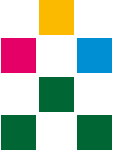


Fondazione
Compagnia
di San Paolo

Annual
Planning Document 2021



Introduction.

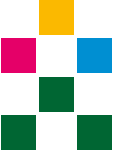
Between the end of the 2017-2020 strategic plan and the start of its 2021-2024 counterpart, there is a window of time in 2021 when Fondazione Compagnia di San Paolo (FCSP) reviews the legacy of the previous period, while also introducing new initiatives that are then detailed in full in the final version of the Multi-Year Planning Document.

The nature of FCSP's work in 2020 was heavily influenced by the effects of COVID-19 and by the Foundation's efforts to adhere to its strategic policy directions, while simultaneously responding to social needs generated by the pandemic and supporting partner bodies in their response to severe, unprecedented shocks. At the time of writing, in the autumn of 2020, as we wait for effective medical treatments to be developed that may help overcome the COVID-19 crisis in 2021, we cannot rule out the possibility that further emergency responses may be required. As before, FCSP will tackle these challenges head-on, without neglecting its underlying priorities.

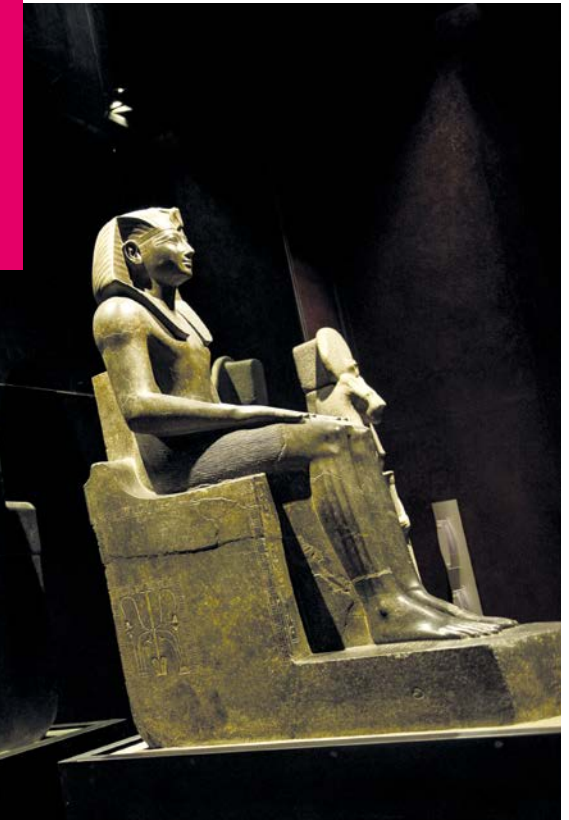
In this document, FCSP has structured its work plans into "Goals" and "Missions" that reflect the Foundation's internal organisation and cover the "major areas" of action specified in its constitution, namely Research and Public Health, Culture and Social Policy. The terms "Goals" and "Missions" denote targeted activity platforms, not generic sectors.

Their consistency with the planning framework set down in this document therefore plays an important, not to say decisive, role in the success of the proposed projects.

Here are FCSP's Goals and their division into Missions, each accompanied by a mission statement.



Culture.

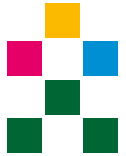


Art, Heritage, Participation. Let's imagine the future.

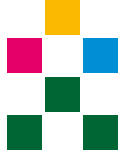
In Italy, we have the good fortune to live steeped in immeasurable wealth, which adds value to our personal and collective histories, and helps us to take a new approach to the design of our habitat.

We work closely with institutions to promote culture as a means of building a society that makes people feel involved and welcome. We promote the growth of an innovative and creative industry by developing local areas to ensure everyone's well-being. We approach culture with a fresh perspective that enables us to harness the power of art and creativity to make our local areas more attractive, conceive and re-design environments so that people take centre stage, foster new skills and talents and take due care of our cultural heritage. This is our commitment to harnessing the value of culture, and thus turning it into an innovative tool for achieving the Sustainable Development Goals.

Building Capacity to Attract. Mission



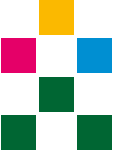
We leverage the full value of the cultural and creative identity of every geographical area, to make it a more attractive and user-friendly destination for tourism. We strive to turn every area's resources into a growth opportunity for all the people who live there and all the people who choose to build opportunities for learning, employment and economic and social development there.



Developing Skills. Mission

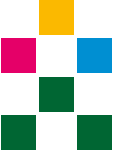
We see culture as an essential ingredient in people's development, as it provides opportunities to enhance cultural skills and gain personal experience in the artistic arena. We promote art as a language that helps young people understand the world and play an active part in shaping it. We support an education system that feeds the cultural professions and we promote efforts to strengthen the entire sector, so that it can play its crucial role in society's growth effectively.





Preserving Beauty. Mission

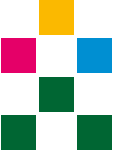
We take care of our local cultural heritage, so that future generations can also benefit from this wealth. We design medium- and long-term strategies to interpret cultural heritage within its own landscape, thus paving the way to a sustainable vision of culture, in both economic and social terms.



Encouraging Active Participation. Mission

We invite people to take the initiative: in fact, we strive to foster a new spirit of sharing, with which to rethink cultural and public spaces, in a new light that makes them more inclusive and engaging. We see culture as a driver for building a new active citizenship.



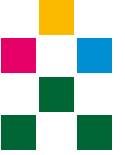


People.

Opportunity, Independence, Inclusion. Let's build the future.

We help improve the lives of people facing hardship and vulnerability, through projects that make them more independent and equip them to shape their own futures more effectively, thus building a better society for everyone. We involve people, we strive to ensure that no-one feels left to face their challenges alone, and we view diversity as a source of wealth on which to build. We share this vision with organisations that put people centre stage, and build more capable and supportive alliances. Our approach encompasses every aspect of people's life plans: places where they can live with peace of mind, jobs that bring security and dignity, education that fosters awareness and responsibility, resilient communities with an aptitude for self-renewal, and an inclusive social fabric that promotes networks at local and international level. This is our commitment to building the future of a fairer, more cohesive society, contributing to the achievement of the Sustainable Development Goals.





Reinventing Dwelling Systems and Regenerating Neighbourhoods. Mission



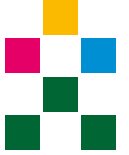
For us, social housing provides an answer to emerging questions, by integrating people's economic, social, relational and working needs and experimenting with replicable new models. We promote urban regeneration projects where approaches to dwelling provide an opportunity to transform local areas.



Promoting Decent Work. Mission

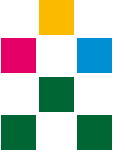
We help the most vulnerable people find new job opportunities, by offering programmes that enhance their personal and professional resources, within the framework of local systems that we help strengthen. The ability to actively seek, find and keep decent work holds the key to establishing and relaunching a solid life plan, while also facilitating social inclusion.



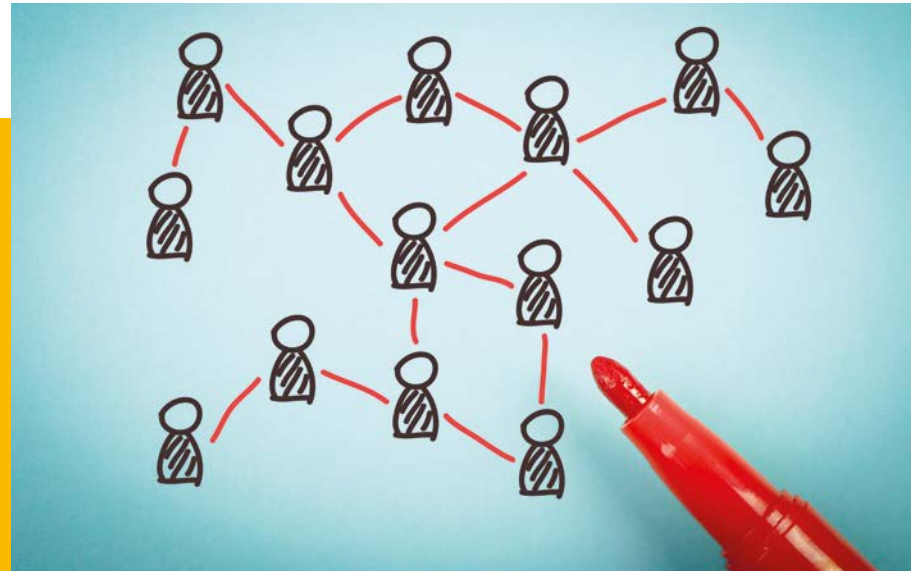


Educating for Collective Development. Mission

We promote opportunities for children and teenagers to achieve their full potential, acquire appropriate knowledge and skills and shape their own lives from birth, as part of a continuous learning process. We involve communities and families so as to provide everyone with education based on respect, sustainability and sharing, as a solution to educational poverty and all forms of inequality.



Rediscovering Community. Mission



We work with communities to make them more supportive, resilient and healthy, by promoting quality of life and full citizenship. We help fight poverty by supporting solidarity and gift culture and by building close networks where the ability to offer and receive help makes people stronger and more capable of facing their own challenges.



Working Together for Inclusion. Mission

We work with local communities to help them support the most vulnerable people in accessing rights and opportunities, both in Italy and other parts of the world. Within cohesive and inclusive social fabrics, people will be able to achieve independence and full citizenship, young people will be able to become better-informed, more pro-active citizens, and migrants from other countries will be able to feel an integral part of a new community.



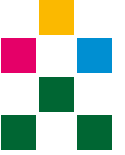


Planet.

Knowledge, Development, Quality of Life. Let's support the future.

It is our responsibility to consider and protect the future of our planet and of the generations to come, by taking effective action with a powerful social, economic and environmental impact. We promote dialogue and encourage people to share their best skills with a view to achieving excellence. We add value in all the areas we work in by stimulating competitive research, boosting innovation aimed at developing new solutions, fostering opportunities for international dialogue, making healthy lifestyles accessible to everyone and protecting the environment. This is how we intend to contribute to the achievement of the Sustainable Development Goals set out in the United Nations' 2030 Agenda.

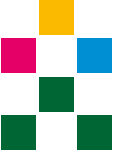




Harnessing the Value of Research. Mission

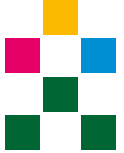
We help develop research aimed at furthering scientific knowledge, in line with European planning. We foster excellence in training and harness the value of the knowledge that it spawns, so that the best ideas can have a positive economic, social and environmental impact.





Boosting Innovation. Mission

We encourage the dissemination of knowledge, models and policies that can generate necessary and positive changes for the lives of people and communities. We help guide the growth and internationalisation of the social economy towards a new paradigm of more inclusive economic development that will contribute to reducing inequalities. We strive to improve access to technology for all citizens, as a way to create opportunities for decent work and to overcome the challenges we face.



Fostering International Opportunities. Mission

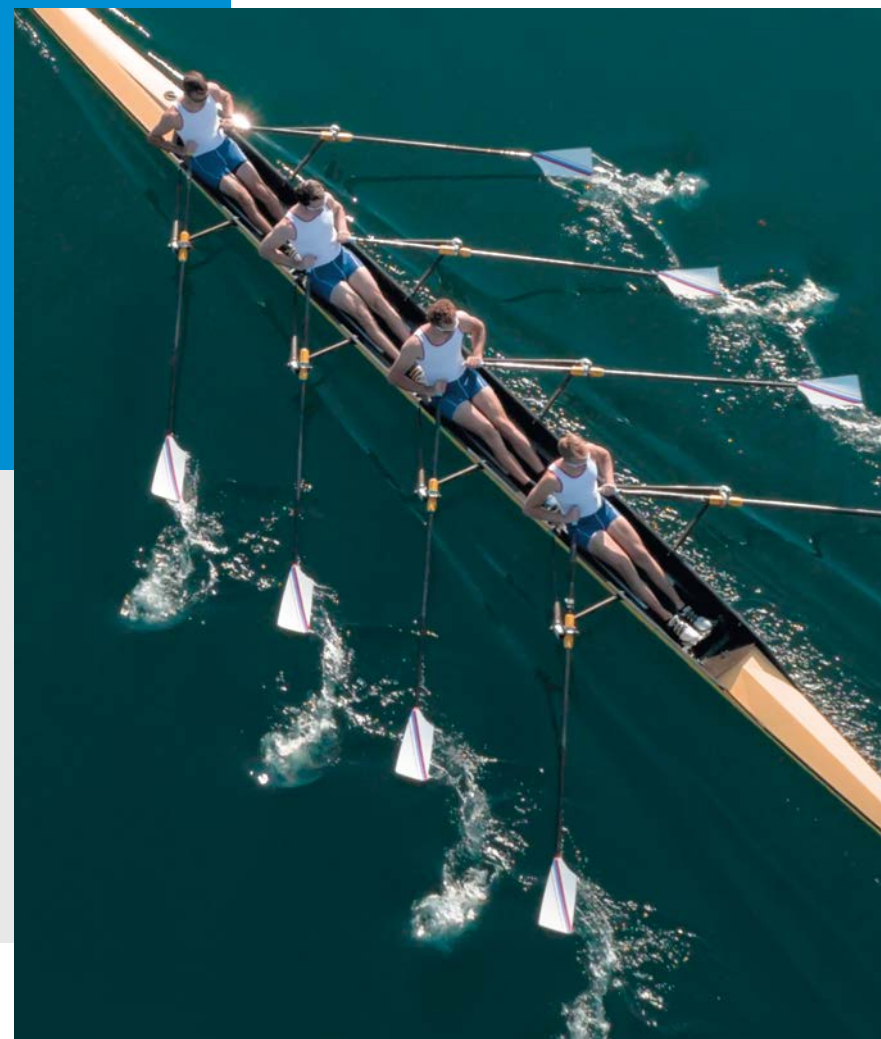


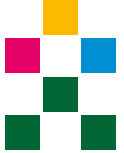
We offer local players the opportunity to access an international scenario, to ensure that they fully understand the European and global framework within which their employer organisations operate. This boosts the sharing of good practices and helps identify opportunities for collaboration, which in turn shortens the gap between local context and international dynamics and yields a broader outlook on tackling the challenges and opportunities ahead of us.



Promoting Well-being. Mission

We encourage actions that help people adopt healthy lifestyles and enable the healthcare system to introduce new organisational models, thus improving resource efficiency and offering a high level of care, thanks in part to technological innovation. We promote healthcare practices that see prevention as a contributing factor to lifelong well-being and hence also to a more sustainable healthcare system.

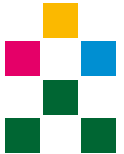




Protecting the Environment. Mission

We address emergencies that put the health of our planet at serious risk through a shift in perspective, aiming to consider environmental care as an opportunity for a new idea of growth that is fairer, more prosperous and sustainable for everyone. We are working to tackle environmental crises, to encourage the creation of new green and circular economy practices and to disseminate active environmental awareness, based on responsibility and involvement.





FCSP also makes explicit use of the Sustainable Development Goals (SDGs) set out in the United Nations' 2030 Agenda as a guideline for its work. Once again, the value of the SDGs is not merely statistical, as they represent a primary source of inspiration for FCSP's strategic policy direction and therefore play an important role in defining the activities of third parties to which FCSP may wish to award grants.







Who can apply for FCSP grants?

FCSP can award grants to non-profit and public bodies. The full criteria for eligibility are set down in FCSP's Internal Regulations Governing Institutional Activities. FCSP's legal form prevents it from awarding grants directly to natural persons. Proposals from non-Italian bodies are admissible by invitation only.

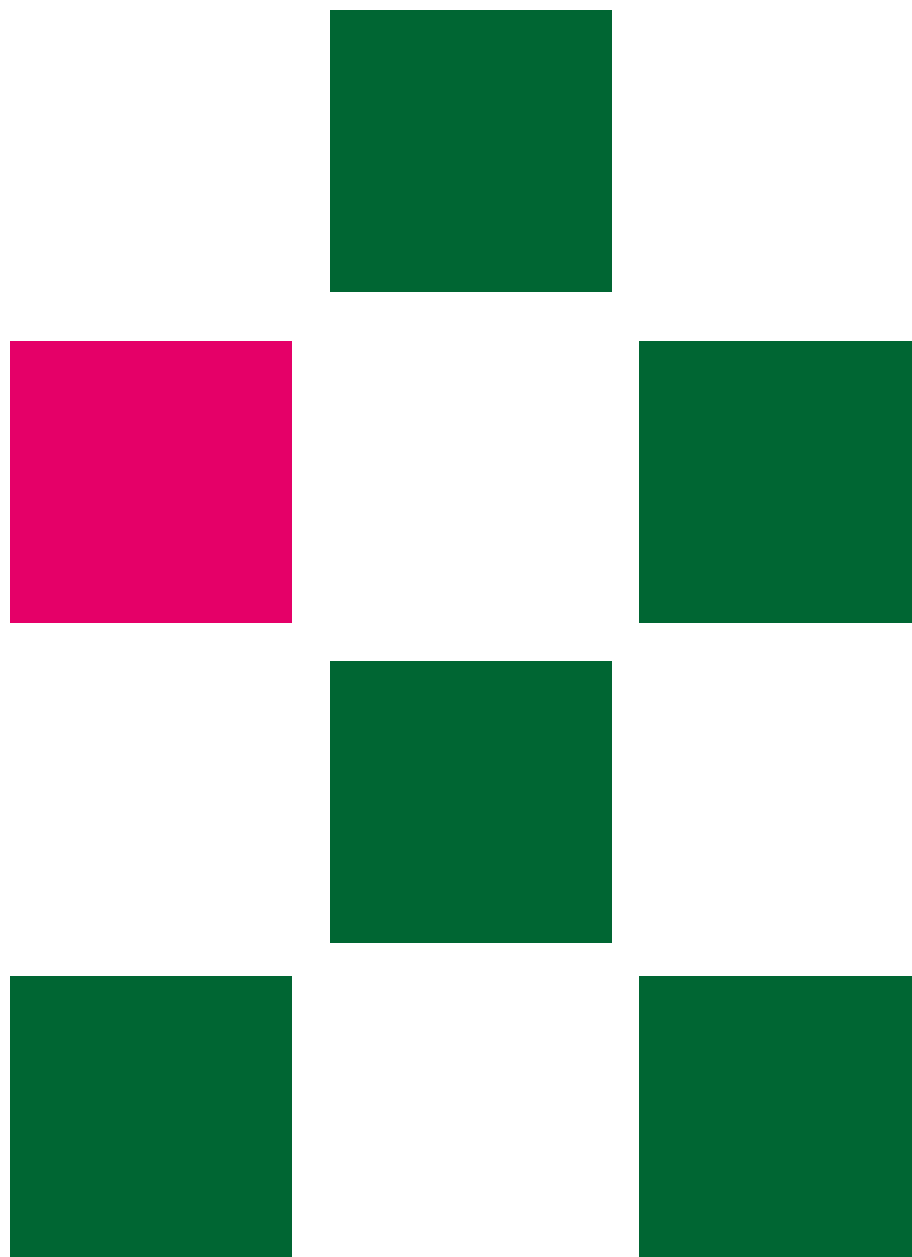
Plans for 2021: Goals and Missions

Resource allocation at Mission level

	MISSION	2021-2024 BUDGET		2021 BUDGET	
		K€	%	K€	%
 Culture Goal	Building capacity to attract	35,000	7.00	9,865	7.31
	Developing skills	14,000	2.80	3,882	2.88
	Preserving beauty	21,000	4.20	5,915	4.38
	Encouraging active participation	26,000	5.20	7,258	5.38
	Strategic relations	38,000	7.60	9,480	7.02
 People Goal	Reinventing dwelling systems and regenerating neighbourhoods	10,000	2.00	2,786	2.06
	Promoting decent work	30,000	6.00	8,215	6.09
	Educating for collective development	60,000	12.00	16,354	12.11
	Rediscovering community	76,000	15.20	20,334	15.06
	Working together for inclusion	17,000	3.40	4,711	3.49
 Planet Goal	Harnessing the value of research	82,000	16.40	22,154	16.41
	Boosting innovation	30,000	6.00	7,676	5.69
	Promoting well-being	31,000	6.20	8,900	6.59
	Fostering international opportunities	12,000	2.40	3,040	2.25
	Protecting the environment	12,000	2.40	2,930	2.17
Planning, Research and Evaluation Department	Socio-economic studies	6,000	1.20	1,500	1.11
 Fondazione Compagnia di San Paolo	Total	500,000	100.00	135,000	100.00

Culture.

Art, Heritage, Participation.
Let's imagine the future.



Culture Goal.

The aim of FCSP's Culture Goal is to promote culture, creativity and heritage for the social and economic development of the local area and as a means of encouraging active, conscious participation in society. More than an end in itself, therefore, support for culture is seen as a crucial means of fostering personal development and well-being, developing local economies, identities and communication, and building a more inclusive society. These should therefore be seen as the end-goals that support for culture can help achieve. Hence the reference to various SDGs and the decision to arrange our aims into four distinct Missions, which do not replicate thematic or disciplinary fields, but are designed to structure these aims in such a way as to facilitate their implementation.

This approach pushes back the boundaries of what we mean by culture. For example, the active participation of citizens, especially young people, in the collective dimension, and access to and informed use of information, public space and the landscape, including the urban landscape, are all cultural ingredients that make up the overall culture of an area or community. Further steps towards achieving these aims will therefore be taken in 2021, by opening up new lines of action and re-designing our intervention instruments, in light of the severe consequences (and uncertainties, at the time of writing) that the health emergency has inflicted on this sector. Against this backdrop, boosting the skills of cultural bodies will serve as a means of facilitating the implementation of all the Missions within the Culture Goal. Consideration will therefore be given to designing a system of monitoring and measurement that will make it possible to invest more effort in the priority areas of all the Missions.



Building Capacity to Attract. Mission

FCSP's *Building Capacity to Attract Mission* aims to **boost local areas' capacity to attract through culture and creativity.**

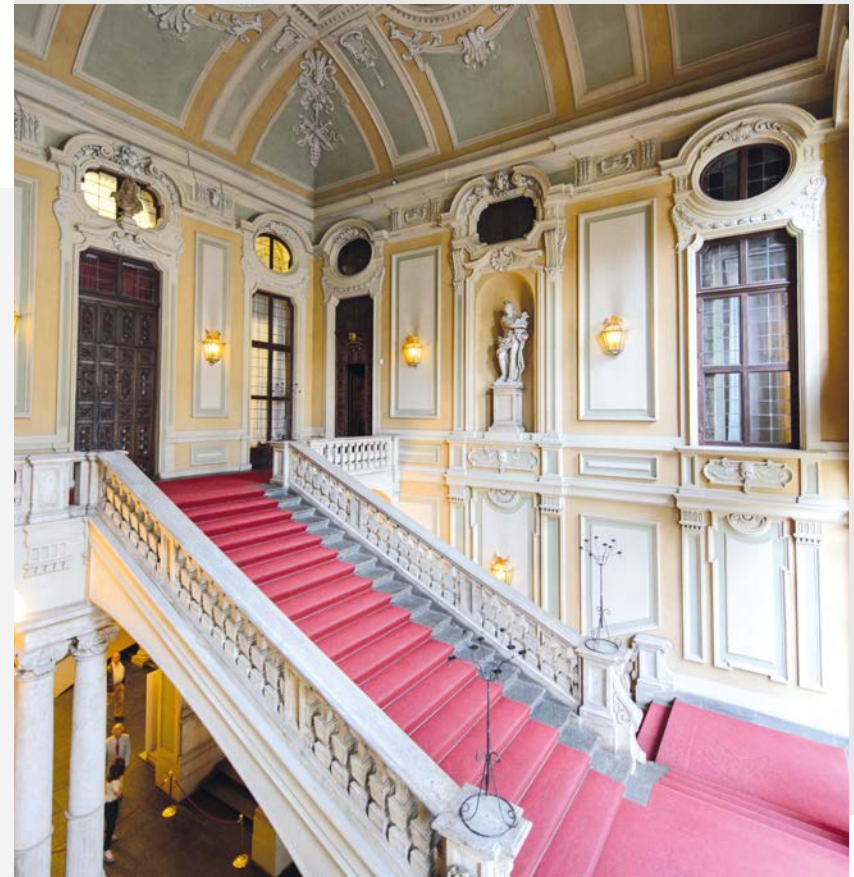
Capacity to attract is linked with social and economic development, and the tools for achieving this include producing, disseminating and harnessing the value of cultural heritage and creativity. The SDGs set out in Agenda 2030 identify the preservation of cultural and environmental heritage and the development of conscious tourism as areas in which sustainable development can be achieved, through innovation, equity, inclusion, planning, transparency and inter-institutional cooperation. The SDGs identify the distinctive cultural features and cultural identities of individual areas, combined with their close connection with the local community, as key factors in promoting this kind of development. FCSP therefore endeavours to identify and bring out these local identities and distinctive features, in both urban and rural areas (within the framework of an integrated regional and macro-regional vision), so as to endorse, position and showcase them, with a view to boosting the social, cultural and economic development of the areas concerned. The intention is to turn every area's resources into a growth opportunity for all the people who live there and a starting point from which to build opportunities for learning, employment and economic and social development.



Showcasing cultural heritage, **supporting cultural production**, research and creativity and encouraging a taste for **innovation and technology** in the cultural sector are therefore the aims that FCSP intends to achieve, by working with the relevant cultural players in every part of the catchment area, making productive use of networks and emphasising value chains and sustainability for the cultural, economic and social development of local areas and their populations.

The COVID-19 pandemic requires an ongoing response to the severe health, economic and social emergency affecting our country. It is vital that we recognise the local needs generated by the crisis, and outline, update and re-design the mission's aims and intervention instruments, taking account of the changes that will take place throughout 2021 and beyond. In particular, more incisive efforts could be made to **support cultural consumption**, and a more proactive approach could be taken to **building a narrative that communicates the distinctive cultural features of our local areas and brings them to the attention of a wider public**, with a view to positioning, promoting and developing them as magnets for tourism.

These aims will provide a framework for FCSP's support initiatives in this field, which will be undertaken by means of a range of intervention instruments, including grant-making, calls for proposals, operational projects and agreements.





We shall uphold our strategic commitment to significant **clusters** and recognised cultural identities – such as Torino Città Contemporanea, Torino Città del Cinema and Torino Città del Design – by supporting major players in the relevant fields, whether grant recipients, **FCSP co-governed bodies or beneficiaries of support for institutional activity**.

It will be essential to maximise the impact of FCSP's funding, in order to reinforce these organisations' position as beacons in their own fields, ambassadors of the distinctive cultural and creative features of the local area, and cultural attractors in the broadest sense. In view of this, FCSP will continue to **coordinate** the positioning, communication and promotion of the various projects across the range of clusters and organise it into a system as far as possible.

As far as **Genoa and Liguria** are concerned, work will be done to maximise the leverage of FCSP's support for bodies with recognised systemic importance, and consideration will be given to the possibility of acting under dedicated specifications and lines of intervention, including within the framework of agreements, such as the one in place with Genoa Municipal Council, or FCSP operational projects.



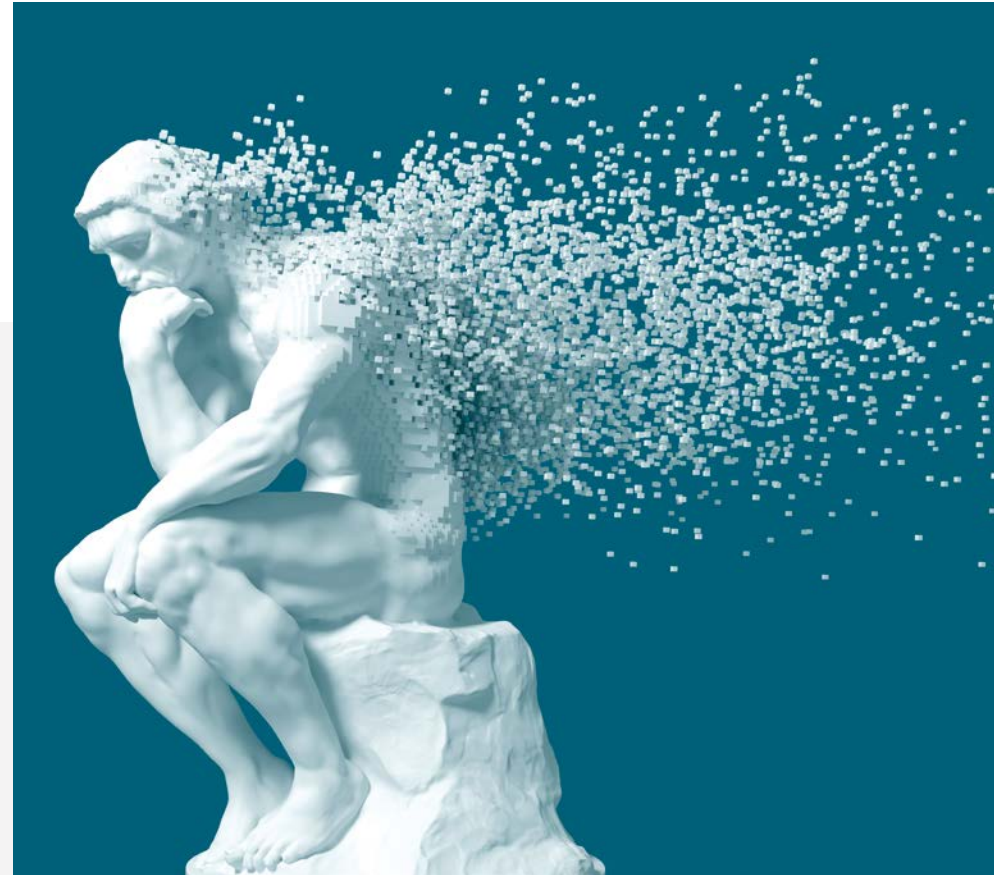
Over the course of the year, work will be done to redesign the intervention instruments aimed at **harnessing the value** of the cultural heritage spread across Piedmont, Liguria and Valle d'Aosta. By first studying past editions of the **Places of Culture Call for Proposals** and analysing the current cultural context, we intend to design a system for identifying cultural subject areas from which to select cultural upgrading and showcasing projects. Preference will be given to initiatives geared towards sustainable design, innovation and the development of sustainable tourism, that take a value-chain approach involving the economic and entrepreneurial fabric of the area concerned, reap the benefits of a network-oriented strategy that encompasses the relevant cultural players in the chosen geographical area and/or field, and enhance the credentials of a given area and hence its capacity to attract. The same rationale will be applied to the **live performance** sector and to support for **contemporary creativity and research** in the final years covered by specific calls for proposals.

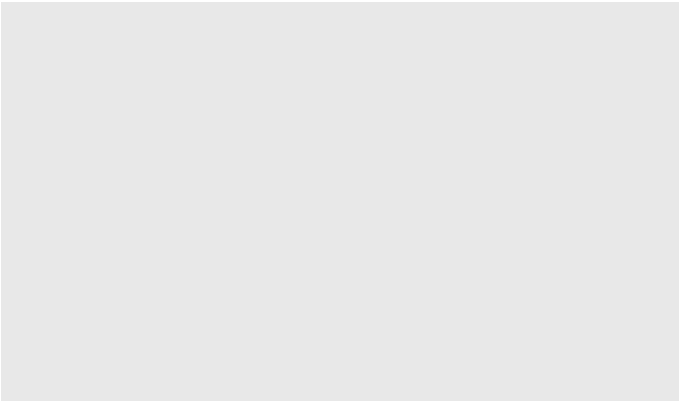
Work will be done to design a single instrument for pursuing strategic and systemic aims, that supports the most creative and research-oriented organisations in the live performance sector, as well as the most pioneering cultural productions, with projects that are consistent with the identities and strategic clusters of the local areas and in close synergy with the relevant cultural players in each sector.





Innovation and new technologies in culture will remain a central theme of the mission's development, not only as a guideline in production and value enhancement projects, but as a specific axis of intervention. Over the course of 2021, we shall oversee the implementation of the projects selected under the **Switch Call for Proposals**, while at the same time developing further projects and new ideas for interventions, drawn from the pool of applications received in response to the call. We shall also maintain a keen interest in supporting any proposals involving in-depth study of the technological and digital dimension of the cultural sector, as well as initiatives that combine cultural production with new technologies or see innovation as an asset for the development of projects in specific cultural sectors, such as design.





Lastly, we shall continue to focus on individual proposals aimed at showcasing local areas through art and culture by means of a selective policy of support for **exhibitions and artistic and cultural initiatives**, provided they are connected with major local attractions and beacons of excellence and their use.

Developing skills. Mission

Developing Skills Mission

FCSP's Developing Skills Mission aims to:

• **disseminate and strengthen opportunities, active experiences and artistic** and cultural practices at all levels, to make **culture a fully fledged, recognised vehicle for the education of individuals and the development of society**;

• foster the spread of **multidimensional learning** contexts, in which cultural bodies form an active part of the educational community, as generators of value, creativity, imagination, curiosity and critical spirit;

• **enhance the quality of the opportunities that the catchment area offers young artists and creative talents** for building their professional profile and entering the world of work with appropriate skills and the ability to listen and react to economic, social and cultural changes;

• **encourage these cultural bodies to recognise their social responsibility** and act in line with it, while investing in skills, sustainability and networking.





These intentions will take shape in the form of pilot projects in 2021, within the framework of a coherent strategy, supported by certain key actions in the three strands of intervention identified: introducing culture and creativity into children's educational pathways at an early stage and on a widespread basis; specialist training for artists and creative talents; skills development and networking opportunities for cultural operators and professionals.

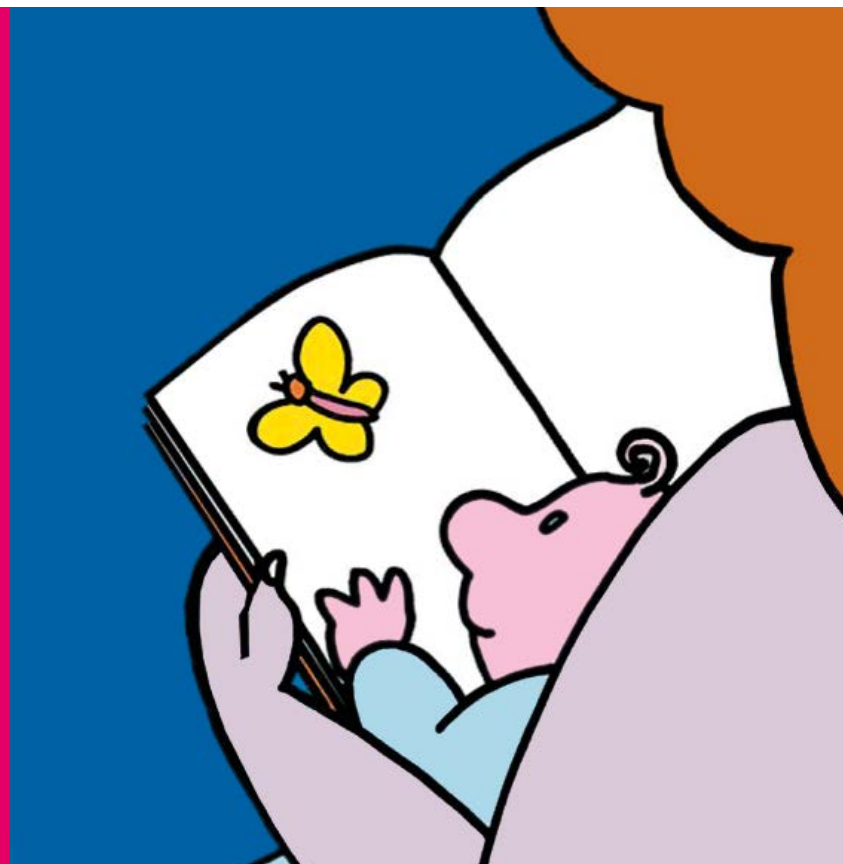
In the educational arena, we aim to promote **cooperation between the cultural sector and the school system**, based on the structural rather than sporadic sharing of objectives, strategies and actions, integrated into school learning pathways on the one hand, and the strategic plans of the cultural bodies on the other.

The health emergency has shone a stark light on educational models and shown that they need to change, by making more fluid, less segregated use of space, time and relationships. Cultural bodies need to do likewise, to ensure that they are seen as partners with whom to take the opportunity to rethink learning systems and base them on culture and creativity in addition to the existing disciplines.

We therefore intend to work alongside the *Educating for Collective Development Mission* to put together a project designed to foster the development of **educational communities**, in which the role of culture and the arts, not to mention the participation of cultural bodies, is paramount. Our strategy will involve nudging those bodies that enjoy an established and continuous relationship with FCSP towards this line of action, by proposing that they embrace the priorities adopted by FCSP.

As part of the same aim of building a system and encouraging the development of educational communities, we shall also gradually guide the **Nati per Leggere Piemonte** project, designed to encourage families to read aloud with their children, onto its next stage, with a view to making it one of the linchpins of an early-years cultural welfare system. This task will be based on the results of the impact assessment of the project, which are due to be presented at the end of 2021. The same strategy will guide our discussions with Piedmont Regional Council as the three-year protocol of understanding draws to a close at the end of the year, with a view to stepping up the role played directly by the Regional Council.

We shall continue to take a specific interest in **public libraries**, in view of their role as places of concentration, generators of interest in culture among various population groups, and places for inter-generational interaction based on books. In this respect, libraries have the potential to act as providers of quality-of-life services, and this role also needs to be studied and promoted.



Lastly, we intend to work with Fondazione per la Scuola on examining the possibility of launching a **specific research initiative and pilot project on musical education**, which will bring schools and organisations from the world of music together, and make music – as a form of contemporary expression – an integral part of people’s experiences as from early childhood. A feasibility analysis and other studies will need to be carried out before doing this, and these will be completed in the course of 2021.

As far as **specialist training for artists and creative talents** is concerned, FCSP will take action to **bridge the gap between the academic and professional worlds**, while boosting opportunities for students to build a comprehensive professional profile based on integrated technical, design and managerial skills, and on the opportunities to gain real-world experience through “residential” experiences.

FCSP therefore intends to channel most of its support into projects aimed at connecting disparate systems and building career paths, with an emphasis on mobility programmes in the strictly artistic arena. The line dedicated to purely musical higher education, meanwhile, will be brought to a close.

With regard to **capacity-building pathways for cultural operators**, we shall continue our efforts to boost managerial skills, economic sustainability skills and key skills to equip cultural bodies to take part in local and community development activities. The year will also see the completion of the three-year Performing+ project carried out in collaboration with Fondazione Piemonte dal Vivo and Osservatorio Culturale del Piemonte. The aim of the project is to enhance the sustainability and social responsibility of live performance organisations by investing in their skills. The effectiveness of this initiative will be evaluated next year.



Preserving Beauty. Mission

The aim of the mission is to preserve, conserve and safeguard our architectural, artistic, archival and landscape heritage, by recognising it as a vital resource for our local areas, which must therefore be covered by medium- and long-term spending and investment policies. This aim is pursued in close collaboration with Fondazione 1563 per l'Arte e la Cultura, one of FCSP's auxiliary bodies.

The COVID-19 pandemic has inflicted further damage on the heritage and landscape conservation sector, which was already in a critical condition in its own right. With effect from 2021, FCSP will therefore channel particular effort into enhancing the method by which work for the benefit of the local area is undertaken. On a general level, the problems afflicting the conservation of Italy's cultural heritage cannot be attributed entirely to a chronic lack of resources. A lack of organised, systematic data probably also makes it impossible to appreciate – beyond the rhetoric – the importance of this asset and its unfulfilled profit potential, the inadequacy of systemic policies, and the prevalence of the tendency to react to emergencies once they have arisen, rather than avoid them in the first place through appropriate planning. FCSP will therefore strive to ensure that the resources available for this field within our catchment area are used for selected strategic projects whose approach is based on integration, investment and creating the underlying conditions to enable other entities to invest financial and project-related resources.



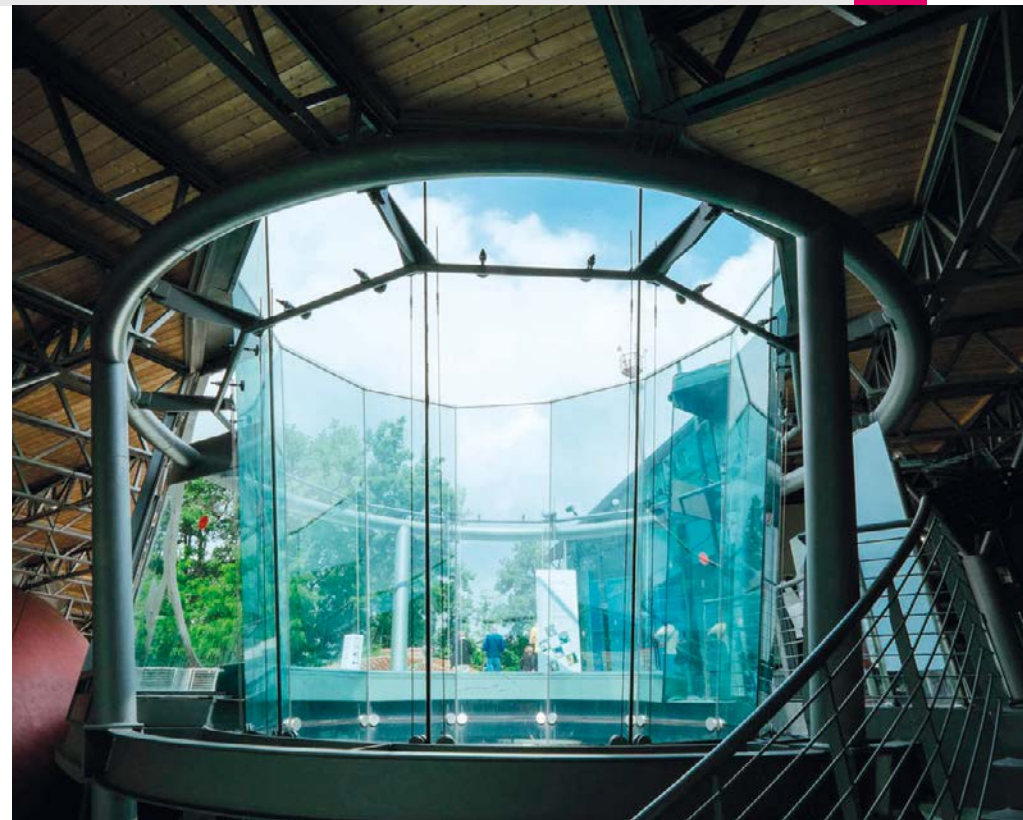
Landscape is a cross-cutting dimension, which raises the question of method. Taking care of the landscape, in fact, means helping lay the foundations for a widespread awareness not only of the aesthetic value, but also the cultural and social value and the fragility of the spaces we enjoy. Whether urban, rural or natural, the landscape is the setting in which all human activity takes place, and cultural heritage sites, which are often the sole focus of attention, are part of that setting and cannot be considered in isolation from it. FCSP's interventions can follow two directions. The first of these encompasses the trial implementation of the **Landscape Plan** in Piedmont. Launched during the current multi-year planning cycle, this highly significant trial is aimed at building an integrated intervention methodology for land management that is aligned with the values represented by the landscape, by a variety of means, including regulatory instruments. Even at the stage reached thus far, this trial is demonstrating how nurturing the distinctive features of an area and the values of its landscape can contribute to its economic development. As part of the second direction, FCSP prompts its partners to consider linking cultural heritage assets with a broader context in terms of territory and landscape. For the purposes of this objective, FCSP will coordinate the *Preserving Beauty, Protecting the Environment and Reinventing Dwelling Systems and Regenerating Neighbourhoods Missions*.



2021 will see the outcome of FCSP's first call for proposals dedicated to generating **scheduled maintenance plans for complex systems of heritage assets** – a tool designed to replace the general tendency to respond only in emergencies, with a widespread culture of continuous preventive maintenance. Rigorous monitoring of the selected projects will play an essential role in collecting adequate data on which to build a set of maintenance practices in which plans cease to be treated as mere formalities, and start being recognised as vital components of preventive heritage conservation programmes.

As far as the **major restoration projects** in the historic centres of Turin and Genoa and elsewhere in Piedmont and Liguria are concerned, work will continue in the traditional manner, through interventions considered strategic by the main institutional players (local authorities, dioceses and third-sector bodies with proven track-records, such as FAI – Italy's equivalent of the United Kingdom's National Trust). There will also be a phase of institutional coordination to ensure that resources – not to mention regulatory and public funding instruments – are channelled into a targeted set of strategic actions (in line with an overall strategy). FCSP intends to play a more proactive role in fostering dialogue between the institutions. The existence of agreements and conventions and the involvement of bodies that, by their nature, pool the resources of multiple parties, such as Public Advisory Committees, will increasingly be a pre-condition for launching significant projects.

Italy is a global leader in conservation and restoration techniques. Backing these disciplines has the potential to enrich our catchment area, which is home to Centro di Conservazione e Restauro di Venaria Reale, a centre of excellence that is implementing its strategic plan with the support of FCSP. Investing in research and technological innovation aimed at benefiting this field could prove to be an effective means of raising the profile of Turin and Piedmont at both a national and international level.





Taking care of our heritage means being sensitive to what our home turf and our cultural landscapes hand down to us. **Archives, libraries**, documentation centres and cultural institutions that focus specifically on historical studies are therefore valuable. We shall thus continue with our efforts not only to preserve these entities but also to help modernise them, in terms of technology and communication, within the framework of a systemic approach. Work will be carried out on the entire system, in conjunction with FCSP's Fondazione 1563 per l'Arte e la Cultura, with a view to devising a structured, integrated approach. For example, Turin's immensely valuable historic libraries and archives are an unrivalled asset for launching new Humanities research programmes and attracting scholars and researchers. For this reason, policies must be put in place to enhance access to them and maximise the benefit of their existence, under the aegis of a clear, systemic project framework.



Encouraging Active Participation. Mission

In many ways, culture means participation. But participation goes beyond that. The Mission promotes actions that prompt everyone to use their citizenship actively and dynamically, by encouraging **individual and shared responsibility** as a prerequisite for building a cohesive, fairer and more sustainable society.

The concept of participation has a range of meanings for FCSP (cultural, civic and democratic, with a special emphasis on youth participation), all of which play an important role in developing our individual awareness in relation to how we contribute to the political, social, economic and cultural aspects of the various communities we belong to, whether that means our apartment block, our country, Europe or the planet as a whole. We therefore believe that working to create or reinterpret collaborative practices and new spaces for culture and citizenship is an important venture.



The Mission draws upon the stock of experience it has built up in recent years in the field of **cultural participation**, to continue its work on developing demand for culture, including scientific culture, by broadening its social base, while reinforcing and scaling up the most successful practices. These efforts are not confined to devising new ways of using traditional places of culture, but extend to encouraging producers of culture, in their various capacities, to reach beyond these places and move into the realm of everyday life, thus bringing culture to people, rather than vice versa, especially in public spaces. In this field, FCSP will prioritise community projects undertaken with the support and coordination of local authorities and intended to boost audience development and active involvement. Cultural participation also affects the physical, psychological and social well-being of individuals, and FCSP will therefore be closely involved with the programme focusing on the relationship between Culture and Health.

Recognising that participation is inseparable from civic spirit, FCSP also intends to devote considerable attention to **civic participation**, through projects pertaining to collective living, spending time together and doing things together, citizenship, difference and imagining the “future we would like”. Consideration will also be given to projects that put a fresh slant on public space, or involve civic innovation and imagination, and active citizenship (such as identifying, managing and taking care of common assets) and a specific initiative will be implemented in relation to the management of assets confiscated from organised crime.





Over the course of 2021, FCSP will oversee a specific line of work dedicated to **democratic participation** and informed citizenship, centring upon emerging democratic practices, participation in political and electoral life, forms of representation and rebuilding the public's relationship with the institutions.

Young people are a key focal point and cross-cutting consideration, and their dynamism is one of our priorities. Fostering dialogue with young people, by building relationships with the spaces and communities they frequent and encouraging them to see themselves as agents of change and co-designers of the solutions to the problems of our time will also be a focal point of our joint work with the *Boosting Innovation Mission*.

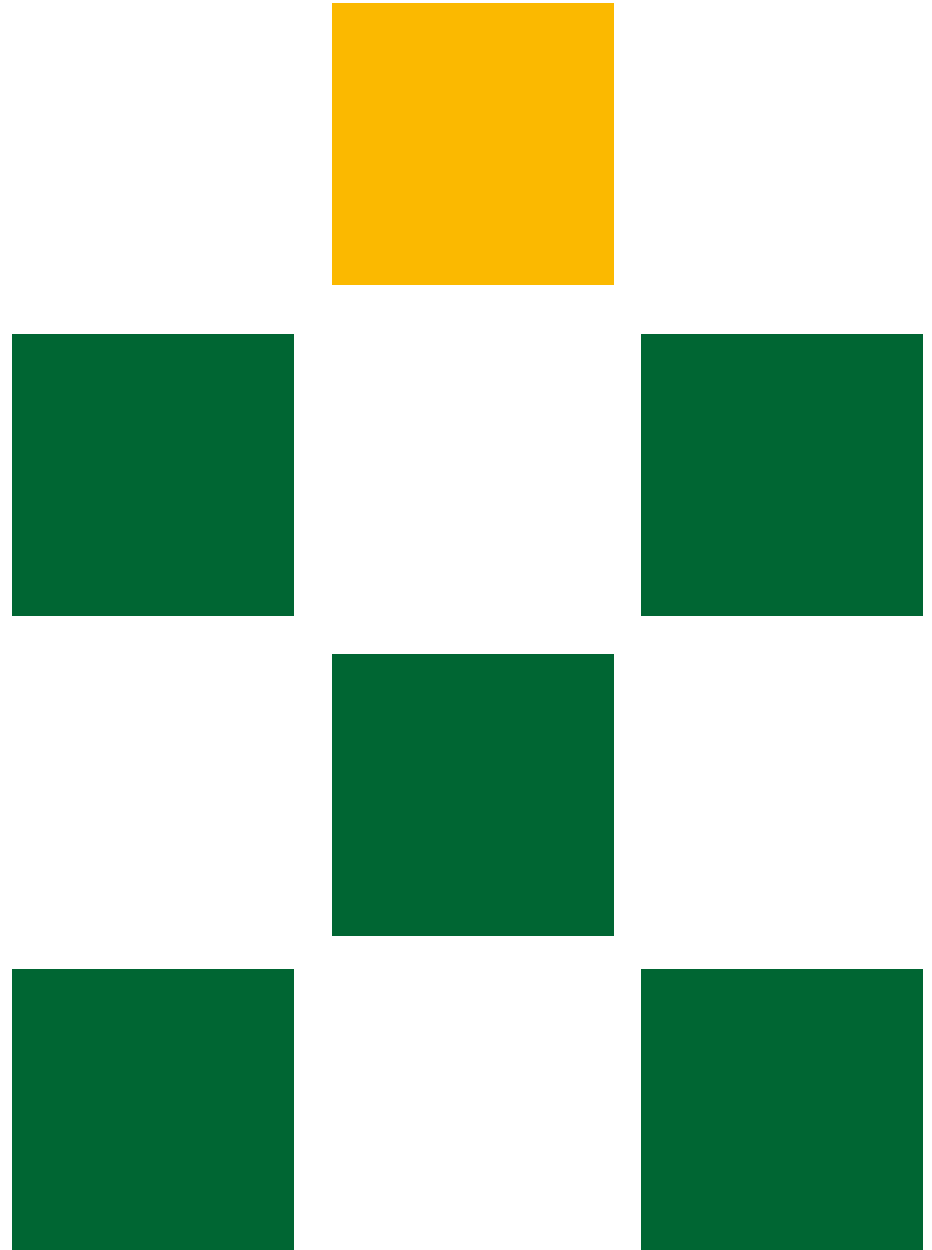


Every **geographical area** needs to shape its tools and methods around its own general and intrinsic characteristics: FCSP will take action in the aforementioned fields in the metropolitan areas of Turin and Genoa, the urban areas of the provincial capitals and certain specific areas, with a particular emphasis on internal areas, as places that have the potential to generate on-site trials that can then be relayed to other geographical areas, both central and peripheral. The social value production chains that develop in urban outskirts appear to be an especially promising dimension, with a particular focus on reconnecting social and cultural capital.

The intervention instruments (calls for proposals, strategic grant-making, agreements and operational projects) will adhere to the various objectives and situations concerned, but the work on participation can only be carried in conjunction with allies who co-design solutions, policies activities and intervention strategies. These encompass **stakeholders, spaces and networks**. With regard to stakeholders, FCSP will work with public bodies with which to share objectives and methods, “strategic” cultural and civic entities (this does not necessarily mean large, established ones), research centres and think-tanks. The spaces in question are both public spaces and spaces identified by the **“We’ll meet again” call for proposals** from 2020, namely new cultural centres, independent cultural centres and civic assembly centres, all with a view to social innovation, including in relation to their management and use. Lastly, priority will be given to projects developed by and with second-tier networks and entities, precisely because of the importance attributed to the processes of sharing and community welfare, as well as representation and democracy in governance.

People.

Opportunity, Independence, Inclusion.
Let's build the future.




People Goal.

The aim of FCSP's People Goal is to help improve the lives of people in difficulty and at risk of exclusion, by making the most effective use of the resources, aptitudes, skills and relationships that they can deploy in order to become more independent and shape their own future. This aim is achieved by building alliances with public institutions and third-sector bodies engaged in processes aimed at combating poverty and inequality, and upgrading the skills of these organisations so as to equip local areas with the tools to provide more effective, innovative and appropriate responses to growing needs in the social and educational arena. Our work helps foster communities that care about the rights and welfare of everyone, including the most vulnerable, and develop a spirit of inclusiveness, resilience and cohesion, in the knowledge that local areas and other parts of the world are increasingly interconnected.

Poverty and inequality have a variety of causes, which are often interlinked: the People Goal therefore helps formulate solutions that take account of the employment, housing and social needs and objectives of the people with whom we work, by making effective use of the important role of communities, supporting solidarity and gift culture, building neighbourly support networks and promoting local and international partnerships.





In 2021, the People Goal will carry on tackling the challenge posed by the dangerous rise in inequalities, which the pandemic has helped spread and accelerate. It will do this through the various initiatives that its five missions are implementing in an integrated, synergistic manner, on the basis of the Sustainable Development Goals set out in Agenda 2030. A range of new and existing interventions will be undertaken, with a view to providing an integrated, multidimensional response to poverty in its various forms. These will ride the wave of the effective new dynamics that are emerging in community and neighbourly support contexts in this unprecedented period, through solidarity mechanisms involving new local players and new, unusual forms of volunteering.

The rigorous evaluation of certain projects and the creation of systems encompassing practices, instruments and methodologies that have been widely tested within the framework of interventions supported over multiple years, involving a wide range of different organisations, will make it possible to disseminate, replicate and scale up certain pilot projects, while potentially providing useful input for shaping local and national policies.

The support for training, experience exchange and subject-specific analysis that accompanies most of the projects promoted by the People Goal will help boost the skills and professional profiles of the bodies and institutions that work with FCSP in this field.

The new resources made available by the European Union are an opportunity to provide substantial support for the local bodies that work with FCSP in the social and educational arena, and FCSP will be able to give useful hands-on support to ensure that the relevant bodies take full advantage of these opportunities.

Reinventing Dwelling Systems and Regenerating Neighbourhoods.

Mission

FCSP's *Reinventing Dwelling Systems and Regenerating Neighbourhoods Mission* sees social housing as an answer to people's economic, social, relational and employment needs, and an opportunity to road-test replicable new models. FCSP also promotes urban renewal projects that use housing as an opportunity to transform local areas according to principles of social and environmental sustainability.

Our homes and living conditions are so important that they shape multiple dimensions of our everyday lives. Lockdowns during the COVID-19 pandemic led to a loss of earnings that inflicted further suffering on people who were already facing housing hardship.

Social housing interventions can make a major contribution to addressing poverty and social problems, and promoting urban and social regeneration projects for urban areas and neighbourhoods and their services. As social facilities, they can promote spaces and services that benefit local communities by promoting new or reinvented forms of solidarity. Collaborative dwelling systems can be a starting point for the deployment of new strategies of collective intelligence, with positive effects on the whole community. If we then pan out from the close-up to the panoramic view, social housing also represents an opportunity and an important building block in processes of urban regeneration.

With this in mind, we shall continue to support existing housing initiatives and services in 2021, while road-testing new models of social housing, involving both targeted interventions on individual buildings and the development of scattered-site social housing models.





In particular, we shall examine the results of the projects supported under the now-completed **Living the Change call for proposals**, in order to gain useful insights into the context and how it has evolved. The aim of the call was to alleviate pressure on the critical stress points caused by the pandemic, within the framework of existing social housing projects. The call also encouraged pilot trials of social living models that took account of the new challenges and blended the provision of housing with the fulfilment of other local needs.

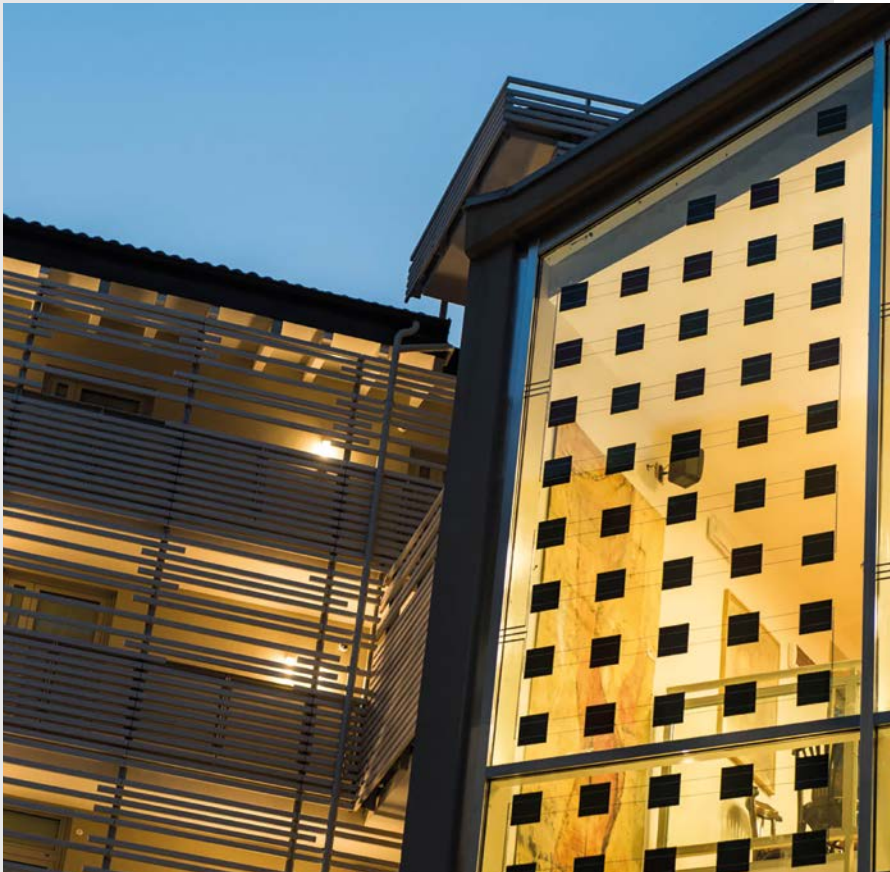
FCSP aims to foster **connections between local bodies and initiatives and the potential offered by European resources**, and will therefore promote initiatives involving hands-on support and co-funding for programmes that enable specialised local non-profit bodies to make innovative, effective use of the funds made available under the new cohesion policy.

FCSP will continue to support the launch of **new centres of social and housing inclusion** in Turin and Genoa, in close partnership with local public and private non-profit bodies, by means of grants, co-design initiatives and assistance with skills.

FCSP intends to explore appropriate avenues for promoting **urban regeneration initiatives** – in light of the local scales involved – in which housing is linked with infrastructural, logistical, relational, socio-cultural and employment dimensions, in a socially enriching and environmentally sustainable way. The provision of **active housing services** will continue in 2021, encompassing temporary residences, social condominiums, social housing agencies and social co-housing initiatives aimed at developing communities or housing vulnerable people. By the time the trial phase is completed, these initiatives show a proven degree of effectiveness, thus paving the way for the introduction of housing models – often for specific target groups or in challenging urban areas – based on sharing and mutualisation of the dwelling experience, and designed to stitch the local area and its social bonds back together, under a collaborative approach to housing.

We shall continue to conduct analyses to identify the **specific housing needs of migrants and young people** and implement systems of **scattered-site social housing**, using vacant private housing stock or stock available to the third sector, dwelling units put up for sale by court auction or as a result of **non-performing loans**, and appropriate financial instruments for this purpose.





FCSP's work in the housing arena will also continue in the form of mission-related investment, thanks to two **property funds** dedicated to social housing, namely **FASP** (Fondo Abitare Sostenibile Piemonte) and **FHSL** (Fondo Housing Sociale Liguria). Furthermore, while still giving consideration to other possible solutions, we shall continue to support the following initiatives aimed at publicly promoting the culture of dwelling systems:

- **ioabitosocial**, an online platform launched in 2019 for posting and searching for temporary social housing solutions in Italy;
- the co-promotion of **Urbanpromo**, an annual initiative covering social housing, urban regeneration, the protection, enhancement and profitable use of environmental resources and the landscape; local communities and networks and technological innovation in urban services;
- membership of national and international networks for the exchange of experience-based information about social housing, partly through participation in the **National Social Housing Committee** that includes Italy's main players in this field, with a view to providing networking opportunities at national and European level;
- the promotion of **environmental sustainability, energy efficiency** and the **fight against energy poverty**, in conjunction with *Protecting the Environment Mission*.

Promoting Decent Work. Mission

The aim of FCSP's *Promoting Decent Work Mission* is to help the most vulnerable people find new employment opportunities, by offering programmes that enhance their personal and professional resources – regardless of what these may be – within the framework of accessible, functional local systems. The ability to actively seek, find and keep decent work can hold the key to establishing and relaunching a solid life plan, while also facilitating social inclusion.

The impact of the COVID-19 emergency on Italy's economy is both broad and deep, and has reduced the availability of job opportunities. With estimated levels of unemployment in Italy reaching 12.4% by the end of 2020, four years of gradual improvement have been wiped out. Economists are also forecasting adverse effects on purchasing power, which are likely to cause higher levels of poverty. Like previous economic crises, furthermore, this one will mainly hit certain population groups, such as young people, over-55s, immigrants, women and unprotected categories (including self-employed and casual workers).





The scale of these problems puts them beyond the ability of a foundation to solve. It leaves plenty of room, however, for local interventions and, most importantly, for the road-testing of new instruments. Over the course of 2021, the *Promoting Decent Work Mission* will therefore step up its efforts to help vulnerable people into work, partly by identifying new types of population group at which to aim its interventions. The Mission will also consolidate its evaluations of projects completed and approaches road-tested in previous years, and bring further strength to the ecosystem of public, private and non-profit bodies involved in active employment policy and active inclusion initiatives for vulnerable people.

We aim to increase final beneficiaries' chances of finding and keeping long-term employment, and presenting and reinventing themselves on the labour market, with career and life plans that match their abilities, their ambitions and the opportunities available on the market. In view of the promising results of certain projects launched and tested in previous years and exposed to rigorous counterfactual evaluation - including Articolo+1, Training for Occupational Mobility and Integro - the *Promoting Decent Work Mission* will use a range of tools, including preventive interventions, to provide guidance and specialist consulting, expand training and employment opportunities and upgrade the personal and technical resources that people with low employability will be able to deploy, in order to overcome crises, manage transitions in the job market and boost their chances of employment.





We shall also focus closely on interventions, based on an integrated, multidimensional approach, that add value to existing services for vulnerable people, including people made vulnerable as a result of the crisis, by combining our action in the economic arena (employability and employment policies) with action in the social arena (reconciliation of care burdens, housing poverty, absence of family and community networks, personal vulnerability).

The pandemic will inevitably cause further change, and against this backdrop, 2021 will be a significant year for compiling specific guidance on certain approaches to active employment policy for vulnerable people that FCSP has been testing and consolidating for some time, including the **payments for results** mechanisms applied to getting people facing hardship into employment.

FCSP intends to foster strategic alliances between the business world and the social and solidarity economy, and to reinforce synergies between public and private actors so as to make the best use of their respective knowledge and interpret and tackle future employment challenges more effectively, as well as establishing appropriate instruments and practices and providing useful guidance for the purposes of the planning exercises due to be launched in this period in relation to the planning of the new round of structural funds (2021-2027).





In view of the fact that over two million young people in Italy are not in education, employment or training (pre-COVID ISTAT data from 2019), and that NEET rates in Piedmont and Liguria are high (16.6% and 17.7% respectively), 2021 will see the continuation of the initiatives supported under the **Articolo+1 call for proposals** aimed at 15- to 29-year-olds with low levels of employability, living in the Turin and Genoa metropolitan areas. To counter the expected reduction in employment rates that the pandemic has inflicted upon all age groups under 50, particularly the 35 to 49 age group, consideration will be given to launching initiatives aimed at getting adults in difficulty into or back into work. Throughout 2021, the Turin Metropolitan Area will continue to benefit from the **Training for Professional Mobility** project, while the projects supported under the umbrella of the **Integro** initiative, carried out in conjunction with Ufficio Pio and aimed at facilitating employment, social inclusion and inclusive housing solutions for 200 vulnerable adults, will come to an end. Consideration will also be given to developing effective measures to boost female participation in the labour market and promote a manageable work/life balance.



The prison system has been a specific target of FCSP's work for many years. It is inevitably a delicate, complex and sometimes difficult sector, but precisely because FCSP is well aware of these challenges, it is not only committed to continuing its practical philanthropic work in prisons, but is considering stepping it up. The **LEI - Lavoro, Emancipazione, Inclusione** project will therefore continue to pursue its goal of improving opportunities for integrating women serving custodial sentences in Turin prison back into work and social relations, and efforts will be made to identify specific ways of sustaining the initiative in the face of the inevitable draw-down of investment by FCSP. The action under way within the framework of the European **CUP - Convicts Upskilling Pathways** project, which tests and evaluates innovative training modules designed to boost the employability of prisoners and former prisoners, will move into its key phase. Once the feasibility of the interventions has been verified, preparatory steps will be taken in 2021 ahead of the launch of two special initiatives in Marassi prison in Genoa and Lorusso and Cutugno prisons in Turin, which will promote new methods and strategies for reintegrating prisoners into work and social relations, as well as taking action to improve quality of life in prison facilities.



The *Promoting Decent Work Mission* will also continue to support pathways towards the integration and inclusion of **people of migrant origin** in society and the employment market, alongside projects aimed at people at high risk of social exclusion (disabled people, etc.) in order to encourage their full and active participation in their community. Lastly, work will be done on the design of possible new measures to help integrate asylum seekers and refugees in Piedmont, partly on the basis of the evidence that emerges from the **capacity-building** and collective analysis programme carried out under the *Migliora* project, and from highly operational initiatives such as *MOI - Migranti, un'Opportunità di Inclusione*.

Educating for Collective Development. Mission

The aim of FCSP's *Educating for Collective Development Mission* is to promote opportunities for children and teenagers to achieve their full potential, acquire appropriate knowledge and skills and shape their own lives from birth, as part of a continuous learning process. The mission gets communities and families involved so as to provide everyone with an education based on respect, self-awareness, sharing and the willingness to learn, as a solution to educational poverty and all forms of inequality.

For four months of the school year 2019-2020, over eight million students had no access to face-to-face teaching or educational activities, and the consequences of this on their well-being, learning and development have yet to be determined. These consequences could be exacerbated by the conditions surrounding the return to school in the new school year. The distance-learning opportunities made available by the education and training system fail to reach a significant share of students – estimated to be about 5% – and this risks fuelling exclusion and increasing digital inequalities.

The impact of the COVID-19 pandemic has highlighted both the shortcomings and the potential of the school system in particular, and the education and training system in general. It has also spawned the need recast the category-based approach to education, bring new skills and responsibilities into the educational arena, turn the learning process into something more widespread, more interconnected and less formal, that continues seamlessly across time and space, while making the task of building know-how more of a joint effort, and the skills acquired more capable of responding to changing situations.



On the basis of the lessons learned in this emergency phase, the *Educating for Collective Development Mission* intends to make further efforts to **promote the growth of all children and adolescents in 2021, with a particular focus on people and communities most at risk of becoming vulnerable**. The two-year projects selected within the framework of the now-completed **Andiamo oltre** and **#Extragram** calls for proposals are designed to reduce inequality of access to educational opportunities outside school, both around Genoa and Imperia, in partnership with Fondazione Carige, and in Piedmont. The mission also intends to contribute to the levelling-up of internal areas, by supporting trials of educational models that combine formal and informal approaches, as a continuation of the “2020. Un’estate insieme” summer school programme and its developments, through closer collaboration between educational and cultural institutions, in partnership with the *Developing Skills Mission*. FCSP will continue to participate in the “Fund to combat juvenile educational poverty”. In conjunction with the fund’s promoters and the “Con i Bambini” social enterprise, which manages it, FCSP takes part in wide-ranging policy research on the practices, methodologies and mechanisms launched for the purpose of compiling rigorous evidence for use as an input to national policy in this area. Similarly, we shall continue our scientific and methodological support for local operators that are developing projects sponsored by the Fund for the 0-18 age group.





Equipping the new generations with the necessary cognitive, cultural, social and personal skills to play a proactive role in shaping their own futures will be a priority focus of our work, some of which will be carried out in partnership with FCSP's auxiliary and co-governed bodies.

With this in mind, the multi-year, inter-institutional initiative called ***Provaci ancora, Sam!***, aimed at reducing school drop-out rates, will continue on the basis of the innovations introduced in recent years. The basic skills achieved by the students within the framework of the initiative will also be accompanied by the dissemination of inclusive practices across the community. We shall also invest in educational leadership and in the new generations' potential for change and innovation, including in education, by investing in education for talented young people to support the most disadvantaged schools.

Investing in the early years of childhood is the key factor in safeguarding against the risk of future vulnerabilities for individuals and communities. FCSP has contributed to this through the ZeroSei programme, and the *Educating for Collective Development Mission* will continue to fulfil this commitment in 2021.

In line with the experience gained by Consorzio Xké? Zerotredici and by Impresa sociale Xké?, hands-on activities for schools, kindergartens, children and families will continue this year, with an additional focus on educational continuity, access to services and supportive relationships between parents, caregivers and communities. At the same time, twin partnership practices, amongst other means, will be used to promote an initiative aimed at supporting children's right to grow up within educational ecosystems capable of operating in an integrated, flexible, and inclusive manner to support family empowerment. In parallel, we intend to contribute to the debate on the subject at all levels, by making productive use of the lessons learned at local, national and international level.



We shall also use co-design processes – which have been consolidated in a wide range of initiatives aimed at early childhood – to support a neighbourhood community project called ***A community that educates*** in the Barriera di Milano district of Turin. Designed and implemented jointly by multiple stakeholders, the project is intended to take the viewpoint of children and teenagers, with a view to giving them a voice and encouraging their dynamism. This initiative will be another part of FCSP’s cross-cutting work to construct a public database from open data and administrative sources, to support data-driven actions in the educational arena. In conjunction with our auxiliary and co-governed bodies, we shall continue to support the construction of an overall coordination framework designed to optimise the use of the skills available within the FCSP system in order to play a more effective subsidiary role in educational matters.



Fondazione per la Scuola.

A close bond of cooperation connects FCSP to Fondazione per la Scuola, the auxiliary body dedicated to the dual challenge of inclusion and innovation in the school system. Combating educational poverty, reducing scholastic segregation and school drop-out rates and promoting the inclusion of unaccompanied foreign minors in the education system are all aims with social as well as educational value. The collaboration between the two bodies will therefore revolve around rethinking the educational model in light of the COVID-19 pandemic and other factors; technological, organisational and educational innovation (which is the main focus of the *Riconessioni* project); renewal of the physical and virtual spaces used in education, with the implementation of the *Torino fa Scuola* model road-tested in partnership with FCSP; personalisation of learning, and the promotion of social skills and emotional intelligence.



Rediscovering Community. Mission

The aim of FCSP's *Rediscovering Community Mission* is to make communities – in the widest sense, but with particular reference to those based on a shared geographical location – more supportive, resilient and healthy, by promoting **quality of life** and **full citizenship**. The Mission helps **fight poverty** by supporting solidarity and gift culture and by building **neighbourly support networks**, where channels for offering and receiving help make people stronger and more capable of overcoming their own challenges.

The Mission's goals and work strategy focus on two main areas of intervention:

- healthy communities, centred upon the promotion of **physical and mental health** and quality of life within the community as matters of collective interest;
- local systems for combating poverty, based on promoting **neighbourly support networks** and a culture of solidarity.

The key elements of this strategy include promoting the **dynamism of local communities** in building collective care and welfare practices, **orchestrating local resources into a system** by consolidating networks that include public institutions, the third sector and civil society, and **nurturing relationships** that spawn neighbourly support networks, thus boosting the **community's social capital**. In 2021, in the immediate aftermath of the sudden social changes and rising poverty and inequality caused by the COVID-19 pandemic, these elements will be the distinctive features of FCSP's work.





This year will see the continuation of the winning projects from the third edition of the **InTreCCCI call for proposals**, which are partnership initiatives aimed at improving the quality of life of people who are in need of care but whose home status is at risk FCSP will step up its work in the mental health sphere, by supporting the association “Il Bandolo” and, in the first half of 2021, launching the initiatives selected in the first edition of the **Salute, Effetto Comune call for proposals** for promoting community mental health. It will also continue to facilitate access to physical and mental health services for vulnerable people, through the **Pluralità di Cure** project.

The initiatives to promote *Integrated Community Care*, within the framework of the international **TransForm** project, will also continue.

On the basis of the experience gained in the various editions of the **InTreCCCI call for proposals** and within the framework of TransForm, work will be done in 2021 to evaluate the benefits of introducing a community health promotion initiative designed to impact positively on the organisation of local services.

The initiatives implemented under the **Libero Reload call for proposals** will continue in the first half of 2021. Their aim is to support the physical and psychological well-being, affective relationships and parenting of people serving custodial sentences in prisons in Piedmont and Liguria.

Similarly, FCSP will facilitate the implementation of the winning projects from the **B² = il Bene x Bene** call for proposals, aimed at supporting local cooperation systems for collecting and redistributing essential goods through neighbourly support networks. Not only has the COVID-19 crisis increased inequality and opened up new pockets of poverty, it has also shown the importance of forms of social care based on neighbourly support. FCSP will continue to support the formation of neighbourhood networks between people living alone, through the **Tavole Allegre** initiative, which regularly brings people together around the table to share a meal. The face-to-face aspect of the project will be backed up by guided interaction on social channels, as a new social avenue for people suffering from isolation. In general terms, our campaigns to raise awareness, disseminate information and provide advocacy on the role of neighbourly support networks will continue, partly as a means of providing input to help shape policy.

FCSP will continue to promote the culture of solidarity by supporting Community Foundations in Valle d'Aosta, Piedmont and Liguria, with targeted practical assistance, the continuous exchange of experience with other local projects, and the road-testing of professional and other instruments designed to facilitate the giving and exchange of goods and services and to promote inclusion and full citizenship.





Ufficio Pio.

FCSP and Ufficio Pio, one of the former's historic auxiliary bodies, take a coordinated, complementary and integrated approach to combating all forms of poverty and inequality, which were exacerbated in 2020 by the fall-out from COVID-19.

In 2021, FCSP and Ufficio Pio will integrate their work on implementing active policies for the employment and inclusion of disadvantaged people, promoting the independence of people who have recently left prison, providing early support for people at risk of loss of fixed abode and assisting with housing needs. Action will also be taken to combat educational inequality, with a special emphasis on the digital divide and access to technology, and to promote real-world social networks, by consolidating experiences of conviviality, among other means.

Working Together for Inclusion. Mission

The aim of FCSP's *Working Together for Inclusion Mission* is to work with local communities to help them support the most vulnerable people in accessing rights and opportunities, both in Italy and other parts of the world. Within cohesive and inclusive social fabrics, people will be able to achieve independence and full citizenship, young people will be able to become better-informed, more pro-active citizens, and migrants from other countries will be able to feel an integral part of a new community.

The Mission's strategy for tackling the challenge focuses on four areas of intervention:

- safeguarding rights and access to rights: we support initiatives aimed at protecting female victims of violence and, more generally, people who have fallen victim to crime;
- empowerment, dynamism and youth policy: we foster independence and self-determination in young people, including young people who are at risk or in difficulty, to make them today's forces of dynamism in society and tomorrow's responsible, well-informed citizens;
- migration and inclusive processes: we support actions specifically aimed at migrants, where groups of people have specific needs or needs that are not met by existing services and interventions in the local area;
- sustainable development cooperation and global citizenship: we promote long-term initiatives, in partnership with specialist players from our region and other foundations, that help build skills and knowledge through a multidimensional, multi-situated approach that acknowledges the inextricable interdependence between the world's more advanced and less advanced economies.



With regard to **safeguarding rights and access to rights**, support will be given to initiatives aimed at protecting female victims of violence and, more generally, people who have fallen victim to crime, with multidimensional interventions designed to enable them to access and exercise their rights, by encouraging gradual independence where appropriate. To boost the effectiveness of these objectives, we shall continue to promote initiatives designed to support and strengthen local, national and European networks in 2021 through advocacy and by disseminating good practices, combined with interventions aimed at raising awareness of the importance of equal opportunities and non-discrimination.

Within the framework of **Empowerment, dynamism and youth policy** initiatives in 2021, consideration will be given to renewing the youth-focused **GxG - Giovani per i Giovani** call for proposals. In a slight departure from previous editions, it will provide more stimulus for young people to take the lead in every phase of the projects that they themselves have designed, developed and managed, in synergy with local third-sector organisations that will partner them in the implementation of the projects. Due to its strong emphasis on the active participation of young people, the new edition of the Call for Proposals will be coordinated jointly within the framework of the Culture Goal and People Goal. Initiatives such as YEPP (Youth Empowerment Partnership Programme) and NOMIS (Nuove Opportunità per Minori Stranieri), aimed at young people from migrant backgrounds and/or in situations of vulnerability will continue. Support may also be given to initiatives in which sport is used as a medium for fostering inclusion and socialisation between young people and their participation in social life (as part of a broader initiative for promoting sport and physical activity among all age groups). The **Never Alone** initiative, which FCSP shares with other Italian foundations, and is aimed at promoting inclusion for unaccompanied foreign juveniles, will remain in operation.



Within the sphere of “Migration and inclusive processes”, we shall continue to support projects and initiatives designed to build integrated responses to needs by means of a multidimensional reading of vulnerability, and aimed at enhancing the inclusion and independence of people from migrant backgrounds, through the involvement of the entire social fabric (**whole-community** approach). We shall also continue to support capacity building initiatives for the benefit of reception organisations and the operators of public service and private-sector social service providers who have dealings with foreign users. The task of strengthening and developing local networks and partnerships promoted by the **Inclusive Local Communities** call for proposals will be ramped up to full scale in 2021. The aim of the initiative is to support local networks capable of meeting the needs of people who are vulnerable or at risk of marginalisation, with particular emphasis on people from migrant backgrounds.

2021 will also see the completion of the **MOI - Migranti, un’Opportunità di Inclusione** project aimed helping ex-occupants of an abandoned building complex find work, homes and opportunities for social inclusion. It will be interesting to observe the effects of this project not only on the level of independence and inclusion that the people directly involved will be able to achieve, but also on the capacity to consolidate and disseminate instruments, methodologies and policies that this major inter-institutional initiative that has lasted more than three years will demonstrate. The European EPIM network (**European Programme on Integration and Migration**) will see the continuation of other interventions, with the participation of FCSP, involving the testing of migrant inclusion policies on various scales. This framework will continue to support initiatives aimed at providing opportunities for exchange, in-depth analysis, awareness raising, debate and communication on the subject of migration, as well as specific projects such as support for practices relating to the recognition of immigrants’ skills and qualifications.

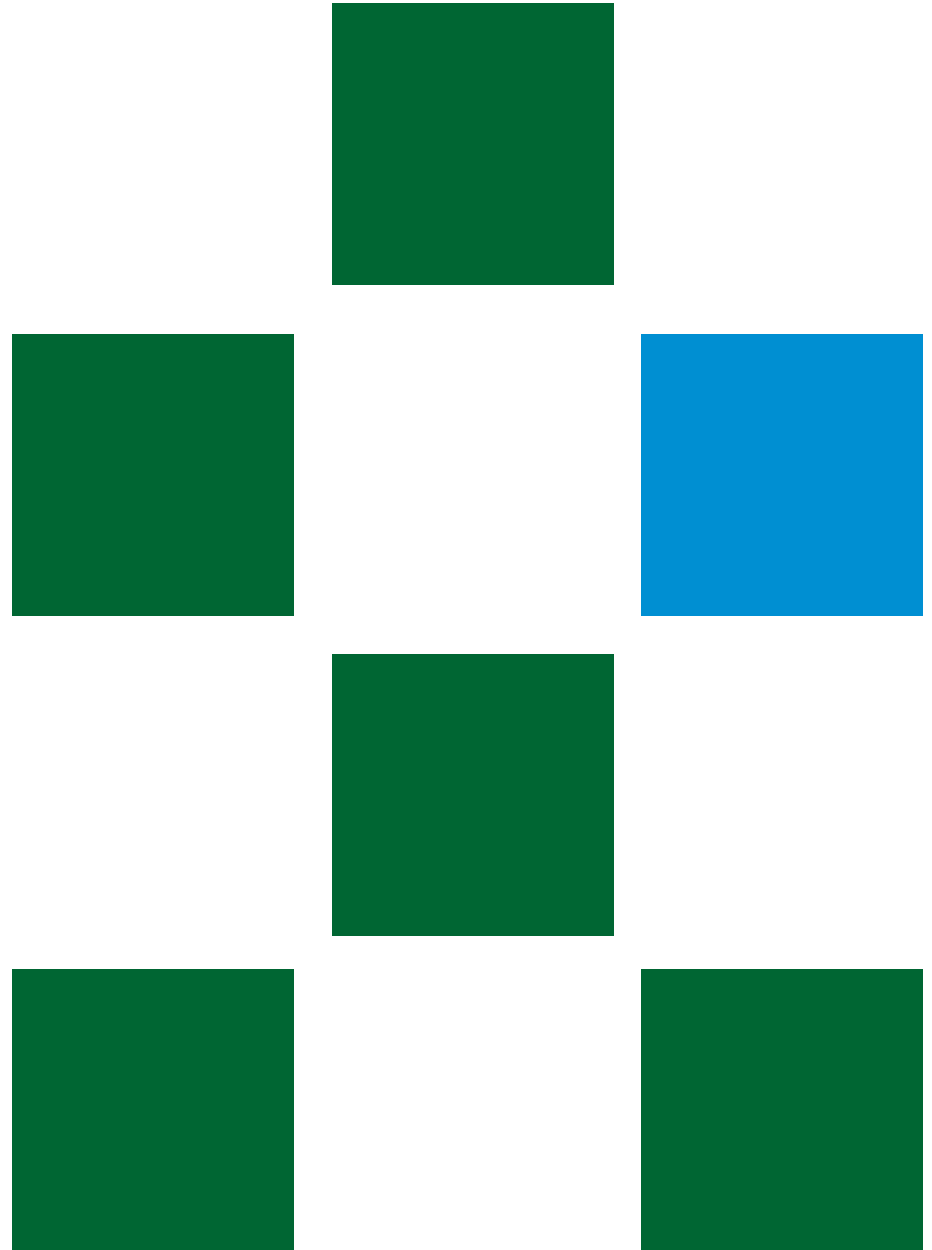




In the field of **sustainable development cooperation and global citizenship education**, the Italian foundations will embark on a new initiative in Africa in the course of 2021, under which they will develop models of systemic and complementary intervention involving all the Italian bodies (institutions, local players, third-sector bodies, universities, businesses, etc.) engaged in development interventions in different capacities. Work will continue under the ***Innovation for Development*** initiative, which aims to connect the world of innovation (technological and otherwise) with the world of international cooperation. ***Prima le mamme e i bambini, nutriamoli!***, an initiative run by Padua-based Cuamm (Doctors with Africa), focusing on the dietary habits of mothers and children in seven African countries, will reach its final year in 2021. The projects implemented under the JAFOWA initiative (**Joint Action for Family farming in West Africa**) will also continue.

Planet.

Knowledge, Development, Quality of Life.
Let's support the future.



Planet Goal.

The aim of FCSP's Planet Goal is to develop ways of reconciling human activity and relationships with protecting the natural ecosystem, on an international scale, through a wide range of initiatives. These efforts will revolve around stepping up our support for research, social innovation, digital transformation, environmental sustainability and enhancement and support for the health system, with accompanying action aimed at quality of human life and the debate on international issues connected with FCSP's various Missions.

Against the unique backdrop of 2021, with its mix of crisis and opportunity, the Planet Goal intends to identify and facilitate the conditions for a paradigm shift, in which cross-sectoral innovation combined with digital transformation and resilience play a central role in local development strategies, so as to help our social system evolve fairly and effectively within a framework of sustainability and resilience.

The Planet Goal's five Missions are also close observers of the strategies and initiatives of the European Commission and the major national and international institutions. Furthermore, their actions are always preceded by rigorous data analysis in order to improve understanding of the areas of intervention, enhance relations with the various partners and maximise the impact on the geographical area concerned.



Harnessing the Value of Research. Mission

Using SDGs No. 4 “Quality Education” and No. 9 “Industry, Innovation and Infrastructure” as its main reference framework, the Mission aims to help develop research aimed at furthering scientific knowledge, in line with European planning, foster excellence in training and harness the value of scientific knowledge, so that the best ideas can have a positive economic, social and environmental impact.

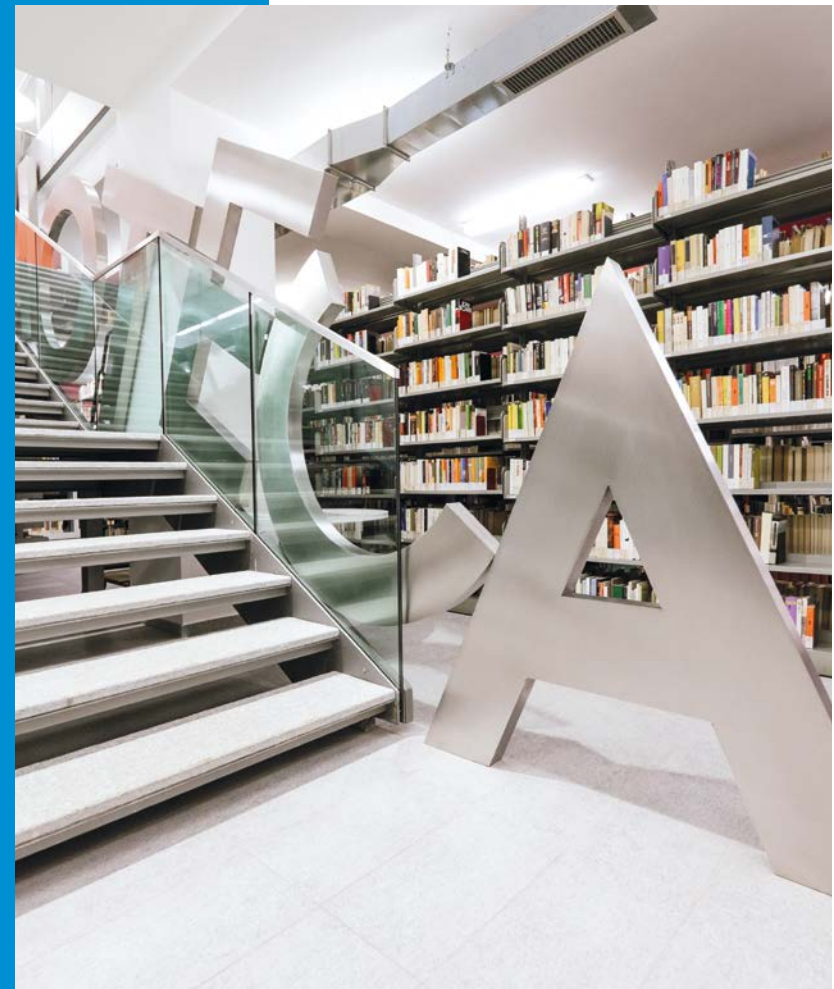
FCSP sees investment in intellectual values and know-how – in the form of research, education, culture and creativity – as an opportunity for human and economic development. Support for the three missions of the university system – research, teaching and contribution to local social and economic development – is therefore an established commitment.



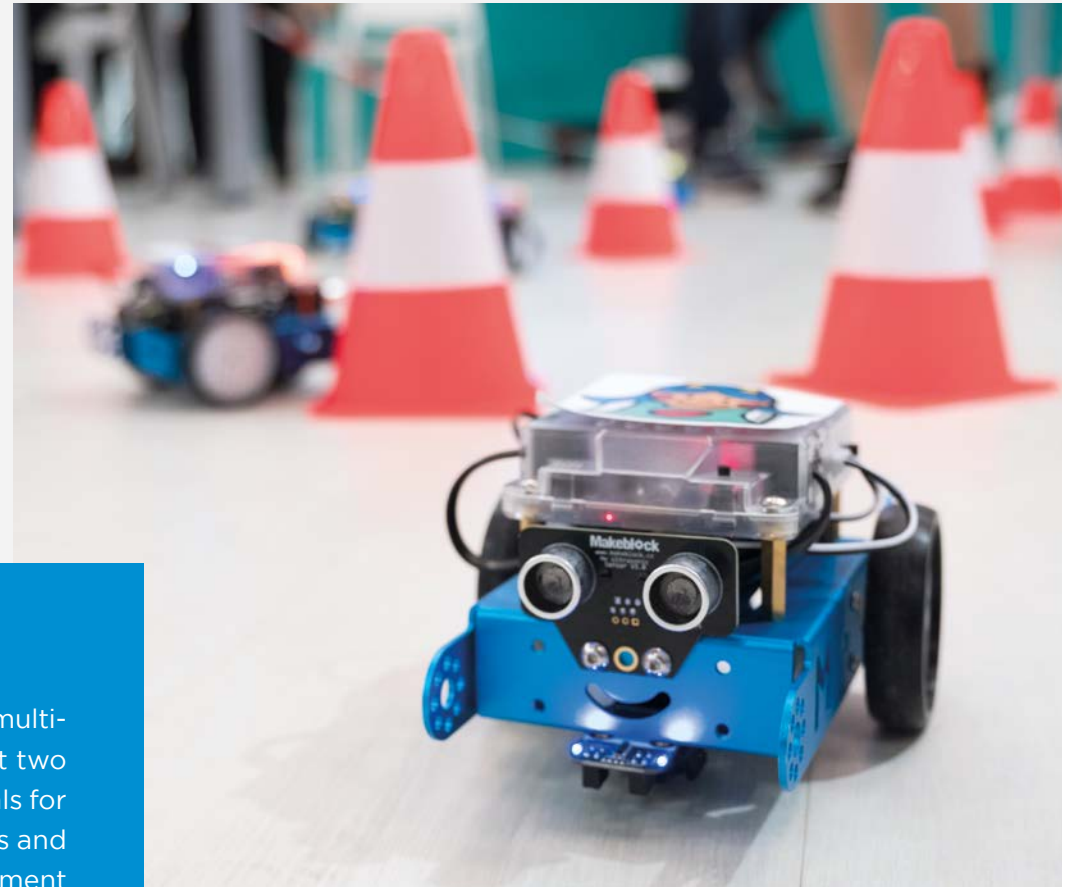
Goals for 2021.

The work arising from the implementation of the agreements signed for the three-year period 2019-2021 with the University and the Polytechnic University of Turin, the University of Eastern Piedmont, the Federico II University of Naples and the University of Genoa will continue in 2021. The ultimate aim of these agreements is to improve the competitiveness, capacity to attract and degree of innovation of the universities concerned, by taking action aimed at:

1. supporting them in European competition after Horizon 2020 with actions designed around Horizon Europe;
2. promoting innovation in teaching in order to reduce the mismatch between skills learned and skills needed by the market;
3. improving their performance in order to obtain higher levels of ministerial incentives, by means of system-based strategies at local level;
4. promoting advanced strategies for using and protecting the knowledge generated and reaping value from it, including adequate management of intellectual property.



All the activities have been launched in accordance with the specific multi-year planning, and some have already yielded good results in the first two years. The latter include the “PoC Instrument”, a single call for proposals for the five universities, designed to support the transition of technologies and software patented or registered by the universities from early development to investment-readiness. The purpose of this is to reduce technological risk and facilitate subsequent commercial exploitation, by setting up university spin-outs where appropriate. This initiative enables university staff to obtain funding for the development of prototypes and demonstrators. The call for proposals, which will involve the collaboration of Fondazione Links in a project management role, sets out five dates for the submission of applications within the three-year period. As well as attracting a good number of high-quality applications in its first two editions, the call for proposals has also helped spread a culture of commercial exploitation of intangible assets by universities.



The quality and reputation of North-West Italy's research and innovation system plays a vital role in attracting and retaining local, national and international talent. It is widely known that talent policy is now a crucial competitive factor. Universities play a leading role in achieving this goal, so FCSP believes that it is strategic to help them develop instruments for attracting and retaining talent and actions aimed at reaping the opportunities offered by the European Commission.

Another important new feature of our agreements with Universities is a structured evaluation plan, based on a series of **SMART**¹ indicators that will be monitored over time to measure the outcomes of the university activity covered by the agreements. This form of evaluation will measure the effects of the action taken and provide a clearer picture of its benefits, thus making a major contribution to the future strategic planning of both parties.

¹ i.e.: **S**pecific to the goal to be measured; **M**easurable quantitatively and/or qualitatively; **A**ffordable, in terms of the cost of acquiring the information; **R**elevant in terms of the information required; **T**ime-based, i.e. with a clearly indicated time-frame.



With regard to support for research, in line with European planning and in anticipation of the launch of the new Horizon Europe Framework Programme, FCSP will aim to support the interdisciplinary nature of research and the development of European networks and partnerships, as well as promoting the impact of their application. The model of the **2020 Artificial Intelligence, mankind and society** call for proposals currently being implemented, will be extended and developed in further detail. The task of evaluating the applications received will be completed in 2021 and the work of the three winning partnerships in the three fields specified in the call for proposals – “Education and Training”, “Industry” and “Art and Culture” – will get under way.

Artificial Intelligence is not only central to European programmes, such as Digital Europe and Horizon Europe, but also to Italy’s National Strategy for Artificial Intelligence drawn up by the Expert Group appointed by the Ministry for Economic Development. The action taken by FCSP in 2021 will therefore be as outlined in this document, which identifies Italy’s areas of specialisation and promotes an anthropocentric approach to artificial intelligence, so that “humans are valued and aided by technology in fulfilling their potential, acting as citizens, doing their jobs and making purchasing decisions”².

² Italian Ministry for Economic Development (2020), Proposals for an Italian AI Strategy https://www.mise.gov.it/images/stories/documenti/Proposte_per_una_Strategia_italiana_AI.pdf





Furthermore, the prospect of a National Artificial Intelligence Institute being set up in Turin not only bears witness to the local area's prowess in this strategic sector, but could also prompt FCSP to step up its commitment to AI and its applications.

Through the work of its research-oriented auxiliary bodies and the universities with which it has partnerships, FCSP will also focus on other major scientific research areas that not only have a significant impact on society itself, but are also relevant to FCSP's own work, as they frame and underpin its project design. Examples of the above include **climate change**, **active ageing**, personalised medicine and innovation in the **blue economy**. All these fields have considerable potential for scientific, social and economic impact, and involve integrated, cross-disciplinary approaches.



Fondazione Collegio Carlo Alberto.

Fondazione Collegio Carlo Alberto (CCA) is an independent research and higher education institute with a marked international vocation, whose founder members are FCSP and the University of Turin. CCA aims to encourage the best researchers to put down roots in Piedmont, by offering a congenial environment for top international talent.

Its main activities are as follows:

- pioneering research, both basic and applied, in economic, legal, political and social sciences, with a particular focus on interdisciplinary study;
- advanced training programmes;
- dissemination of studies on the leading socio-political issues of the day, based on the best international research;
- analysis and evaluation of policy measures.

Throughout 2021, the Foundation will continue to pursue the goals set down in the 2020-2022 Strategic Plan, by promoting research excellence in economics, political science, sociology and law, with a research agenda in line with the **European Commission Framework Programme for Research and Innovation**. It will also organise a programme of outreach events.

Academic year 2020-2021 will also see the launch of the new Master's in Insurance Innovation, promoted by the University and Polytechnic University of Turin with the support of FCSP, Intesa Sanpaolo, Intesa Sanpaolo Vita and Reale Mutua Assicurazioni.

The aim of the Master's course is to train future leaders of the insurance industry and experts in innovation, digital transformation and new technologies, and provides the local area with an opportunity to consolidate its reputation in this specific field of business.



Boosting Innovation. Mission

The *Boosting innovation Mission* encourages the testing and adoption of knowledge, methodologies, models and technological instruments in the third sector and social economy, as sectors that produce shared goods. It also strives to spread culture sustainability and impact, and encourages cross-fertilisation with the purely commercial economy.

The underlying vision is to guide the system towards a paradigm of inclusive economic development, involving innovation and inclusion, welfare and development, economic wealth and social value. The convergence of both profit and non-profit enterprises on goals of sustainability and social impact is another important factor.





The Mission's goals for 2021 are therefore:

- to promote the resilience, renewal and development of local social enterprises, in such a way as to boost the impact and efficiency of the social economy, by initiating processes of development and organisational transformation, enhancing skills and establishing an appropriate entrepreneurial culture;
- to promote digital transformation at the service of society and the social-impact economy. To create opportunities for contact and hybridisation between technology (especially digital technology) and social action, with a view to identifying new ways of addressing local needs, aggregating demand and empowering organisations;
- To consolidate the innovation ecosystem within the framework of strategic public-private partnerships and the promotion of social impact culture in its various forms;
- to promote and empower a new generation of innovators with a high level of social and environmental awareness. To forge locally beneficial relationships with Italian institutions and universities that have already established departments of social entrepreneurship and degree courses dedicated to sustainability, in line with the universities' third mission.

Project perimeters and current system-building projects.

1. Social economy models

As the European Commission recently made clear, it sees social enterprises as drivers of European development and they will play a wider role in future planning. This commitment will be enshrined in the **Action Plan on Social Economy**, which the European Commission has undertaken to draw up by the end of 2021, engaging Member States to put it into practice.

One of the 13 industrial ecosystems identified by the European Commission as important to the recovery is the social economy, which has the potential to create a lot of jobs across a range of sectors, while also generating social and environmental value.

In line with this, FCSP not only sees the social economy as a generator of social innovation, but also views it holistically, as a system for creating social and economic value, that has been continuously active in limiting the damage caused by the pandemic.



In conjunction with other Foundations, where appropriate, FCSP will therefore support the implementation of innovation processes designed to help social enterprises achieve higher levels of sustainability at market conditions, and in some cases become attractive for private capital. Facilitated by third-sector reform, these processes will centre upon mission focus, a review of activity sectors and service models, better governance structure, co-design and federation, management of economic flows and data, and reporting on the use of resources, including from a social point of view.

- Evolution of the intervention for social enterprises, fine-tuning and focusing of instruments, vertically and otherwise, in the light of the evidence generated by the first two editions of the **Seed call for proposals** due to end in 2021;
- feasibility study of new impact-finance instruments, with resource blending;
- pre-acceleration work aimed at completing the “concept to market” chain of social-impact entrepreneurship;
- support for training courses for social economy professionals, including at university level.



2. Technology and data at the service of society

In line with these trends, FCSP intends to help institutions and social economy actors deal with digital transformation and create opportunities to pair technology up with collective and social action. Using technological solutions, we shall test out new ways to address local needs, aggregate demand, enable effective data management and empower organisations.

To this end, we shall forge strategic partnerships with entities in possession of high-level skills, such as Fondazione LINKS, an FCSP auxiliary body that is a leading authority for organisations and students and a vital link between academia, business, start-ups and institutions, as well as other bodies belonging to the Turin ecosystem.

- Trials of projects aimed at investigating the relationship between emerging technologies and the social sector, such as the **Social Tech Lab** project. This intervention could provide an opportunity for exploring how best to use challenge prizes as a means of attracting innovative projects;
- support for initiatives run by partnerships between institutions, third-sector bodies and technology partners, aimed at boosting access to technology and channelling it into the service of sectors of general interest;
- a feasibility study for the launch of a Social Data Hub, within the framework of Torino Social impact, the Turin-based collaborative initiative between more than 80 social innovation organisations and networks (see later pages).



3. Innovation ecosystem for the common good

An innovation ecosystem can be defined as a combination of actors, each with different characteristics and resources, connected to each other by mutual relations and influences that enable them to co-exist, cooperate and co-evolve, to find shared solutions to challenges that are too big for each of the actors individually. In the third sector, as in the commercial world, the extent to which entrepreneurial spirit can be translated into successful outcomes depends heavily on the quality and density of this fabric.

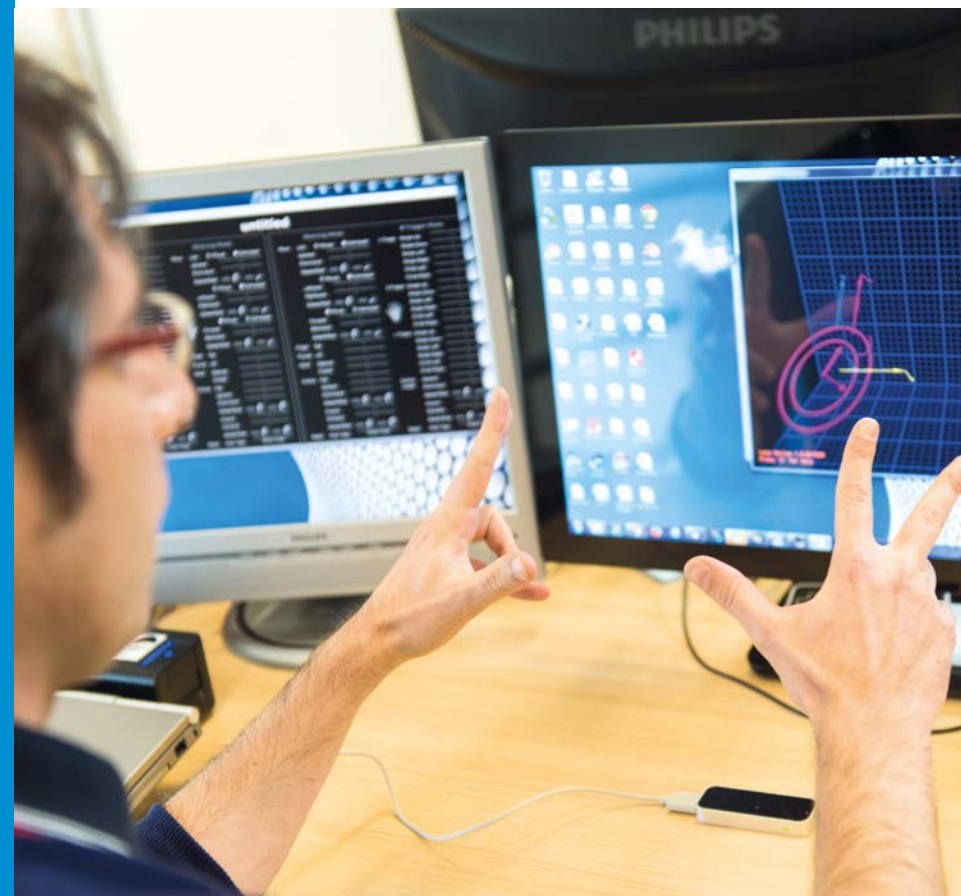
An ecosystem is also empowering for its constituent parts if it involves a strong institutional framework and supportive political commitment, which encourage collective action and promote a high level of social capital.

FCSP will work in close partnership with public institutions and private bodies to help create the right conditions for building a local ecosystem capable of supporting collective leadership processes.



2021 marks the third year of the agreement on Torino Social Impact, a public-private infrastructure established in partnership with the Turin Chamber of Commerce to support, organise and promote Turin's social innovation ecosystem at international level. The Memorandum of Understanding was signed by more than 80 public and private, profit and non-profit actors, which joined forces to strengthen the local system and endorse it as one of the best places in the world to undertake impact enterprise and impact finance.

- Promotion of shared infrastructures developed by partnerships within the framework of Torino Social impact, such as the continuation of the work on the Social Stock Exchange, the **Social Procurement & Outcome Contracting programme and the Tech for Good hub**. Taking this action will qualify Torino Social Impact as a permanent forum for project design and a focal point for skills and relationships;
- consolidating the identity of the Torino Social Impact ecosystem, by encouraging the democratic participation of the network's members and seeking opportunities for international communication and visibility;
- supporting the innovation ecosystem in and around Genoa;
- attracting innovation skills centres and supporting their action, ideally in relation to initiatives proposed at national level by CDP Venture;
- promoting joint interventions with Fondazione LINKS, an FCSP auxiliary body, aimed at making the most effective use of LINKS' skills as part of a strategic alignment.



4. Leadership culture for impact

Nothing is more powerful than an innovative idea in the hands of a social entrepreneur is one of the maxims that inspires Ashoka Italia, a network that identifies social innovators, organises them into networks and supports them in their task of changing the world.

The world is facing a series of systemic challenges that go beyond the reach of existing institutions and their hierarchy of authority. To put these innovations into practice, we need people who can promote collective leadership – enterprising, hands-on people with the drive to act as **change-makers**.

In view of this, FCSP will promote training activities and experiences aimed at raising young people's awareness of social issues and developing their entrepreneurial aptitudes, in partnership with the *Innovation Mission* and the *Participation Mission* where appropriate, in order to train new generations of innovators with a high level of social and environmental awareness. During these activities, the facilitators will strive to help the young people concerned recognise and express their existing abilities, and start seeing themselves as entrepreneurs capable of inventing strategies for positive change in their communities.

International experiences and training programmes, cultural acceleration and an introduction to the social economy aimed at young people who are likely to take on leadership roles in the near future.

The CERMS/COES project
by the "Compagnia di San Paolo"
First Meeting

September 16 – 17, 2003





Fondazione LINKS.

Fondazione LINKS - **Leading Innovation and Knowledge for Society** - is a Ministry-recognised research body whose founder members are FCSP and the Polytechnic University of Turin. As its name suggests, LINKS acts as a link between academia, business, start-ups and institutions, and as an international research centre for organisations that want to grow and become more competitive through innovation and digital transformation.

During 2021, FCSP will tackle the challenge of planning for the new Horizon Europe programme, by building on the success of its projects for the Horizon 2020 Framework Programme. FCSP will also channel more effort into the “instrumental” side of its projects, with particular reference to social innovation initiatives made possible by digital transition/transformation.

2021 will also see the consolidation of the strategic plan for the three-year period 2021-2024, which will be aligned with the SDG scheme and will re-use the guidelines of the multi-year planning of FCSP and the Polytechnic University of Turin.

Fostering International Opportunities.

Mission

Supporting the international vocation of locally based players and attracting new international opportunities for FCSP's catchment area. FCSP's *Fostering International Opportunities Mission* will be updating its work along these lines in 2021, in light of the "FCSP Group's" broader international exposure. International openness is an essential feature of FCSP's development work, and the European dimension is the natural habitat within which we shall continue to act, in our worldwide search for best practices that connect the local and global spheres. In line with the overall positioning of our national system, the Mission's activities will focus on European policy areas, transatlantic relations and the Mediterranean. In terms of the cross-cutting macro-challenges that FCSP intends to tackle and that will therefore also be reflected in the work it does at the intersection between the global and local levels, particular emphasis will be given to the opportunities presented by the **Green New Deal** (including in relation to the work of the *Protecting the Environment Mission*), the challenges of **Digital Transformation** and, more generally, boosting the resilience of the networks and organisations with which FCSP works. The Mission uses SDGs No. 16 "Peace, justice and strong institutions" and No. 17 "Partnerships for the Goals" as a reference framework for its work.



Strategic partnerships

In terms of instruments and actors, the Mission makes use of a network of bodies and research centres that are actively involved and therefore make up its structure. The task of consolidating the activities carried out takes account of the distinctive features of FCSP's various interventions in the field of international relations. The organisation makes use of specific cooperation arrangements, from formal agreements and partnerships, to project support and the payment of membership contributions. Firstly, the Mission has three strategic partnerships, with the Istituto Affari Internazionali (IAI), the European Council on Foreign Relations (ECFR) and the German Marshall Fund of the United States (GMF). Within the framework of strategic partnerships, the choice of geo-economic and geo-political areas considered relevant to FCSP's work is the result of a cross between their importance to the local/national context and the actual presence of significant local skills.

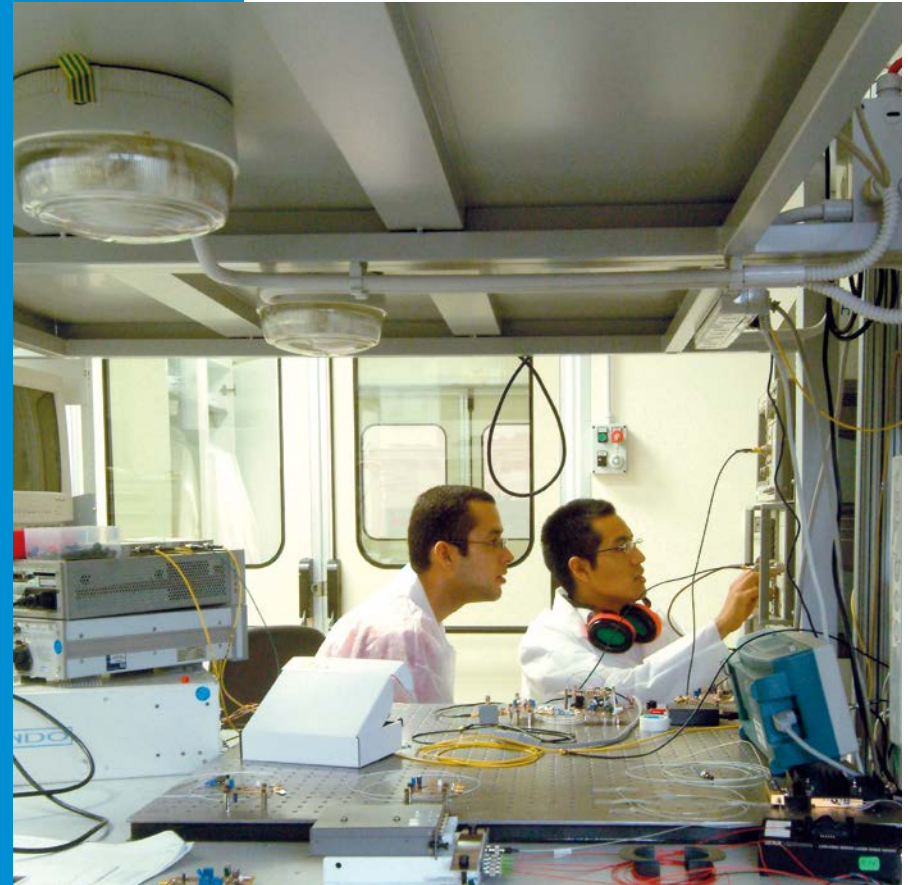


Research centres in Turin

Secondly, strategic **partnerships** interact locally with a number of Turin-based research centres specialising in international affairs.

These include Fondazione Centro Studi sul Federalismo (CSF): founded in 2000 at the initiative of FCSP, which is still its main sponsor and provides its top management, CSF has succeeded in developing specific projects in fields such as energy, at the behest of FCSP and thanks in part to the fact that the Polytechnic University of Turin recently joined the foundation's membership structure. 2021 will see the continuation of support for selected research centres, on the basis of a model that takes account of local impact and the connection with **policy-making**.

Effective use will be made of the structured collaboration between Turin-based centres and the aforementioned strategic **partners** of FCSP operating at national (IAI), European (ECFR) and transatlantic (GMF) level, thus also facilitating synergies with institutional actors with which FCSP liaises in other fields of action and not only in the academic and research arena. Research centres, however, are not the only local interfaces with which the Mission interacts. Many of the initiatives promoted by FCSP in the internationalist arena involve several other internationally-oriented actors from the local system, such as parts of the chamber of commerce system geared towards internationalisation; industrial sectors, such as the aerospace industry based around Turin; and top-tier training centres, such as the "Scuola di Applicazione", which is part of the Italian army's officer training academy.





UN Hub in Turin

A key feature of FCSP's work through the Mission is its support for the "United Nations Hub" in Turin, made up of the International Training Centre of the International Labour Organisation (ITC ILO), the United Nations Interregional Crime and Justice Research Institute (UNICRI) and the United Nations System Staff College (UNSSC). These have been joined by ITHACA (Information Technologies for Humanitarian Assistance, Cooperation and Action), an association specialising in mapping to support natural disaster management, which is successfully completing a major process of institutional transformation and commercial **spin-off** of its work. The "UN Hub" is a central plank of the Mission, as it provides the essential component of advanced training, with the Master's courses run by the Turin School of Development ITC ILO, which are the only courses of their kind in Italy. Other objectives include attracting further research and advanced training initiatives run by other international institutions, such as UNESCO, whose Category 2 Centre - the International Research Centre on the Economics of Culture and World Heritage Studies - is based in Turin.



Other international initiatives

A fourth tool at the Mission's disposal is a limited number of specific operational projects and *ad hoc* collaborations, such as the Observatory on Maritime Traffic in the Mediterranean run by "Studi e Ricerche per il Mezzogiorno", a research centre connected with Intesa Sanpaolo. These are complemented by a specific report on energy issues, support for initiatives implemented by CeSPI - Centro Studi di Politica Internazionale, based in Rome, and ISPI - Istituto per gli Studi di Politica Internazionale, based in Milan (particularly the international Rome MED conference commissioned by the Ministry of Foreign Affairs and International Cooperation) and a number of scholarships for young researchers, established in conjunction with the NATO Defense College Foundation, which aims to foster the prosperity and cohesion of NATO and its member states through training, awareness raising and research on transatlantic security issues.



Institutional evolution

At the institutional level, an International Relations Function has been established within FCSP's Governance Area. Reporting to the General Secretariat, this function will help connect the institutional policy decision-making activities sponsored by the *Fostering International Opportunities Mission* and the broader spectrum of international relations that derive from it and from which the entire Foundation and the "FCSP Group" in general can benefit. In this respect, the potential exists for wider, more strategic coordination of all the international activities promoted by FCSP and its auxiliary bodies.

In order to maximise both the future intangible returns (network of partnerships and institutional relations) and tangible returns (direct economic impact at local level) on the activities carried out by the Mission, it would be helpful to establish a link with international cooperation initiatives carried out in conjunction with the *Inclusion Mission* of the People Goal and with other European foundations. This strategy would help FCSP position Turin within the highest circles not only of the scientific debate, but also in the sphere of policy making aimed at promoting the competitiveness and development of its catchment area, through internationalisation.

Promoting Well-Being. Mission

The aim of FCSP's *Promoting Well-Being Mission* is three-fold: firstly to promote interventions that help people consciously adopt healthy lifestyles, so as to prevent disease and keep in good physical and mental health; secondly, to enable the healthcare system to introduce new organisational models (through digital transformation), thus improving resource efficiency and offering a high level of care, thanks in part to technological innovation; and thirdly, to promote healthcare practices as part of a policy that views prevention as a contributing factor to lifelong well-being on the one hand, and a more sustainable healthcare system on the other.

The *Promoting Well-Being Mission* operates in two main fields:

- public health, by promoting health in its broadest sense, through initiatives to facilitate technological innovation, the promotion of primary and secondary prevention, the introduction of new organisational and management models (digital and ICT), and clinical and biomedical research, the latter with the aid of IIGM, an FCSP auxiliary body;
- well-being as a cross-cutting dimension, in the sense of promoting healthy lifestyles.





Improving the quality of the health system

FCSP's work in this field is divided into two specific strands: technological innovation and new organisational/management models, with special emphasis on digital transformation.

FCSP will maintain its geographical focus on support for medical/health-related activities in 2021.

The COVID-19 pandemic in 2020 had a major impact on the quantity and type of services provided by the health system and will continue to influence its dynamics and organisation in years to come (the reorganisation of residential care centres is a good example). The available data on hospital care (from Piedmont Regional Council and ISTAT) show that the pressure of COVID-19 prompted all regional health services to react by restricting their routine services, postponing non-urgent scheduled procedures and discouraging deferrable demand for care. In view of the above, FCSP's *Promoting Well-Being Mission* will implement projects to support the resilience and relaunch of the system. In its approach to the aforementioned strands (technological innovation and new organisational/management models), FCSP will liaise closely with the Piedmont Regional Health Department and integrate its own lines of action with the stated aims of the Department, by means of an agreement with Piedmont Regional Council and specific calls for proposals.

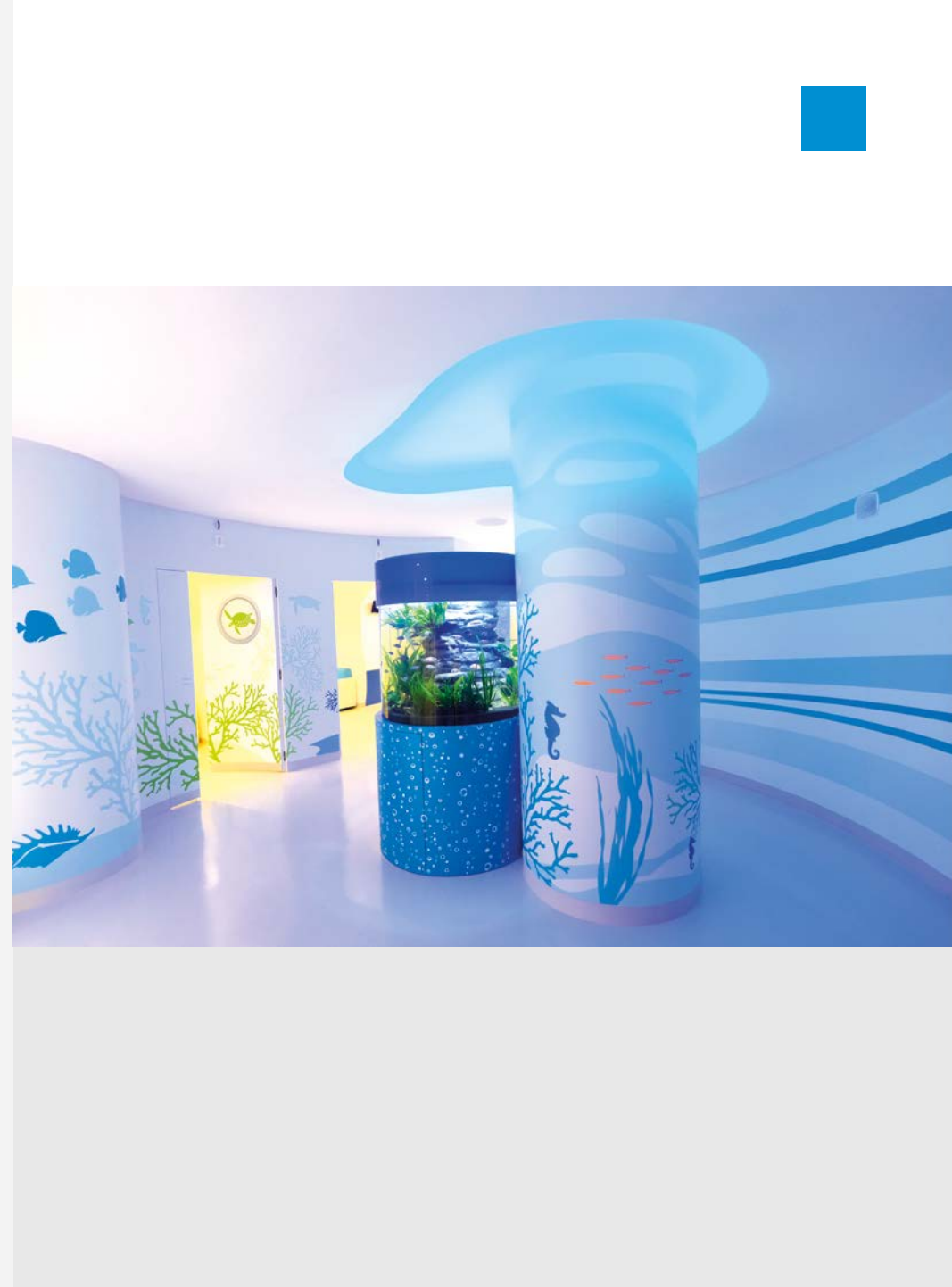
A new three-year agreement (2020-2022) was signed with the Regional Council in March 2020, which identifies the areas of intervention for the three-year period. In 2021, consideration will be given to specific interventions in one or more of the following areas:

1. management of the technological equipment, already funded by FCSP, located in the temporary healthcare facility set up at the OGR centre in Turin and its optimisation in Turin ophthalmic hospital in the post-emergency phase of the COVID-19 pandemic;
2. shared, coordinated interventions for the funding of medical/specialist training contracts within the framework of the Piedmont Regional Health System;
3. support for innovative integrated models and the related governance, implementation and control processes, aimed at chronic disease prevention and management;
4. harmonisation of databases and enterprise management applications with a view to achieving consolidated, centrally managed monitoring of the management control of the Piedmont region's hospitals and health trusts.

The selection phase of the FCSP-sponsored call for proposals for the supply of technologies to hospitals and health trusts in the Turin area reached completion in 2020. FCSP will therefore enter into closer relations with Piedmont Regional Council's HTA control room, so as to enable FCSP to define and plan its support for the process of technological innovation in the Turin and Piedmont health system in a more targeted manner.

In 2021, FCSP would like to start formulating ideas on targeted interventions to upgrade certain hospital facilities. The aim would be to extend successful models and skills already in use in the local area, relating to technological innovation, new organisational/management models and digital transformation applied to public health.

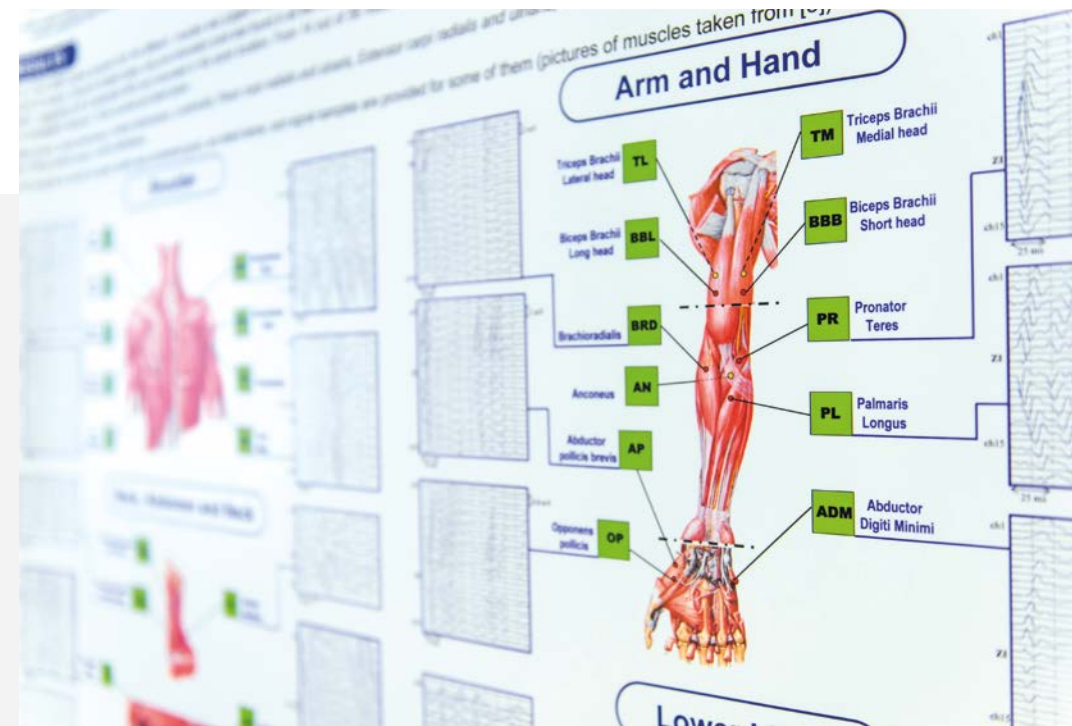
Primary and secondary prevention and digitalisation will also be priority areas within the framework of support for new organisational/management models. In fact, the COVID-19 emergency presented an opportunity for the relaunch of tele-medicine and **digital health** tools.



The Well-Being Dimension

In 2019, FCSP launched a policy research process relating to the often multi-sectoral arena of project development focused on psycho-physical prevention, protection and restoration: the concept of “well-being” applies to social policies and practices, ranging from nutrition to sport, physical activity and cultural experiences etc., at both individual and group level, that help improve the health and perceived well-being of individuals and therefore also have an economic impact in terms consumption habits and volumes, and lower treatment costs.

On the basis of these arguments and by agreement with the relevant departments of Turin Municipal Council and Piedmont Regional Council, FCSP published a call for proposals in early 2020 covering the Municipality of Turin and aimed at supporting projects for the remodelling or completion of sports infrastructures, accompanied by plans to extend access to them, and supporting projects aimed at encouraging the uptake of sport and physical activity as a key component of healthy lifestyles, the prevention of non-transmissible chronic diseases and the promotion of education, social inclusion and participatory citizenship. The result of the call for proposals was announced in December 2020 and the initiatives will become fully operational in 2021. After months of lockdown due to COVID-19, they will play a vital role in getting people back into sport and reaping the physical and social benefits of doing so. The evaluation of these projects will therefore yield valuable information.





FCSP then launched the third phase of ***Bimbingamba ZeroSei***, a project carried out in conjunction with Piedmont Regional Council, for the prevention of obesity in children aged 0 and 6. This phase (which follows on from the training phase for health workers and the communication campaign) involves testing a series of targeted preventive measures which, once their results have been evaluated, may help identify practices that have positive, direct effects on the prevention of obesity. The study design takes the form of a **community intervention trial** involving two municipalities in Piedmont: Mondovì (in the province of Cuneo), where the preventive measures will be implemented, and Savigliano (also in the province of Cuneo), which will serve as the control.

The project was due to start in spring 2020, but was postponed until spring 2021 because of the COVID-19 pandemic.

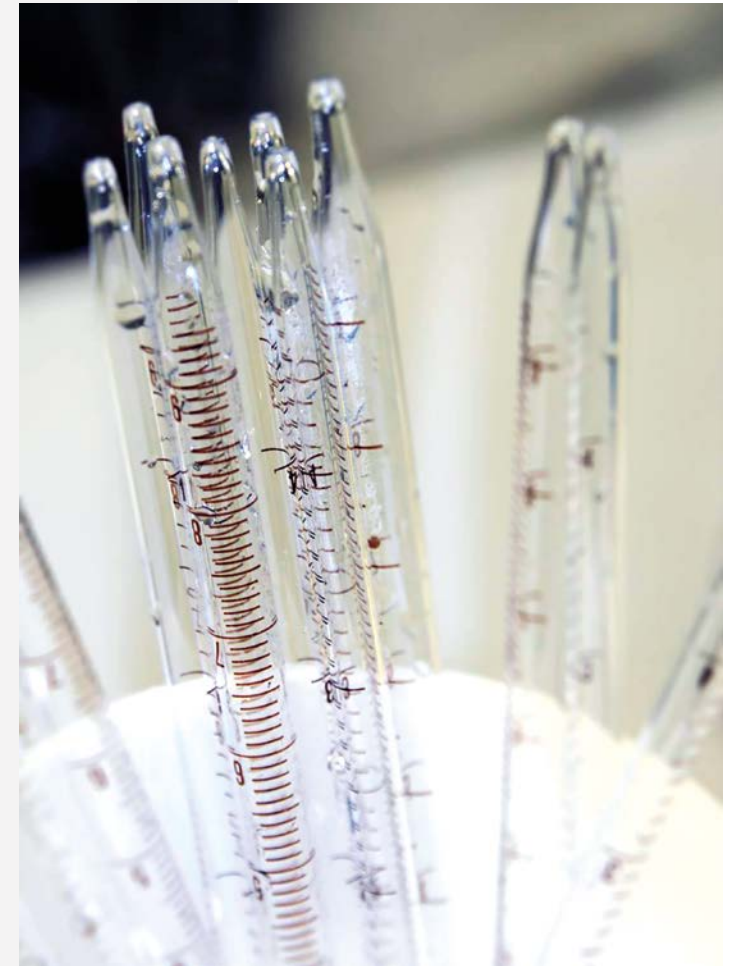


IIGM

Fondazione IIGM (**Italian Institute for Genomic Medicine**) finished re-designing its governance structure in 2020, partly in light of the relocation of its headquarters to the Istituto di Candiolo - IRCCS, a specialist cancer research and treatment centre belonging to the Piedmont-Valle d'Aosta Oncology Network.

The Italian Institute for Genomic Medicine (IIGM) operates in the field of genomic studies connected with personalised, regenerative and translational medicine. Its organisational approach is based on attracting research groups that have already been awarded funding (especially European funding) to **host institutions** on the strength of the ideal technological, scientific and work environment offered by the latter. IIGM is now both an established research institute and an innovation platform that is a focal point for the research activities of Turin's "Città della Salute".

In the biomedical research arena, IIGM will be FCSP's primary partner for oncology, and will follow the guidelines of one of the five possible missions (which are an integral part of the Horizon Europe Framework Programme from 2021) proposed by the European Commission's Mission Boards: targets by 2030 - more than 3 million lives saved, living longer and better, achieve a thorough understanding of cancer, prevent what is preventable, optimise diagnosis and treatment, support the quality of life of all people exposed to cancer, and ensure equitable access to the above across Europe.





IIGM's goals for 2021 are as follows:

- consolidating the regional research and innovation platform within a network of strategic partnerships to develop scientific programmes linked with precision medicine;
- helping achieve the highest international standards in the field of precision medicine;
- developing research projects with high potential for yielding valuable IP in the field of precision medicine;
- developing adequate management, maintenance and assessment programmes for existing research activities.

FCSP's contribution will focus primarily on the relationship between research and its subsequent transfer to applied use in production and social contexts. Over the course of its next mandate, meanwhile, the new governance structure will strive to establish IIGM's standing as a leading national and international research centre for genomics and precision medicine, with particular reference to oncology.

Protecting the Environment. Mission

In line with national and international policies and indications, FCSP's *Protecting the Environment Mission* sees environmental sustainability as a key factor in the fair and lasting development of our catchment area, and intends to formulate its strategies on the basis of the available data and scientific evidence. Numerous studies and research papers confirm the importance of taking decisive, structured environmental action, and view our environmental heritage and its protection as a significant asset in terms of economic and social development.

As the **World Economic Forum's** 2020 Global Risks Report points out, there is widespread concern about the environmental and climate crisis, and now also the health crisis, across communities, public and private institutions and large swathes of the business and financial world.

Against this backdrop of crisis and opportunity, the *Protecting the Environment Mission* intends to identify and facilitate the conditions for introducing a new paradigm, in which the environment plays a central role in local development policies, with a view to encouraging a fair and effective transition to sustainability.





In order to do this, we need clear details of the environmental funding due to be released in the near future – from the European **Green New Deal** and European programmes for “green” and “digital” transitions, to the Next Generation EU COVID-19 Recovery Fund – so that we can support the process of applying for it and maximise its impact on FCSP’s catchment area.

FCSP therefore intends to take a proactive approach, involving strategic grant-making and **trigger projects** (i.e. projects designed to trigger change), backed up by specific support and capacity-building initiatives, based on FCSP’s ability to collect and coordinate ideas, skills and resources. When selecting interventions, priority will be given to innovative, paradigmatic projects capable of implementing synergies with other resources and generating impact.

The 2021 strategy focuses on four priority areas. Special emphasis will be given to the role of natural capital – in line with SDG No. 15 “Life on land” – partly because of the risks that its deterioration poses to our quality of life, and partly because of its potential to be a strategic asset for the local area. Understanding the importance and the social and economic value of the ecosystem services provided by natural capital holds the key to implementing successful projects and supporting the resilience of local areas and communities, as demonstrated by the first edition of the **Sustainable environmental restoration call for proposals**, which is expected to evolve into a second edition. FCSP will therefore continue to support projects that make the most effective possible use of the natural capital of its catchment area, especially through positive partnerships between public and private entities.





Specific initiatives may also be implemented to explore the interaction between the state of the environment, natural capital and human health, in conjunction with the Planet Goal's *Promoting Well-Being Mission*.

Anthropogenic pressure on natural capital is inextricably linked with what is probably the biggest challenge facing humankind: climate change and its consequences (SDG No. 13 "Climate action"). Acknowledging the scale of the challenge and raising awareness of the economic and social effects of climate change on our local area and elsewhere will therefore be one of the commitments of the *Protecting the Environment Mission*. FCSP intends to play an active role in facilitating adaptation to climate change, especially in urban environments, and intends to help communities build their resilience and capacity to adapt to climate-related risks and natural disasters, by means of specific actions and dedicated instruments.

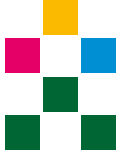
Another cornerstone of the Mission's strategy is the food system and SDG No. 12 "Responsible consumption and production": food production, distribution and consumption are among the main causes of the unsustainable erosion of our planet's natural resources and one of the biggest sources of greenhouse gas emissions. More generally, sustainable food systems are essential if we are to achieve the 2030 goals, because food production, diet and nutrition are interconnected dimensions that link all of the SDGs in Agenda 2030.

Against this backdrop, the Mission will endeavour to select and support initiatives that apply paradigms of circularity and regeneration to the food system, and thus promote the use of natural resources in ways that are compatible with their resilience and renewability. The close link with the aims of the People Goal's *Working Together for Inclusion Mission* are of particular interest in this area.

Lastly, energy transition will be one of the *Protecting the Environment Mission's* top priorities, in order to achieve the EU's 2050 climate neutrality targets, which form the basis of the action plan set out in the European Green Deal. This is not only a crucial issue but also one of the greatest opportunities of our time: energy is the main driver of climate change, but it is connected with every dimension of sustainable development. FCSP will put together specific projects in this field, aimed in particular at gaining leverage from the funding measures made available by various parties, including the opportunities recently set out in Italy's Relaunch Decree of May 2020, at national level, and the specific measures of the Next Generation EU package, at international level.

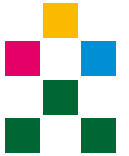
The need to raise awareness of environmental and climate-related issues by means of communication and training aimed at institutions, individuals and producers of all kinds cuts across the Mission's four priority areas. A collective cultural transformation is needed, to help drive the change that the *Protecting the Environment Mission* hopes to achieve: this is a global undertaking, involving changes not only in individual behaviour but also in political, economic and decision-making processes. It is therefore essential to raise awareness of the fragility and complexity of the environmental system in which we live, and foster a better understanding of the connection between human activity and the natural world, in order to protect it and ensure that society grows fairly and sustainably.





Cross-cutting functions: finance, impact innovation, planning, research and evaluation, communication, operations.

FCSP takes an integrated approach to its work, involving the coordination of its Goals and Missions, which manage grant-making policy on the basis of targeted areas of action and cross-cutting functions. As well as playing a direct role in FCSP's complex organisational machinery, these functions support funding policies in a variety of ways – from providing subject-specific consulting, to carrying out specific phases of project design and putting in place funding instruments that offer alternative or complementary mechanisms to grant-making. In this role, the cross-cutting functions come into contact with the recipients of FCSP funding, whether third-sector or public bodies, help them achieve the aims of their projects and often also help them improve the quality of their organisation and performance. For this reason, the pages that follow provide a concise picture of the objectives and sphere of competence of these cross-cutting operating units that play such a vital role in FCSP's work.



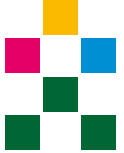
Finance Department and Impact Innovation Department

The drive to innovate, bring additional value to the community and make a tangible contribution to social development as a whole requires a type of innovation with a clear sense of direction that puts people, society and sustainability centre stage: in other words, impact innovation.

In view of this, the Finance Department and the Impact Innovation Department intend to make “the role of finance in innovation” a central theme of its work in 2021. Underpinned by an approach that combines economic performance with social impact, this action reflects FCSP’s intention to leverage the fact that it is a “patient investor that embraces sustainability” to accelerate the dynamics of “ecosystem development” both locally, in Turin, and nationally, to help boost recovery at this time of recession.

The Finance Department will strive to integrate the priorities expressed in SDGs into the structure of FCSP’s investment policies, in accordance with specific criteria and rules of conduct. Investment activity will continue to explore opportunities to join funds that focus on the Italian start-up ecosystem, geared mainly towards technology transfer and seed capital. Special attention will be paid to both deep-tech trajectories (i.e. in which the technological aspect takes a central role) and vertical sectors with strategic value for the local area, thus helping boost Turin’s international standing as an innovation centre.



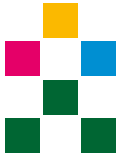


The Impact Innovation Department, in particular, pursues this aim, with the coordination of the **Chief Financial Officer** and in close conjunction with the Finance Department, by leveraging two macro-assets:

1. innovation-specific know-how, combined with the potential engagement of the local ecosystem (including FCSP's auxiliary bodies);
2. integration with the innovation-related know-how of the Finance Department.

For 2021, the Impact Innovation Department will forge closer links with the Finance Department both in relation to its own activities and to the cross-cutting activities that serve FCSP in the following areas:

- safeguarding and exploiting FCSP's data assets (CSP Data HUB) for the purposes of governance, management control and knowledge of stakeholders;
- co-participating in the design and/or management of high-complexity projects undertaken by the Goals, by means of methodological, scientific and innovation-related support;
- supporting the evaluation of innovation-oriented investments, with particular reference to trials of **blended finance and impact finance**;
- helping develop and strengthen the local innovation ecosystem, especially by supporting innovative entrepreneurial models that have multiplier effects on employment and economic growth;
- helping consolidate the innovation component within the framework of action to attract capital to the local area;
- boosting knowledge of the European dimension (Horizon Europe programme).



The Impact Innovation Department has created the “CSP Data Hub”, an FCSP **data asset and data exploitation** framework. We will continue to enhance our use of data both for internal processes and for the context analyses that underpin the launch of new initiatives: the completion of the **Enterprise Data Warehouse v2.0** project in 2021 will equip FCSP with a powerful intelligence system and – with the aid of Open Data – better, more accessible knowledge of our catchment area.

The CSP Data Hub will be used for three complementary purposes:

- **Internal Service** - Swift, efficient support for requests from internal units, especially the Goals and Missions, combined with scouting for innovative solutions to spread the culture and boost the effectiveness of data use within FCSP.
- **Own projects** - Innovative, high-complexity system-building projects with far-reaching effects, not only within FCSP but across the world of foundations and philanthropy.

An important example of this is the project to exploit and integrate Open Data in order to obtain appropriate data about the catchment area to support strategic activities.

- **Data-philanthropy** - The shape of philanthropy within the data arena, which translates into support – mainly in the form of **capacity building** – for the bodies with which FCSP collaborates on **data management** and **data science**. The innovative way in which the CSP Data Hub is disseminating experiences and good practices among foundations, with a view to sharing and learning from national and international experiences, also warrants attention.

These three purposes supplement the Hub’s core purpose, which is to manage and govern FCSP’s information assets. In this respect, the **Enterprise Data Warehouse**, which will achieve its full potential in 2021, lies at the heart of FCSP’s information ecosystem.





Planning, Research and Evaluation Department


The Department's brief is to assist with FCSP's planning and strategic communication at various levels. These include identifying issues that require intervention, measuring the results of projects carried out and evaluating their effects, with a view to formulating evidence-based conclusions that help re-plan future actions in the field and help communicate the results and impacts of completed projects effectively to both internal and external parties. Our internal **stakeholders** are primarily FCSP's governing bodies and staff, but also beneficiary bodies, public and private external policy-makers, public opinion and the evaluation community.

The Department's mission is to enable FCSP and its individual operating units to keep making their project design more **data driven**; to provide structured and coordinated monitoring of the results of the funded initiatives; to conduct analysis for all experimental or strategic projects; and to carry out scientifically rigorous and coordinated evaluation of the outcomes of the projects themselves.


Programme for 2021


Planning: the department will be involved in drawing up the 2022 planning framework and the 2020 annual report, and taking part in the drafting of communication documents and the design and drafting of calls for proposals and other complex projects in conjunction with the Missions. It will complete the multi-year planning document and monitor its implementation. In partnership with the Impact Innovation Department, it will also continue its work on designing the system for managing and storing internal document flows (data and knowledge management).
Research: the department will continue to map the socio-economic, cultural and environmental issues affecting the catchment area and the public and private policies put in place to combat them, including any subject areas not covered. The main findings of these works will be published periodically on the FCSP website (<https://www.compagniadisanpaolo.it/it/le-nostre-sfide/direzione-pianificazione-studi-e-valutazione/>).


 **18** calls for proposals designed, published and managed

 **130** experts involved in evaluating proposals


 **1,086** projects funded


 **6,000** working hours spent on formulating, drafting and managing calls for proposals

 **100** initiatives and partnerships in the international arena

 **736** beneficiary bodies received funding from FCSP

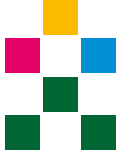
 **1,400** municipalities in Piedmont, Liguria, and Valle D'Aosta reached by FCSP interventions

 **50%** of the population of Piedmont, Liguria and Valle D'Aosta benefited from the interventions

 **3 m** people came into contact with activities, services and projects funded by FCSP

 **100** major institutions supported in Italy

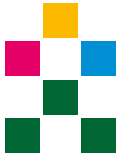
2x impact leverage



The creation of a **data warehouse** in partnership with the Impact Innovation Department is also under way. This will serve as an up-to-date repository of all useful information for defining FCSP's operating context. "Numeri e Filantropia", an in-house newsletter focusing on statistical news from the social and philanthropic world, will continue to be published on a weekly basis. We also intend to carry out a new **customer satisfaction** survey of bodies that applied for funding in the period 2020-2021, as well as holding an international conference on scientific research on philanthropy in Europe, and resuming the **Academy Compagnia** internal training programme.

Evaluation: the department will continue and extend its systematic monitoring and evaluation of the effects of the projects supported by FCSP, in order to verify and document their effectiveness and gain useful insights into how to run them more efficiently and effectively in the future. A summary of the evaluation reports is regularly published in the "Evaluation Library" (<https://www.compagniadisanpaolo.it/it/biblioteca- valutazione>).

The department has a **grant-making budget** for funding research – either directly or by means of calls for proposals – especially applied research, designed to cast useful light on FCSP's broad range of activities, partly as a means of exploring areas of action that have yet to be investigated. Similarly, part of this budget will be used to fund FCSP's participation in network-based research/dissemination projects on social issues, and in national and international professional philanthropy networks.

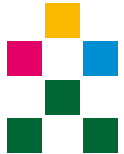


Communication and Media

The work FCSP has done in recent years has consolidated its position as a philanthropic foundation that is also a hub of knowledge and non-financial services. The four years spanning 2016-2019 marked a period of political and cultural reflection, with technical implications, on the question of why, and consequently how, a foundation such as FCSP should communicate. 2020 was a crucial year of transition and organisational updating for FCSP.

The aim for 2021 is to integrate the pillars of the strategic plan 2021-2024, while highlighting which parts of these are a continuation of previous practice and which represent new departures. In addition to this, the department will be responsible for disseminating a culture of sustainability and helping achieve the objectives of Agenda 2030 by working on the issues covered by FCSP's three Goals.

This task will be integrated with the 2021 communication plan, which was prepared in close parallel with the strategic plan, so as ensure consistency between strategic objectives and communication objectives. Communication needs to be aligned with strategy in order to ensure that the strategy is clearly understood by stakeholders and therefore succeeds in achieving its aims. As previously, the Plan will consist of two distinct strands – strategic planning, to set out communication objectives, and operational planning, to organise individual actions – in such a way as to ensure coherence, organisation and transparency.



We have many strings to our bow, including public relations initiatives, a press office, events, strategic communication, a website and social media management. The COVID-19 pandemic, which took such a toll on Italy and the rest of the world, is changing the way people and professionals interact and communicate. To keep going in the face of these challenges, which have forced everyone to rethink their habits, people have developed new strategies, based on the major benefits of communication technology. Against a backdrop of such uncertainty, digital technology has become a strategic asset. Our social media strategy is tailored to individual platforms, and uses ad hoc formats and tones of voice for different audiences. Social media do not merely mirror traditional forms of communication: they represent an environment in its own right, characterised by a specific form of “reality”. FCSP’s work therefore involves constant, dedicated care (thanks in part to expert suppliers) in publishing content and moderating the conversations triggered with the target audience. Every communication channel has its own characteristics, dynamics and capabilities, and our task is to manage them holistically, in a technically advanced and content-consistent form, in order to improve the way we meet the challenges of a complex context, in terms of effective communication.

Lastly, the Communication Department’s work in 2021 will involve a major campaign to align FCSP’s auxiliary bodies, both at brand level and in terms of coordinating communication, so as to strengthen people’s perception of them as members of an integrated “Group”.

In terms of internal communication – which plays an important role in a complex organisation such as FCSP, and even more so within the broader scope of the “Group” – we will continue the #mentrerestoacasa (#whilestayathome) column for staff, and we will design and hold webinars on Goals, Missions and Departments in conjunction with all the colleagues involved, including in relation to the FCSP Academy initiative. We will also work on a new round of internal webinars with a focus on the connection and synergy between each Goal and the auxiliary bodies that come under their umbrella due to the similarity of their field and mission.



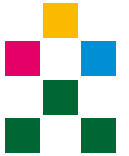


Operations Department

With the review of FCSP's organisational configuration and its alignment with the SDG strategy, the Operations Department has started reinforcing, streamlining, sharing and enhancing the sustainability of all the processes and activities it undertakes in support of institutional action. It has embraced the values of well-being, equity, equality - including gender equality - and sustainable organisational and production systems, while looking after the environment we operate in, and generally helping improve the body's organisational quality.

On this basis, the department has designed a number of operational initiatives, some of which were launched in pilot form in 2020 and will be fully ramped up mainly in 2021. These include the creation of a database for storing FCSP's knowledge-based assets (knowledge management), through the acquisition of a document management application that creates workflows, modelled on the basis of the organisation's processes, to enhance the traceability of all documentation and facilitate the capitalisation of the knowledge generated and lessons learned. Alongside this initiative, an accreditation process will get under way, aimed at earning certification of conformity with internationally recognised standards of organisation, performance and improvement. Also on the human resources management front, the remote working practices that have been in place at FCSP since 2012 will be replaced with an "agile work" model, whose introduction will involve the planning of measures relating to management, organisation and organisational culture.





Efforts to boost diversity at FCSP and its beneficiary bodies will be stepped up in 2021, so as to ensure that our practices are consistent with the principles that underpin our work, while also enhancing welfare in the work place and raising awareness of inequality and equal opportunities.

Lastly, on the basis of an initial feasibility study conducted in 2020 on reporting processes, FCSP will open shared channels for dialogue with partners. The aim of doing so is to improve administrative monitoring tools, encourage accountability, avoid bureaucratic drift, increase the quality of the data exchanged between FCSP and its beneficiary bodies and take advantage of the reporting system – which is essential anyway for reasons of equity, effectiveness and integrity – as a source of learning about those beneficiaries and the challenges they face on a daily basis in a constantly changing context.





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