



ORGANISATIONAL PERFORMANCE PLAN 2018- 2020

1. Presentation of plan and contents

The "sports system" is taken to mean the set of subjects operating in the sporting sector at various levels, the instruments and measures at their disposal, the structure and relations between their objectives and relations with "third party" stakeholders.

The performance of this system is also affected by a number of exogenous variables, such as historical, social, environmental, geographic, economic-financial and individual psychological-physical factors, that cannot be modified in the short run. Moreover, it is not possible to make cause-effect assumptions, and the governance of such variables often requires the coordination of decision-making powers held by different actors at different levels.

The Italian National Olympic Committee has identified four strategic areas for the 2018-2020 Performance Plan:

- A. the promotion of active sport;*
- B. sporting competitiveness, safeguarding of athletes' health and integrity of sporting performance;*
- C. good governance and transparency;*
- D. good citizenship.*

- The first strategic area relates to the Olympic Committee's principal and historical aim, namely to promote the growth of active sport among all age groups and the entire population. The development of grassroots sport must be pursued by promoting initiatives nationwide for the introduction to and teaching of sport, starting with children, so that today's players can be tomorrow's champions.

- As regards the second area, CONI sets out to help the athletes of National Sports Federations achieve the best possible results, making available CONI Servizi S.p.A.'s assets and disbursing grants to support athletes' training needs.

Sporting goals are pursued in compliance with the principle of performance integrity, combating actions to alter sporting performance and results, in particular the doping phenomenon, also with a view to safeguarding the health of elite athletes and sportsmen and women in general. CONI, in compliance with principles established by the IOC, has always been committed to preventing and suppressing the use of substances and methods that alter the natural physical performance of athletes, and is engaged in initiatives to spread ethically correct conduct in the sporting sphere.

- The third area is closely related to the concept of "governance", as defined by the OECD, namely the set of relationships, dialogue and involvement of numerous stakeholders of the sporting system, and the structure through which the objectives, the means needed to achieve them and the monitoring of performance are established. For its governance system CONI refers to the IOC's "Code of Ethics" and "Basic Universal Principles of Good Governance of the Olympic and Sports Movement".

- The fourth area relates to charitable and social ends, for which CONI assists a number of institutions with projects that use sport as a tool for the development of underprivileged areas or as social inclusion pathways/projects.

CONI's 2018-2020 Performance Plan contains the goals defined for the aforementioned strategic areas. These goals outline the Organisation's mission and define the "creation of value institutionally and historically deputed to CONI pursued through activities performed by CONI Servizi S.p.A. and support and resources supplied to National Sports Federations and other organisations operating in the sports system."

The President

The 2018-2020 Performance Plan, which CONI is required to draw up in accordance with legislative decree 150/2009, sets out the Organisation's mission, identifies policies and strategic areas and defines the objectives to be pursued. The Plan deliberately shuns numerical targets for its operational goals, since sporting activities are not managed directly by CONI, but by National Sports Federations and Associated Sports Disciplines. This aspect of the national sporting system needs to be considered when looking at the variables having a bearing on the achievement of set goals. One must also consider the atypical nature of CONI as a public body compared with the National Olympic Committees of other countries, in terms of the tasks entrusted, legal status and funding system.

CONI, in accordance with legislative decree 242/99, is the Confederation of National Sports Federations and Associated Sports Disciplines, and has the job of promoting, organising and managing sporting activities. To enable these organisations to optimise the planning and performance of their activities, CONI allocates to them financial and logistical resources.

CONI Servizi S.p.A., a private company fully controlled by the Ministry of Economics and Finance and not subject to the provisions of legislative decree 150/09, was created with Law 178 of 8 August 2002.

All of CONI's personnel and all the assets and liabilities of the public body were transferred to CONI Servizi S.p.A. when it was created, thus taking ownership of all its assets. CONI currently makes use of CONI Servizi S.p.A. for the performance of activities in pursuance of its institutional goals, to which reference should be made when assessing all the operational activities performed on behalf of CONI.

Relations between CONI and CONI Servizi S.p.A. are governed by an annual service agreement. CONI makes sure that its contents are in line with strategic guidelines.

Finally, it should not be forgotten that if all the requirements set forth in art. 21, paragraph 1 of the Statute are met, CONI recognises a single National Sports Federation for each sporting discipline, making it the exclusive point of reference for that discipline.

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2. Information of interest to stakeholders

2.1 Who we are

CONI (Italian National Olympic Committee), an emanation of the International Olympic Committee (IOC), is a Public Body operating under the supervision of the Prime Minister's Office, and is the Confederation of National Sports Federations and Associated Sporting Disciplines, in accordance with legislative decree 15/2004.

CONI is the national Organisation entrusted with the task of promoting active sport and organising and popularising sport in Italy, with the aim of spreading active sport and the social and cultural integration of individuals and communities residing in Italy, preparing athletes and staging events. It is also tasked with making adequate preparations for the participation of Italian Delegations in the Olympic Games and national and international sporting events, working in collaboration with National Sports Federations and Associated Sports Disciplines.

2.2 What we do

To achieve the shared goals of growth and development of the Italian sporting system, great efforts are required to establish and maintain constant dialogue with national and international institutions and to forge constructive ties with accredited private partners.

CONI has always been committed to developing social projects in concert with institutions, organisations and partner companies, identifying specific areas of action:

Sport, youngsters and school: guaranteeing educational growth with specific projects aimed at youngsters – both in and outside school – through which to promote the values of sport and of physical, motor and sporting activity.

Sport and social development: fostering the right to sport for all and active sport as a means to promote integration, development and social inclusion.

CONI ensures that statutory rules and the code of conduct are abided by, and performs top-level activity in the Sporting Justice system through the following independent bodies:

- High Court of Sporting Justice
- National Court of Arbitration for Sport
- National Anti-doping Tribunal
- Guarantor of the Code of Sporting Conduct

Within the sporting system, CONI is also responsible for preparing measures to prevent and suppress the use of substances that alter natural physical

sporting performance and adopting all initiatives designed to avoid and eradicate all forms of discrimination and violence in sport.

CONI is recognised internationally as NADO (National Anti-Doping Organization), the Body designated in Italy to guarantee compliance with WADA (World Anti-Doping Agency) regulations.

Finally, CONI guarantees the correct staging of sports competitions and keeps watch over the administrative and statutory activities of National Sports Federations and Associated Sports Disciplines.

CONI's Central Bodies are:

- The President:
pursuant to the Statute, elected by the National Council, nominated with a Decree of the President of the Italian Republic, the President is CONI's legal representative, and carries out the tasks established by the national and international sporting system;
- The National Board:
body steering, executing and monitoring CONI's administrative activity; exercises control over National Sports Federations, Associated Sports Disciplines and Sports Promotion Organisations;
- The National Council:
supreme body representing Italian sport, works to spread the Olympic ideal, guarantees the activity required for Olympic Games preparation, governing and coordinating national sporting activity and harmonising the action of National Sports Federations and Associated Sports Disciplines;
- The General Secretary:
nominated by the National Board, responsible for CONI's administrative management, drafting the budget and financial statements and coordinating the general running of offices;
- The Board of Auditors:
nominated with a decree of the supervisory authority, it consists of three members, one of whom designated by the Minister of Economics and Finance, one by the Prime Minister or Minister with powers for sport, if nominated, and one chosen by CONI, from persons entered in the register of statutory auditors or persons in possession of specific professional expertise.

The members of CONI's bodies must meet the specific requirements set forth in the Statute, and in existing legislation (e.g. legislative decree 39/13, etc.).

CONI's management activities are supervised by the Court of Audit, which reports to the Speakers of the two Parliamentary Chambers.

In carrying out its institutional duties, CONI recognises:

44 National Sports Federations;

19 Associated Disciplines;

15 Sports Promotion Organisations;

20 Meritorious Associations.

2.3 How we work

CONI does not have its own personnel or assets. To carry out its duties it makes use of CONI Servizi S.p.A., in accordance with art. 8 of Law Decree 138 of 8 July 2002, converted into Law 178 of 8 August 2002.

CONI Servizi S.p.A. is a private company fully controlled by the Ministry of Economics and Finance (MEF) that serves as the operational arm for tasks entrusted to CONI:

- it acquired all of CONI's assets and assumed all of its liabilities, including funding relationships with Credit Institutes;
- it took over ownership of the assets owned by CONI the Public Body;
- it took under its control all personnel employed by CONI.

Relationships, including financial relations, between CONI and CONI Servizi S.p.A. are governed by a service agreement signed by CONI's President and the CEO of CONI Servizi S.p.A.

This agreement serves as a legal framework of the concrete obligations taken on regarding the achievement of the Company's objectives, and is the instrument through which CONI, in agreement with the Company, chooses said objectives and the amount of resources to be allocated.

3. Identity

3.1 The administration "in figures"

As illustrated above, CONI does not employ personnel, since:

- its personnel and all assets and liabilities were transferred to CONI Servizi S.p.A. with law decree 138/2002, art 8, paragraph 11, converted into Law 178/2002).

Recognised subjects

:

- 44 National Sports Federations;
- 19 Associated Disciplines;
- 15 Sports Promotion Organisations;
- 19 Meritorious Associations;
- 118,812 member clubs of recognised bodies (the number of separate entities entered in the Register);
- 4,580,434 registered athletes and 1,060,675 sports professionals registered with NFs/ASDs;
- 7,050,009 sportsmen and women registered with SPOs.

Financial resources allocated:

- State contribution to CONI amounted to 418,669 €k in 2017;
- NFs 249,188 €k;
- ASDs 4,053 €k;
- SPOs 15,188 €k;
- CONI Servizi S.p.A. 121,779 €k.

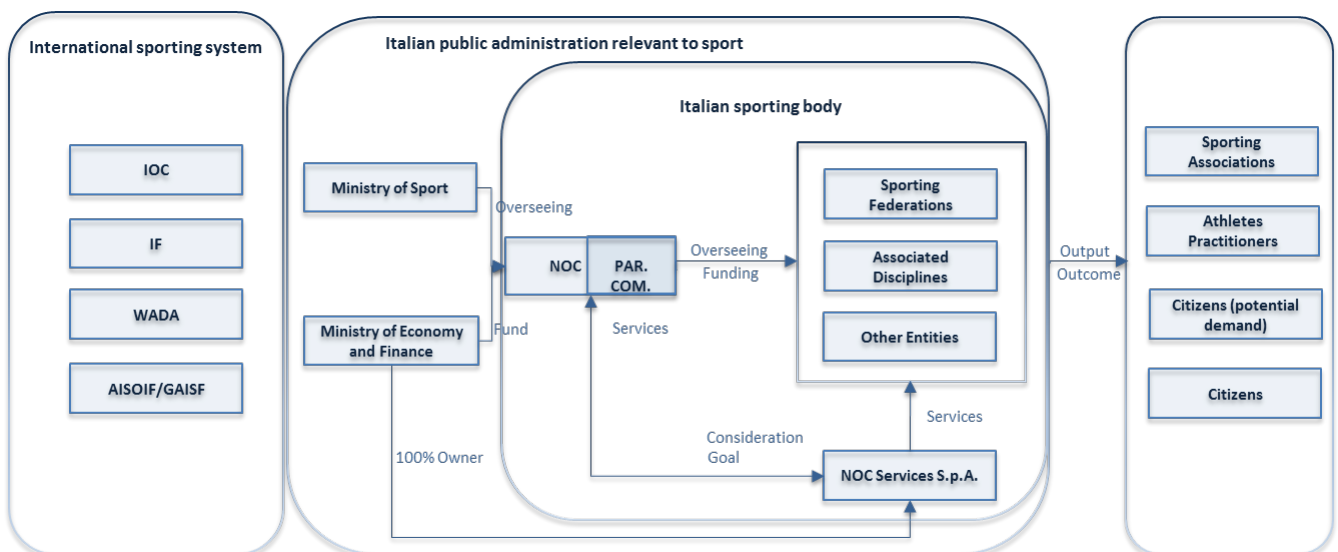
3.2 Institutional Mandate and Mission

CONI, the Confederation of National Sports Federations and Associated Sports Disciplines, is governed by the provisions of the Olympic Charter and of legislative decree 242 of 23 July 1999, as amended by legislative decree 15 of 8 January 2004.

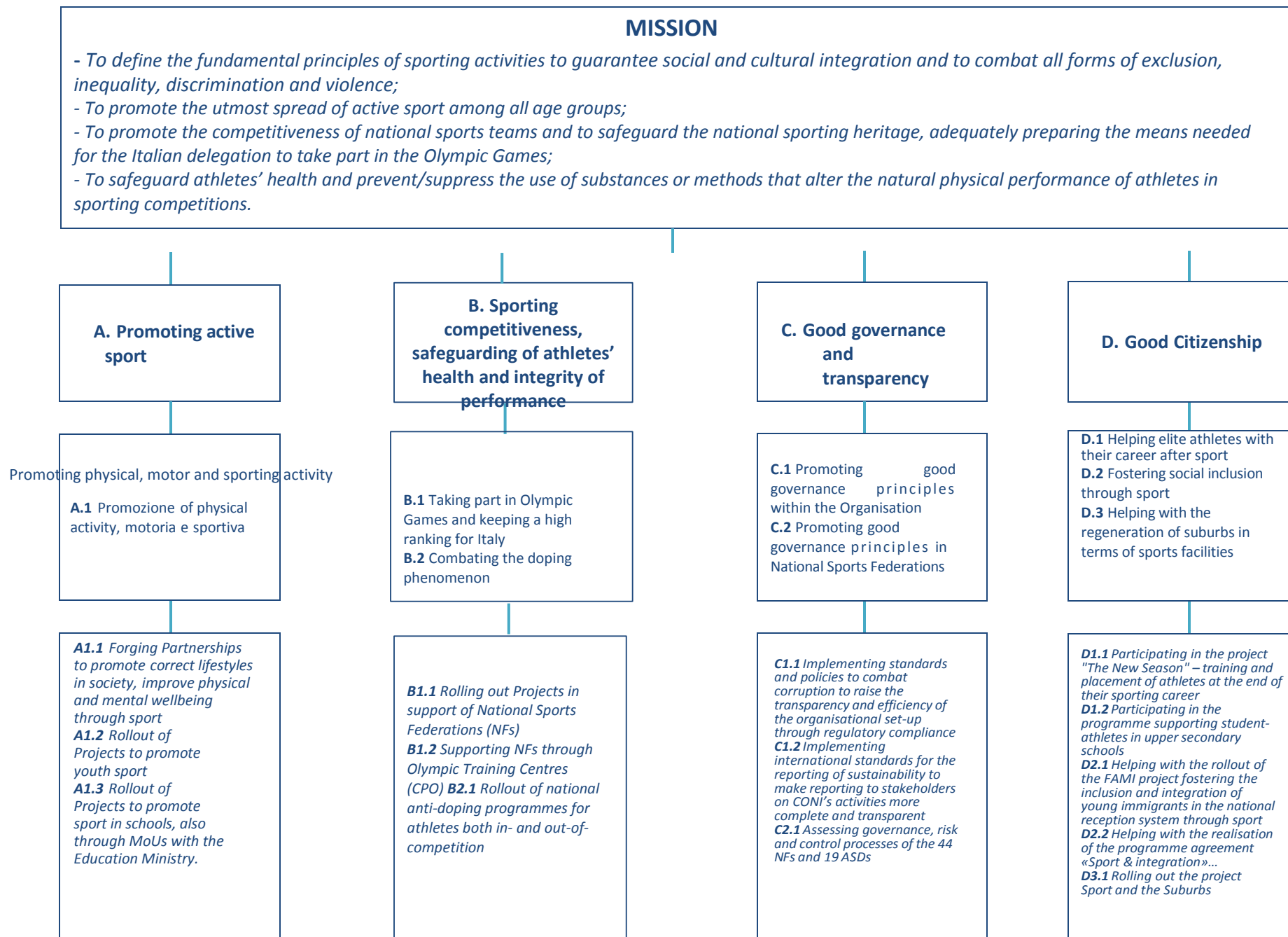
In accordance with art. 1, paragraph 2 of this Statute, CONI has the authority to discipline, regulate and manage sporting activities, which are held to be an essential element of the physical and moral formation of the individual and an integral part of the national education and culture. CONI's mission is:

- to define the fundamental principles of sporting activities, so as to guarantee social and cultural integration and to combat all forms of exclusion, inequality, discrimination and violence;
- to promote the utmost spread of active sport among all age groups;
- to promote the competitiveness of national sports teams and to safeguard the national sporting heritage, adequately preparing the means needed for the Italian delegation to take part in the Olympic Games;
- to safeguard athletes' health and prevent/suppress the use of substances or methods that alter the natural physical performance of athletes in sporting competitions.

The context in which CONI carries out its mandate and mission is marked by the presence of other institutional actors. The State defines the resources to be allocated to CONI, which re-distributes resources and services, either directly or through CONI Servizi S.p.A., to National Sports Federations/Associated Sports Disciplines/Sports Promotion Organisations/Military Groups working within the national sporting movement that have the tools to achieve the objectives on which Italian Sport is assessed, measured and indeed perceived by public opinion and by the general public. CONI thus plays a steering, coordinating and supervisory role in relations with institutional actors in the "Sports System".



3.3 Performance tree



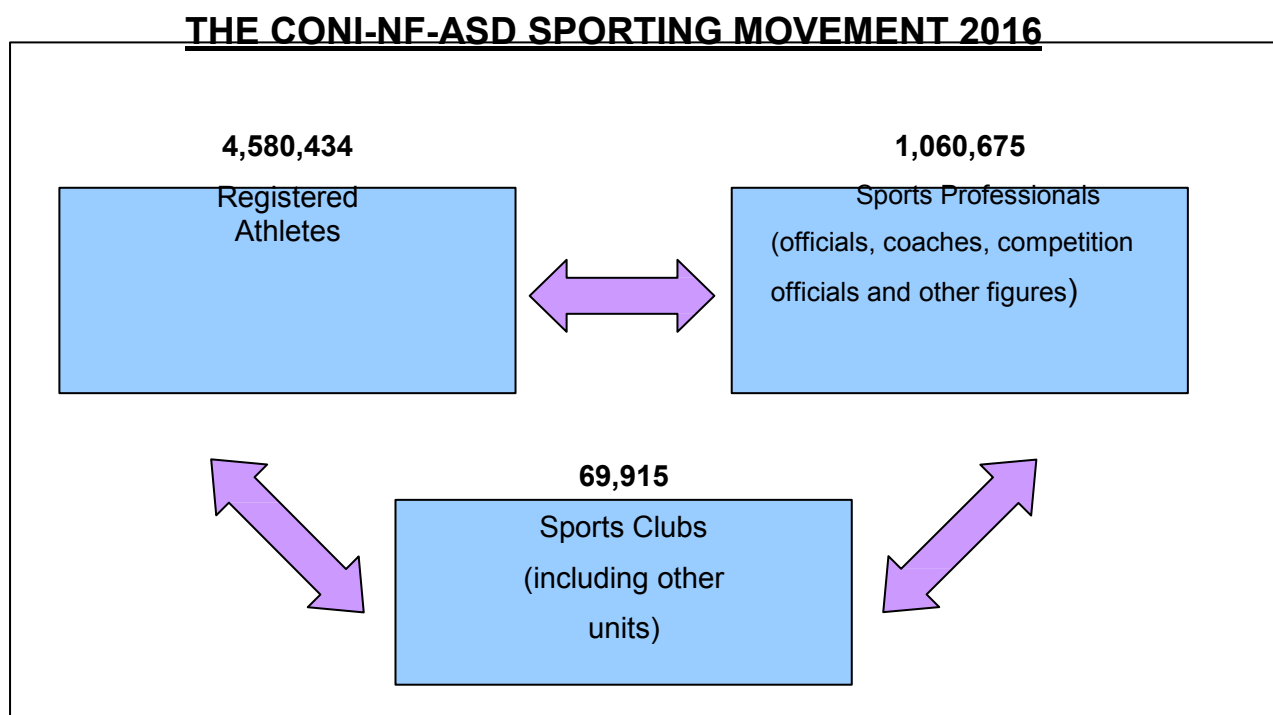
4. Analysis of context

4.1 Analysis of external context

An analysis of the external context must begin with an evaluation of the sporting movement with reference to National Sports Federations and Associated Sports Disciplines, for those segments of active sport most associated with competitive engagement.

In 2016 there were over 4.58 million registered athletes, nearly 70,000 associations (62,728 sports clubs and 7,187 other groups/entities) and 1.06 million sports professionals (officials, coaches, competition officials and various collaborators).

NFs and ASDs had a total of 5.5 million members.



For a more detailed analysis of statistical data, consult the documents published on the page "Sport in figures" on the CONI site (link: <http://www.coni.it/it/coni/i-numeri-dello-sport.html>).

53% of athletes are registered with the five largest Federations: football (FIGC), volleyball (FIPAV), tennis (FIT), basketball (FIP) and athletics (FIDAL).

The Federations with the broadest membership over the country are:

- Italian Association Football Federation (FIGC) with 13,120 affiliated sports clubs;
- Italian Volleyball Federation (FIPAV) with 4,505 affiliated sports clubs;
- Italian Cycling Federation (FCI), Italian Basketball Federation (FIP), Italian Tennis Federation (FIT), Italian Sport Fishing and Underwater Activities Federation (FIPSAS), all with more than 3,000 affiliated clubs.

The biggest Associated Sports Disciplines were Checkers (FID), Billiards (FIBIS) and Equestrian Tourism (FITETREC).

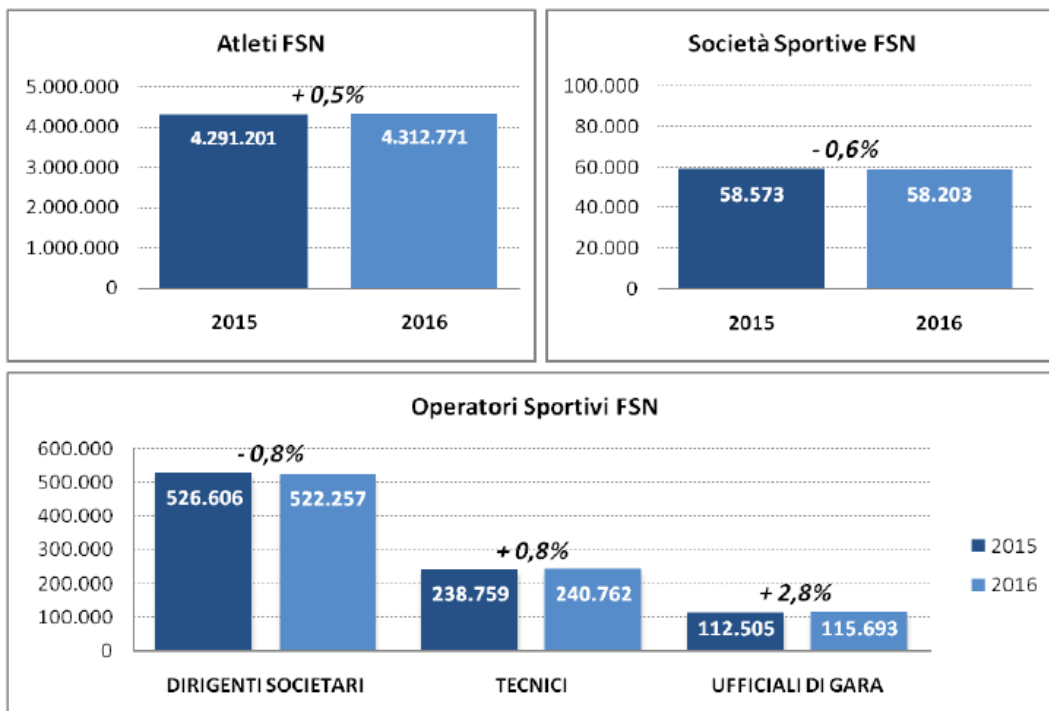
Time series for registered Athletes, sports clubs and professionals operating under NFs and ASDs from 2008 to 2016 (absolute values).

NFs + ASDs	2008	2009	2010	2011	2012	2013	2014	2015	2016
REGISTERED	4,186,752	4,391,055	4,462,132	4,594,064	4,600,875	4,500,327	4,470,998	4,535,322	4,580,434
SPORTS CLUBS	65,641	67,370	66,625	66,266	66,501	64,829	63,726	63,121	62,728
OTHER GROUPS	5,707	6,073	6,450	7,684	8,065	7,144	9,853	8,072	7,187
Total	71,348	73,443	73,075	73,950	74,566	71,973	73,579	71,193	69,915
CLUB OFFICIALS	495,504	426,794	428,024	450,535	506,832	525,629	549,424	550,206	545,859
COACHES	217,596	222,594	228,808	233,588	243,357	235,608	238,687	249,472	251,985
COMPETITION OFFICIALS	106,080	107,812	112,348	116,466	117,648	115,464	118,369	117,015	120,181
Total Professional	819,180	757,200	769,180	800,589	867,837	876,701	906,480	916,693	918,025
FEDERAL OFFICIALS	16,761	16,326	17,196	18,650	17,737	16,800	16,774	17,826	18,434
OTHER FIGURES	90,359	87,483	97,684	100,082	110,655	123,097	126,967	131,876	124,216
Grand Total Professionals	926,300	861,009	884,060	919,321	996,229	1,016,598	1,050,221	1,066,395	1,060,675

A look at time series highlights the significant growth in the number of registered athletes; an up-and-down trend for sports clubs, feeling the economic effects of the crisis faced by Italy in recent years; a positive trend regarding the number of sports professionals.

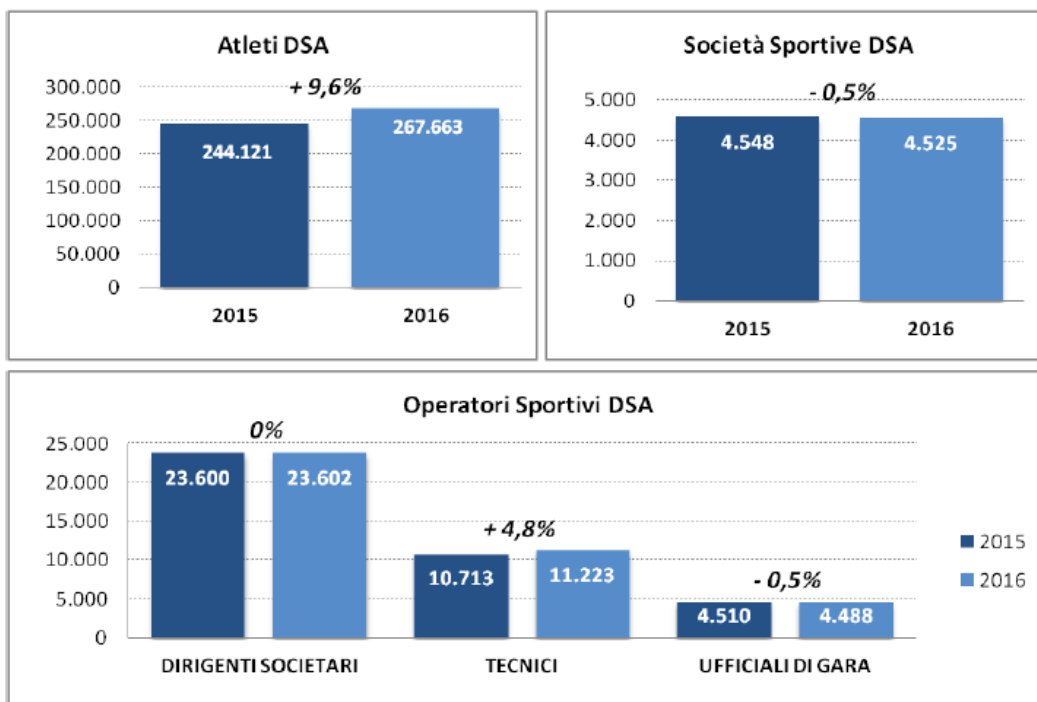
Specific data on NFs and ASDs are given in the graphs below, with the main changes vis-à-vis 2015.

2015/2016 comparison of sports clubs, athletes and sport professionals of NFs



[NF athletes / NF sports clubs / NF sports professionals / club officials / coaches / competition officials]

2015/2016 comparison of sports clubs, athletes and sport professionals of ASDs

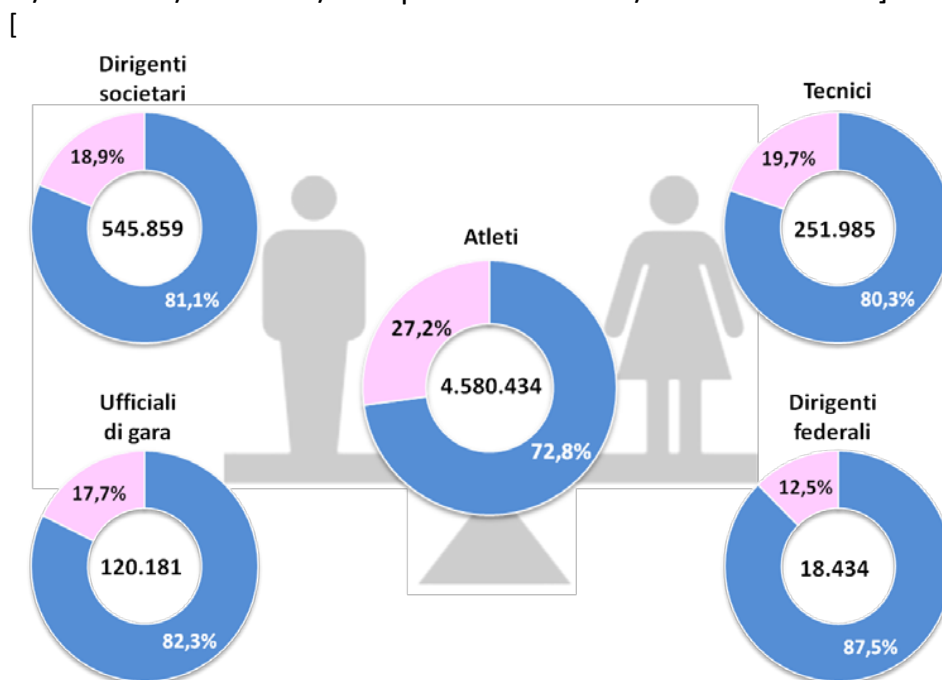


One of the biggest changes in recent decades has been the growing presence of women in the world of sport. The trends seen in the most recent Olympic cycle have shown a narrowing of the gender gap. In 2016, out of the 4.5 million registered athletes, 27.2% were women compared with 72.8% men, 3 percentage points higher than the figure of 24% estimated for 2013 and 0.3 points higher than in 2015.

Support provided by sports professionals within clubs and federal organisations is male-based, with higher male-biased percentages in these professions compared with those of registered athletes. Four out of five sports professionals are men. Coaches are the category having the largest percentage of women practitioners (19.7%), while women officials in sports clubs make up no more than 19% of the total. Women make up 17.7% of competition officials (up on the 2015 figure), while in the central and peripheral structures of the federation women make up just 12.5% of all officials.

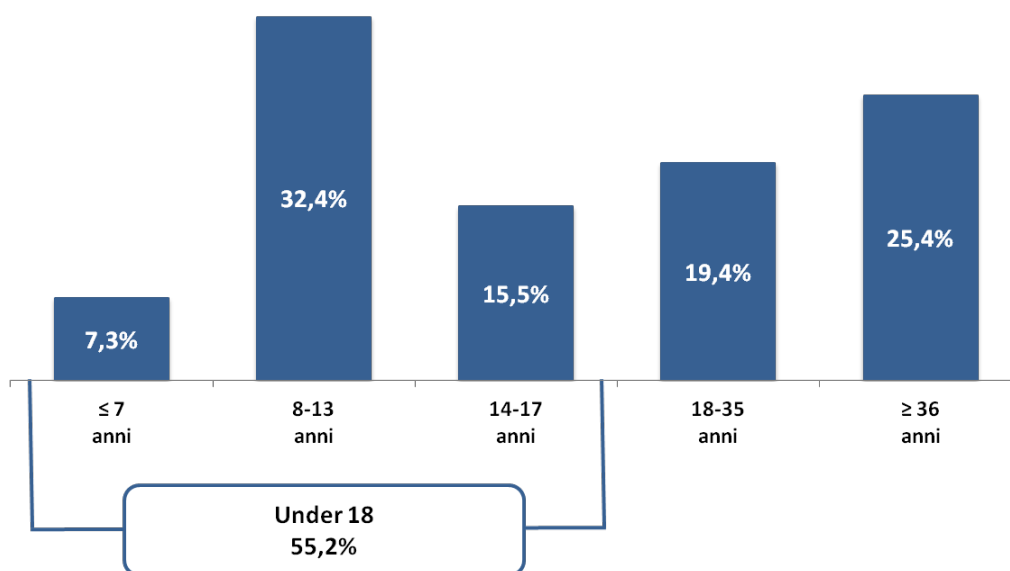
Breakdown of athletes and sports professionals of NFs and ASDs by gender. 2016.

[club officials / coaches / athletes / competition officials / Federal officials]



Federal sporting activity is aimed chiefly at younger age groups: the majority of registered athletes are aged below 18 (55.2% of the total). Nearly one in three athletes (32.4%) playing sport in sports clubs affiliated to CONI-recognised federations is aged between 8 and 13. Of registered athletes, over one in four (25.4%) is over the age of 36.

Breakdown of registered athletes of NFs and ASDs by age group 2016 (%)



On 15 September 2015 CONI set up NADO Italia, granting it full operational independence from CONI and all other sports bodies.

NADO Italia has been able to work with full observance of international legislation, as an operating arm of WADA.

The entire system is supported by the Antidoping Laboratory, the only laboratory recognised by WADA in Italy.

NADO Italia applies the Antidoping Sports Regulations (NSA/ADSR) as the technical document implementing the WADA Code and International Standards. Its operational activity, performed completely independently by national authorities, is supervised and monitored by WADA, and is directed by a President, nominated by CONI's National Board after having received approval from the supervisory authority and the Health Secretary. The following Bodies operate under it:

- Antidoping Controls Committee (CCA);
- Therapeutic Use Exemption Committee (CEFT);
- National Antidoping Attorney's Office (PNA);
- National Antidoping Tribunal (TNA).

During the course of 2017 the athlete's "biological passport" programme – both the steroid and blood modules – was introduced on a permanent basis.

On the subject of training and education, collaborative ties were formalised with the School of Sport in July 2017. The partnership focuses on a permanent place for antidoping education in the School's annual syllabus.

With reference to the number of doping controls performed and adverse findings, resulting from the use of prohibited substances, included in the list drawn up each year by WADA, on the part of athletes registered with sports bodies recognised by CONI, 2017 figures are given below. Doping tests were conducted by CONI on the athletes of National Sports Federations, Associated Sports Disciplines and Sports Promotion Organisations.

In 2017 there was seen to be an increase in the percentage of adverse analytical findings followed by a disciplinary proceeding compared with 2015. The higher figure in 2016 is chiefly ascribable to the staging of the Rio Olympics.

(Report on Nado Italia activities 2015/2017 and Nado Italia antidoping statistical report for 2017)

Year of doping control	total no. controls	total no. adverse findings	no. adverse findings for therapeutic use exemptions (TUE)	no. adverse findings followed by disciplinary proceeding	% esiti avversi totali /tot. Controlli effettuati	% esiti avversi con procedimento disciplinare /tot. Controlli effettuati
2015	5377	59	47	297	1,10%	5,52%
2016	7790	101	55	392	1,30%	5,03%
2017	6024	104	7	346	1,73%	5,74%

[table on right:

% total adverse findings/total controls

% adverse findings with disciplinary proceeding/total controls]

Looking at the participation of the Italian delegation in the summer and winter Olympic Games, the table below gives the total number of medals won by Italian athletes over the past three editions. There has been a rise in medals won for both the summer and winter Games.

Summer Olympics	no. gold medals	no. silver medals	no. bronze medals	Total medals
Rio 2016	8	12	8	28
London 2012	8	9	11	28
Beijing 2008	8	9	10	27

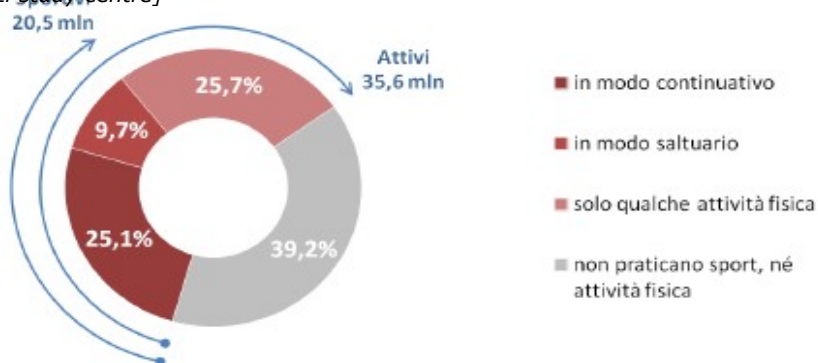
Winter Olympics	no. gold medals	no. silver medals	no. bronze medals	Total medals
Pyeongchang 2018	3	2	5	10
Sochi 2014	0	2	6	8
Vancouver 2010	1	1	3	5

(www.olympic.org)

The results achieved by athletes engaged in competitive sport are the end result of the spread of active sport all over the country. It is therefore interesting to carry out an analysis of active sport in Italy for the population of persons over the age of three that say they regularly play sports.

According to ISTAT statistics collected as part of the "Aspects of daily life" survey, in 2016 the percentage of persons aged 3 and over that said they played one or more sports in their free time reach a record value of 34.8%. This corresponds to 20.485 million people that play sport on a regular basis (25.1% of the population) or more occasionally (9.7%). Compared with 2015 this represented an increase in active sportsmen, women and children of 1.5 percentage points, or of 4.2 percentage points vis-à-vis 2013, with an average growth of 1.4 percentage points per year. In absolute terms, over the past three years over 2.519 million individuals have started playing active sport.

Persons aged 3 and over who say they practise active sport. 2016.
 [active sportsmen/women / physically active / regular / occasional / some physical activity / no sport or physical activity / Source: ISTAT data for 2016 processed by CONI Servizi study centre]



Fonte: Elaborazioni del Centro Studi di CONI Servizi su dati ISTAT 2016

25.7% of Italians above the age of 3 say they perform only a little physical activity in their free time (walks of at least two kilometres, swimming or cycling), corresponding to 15.108 million individuals. The “active” population is thus made up of 35.593 million individuals who regularly do physical activity.

39.2% of the Italian population say they have a sedentary lifestyle, corresponding to over 23 million people who do not practise physical activity or a sport in their leisure time. This marked a 0.7% drop vis-à-vis 2015 and a 2% fall compared with 2013. These falls are even more significant if one considers the progressive ageing of the Italian population (the old age index went from 151.4 in 2013 to 161.4 in 2016).

Persons aged 3 and over who say they practise active sport. Comparison of years 2013-2016

percentages	2013	2015	2016	Diff. '13-'16	Diff. '15-'16
on a regular basis	21.5	23.8	25.1	3.6	1.3
occasionally	9.1	9.5	9.7	0.6	0.2
only a little physical activity	27.9	26.5	25.7	-2.2	-0.8
do not practise sport or physical activity	41.2	39.9	39.2	-2.0	-0.7

absolute values (thousands)	2013	2015	2016	Diff. '13-'16	Diff. '15-'16
on a regular basis	12,602	14,013	14,792	2,190	779
occasionally	5,364	5,603	5,693	329	90
only a little physical activity	16,341	15,607	15,108	-1,233	-499
do not practise sport or physical activity	24,156	23,524	23,085	-1,071	-439

The percentage of the population engaged in active sport falls as people grow older. The 6-10 year old age group has the highest percentage of regular active sports players: 59.7% of this group play a sport. Looking at gender differences, the percentage of men active in sport is 29.7%, above the figure for women (20.8%).

The main criticalities to be faced by CONI and the opportunities that may arise in this sphere are summarised in the table below:

Summary: Criticalities and opportunities

CRITICALITIES	OPPORTUNITIES
<ul style="list-style-type: none"> ▪ Dropout from active sport after school; ▪ Uneven distribution of active sport over the country; ▪ An ageing population; ▪ Resources being taken up with legislative obligations (privacy, transparency, anti-corruption) 	<ul style="list-style-type: none"> ▪ Rising interest in new sporting activities in addition to established sports; ▪ Rise in registered sportsmen and women (at competitive level) following success of elite athletes; ▪ More sports facilities all over the country.

As already mentioned, with regard to both criticalities and opportunities, a number of players are involved in the promotion of active sport and can all have a bearing according to their roles and expertise. For its part CONI will do all it can to pursue its institutional objectives, working in conjunction with all other actors involved.

4.2 Analysis of internal context

CONI is present at a local level through the work of National Sports Federations, Associated Sports Disciplines, Sports Promotion Organisations, regional and provincial Committees, local Trustees and Schools of Sport, entrusted with the task of promoting and organising sporting activities. This includes participation in competitions, rolling out training programmes for athletes and coaches and developing motor activities among the population from an early age. Below are CONI’s main strengths and weaknesses:

Summary: Strengths and Weaknesses

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ possible use of an extensive territorial network that operates at a national and international level; ▪ well-established know-how regarding the training of sports teaching staff and coaches; ▪ well-established know-how regarding sports facilities; ▪ Presence of a national antidoping organisation with exclusive competence for the adoption and application of regulations in keeping with the world antidoping code (Wada) 	<p>CONI does not have direct control over the sporting movement and sports disciplines, which are run independently by NFs/ASDs.</p>

5. Specific goals

Further to its basic mission and to the breakdown of this mission by strategic area, CONI has identified the following strategic areas:

A – promotion of active sport;

B – sporting competitiveness, safeguarding of athletes' health and integrity of performance;

C - good governance and transparency;

D - good citizenship.

In the following pages we go into detail about the goals identified for each of these areas.

CONI does not have direct control over all of these objectives, limiting its scope of action to that of assisting National Sports Federations and Associated Sports Disciplines, making use of the operational assistance of the company CONI Servizi S.p.A.

Strategic area A:
Spread of active sport

Sport is a means for fostering social inclusion, participation and aggregation as well as mental and physical wellbeing and prevention. It also plays a fundamental educational and formative role, enabling the development of capabilities and skills essential for the individual's balanced growth. The spread of active sport is a strategic area subject to exogenous macro-factors, both qualitative and quantitative, pertaining to the demographic, economic and social spheres, whose trends are not easy to predict or to steer.

Specific goal		Indicators	Target	Reference Date/Period	Risk Tolerance	Data source
A.1	Promotion of physical, motor and sporting activity.	Growth in active population (individuals above the age of 3 actively playing sport on a regular basis)	1% growth in active population over 2016	2020	+/-20%	<i>National Statistics Institute</i>

Strategic area B:

Sporting competitiveness, safeguarding of athletes' health and integrity of performance

CONI helps Italian sport to achieve results, putting its assets at the disposal of NFs (Olympic Training Centres, sports facilities, School of Sport and Sport Medicine and Science Institute), providing technical training and preparing Olympic teams and athletes and allocating grants to NFs.

CONI is also engaged in efforts to combat performance-altering and result-altering phenomena, first and foremost the problem of doping. This activity is also performed to safeguard the health of athletes and foster "clean" sport at all levels. Sporting performance objectives are also dependent on unforeseeable and random individual, psychological and environmental factors.

With regard to the safeguarding of athletes' health and integrity of sporting performance, doping is a constantly evolving phenomenon, to combat which policies to prevent and suppress drug use constantly refer to scientific and technological investigations of new doping substances and methods.

Specific goal		Indicators	Target	Reference Date/Period	Risk Tolerance	Data source
B.1	To participate in Olympic Games and keep a high ranking for Italy.	Italian success in terms of medals at summer Olympics	Top 15	2020	+/-20%	<i>IOC Ranking</i>
		Italian success in terms of medals at winter Olympics	Top 20	2022	+/-20%	<i>Ranking CIO</i>
B.2	To combat doping	Financial aid in fight against doping	> €1,500,000 a year	2018-2020	+/-20%	<i>CONI</i>

Strategic area C:
Good Governance and transparency

The International Olympic Committee (IOC) considers “good governance” to be a fundamental principle of the Olympic Movement. The Olympic Charter establishes the responsibility of Organisations belonging to the Movement in ensuring that “good governance” principles are applied, while the IOC Code of Ethics requires the “Basic Universal Principles of Good Governance of the Olympic and Sports Movement” (hereafter “PGG”) to be observed by all members of the Olympic Movement.

CONI recognises the importance of these principles within its Organisation and for the organisations operating under its supervision, and adopts a “zero tolerance” policy, bearing in mind that a prevention and monitoring system for any organisation may provide a reasonable but not absolute certainty of risk mitigation, in other words failure to prevent a risk from occurring does not mean that the prevention system in place is necessarily ineffective.

Specific goal		Indicators	Target	Reference Date/Period	Risk Tolerance	Data source
C.1	To promote good governance principles within the Organisation	Number of cases of fraud or corruption (maladministration)	“Zero tolerance”	2018-2020	n/a	CONI
C.2	To promote good governance principles in National Sports Federations	Number of cases of fraud or corruption (maladministration)	“Zero tolerance”	2018-2020	n/a	CONI

Strategic area D:
Good citizenship

CONI is alert to its responsibilities regarding the impact of its decisions on society as a whole and on the environment, and this serves as a foundation for the development and achievement of good citizenship.

CONI lends its support to social projects alongside institutions, organisations and partner companies, with the aim of fostering the development of social integration policies through sport, promoting active sport in complex territorial contexts and combating forms of race discrimination and intolerance.

Specific goal		Indicators	Target	Reference Date/Period	Risk Tolerance	Data source
D.1	To assist with projects for elite athletes seeking employment after their sporting career	Please refer to operational goals				
D.2	To support social inclusion through sport					
D.3	To support the regeneration of city suburbs in terms of sports facilities					

6. From specific goals to annual goals

CONI has drawn up the following “operational goals” with reference to the above strategic goals.

All operational goals are based on the operations, personnel and assets of CONI Servizi S.p.A.

Strategic area A

Promotion of active sport

Specific goal A.1 Promotion of physical, motor and sporting activity						
Annual goals		Indicators	Target	Reference Date/Period	Risk tolerance	Data source
A1.1	To forge institutional Partnerships to promote correct lifestyles in society, and improve mental and physical wellbeing through sport	Staging of Sports Promotion events	At least 2 events	2018	+/-20%	CONI
A1.2	To roll out youth sport promotion Projects	Project "Educamp	13,000 active participants 18 regions	Summer 2018	+/-30%	CONI
		Project "CONI Centre"	14,000 active participants All over Italy	Sports season 2017-2018	+/-30%	CONI
		Project "CONI_Kinder+Sport Trophy" – Final phase	4,200 people = official delegation (athletes + accompanying persons) from all over Italy	September 2018	+/-30%	CONI
A1.3	To roll out sports promotion Projects in schools, also through MoUs with the Education Ministry.	Project "Student Championships"	Involvement of at least 150 schools	2018	+/-10%	MIUR
		Project "Sport di classe"	Involvement of 35% of all schools	2018	+/-5%	CONI

Strategic area B:
**Sporting competitiveness, safeguarding of
athletes' health and integrity of
performance**

Specific goal B.1 Participation in Olympic Games and keeping a high ranking for Italy.						
Annual goal		Indicators	Target	Reference Date/Period	Risk tolerance	Data source
B1.1	To roll out coaching Projects for NFs	Coaching Projects funded for Olympic / Elite training for NFs	15 coaching NF projects funded at least 1 training workshop	2018-20	+/-20%	CONI
B1.2	Support for NFs through Olympic Training Centres (CPO)	Presence of athletes in Olympic Training Centres	80,000/year	2018	+/-20%	CONI

Specific goal B.2 To combat the doping phenomenon						
Annual goal		Indicators	Target	Reference Date/Period	Risk tolerance	Data source
B2.1	To implement national antidoping programmes for athletes in-competition and out-of-competition	Number of doping controls	7,000 tests/year	2018	+/-25%	NADO ITALIA

Strategic area C:
Good Governance and transparency

Specific goal C.1 To foster good governance principles within the Organisation						
Annual goal		Indicators	Target	Reference Date/Period	Risk tolerance	Data source
C.1.1	To implement standards and policies to combat corruption and make organisational set-ups more transparent and efficient through regulatory compliance	Compliance with ISO 37001 standard and creation of anti-fraud policy	Realisation	2018-2020	n/a	CONI
C.1.2.	To implement international standards for reporting of sustainability to make reporting and information to stakeholders on CONI's activities more complete and transparent	Drafting of sustainability report in accordance with GRI standards	Realisation	2018	n/a	CONI

Specific goal C.2 To promote good governance principles in National Sports Federations						
Annual goal		Indicators	Target	Reference Date/Period	Risk tolerance	Data source
C.2.1	To assess the governance, risk and control processes of 44 NFs and 19 ASDs	no. of NFs and ASDs under evaluation	44 NFs 19 ASDs	2018/2019	+/-20%	CONI

**Strategic area D:
Good citizenship**

Specific goal D.1: To help elite athletes with employment opportunities outside their sporting career						
Annual goal		Indicators	Target	Reference Date/period	Risk tolerance	Data source
D.1.1	To participate in the project "The New Season" – training and work placement for athletes at the end of their sporting career and/or former athletes	Involvement of participants	2,000 people	2016-2019	+/-20%	CONI
D.1.2.	To participate in the programme supporting student-athletes in upper secondary schools	no. participating student-athletes	1,000	2018-2020	+/-20%	MIUR

Specific goal D.2: Foster social inclusion through sport						
Annual goal		Indicators	Target	Reference Date/period	Risk tolerance	Data source
D.2.1	To help with the realisation of the FAMI project to foster, through sport, the inclusion and integration of young immigrants in the national reception system	Involvement of beneficiaries	3,800 people nationwide	2016-2019	+/-30%	CONI
D.2.2.	To help with the realisation of the programme agreement "Sport and integration" to foster, through sport and its educational values, integration at school and in the sporting system	Educational campaigns and events	3 educational campaigns and events	2018-2019	+/-20%	CONI

Specific goal D.3:

To foster the regeneration of the suburbs through its sports facilities

Annual goal		Indicators	Target	Reference period	Risk Tolerance	Data source
D.3.1	To roll out the project Sport and the Suburbs	number of appraisals followed in the year following the submission of complete	40	2018	+/-20%	<i>CONI</i>

7. The process followed and actions to improve the performance management cycle

7.1 Drawing up the Plan: phases, actors and time frames

Preparing the Plan gave us the opportunity to reflect on CONI's mission, vision and role in view of the very atypical nature of the Organisation, which as already mentioned does not have its own operational or administrative structures by which performance can be measured.

The realisation of the Plan is the end result of a collaborative and sharing process, bringing together a range of voices and contributions from subjects both inside and outside the Organisation.

The Plan has been split up into several areas, with the definition of different goals to be pursued, actions to be performed, indicators used to gauge whether goals have been achieved and expected results.

7.2 Compliance with economic-financial planning and budget constraints

The selection of goals is dependent on the preparation of the budget, decided by the National Council and approved by the Prime Minister's Office – Sport Mission department, based on the annual resources made available.

7.3 Actions to improve the performance management cycle

CONI intends to improve the performance management cycle by consulting stakeholders. The information gained from consultations will provide fundamental input when coming up with future goals.