



PLAN DE DESARROLLO Panathlon Internacional 2022-2026

MIREMOS EL FUTURO



Dear Presidents,

Dear Friends,

you can find here below the "Strategic Plan 2022-2026" that our International Board Member Luis Moreno, of the Club of Lima (Peru), has elaborated during this last year to present it for approval, first to the International Board and then to the General Meeting.

Back in 2018, during the Youth Olympic Games in Buenos Aires, Luis Moreno spoke to me about his idea: to develop an analysis of our Movement designed to foster the development of PI in the world.

I encouraged him to pursue the development of this project.

Today, the International Board felt that the product is mature and can be presented to the Clubs.

It is an in-depth study that starts from the history of Panathlon International to get to the current situation, analysing the evolution that our Movement has had in these years.

It gives a vision of the relations that have been established with other associations and bodies, of the sectors that it can influence and by which it can be influenced, of the legal framework that regulates us up to the mission and the "vision".

A SWOT analysis is then carried out: Strengths, Weaknesses, Opportunities and Threats. Each of these factors is carefully examined with the aim of providing a document that adequately assists in the planning and growth of our organisation.

A political strategy tool that 'measures' where we are and where we want to go. It is a planning that must be constantly monitored and updated by the Organs of PI, to always have a point of reference and to tend to that "ideal" image of Panathlon International that we would all like.

Thanks therefore to Luis Moreno for this study that I hope will be appreciated and approved by the Assembly to become a real tool for the development of our Panathlon International.

Pierre Zappeli
Presidente Internacional

ANALYSIS OF THE SITUATION

HISTORICAL BACKGROUND

The beginnings:

On 12 June 1951, in Venice, the first meeting of what years later would become Panathlon International took place. At that time, Italy was recovering from the ghost of war, its cities were returning to normality and young people were dreaming of a better future. In this context, Mario Viali, a forerunner of the panathletic movement, developed the idea of creating an association like those that had sprung up in America; but unlike the Lions and Rotary, he wanted its European replica to be made up of people who enjoyed sport, loved culture and who, through these values, would serve their community.

He developed the project with friends Domenico Chiesa, Aristide Coin, Aldo Colussi, Antenore Marini and Costantino Masotti, and then recruited a group of supporters, whom he brought together at a "Disnar Sport" term used in Venice, to meet and share a table, and in that fraternal atmosphere, exchange ideas and reach agreements. Curiously, this practice is still in place at our Convivial Meetings in memory of the 24 founders:

Salvatore Bugliera	Tiziano Calore	Angelo Cecchinato
Domenico Chiesa	Aristide Coin	Aldo Colussi
Pietro De Marzi	Guido De Poli	Egidio De Zottis
Carlo Donadoni	Lodovico Foscari	Paolo Foscari
Guglielmo Guglielmi	Alberto Heinz	Antenore Marini
Costantino Masotti	Luigi Pavanello	Orazio Pettinelli
Aldo Querci della Rovere	Gino Ravà	Antonio Scalabrin
Alfonso Vandelli	Mario Viali	Mario Zanotti



PLAN DE DESARROLLO 2022 - 2026

CONTENT

1. Analysis of the situation.
2. Analysis of the context.
3. Regulatory framework.
4. Vision and Mission
5. SWOT analysis.
6. Ideal image.
7. Permanent objectives.
8. Assumptions to be considered.
9. Supervision of the plan.

Later, it was Count Ludovico Foscari who suggested the name Panathlon, which derives from the Greek "pan and athlon" meaning "All sports" and the motto "Ludis lungit" meaning "Sport unites". Based on these principles the clubs of Brescia, Genoa, Milan, Naples, Sondrio and Vicenza were born which, together with that of Venice, and under the presidency of Mario Viali, became on 21st November 1953 the Panathlon Club of Italy.

The expansion:

With new energy, Panathlon crosses the border and founds the Club of Lugano in Switzerland, while in Italy appear the clubs of Florence, Palermo, Ferrara, Verona, Varese, Catania, Como and Caserta and, a year later, those of Cremona, Padua, Pavia, Mantua, Bergamo, Bari, Perugia and Taranto; those that, in the Assembly of Venice, elect Fernando Pozzani as President and Mario Viali as Honorary President; and close the meeting with the delivery, for the first time, of the "Fair Play Trophy".

Aldo Mairano was elected President at the 1957 assembly, held in the city of Sirmione, attended by the 35 affiliated clubs, including the Swiss clubs of Lugano and Lausanne. The period is characterized by close relations with the International Olympic Committee and neighbouring countries, in the search for institutional strengthening. His re-election for a later period affected the delivery of the "Olympic Cup" from the hands of Avery Brundage; and then, with the organization of the XVII Olympic Games by the city of Rome, he accelerated the inclusion of clubs from Madrid, Barcelona and Paris.

On 14th May 1960, in the Aula Foscoliana of the University of Pavia, Panathlon International was founded. Aldo Mairano was to be its first president, Mario Viali its honorary president, and Avery Brundage, president of the International Olympic Committee, was appointed "Honorary Member". The International Board of Directors consists of three vice-presidents, a general secretary and eight board members, with the four founding countries represented.

In general terms, the panathletic movement has exceeded all expectations, because in a short period of time it has added clubs and countries, reaching the international level. Since then, it has changed its organizational structure, clubs are grouped into districts, under the responsibility of a governor, the President's Committee is created, the Board of Directors is enlarged, and the Assembly of Clubs is maintained as the most important body.

In 1961, the 1st Congress of Panathlon International was organized in Lausanne, where the theme "Olympism and ethics in sport" was discussed. Panathletes from all clubs, authorities of the IOC and of the International Sports Federations participated. Another aspect to be pointed out is the entry of clubs outside Italy, such as Basel, Luxembourg, Bern, San Marino, Malta and Innsbruck. With the re-election of Aldo Mairano in Ravenna, negotiations are promoted with the sports managers of America to inform them about the scope of Panathlon International.

The American contribution:

12 September 1967 is the foundation date of the Club Buenos Aires. Argentina is the first American country in the International Panathletic Movement.

A year later, the Assembly in Perugia elected Saverio Giulini, and in Florence he was re-elected for the two-year period 1970 - 1971. Then Demetrio Balestra, the first non-Italian president, was elected in 1972 at the Naples Assembly. During his term of office, the "Flambeu d'Or" is conceived as the highest trophy of Panathlon International; the same that in its initial version was given to Avery Brundage on the Olympic Games in Rome.

The Club of Montevideo, the second American club, was born in 1973; and its presence ignited enthusiasm so that in 1974 the Clubs of Lima, Santiago, São Paulo and Mexico appeared in succession. The following year and with the presence of the six American clubs, District XI was created in Mexico City, and the Uruguayan Pedro Damiani was elected President; in Europe,

Panathlon International conferred the "Fair Play Award", previously known as "Fair Play".

Consolidation:

Three events mark the beginning of the consolidation phase. The creation of five clubs and one district in America. The presence of Panathlon International in Innsbruck, on the occasion of the Winter Olympic Games, to deliver the Trophy "Flambeau D'or" to Baron Michael Killanin and Ambassador Juan Antonio Samaranch, President and Vice-President of the International Olympic Committee. And the Venice Assembly where Sisto Favre was elected and Cardinal Albino Luciani, who months later would become Pope of the Catholic Church under the name John Paul I, participated as "Guest of Honour".

In 1977, the Assembly, meeting in Viterbo, accepted the resignation of Sisto Favre for health reasons; it elected Paolo Cappabianca as his replacement and appointed Aldo Mairano as Honorary President. During his mandate, the clubs of Calcutta and Lisbon were founded, and India and Portugal were integrated into the International Panathletic Movement; meanwhile, with the increase of clubs in Brazil, the second district in America was created.

The Assembly and Congress of Lausanne, in 1981, dealt with the theme "Sport and Family" and in 1982, the Annual Session of the International Olympic Committee, held in Rome, recognized Panathlon International and declared it a member of the Olympic family.

The city of Montecatini hosted the Elective Assembly of 1984, where Paolo Cappabianca was re-elected, and Domenico Chiesa was acclaimed "Honorary Member". One year later, a Tunisian Club is born and Africa becomes the third continent of the International Panathletic Movement.

The growth of Panathlon International, generates more needs, so the first steps are started to locate a seat according to the

prestige achieved. This was achieved when the City of Rapallo and the Secretary General Giorgio Bazzali agreed on the cession in use of Villa Porticciolo.

Now new activities arise, such as the visit of a large group of European panathletes to their American colleagues. They are received in Uruguay by the Club of Montevideo and received in official visit by the President of the Republic José Sanguinetti; they go to Buenos Aires, where they are object of many attentions, and in Sao Paulo, they participate to the conference "The sport of the XXI century".

On 2 July 1988, the seat of Villa Porticciolo was inaugurated and, Antonio Spallino was elected after the Assembly was reopened. During his mandate he adapted the organisation to the progress of modern sport; and in Colorado Spring - USA, the Association of International Sports Federations recognized Panathlon International. At the same time, clubs from Germany, Norway, Russia, Liechtenstein, Japan, USA and Costa Rica are founded and the District France is created.

On 2 May 1996 the "Domenico Chiesa Cultural Foundation" was created as a non-profit institution, whose aim was to award mainly visual works of art inspired by sport.

The Assembly of Rapallo, in 1996, elects Vittorio Adorni; in this same period the club of Punta del Este organizes the 1st Pan-American Congress; the clubs of Salem in USA, Asuncion in Paraguay, Guatemala and Ploiesti in Romania are created. On 12 June 2001 the 50th anniversary of the foundation of Panathlon International is celebrated.

Enrico Prandi takes over the presidency in 2004 at the Assembly of Rapallo. He cultivates a close relationship with the International Olympic Committee, to the point that Jacques Rogge states that Panathlon International is a reference for ethics and fair play. In 2006, he participates in the Pan-American Congress of Lima and at the end, together with the International Board, announces in a press conference the creation of the Junior Clubs, for young

people who love sport. A year later, he was part of the IOC Cultural Commission, a position that corresponded to the current president. During his time, the clubs of Abidjan (Ivory Coast), Alta Val D'Elsa (Italy), Arequipa and Chiclayo (Peru), Kampala (Uganda), Campos de Jordao (Brazil), as well as the Districts of Peru and Ecuador were founded.

The Syracuse Assembly elects Giacomo Santini. During his term of office, the headquarters were moved to Via Aurelia Ponente, the clubs of Lomé in Togo and Leuven in Belgium were established, and the Italian Olympic Committee qualified District Italy as a Prizeworthy Association. In 2014, it launched the "Charter of Parental Duties in Sport" and awarded the Flambeau D'Or Prize to Susan Bissel, Norbert Muller and Sir Philip Craven. Finally, in its last year, the Baden Club was created.

Pierre Zappelli is elected at the Assembly of Antwerp 2016. Under his mandate Panathlon International participates in the Sports Forum of the European Union in Malta, and then presents in Reggio Emilia, the "Charter of the Parental Duties in Sport". Participates in the 50th Anniversary of the foundation of the Panathlon Club of Buenos Aires and in the XII Pan American Congress held in Recife.

In 2019, the 13th Pan American Congress is held in Buenos Aires, which becomes the institution's last international event, because a few weeks later the calendar is altered due to the health emergency.

With due protection, the Osimo Assembly is held, and for the first time postal voting and virtual assistance are applied. Pierre Zappelli is elected, who works with the limitations of the case with the recently appeared aids that will probably be the working tools in the new normality.

The Presidents:

1951- 1954	Mario Viali	Venice Club
1955- 1956	Fernando Pozzani	Milan Club
1957- 1967	Aldo Mairano	Genoa Club
1968- 1971	Saverio Giulini	Milan Club
1972- 1975	Demetrio Balestra	Lugano Club
1976- 1977	Sisto Favre	Rome Club
1977- 1987	Paolo Cappabianca	Naples Club
1988-1995	Antonio Spallino	Como Club
1996 -2003	Vittorio Adorni	Parma Club
2004- 2011	Enrico Prandi	Reggio Emilia Club
2012- 2015	Giacomo Santini	Trento Club
2016	Pierre Zappelli	Lausanne Club

Tradition:

In its long history of institutional life, Panathlon International has had twelve Presidents. Each of them, with his style of leadership, has been able to maintain the unity of criteria to preserve the principles and values inherited from the twenty-four founders of Venice. All of them have contributed to preserving the principles and values that today have become an institutional culture of which we are all faithful guardians.

CURRENT SITUATION

We begin this part of the diagnosis by stating that the current Presidents and their Boards of Directors have preserved during the 70 years of institutional life, the traditions and customs that generation after generation, and since our beginnings, have been kept intact and with healthy pride.

There is no doubt that the purpose of Panathlon International is the affirmation of the sporting ideal and its moral and cultural

values, as an instrument of education and elevation of the individual; as well as solidarity between men and peoples, as a declarative concept since its foundation in Venice.

Our head office, located in Villa Queirolo, Via Aurelia Ponente, Rapallo - Italy, meets our administrative needs; and now added to the new offices in Lausanne and Brussels, ensures a diversified infrastructure in places where our presence is important.

Panathlon International supports its economy with two sources of funding, the first of an internal nature, as a product of members' contributions; and the second of an external nature, consisting of the subsidy granted by the International Olympic Committee.

To date, Panathlon International has the official recognition of the International Olympic Committee, the Association of International Federations, and agreements with the International Fair Play Committee and various international sports and cultural organisations.

It must also be stressed that its internal structure is made up of its Governing Bodies and its reference bodies, such as Districts and Clubs, which are distributed in three of the five continents.

From the data analysed, it is worth highlighting the percentage decrease in Clubs, Associates and member countries, which, on average, has been forty percent in recent years.

This situation, while causing concern, may become the best incentive to overcome the difficulties and project the development desired by this planning work.

ENVIRONMENTAL ANALYSIS

In applying the methodological planning process, it has been established that the neighbouring environment to be considered will be composed of the following sectors:

- **Social**
- **Political**
- **Olympic**
- **Sport**
- **Cultural**

The analysis of each of these sectors in relation to the institutional reality shows that there will be no major impact, except in the case of the social sector, where the health emergency caused by COVID-19 makes it necessary to include it as a hypothesis in the 2022 - 2026 Development Plan.

LEGAL PLAN

The legal plan in which the 2022 - 2026 Development Plan is elaborated, as well as its implementation, is immersed in the following rules:

Institutional level

- Panathlon International Statutes.
- Panathlon International Regulation
- Statute of "PI-Domenico Chiesa Foundation".

Olympic level

- Olympic Charter.

National level

- Laws, regulations and provisions relating to sport and non-profit organisations.

VISION AND MISSION

Panathlon International decided to establish that, for the present work, the “**INSTITUTIONAL MISSION and VISION**” will be defined according to the traditional standard of the Strategic Planning Manual.

The Mission, the raison d'être of the entity, responds to the questions: Who are you? What is the institutional task? And What is our purpose? In other words, it's a statement that gives it a constitutive character, set the purpose, aims and limits of the organisation.

The Vision represent the potential expectation of the entity, it answers the question: How do we want to be recognised in the long term? In other words, it's a concrete expression that reflects values and principles and allows the social environment to identify what it can expect from the organisation

MISSION

**TO SERVE THE COMMUNITY BY SPREADING THE SPORTING IDEAL
AND ITS ETHICAL, MORAL AND CULTURAL VALUES**

VISION

BE THE MORAL RESERVE OF WORLD SPORT

SWOT ANALYSIS

STRENGTHS

- Strong culture and institutional values.
- Qualified membership.
- International recognition and support.
- Cultural support through the Domenico Chiesa Foundation.
- International Olympic Committee grant.
- Global presence through our clubs and districts.

WEAKNESSES

- Limited presence in sports forums and events.
- Lack of medium-term plans and political guidelines.
- Little renewal with new cadres.
- Declining number of clubs and members.
- Limited financial resources.

OPPORTUNITIES

- Leverage the knowledge and experience of members for the benefit of the institution and the community.
- Accelerate digital transformation and generate a greater presence in social networks to attract potential members.
- Develop activities aimed at creating an awareness of sustainability, in line with the institution's culture and values.
- Leverage the Lausanne and Brussels offices to establish agreements with related institutions and associations.
- Develop initiatives to attract new partners with a stronger presence in the current context.

THREATS

- Withdrawal or reduction of subsidies received.
- Competition from associations with similar characteristics, cultural orientation and objectives.
- Cultural change in the new generation that may not be aligned with the sporting values promoted by the institution.
- Slow economic recovery that could affect the contribution of members.

IDEAL IMAGE

Once the diagnosis has been completed, the corresponding analyses carried out and the capacities determined, it is time to present the ideal image that is sought for Panathlon International:

"To maintain itself over time, as a non-profit association, recognised in the world as a governing body of the ethics and values of sport and culture".

"To be directed by responsible executives of its governing bodies, with the necessary experience to maintain the institutional aims; and with Districts and Clubs, with a presence all over the world, and integrated by Members capable of assuming their social role in the geographical area of their competence".

PERMANENT OBJECTIVES

With this in mind, the following are the permanent objectives to achieve the "Ideal Image" of Panathlon International in the long term:

- **WORLDWIDE PRESENCE**
- **INTERNATIONAL RECOGNITION**
- **COMMITTED PARTNER**
- **PROMOTING THE DISTRICT**

ASSUMPTIONS TO CONSIDER

In accordance with what was established in the section on the Analysis of the Social Environment, regarding the health emergency caused by COVID-19, and taking into account that to date the epidemic is expected to decrease in the first quarter of the year, and that it is likely that the pandemic will disappear in the first half of the year, it is proposed that the 2022-2026 Development Plan comes into force before July 1, otherwise its validity will have to be reconsidered and the planning process and timelines revised.

SUPERVISION AND CONTROL

The Development Plan 2022 - 2026 is the political instrument of Panathlon International, which guides its growth in the short, medium and long term, through the elaboration of successive plans, aimed at maintaining continuity over time.

This plan, in its first edition, was drawn up in response to the need to create a permanent development strategy and to achieve the ideal image of Panathlon International in the long term.

The follow-up of the planned action is a task for all partners, its evaluation and corrective actions are the responsibility of the International Board and ultimately the General Assembly.

