ACNOA - ANOCA

ANOCA NEWSLETTER

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INTERNATIONAL OLYMPIC COMMITTEE



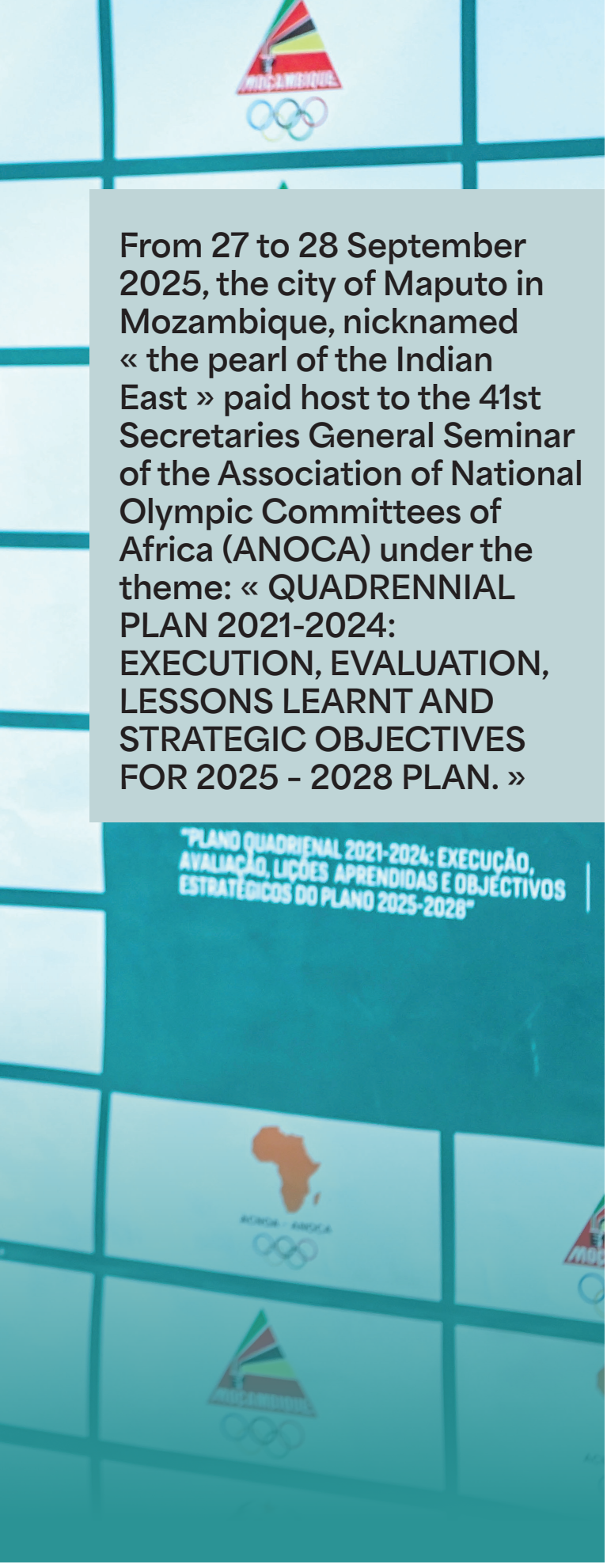
41st ANOCA SECRETARIES GENERAL SEMINAR

TWO HIGHLY INTENSIVE DAYS IN MAPUTO TO BUILD STRONG AND SUSTAINABLE ORGANISATIONS!



ANOCA SGS IN MAPUTO

A CROWD-PULLING OFFICIAL OPENING



From 27 to 28 September 2025, the city of Maputo in Mozambique, nicknamed « the pearl of the Indian East » paid host to the 41st Secretaries General Seminar of the Association of National Olympic Committees of Africa (ANOCA) under the theme: « QUADRENNIAL PLAN 2021-2024: EXECUTION, EVALUATION, LESSONS LEARNT AND STRATEGIC OBJECTIVES FOR 2025 - 2028 PLAN. »

The first day was marked by the speech of Mozambique NOC Secretary General's speech, Mr Penalva CEZAR, and that of ANOCA Secretary General, INGR. AHMED ABOU ELGASIM HASHIM.

The Secretary General of the Host Country welcomed all the delegates present and shared house-keeping announcements for the session to commence.

Taking the floor, The ANOCA Secretary General commenced by congratulating the authorities of Mozambique for achieving a commendable milestone of stability of the Country. He then « *welcomed the newly elected and/or appointed NOC Secretaries* ».

He further requested all the delegates present to observe a moment of silence in remembrance of our late brother, the Secretary General of Liberia NOC; Mr. Frederick PRATT, and He passed the apology of the ANOCA President, Hon. Mustapha Berraf who could not attend, and extended his best wishes to all the SGs present.

Elaborating on how the seminar has been structured this year, he said: « *it will focus the implementation of the 2021 - 2024 and 2025 - 2028 quadrennials' strategic plans.* » He informed the Seminar of the next year arrangement for streamlining the SGs engagements at the backdrop of the Dakar 2026 Youth Olympic Games celebration; and finally



The welcome speech was delivered by Mozambique NOC President, Mr Anibal MANAVE.

In his address, INGR. HABU AHMED GUMEL Treasurer General of ANOCA, on behalf of the President, declared that:

« ***I would like to express ANOCA President's sincere apologies as he was compelled by circumstance beyond his control not to personally make it. This Seminar is of crucial importance within the ANOCA landscape, as it enables honest interactions with a view to develop sports in Africa, through collaborative efforts, and based on lessons learnt from the 2021-2024 quadrennial, which have shaped ANOCA as a beacon of hope, as results do show that Africa has potential. Our prospects are very clear: Los Angeles 2028 provides Africa with greater opportunities to grow, and there are clear indications that Africa has attained maturity. The Dakar 2026 Olympic Youth Games, the ever first Olympic Games to be hosted by Africa bring hopes.*** »

Finally, the Treasurer General INGR. HABU AHMED GUMEL, supported by the 3rd Vice President presented the ANOCA's Gratitude Award to Mozambique's Minister of Youth and Sports Caifadine MANASSE, who

received it on behalf of His Excellency the President of the Republic of Mozambique.

Then, the NOC of Egypt honoured the NOC of Mozambique by offering a gold medal from the 2007 All Africa Games and the trophy.

The Minister welcomed all the delegates in Mozambique and send the regards of His Excellency the President of Mozambique; he stressed that:

« ***This seminar is a historic moment for our continent. We share a common responsibility: that of creating conditions to unveil and valorise Africa's immense talent***»

He went on to indicate that:

« ***It is time for Africa to invest in its athletes with the view to compete not just to participate in the major Games but aiming for podium in Los Angeles in 2028. The Government is fully committed to ensure that sport remains a strategic agenda and continues to grow in Mozambique. I therefore declare open the 41st Secretaries General Seminar.*** »





« LET'S ALL PUT OURSELVES AT THE SERVICE OF SPORT, ATHLETES AND AFRICA »

ANOCA President, Honourable Mustapha BERRAF was represented at the 41st Secretaries General Seminar of the Association of National Olympic Committees by the Treasurer General of the Association of National Olympic Committees of Africa, Ing Abou GUMEL. He delivered the following speech on behalf of the President:

« ***We are gathered here, in the vibrant city of Maputo, at a crucial moment in the African Olympic Movement's history. This seminar is not just an annual meeting; it is a platform for reflection, exchange and a laboratory for innovation - at the service of sport, athletes and our continent.***»



Our main theme - 2021-2024 Quadrennial Plan - requires us to make an assessment of what has been achieved, to measure the impact of our programmes and to plan the future. During these last four years, ANOCA has invested in initiatives aimed at strengthening our National Olympic Committees, to improve governance and to build capacities. These efforts have not been fruitless: they are producing concrete results, as can be seen in our athletes' performances, in the empowering of our youths and in in the increasing role of sport as a development tool in Africa.

The Paris 2024 Olympic Games have left us with inspiring memories and valuable lessons. Through their courage, their talent and their resolve, African athletes have once more demonstrated that Africa is a land of champions. Their exploits on the international scene are testimony of the immense potential our continent harbours.

«***Besides, Paris 2024 also reminded us that success is not a matter of chance. It needs preparation, investment and above all a same vision. We must learn both from our victories and from our shortcomings, in order to plan Dakar 2026 more seriously, with increased solidarity and with greater ambitions.***»

Upcoming sports events stand as an organizational challenge for ANOCA.

« ***While reflecting on Paris 2024 and preparing for Dakar 2026, we must also look further - towards Los Angeles 2028 (LA28). For the African sport, LA28 is not only another level of competition, but also an opportunity to demonstrate continuity, growth and consistence in our performances. Our athletes will arrive Los Angeles, carried by the pride from Paris and the strength from Dakar. As from now, we have to prepare our teams, our structures and our strategies, in order for Africa to draw the best from today's lessons to achieve greater successes in future. LA28 should be a step where African progress should be reckoned with and where our continent will assert itself as a true force in world sports,*** » he added.



The Secretaries General seminar is fundamentally based on solidarity values which guide the African Olympic and Sports movement.

« ***Mutual learning is one of Africa's greatest forces based on its diversity – its experiences, its challenges and its solutions. This seminar perfectly illustrates our ability to learn from each other. By sharing best practices, by exchanging in all sincerity and by supporting each other, we can overcome obstacles which would have otherwise seemed unsurmountable. Our solidarity is our strength and our unity is the foundation of our progress. Permit me to highlight an essential value which stands at the heart of our task: commitment and sincerity. The position of Secretary General is demanding. It requests integrity, transparency and an unflinching sense of duty. We must be honest to our athletes, to our National Olympic Committees, our institutions, and even more, to ourselves. It's only by respecting these principles that we will guarantee our actions' credibility***



and the confidence of people we are serving. »

ANOCA builds the African Olympic and sports movement's future through several events which request Secretaries General's strong involvement.

« *As concerns our next fora and events, ANOCA developed an ambitious programme for the coming months:*

We will organize the Forum on Gender Equality in Burundi in order to reaffirm our desire to promote women's role in sports, and to advance gender equity all over the continent.

In Angola, on the sidelines of the African Youth Games, we will be organizing the Forum on Sustainability, with the aim of putting forward the essential role sports plays in promoting sustainable development and the protection of our environment.

And above all, we are proudly and enthusiastically preparing the Dakar 2026 Youth Olympic Games - the first Olympic Games ever hosted on African soil. Dakar 2026 will be more than just a sports event: i twill be a celebration of Africa's organizational capabilities, it's cultural wealth and its unshakable faith in tomorrow's youth.

Dear colleagues, this seminar provides us with an opportunity to commit ourselves once again to values that bring us together: excellence, friendship and respect. It is also to remind us that our task is above our individual roles. We have to serve - serve athletes, youths and Africa's future », he concluded:

« *On behalf of President Mustapha BERRAF, I wish to sincerely thank you for your your devotion, your resilience and your spirit of collaboration. Together, let's continue building a strong, united, credible and inspiring African Olympic Movement for the world.* »



STRATEGIC PLANS FACED WITH ANOCA'S AMBITIONS

ANOCA'S 2021 - 2024 and 2025 - 2028 strategic plans were deeply scrutinized during the meeting's various sessions. The 2021- 2025 was first of all scrutinized. Its success rate indicated that 90% of strategic objectives and strategies were achieved. This result places ANOCA above the average of world sports organizations of which only 15% achieve less than 50% of their long-term strategic objectives.

For the development of the next 2025-2028 plan, SGs were warned that it is to follow the usual process, and not to simply change texts.

The strategic planning process entails the combination of planning and execution, the implementation of the strategic plan, its adaptation to frequent changes and the environmental analysis involving the SWOT.

At this stage of the meeting, Expert Robert MITSAUKI added that the strategic plan should be complemented with other operational frameworks such as annual business plans, the Monitoring and Evaluation tool, the risk management framework and the putting in place of strategic planning process.

Other aspects were discussed, including the inclusion of zonal objectives into NOCs' strategic plans or again the importance of Olympic education as a strategic objective. The 2021-2024 quadrennial plan assessment provided the opportunity to review athletes' experience, through the support from the Olympic Solidarity.

The 2026-2032 NOC Uniform Programme developed by ANOC and PEAK was presented on this occasion. ANOC signed an innovative agreement with PEAK. The programme was designed to support up to 50 NOCs with a maximum of 10 athletes having participated in Paris 2024. It covers events scheduled between 2026 and 2032, a total of 8 competitions.

NOCs must respect the deadlines and start working on finalizing the signing of contracts before 30 September 2025, while the deadline for designs is 31 March 2026 for the Dakar 2026 YOG.







ANOC advises African NOCs the Milano Cortina 2026 photo programme. There is also the ANOC TV studio. ANOC further offers its digital content platform for NOCs' social networks.

The success of strategic plans relies on a financial governance, presented as priority strategic path by the various speakers.

An official of the organization revealed that the Olympic Solidarity made a record investment in Africa; an unprecedented support with an investment worth 2.9 million euros, a level of commitment which « *sends Europe back*». NOCs should however show proof of rigorous planning in order to « *unleash the potential of these programmes* ».

As concerns crisis management and strategic planning, NOCs shared experiences, as well as the role of ANOCA in the implementation of the 2021-2024 Quadrennial Plan by NOCs, as well as prospects for the 205-2028 quadrennial: main trends and priorities.

The aspect on the digitalization of actions was not left aside. A presentation was given on the role of Artificial Intelligence (AI) in sports: opportunities and challenges. To crown it all the Olympafrica project, was given prominent place during deliberations.



RECOMMENDATIONS AND THE WAY FORWARD FOR A BRIGHTER AFRICAN OLYMPIC AND SPORTS MOVEMENT



At the end of the 41st Secretaries General Seminar, the following recommendations were made, as a result of debates carried out during the various sessions:

1. NOCs were strongly recommended to use the services of the skilled independent consultant(s) to develop their strategic plan where possible to ensure that due process is followed accordingly.
2. NOCs should develop strategic plan that are complemented with Monitoring and Evaluation tools as well as Risk Management Frameworks.
3. NOCs recommended to have a strategic plan in place which is aligned with the Olympic Agenda 2020+5, the ANOC, the ANOCA as well as the Zonal Strategic Plans.
4. NOCs to consider Olympic values education as a strategic imperative for the transformation of Africa and therefore include them in their daily programming.
5. The NOCs are reminded and invited to participate in the Dakar 2026 Learning Academy Program as it is time for Africa. The deadline for submissions is 31st October 2025.



6. The ANOCA Development Commission to speed up the process of issuing guidelines for the Athletes eligibility for the ANOCA Athletes Scholarships in preparation of the Los Angeles 2028 Olympic Games.
7. The NOCs having participated in the Paris 2024 Olympic Games with maximum of 10 athletes or less may still proceed to sign the agreements by the 30th September 2025 for the Uniform Program offered by ANOC and PEAK for their participation in the upcoming Dakar 2026 Youth Olympic Games - DNA.
8. ANOCA should develop resolute criteria which specify the age limit backed by portfolio of evidence which the NOCs must enforce to mitigate the risk of age cheating.
9. NOCs are encouraged to continue signing the UN Agreement on the Climate Change.
10. African NOCs should invest in learning the use of AI for purpose of enhanced efficiency and athlete support mechanisms that are of technological nature e.g. genetical analysis.
11. NOCs should appoint at least one candidate to enrol in the Certificate Programme in AI offered by Zedny in collaboration with ANOCA, which shall run for three months at probono.
12. The NOCs are encouraged to open separate bank accounts dedicated to the Olympafrica Centres to enhance transparency and ensure the moneys are used by the Centres.

The seminar provided the opportunity to design a clear roadmap, calling for the full mobilization of NOCs to turn continental initiatives into measurable national projects.

ANOCA Secretary General proposed that, pending approval by ANOCA Executive Committee, the next ordinary seminar, or a practical session be held in Senegal in view of the Dakar 2026Youth Olympic Games.

During the closing ceremony, tribute was paid to Gilbert Weiss, referred to as «*true legend*», being the only serving Secretary General since the years 2000. The excellent organization of the meeting was recognized by the award of the ANOCA trophy to the Mayor of Maputo for his hospitality.

The 41st SG Seminar thus laid down a generational commitment, based on strategic efficiency, massive financial support from the Olympic Solidarity and education to nurture the continent's future champions and leaders. Africa is now «*Ready to Rise*».

For all delegates, this seminar was an occasion for valuable experience sharing and for the harmonization of various views among African NOCs, with a common objective: improving African sports performances at continental and world levels.











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DOS COM
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41ST SEMINAR FOR SEC
OF AFRICAN NATIONAL O
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MELIÃ
41º SEMINÁRIO
DOS SECRETÁRIOS-GERAIS
DOS COMITÉS OLÍMPICOS DE ÁFRICA
MAPUTO-MOZAMBIQUE,
27-28 SEPTEMBER 2025


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