

CONIFA

Football Strategy Days

7-8 November 2026

Villa Cagnola | Gazzada Schianno

VARESE

CONIFA FOOTBALL STRATEGY DAYS

The Value of Values: CONIFA Through Football

Strategic proposal for establishing the CONIFA ESG & CSR Department

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Co-Founder | Strategy | Business Development | CSR

BETTER THAN B4 Ltd – Ecosystem

Villa Cagnola – Gazzada Schianno – Varese | 7–8 November 2026



Not just a new organization

The establishment of CONIFA EUROPA NPO is an opportunity to build a new institutional capability.

KEY MESSAGE

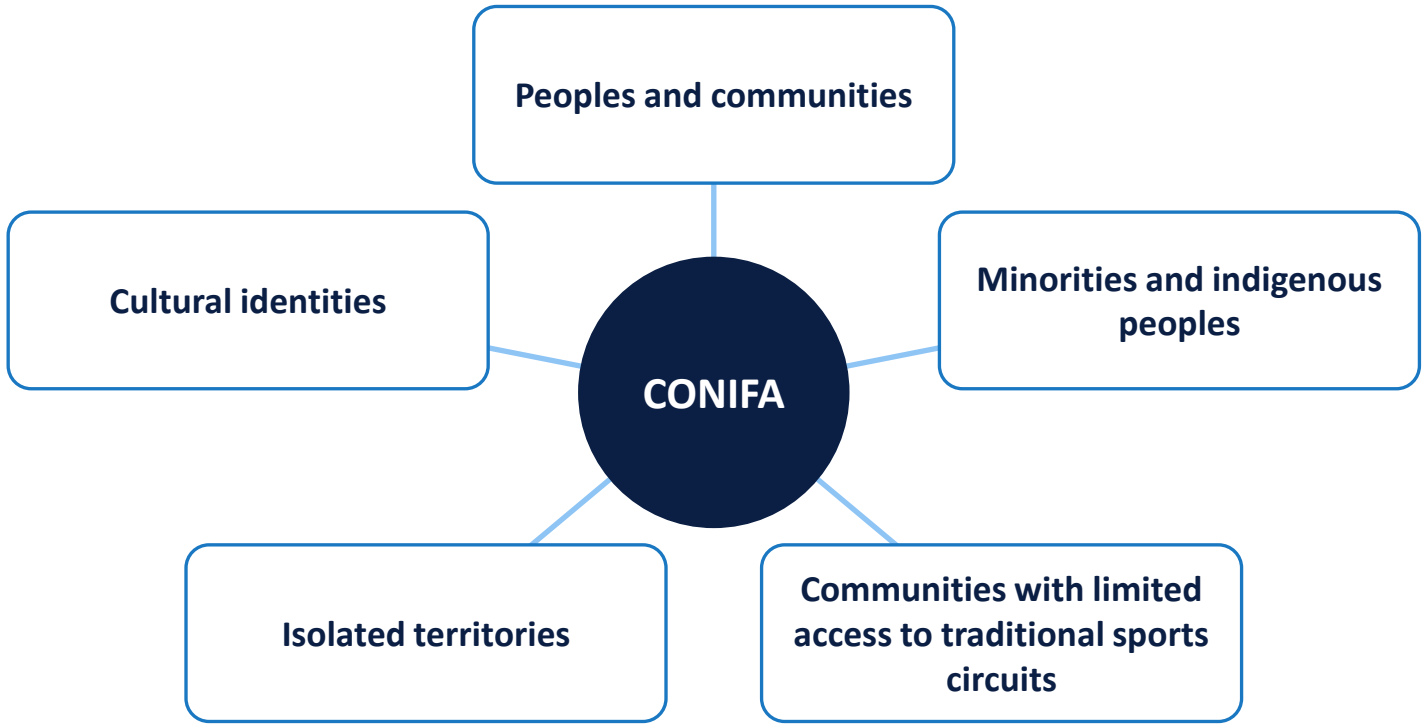
From sporting representation to the organized production of social value

1. Leverage CONIFA's sporting and cultural heritage
2. Develop social projects and international cooperation
3. Build public-private partnerships
4. Deliver tangible results for communities and territories
5. Make impact recognizable and measurable

A network that represents communities and identities

CONIFA connects:

This relational asset is an international social infrastructure that football can activate.



From principles to impact

Fair play, integrity, ethics, non-discrimination, women's participation, environmental protection and transparency form the identity foundation of CONIFA.

FROM	TO
Values	Programs
Relationships	Partnerships
Intentions	Projects
Activities	Measurable results
Results	Impact and testimonials

"Football is not only competition. It is a tool for building relationships and generating social value."

A CONIFA ESG & CSR Department

Not an office dedicated to finding sponsors, but a strategic and operational structure able to:

01

Organize CONIFA's social value

02

Develop international programs and projects

03

Mobilize financial and professional resources

04

Build relationships with institutions, businesses and foundations

05

Measure and report results

06

Embed sustainability and safeguarding in every activity

THE DEPARTMENT'S ROLE

Connecting resources, needs and opportunities

The Department brings together:

- **CONIFA's sporting and cultural heritage**
- **Community needs**
- **Corporate CSR and ESG strategies**
- **Public policies on inclusion and education**
- **Financial resources and professional expertise**
- **Foundations, agencies and international organizations**

THE VALUE PATH

Relationships → **Partnerships** → **Projects** → **Verifiable results**

POSITIONING

A non-profit partner for social value

CONIFA can position itself as a qualified counterpart for:

Public bodies and institutions

Foundations and philanthropic organizations

Companies, businesses and Benefit Corporations

Non-profit organizations and international networks

NOT A TRADITIONAL SPONSORSHIP

It is a co-design model in which each partner contributes expertise, relationships, resources and organizational capacity.

Three pillars, one central responsibility

Sustainability becomes the criterion for selecting projects, organizing events, choosing partners, managing resources and measuring results.

Environmental

- Climate and energy
- Mobility
- Sustainable events
- Circular economy
- Water and biodiversity

Social

- Inclusion
- Youth
- Gender equality
- Human rights
- Health and community

Economic

- Continuity
- Transparency
- Diversification
- Integrity
- Legacy

At the heart of the model: **people and child protection**

Practical, proportionate, measurable

Operational priorities:

- Reduce consumption and emissions
- Shared, lower-impact mobility
- Sustainable event management
- Cut plastic and reuse materials
- Protect water, biodiversity and green spaces
- Responsible procurement and supply
- Climate risk assessment

TOOLS

- Emissions inventory
- Reduction plan
- Environmental criteria in contracts
- Event management system

The heart of CONIFA's identity

01

Inclusion and fighting discrimination

02

Youth, education and active citizenship

03

Women's participation and leadership

04

Human rights and decent work

05

Health and physical and mental well-being

06

Training and protection of volunteers

07

Intercultural dialogue and peacebuilding

OPERATING PRINCIPLE

Risk assessment, prevention, reporting, remedies and monitoring

Protecting people to make the project credible

Protecting minors and vulnerable people is a cross-cutting function. The system must include:

Protecting people is not a compliance task, but a condition of legitimacy.

1. Formal safeguarding policy
2. Code of conduct
3. Preventive risk assessment
4. Mandatory training for staff and volunteers
5. Identifiable focal points
6. Confidential reporting channels
7. Case handling and monitoring procedures

Continuity, transparency and autonomy

The Department must be sustainable from day one:

Structure

- Lean, progressive initial structure
- Low costs and self-financing

Revenue sources

- Grants, contributions and partnerships
- Donations, sponsorships and events
- Design, training and consulting services compatible with non-profit status

Control

- Management control and reporting
- Annual review of the financial model

From sport to the Sustainable Development Goals

CONIFA STRATEGIC AREA	SDG
Inclusion, diversity and representation	10, 16
Youth, education and training	4, 8
Gender equality	5, 10
Intercultural dialogue and peace	16, 17
Sport, health and well-being	3
Events and environmental sustainability	11, 12, 13
Governance and partnerships	16, 17

Four ecosystems to activate

Public institutions

Youth policy, sport, culture, inclusion and cooperation.

Foundations

Programs with social goals and measurable results.

Businesses and Benefit Corporations

CSR, sustainability, skills, resources and innovation.

Non-profits and international networks

Local roots, cooperation and project capability.

Value proposition: international identity, community mobilization and sporting expertise.

A five-phase method

1

Listening and analysis

Needs, objectives and opportunities

2

Shared ideation

Beneficiaries, activities and expected results

3

Defining resources

Financial, technical and organizational contributions

4

Delivery

Shared responsibility and governance

5

Measurement

Results, impact and transparent reporting

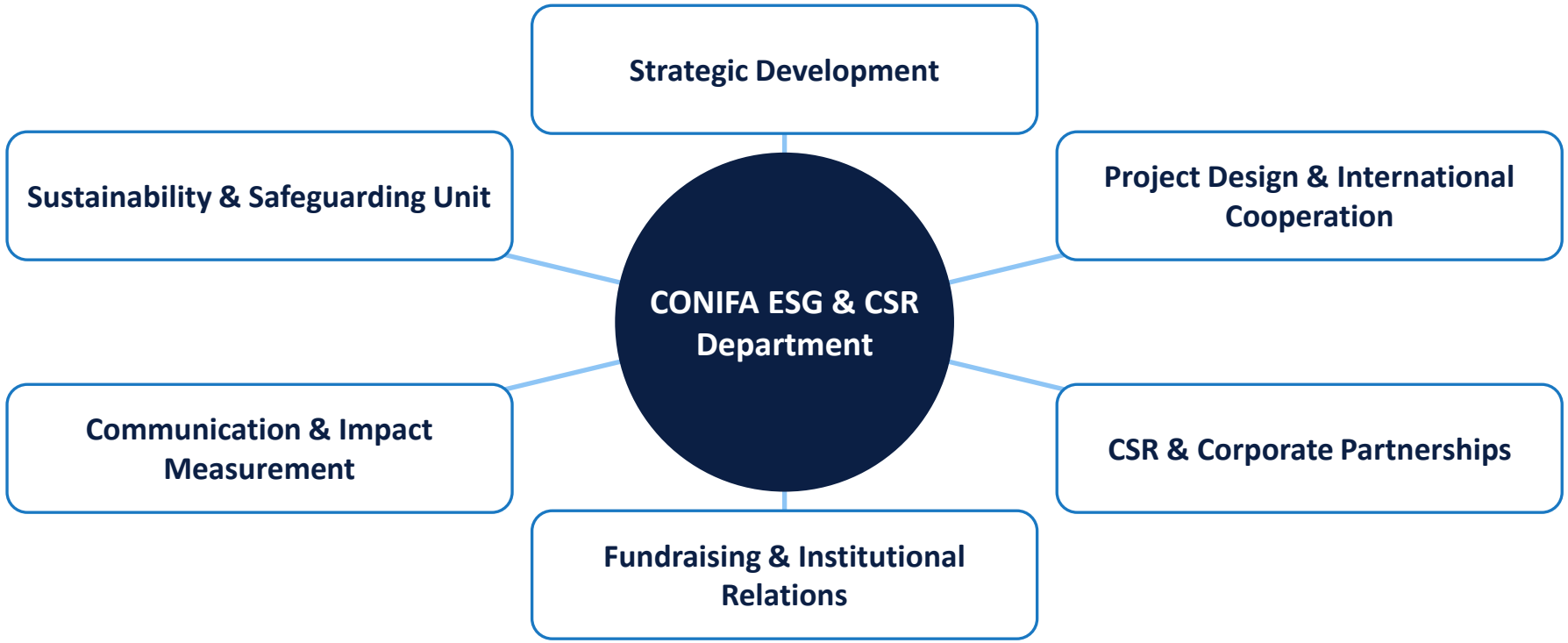
Partner visibility is the result of project quality, not its only goal.

Five programs ready to launch

1	**Football for Inclusion**	Participation and fighting discrimination
2	**Youth & Future Leaders**	Leadership, citizenship and intercultural skills
3	**Women in Football**	Women’s participation, mentoring and leadership roles
4	**Football for Dialogue & Peace**	Encounter and cooperation between communities
5	**Sustainable Football Communities**	Responsible events and local development

Each project will define objectives, beneficiaries, activities, budget, partners, risks, indicators and safeguarding measures.

A lean, scalable structure



GOVERNANCE

Operational autonomy, clear accountability

Establishing the Department requires:

- **Consistency with the CONIFA Constitution**
- **A written agreement and the necessary authorizations**
- **Formalized powers and responsibilities**
- **Procedures to approve partnerships and projects**
- **Clarity on contractual ownership**
- **Financial transparency and conflict management**
- **Brand protection**
- **Legal and tax checks in the country of incorporation**

From design to reporting

1

Months 1–3

Statutory review, mission, responsibilities and partner mapping

2

Months 4–6

Project selection, risk analysis and financial plan

3

Months 7–9

Partnership launch, resources, training and monitoring

4

Months 10–12

Evaluation, reporting and year-two development plan

From activities to results

Partnerships and resources

- Institutional and corporate partners involved
- Foundations and funding bodies
- Financial and professional resources mobilized

People and projects

- Projects delivered
- Young people, women and communities involved
- Territories reached and beneficiary satisfaction

Sustainability

- Emissions, consumption and waste
- Revenue diversification
- Financial balance
- Training and impact assessment

Five steps to get started

1. Include the ESG & CSR Department in the CONIFA EUROPA NPO project
2. Authorize the appointment of a CONIFA ESG & CSR Director
3. Start in-depth work on governance and institutional integration
4. Develop the first portfolio of pilot projects with fact sheets and budgets
5. Prepare the development and partnership plan with responsibilities, indicators and timelines

From a heritage of values to a system of impact

Sporting values	Relationships	Resources	Projects	Results
↓	↓	↓	↓	↓
programs	**alliances**	**opportunities**	**results**	**trust and reputation**

"Football can unite. Values can transform communities. Partnerships can turn values into impact."

SPEAKER

Ivo Licciardi

Co-Founder | Strategy | Business Development | CSR

BETTER THAN B4 Ltd – Ecosystem

Strategic advisor to complex organizations and sports systems.

KEYNOTE

The Value of Values: CONIFA Through Football



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This proposal sets out a strategic and organizational direction and does not replace the necessary legal, administrative, tax and statutory checks.