

Vision



Empowering the collective voice of the National Olympic Committees for the positive future of the Olympic Movement.

Mission



1. Understand and independently represent the diverse and collective interests of its member NOCs, their athletes, and entourage.

2. Promote innovation, cooperation, and exchange of knowledge to support the advancement of its member NOCs.

3. Ensure efficiencies through facilitation and coordination of activities with other key entities within and for the benefit of the Olympic Movement.

Values

Respect



ANOC believes in respect for all, ensuring sport is diverse and inclusive.

Friendship



ANOC is a key leader in the Olympic Movement, acting together, with friendship and mutual understanding.

Excellence and Integrity



ANOC is committed to moral and ethical principles, applying best practices in Good Governance, seeking constant development and embracing new ideas and responsibly considers the economic, social and environmental impacts of its decisions.

Priorities

Cooperation

Representation

Good Governance

Advancement

Commercial Properties and Events

Strategic Objectives

 <p>COOPERATION</p> <p>Objective 1 - Promote cooperation and exchange opportunities between NOCs in the themes of Sport, Digital Communication, Marketing and Management, via digital webinars yearly, to enable solutions for mutual progress.</p> <p>Objective 2 - Work in cooperation with the IOC and the key stakeholders of the Olympic Movement to deliver effective support for the NOCs. Organize 2 virtual meetings per year with the Continental Association Secretary Generals and IOC to clarify roles, align initiatives and report to membership.</p>	 <p>ADVANCEMENT</p> <p>Objective 3 - Support the NOCs Digital Transformation process with the delivery of multiple yearly workshops with industry experts, providing the NOCs with effective solutions to improve their daily work activities.</p> <p>Objective 4 - Develop and implement programs and projects aimed at securing new partnerships, targeting at least two sponsors in each category (Gold, Silver, and Bronze) by the end of 2028.</p>	 <p>REPRESENTATION</p> <p>Objective 5 - Establish the strategy for NOC representation, collecting NOCs opinion and reporting back to the NOC community by December 2025.</p> <p>Objective 6 - ANOC must improve its communication with the members, promoting more proximity and sense of belonging. Update them with the delivered activities and its results, with a process in place by December 2025.</p> <p>Objective 7 - To represent the NOCs, ANOC must understand their realities and build a solid database with strategic information, in collaboration with the IOC, to allow data driven decisions by July 2026.</p>	 <p>COMMERCIAL PROPERTIES AND EVENTS</p> <p>Objective 8 - ANOC must organize at least one in-person event per year to foster social interaction, dialogue and exchange among NOCs. The events must seek participation of at least 90% of the NOCs at the end of the quadrennium.</p> <p>Objective 9 - ANOC must use its General Assembly and ANOC Awards to enhance its visibility, networking and commercial opportunities. A comprehensive sponsorship program, digital campaign and tailored business networking events must be delivered and measured. These initiatives must be in place for the ANOC GA 2026 and onwards.</p>	 <p>GOOD GOVERNANCE</p> <p>Objective 10 - ANOC must review and enhance its governance framework, by implementing transparency and accountability systems, ensuring that executive decisions, financial reports, strategic actions are documented and accessible to all NOCs by December 2026</p> <p>Objective 11 - ANOC must increase its sustainability maturity by December 2026 through the development of its sustainable procurement policy, carbon emissions reduction, nature conservation initiatives and a sustainability guide for all its events.</p>
--	---	---	---	---

Key Performance Indicators

Strategic Objective	KPI ID	KPI Description	Target	Data Source	Time frame / deadline	Comments / Action items
Objective 1 - Promote cooperation and exchange opportunities between NOCs in the themes of Sport, Digital Communication, Marketing and Management, via digital webinars yearly, to enable solutions for mutual progress.	1.1	Number of digital webinars organized annually, with topics requested by the NOCs, and subjects not overlapping with IOC and CA programs.	Minimum of 8 webinars per year	Event reports, attendance sheets	Annual	Ensure content reflects NOC needs and priorities
	1.2	NOC participation rate in exchange activities.	≥ 75% of NOCs engaged at least once per year	Registration data	Annual	NOC participation rate in exchange activities
	1.3	Quality and applicability of shared content	≥ 80% of participants rate the sessions as useful for their operations	Feedback reports	Annual	Quality and applicability of shared content
	1.4	Introduction of an ANOC advisory team that is in contact with the NOCs and supports peer NOCs in particular in strategy, management, sport performance, games planning and integrity issues, supplementary to the IOC programs.	Minimum of 8 webinars per year	Consultation meeting reports	Annual	Develop the communication process among the stakeholders to deliver effective consultation.

Key Performance Indicators

Strategic Objective	KPI ID	KPI Description	Target	Data Source	Time frame / deadline	Comments / Action items
Objective 2 - Work in cooperation with the IOC and the key stakeholders of the Olympic Movement to deliver effective support for the NOCs. Organize 2 virtual meetings per year with the Continental Association Secretary Generals and IOC to clarify roles, align initiatives and report to membership.	2.1	Number of virtual alignment meetings held with IOC and Continent SGs	2 meetings per year	Meeting minutes, invitations	Biannually starting in December 2025.	Rotate chairing responsibilities among SGs
	2.2	Report submission to NOCs following each virtual meeting	100% reports submitted within 2 weeks after each meeting	Report archives, email logs	Within 2 weeks post-meeting	Include action points and follow-up indicators
	2.3	Number of contributions made to IOC working groups commissions or forums	2 per year	Meeting minutes	Within 2 weeks post-meeting	Submission of contributions to the IOC
	2.4	Monitoring of current challenges for NOCs with subsequent identification of topics for webinars	2 topics identified per year	Questionnaire sent to NOCs	Biannually starting August 2025.	Questionnaire and report developed
	2.5	For NOC Secretary Generals: development of a "timeout for leadership issues" concept (e.g. fixed group of 6 GS from 5 continents discuss a challenge 4 times a year)	4 online workshops every 3 months inviting NOC Secretary Generals.	Meeting reports and feedback forms.	Event every 3 months starting October 2025.	Online meetings delivered.
	2.6	The benefits and quality of the workshops are rated as very high by the NOCs	80% rating the NOC Secretary Generals meeting as good or very good, considering the respondent NOCs.	Feedback form sent to meeting participants.	Within 2 weeks post-meeting	Questionnaire reports delivered

Key Performance Indicators

Strategic Objective	KPI ID	KPI Description	Target	Data Source	Time frame / deadline	Comments / Action items
Objective 3 - Support the NOCs Digital Transformation process with the delivery of multiple yearly workshops with industry experts, providing the NOCs with effective solutions to improve their daily work activities.	3.1	Number of digital transformation online workshops delivered annually	at least 4 per year	Workshop reports, feedback forms	Annual	Ensure expert involvement
	3.2	NOC satisfaction score post-workshop	≥85% satisfaction	Survey results	Within 2 weeks post-event	Continuous improvement
	3.3	NOC participation rate in the workshops	>70% of total number of NOCs over all workshops delivered.	Event reports, attendance sheets	Within two weeks of every event, issuing of report	Annual log of all workshop attendances for reporting.
	3.4	Consolidate the development of the ANOC Digital Content Hub, integrating the Games Photo Project and anoc.tv Studio, with the tailored content distribution from Games and IF events.	Onboard 18 Olympic International Federations at the ANOC Digital Content Hub and provide content to over 100 NOCs by the end of 2026.	Signed agreements with IFs and number of NOCs with content being shared.	December 2026	Engage IFs, Games Organizers and launch the program to the NOCs.

Key Performance Indicators



Strategic Objective	KPI ID	KPI Description	Target	Data Source	Time frame / deadline	Comments / Action items
Objective 4 - Develop and implement programs and projects aimed at securing new partnerships , targeting at least two sponsors in each category (Gold, Silver, and Bronze) by the end of 2028. The new income shall facilitate the delivery of ANOC's activities in supporting the NOCs.	4.1	Sponsors secured per category (Gold/Silver/Bronze)	2 per category by 2028	Sponsorship database	December 2028	Tiered strategy
	4.2	Number of sponsor outreach efforts	12 outreach campaigns/year	Outreach logs	Annual	Customized proposals
	4.3	Sponsorship revenue growth rate	15% increase vs last quadrennium	Annual sponsor income report	Annual	Income report and yearly comparison.
	4.4	Development of at least two marketable programs in the areas of sport management, focussed on NOCs and not conflicting with Athlete 365, Wada and other Olympic Stakeholders.	At least 2 new products or services approved by the Board	Project reports	December 2028	Project deliveries and reports
	4.5	Development of a structured commercial plan and published partner grid of rights, respecting the TOP Program regulations in coordination with the IOC.	Launch of commercial plan by October 2025	Commercial plan and promotional materials produced.	October 2025, revalidated at the end of the quad.	Delivery of the commercial plan.
	4.6	Develop partnerships that can provide services to NOCs with special conditions, with reduced cost or free of charge.	Offering of 4 partners to the member NOCs per quadrennium.	Signed agreements.	December 2028	Engagement with players that provide services to the NOCs.

Key Performance Indicators



Strategic Objective	KPI ID	KPI Description	Target	Data Source	Time frame / deadline	Comments / Action items
Objective 5 - Establish the strategy for NOC representation, collecting NOCs opinion and reporting back to the NOC community by December 2025.	5.1	Collection of NOCs' opinions.	80% of NOCs reached	Survey results	December 2025	Translation needed
	5.2	Operational briefing and debriefing of NOCs representatives in commissions on NOC key issues (Games CoComs, IOC EB and specific IOC Commissions) and subsequent reporting in ANOC Communications. Logging of all recommendations submitted.	Distributed to all NOCs	Final report	December 2025	Include summary key insights
	5.3	NOC satisfaction rate with consultation and reporting process	80% of respondent NOCs with good or very good rating.	Final report	December 2025	Include summary key insights
	5.4	Clarification and advocacy on the nomination process for NOC representatives to the IOC commissions, WADA and ICAS.	Process approved by the IOC and ANOC	Meeting reports	December 2025	Meetings with IOC leadership.
	5.5	Regular drafting of position papers on current topics, such as esports, for the attention of the NOCs and the Olympic Movement stakeholders.	1 every 6 months	Papers published	October 2025	Engagement and validation by the ANOC EC

Key Performance Indicators

Strategic Objective	KPI ID	KPI Description	Target	Data Source	Time frame / deadline	Comments / Action items
Objective 6 - ANOC must improve its communication with the members, promoting more proximity and sense of belonging . Update them with the delivered activities and its results, with a process in place by December 2025.	6.1	NOC Communication process/system implemented, with the selection of tools, frequency, specific client group, etc.	System operational by Dec 2025	Internal logs	December 2025	Leverage digital tools
	6.2	Member satisfaction with communication	>80 % of responding NOCs responding good or very good.	Feedback questionnaire	December 2025.	Final satisfaction report.
	6.3	Collaboration with the IOC for the creation of an ANOC NOC exchange platform within NOCNet.	Development of an ANOC exchange platform where all the information is available for the member NOCs.	Extranet access reports.	July 2026	Extranet development.

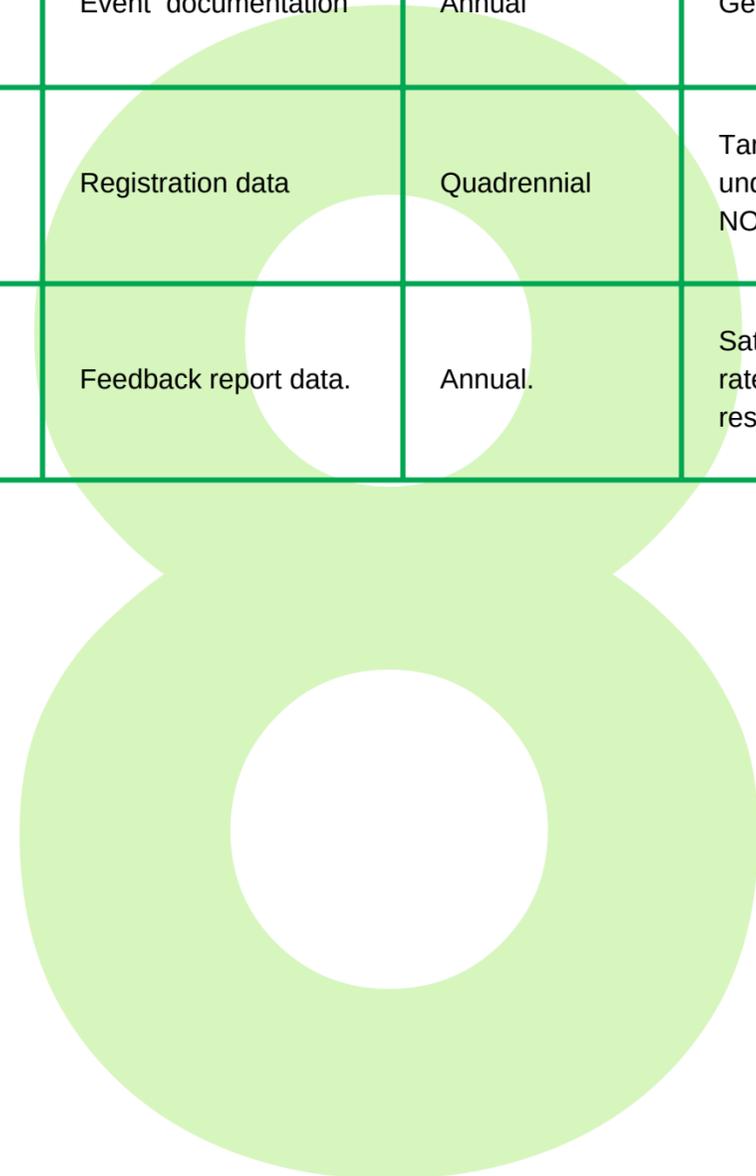
Key Performance Indicators



Strategic Objective	KPI ID	KPI Description	Target	Data Source	Time frame / deadline	Comments / Action items
Objective 7 - To represent the NOCs, ANOC must understand their realities and build a solid database with strategic information, in collaboration with the IOC, to allow data driven decisions by July 2026.	7.1	Database platform and infrastructure in place, highlighting the NOC profile and contact information.	Platform complete by December 2025	Project files/system access	July 2026	Ensure GDPR compliance
	7.2	Number of NOCs with updated data in system	100% participation	Data submission logs	July 2026	Ongoing updates yearly
	7.3	Increase membership satisfaction level for ANOC NOC services and representation.	>80% of respondent NOCs	Feedback reports	July 2026	Questionnaire reports.

Key Performance Indicators

Strategic Objective	KPI ID	KPI Description	Target	Data Source	Time frame / deadline	Comments / Action items
Objective 8 - ANOC must organize at least one in-person event per year to foster social interaction, dialogue and exchange among NOCs . The events must seek participation of at least 90% of the NOCs at the end of the quadrennium.	8.1	Number of in-person events held besides the constitutional events (General Assemblies and Executive Council Meetings)	At least 1/year	Event documentation	Annual	Geographic rotation
	8.2	Participation rate across NOCs	75% of NOCs represented	Registration data	Quadrennial	Target underrepresented NOCs
	8.3	Satisfaction and perceived value of the event	≥ 85% of attendees report that the event fostered meaningful interaction and exchange	Feedback report data.	Annual.	Satisfaction rate and engagement results.



Key Performance Indicators

Strategic Objective	KPI ID	KPI Description	Target	Data Source	Time frame / deadline	Comments / Action items
Objective 9 - ANOC must use its General Assembly and ANOC Awards to enhance its visibility, networking and commercial opportunities . A comprehensive sponsorship program, digital campaign and tailored business networking events must be delivered and measured. These initiatives must be in place for the ANOC GA 2026 and onwards.	9.1	Launch of sponsorship and visibility program for the ANOC GA and ANOC Awards	Ready for GA 2026	Program files, meeting reports.	GA 2026	Cross-promotion strategy
	9.2	Reach of digital campaigns	100,000 impressions/year	Analytics reports	Annual	Track engagement rates
	9.3	The ANOC Awards concept is being revised. NOCs are to be honored for outstanding programs in the areas of management, ethics, environment, inclusion, promotion of women, promotion of young talent, grassroots sport, etc.	New concept for ANOC Awards	Registration and award reports	In place for GA 2026	Develop selection process
	9.4	Increase of 30% revenue in comparison to previous edition of the GA and ANOC Awards	Financial result 30% higher than previous GA	Financial report	At the conclusion of every GA.	Commercial strategy.
	9.5	Review the ANOC Awards concept, winners selection process, increasing its reach and engagement, increasing its value and commercial opportunities. Official engagement with the IFs as partners of the event.	Generate a new ANOC Awards Rules and Regulations Document.	Signed agreement.	New Rules and Regulations fully in place for the ANOC Awards 2028.	Partial implementation for the ANOC Awards 2026.

Key Performance Indicators

Strategic Objective	KPI ID	KPI Description	Target	Data Source	Time frame / deadline	Comments / Action items
Objective 10 - ANOC must review and enhance its governance framework , by implementing transparency and accountability systems, ensuring that executive decisions, financial reports, strategic actions are documented and accessible to all NOCs by December 2026	10.1	Revised GA meeting proceedings validated, time management, materials provided ahead on timelines and assumed read, NOC engagement, discussion opportunities, approval system, etc.	Documented & approved by 2026	Governance docs	May 2026	NOC feedback essential
	10.2	Financial & strategic documents accessible on the ANOC website.	Full access via online portal	Portal logs	December 2025	Ensure usability
	10.3	Completion and implementation of revised ANOC GA governance structure. Transform the GA into a dynamic hub for substantive strategic dialogue, collective problem solving, and directional consensus building among NOCs.	Revised structure adopted and operational by December 2025	Planning and event documents	December 2025	Consult, plan and communicate changes to stakeholders.
	10.4	Transparency and accountability tools and mechanisms are implemented and reported on by the Finance and Audit Commission.	Revised structure adopted and operational by May 2026	Implementation reports.	December 2025	Consult, plan and communicate changes to stakeholders.
	10.5	Review the composition of the ANOC Board. Aim to significantly reduce the number of members. Launch the EC terms of reference, roles and responsibilities, and the implementation of the strategic plan, operational plan and finances. Find a balance between IOC members and non members.	Amendment to the Articles of Association regarding the composition of the Board.	Change proposals, board and GA approvals.	May 2026	Change proposals to put forward for approval.

Key Performance Indicators

Strategic Objective	KPI ID	KPI Description	Target	Data Source	Time frame / deadline	Comments / Action items
Objective 11 - ANOC must increase its sustainability maturity by December 2026 through the development of its sustainable procurement policy, carbon emissions reduction, nature conservation initiatives and a sustainability guide for all its events.	11.1	Sustainability strategy developed and distributed, including the publishing of ANOCs emission reduction strategy	Final strategy document by Dec 2026	Published strategy	December 2026	Align with Olympic Agenda 2020+5
	11.2	Sustainable procurement policy adopted.	Policy approved by ExCo	Policy documents	December 2026	Collaborate with UN agencies and the IOC.
	11.3	Percentage reduction in carbon emissions from ANOC events according to the S4CA Commitments.	20% by 2025 and 2026, in comparison to 2023 and 2024. Followed by off setting projects.	Carbon emission calculations and purchase of carbon credits reports.	December 2025	Expenditure policy for the carbon compensation.
	11.4	Annual sustainability report published	by the end 2025	Activations reports.	December 2025	Results of all engagements and projects.
	11.5	NOC satisfaction rate in ANOC sustainability strategy.	>80% of respondent NOCs	Feedback report	December 2025	NOC yearly NOC consultation.
	11.6	Support and increase the number of NOCs in their sustainability journey in partnership with the IOC and the Continental Associations.	Deliver knowledge exchange and online capacitation events under the Sustainability Accelerator Program. Minimum 6 events per year.	Published guide	December 2025	Align with Olympic Agenda 2020+5



ANOC Strategic Plan Monitoring Policy

1 - Purpose

To ensure the effective and timely implementation of the ANOC Strategic Plan 2025–2028 by establishing a systematic process for monitoring, evaluating, and reporting progress against strategic objectives.

2 - Scope

This policy applies to all departments, working groups, and stakeholders involved in the delivery of the strategic objectives outlined in the ANOC Strategic Plan 2025–2028.

3 - Governance and Oversight

The ANOC Executive Council will be responsible for overseeing the Strategic Plan Performance Monitoring.

4 - Key monitoring elements:

- a. Strategic Objectives Score Card - Each Strategic Objective, translated into SMART KPIs, is tracked through a scorecard updated quarterly.
- b. Annual Implementation Reports - Each department in charge of specific objectives must submit an annual report outlining:
 - i. Achievements
 - ii. Deviation from targets
 - iii. Mitigation actions
- c. Stakeholder Feedback Mechanism - NOCs and partners will be invited to provide input via annual surveys and structured consultations.
- d. Mid-Term Review 2026 - A comprehensive review must be conducted at the midpoint of the plan's cycle to assess relevance, performance, and necessary course corrections.

5 - Performance Indicators and Tools

- a. A Centralized Strategic Plan Dashboard will visualize progress
- b. Indicators will include both qualitative and quantitative metrics aligned with each objective
- c. Monthly internal check-ins with project leads

6 - Risk Management

Risks to delivery will be assessed quarterly, with corrective measures proposed by responsible units and reviewed by the Executive Council.

7 - Reporting and Communication

- a. Biannual summary reports will be published and shared with all stakeholders.
- b. Progress will be features in the ANOC Newsletter and on the ANOC website.

8 - Continuous improvement

Lessons learned and best practices will be documented and applied to future strategic cycles.

9 - Review of the Policy

This policy should be reviewed annually and adjusted as needed to ensure continued relevance and effectiveness.



ANOC Strategic Plan Working Group

The present work has been developed by the ANOC Strategic Plan Working Group composed by:

- Matt Carrol – NOC Australia
- Baklai Temengil – NOC Palau
- Anneke Van Zanen Nieberg – NOC Netherlands
- Roger Schnegg – NOC Switzerland
- Sonam Tshering – NOC Bhutan
- Dr. Srihasak Arirachakaran – NOC Thailand
- Keith Joseph – NOC St. Vincent and Grenadines
- Maria Alcalá – NOC Mexico
- Barry Hendricks - NOC South Africa
- Raul Soule - NOC Cabo Verde
- Gaby Ahrens – ANOC Athletes Commission Chair
- Dagmawit Berhane – ANOC Finance Commission Chair
- Tricia Smith – NOC Canada and ANOC EC Member
- Jimena Saldaña – Invited Specialist
- Gunilla Lindberg – ANOC Secretary General
- Gustavo Harada – ANOC NOC Relations Director

ANOC Strategic Plan NOC Consultation Group

The present work has been developed in consultation with NOC Consultation Group composed by:

- Dr. Alassane Mariko – NOC Mali
- Anara Syzdkova – NOC Kazakstan
- David Ojong - NOC Cameroon
- Giovanni Alamilla – NOC Belize
- John Abramson – NOC Virgin Islands
- Kristo Tohver – NOC Estonia
- Maja Pekovic – NOC Montenegro
- Michelle Hurtado – NOC USA
- Nina Skyhøj Babore - NOC Denmark
- Reitis Keselis - NOC Latvia
- Taha Mahmoud - NOC Sudan