candidates at key and strategic positions in international sports institutions.

All these actions are centered on the overall objective which has as leitmotiv the achievement of the best performances possible in all sports domains by athletes from African National Olympic Committees.





THE EXECUTIVE COMMITTEE ADOPTS THE 2021-2024 STRATEGIC PLAN



It was during a meeting held through Visio conferencing on 25 January 2021 that the 2021-2024 strategic plan was validated by all Executive Committee members of the Association of National Olympic Committees of Africa.

However, this validation was

preceded by at least a two-hour debate on the strategic document. The major aspects were thoroughly scrutinized, and the consensus was reached at by all the members on the promotion of Olympic Values. During the session chaired by Honourable Mustapha Berraf, the President of ANOCA, the 2021-2024 Strategic Plan was briefly





presented by the working group's chairperson, Mrs. Matlohong Moiloa-Ramoqopo. The attention of all participants focused on the drafting of this planning, in line with the Olympic Charter and Values. According to Honourable Mustapha Berraf:

« It is for the first time that ANOCA will have a Strategic Plan. We are grateful to the International Olympic Committee for mobilizing itself in favour of this Strategic Plan for Africa ».

Adding that:

« This planning gives ANOCA a new legitimacy by setting a path

LE PLAN SERA MIS SOUS DOCUMENT ET ADRESSÉ À TOUS LES MEMBRES DE L'ASSEMBLÉE GÉNÉRALE



with concrete objectives to be achieved on the short, medium and long terms. It should be well noted that this job was done in collaboration with all African NOCs, the Exco, Zone Presidents, in order to take stock of ANOCA's present situation, so as to develop strategies and tactics aimed at

solving all problems facing the association. »

Present at the meeting, was the International Olympic Committee Representative, Mr. Nyamke. Each theme developed in the Strategic Plan is placed under the responsibility of a specific Commission, which implies a decentralized follow-up of all activities.

On this issue this is what Honourable Mustapha Berraf had to say:

« The Plan shall be compiled on document form and sent to all General Assembly members »

At the end of the meeting, he concluded that:

« We need huge means to implement this Plan, but solidarity and good collaboration with the IOC and other partners are also necessary. The Development Commission shall consider all aspects of sport in this Strategic Plan».

The meeting ended with the unanimous adoption of the Strategic Plan by all Exco members.



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The partnership agreement was signed in December 2020 in Addis Ababa during the last General Assembly of ANOCA. This agreement stipulates that GERFLOR will supply sports floors for the next ANOCA sports events. All Africa Youth Games, Beach or Zone games are included just as all major competitions organized by ANOCA.

The level of homologated sports equipment shall be a reality in the organization of ANOCA's official events. The 54 National Olympic Committees are also taken into consideration by this cooperation agreement relating to sports floors which was signed for a period of four years.