



# ACNOA NEWSLETTER



REVUE MENSUELLE DE L'OLYMPISME AFRICAIN

JUNE 2022

**GENERAL ASSEMBLY**

## **20TH ORDINARY GENERAL ASSEMBLY OF ANOCA**



**PARIS 2024**

**PREPARATIONS WELL  
UNDERWAY**



**ANOCA DELEGATION IN CHAD**



## ADDRESS DELIVERED BY PRESIDENT MUSTAPHA BERRAF AT THE OPENING OF THE 20TH ORDINARY GENERAL ASSEMBLY OF ANOCA

Excellency,



Honourable Members of the General Assembly of the Association of National Olympic Committees of Africa,

Ladies and Gentlemen,

Dear Guests, Dear Friends,

I wish, first and foremost, to welcome you to this meeting and to congratulate the newly elected NOC Presidents, while wishing them success in the discharge of their noble duties.

Your Excellency, Honourable members, Ladies and Gentlemen, Dear Sisters and Brothers, I wish, by the same token, to pay tribute to you all, for your historic involvement in the development of Sport and the Olympic Movement in Africa. Our diversity further consolidates our unity.

**MUSTAPHA BERRAF**

**IOC Member  
President of ANOCA**





That is why I urge you today, to keep preserving our achievements and planning

“ For them, we opened 50 Olympafrica Centres, which are an exceptional platform for the dissemination of the Olympic values of solidarity and sharing, the joy of effort and fair play

for our future because, together, we are and will remain stronger.

Thanks to you, the Association of National Olympic Committees of Africa, ANOCA, has embarked on the modernisation of its

administration, its actions focused on results-based management and forward-looking restructuring.

In spite of the current situation, which is riddled with difficulties, we have, together, braved the ordeal of the perilous Covid-19 pandemic, and have as such been able to continue making impressive strides in enhancing African Sport. We went to the Tokyo 2020 Olympic Games and the Beijing 2022 Winter Games with all the necessary determination.

We will go to the Paris 2024 Olympic Games and, henceforth, to all the Games to achieve great feats.

We granted scholarships to our athletes and set up a support programme to help them better prepare and





thus participate in a most befitting manner.

Furthermore, we have developed an action plan for 2021-2025, a strategic plan that asserts our identity through the planning and implementation of strong actions for the benefit of African youth.

For them, we opened 50 Olympafrica Centres, which are an exceptional platform for the dissemination of the Olympic values of solidarity and sharing, the joy of effort and fair play. The 54 National Olympic Committees have played a frontline role in achieving this giant project supported by Olympic Solidarity, which I would like to thank in passing.

We have signed cooperation agreements with very important partners such as

International Federations and major companies, for the benefit of the National Olympic Committees and Africa's sporting youth.

We are also ready to live up to our commitments to work for a smooth organisation of the 4th African Games in Ghana,



**I also wish to underscore that you are the cornerstones of all our successes and the policemen who warrant us to be more perceptive, more responsible and to always give careful thought to all our actions.**

the African Youth Games in Egypt and the African Beach Games billed for 2023 in





Hammamet, Tunisia.

We have not of course lost sight of the 2026 Youth Olympic Games in Dakar, Senegal, which will be the first in Africa and for which we must all get mobilised. As a matter of fact, this agenda will be followed to the letter, taking into account your observations and suggestions, which have always been invaluable.

Your Excellency, Honourable Members, Ladies and Gentlemen, Dear Sisters, Dear Brothers, Dear Guests, Thanks to your significant contribution and profound wisdom, our deliberations will consolidate ANOCA's current organisational set-up and inject even more vibrancy for, by dint of your determination, you hold the keys to our success.

I avail myself of this opportunity to pay a well-deserved tribute to our leader, Dr Thomas BACH, whose management has helped stave off the extreme difficulties inherent in these very tough times.

I also wish to underscore that you are the cornerstones of all our successes and the policemen who warrant us to be more perceptive, more responsible and to always give careful thought to all our actions.

Thank you for your kind attention. I wish us very successful deliberations."



**AFRICA-IOC**

# **ANOCA PRESIDENT MEETS WITH IOC PRESIDENT IN LAUSANNE**





the IOC President congratulated all ANOCA officials on their commitment and dedication to the noble causes of Olympism as well as the good work done in Africa.

international relations.

Talking on behalf of ANOCA members and on his personal behalf, Mustapha Berraf thanked President Thomas Bach and his team for the immense work done by them.

For his part, the IOC President congratulated all ANOCA officials on their commitment and dedication to the noble causes of Olympism as well as the good work done in Africa.

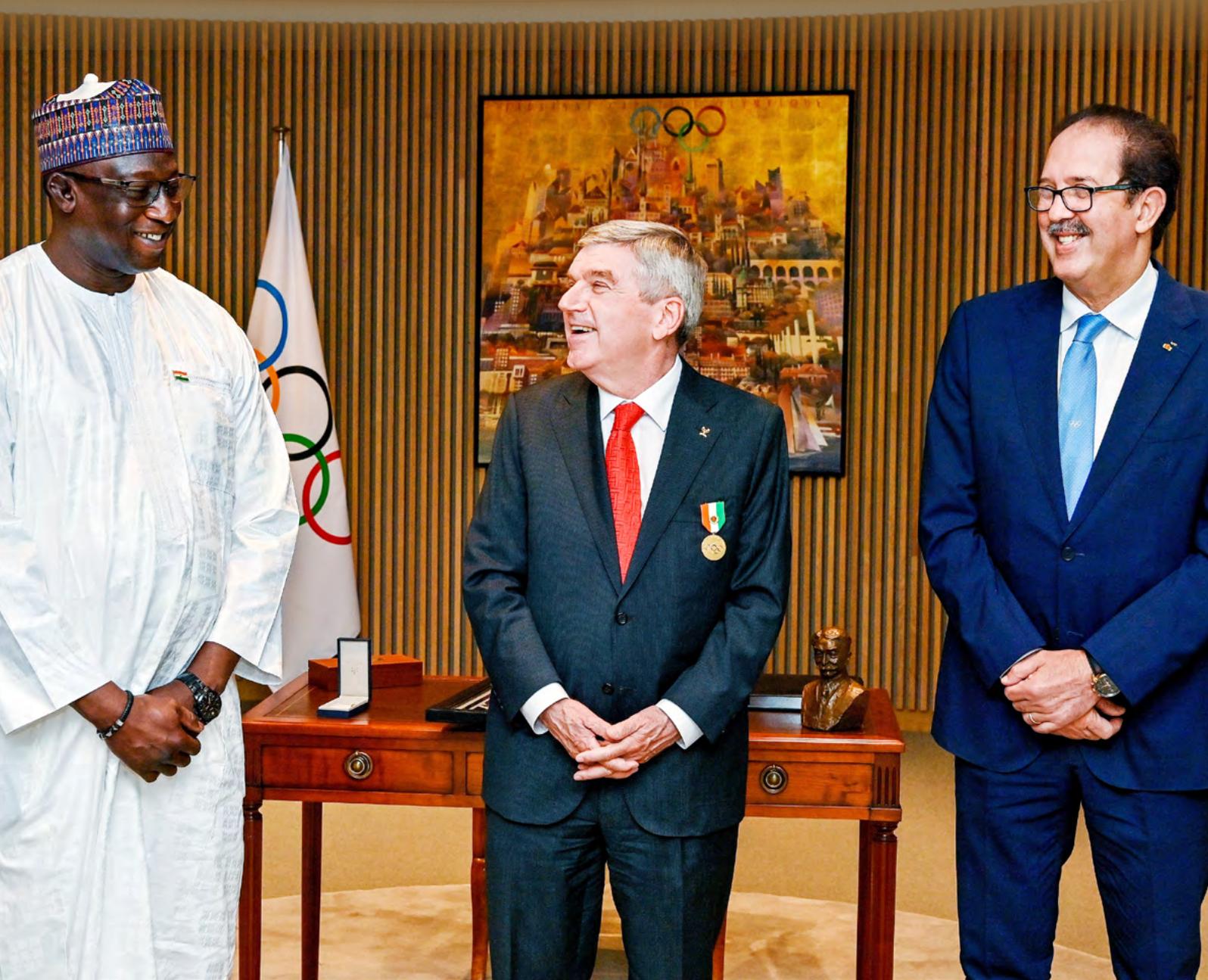
The meeting ended with the award of the Tokyo Gold Medal to Mustapha Berraf for his tireless efforts in the general interest and the benefit of African athletes.

IOC President Dr Thomas Bach held an important working session with ANOCA President Mustapha Berraf on 24 May in Lausanne, a session also attended by James McLeod, Director of NOC Relations and Olympic Solidarity. The meeting reviewed actions and initiatives undertaken by ANOCA and welcomed by all, namely: preparation of athletes, construction of NOC headquarters, various African Games, agreements signed with international Federations as well as



AFRICA-IOC

# IOC PRESIDENT AWARDED THE NIGER ORDER OF MERIT IN GOLD





IOC president urged the Minister to continue thus and keep fostering the harmony and serenity that reign within the Niger sports family

IOC President, Dr Thomas Bach, received ANOCA President and IOC member, Mustapha Berraf, at the Olympic House on 24 May 2022, accompanied by Doro Amadou Sekou, Niger's Minister of Youth and Sports. It is the latter, who on behalf of His Excellency the President of the Republic, awarded Niger's highest distinction,

the Gold Medal of Merit to the IOC President.

Speaking after receiving the award, the IOC President hailed the warm relationship between the Olympic movement and the government of Niger as well as the country's great educational achievements through sport. He urged the Minister to continue thus and keep fostering the harmony and serenity that reign within the Niger sports family. Finally, he requested the Minister to convey to His Excellency the Head of State his hearty thanks.





MEDITERRANEAN GAMES

# HONOURABLE MUSTAPHA BERRAF TO REPRESENT THE IOC IN ORAN



**A** NOCA and IOC member, Mustapha Berraf, will represent the IOC President, Thomas Bach, at the Mediterranean Games in Oran, Algeria, from 25 June to 6 July 2022.

“Mustapha Berraf further expressed delight with the fact that his country will be hosting this major international sports event. He also paid a special tribute to Algerian President, Abdelmadjid TebbouneTebboune



**«I am honoured by this mission and I am confident that this 19th edition will be a great event planning and social success story,»** Berraf said with satisfaction after receiving the news:

Mustapha Berraf, former President of NOC Algeria, further expressed delight with the fact that his country will be hosting this major international sports event. He also paid a special tribute to Algerian President, Abdemadjid Tebboune, for his personal involvement through the huge efforts made by the Algerian authorities, before adding:

**«I am certain that the city of Oran with its exceptional facilities and legendary hospitality will be more than up to the task, and that the legacy of this event will be immeasurable.»**

The Mediterranean Games will bring together 3,434 athletes from 26 countries who will compete in 24 sports disciplines.

On the participation of African athletes, Mustapha Berraf said:

**«As an official of the African Olympic Movement, I can only ask our sports community to live up to the expectations of our dear people and wish our sports delegation the best.»**

The ANOCA President expressed the wish that Africa's participation will match the usual performances of the continent, which has always stood out during major sports events.





SPECIAL FEATURE

# ABUJA PLAYS HOST TO THE 58TH ORDINARY SESSION OF ANOCA EXECUTIVE COMMITTEE





“We are planning a series of sports events that will take place on our continent in the months ahead, namely the 4th African Youth Games, billed for Cairo, Egypt, from 26 August to 6 September 2022

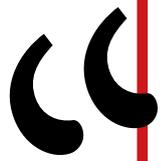
**T**he 58th Ordinary Session of the ANOCA Executive Committee was held by videoconference on 19 May 2022, effectively chaired by President Mustapha Berraf who, in his policy statement presented on the occasion, began by thanking the Nigerian Government: *“I wish, first and foremost, to once again, and from the bottom of my heart, thank the government and people of the Federal Republic of Nigeria for the warm welcome*

*and fraternal hospitality graciously accorded us for the smooth conduct of our deliberations,”* he said.

Talking about the Day's meeting, President Berraf noted: *“Here in Abuja, we have accelerated a process guided by our 2021-2024 Action Plan, a common strategy that takes us off the beaten track of sports governance and paves the way for greater efficiency, insight and results. Our action was thus results-based and focused on achievements on the ground.*

*We are planning a series of sports events that will take place on our continent in the months ahead, namely the 4th African Youth Games, billed for Cairo, Egypt, from 26 August to 6 September*





We must also complete and consolidate our many projects. African Youths must take maximum advantage of them, for instance the 50 Olympafrica centres that are burning the flame and disseminating the Olympic values of solidarity, fair play and sharing to all these young people...

*2022, the 2023 African Beach Games in Hammamet, Tunisia, and the 2026 Youth Olympic Games in Dakar, Senegal. This requires us to be particularly focused. We must also step up the preparation of our valiant athletes for the 2024 Olympic Games in Paris and create the most enabling conditions for them.*

*All our colleagues in our 54 National Olympic Committees in Africa are called upon to contribute and support by*

*creating the best conditions for them. ANOCA is already implementing a special programme for them in the build-up to the Paris 2024 Olympic Games.*

*We must also complete and consolidate our many projects. African Youths must take maximum advantage of them, for instance the 50 Olympafrica centres that are burning the flame and disseminating the Olympic values of solidarity, fair play*





Other issues deliberated included the International Conference on Sports Medicine, disputes, relations between ANOCA and International Confederations and Federations and the situation of Olympafrica Centres. The meeting concluded with strong resolutions aimed at fostering sport development and Olympism in Africa.

***and sharing to all these young people who are the spearheads of Sport in Africa and represent our future."***

Participants reviewed ANOCA activities over the past months in a bid to chart a progressive way forward. The session also featured the presentation and

signing of a contract with APO Group. The Vivendi Group also presented its ambitious programme for the African Olympic Movement, while an agreement was reached with the equipment manufacturer Puma World. Participants also discussed upcoming sports events, including: Olympic Games Paris 2024, African Youth Games in Cairo, African Games billed for Ghana and African Beach Games to be held in Tunisia. Other issues deliberated included the International Conference on Sports Medicine, disputes, relations between ANOCA and International Confederations and Federations and the situation of Olympafrica Centres. The meeting concluded with strong resolutions aimed at fostering sport development and Olympism in Africa.





At the end of it all, ANOCA Executive Committee members congratulated President Mustapha Berraf on his efficient leadership while he, in return, thanked

his colleagues for their invaluable contributions to the deliberations.





## PARTNERSHIP

# ANOCA PARTNERS WITH APO GROUP



**A**NOCA and Apo Group, a communication outfit, recently signed a strategic partnership agreement with the aim of giving African sport greater exposure. Represented by its Founder and CEO, Nicolas Pompigne Mognard, Apo Group will notably assist ANOCA and NOCs of

the Continent in training communication managers in press relations. The agency will also help them better disseminate press releases and other content (images, videos, audio files etc.). Media monitoring reports on each press release will also be provided to ANOCA.

**VIDEOCONFERENCE**

# **ANOCA HOLDS 20TH ORDINARY GENERAL ASSEMBLY BY VIDEOCONFERENCE**



**T**he first major highlight was the address by the first official of the supreme governing body of the African Olympic Movement, President Mustapha Berraf, who expressed his joy to see all participants gathered: "In spite of the current situation, which is riddled with difficulties, we have, together, braved the ordeal

of the perilous Covid-19 pandemic, and have as such been able to continue making impressive strides in enhancing African Sport. We went to the Tokyo 2020 Olympic Games and the Beijing 2022 Winter Games with all the necessary determination," he said, and then switched to Paris 2024: "We will go to the Paris 2024 Olympic Games and,





henceforth, to all the Games to achieve great feats.

We granted scholarships to our athletes and set up a support programme to help them better prepare and thus participate in a most befitting manner.

Furthermore, we have developed an action plan for 2021-2025, a strategic plan that asserts our identity through the planning and implementation of strong actions for the benefit of African youth." Participants thereafter adopted the agenda, followed by the





presentation of the Executive Committee report by President Mustapha Berraf, who reviewed the intense activity since the last General Assembly. This was followed by the administrative report presented by the Secretary General, Engr. Ahmed Abou Elgasim Hashim, which report centred around statutory meetings, the missions of officials and the major activities undertaken by the Association.

Another highlight was the presentation of the contract with APO Group, which intends to help better disseminate content produced by ANOCA and NOCs. Vivendi Group, through its representative Robins Tchale Watchou, also made a presentation followed by exchanges with the participants to present its events management expertise and its offer of

support to ANOCA in this regard. The session also featured the presentation of the agreement between ANOCA and PUMA World. The equipment manufacturer intends to support the African Olympic Movement notably during major sports events. The delegates also discussed the African athletes' preparation programme for the Paris 2024 Games presented by Commission Chair, Seydina Omar Diagne, as well as the ANOCA/Gangwon Winter Sports Project presented by the ANOCA Technical Director, Ezera Tshabangu.

Also featuring prominently were the substantive debates. The delegates listened to the presentation on Paris 2024, the state of preparations for the 4th African Youth Games in Cairo and the African Games, Ghana 2023, the





2nd African Beach Games, the International Conference on Sports Medicine and the Olympic Solidarity projects in Africa. There was also the presentation on Olympafrica by its Director Thierno Diack and disputes involving

ANOCA. The meeting ended with the reading of the resolutions by the ANOCA Secretary General, Engr Ahmed Abou Elgasim Hashim.





20TH ORDINARY GENERAL ASSEMBLY OF ANOCA

## EXECUTIVE COMMITTEE REPORT



In his address delivered on the occasion 20th Ordinary Session of the ANOCA General Assembly, held on 21 May 2022, President Berraf artfully presented the Executive Committee's report

on activities since the last elective General Assembly held on 24 and 25 May 2021 in Cairo, Egypt: ***"I am confident that the African Olympic and Sports Movement is decisively moving forward, despite the***



*problems faced by most of our NOCs. I kept in touch with most of you over the past year and strove to meet most of you personally during the Tokyo 2020 Olympic Games. There are new Presidents and Secretaries General among us who were elected after the Tokyo Games.”* With regard to the Tokyo 2020 Olympic Games, Mustapha Berraf said that, immediately after the elections, ANOCA focused on finalising the preparation of African athletes for the multi-sport event in Tokyo. Africa was represented by 984 athletes and bagged 37 medals.

After Tokyo, the Association turned its attention to updating the criteria for Paris 2024. To this end, he said: ***“We will continue to provide the monthly grant of USD 1,000 per athlete enrolled in the programme and will evaluate their performance at the end of the year. In this respect, we will ensure rigorous monitoring***

*of the progress made, while expecting the NOCs involved to play their full role in reporting and justifying the use of funds allocated.”*

Concerning statutory meetings, the ANOCA President noted that an Extraordinary General Assembly was held by videoconference to size up preparations for the 13th African Games billed for Ghana in 2023 and the African Youth Games scheduled for Egypt. In the same vein, the Executive Committee met in ordinary session on 29 and 30 September 2021 in Abuja, to evaluate progress made during the year and chart a way forward. This meeting was followed by another ordinary session held in Cairo, Egypt, on 16 and 17 March 2022, and most recently on 19 May 2022.

Talking about missions, President Mustapha Berraf indicated that he and various other members of the





I wish to heartily thank Amadou Dia Ba, former Commission Chair and Tegla Loroupe for their work and contribution to the ANOCA Athletes' Commission, which contribution they will continue to make as Honorary Members

Executive Committee made several trips during the year in the furtherance of the Association's activities.

On the sidelines of the Tokyo Olympics, they met with potential partners from international federations, as well as potential sponsors and key partners. They also took part in all the meetings organised by Olympic Movement bodies including the Olympic Solidarity Commission in

November 2021 in Lausanne, before travelling to Hungary for a meeting with the NOC and the Ministry of Foreign Affairs and Trade to finalise negotiations on the sports diplomacy programme for NOC officials. ANOCA officials also visited Tunisia and Egypt to fine-tune preparations for the 2nd edition of the African Beach Games to be held in Hammamet in June 2023 and to take stock of the situation with the Egyptian authorities regarding the 4th African Youth Games.

At the invitation of His Excellency, President Macky Sall, the ANOCA President also visited Dakar, Senegal, on 22 February 2022 on the occasion of the inauguration of the Diamniado Olympic Stadium. During his stay, he held talks with the country's authorities to discuss ANOCA's support for the 2026 Youth Olympic Games. On 28 March 2022, he also went to Germany for





the signing of a contract with Puma to provide sportswear to Olympafrica centres. President Berraf termed this “... ***a critical milestone for our association and we believe that we can develop this partnership for***

commissions, Mustapha Berraf said that ANOCA had carried out a review for the 2021-2024 quadrennial. The majority of members of the commissions have been maintained, while others have been added,



***other ANOCA programmes and projects.”***

Talking about the Association’s

notably to take into account gender representation at the level of the Zones and NOCs. The Athletes’ Commission



successfully organised two webinars, on 30 June and 17 November 2021 respectively. ***“I wish to heartily thank Amadou Dia Ba, former Commission Chair and Tegla Loroupe for their work and contribution to the ANOCA Athletes’ Commission, which contribution they will continue to make as Honorary Members,”*** President Berraf underscored. On NOC activities, he reported that 44 (81%) have forwarded their requests for continental activities for 2021 on RELAY and that the activities implemented include: the return to competitions, after the lockdown due to COVID-19; qualifiers for Tokyo 2020; preparations for various championships; talent identification programmes; sports equipment; education seminars and statutory meetings of the NOCs, etc.

Regarding the ANOCA/ AASC/ Ministers task force, the President indicated that on 28 September 2021, a Working

Group comprising the Ministers of Youth and Sports of Nigeria, Algeria, Egypt and Ghana and AASC was set up. The mission of this task force is to maintain synergy between governments and the African Olympic and sports movement for the promotion and development of African sport. A fruitful meeting was held during which key development objectives were defined: ***“We will continue to deliver on our commitments to ensure that Africa speaks with one voice on sport and youth development issues.”*** Berraf insisted.

Besides, the 40th anniversary of the Association was celebrated on 28 September 2021 in Abuja, Nigeria, attended by several Tokyo 2020 champions. Also, the 38th Seminar for Secretaries General of African NOCs was held in Niamey, Niger, from 26 to 28 November 2021 in hybrid mode, under the theme: ***«Strategic Planning for the improvement of NOC governance, development***





*of Athletes, Coaches and Officials, and harmonization with continental plans to facilitate African excellence at the international level».* Mustapha Berraf also spoke about Olympafrica, indicating that: ***“The Foundation is still doing great work across the continent by building Centres and renovating existing ones. On top of this, as part of the 2021 - 2025 Strategic Plan, a new sports programme, the Olympafrica Youth Games, has been introduced to provide more programmes for children and youth and also youth talent development.”*** As for the NOCs’ headquarters building project, the Treasurer General and the project’s Architect, Mouna Zaidi, held online meetings with the 7 NOCs (out of 21 applications received) selected to benefit from the project in 2022. ***«The NOCs have received contracts that they must sign to mark their commitment to the project and to ensure the maintenance of the infrastructure as soon as***

***the work is completed,»*** Berraf pointed out.

As concerns partnerships, several agreements also intended to benefit African NOCs were signed, notably with Gerflor (supply of coatings and sports equipment); WBSC (development of Baseball 5 on the continent in preparation for the Dakar 2026 Youth Olympic Games); Sportfive (for exclusive marketing and media rights for ANOCA competitions and games); Gangwon Province (for the development of winter sports in Africa). The first group of nearly 60 athletes was to travel to Pyeongchang for a training camp from 30 May to 12 June. The second session will take place in December 2022 and another in June 2023); FINA (development of aquatics on the continent) and Puma (supply of sportswear to Olympafrica Centres). President Berraf also announced extensive contacts with the UCI.





## ACNOCA GENERAL ASSEMBLY

# ENGR. AHMED ABOU ELGASIM HASHIM PRESENTS ADMINISTRATIVE REPORT



One of the highlights of this General Assembly session was the presentation of ANOCA's administrative report by Secretary General Engr Ahmed Abou Elgasim Hashim, who gave an

account of the activities of the Secretariat since the last ordinary session.

His presentation noted that the 56th Ordinary Session of the ANOCA Executive Committee was held in Abuja on 29 and 30 December 2021



and that an extraordinary session was organised by videoconference on 30 December to report on the missions to Egypt and Tunisia. According to him, during this meeting, it was unanimously decided that the 4th African Youth Games will be moved from Ethiopia to Cairo, Egypt, while the 2nd African Beach Games were maintained in Hammamet, Tunisia. Furthermore, the hosting agreements were presented to both countries/NOCs. In the same vein Cairo, Egypt, hosted the 57th Ordinary Session of the Executive Committee on 16 and 17 March 2022.

Regarding the administration, the Secretariat continued its activities from the headquarters in Abuja especially in the Coordination and Management of NOC

Activity Programmes, Management of the ANOCA Tokyo 2020 Athletes' Support Programme, facilitation of the Association's Special Funding Project and the end of calls for applications for the new positions of Head of Administration, Technical Assistant and Accountant on 18 April 2022.

The ANOCA Secretary General noted in relation to continental activities that 44 NOCs (81%) have submitted their applications for continental activities for 2021 on RELAY.

ANOCA also celebrated its 40th anniversary in Abuja on 28 September 2021, an event attended by several guests including Olympic champions from Tokyo 2020.

The ANOCA Secretary General also mentioned the





38th Seminar for Secretaries General of NOCs in Niamey, Niger, from 26 to 28 November 2021 in hybrid mode on the theme: **«Strategic Planning for the improvement of NOC**

**with continental plans to facilitate African excellence at the international level».**

As for the various commissions of the association, it was noted that the Development



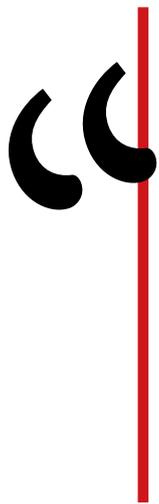
**governance, development of Athletes, Coaches and Officials, and harmonisation**

Commission presented its draft plan to the General Assembly on 24 May 2021



and that a videoconference meeting was held on 2 March 2022 to present the draft implementation plans. For the ANOCA Secretary General, all the new Commissions have been constituted with the official handing of the letters of appointment to the

Commission, Ethics Commission, Finance Commission, Medical and Anti-Doping Commission, Games Coordination Commission (depending on the specific Games), Gender Equality Commission, International Relations



From the report, it was also noted that under the impetus of President Mustapha Berraf, a virtual conference on Sustainability and Climate Action was successfully organised on 10 January 2022 under the theme: «Educating and Inspiring for Sustainability and Climate Change in Sport». 150 participants from Africa and beyond took part

members in December 2021. Furthermore, until 2025, the following Commissions will be operational: Athletes' Commission, Athletes' Support Programme Commission-Paris 2024, Culture and Education Commission, Development

Commission, Legal Commission, Marketing and Communication Commission and Sustainability Commission.

With regard to the ANOCA President's activities, the SG reported that he undertook





several missions, notably to Hungary, Tunisia, Egypt, Senegal and Germany.

The NOCs headquarters construction project is also well on course, coordinated by Engineer Habu Gumel. A Convention has already been signed between ANOCA and the NOCs for the execution of the project. Olympafrica was also quite active during this period.

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occasion, a major message of encouragement was sent to ANOCA by the IOC President, Dr Thomas Bach. Several partnerships were also established or strengthened: 25 October 2021 with the World Baseball and Softball Confederation (WBSC) for the inclusion of Softball 5 as a side event of the African Youth and Beach Games; 16 March 2022 with Gangwon Province for the winter sports project; 18 March 2022 with FINA for the development of aquatics in Africa; 28 March 2022 with Puma for the supply of sportswear to the Olympafrica Centres; and 19 May 2022 with APO Group and Vivendi Sports.





# INTRODUCING...THE ANOCA ATHLETES' SUPPORT PROGRAMME



**D**uring the recent session of the ANOCA General Assembly, the ANOCA Athlete Support Commission, through its Chairman Seydina Omar Diagne, who is also Secretary General of NOC Senegal, presented its ambitious programme aimed at supporting the continent's athletes ahead of the Paris 2024 Games. Returning to ANOCA's support to athletes for Tokyo 2020, he indicated

that 46 athletes were selected to benefit from the Athlete Support Programme, 75% qualified for the Games, 7 brought back 8 medals (1 world record and 2 Olympic records) and 5 of the athletes were among the Top 8.

As far as Paris 2024 is concerned, ANOCA's support will be provided throughout the qualifiers, the preparations and the Games proper.



The main focus will be on the qualification of athletes. It is understood that the qualification phases will overlap with the preparation phases. As for the selection criteria, one of the following conditions must be fulfilled: be a medallist of the Tokyo 2020 Olympic Games; be among the world's top 10 in one of the 7 major disciplines selected; be among the world's top 10 in a sport discipline as of 31 December 2021; and not be a beneficiary of an Olympic Solidarity Scholarship for Paris 2024 or of another

athlete support scholarship. In addition, a maximum of 6 scholarships per NOC and a maximum of 3 athletes per discipline has also been set. For Phase 2, which is devoted to preparation, the eligibility criteria are as follows: be a high-level athlete in one of the 7 major sports and come from Phase 1; be one of the Top 8 in the World Championships; be one of the Top 8 in the world in a sport included in the Paris 2024 programme; not be a beneficiary of an Olympic Solidarity grant for Paris 2024 or another athlete support grant. A maximum





of 6 scholarships per NOC and a maximum of 3 athletes per discipline has been set. It should be noted that the Commission may consider applications from elite athletes who are not in the top 10 in Phase 1 on the basis of previous performances. This will be on a case by case basis and at the discretion of the Commission.

Athletes will be excluded or will not be considered by the Programme under the following conditions: already benefitting from an Olympic Solidarity scholarship for Paris 2024; already benefitting from similar support from an international federation or university/faculty; drop in the athlete's performance; problem of sports ethics (indiscipline etc.); medical reasons, including injury, compromising the athlete's chances of qualifying for the Paris Olympic Games; anti-doping rule violation; change of nationality by an athlete; failure to comply with

the scholarship reporting procedures; exclusion of the NOC by the IOC; or any other reason agreed with the NOC.

As for the content of the athletes' support, it shall comprise accommodation costs (in a training centre previously approved by an ANOCA commission); pocket money (amount to be determined in collaboration with the NOC or the training centre), limited transport costs for the athletes for their participation in qualifiers (not covered by any other body).

A total 99 applications were received under this Programme, i.e. 53 men and 46 women in the following disciplines: athletics, boxing, sprint canoeing, cycling, fencing, judo, modern pentathlon, rowing, shooting, swimming, taekwondo, tennis, weightlifting and wrestling.



OLYMPAFRICA

# TALKING OLYMPAFRICA





Participants at the recent ANOCA General Assembly session were briefed on the great strides made by the Olympafrica Foundation for the development of African youth. This was during the presentation by

centre and will be handed over shortly; in Togo, work is also progressing at a satisfactory pace, while work is scheduled to start soon in Benin, Kenya and Niger.

Regarding the activities of the residents of the various

“Olympafrica aims to conduct a communication audit, develop a communication plan and boost its digital communication arsenal. To this end, it has already started to equip the centres with new computers and cameras, so that quality content can be posted on social media among others.

the programme’s Executive Director, Thierno Diack who talked about projects for the construction of new centres. He noted that construction is underway at the Nigeria

centres, Thierno Diack pointed out that Futbolnet has been replaced by a new programme, Youth Empowerment Through Sports (YES), the experimental



phase of which is underway at the Somone centre (Senegal). The Foundation also plans to finance several economic and educational activities as part of non-sports programmes. In terms of visibility and information flow, Olympafrica aims to conduct a communication audit, develop a communication plan and boost its digital communication arsenal. To this end, it has already started to equip the centres with new computers and cameras, so that quality content can be posted on social media among others.

In terms of cooperation, a partnership with GIZ has been activated. It is characterised by: participation in training activities, the reconstruction of the Olympafrica centre in Somone and sponsorship

of a staff member in the formulation of the Foundation's activities. The person will be responsible for developing a qualitative evaluation system for each of the following themes (SDGs), and for which specific Foundation activities exist: values education, gender equality, non-discrimination, economic growth and access to work, environment, identification of sports talent and health and well-being.

In a nutshell, after the slowdown in activities due to the covid-19 pandemic, Olympafrica has resumed full swing with the aim of giving more to the continent's youth.





MEETING

# ANOCA PARTNERS ON EXHIBITION



**T**he meeting of 21 May 2022 was also an opportunity for Vivendi and Apo Group, two events and digital communication companies, to present their plans in support of ANOCA activities.

Vivendi Sports is a specialised sports events agency. It intends to develop a service offer for Local Organizing Committees (LOCs) in order

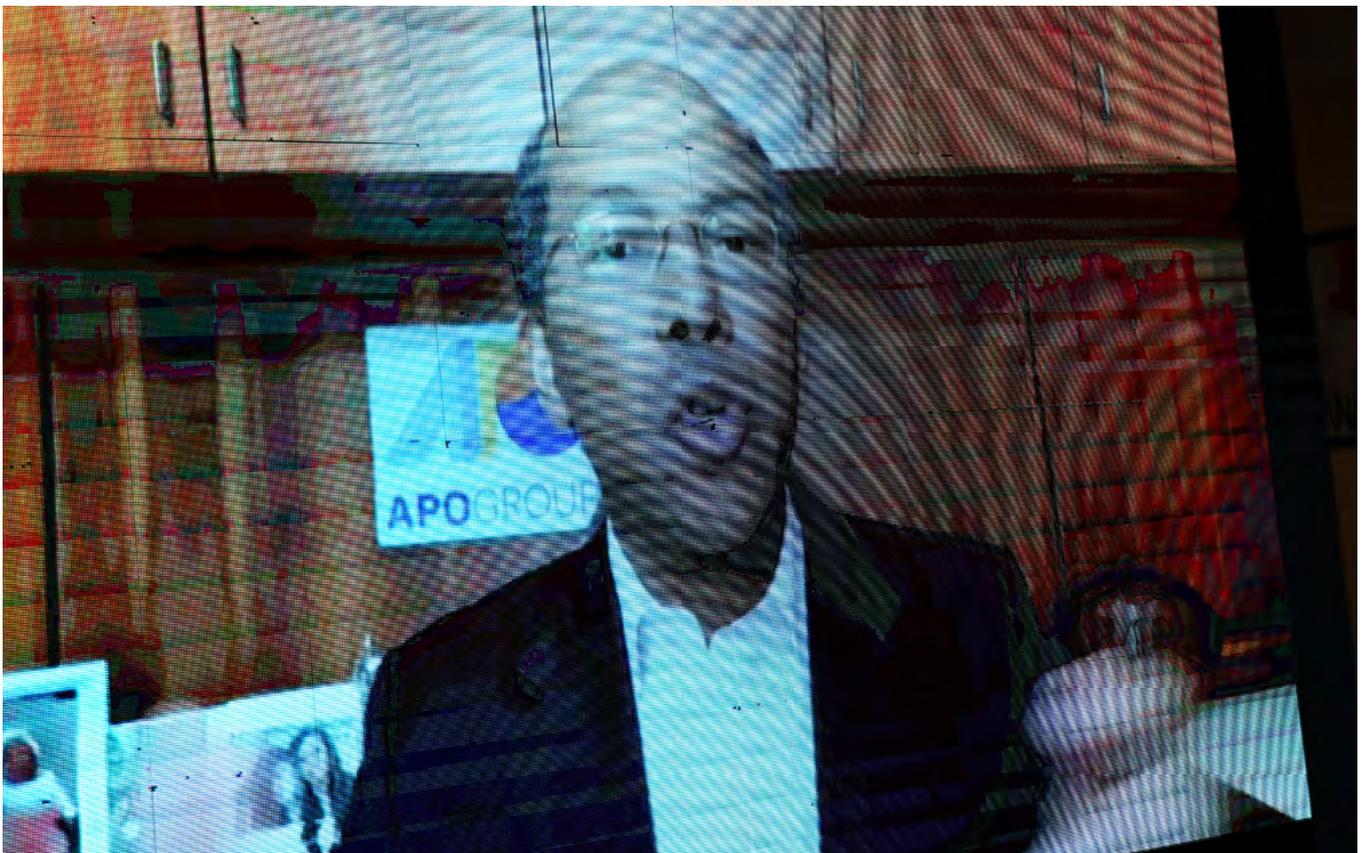
to ensure delivery of the best standards and a legacy for each edition. The agency provides a 360-degree service offer through its entities and partners. As such, it is present throughout the value chain of sports organisations. In Africa, it already supports several structures in the organisation of sports events. This is the case for the Tour de l'Espoir, the African stage of the UCI U23 Nations Cup,



the IBO Lightweight World Championship, the ARES Fighting Championship, the Afro-European MMA League and COCAN, Côte d'Ivoire 2023. With ANOCA, Vivendi Sports aims to build a long-term partnership in order to develop, strengthen and deliver all the events organised by this institution, in particular the African Youth Games, the African Beach Games, etc. This support could be focused on two major areas: development of games standards and development of a service

offer for the Local Organising Committees (LOCs) for best standards delivery and to ensure a legacy for each edition.

As for Apo Group, whose presentation was made by its founder Nicolas Pompigne-Mognard, it intends to assist ANOCA and NOCs in the dissemination of press releases and other content and help train communication managers and in press relations.





## PREPARATIONS WELL UNDERWAY

Addressing heads of the 54 African NOCs at their General Assembly on 21 May 2022, the Organising Committee of the 2024 Summer Olympic Games «**Paris 2024**» said the aim was not only to give an update on the preparations, two years ahead of this great sports jamboree, but also to issue practical participation modalities. The event will be held from 26 July to 11 August 2024 and will bring together 10,500 athletes in 28 sports + 04, 48 disciplines. It is expected that there will be perfect equality in terms of the number of participants between male and female athletes, a first that brings to mind the Paris 1900 Games,

during which female athletes were allowed to participate in the Olympics for the first time. In terms of spatial organisation, 85% of the athletes will live within 30 minutes of their competition venues. Apart from Paris, the event's hub, several other cities will be involved, notably for handball, football and aquatics. These include Marseille, Nice, Lille, Bordeaux, Lyon, Saint-Etienne, Nantes and Tahiti. The main Olympic Village, located 7 km from Paris, is built on 148,200m<sup>2</sup>. The Generation 2024 Ambassadors Programme brings together volunteers whose contribution will be crucial to the success of the Games.

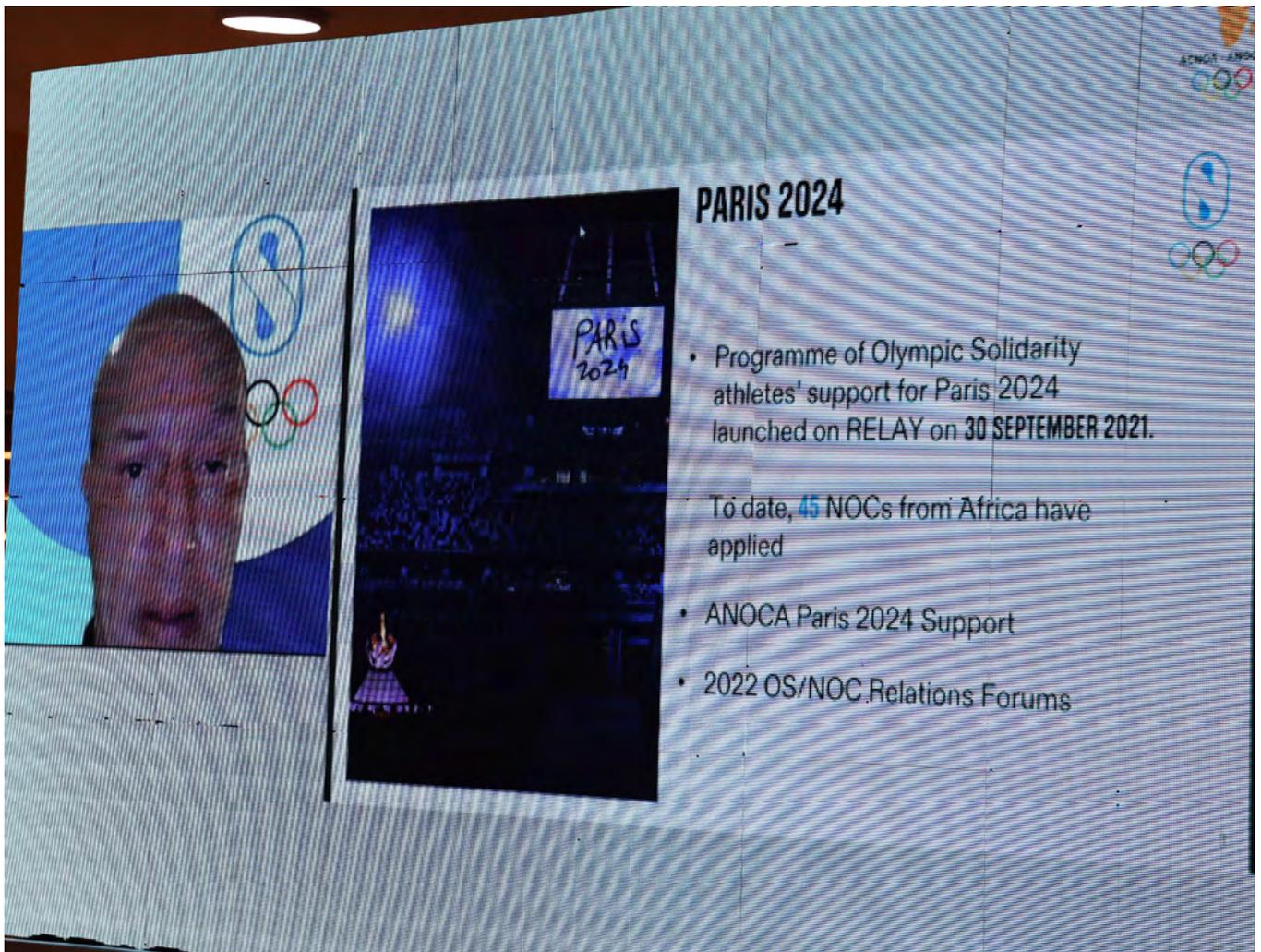
PARIS 2024





## OLYMPIC SOLIDARITY

# OLYMPIC SOLIDARITY AT THE ANOCA GENERAL ASSEMBLY



The ANOCA General Assembly also afforded an opportunity for Olympic Solidarity to present its NOC development strategy. The presentation made by the official in charge of Africa, Yassine Yousfi,

opened with greetings from Olympic Solidarity Director, James McLeod, before delving into some figures on the organisation's action in Africa, where 429 individual grants were awarded to athletes from 81 NOCs. For





the Tokyo and Beijing Games, Olympic Solidarity supported athletes in both the qualifiers and preparation phases. Regarding the upcoming Paris Games, Yousfi said that the scholarship programme for athletes was launched since 2021 and that, to date, 45 African NOCs have applied for their athletes. He announced the organisation of two forums this year in July, as part of the preparations for the Paris Games. One forum will be organised for English speakers and another for French speakers. Participants will be NOC Secretaries General and people dealing with various files relating to Paris 2024. These technical meetings will aim to prepare the participation of the various delegations. It was also announced that the deadline for applications for the Master's programme in sport management in English

and Spanish is 24 June. It is an administrative capacity building programme in the management of sports structures and enables participants to better prepare the files to be submitted by the NOC. The hope was that the applications would come from administrative support staff and not necessarily elected officials. Selection will be done this year, and training will be conducted either in-person or online, depending on the development of the health situation.

Olympic Solidarity is thus resolved to support African NOCs in the management of their structures and in the preparation of their athletes. The many programmes made available to them make this institution a frontline partner of the African Olympic Movement.





# RESOLUTIONS OF THE ORDINARY GENERAL ASSEMBLY HELD BY VIDEOCONFERENCE ON 21 MAY 2022

***Participants in the 20th Ordinary Session of the ANOCA General Assembly held by videoconference on 21 May 2022 issued the following strong resolutions aimed at further consolidating links between the various components of the African Olympic Movement.***

1. The General Assembly recognises Ghana's efforts to host the 2023 African Games and urges it to continue thus under the President's leadership.
2. The General Assembly takes note of the positive positions regarding the organisation of the 2023 African Games and endorses the steps taken and plan put in place by ANOCA and Ghana to resolve existing disputes.
3. The General Assembly approves the report of the Executive Committee and urges it to continue thus under the President's leadership.
4. The General Assembly takes note of the contracts signed with PUMA and APO Group and thanks both companies for their willingness to support ANOCA. Furthermore, it appreciates the presentation by VIVENDI Sport and their expressed interest to support ANOCA.
5. The General Assembly takes note of the positive



outcomes recorded by ANOCA and approves the guidelines of the Athletes Support Programme Paris 2024 and the way forward to implement the project. It further approves the measures taken to launch scholarships for athletes by end of June.

6. The General Assembly takes note of the report by Paris 2024 and compliments the Organising Committee's efforts.

7. The General Assembly appreciates the South Korean project that offers young African Athletes an opportunity to take part at the Winter Youth Olympics Games, and takes note of the various steps taken in this direction.

8. The General Assembly takes note of NOC Egypt's withdrawal from the hosting of the 2022 African Youth

Games.

9. The General Assembly recognises the capacity of BORNAN sport to support the African Beach Games in Hammamet pursuant to the Executive Committee recommendation to become the Technology Partner for the Games. It further approves the signing of a partnership agreement in this regard.

10. The General Assembly expresses satisfaction with the progress report on preparations for the organisation of the African Beach Games in Hammamet, Tunisia, and appreciates NOC Tunisia's efforts.

11. The General Assembly notes with deep satisfaction the huge efforts by Olympic Solidarity and the Africa Team and appreciates the efficient delivery of all OS Projects.



12. The General Assembly compliments the efforts by the Olympafrica Foundation and the efficient management of the programme, which is gaining international recognition.

13. The General Assembly takes note of the collaboration agreements with FINA, FIVB, UCI, World CANOEING and appreciates ANOCA's desire to engage with its IFs for the development of African Athletes.

14. The General Assembly takes note of the establishment of the African Centre for Olympic Studies and tasks the President, Secretary General and Treasurer General to ensure follow up.

15. The General Assembly takes note of the development phases of the HQ projects and their achievement.

16. The General Assembly opens the bidding process for NOCs interested in hosting the African Youth Games.

17. The General Assembly expresses its appreciation to IOC President Thomas Bach and his team for their outstanding efforts and proven leadership.

18. Vote of thanks to:

***-The Managing Director, PUMA***

***-The Managing Director, APO***

***-The Government of Ghana, NOC Ghana***

***-The Government of Nigeria, the Minister and the President of NOC Nigeria***

***-Olympic Solidarity and its directors***

***-IOC President, Dr Thomas Bach***



**CHAD**

# **ANOCA DELEGATION IN CHAD**







**A**NOCA President, *Mustapha Berraf*, was in the Republic of Chad on 31 May and 1 June 2022 for a working visit. He was at the head of a delegation that also included the 4th Vice President, *Fardouza Moussa*, the Treasurer General, *Eng. Ahmed Abu Gumel* and the President of NOC Chad (COST), *General Idriss Adiker*.

State to develop the practice of this activity in the country and the promises made by President Berraf, notably to renovate the Olympafrica centre and provide the NOC with a headquarters. To cap it all, the President of the Transitional Military Council was awarded the African Olympic Order of Merit, while the ANOCA President was elevated to the rank of Officer of the National Order of Chad.

**Audience with the President of the Transitional Military Council, General Mahamat Idriss Deby**

**With the Minister of Youth, Sports and Entrepreneurship**

The ANOCA delegation was received in audience on 31 May at the presidential palace. The exchange revolved around the major role of sport as a factor for the unity of peoples, the determination of the Head of

On 1 June, the delegation of the African Olympic Movement visited the Ministry of Youth, Sports and Entrepreneurship. After welcoming his guests, the Minister, Mahamoud Ali Seid, solicited ANOCA's support



 **presidence**

for the development of sport in Chad. He also affirmed that excellent relations existed between COST and the Ministry and that he spared no effort to support all sports projects.

Taking the floor in his turn, President Berraf reiterated

his thanks for the invitation extended by the COST President. He also hailed the bonds of fraternity and sharing that characterise the African Olympic family and reaffirmed his resolve to support the revival of Chadian sport and youth development, particularly



through the numerous activities of the Olympafrica Centre, which can serve as a springboard to elite sport. He announced the forthcoming arrival in Chad of the Director of Olympafrica, who will then identify all the Centre's needs in order to render it more operational. He also insisted on the need to rely on Olympic Solidarity programmes to further support national federations through the NOC.

The 4th Vice President of ANOCA, Fardouza Moussa, for her part, congratulated the Minister on his commitment and advocated putting the best athletes on scholarship in approved centres for proper supervision in order to give them the chance to have a follow-up and thus be better prepared for upcoming competitions.

The COST President, for his part, thanked the President of ANOCA for heeding his invitation, before paying tribute to Idriss Mahamad Ouya and champion Paul Ngadjadum, both high jump specialists.

### **At the Olympafrica Centre**

The ANOCA delegation met young people in a training session on Olympic values. President Mustapha Berraf welcomed this dynamism and reiterated his commitment to rehabilitate the facility, which is so precious for Chadian youth.

### **At the NOC headquarters**

During their stay in Chad, the ANOCA delegation also visited the NOC headquarters, which is currently housed in the



stadium. Here, the ANOCA President announced the vast programme for the construction of headquarters for the African NOCs that do not have them. He welcomed the synergy between Sports Movement actors in Chad for

the benefit of the country's youth.

The ANOCA delegation rounded off their visit with press conference.





CHAD

# DUAL MEDAL AWARD CEREMONY AT THE AUDIENCE WITH THE PRESIDENT OF THE TRANSITIONAL MILITARY COUNCIL



 presidence

**D**uring the audience with the President of the Transitional Military Council of Chad on 31 May 2022 the President ANOCA, on behalf of the African Olympic Movement, presented the

Order of African Olympic Merit, the highest honour of his institution, to the Head of State of Chad, «for all the efforts he is undertaking for the benefit of Chadian youth and in giving sport a facelift



in Chad.» In return, President Berraf was elevated to the rank of Officer of the National Order of Chad by the President of the Transitional Military Council. Speaking on the occasion, General Mahamat Idriss Deby underscored the political will of his government to make sport a national priority in his country. He also declared 2022 «the year of sport in Chad» with a firm intention to support the development of this. President Mustapha Berraf, for his part, first congratulated the President of Chad for his vision and foresight regarding the role of sport as a powerful unifying tool where there is division. He also reiterated ANOCA's commitment to fully participate in the development and growth of continental sport and the determination to assist the Chadian Olympic Committee, notably by providing it with a befitting

headquarters. Finally, he promised that the Olympafrica Centre will be renovated for the development of Chadian youth.

Mustapha Berraf was accompanied by several officials of the African Olympic Movement including: the 4th Vice President, Fardouza Moussa, the Treasurer General, Engineer Ahmed Abu Gumel and the NOC President, General Idriss Adiker.

Commenting at the end of this audience, President said: ***"I feel proud and honoured to have received this medal of the Republic from His Excellency the President of the Transitional Military Council. This great dignitary has an in-depth understanding of the problems of youth and sport in the country (...) We spoke about giving sport in Chad a facelift and of course***





*about the young talents and the great potential that this wonderful country is*

*endowed with. I am sure that the future promises us great champions in Chad."*





ANOCA - UCI

# ANOCA AND UCI OFFICIALISE PARTNERSHIP TO DEVELOP CYCLING IN AFRICA



**A**NOCA and the International Cycling Union (UCI) recently signed a Memorandum of Understanding at UCI headquarters. The deal especially sets out a concerted strategy for the



two organisations with a view to organising the 2025 World Road Cycling Championships in Kigali, Rwanda. For that event, UCI intends to support the preparation of African athletes, particularly in the junior and under-23 categories as from this year. The two organisations also agreed to join efforts up to the Los Angeles Olympic Games in 2028 and other major events:

***“We are quite sure that our efforts thus concerted will be the glue for sustained progressive development of Cycling in Africa. We strive each day to achieve the ambitious ideal of bringing joy to African Youth through Sport in general and today cycling in particular. »*** In the same vein, the UCI President stated that: ***“When I stated in my Agenda 2022 that I wanted to take the UCI Road World***

***Championships to Africa for the first time, it was part of a wider vision to strengthen our development work on the continent. I am incredibly excited to work alongside the ANOCA to ensure that African athletes will be forces to be reckoned with in Kigali in three years’ time,”*** President Berraf noted.

Besides the ANOCA and UCI Presidents, several other dignitaries were witnesses to the signing, including: the UCI Director General, Amina Lanaya, the Acting Director of the UCI World Cycling Centre, Jacques Landry and the IOC Head of Sport Development in Africa, Yassine Yousfi.



## DISTINCTION

## ENG. AHMED ABU GUMEL RECEIVES HIGHLY PRIZED IMPERIAL AWARD



The President of NOC Nigeria, Honorary IOC Member and ANOCA Treasurer General, Engineer Ahmed Habu Gumel, was awarded the Order of the Rising Sun, Gold Rays with Neck Ribbon, a most prestigious decoration awarded in the name of His Majesty the Emperor of Japan Naruhito. On 2 April 2022, the Government of Japan released the names of the foreign recipients of the Imperial Decorations for the spring of 2022, in a release which stated, among others, that Engineer Habu Ahmed Gumel was being recognised for his contribution to the promotion of friendly relations between Japan and Nigeria through sport, an

“Engineer Gumel is the fourth Nigerian to receive such an award from Japan



honour for Nigeria and all of Africa.

Engineer Gumel is the fourth Nigerian to receive such an award from Japan, after Senator Udoma Udo Udoma, former Minister of the Budget and National Planning, Professor Isaac Folorunso Adewale, former Minister of Health, and Professor Mohammed Gana Yisa, former Ambassador Extraordinary and Plenipotentiary of the Federal Republic of Nigeria to Japan.

The recipient, as President of the Nigerian Olympic Committee, was instrumental in establishing relations with the Japanese Olympic Committee and has, over the years, contributed significantly to the promotion of bilateral cooperation

between Japan and Nigeria through the Olympic Games. He has also contributed significantly in fostering bilateral exchanges between the two countries by supporting the registration of Kisarazu as a host city and organising high-level exchanges between the Mayor of Kisarazu and Nigerian ministers.

In addition, as President of the Nigerian Volleyball Federation, he contributed to the strengthening of sports exchanges between the two countries by sending the Nigerian national volleyball coach to the University of Tsukuba for a short stay and by bringing volleyball coaches from Japan for sports capacity building seminars for technical coaches from his country.



## INTERVIEW

# EXPERT EYE: ONE ON ONE WITH ROBERT MUTSAUKI



***In a recent conversation with ANOCA Newsletter, the astute sports management specialist and consultant, Robert Mutsauki, zooms his sharp lenses on the new governance of ANOCA and proposes workable strategies to improve the performance of African NOCs and athletes.***

***1. What is your opinion on the new ANOCA strategic plan developed in 2020 under the leadership of President Mustapha Berraf?***

President Berraf and his Executive Committee must be congratulated and commended for embracing the concept of strategic management as well as



realising and accepting the fact that without a clear road map, ANOCA could not realise its full potential. The 2021 to 2024 blueprint is not only ANOCA's new strategic plan but rather their first ever formal strategy and hence a major milestone in the existence of this august sports body. Moreover, the ANOCA strategic plan was developed under very difficult and unusual conditions because the advent of Covid-19 necessitated development of the strategic plan virtually through the Zoom platform by a designated working group which was balanced and diverse in its composition.

However, one cannot help bemoan the missed opportunities during the many years ANOCA did not have a strategic plan in place but as they say better late than never.

In my view, the ANOCA strategic plan is both credible and sound and I say so not because I played the role of facilitator during the strategic planning process, but rather because due process and best practices were followed in formulating this strategy.

Having said that, however, developing a strategic plan is one thing and implementing it effectively is quite another. To benefit fully from its new strategic plan, ANOCA needs to systematically, holistically and effectively implement it through annual operational plans. This also entails on-going monitoring and periodical evaluation as well as taking appropriate remedial or corrective action timeously. ANOCA decisions, operations and allocation of resources ought to be guided by the strategic priorities and other prescripts of the





strategic plan. There is a lot of hard work in implementing the strategic plan and the hard work is rewarded through substantial benefits to be reaped at the end of the day.

The enhanced performance, impact, relevance, competitiveness and sustainability of ANOCA should be evident to all stakeholders if the new strategy is effectively implemented as these are the hard-earned benefits of strategic management.

## ***2. What strategy do you envisage to improve the performance of African NOCs?***

One of ANOCA's key performance areas or strategic priorities as depicted in its strategic plan is 'Athletes and NOCs' and specific strategies are

outlined under this theme with a view to providing appropriate guidance and support including funding of projects and mentorship of officials. The impact of ANOCA can be felt on the continent through the performance of NOCs on the ground in their respective territories as well as the performance of the 7 ANOCA Zones. The performance of NOCs is not at the same level and hence some NOCs may need more assistance and support to catch up with their counterparts even on issues such as mobilising resources or leveraging available opportunities through ANOCA and Olympic Solidarity.

As it is often said, a chain is only as strong as its weakest link. So, NOCs are part of the value chain it is in the interest of the whole African Olympic Family to ensure that everybody is moving not





only in the same direction but at the same pace as well.

Over the years I have observed that the most needy NOCs tend to keep to themselves, moaning about lack of much-needed financial resources,

a very simple application with templates already provided. I have always said that it is much easier to secure funding from ANOCA and Olympic Solidarity than from a potential sponsor for instance, so NOCs should see



and also fail to leverage many available opportunities when in fact they are already classified as most deserving and therefore a priority particularly when it comes to Olympic Solidarity and ANOCA Programmes which require

and regard the opportunities provided by ANOCA and Olympic Solidarity as low hanging fruit which can easily be plucked first.

I would encourage all NOCs to develop and effectively



implement strategic plans to enhance organisational and athlete performance. The resources required for the implementation of the NOC strategic plan can be primarily sourced from ANOCA and Olympic Solidarity programme funding. Additional resources can also be sourced from business and strategic partners as well as governments, leveraging the strategic plan.

NOCs with strategic plans have to review and align their structures, policies and processes to their strategy. To carry out their mandates efficiently and effectively, a growing number of NOCs have embraced the concept of employing full-time staff who can still be complemented by volunteers. A growing trend is that some NOCs have progressed to the stage of employing a Chief Executive Officer to manage

NOC business in place of the elected Secretary General. This is all part of organisational development, growth and renewal.

I would say there is a correlation between organisational and athlete performance and one can cite several examples where this is evident. The NOC leadership have an important role to play in guiding or steering the organisation and keeping it on course to achieve its set objectives. A well governed and well managed NOC is more likely to create a conducive environment for athletes and other stakeholders. The talent we have in abundance can only flourish under the right conditions. The NOCs can also share good systems and practices through the NOC Exchange Programme which is funded by Olympic Solidarity.





### ***3. How can ANOCA, working with NOCs effectively support African athletes to ensure optimal performance at major Games?***

ANOCA is already providing several platforms for athlete exposure and performance namely Zonal Games, African Youth Games, African Beach Games and African Games (in collaboration with the AU and AASC) and these competitions can enable athletes to qualify and prepare for Youth Olympic Games and the Olympic Games as well as sport specific World Championships.

What is important is to ensure that the various ANOCA Games are well organised, well managed and attract the best talent on the continent. It is undesirable for our best athletes to shun the African Games as this impacts on the quality of athlete performances

or competitiveness as well as the attractiveness of the Games to potential sponsors and partners. Let us seriously address the question of why many of our world class athletes are staying away from the African Games as well as what we can do to reverse this disturbing trend.

ANOCA has also done well to provide scholarships and the NOC Activities grant to support athletes in their preparations for Olympic Games. This support has positively complemented the Olympic Scholarships, the Continental Athlete Support Grant as well as the Youth Athlete Development support provided by Olympic Solidarity every quadrennial. We now have more athletes benefiting from this combined support and it is anticipated that this will impact positively on athletes' performances in due course raising the level of Africa's



collective performance on the global platform.

The athletes benefiting from scholarships and the financial resources that are being made available for athlete development and support by ANOCA and Olympic Solidarity need to be managed well by the respective NOCs for optimum results.

NOCs need to collaborate effectively with their NFs who deal with and manage the athletes on a day-to-day basis. There is no country without talent, but talent alone is not enough. We often boast that we have an abundance of talent (which is true) and that we are in fact sitting on a gold mine. Now the issue is that we should not be content to sit on a gold mine without doing what it takes to extract the gold from underground. There is no real value in being 'a

sleeping giant' or perennial potential world beaters. We should take urgent steps to convert potential to reality by producing more world class athletes across the continent. This will lead to more podium performances on the global stage.

Those who have achieved the feat of conquering the world will testify that this was achieved not by accident but through a deliberate and elaborate process. Long-term athlete development programmes will assist us to achieve sustainable success. Admittedly this takes time and effort, putting systems into place, mobilising resources and managing the process and hence we should be prepared to stay the course, as delayed gratification is the most viable option or route if we wish to reach the biblical 'promised land' in due course.





# ACNOA - ANOCA



## Contacts

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