

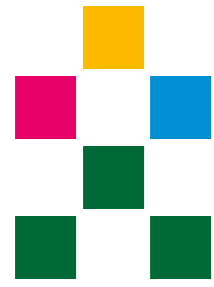


Fondazione
Compagnia
di San Paolo

General Council Term of Office 2016-2019

End-of-Tenure
and 2019 Report





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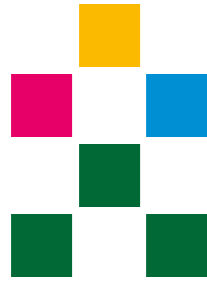
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Solid foundations for the reconstruction work ahead

By the General Council of Fondazione Compagnia di San Paolo

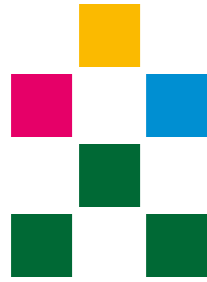
Fondazione Compagnia di San Paolo (hereinafter FCSP) has helped its native territory through countless crises over the four and a half centuries since its formation. Our historical archives chronicle FCSP's role in countering the repercussions of the recurrent plagues of the 1600s and the smallpox and cholera epidemics of the 1800s. This mainly involved supporting the public health system, but it also extended to organising vaccination campaigns for the needy, providing funds for the cities' main hospitals and taking daily action to relieve poverty, under what would now be described as social inclusion initiatives.

From the vantage point of April 2020, it is impossible for the General Council of FCSP to consider even the recent past without also seeing the harsh, unexpected reality of the present and the fears for an uncertain future, at every level. At the same time, the heroism of countless men and women, who have been working with unmatched intensity in recent weeks, restores our faith in Italy's ability to rebuild the foundations of a mature, cohesive society and re-pave the way for sustained and sustainable development. But it also prompts us to reflect on the many previously hidden failure points on which this unprecedented emergency has cast a stark light. There are many lessons to be learned, for each of us as individuals and for every organised aspect of our society, including our institutional capacity for management and governance - management and governance that we expect our institutions to provide in the most effective possible way.

The report that follows provides an account of the work done by FCSP over the past four years, and the efforts it has made to bring about the necessary structural changes to enhance its efficiency, effectiveness and preparedness. We had certainly not anticipated that an external impact such as the pandemic would strike our collective life so suddenly and so painfully, from individual territories to the national dimension and beyond. But recent decades - and the best human thought across the centuries - have clearly shown that we belong to a single planet and a single human race. And warning signs were



Francesco Profumo
*President of Fondazione
Compagnia di San Paolo*



there to be seen. FCSP's recent decision to re-shape its organisation around the United Nations Agenda 2030 Sustainable Development Goals is no coincidence. In light of the increasing pace of worldwide change, we were aware that FCSP, which has always kept a close eye on change and often acted ahead of it, needed to review its approach: not to overturn it, but to bring the organisation's specific mission as a philanthropic institution into closer harmony with the clear and less clear challenges it was facing on a daily basis. As we commit these thoughts to paper at the end of our four-year term of office, by way of an introduction to the substantial report we have compiled, we feel we can fairly claim that considerable progress has been made. And within the framework of the current emergency and the complex reconstruction process that will follow, this progress leaves FCSP well placed to be of help to our local areas and communities.

Let us sum up our working principles and accomplishments: FCSP has always adhered to the principle of prudent investment, and this has enabled us to pursue a policy of stability in relation to our grant-making activity across the territory. It is therefore no secret that the markets, the high level of technical professionalism of our internal and external teams and our clear strategic policy-making have yielded more than satisfactory income streams in the period 2016-19. Our view has spanned both the short and medium term, enabling us to build up a solid capital structure capable of weathering financial storms, such as the present one, which we all trust will be short-lived.

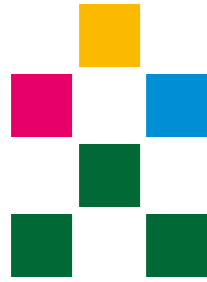
We have reviewed our organisational structure in order to simplify it, while at the same time retaining that combination of strategic thinking, sectoral specialism and capacity for technical implementation that has made FCSP an agile and responsive player, despite the significant increase in our work load and the number of relationships we are managing. We have boosted our capacity for ex-post evaluation and clarified our commitment to learning by reviewing what we do, sharing our knowledge, eliminating unnecessary duplication of work and increasing the efficiency and pace of innovation of the entire system that works with us.

We have extended the range of resources we make available to civil society as well as public organisations: alongside our various forms of our grant-making, we have focused

on capacity-building, knowledge-sharing and the implementation of complex models of capital or mixed intervention, in keeping with the goal of becoming a skills hub, which we set down in our Multi-year Planning Document. As a result, the network of auxiliary bodies – both historic and research-oriented – and subsidiary companies that lie within the orbit of FCSP and work towards achieving its general mission through their own specific missions, can now operate in a more cohesive, integrated manner. Although not in the form of a legal entity, in practice there is now an “FCSP Group” of substantial size in Turin, which shares a basic set of strategies and acts in concert.

Lastly we have endeavoured to develop a fine-grained dialogue with local, national, European and international stakeholders at every level and in every aspect of our work. We have created specific opportunities for transparency and willingly embraced everyday exchanges of views with our many partners, without precluding our openness towards anyone wishing to contact FCSP to discuss a good idea or offer constructive criticism. While we are in no doubt that FCSP needs its own subjective outlook and clearly delineated physiognomy, we are equally certain that our responsibilities include taking part in defining the common good on an equal footing with all parties that nurture and safeguard the common good institutionally, by choice and by passion – among whose number we count ourselves.

This is the FCSP that we can now present to our communities, not with pride but with the satisfaction that comes from a collective job well done. It is a “machine with a soul”, which has not hesitated to respond in countless ways to the many pressing needs that have arisen in recent weeks, with ceaseless work and increased effort at every level. It is an intermediate entity within society, which is as independent and autonomous as it is unequivocally committed to the common good. And precisely because it is “intermediate”, it is acutely aware that the best outcomes for everyone can only be achieved if all of us – from public authorities to businesses, third-sector actors, scientists, families and citizens – play our part responsibly. We can therefore reiterate, with confidence, that FCSP is ready, alongside its many travelling companions, to set to work here and now, and start digging the deep foundations on which the future will be built.



None of what we have achieved would have been possible without the constant determination of all of FCSP's Governing Bodies and its Chair, General Council, Management Board, Committees, Board of Auditors and the two Secretary Generals who have held office in succession. FCSP's structure has developed and sometimes inspired its work. We would like to thank everyone who has worked with us in a professional capacity. And lastly, we would like to thank all the public bodies and third-sector bodies that have worked for the common good alongside FCSP, without which the word "community" would have been absent from our lexicon.

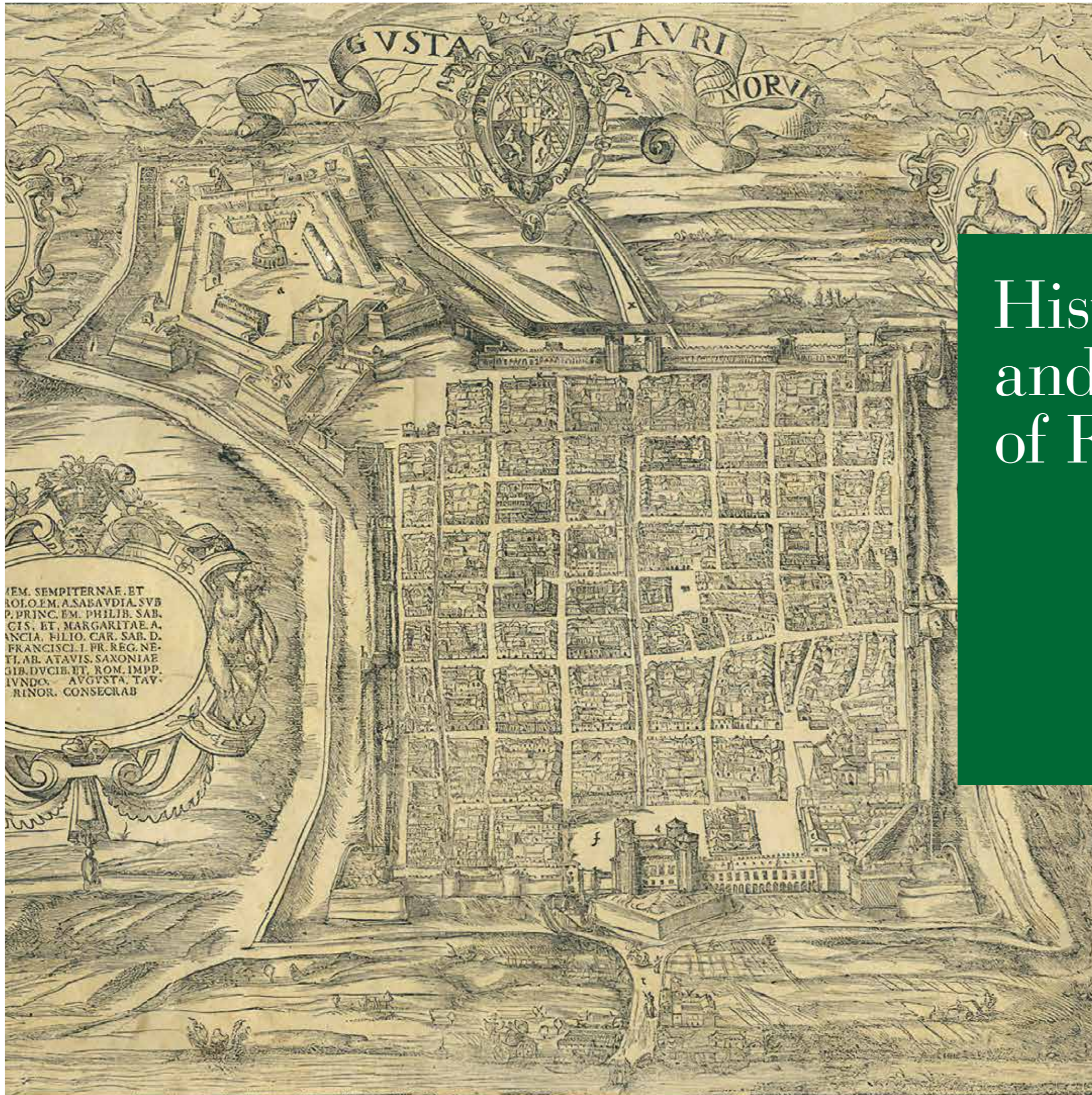
Almost 500 years of commitment to social health and welfare

Over the course of the 17th Century and more particularly the 18th Century, Compagnia di San Paolo was left many legacies and bequests, some 400 of which are documented in our historical archive. Some of the bequests involved sums of money to help sick people in need. Leavers of legacies often specified the categories of beneficiaries they wished to help, such as people who were ashamed to beg publicly, inhabitants of Turin, inhabitants of a particular parish, members of a particular social class or descendants of their own family. In one case, a legacy was earmarked specifically for the purchase of medicines. In other cases, benefactors left means and instructions to establish a permanent bed for people suffering from incurable diseases at the San Giovanni or Carità hospital. This involved permanently covering the cost of maintaining a bed, using the income from the rental of a property or from a property investment. Families often reserved the right for themselves or their descendants to nominate the sick person to whom the bed should be assigned, under the tradition of patronage that was widespread at the time. At other times, they asked Compagnia di San Paolo, in its capacity as executor of their will, to make a donation to a hospital, such as the Ospedale dei Santi Maurizio e Lazzaro. The fraternity's commitment to faithfully executing the wills left in their care increased the confidence of subsequent benefactors.

Another interesting episode concerns the construction of the Molinette hospital in the mid-1920s: substantial funding was given and a long list of parties joined the consortium (including the San Giovanni hospital, the Ministry of Education, the University of Turin, the municipal and provincial councils of Turin, the Regio Manicomio psychiatric hospital, the San Lazzaro hospital, the savings bank and the Abegg heirs).

A further example involves the major initiatives undertaken in the 1950s for the benefit of the viral disease diagnostic centre at the Amedeo di Savoia hospital, and so on, all the way through to the latest cases described in this report.

fonte: <http://archiviostorico.fondazione1563.it>



Historical and legal profile of FCSP

Historical and legal profile of FCSP

FCSP's history began in the 16th Century amidst the famine prevailing in war-torn Turin, when seven of its citizens founded the "Compagnia della Fede Cattolica" (Company of the Catholic Faith) under the invocation of Saint Paul on 25 January 1563. Its dual purpose was to support a population stricken by economic decay – by collecting alms and providing home care – and stemming the expansion of Protestant reform. Towards the end of the 16th Century, the confraternity founded its first social and humanitarian "Opere" (charitable organisations that would now go by the name of "auxiliary bodies" in FCSP's parlance). These were the "Monte di pietà cittadino", founded in 1579, which provided small loans in exchange for pledges, and – with the advent of philanthropy aimed at girls – the "Casa del soccorso", founded in 1589, which provided lodging and education for girls from the poorest circumstances. "Ufficio Pio" was then established in 1595 for the purpose of managing all of the Compagnia's support work. After more than 150 years of increasing activity, with the advent of the liberal state, King Vittorio Emanuele II restricted the Compagnia's work in 1853 to religious practices and assigned its assets and the task of managing its social care and credit activities to a publicly appointed council known as the "Opere Pie di San Paolo". In 1867, this institute received government authorisation to operate as a mortgage lender, which opened up a major new avenue of business for it. During the years of industrial development in Turin, Opere Pie di San Paolo started supporting the municipal council with public loans and taking part in new financial ventures. In 1932, it was chartered as a public-sector financial institution and given the new name Istituto di San Paolo di Torino. At the end of 1991, within the regulatory framework introduced by the "Amato-Carli" law, the bank activities became a limited company under the name Istituto Bancario San Paolo di Torino S.p.A., totally owned by the now renamed Compagnia di San Paolo in homage to its history. This provided Compagnia di San Paolo (legally defined as the "Transferor") with its assets, which initially consisted of the ownership of the commercial bank ("Transferee") and later of a highly diversified range of financial assets, as a result of the selling of shares and subsequent investment decisions. Despite the merger of Istituto San Paolo with Banca Intesa and the consequent changes in the new banking corporation, FCSP is still the largest individual shareholder of the corporation now known as Intesa Sanpaolo S.p.A. FCSP is a private foundation, governed by its own constitution and a number of law provisions, the former having been adopted in March 2000 and updated in February 2018.

Governing Bodies

General Council (Consiglio Generale): FCSP's policy-making body, whose members are designated by selected non-profit and public institutions as declared in the Compagnia's statute. Has a four-year term of office. Is tasked with establishing FCSP's priorities, programmes and goals, including through its Committees, and monitoring the results thereof.

Management Board (Comitato di Gestione): appointed by the General Council and made up of five members, who automatically include the Chair and Vice-Chair. The Management Board holds office for the same period as the General Council, and the two bodies' tenure expires at the same time. The Management Board enjoys full powers of ordinary and extraordinary management of FCSP. The Managing Board is therefore responsible for approving decisions regarding interventions in the relevant sectors.

Chair: appointed by the General Council, which also appoints the Vice-Chair. Holds office for four years, like the General Council, and can be re-appointed once only; is FCSP's legal representative; chairs meetings, establishes their agenda and directs the work of the General Council and Management Board; is entitled to take urgent measures in the interests of FCSP and reports on them to the Management Board.

Secretary General: appointed by the Management Board, holds office for the same period as the General Council and can be re-appointed. Heads FCSP's operational arm.

Board of Auditors: FCSP's supervisory body, appointed by the General Council and made up of three auditors, one of whom is the Chair of the Board of Auditors, and two alternate auditors. The Board of Auditors holds office for the same period as the General Council, and the two bodies' tenure expires at the same time. Auditors can be re-appointed once only.

Mission: In accordance with its constitution, "FCSP pursues socially useful purposes, to promote civil, cultural and economic development." This general definition applies to the "major areas" of Culture, Research, Public Health and Social Policy. Although the governing document does not impose any specific geographical limits on FCSP's work, its main focus is Turin, Piedmont, Liguria and Valle d'Aosta in North Western Italy. As an Italian and European foundation, FCSP also has a secondary but significant range of action in the rest of Italy, in Europe (for projects that include Italian territory) and, for selected initiatives, in the international arena.

FCSP's assets as at 31/12/2019: €7.2 billion

Human resources as at 31/12/2019: 90 employees (63 women, 27 men, 72 with graduate or post-graduate qualifications)

Total funding disbursed 01/01/2016 - 31/12/2019: 694,850,248 euros

Total operating surplus 01/01/2016 - 31/12/2019: 1,076,216,456 euros

Areas of Operation, Programmes and Auxiliary Bodies: operational architecture 2016-2019

FCSP's **composite architecture** over the four-year period 2016-2019 was based on the integration and interaction of three organisational instruments: our **Areas of Operation**, our **Programmes** – task forces specialising in targeted missions – and our **Auxiliary Bodies**, especially the “historic” bodies established by FCSP across time (measurable in centuries in some cases) and arose from the latter, as entities designed to pursue the foundation's mission through specialist expertise. With official effect from 2020, the thematic/functional aspects of FCSP's operational structure have been reorganised, with the result that the Areas of Operation and Programmes have been reconfigured as Goals and Missions, as illustrated hereinafter.

The configuration of the main divisions/operating instruments through which FCSP implemented its institutional activity in the period 2016-2019 is therefore as shown below.

Areas of Operation

- RESEARCH AND PUBLIC HEALTH
- ART, CULTURAL HERITAGE AND CULTURAL ACTIVITIES
- CULTURAL INNOVATION
- SOCIAL POLICY
- PHILANTHROPY AND LOCAL COMMUNITIES

Programmes

- ZeroSei
- Housing
- International Affairs

Auxiliary bodies

- Fondazione Ufficio Pio, a historic body www.ufficiopio.it
- Fondazione per la Scuola, a historic body www.fondazione scuola.it,
(to which Consorzio Xké0-13 www.laboratoriocuriosita.it is connected)
- Fondazione 1563 per l'Arte e la Cultura, a historic body www.fondazione1563.it
- Fondazione Collegio Carlo Alberto www.carloalberto.org
- Fondazione IIGM www.iigm.it
- Associazione Istituto Superiore Mario Boella www.ismb.it
- Associazione Sistemi Territoriali per l'Innovazione www.siti.polito.it

Merged into
the LINKS Foundation
(linksfoundation.com)

Co-governed bodies: FCSP is directly involved in the governance of some of the bodies through which it operates, which are thus defined as “co-governed”. These “co-governed bodies” are non-commercial legal entities whose governing documents prescribe a role for FCSP. They are listed below.

| BODY | ROLE OF FCSP |
|--|---|
| ACRI - Associazione di Fondazioni e di Casse di Risparmio S.p.A. - Rome | Ordinary Member |
| Associazione "Il Bandolo Onlus" - Turin | Founder Member |
| Associazione delle Fondazioni di origine bancaria del Piemonte - Turin | Member |
| Associazione Globus et Locus - Milan | Member |
| Associazione per lo Sviluppo della Valutazione e l'Analisi delle Politiche Pubbliche - Turin | Supporting Member |
| Associazione Rete Dafne - Turin | Founder Member |
| Associazione Studi e Ricerche per il Mezzogiorno - Naples | Founder Member |
| Associazione Urban Lab - Turin | Founder Member |
| Centro Internazionale di Studi "Primo Levi" - Turin | Founder Member |
| Collegio Universitario Renato Einaudi - Turin | Institutional Founder |
| Comitato "Progetto Porta Palazzo" - Turin | Founder Member |
| Consorzio delle Residenze Reali Sabaude - Venaria Reale (province of Turin) | Successive Founder Member |
| Consulta per la valorizzazione dei beni artistici e culturali di Fossano - Fossano (province of Cuneo) | Member |
| European Foundation Centre | Member |
| Fondazione Centro per la Conservazione e il Restauro dei Beni Culturali "La Venaria Reale" - Venaria Reale (province of Turin) | Replacement Member for Fondazione 1563 |
| Fondazione Centro Studi sul Federalismo - Turin | Founder Member |
| Fondazione Comunitaria del Verbano Cusio Ossola - Verbania | Founder Member |
| Fondazione Comunitaria della Riviera dei Fiori Onlus - Imperia | Founder Member |
| Fondazione Comunitaria della Valle d'Aosta - Aosta | Founder Member |
| Fondazione con il Sud - Rome | Founder Member |
| Fondazione Contrada Torino Onlus - Turin | Founder Member |
| Fondazione del Teatro Stabile di Torino - Turin | Subscriber Member |
| Fondazione della Comunità di Mirafiori Onlus - Turin | Founder Member |
| Fondazione Luigi Einaudi - Turin | Founder Member |
| Fondazione Museo delle Antichità Egizie - Turin | Founder Member |
| Fondazione Polo del '900 - Turin | Founder Member |
| Fondazione Teatro Regio - Turin | Founder Member |
| Fondazione Torino Musei - Turin | Successive Founder Member |
| Museo Nazionale del Cinema - Fondazione Maria Adriana Prolo - Archivi di Cinema, Fotografia ed Immagine - Turin | Founder Member |
| Nesta- Fondazione Innovazione Sociale per l'Italia | Constitutional member of the Governance |
| Network of European Foundations | Member |
| Palazzo Ducale Fondazione per la Cultura - Genoa | Parent Body |

Membership in the world of philanthropy

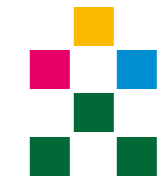
FCSP believes that communicating and exchanging views with other philanthropic organisations, especially foundations, generates value. For this reason, it became an active member of ACRI – the Italian association of bank and savings bank foundations – in 2008, and is also a member of the Piedmont association of bank foundations, which is linked to Acri.

Since 1992, furthermore, it has been one of the most active members and largest sponsors of the European Foundation Centre, established in Brussels in 1989. As such, FCSP gives tangible expression to the “option for Europe” that has always been one of its key features. European work experience is and always has been an important channel for sectoral and methodological learning for the foundation and its staff. It also gives rise to transnational partnerships between foundations, yielding direct operational benefits for the Italian territories in which FCSP operates. To facilitate these partnerships, FCSP also took part in establishing the Network of European Foundations (NEF) in 2002, which provides managerial and administrative services for transnational projects run jointly by multiple foundations.



2016-2019

Four years in figures.



Fondazione
Compagnia
di San Paolo

 3,600


projects supported

 380

national and international
areas of intervention

€ 700

million euros disbursed

 1.600

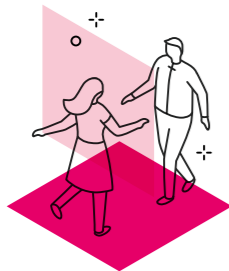
beneficiary bodies

Culture.

Performing arts.

6,100

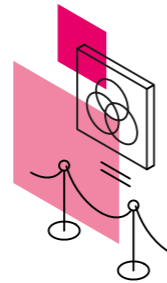
live performances with **1 million** spectators



Contemporary culture.

56

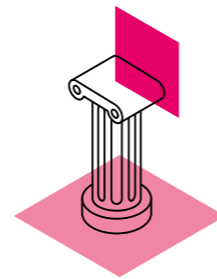
projects and **20** days of capacity building



Restoration.

220

restoration projects at a total cost of **30 million** euros



Audience development.

100

projects launched with **over 600** professionals involved



Promotion of reading.

14,000

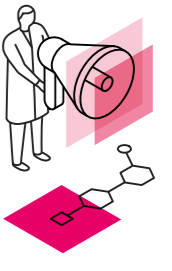
books donated and **30,000** reading events for young children



Scientific dissemination.

70

local organizations involved and **over 2,000** dissemination events held



People.

Work.

7,000

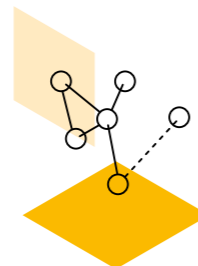
project beneficiaries **3,580** traineeships and job contracts



Community.

70,000

people given access to essential goods **1,000** mental health responses



Education.

8,500

beneficiary families and children thanks to almost **100** activities



Inclusion.

15,000

young beneficiaries of projects for a total of **80** initiatives



Laboratorio delle curiosità Spazio ZeroSei.

90,000

students and children visited Laboratorio Xké? **30,000** children visited Spazio ZeroSei



Social Housing.

1.000

places in social housing, **over 100** social housing units on the website

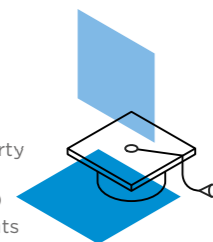


Planet.

University system.

5

universities are party to agreements with **over 650,000** beneficiary students



Scientific research.

5 mln.

euros for scientific research in Genoa with **44** projects supported



Social innovation.

2,000

organisations and some **320** professionals involved in the social impact ecosystem



Public Health.

10

medical machines and **9,000,000** euros for the purchase of new machines



International activities.

68

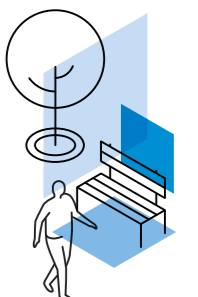
funding awards to international bodies, totalling **15,000,000** euros of economic support



Environment.

1,5 mln.

euros for environmental regeneration projects in 2020



832 scholarships
140 school equipped with fibre optic



4,000 beneficiaries
150 volunteers per year



500,000 documents digitised
250 teachers and academics



600 studenti
600 prodotti di ricerca
700 incontri divulgativi



200 projects in progress
160 researchers
8 European projects coordinated



406 scientific articles published
5,000,000 euros of external contributions
40% share of self-financing



2016-2019:
data on
institutional
activity undertaken
in the four-year
period, and 2019
“Social Report”

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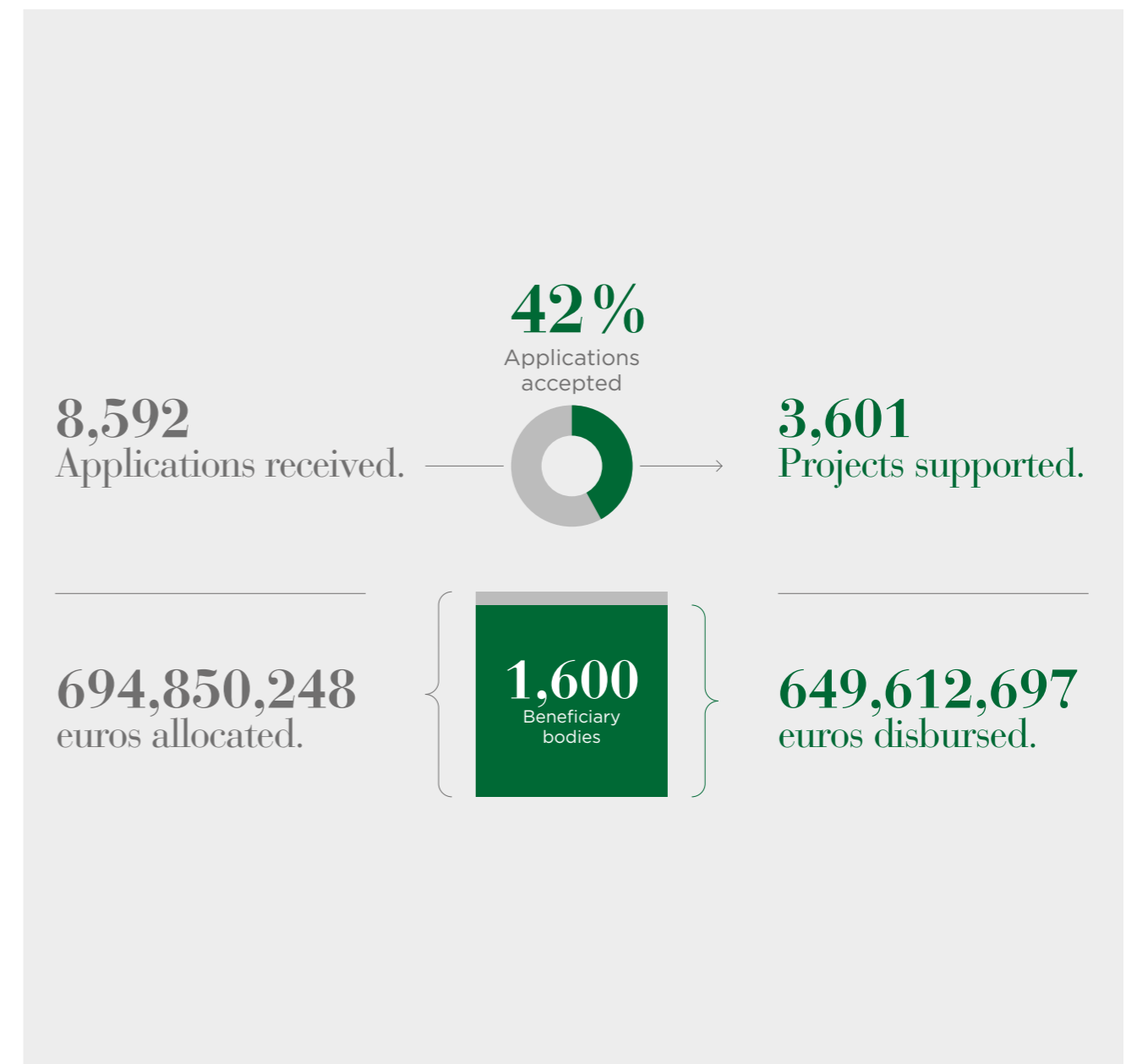
2016-2019: data on institutional activity undertaken in the four-year period, and 2019 “Social Report”

This end-of-tenure report covers the work done by FCSP over the four-year period 2016-2019, which coincides with the four-year terms of office of its governing bodies. The period does not actually equate to four calendar years: it opens and closes at the time of institutional approval of the definitive financial statements for the years in question, with an offset of about five months (reporting periods close by 30 April). The statistical tables in this first chapter set out the necessary numerical data to provide a quantitative overview of FCSP’s work, but obviously do not provide a full picture of the scope and significance of that work. **A separate section then provides a specific statistical overview of 2019, the last full year of the General Council’s 2016-2019 term of office, in such a way that the year is both integrated into the broader context of the four-year period and covered in specific detail.**

It is essential for readers to have a quantitative overview in order to ensure a full understanding of what the subsequent chapters cover in terms of principles, qualitative reports and methods. In this first chapter, the variables that warrant most attention are the number of funding awards and their value. For the sake of simplicity, funding awards are sometimes referred to as “projects”.

In the period 2016-2019, the total volume given out in funding awards reached **694,850,248 euros**, divided between 3,601 individual projects. Compared with the four-year period 2012-2015, there was a **12.5%** increase in the number of projects supported, and a more than commensurate increase in total funding disbursed (**+29.6%**). FCSP supported an average of about **900** projects per year, with average annual funding of over **170 million euros**. Total funding disbursed has exceeded 170 million euros since 2017, while the total number of projects has been kept below a thousand, thus indicating a strategy of concentration. The tables set out below summarise the distribution of funding made available across the five institutional areas and a class that encompasses the Programmes (ZeroSei Programme, Housing and International Affairs) and certain special actions. With the exception of a few changes attributable to specific strategic requirements or reorganisations, the figures show a general pattern of continuity in the distribution of resources: there is nothing surprising about this because the distribution of funding essentially pertains to a single cycle of multi-year planning.

Cumulative data 2016-2019



Funding disbursed by field
FOUR-YEAR PERIOD 2016-2019

| AREA | 2016 | | | | 2017 | | | |
|--|-----------------------|-------------|--------------|-------------|-----------------------|-------------|------------|-------------|
| | Amount awarded (€) | % of total | Projects | % of total | Amount awarded (€) | % of total | Projects | % of total |
| Research and public health | 45,014,421.69 | 27.2% | 112 | 10.7% | 45,659,251.69 | 25.7% | 107 | 11.7% |
| Art, cultural heritage and cultural activities | 29,998,866.12 | 18.1% | 245 | 23.4% | 30,188,188.81 | 17% | 285 | 31.2% |
| Cultural innovation | 5,710,000.00 | 3.5% | 103 | 9.8% | 6,002,000.00 | 3.4% | 87 | 9.5% |
| Social policy | 68,149,660.59 | 41.2% | 363 | 34.7% | 78,559,460.00 | 44.3% | 274 | 30% |
| Philanthropy and Local Communities | 8,941,469.09 | 5.4% | 70 | 6.7% | 11,256,577.76 | 6.3% | 63 | 6.9% |
| Programmes and strategic plan | 7,586,083.15 | 4.6% | 152 | 14.7% | 5,773,000.00 | 3.3% | 98 | 10.7% |
| Total awarded | 165,400,500.66 | 100% | 1,045 | 100% | 177,438,478.26 | 100% | 914 | 100% |

The number of larger-scale projects has increased: against a reduction in the number of projects in the 10,000-50,000 euro band (**46.7%** in 2016 vs. **36.4%** in 2019), there was an increase in the number of projects in the 50,000 to 500,000 euro bracket (**33.5%** in 2016 vs. **39.9%** in 2019). This indicates a growing receptivity towards complex projects with potentially high impact on the territory. The latter include major projects with an individual value of over one million euros. Although limited in number, projects of this value accounted for over 50% of resources. They are covered by funding awarded to FCSP's auxiliary bodies (Ufficio Pio, Fondazione 1563 per l'Arte e la Cultura, Fondazione per la Scuola, Links Foundation, Collegio Carlo Alberto and the Italian Institute for Genomic Medicine), co-governed bodies and major institutions located within the territory (university agreements, Consorzio delle Residenze Reali Sabaude, Fondazione Teatro Regio, etc.) and specific funds (e.g. the Fund to Combat Juvenile Educational Poverty). Against this backdrop of investment in major projects, there is no shortage of attention to projects of more modest economic value, often involving small peripheral organisations, but also including niche projects: these projects make up over **15%** of the total number, but accounted for only **0.7%** of total expenditure in the final year.

Projects by value class:
FOUR-YEAR PERIOD 2016-2019

| AREA | 2018 | | | | 2019 | | | |
|--|-----------------------|-------------|------------|-------------|-----------------------|-------------|------------|-------------|
| | Amount awarded (€) | % of total | Projects | % of total | Amount awarded (€) | % of total | Projects | % of total |
| Research and public health | 48,850,000.00 | 27.2% | 113 | 14.2% | 44,323,600.00 | 25.7% | 82 | 9.7% |
| Art, cultural heritage and cultural activities | 34,054,956.35 | 18.9% | 252 | 31.6% | 35,016,355.12 | 20.3% | 253 | 30% |
| Cultural innovation | 8,182,500.00 | 4.5% | 118 | 14.8% | 8,177,000.00 | 4.7% | 106 | 12.5% |
| Social policy | 72,049,865.00 | 40.1% | 182 | 22.8% | 63,543,967.20 | 36.9% | 221 | 26.1% |
| Philanthropy and Local Communities | 12,223,994.74 | 6.8% | 86 | 10.8% | 10,955,565.50 | 6.4% | 98 | 11.6% |
| Programmes and strategic plan | 4,353,482.43 | 2.4% | 46 | 5.8% | 10,279,910.00 | 6% | 85 | 10% |
| Total awarded | 179,714,798.52 | 100% | 797 | 100% | 172,296,397.82 | 100% | 845 | 100% |

| VALUE CLASS | 2016 | | 2017 | | 2018 | | 2019 | |
|-------------------------------|---------------|---------------------|---------------|---------------------|---------------|---------------------|---------------|---------------------|
| | % of projects | % of amount awarded | % of projects | % of amount awarded | % of projects | % of amount awarded | % of projects | % of amount awarded |
| Up to 10,000.00 | 16% | 0.7% | 16.5% | 0.6% | 16.0% | 0.5% | 17.50% | 0.7% |
| 10,000.01 to 50,000.00 | 46.7% | 7.8% | 41.2% | 6.1% | 33.7% | 4.91% | 36.40% | 5.8% |
| 50,000.01 to 500,000.00 | 33.5% | 33.4% | 36.9% | 30.6% | 42.4% | 30.5% | 39.90% | 31.5% |
| 500,000.01 to 1,000,000.00 | 1.7% | 7.5% | 2.5% | 9.4% | 4.5% | 13.9% | 3.00% | 10.4% |
| 1,000,000.01 to 10,000,000.00 | 1.9% | 30.8% | 2.6% | 34.8% | 3.1% | 31.8% | 3.00% | 34.7% |
| Over 10,000,000.00 | 0.2% | 19.7% | 0.2% | 18.4% | 0.3% | 18.4% | 0.20% | 16.9% |
| Total | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

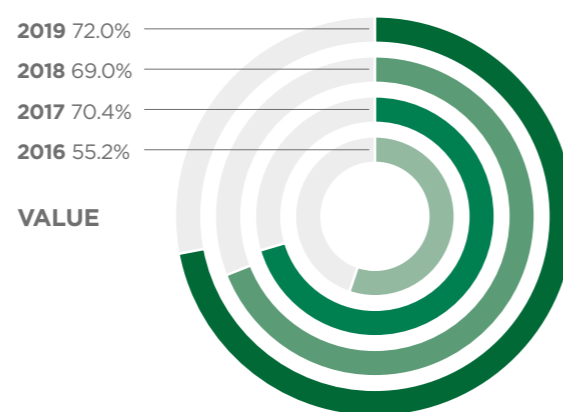
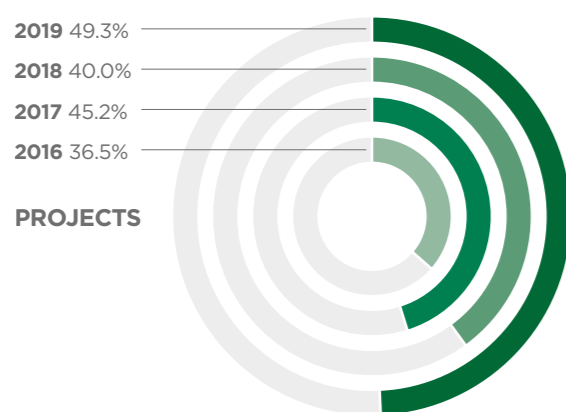
Funding was awarded to approximately 4,000 projects over the four-year period, in response to a total of **8,592** applications, worth in excess of 1 billion euros. 41.9% of applications were accepted, accounting for **67.1%** of total funding applied for.

The percentage of applications accepted rose over the course of the four years. The high amount is explained largely by the stable presence of co-governed bodies.

Applications received and accepted:

FOUR-YEAR PERIOD 2016-2019

| APPLICATIONS | 2016 | | 2017 | | 2018 | | 2019 | |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | Projects | Value | Projects | Value | Projects | Value | Projects | Value |
| Applications received | 2,865 | 283,293,850 | 2,021 | 251,862,723 | 1,993 | 260,167,663 | 1,713 | 239,207,784 |
| Applications accepted | 1,045 | 156,400,500 | 914 | 177,438,478 | 797 | 179,714,798 | 845 | 172,296,397 |
| % accepted out of total received | 36.5% | 55.2% | 45.2% | 70.4% | 40.0% | 69.0% | 49.3% | 72.0% |



The table below sets out amounts of funding disbursed by type of intervention: the “grant-making” class covers contributions awarded on the basis of specific projects originating from the spontaneous initiative of third-party entities deemed eligible under FCSP’s regulations (for the sake of simplicity: non-profit organisations and public bodies). Funding in support of institutional activity is the designation given to contributions, sometimes of multi-year duration, which are not awarded for specific projects but to support the ordinary, general operation of certain organisations, on the basis of their fulfilment of particular quality

and impact criteria and in relation to the strategic vision of FCSP. Funding of this type therefore tends to remain stable over time. The class designated “Co-governed bodies and membership contributions” covers contributions to bodies of which FCSP is a member or co-founder. The same applies to the “Auxiliary bodies” class. The “Calls for proposals” class covers contributions awarded in response to calls for proposals issued by FCSP, whereas “Agreements” covers multi-year agreements between FCSP and large public bodies, such as universities. “Operational projects” and “Programmes” cover funding activity in which FCSP has particularly substantial directorial or operational control. The figures confirm FCSP’s primary role as a *grant-making* body, with both the number of projects supported and the volume of funding disbursed consistently exceeding 30% of the total. Variations of a few percentage points are essentially physiological and derive from matters of strategic urgency or structural and/or thematic changes to information systems. It is worth noting that the number of projects supported within the framework of calls for proposals has fallen. This reflects FCSP’s growing preference for funding a smaller number of projects but with higher levels of quality and effectiveness. Other funding modes, such as agreements and support for auxiliary bodies, continue to involve a limited number of projects of high economic value.

Projects by type:

FOUR-YEAR PERIOD 2016-2019

| TYPE | 2016 | | 2017 | | 2018 | | 2019 | |
|--|---------------|---------------------|---------------|---------------------|---------------|---------------------|---------------|---------------------|
| | % of projects | % of amount awarded | % of projects | % of amount awarded | % of projects | % of amount awarded | % of projects | % of amount awarded |
| Grant making | 29.4% | 29.1% | 32.9% | 28.2% | 37.9% | 29.1% | 41.1% | 28.9% |
| Support for Institutional Activity | 6.5% | 5.9% | 8.1% | 6.3% | 8.5% | 6.4% | 8.1% | 6.5% |
| Co-governed bodies, membership contributions | 1.9% | 6.9% | 2.5% | 7% | 3.2% | 7.9% | 2.7% | 7.8% |
| Auxiliary bodies | 1% | 20.7% | 1% | 21.4% | 2.2% | 21.7% | 0.8% | 21.2% |
| Calls for proposals | 26.7% | 7.3% | 28.5% | 5.7% | 19.9% | 6.1% | 17.4% | 8.6% |
| Agreements | 8.6% | 14.4% | 7.9% | 17% | 10.6% | 15.6% | 11.9% | 14.3% |
| Integrated projects, operational projects | 10.6% | 9% | 7% | 9% | 10.3% | 8.7% | 8.9% | 8% |
| Programmes | 15.3% | 6.5% | 12.1% | 5.4% | 7.3% | 4.5% | 9.1% | 4.8% |
| Total | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

The final comparison chart relates to **the territorial distribution of funding awards**: the distribution of resources within the Turin Metropolitan Area is **constantly assessed** and is **covered extensively in the final section of the FCSP Annual Report for 2017** (https://compagniadisanpaolo.it/ita/content/download/35187/290548/version/4/file/Rapporto+CSP_2017_ITA_.pdf). Here we explained that the amount of funding concentrated in Turin is largely due to the fact that numerous entities whose role and function extend well beyond the territorial limits of the demographically large area of Turin are based in the city: this applies to the universities, large museums, hospitals and FCSP's own auxiliary bodies.

The table below shows the distribution of funding awards by geographical area in the four-year period 2016-2019.

| GEOGRAPHICAL AREA | 2016 | | 2017 | | 2018 | | 2019 | |
|-------------------------------------|---------------|------------------|---------------|------------------|---------------|------------------|---------------|------------------|
| | % Projects | % Amount awarded | % Projects | % Amount awarded | % Projects | % Amount awarded | % Projects | % Amount awarded |
| Turin | 51.4% | 64.8% | 51.7% | 68% | 57.2% | 81% | 58.3% | 80.5% |
| Province of Turin | 15.2% | 8.9% | 12.4% | 4.4% | 8.4% | 4.5% | 8.3% | 4.3% |
| Other Provinces in Piedmont | 16.5% | 4.7% | 16.4% | 3.9% | 13.5% | 3.4% | 12.4% | 3.2% |
| Valle d'Aosta | 0.9% | 0.3% | 0.9% | 0.3% | 1% | 0.3% | 1.2% | 0.3% |
| City and Province of Genoa | 8.7% | 4.7% | 10% | 5.3% | 9.8% | 5.2% | 11.5% | 6.1% |
| Other Provinces in Liguria | 1.6% | 0.5% | 2.8% | 0.4% | 2.3% | 0.4% | 2.1% | 0.4% |
| Northern Italy (Excluding Piedmont) | 1.8% | 0.3% | 2.6% | 0.4% | 2.4% | 0.4% | 1.7% | 0.3% |
| Central Italy | 1.3% | 0.6% | 1.3% | 1.9% | 2.6% | 0.8% | 2% | 0.8% |
| Naples and southern regions | 1.2% | 3.5% | 0.9% | 3.3% | 1.1% | 3.1% | 1.2% | 3.1% |
| Nationwide | 0.1% | 11.7% | 0.1% | 11% | - | - | - | - |
| Outside Italy - E.U. | 0.7% | 0.4% | 0.1% | 0.2% | 0.5% | 0.3% | 0.5% | 0.3% |
| Outside Italy - Other | 0.6% | 0.6% | 0.8% | 0.9% | 1.1% | 0.8% | 0.8% | 0.5% |
| Total | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% | 100.0% |

Breakdown by geographical area:

FOUR-YEAR PERIOD 2016-2019

The city of Turin lies at the heart of FCSP's work and history, and has seen an increase in the number of projects and more especially their economic value, which accounted for over 80% of funding awarded in the two-year period 2018-2019. This reflects the long-running crisis of a city that is struggling to recover its standing in a number of areas. The city and province of Genoa has seen a slight increase in its share of total funding (with a higher growth rate than the province of Turin over the four-year period), while support for other territories has remained broadly stable.

2019 Social Report data

FCSP allocated total funding of 172,296,397.82 euros in 2019, the final year of the General Council's 2016-2020 term of office. This was divided between 845 interventions and was drawn from funds pertaining to the annual budget or allocated in prior years. The amount disbursed in 2019 confirms FCSP's commitment to annual figures in excess of 170 million euros.

Allocations made

FOUR-YEAR PERIOD 2016-2019

Values expressed in thousands of euros.

| AREAS | 2016 | 2017 | 2018 | 2019 |
|---|---------------------|---------------------|---------------------|---------------------|
| Public health research | 45,014 | 45,660 | 48,850 | 44,324 |
| Art, cultural heritage and cultural activities | 29,999 | 30,188 | 34,055 | 35,016 |
| Cultural innovation | 5,710 | 6,002 | 8,182 | 8,177 |
| Social policy | 68,150 | 78,560 | 72,050 | 63,544 |
| Philanthropy and Local Communities | 8,941 | 11,256 | 12,224 | 10,956 |
| Programmes | 7,586 | 5,773 | 4,353 | 10,279 |
| Total awarded | 165,400 (**) | 177,439 (**) | 179,714 (**) | 172,296 (**) |
| of which awarded from resources for the year | 149,391 | 150,978 | 151,290 | 151,008 |
| Special funds for voluntary work Law 266/91 | 7,132 | 6,748 | 6,771 | 8,048 |
| Agreement protocols / Extraordinary contributions (*) | 591 | 597 | 609 | 724 |
| Number of contributions from budgetary resources | 1,045 | 914 | 797 | 845 |

(*) allocation to the ACRI Fund for Common Initiatives

(**) according to ACRI guidance, this value also includes the tax credit connected with the fund to combat educational poverty, which amounted to 11,544,967 euros in 2019.

How to read the data

The data relating to FCSP's institutional activity needs to be read with a certain care, especially with regard to the budget origin date of the funds. All possible steps have been taken to avoid duplications in the information provided, despite the fact that FCSP's work naturally includes initiatives whose full financial life-cycle does not reach completion in the course of a single calendar year, from allocation to payment of the final tranche of funding. As from 2015, the use of funds allocated from the budgets of prior years for institutional activity is represented in such a way as to show how it is distributed across the various target areas. The figures shown in the tables therefore include these allocations, but do not include recovered amounts deriving from reintegrations (due to allocations not used in full or not used at all) and redirections from the budgets of past years. The total amount of resources committed (172.3 million euros) also includes the tax credit enjoyed by the foundations subscribing to the fund to combat educational poverty, a joint initiative between the Italian government, ACRI and numerous foundations of banking origin. These resources were channelled entirely into establishing the fund itself, and then transferred to intervention projects across the whole of Italy.

Decisions on the disbursement of funding depend on the combined and complementary activity of FCSP's two main governing bodies: the General Council, which establishes strategic policy directions and approves the budget and final accounts, and the Management Board, which is constitutionally responsible for the specific allocation of institutional resources.

As is normally the case with bodies that operate on a continuous basis, the number and total value of disbursements that give rise to specific accounting entries in the course of a given year – i.e. the payment of contributions or instalments thereof to beneficiaries – may be higher than the allocations made in that same year: some of these may be recorded in years following the budget year to which they pertain, mainly by virtue of the specific characteristics of the various supported projects, whose implementation schemes dictate the payment intervals and amounts of the tranches into which the funding is divided.

It should be noted, however, that not all allocations give rise to a single intervention project: a typical example of this is the case where contributions awarded through calls for proposals, which generally depend on a single initial allocation from which multiple contributions then originate (awarded to the winners of the call for proposals) in the year in question and potentially in subsequent years. To interpret the overall number of interventions properly, account must be taken of how the forms and methods of funding adopted by FCSP have evolved: FCSP's growing preference, at present, for operating on the basis of calls for proposals rather than speculative applications, may give rise to an under-estimate of the actual number of interventions managed. Turning our attention to

the distribution of funds and projects across FCSP's main areas of institutional activity, the *Social Policy* area accounted for 37% of the economic resources allocated in 2019, which translated into support for 221 different projects (26% of the total number of interventions). This was followed, in terms of value of funding, by *Research and Public Health and Art, Cultural Heritage and Cultural Activities*, which accounted for 26% and 20% of economic resources respectively.

The itemised tables show the activity carried out in the various fields of intervention, grouped by sector.

Scale of interventions

The proportion of large-scale projects remained stable in 2019, with projects in the 50,000-500,000 euro bracket accounting for 40% of total the total number of projects, in line with 2018. The proportion of smaller-scale projects, in the 10,000 to 50,000 euro band, also remained stable, accounting for 36% of the total number, as against 33% in 2018. (Table 1.c.). In line with 2017 and 2018, the proportion of small-scale projects (up to 10,000 euros) remains significant in terms of number of projects (17.5% of the total) but accounts for only a limited share by value (0.7% of total funding awarded). The same applies to major projects, exceeding one million euros, which remained almost unchanged on 2018 (27 projects accounting for approximately 90 million euros). The overall picture therefore remains broadly in line with 2018.

Applications approved and rejected

In 2019, FCSP accepted approximately 50% of the number of applications received, accounting for 72% of the total funding applied for. These percentages represent a substantial increase on 2018, in terms of both number accepted (+10%) and funding awarded (+3%). This figure is also indicative of continuity with respect to previous years, and bears witness to the closer alignment between the territory and FCSP.

Apart from the obviously limited availability of resources, applications for funding were rejected mainly on the grounds that a given call for proposals attracted other projects that were deemed better, or that the proposed initiative was not consistent with the priorities set out in FCSP's planning framework (Table 2.a. and 3a.). A study of the period from November 2017 to October 2018 shows that the time taken to process speculative applications (applications received within the framework of calls for proposals adhere to the time-lines specified in the call in question) was 45 days from notification of the start

of assessment to final outcome, if positive. Table 3b shows that processing times meet the internal regulatory requirements governing institutional activity.

Type of interventions

Although all falling within the general category of non-repayable funding for philanthropic purposes (i.e. in the form of cash rather than goods and services), the resources awarded by FCSP meet a variety of intervention criteria, depending on the type and purposes of individual projects and the most effective ways of supporting them. In line with 2018, 29% of funding in 2019 was allocated to *grant-making* for projects proposed spontaneously, mainly by private social enterprises, outside the framework of structured selection procedures, such as calls for proposals. As previously noted, *auxiliary* bodies still account for a large slice of funding (21% of total resources). These specialised operating arms are legal entities with independent implementation capacity, of which FCSP is the founder and main (or in some cases, only) financial backer. As such, FCSP takes part in establishing their governance structure and strategic direction. The latter must be consistent with and complementary to the general action of FCSP. Contributions by way of institutional support for these bodies are included in general funding. *Ufficio Pio* (www.ufficiopio.it) and *Fondazione per la Scuola* (www.fondazione scuola.it) are institutions that emerged as a result of FCSP's particular history (both were founded in the late 1500s), whereas *Fondazione 1563 per l'Arte e la Cultura* (www.fondazione1563.it) is the result of the remodelling of the former *Fondazione per l'Arte*. The other bodies, associations and foundations set up as from the second half of the 1990s are geared towards advanced scientific research and were founded by FCSP in partnership with the University of Turin and/or the Polytechnic University of Turin (*Istituto Superiore Mario Boella Collegio Carlo Alberto* www.carloalberto.org, *SiTi*, and the *Italian Institute for Genomic Medicine* www.iigm.it). The merger of *Istituto Superiore Mario Boella* and *SiTi* into a single legal entity under the name *Fondazione Links* (Leading Innovation and Knowledge for Society) reached completion in 2018. *Agreements* take third place in the ranking of resources awarded (14% of the total). These take the form of multi-year agreements with universities and public bodies that set medium-term goals in conjunction with FCSP, in keeping with the official mission of the contracting parties, and receive targeted economic support within the framework of a constructive partnership. The other funding classes are *support for institutional activity* (based on the body's history and reputation for quality rather than on the excellence of an individual

project); funding for *co-governed bodies or bodies of which FCSP is a member or founder* (in this case, FCSP often makes appointments to the governing bodies as well as providing economic support; this class does not include auxiliary bodies); awards of funding as a result of *calls for proposals*, and lastly, the significant share allocated to *operational projects and Programmes* conceived, designed and implemented by FCSP, which opts to take on the leadership of a limited number of initiatives considered strategic or exemplary. (*Table 2.b.*) It is worth adding that this distribution reveals nothing about the value of the operational contribution made by FCSP in terms of the design and management effort it puts into operational projects.

Recipients of resources by legal form

FCSP can only award contributions to non-commercial or public bodies, and is not entitled to fund natural persons and for-profit entities, such as companies (additional specific exclusions, such as political parties and initiatives of proselytism, are specified in FCSP's *Internal regulations governing institutional activities*).

The picture for 2019 is broadly in line with 2018: contributions to foundations accounted for 35% of total funding and relate mainly to support for FCSP's auxiliary bodies, which take the legal form of non-profit foundations. FCSP's operational projects again played a major role, accounting for 25% of total funding awarded. The remainder is made up of less significant percentages, of which the largest go to recognised association (8%) universities (6.7%) and municipal councils (5%). (*Table 4.*)

Geographical distribution of funding

In terms of geographical distribution, the Turin Metropolitan Area again accounted for the largest investment (85% of resources in 2019, in line with 2018). Resources allocated to Liguria rose by one percentage point (to 6.5%), while those allocated to Naples and the southern regions remained stable (at 3%).

Interventions outside Italy, lastly, relate to Europe, within the framework of the European networks, and the southern regions, within the framework of development cooperation (*Table 5*).

TABLE 1A Breakdown of resources awarded by target sector

| SECTOR | INTERVENTIONS | | PRIOR YEAR | | AMOUNT AWARDED | | PRIOR YEAR | | OF WHICH MUL-TI-YEAR | |
|--|---------------|-------------|------------|-------------|-----------------------|-------------|-----------------------|-------------|----------------------|------------|
| | No. | % | No. | % | Euros | % | Euros | % | % of projects | % of value |
| Research and Higher Education | 72 | 8.52% | 106 | 13.30% | 38,323,600.00 | 22.24% | 42,850,000.00 | 23.84% | - | - |
| Art, Cultural Heritage and Cultural Activities | 253 | 29.94% | 252 | 31.62% | 35,016,335.12 | 20.32% | 34,054,956.35 | 18.95% | 2.16% | 4.35% |
| Public Health | 10 | 1.18% | 7 | 0.88% | 6,000,000.00 | 3.48% | 6,000,000.00 | 3.34% | - | - |
| Philanthropy and Local Communities | 98 | 11.60% | 86 | 10.79% | 10,955,565.50 | 6.36% | 12,223,994.74 | 6.80% | 2.56% | 2.84% |
| Social Policy | 221 | 26.15% | 182 | 22.84% | 63,543,967.20 | 36.89% | 72,049,865.00 | 40.09% | - | - |
| Cultural Innovation | 106 | 12.54% | 118 | 14.81% | 8,177,000.00 | 4.75% | 8,182,500.00 | 4.55% | - | - |
| ZeroSei programme | 47 | 5.56% | 40 | 5.00% | 1,730,000.00 | 1.00% | 1,716,482.43 | 0.96% | - | - |
| Housing programme | 12 | 1.42% | 1 | 0.13% | 2,589,910.00 | 1.50% | 2,530,000.00 | 1.41% | - | - |
| International Affairs | 20 | 2.37% | - | - | 4,000,000.00 | 2.32% | - | - | - | - |
| Trials and implementation of strategic plan | 6 | 0.72% | 5 | 0.63% | 1,960,000.00 | 1.14% | 107,000.00 | 0.06% | - | - |
| Total | 845 | 100% | 797 | 100% | 172,296,397.82 | 100% | 179,714,798.52 | 100% | - | - |

TABLE 1B Allocations by size class

| BREAKDOWN BY VALUE CLASS | INTERVENTIONS | | AMOUNT AWARDED | | INTERVENTIONS, PRIOR YR. | | AMOUNT AWARDED, PRIOR YR. | |
|-------------------------------|---------------|-------------|-----------------------|-------------|--------------------------|-------------|---------------------------|-------------|
| | No. | % | Euros | % | No. | % | Euros | % |
| Up to 10,000.00 | 148 | 17.51% | 1,151,826.11 | 0.67% | 128 | 16.02% | 943,040.76 | 0.52% |
| 10,000.01 to 50,000.00 | 308 | 36.45% | 10,070,268.30 | 5.84% | 269 | 33.67% | 8,821,679.35 | 4.91% |
| 50,000.01 to 500,000.00 | 337 | 39.88% | 54,203,891.96 | 31.46% | 339 | 42.43% | 54,739,131.12 | 30.46% |
| 500,000.01 to 1,000,000.00 | 25 | 2.96% | 17,942,000.00 | 10.41% | 36 | 4.51% | 24,941,945.82 | 13.88% |
| 1,000,000.01 to 10,000,000.00 | 25 | 2.96% | 59,829,511.45 | 34.72% | 25 | 3.13% | 57,216,174.47 | 31.84% |
| Over 10,000,000.00 | 2 | 0.24% | 29,098,900.00 | 16.89% | 2 | 0.25% | 33,052,827.00 | 18.39% |
| Total | 845 | 100% | 172,296,397.82 | 100% | 799 | 100% | 179,714,798.52 | 100% |

TABLE 2A Funding: payments

| SECTOR | FUNDING ATTRIBUTABLE TO 2019 | | BREAKDOWN OF FUNDING FOR PRIOR YEARS | | TOTAL FUNDING, 2018 | | TOTAL FUNDING, PRIOR YEAR | |
|--|------------------------------|----------------------|--------------------------------------|----------------------|---------------------|-----------------------|---------------------------|-----------------------|
| | No. of projects | Value (€) | No. of projects | Value (€) | No. of projects | Value (€) | No. of projects | Value (€) |
| Research and higher education | 19 | 14,196,349.12 | 112 | 19,250,325.93 | 126 | 32,569,893.77 | 184 | 46,540,909.50 |
| Art, cultural heritage and cultural activities | 158 | 14,206,313.14 | 349 | 16,854,362.45 | 479 | 29,107,586.77 | 606 | 35,378,933.28 |
| Public Health | 3 | 513,500.00 | 24 | 4,496,439.21 | 26 | 4,770,076.92 | 30 | 9,874,621.26 |
| Philanthropy and Local Communities | 65 | 4,038,581.57 | 73 | 6,528,580.61 | 138 | 10,565,162.18 | 134 | 10,042,928.30 |
| Social policy | 81 | 27,043,843.78 | 446 | 30,546,259.82 | 504 | 57,277,039.17 | 592 | 71,537,202.01 |
| Cultural innovation | 74 | 2,725,264.40 | 152 | 4,740,481.38 | 225 | 7,415,745.78 | 192 | 5,550,117.43 |
| Turin and the Alps Programme | 0 | 0.00 | 5 | 126,640.00 | 5 | 126,640.00 | 28 | 338,501.49 |
| "Polo del '900" Programme | 0 | 0.00 | 23 | 547,170.08 | 23 | 536,497.52 | 43 | 958,114.11 |
| ZeroSei programme | 5 | 633,107.24 | 72 | 959,084.82 | 77 | 1,566,012.06 | 90 | 1,833,870.16 |
| Housing programme | 3 | 71,165.00 | 44 | 1,742,808.76 | 47 | 1,809,175.13 | 54 | 1,838,733.01 |
| Trials and implementation of strategic plan | 2 | 41,809.28 | 3 | 35,183.50 | 5 | 76,992.78 | 2 | 25,414.01 |
| High-impact Innovation | 1 | 566,166.24 | 1 | 71,516.95 | 2 | 637,683.19 | - | - |
| International affairs programme | 14 | 2,219,000.00 | 0 | 0.00 | 14 | 2,219,000.00 | - | - |
| Total | 425 | 66,255,099.77 | 1,304 | 85,898,853.51 | 1,729 | 152,153,953.28 | 1,955 | 183,919,344.56 |

TABLE 2B Breakdown of applications received/accepted by target sector

| SECTOR | APPLICATIONS RECEIVED | | | | | APPLICATIONS ACCEPTED | | | |
|--|-----------------------|-------------|-----------------------|-------------|-------------------|-----------------------|-------------|-----------------------|-------------|
| | Projects | | Amount applied for | | Average value | Projects | | Funding Awarded | |
| | No. | % | Euros | % | Euros | No. | % | Euros | % |
| Research and higher education | 206 | 12.03% | 64,680,994.27 | 27.04% | 313,985.41 | 72 | 8.5% | 38,323,600.00 | 22.24% |
| Art, cultural heritage and cultural activities | 550 | 32.11% | 53,327,889.04 | 22.29% | 96,959.79 | 253 | 29.9% | 35,016,355.12 | 20.32% |
| Public Health | 34 | 1.98% | 13,341,637.05 | 5.58% | 392,401.08 | 10 | 1.2% | 6,000,000.00 | 3.48% |
| Philanthropy and Local Communities | 158 | 9.22% | 14,093,062.80 | 5.89% | 89,196.60 | 98 | 11.6% | 10,955,565.50 | 6.36% |
| Social policy | 485 | 28.31% | 71,630,605.13 | 29.94% | 147,691.96 | 221 | 26.2% | 63,543,967.20 | 36.88% |
| Cultural innovation | 195 | 11.38% | 12,692,655.16 | 5.31% | 65,090.53 | 106 | 12.5% | 8,177,000.00 | 4.75% |
| ZeroSei programme | 45 | 2.63% | 1,954,624.02 | 0.82% | 43,436.08 | 47 | 5.6% | 1,730,000.00 | 1.00% |
| Housing programme | 14 | 0.82% | 2,259,212.86 | 0.94% | 161,372.34 | 12 | 1.4% | 2,589,910.00 | 1.50% |
| Trials and implementation of strategic plan | 5 | 0.29% | 270,000.00 | 0.11% | 54,000.00 | 3 | 0.4% | 100,000.00 | 0.06% |
| High-impact Innovation | 4 | 0.23% | 1,960,000.00 | 0.82% | 490,000.00 | 3 | 0.4% | 1,860,000.00 | 1.08% |
| International affairs programme | 17 | 0.99% | 2,997,103.94 | 1.25% | 176,300.23 | 20 | 2.4% | 4,000,000.00 | 2.32% |
| Total | 1,713 | 100% | 239,207,784.27 | 100% | 139,642.61 | 845 | 100% | 172,296,397.82 | 100% |

TABLE 2C Projects by type of Fund

| TYPE OF FUND | PROJECTS | | FUNDING AWARDED | | PROJECTS, PRIOR YR. | | FUNDING AWARDED, PRIOR YR. | |
|--|------------|-------------|-----------------------|-------------|---------------------|-------------|----------------------------|-------------|
| | No. | % | Euros | % | No. | % | Euros | % |
| Grant-making (a) | 347 | 41.07% | 49,822,064.26 | 28.92% | 303 | 37.92% | 52,272,091.86 | 29.09% |
| Support for Institutional Activity (b) | 68 | 8.05% | 11,110,000.00 | 6.45% | 68 | 8.51% | 11,465,000.00 | 6.38% |
| Co-governed bodies, membership contributions (c) | 23 | 2.72% | 13,391,365.00 | 7.77% | 26 | 3.25% | 14,167,476.00 | 7.88% |
| Auxiliary bodies (d) | 7 | 0.83% | 36,506,000.00 | 21.19% | 18 | 2.25% | 39,103,647.69 | 21.76% |
| Calls for proposals (e) | 147 | 17.40% | 14,758,250.00 | 8.57% | 159 | 19.90% | 10,976,800.00 | 6.11% |
| Agreements (f) | 101 | 11.95% | 24,597,846.18 | 14.28% | 85 | 10.64% | 28,115,153.82 | 15.64% |
| Integrated projects, operational projects | 75 | 8.88% | 13,806,962.38 | 8.01% | 82 | 10.26% | 15,578,146.72 | 8.67% |
| Programmes (h) | 77 | 9.11% | 8,303,910.00 | 4.82% | 58 | 7.26% | 8,036,482.43 | 4.47% |
| Total | 845 | 100% | 172,296,397.82 | 100% | 799 | 100% | 179,714,798.52 | 100% |

TABLE 3A Rejections

| AREAS | A | B | C | D | E | F | G | H | I | L | M | N | O | P | Q | Total |
|--|------------|-----------|----------|----------|----------|----------|------------|-----------|----------|----------|----------|----------|----------|----------|----------|------------|
| Research and higher education | 15 | - | - | 2 | - | - | 5 | - | - | 1 | - | - | - | - | 1 | 24 |
| Art, cultural heritage and cultural activities | 13 | 43 | - | - | 2 | - | 144 | 61 | 1 | - | - | - | - | - | 1 | 265 |
| Public Health | 15 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 15 |
| Philanthropy and Local Communities | 10 | 1 | - | - | - | - | 21 | - | - | - | - | - | - | - | 1 | 33 |
| Social policy | 45 | 1 | - | - | 4 | - | - | - | - | - | - | - | - | - | 2 | 53 |
| Cultural innovation | 21 | 5 | 1 | 1 | 1 | - | 8 | - | - | - | - | - | - | - | 4 | 40 |
| ZeroSei programme | 2 | - | - | - | - | - | - | 1 | - | - | - | - | - | - | - | 3 |
| Housing programme | 1 | - | - | - | 1 | - | - | - | - | - | - | - | - | - | - | 2 |
| Total | 122 | 50 | 1 | 3 | 8 | - | 178 | 62 | 1 | 1 | - | - | - | - | 9 | 435 |

- A** Non-priority intervention
- B** Inconsistent with Planning Framework
- C** Subjective requirements not met
- D** Application not accepted in relation to the agreement in force with the University of Turin
- E** Application attributable to a specific calls for proposals
- F** Inconsistent with objective requirements for the submission of proposals
- G** Rejected after comparative evaluation (call for proposals)
- H** Application not accepted because call for proposals selection requirements not met
- I** Application rejected by Management Board
- L** External specialist referral procedure with negative outcome
- M** Required documentation not received
- N** Proposing body failed to acquire sufficient co-funding
- O** Previous intervention not complete
- P** Relations with body suspended due to critical arrears situation
- Q** Application submitted by impermissible means

TABLE 3B Response times

| | | APPLICATIONS WITH POSITIVE OUTCOME | APPLICATIONS WITH NEGATIVE OUTCOME | APPLICATIONS PENDING DECISION |
|-------------------------------|---|------------------------------------|------------------------------------|-------------------------------|
| Limit number of days | days between receipt of application and notification of start of assessment | 30 days | 30 days | 30 days |
| Average number of days | | 3 days | 3 days | 3 days |
| Limit number of days | between notification of start of assessment and notification of outcome | 150 days | 120 days | \ |
| Average number of days | | 45 days | 23 days | \ |

TABLE 4 Breakdown by legal form and category

| BENEFICIARIES BY LEGAL FORM | PROJECTS | | FUNDING AWARDED | |
|---|------------|----------------|-----------------------|----------------|
| | No. | % | Euros | % |
| Ministry, central bodies | 1 | 0.12% | 10,000.00 | 0.01% |
| Ministry, peripheral bodies | 3 | 0.36% | 615,000.00 | 0.36% |
| Regional Council | 2 | 0.24% | 480,000.00 | 0.28% |
| Provincial Council | 1 | 0.12% | 90,000.00 | 0.05% |
| Municipal council | 58 | 6.86% | 8,856,500.00 | 5.14% |
| Joint local authority for multiple mountain or hilltop population centres | 1 | 0.12% | 25,000.00 | 0.01% |
| Consortium or association of local bodies, park authority | 8 | 0.95% | 2,356,150.00 | 1.37% |
| Supranational organisations | 4 | 0.47% | 1,230,000.00 | 0.71% |
| Public research and technology transfer body | 12 | 1.42% | 1,282,200.00 | 0.74% |
| IPABs (a specific form of social care and charitable organisation) | 1 | 0.12% | 8,814.24 | 0.01% |
| Hospital trust | 3 | 0.36% | 547,900.00 | 0.32% |
| Local health trust | 24 | 2.84% | 11,588,085.60 | 6.73% |
| University, Polytechnic University | 5 | 0.59% | 138,700.00 | 0.08% |
| Non-university educational institutes | 1 | 0.12% | 20,000.00 | 0.01% |
| Foundation | 143 | 16.92% | 60,434,814.40 | 35.08% |
| Recognised association | 135 | 15.98% | 13,998,656.15 | 8.12% |
| Non-recognised association | 88 | 10.41% | 4,183,689.62 | 2.43% |
| Social promotion association | 41 | 4.85% | 1,881,200.00 | 1.09% |
| Voluntary work organisation | 29 | 3.43% | 1,504,700.00 | 0.87% |
| Non-profit consortium | 5 | 0.59% | 707,500.00 | 0.41% |
| Committee | 7 | 0.83% | 1,494,304.00 | 0.87% |
| Recognised NGO (under law 49/87) | 1 | 0.12% | 200,000.00 | 0.12% |
| Other private non-profit, non-entrepreneurial entity | 82 | 9.70% | 9,383,500.00 | 5.45% |
| Religious body | 60 | 7.10% | 4,854,625.00 | 2.82% |
| Social enterprise | 5 | 0.59% | 775,560.86 | 0.45% |
| Type A social solidarity cooperative | 11 | 1.30% | 788,125.00 | 0.46% |
| Type B social solidarity cooperative | 10 | 1.18% | 514,782.23 | 0.30% |
| Mixed-type social solidarity cooperative | 13 | 1.54% | 1,309,332.00 | 0.76% |
| Cooperative operating in the showbusiness and information sector | 4 | 0.47% | 145,000.00 | 0.08% |
| Operational Projects (FCSP) | 87 | 10.30% | 42,872,258.72 | 24.88% |
| Total | 845 | 100.00% | 172,296,397.82 | 100.00% |

N.B. The distribution corresponds to the list of legal forms to choose from on the Online Application platform, on which applicants for funding can identify their status when submitting applications (which appear alongside the group of operational projects managed directly by FCSP).



TABLE 5 Breakdown by geographical area

| GEOGRAPHICAL AREA | APPLICATIONS RECEIVED | | | | APPLICATIONS RECEIVED, PRIOR YEAR | | | |
|-------------------------------------|-----------------------|-------------|-----------------------|-------------|-----------------------------------|-------------|-----------------------|-------------|
| | Project | | Amount applied for | | Project | | Amount applied for | |
| | No. | % | Euros | % | No. | % | Euros | % |
| Turin | 704 | 41.10% | 160,100,470.26 | 66.93% | 820 | 41.14% | 172,315,058.05 | 66.23% |
| Province of Turin | 228 | 13.31% | 15,774,377.95 | 6.59% | 239 | 11.99% | 23,436,980.51 | 9.01% |
| Other Provinces in Piedmont | 345 | 20.14% | 15,480,136.02 | 6.47% | 418 | 20.97% | 24,259,871.27 | 9.33% |
| Valle d'Aosta | 15 | 0.88% | 806,410.88 | 0.34% | 18 | 0.90% | 967,009.22 | 0.37% |
| City and Province of Genoa | 262 | 15.29% | 34,368,302.59 | 14.37% | 217 | 10.89% | 18,497,732.14 | 7.11% |
| Other Provinces in Liguria | 57 | 3.33% | 2,964,340.05 | 1.24% | 92 | 4.62% | 5,227,282.72 | 2.01% |
| Northern Italy (Excluding Piedmont) | 41 | 2.39% | 1,180,800.00 | 0.49% | 81 | 4.06% | 3,297,145.70 | 1.27% |
| Central Italy | 32 | 1.87% | 1,972,668.96 | 0.82% | 60 | 3.01% | 2,886,105.44 | 1.11% |
| Naples and southern regions | 23 | 1.34% | 5,840,277.56 | 2.45% | 26 | 1.30% | 6,620,683.16 | 2.55% |
| Outside Italy - E.U. | 1 | 0.06% | 200,000.00 | 0.08% | 5 | 0.25% | 570,000.00 | 0.22% |
| Outside Italy - Other | 5 | 0.29% | 520,000.00 | 0.22% | 10 | 0.50% | 1,365,000.00 | 0.52% |
| Total | 1,713 | 100% | 239,207,784.27 | 100% | 1,986 | 100% | 259,442,868.21 | 100% |

| GEOGRAPHICAL AREA | APPLICATIONS ACCEPTED | | | | APPLICATIONS ACCEPTED, PRIOR YEAR | | | |
|-------------------------------------|-----------------------|-------------|-----------------------|-------------|-----------------------------------|-------------|-----------------------|-------------|
| | Project | | Amount applied for | | Project | | Amount applied for | |
| | No. | % | Euros | % | No. | % | Euros | % |
| Turin | 493 | 58.34% | 138,630,177.23 | 80.46% | 456 | 57.21% | 145,576,122.24 | 81.00% |
| Province of Turin | 70 | 8.28% | 7,376,403.93 | 4.28% | 67 | 8.41% | 8,106,351.00 | 4.51% |
| Other Provinces in Piedmont | 105 | 12.43% | 5,563,068.30 | 3.23% | 108 | 13.55% | 6,068,100.00 | 3.38% |
| Valle d'Aosta | 10 | 1.18% | 524,000.00 | 0.30% | 8 | 1.00% | 481,000.00 | 0.27% |
| City and Province of Genoa | 97 | 11.48% | 10,598,629.04 | 6.15% | 78 | 9.79% | 9,273,278.16 | 5.16% |
| Other Provinces in Liguria | 18 | 2.13% | 691,000.00 | 0.40% | 18 | 2.26% | 766,000.00 | 0.43% |
| Northern Italy (Excluding Piedmont) | 14 | 1.66% | 591,000.00 | 0.34% | 19 | 2.38% | 683,000.00 | 0.38% |
| Central Italy | 17 | 2.01% | 1,439,054.32 | 0.84% | 21 | 2.63% | 1,420,000.00 | 0.79% |
| Naples and southern regions | 10 | 1.18% | 5,431,065.00 | 3.15% | 9 | 1.13% | 5,490,947.12 | 3.06% |
| Outside Italy - E.U. | 4 | 0.47% | 513,000.00 | 0.30% | 4 | 0.50% | 460,000.00 | 0.26% |
| Outside Italy - Other | 7 | 0.83% | 939,000.00 | 0.54% | 9 | 1.13% | 1,390,000.00 | 0.77% |
| Total | 845 | 100% | 172,296,397.82 | 100% | 797 | 100% | 179,714,798.52 | 100% |

N.B. "Applications received" means applications officially registered in the course of the year, whereas "applications approved" are all applications approved over the year, regardless of year in which they were received.

TABELLA 6 Summary of allocations approved and funding disbursed during the year

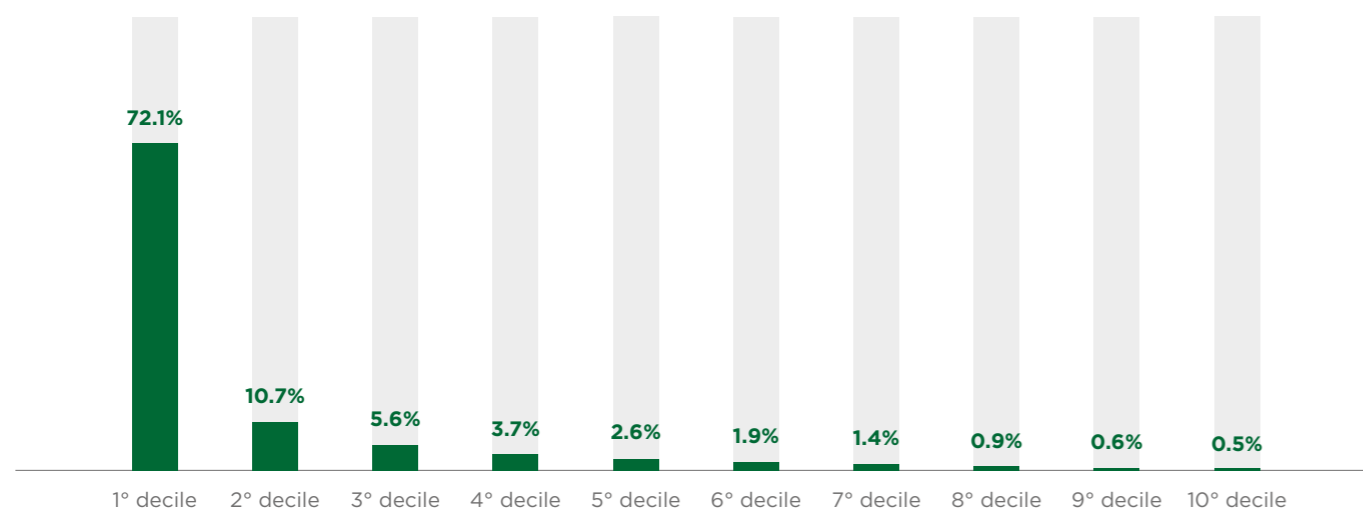
| TYPE | BALANCE AT 1/1/2019 | ALLOCATIONS | REDIRECTIONS | TOTAL INCREASES | USAGE FROM 2019 APPROVALS (*) | USAGE FROM PRIOR YEAR APPROVALS (**) | REDIRECTIONS | TOTAL DECREASES | BALANCE AT 31/12/2019 |
|---|---------------------|--------------------|-------------------|--------------------|-------------------------------|--------------------------------------|-------------------|--------------------|-----------------------|
| Funding Awarded | | | | | | | | | |
| Research sector | 57,077,098 | 36,325,500 | 2,128,100 | 38,453,600 | 14,196,349 | 19,250,326 | 36,164 | 33,482,839 | 62,047,858 |
| Public health sector | 20,056,511 | 6,000,000 | 190,000 | 6,190,000 | 513,500 | 4,496,439 | 192,214 | 5,202,154 | 21,044,357 |
| Art, cultural heritage and cultural activities sector | 37,500,522 | 29,979,355 | 5,557,000 | 35,536,355 | 14,206,313 | 16,854,362 | 683,159 | 31,743,834 | 41,293,043 |
| Philanthropy and Local Communities sector | 9,553,439 | 10,727,511 | 488,054 | 11,215,566 | 4,038,582 | 6,528,581 | 99,435 | 10,666,597 | 10,102,408 |
| Social policy sector | 69,527,477 | 51,999,000 | 12,004,967 | 64,003,967 | 27,043,844 | 30,546,260 | 4,257,578 | 61,847,682 | 71,683,762 |
| Cultural innovation sector | 8,666,252 | 7,777,000 | 460,000 | 8,237,000 | 2,725,264 | 4,740,481 | 60,121 | 7,525,866 | 9,377,386 |
| Housing programme | 5,393,031 | 2,499,910 | 90,000 | 2,589,910 | 71,165 | 1,742,809 | 4,879 | 1,818,853 | 6,164,089 |
| Turin and the Alps programme | 466,730 | - | - | - | - | 126,640 | 147,186 | 273,826 | 192,904 |
| “Polo del ‘900” programme | 1,015,282 | - | - | - | - | 547,170 | 76,449 | 623,619 | 391,663 |
| ZeroSei programme | 2,077,445 | 1,700,000 | 30,000 | 1,730,000 | 633,107 | 959,058 | 2,486 | 1,594,678 | 2,212,766 |
| International Affairs programme | - | 4,000,000 | - | 4,000,000 | 2,219,000 | - | - | 2,219,000 | 1,781,000 |
| trials and implementation of strategic plan | 81,586 | - | 302,000 | 302,000 | 41,809 | 35,184 | 142,000 | 218,993 | 164,593 |
| high-impact innovation | - | - | 1,960,000 | 1,960,000 | 566,166 | 71,517 | - | 637,683 | 1,322,317 |
| Total funding awarded | 211,415,373 | 151,008,276 | 23,210,122 | 174,218,398 | 66,255,100 | 85,898,854 | 5,701,671 | 157,855,625 | 227,778,146 |
| Funds for Institutional Activity | | | | | | | | | |
| Grant stabilisation fund | 350,000,000 | 10,000,000 | - | 10,000,000 | - | - | - | - | 360,000,000 |
| “Pending earmarking” fund | 70,175,098 | 69,716,809 | 3,358,117 | 73,074,926 | - | - | 9,555,100 | 9,555,100 | 133,694,924 |
| Fund for reintegrations from sectors to be redirected | 2,890 | - | 1,998,291 | 1,998,291 | - | - | 1,956,130 | 1,956,130 | 45,051 |
| Activated tax credit, community welfare | - | - | 1,786,952 | 1,786,952 | - | - | - | - | 1,786,952 |
| Other funds, of which | 66,194,308 | 2,674,343 | 8,315,907 | 10,990,250 | 187,800 | 207,564 | 1,039,033 | 1,434,398 | 75,749,710 |
| Foundation for the South (restricted) | 29,395,556 | - | - | - | - | - | - | - | 29,395,556 |
| Fund for the purchase of works of art (restricted) | 8,598,276 | - | - | - | - | - | - | - | 8,598,276 |
| Piazza Arbarello 8 intervention fund (restricted) | 1,673,262 | - | - | - | - | - | 185,918 | 185,918 | 1,487,344 |
| Micro-credit initiatives fund (restricted) | 3,401 | - | 50,000 | 50,000 | - | - | - | - | 53,041 |
| National Fund for Common Initiatives prot. ACRI-Fondaz. | 2,038,097 | 724,343 | - | 724,343 | - | - | 228,054 | 228,054 | 2,534,386 |
| Prof. Alfredo Cornaglia legacy fund | 23,864,855 | - | 3,301,197 | 3,301,197 | - | 131,852 | 625,061 | 756,913 | 26,409,140 |
| Contributions from Fondazione Re Baldovino | 23,227 | - | 11,984 | 11,984 | - | - | - | - | 35,211 |
| “CSF Contratto Battaglia” Project | 80,756 | - | - | - | - | 75,713 | - | 75,713 | 5,043 |
| “Lascio Klose” fund | - | - | 1,000,000 | 1,000,000 | - | - | - | - | 1,000,000 |
| Funds from third-party bodies for projects shared with FCSP | 16,878 | - | 441,346 | 441,346 | 187,800 | - | - | 187,800 | 270,333 |
| Asset balancing entries on investments in research & innovation and venture capital funds | 500,000 | 500,000 | - | 500,000 | - | - | - | - | 1,000,000 |
| Asset balancing entries on redevelopment of courtyard at Piazza Bernini 5 | - | 1,450,000 | - | 1,450,000 | - | - | - | - | 1,450,000 |
| FASP investment balancing fund | - | - | 3,511,380 | 3,511,380 | - | - | - | - | 3,511,380 |
| Total funds for institutional activity | 486,372,296 | 82,391,152 | 15,459,267 | 97,850,419 | 187,800 | 207,564 | 12,550,263 | 12,945,628 | 571,276,997 |
| Voluntary work fund | 8,608,033 | 8,048,256 | - | 8,048,256 | - | 6,947,693 | - | 6,947,693 | 9,708,596 |

(*) The funding disbursed in 2019 does not coincide with the allocations made (‘allocations’ column), because the conditions for the actual disbursement of funding may arise some time after the approval thereof. This is even more significant in view of the incidence of multi-year interventions.

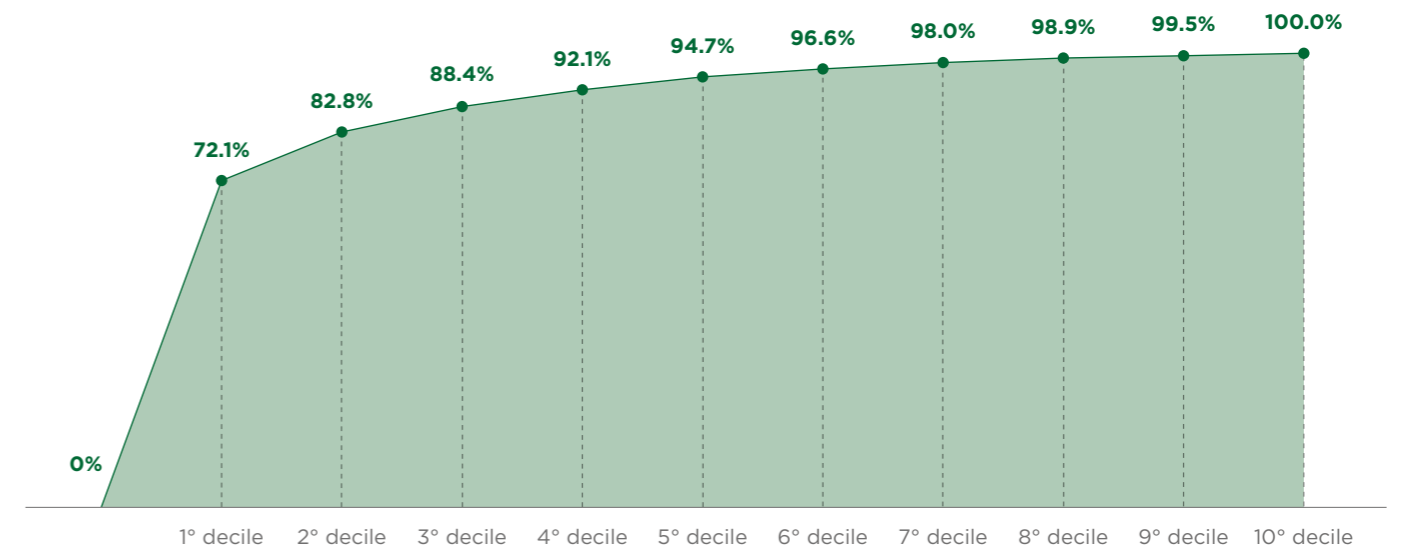
(**) This type of usage refers to multi-year disbursements arising from the same approval, disbursements relating to allocations for programmes approved in prior financial years and, more generally, interventions where there is a time lag between approval and implementation.

Concentration data

The manner in which FCSP allocates **resources to support projects is non-uniform** in terms of temporal and geographical distribution and in terms of **project size**. There is a **growing focus on medium-to-large-scale projects alongside the continued existence of many small-scale projects**, which account for a substantial share of the total number of projects but only a very small share in terms of economic resources. To give a clear view of the distribution and economic value of projects over the four-year period, all projects that reached approval in the period 2016-2019 were extracted from the FCSP database and listed in descending order of value. The **projects were divided into deciles**, which thus represent all the projects approved over the two-year period, divided into 10 groups, each containing an equal number of projects, but sorted by value: **the 1st decile represents the projects with the highest economic value and the 10th decile represents those with the lowest**. The total economic value of each decile was then converted into a percentage of the overall total value, in order to illustrate how the resources are concentrated. The histogram below shows the percentage of overall resources absorbed by each decile.



The shares of resources for the first three deciles add up to almost 90% of the total, indicating that **a limited number of projects captures a substantial majority of FCSP's resources**. The next graph represents the situation clearly by replicating the data from the previous graph but in aggregated form, thus accounting for how the budget is allocated until entirely consumed. A glance at the economic scale of the projects therefore confirms the **highly concentrated nature of FCSP's spending, which is the opposite of the scattergun approach**. It is worth noting, however, that **some of the most substantial interventions encompass a plurality of coordinated actions**.

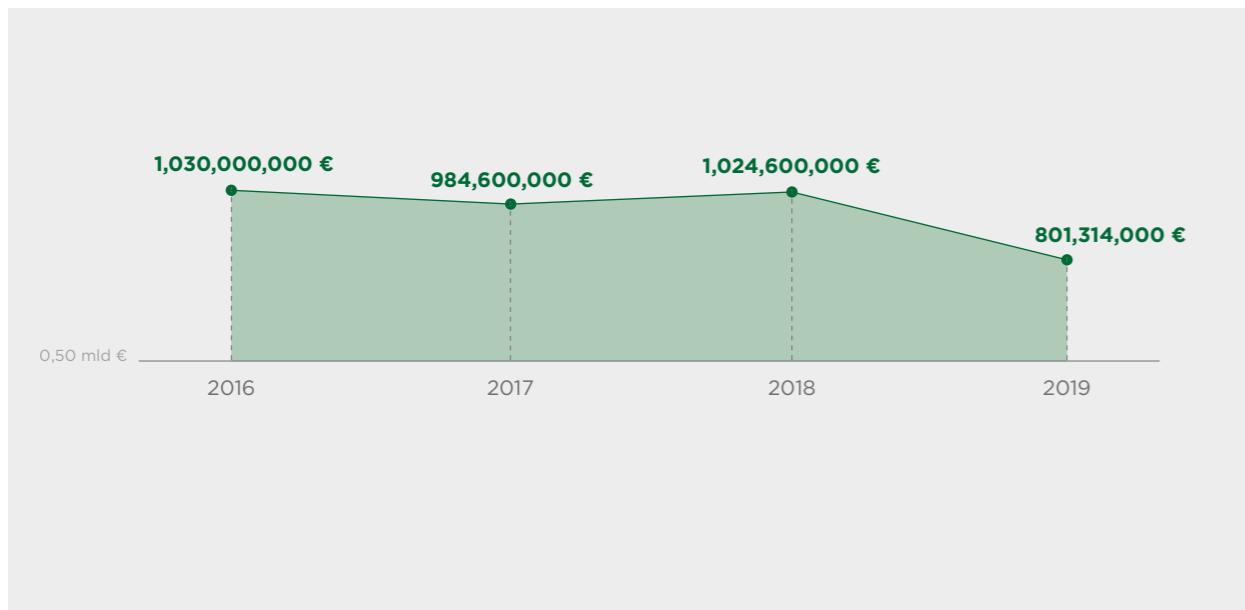


A national comparison

FCSP is one of the Italian foundations of banking origin represented by ACRI (Associazione di Fondazioni e Casse di Risparmio). ACRI publishes an annual report that includes a summary of the overall total funding awarded by its member foundations. In the period 2016-2019, foundations of banking origin disbursed almost four billion euros of funding (€3,840,514,000).

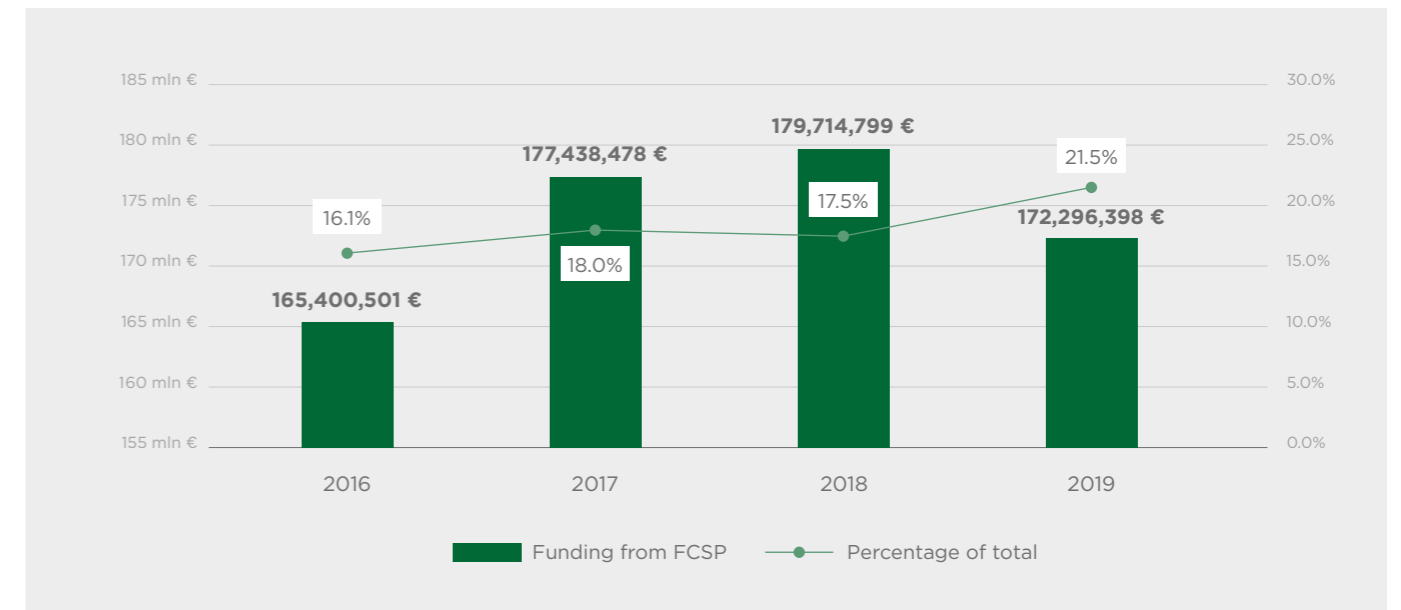
Foundations of banking origin

PERIOD 2016-2019



Against this backdrop, FCSP constantly increased the amount of funding it awarded, without reducing its reserves and stability fund (in fact it increased them), unlike other foundations. The year 2019 stands out in particular because FCSP maintained the levels of funding provided in previous years against a general decline in funding streams, thus accounting for over a fifth of the total funding provided by the system of foundations. In any event, FCSP's funding in the period 2016-2018 always accounted for at least 16% of total funding provided by foundations of banking origin at a nationwide level.

Funding provided by FCSP and its percentage of total ACRI funding



A man with short grey hair, wearing a dark suit, white shirt, and patterned tie, is speaking at a podium. He is wearing a small microphone. Behind him is a large projection screen displaying a diagram with numbers and lines. The diagram includes numbers like 1.5, 2.5, and 3.5, and some lines connecting them. The background is dark, and the lighting is focused on the speaker.

FCSP 2016-2020: reorganisation and processes

3

FCSP 2016-2020: reorganisation and processes

Becoming a HUB: operational effects

The **Multi-year Planning Document 2017-2020** – based on the work of the governing bodies that took office in 2016 – included a specific section on the **new configuration** of FCSP as an agent of development at local to global level. The original goal at the start of the four-year period was therefore to **complement the historic support provided for civil society, the institutions and the territory as a whole by means of grant-making, with a set of strategies and activities developed by FCSP over the years and placed at the disposal of the bodies** with which FCSP collaborates. To quote the document itself: *“The aim is to build a complex model that will turn FCSP into a skills and knowledge hub designed to serve intervention projects in the target territories and deploy a range of economic and financial instruments – from grant-making to impact finance – to support these projects. FCSP will therefore take on the combined role of enabler, policy think-tank and innovative philanthropic-financial operator.”*

Embracing the most advanced international practices, FCSP identified a series of dynamising factors, under the name “multiplier vectors”, in its Multi-year Planning Document. The aim of these vectors – both within FCSP and more especially among its external partner bodies – was to boost efficiency, boost effectiveness in terms of the impact of the resources used, and engender a critical awareness of the organisation itself and the potential of its action.

| | | MULTIPLIER VECTORS | | | | | |
|--------------------|------------------------------------|--------------------|--------------|---|-----------------------------|---|---------------------------|
| | | Impact finance | Fund-raising | Organisational Innovation & Capacity Building | Data & Knowledge Management | Project-related Strategic Communication | |
| AREAS OF OPERATION | RESEARCH AND PUBLIC HEALTH | ✓ | ✓ | ✓ | ✓ | ✓ | Monetary contributions |
| | ART AND CULTURAL HERITAGE | ✓ | ✓ | ✓ | ✓ | ✓ | Contributions in kind |
| | CULTURAL INNOVATION | ✓ | ✓ | ✓ | ✓ | ✓ | Impact finance |
| | SOCIAL POLICY | ✓ | ✓ | ✓ | ✓ | ✓ | Directly managed projects |
| | PHILANTHROPY AND LOCAL COMMUNITIES | ✓ | ✓ | ✓ | ✓ | ✓ | Inter-sectoral programmes |

Certain features of the table above proved to be somewhat abstract. As from late 2017, efforts were made to apply the concepts it expresses in a way that is both manageable within the foundation and sustainable in terms of developing relations with stakeholders.

The solution is based on two principles:

The direct assignment of certain functions to the relevant departments on the basis of projected-related and subject-specific considerations (in capacity building) or instrument (strategic communication, impact finance);

The establishment of a High-Impact Innovation Department responsible for providing “complex support” for FCSP’s internal processes and external bodies, especially with regard to technological issues and solutions, and managing the data generated by, or collected to enable, FCSP’s work.

Upgrading the planning, studies and assessment functions under a single department.

Capacity building was developed more than any other action. Every call for proposals was accompanied by actions, often co-designed with the stakeholders, aimed at the participants (project formation phase) or winners (project implementation phase). There was no shortage of capacity-building initiatives, managed by FCSP personnel, specialist agencies, experts and peer learning partners – aimed at supporting the ordinary running of bodies or developing innovative practices. Capacity-building action was undertaken across every institutional area of FCSP for the entire four-year period. The basic idea was to formally collaborate with bodies that receive funding with a view to enhancing their capacity to make the most effective use of the resources received from FCSP, issue appropriate reports on their use and develop or fine-tune their general skills and abilities, thus turning them into an asset for the *modus operandi* of the body concerned. The training for recipient bodies – winners of calls for proposals, consolidated organisations, newly formed local enterprises and start-ups and professionals – was delivered by leading players in their respective fields at a national and international level. The role of FCSP personnel involved instigating, co-designing and participating in each phase.

These capacity-building initiatives found their clearest expression in social policy, social and enterprise innovation and culture. The amount of training delivered rose steadily over the four-year period as a whole, to an estimated total of 2,000 days of training for a population of 5,400 entities. These figures testify to FCSP's substantial commitment to capacity building and confirm how this line of action, used in parallel and synergy with traditional funding, has now been permanently incorporated into operating practices.

Another, intrinsically complex, approach adopted by FCSP goes by the name of **blending: in other words, the combined use of different types of instruments at FCSP's disposal to reinforce the organisational and/or project capabilities of partner bodies**. This use of multi-support strategies (grant plus capacity building, grant plus support for institutional activity, capacity building plus network building, to name but a few) also includes financial blending, where the aforementioned variables can be backed up by financial leverage. In order to be linked with a mission, **mission-oriented investment** nonetheless needs to be profitable, even within limits, and **can be an effective way of complementing the strategy** of a foundation such as FCSP, either alone or in conjunction with other instruments. In other words, the sequence involving the conversion of asset yields into non-repayable funding for projects can be articulated into a more complex set of instruments, including asset transactions, provided these take place within a clear system of rules and limits. For further information on this point, see the chapter on financial management.

The management of these additional or alternative resources with respect to a more ordinary idea of grant-making has impacted positively on the organisation and total effort expended by FCSP.

All areas of FCSP benefit from **empowering actions, including capacity building, support for fundraising and support for data analysis**. This has involved building shared working relationships with partners that extend well beyond mere semi-bureaucratic procedure, not that this has ever been a prevalent feature of FCSP's approach. **Demand from partner bodies for support with drawing up projects, both in terms of content and format, has been growing at a considerable pace.**

As always, therefore, engagement with partners not only involves additional activities, processes and opportunities for improving quality and motivation, but also gives rise to new expectations and responsibilities. It may be too early to draw conclusions, but the initial impression is that **both the "internal" and "external" sides are reaping considerable benefit from a practice that - without any undesirable**

overlapping of roles - brings one side into closer contact with the world it serves, and the other side into closer contact with the vision, potential and limits that FCSP expresses. There is no shortage of aspects requiring vigilance, however. Firstly, since supply generates demand (when the former is free), the decision to extend the range of services that FCSP makes available to its partners can - other things being equal - put organisational stress on the foundation's structure, or prompt it, almost without noticing, to take the place of others in roles that fall outside its sphere of competence or that it is not fully equipped to fulfil to best effect. Secondly, having a wide range of diverse resources to draw upon, which FCSP presents as crucial, can encourage third parties to behave opportunistically or shift responsibilities that should clearly be their own onto FCSP (for numerous reasons, including evaluation). FCSP is currently focusing on these dimensions, as part of a systematic review of internal operating processes and an analysis of requirements and associated risks.

Evolution of the multiplier vectors: the High-Impact Innovation Department

FCSP's original configuration as a skills hub, made up of five multiplier vectors each representing an area of specialisation (Capacity Building, Impact Finance, Strategic Communication, Data & Knowledge Management, Fundraising), was overhauled in 2018 with the creation of the High-Impact Innovation Department into which the original vectors were merged.

The aim of the new department was to continue the work started by the multiplier vectors in 2017, and boost its impact both within FCSP and on external bodies based in the territory: while capacity building and strategic communication moved back within the scope of the institutional areas and the Communication Department, the High-Impact Innovation Department channelled most of its effort into Data Management, Impact Finance, Innovation and Fundraising, and achieved some notable results.

With regard to fundraising, the trial phase involving 13 bodies based in the territory reached completion. As a result, with the direct support of FCSP and a range of consulting partners, these bodies launched crowdfunding campaigns for specific projects, with economic returns in line with equivalent campaigns, and gained valuable experience to put to systematic use.

FCSP directed additional effort into managing its data and putting it to productive use, by stepping up the pace of several major system-building projects already

under way: the new, more comprehensive Online Application System was made available to the public, giving FCSP a real-time view of the influx of applications. The development of the new Online Application System (“ROL 2.0”) is closely linked with the Enterprise Data Warehouse, which is a central database of the main information sources at the disposal of FCSP and its auxiliary bodies. The first phase of development has reached completion and the system is now undergoing final testing. By mid-2020, FCSP’s staff and governing bodies will be able to use the system and thus have faster, more efficient access to information on internal and external matters. A number of highly innovative projects are also under way, including one relating to Open Data – i.e. data that is freely accessible, generally online – that FCSP intends to use for analytical purposes. Another project concerns the development of Customer Relationship Management systems for a number of major cultural organisations in Turin, to help them find out more about their users, foster better relations with them and extend their audience.

The new Department, under the aegis of the Chief Financial Officer, has been specifically tasked with extending and effectively implementing the innovative financial instruments presented in the Multi-year Planning Document, as an alternative or addition to grant-making as a means of supporting projects. A good example of this is the Techstars Smart Mobility Accelerator, which is the first acceleration programme by Techstars, an international player, in Italy. Located in Turin, in the wing of the renovated OGR centre dedicated to technological innovation, this programme involves FCSP as a partner, in conjunction with Fondazione CRT and Intesa Sanpaolo Innovation Centre. On the back an investment by FCSP of more than three million euros over a three-year period, as well the direct collaboration of FCSP in its running, the programme aims to attract the best global start-ups in the field of Smart Mobility, thereby strengthening Turin’s international standing as an innovation centre for sustainable mobility. In the medium term, the initiative lays the foundations for the development of a start-up ecosystem in Turin capable of aggregating a plurality of complementary actors, including founders, investors, corporate players, universities, incubators and accelerators. Within the acceleration programme, the Department acts as a Liaison Partner, co-manages operations, selects high-profile mentors to inspire and advise start-ups and takes care of relations with the Techstars global network.

Harnessing the start-up and scale-up skills that the team of specialists has to offer, the Department first supported the Institutional Areas and then, under the new organisation, the Missions in a number of system-building projects relating to

entrepreneurship geared towards social impact, including the “Innovazione per lo Sviluppo” project and the SEED call for proposals.

The Department has also provided guidance and technical support for a wide range of FCSP’s co-governed bodies, either directly (LINKS) or indirectly (LIFTT, Associazione ITHACA, ITHACA srl, I3P and 2I3T through LINKS). The common denominator of these interventions is the fact that they involve being part of the journey “from drawing-board to market”, in other words, the journey – facilitated by FCSP as a “Group” by means of differentiated funding instruments – through which business ideas evolve, scale up and become enterprises capable of thriving on the market and impacting on the territories.

Among its interventions geared towards co-governed bodies, the Department’s efforts within the framework of the “Riconessioni” (data-cabling schools and designing new digital-based pedagogical models) project by Fondazione per la Scuola, in the form of an analysis of the strategic opportunities for developing the evolution of the project, warrant particular emphasis.

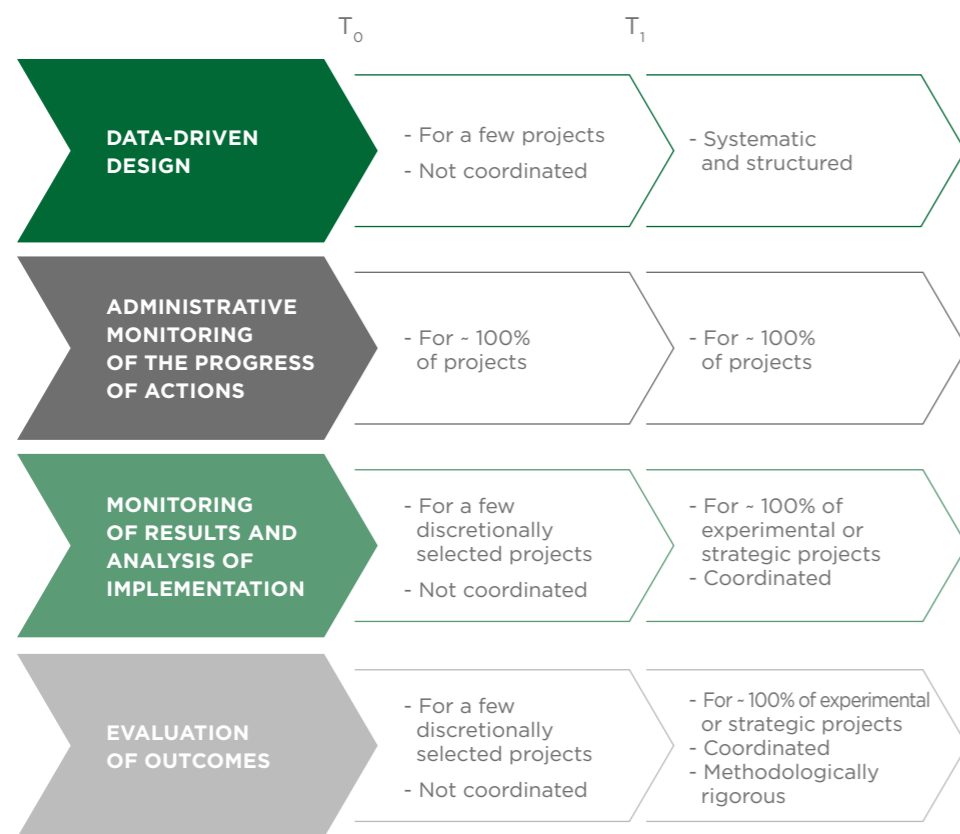
Lastly, since the European dimension forms part of FCSP’s natural habitat, the Department has played an active role in networking with institutional actors at European level, including policy-makers, private foundations, think tanks and research bodies. This has enabled communities of subject specialists to provide ongoing coverage in areas such as innovation finance, artificial intelligence and data for the common good.

The Planning, Studies and Assessment Department

The Department’s brief is to assist with planning, institutional activity 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 main stakeholders are FCSP’s governing bodies and officers, followed by beneficiary bodies, external policy-makers both public and private, public opinion and (within our own limits) the scientific community.

The Department’s **long-term objective** is to equip FCSP with the necessary capabilities to carry out evidence-based project design; pervasive, coordinated monitoring of the results of the initiatives funded by FCSP; coordinated analysis

of the implementation of all experimental or strategic projects; and coordinated, scientifically rigorous evaluation of the outcomes of all experimental and strategic projects. Graph 1 illustrates the start and finish points of this process.



A number of mapping campaigns were carried out in 2019 **as part of the studies strand**. The aim of these was to identify potential target issues for intervention at the various territorial levels and to put the funded initiatives into context against interventions by other public or third-sector bodies already under way in the same field. These include mapping the territory against the United Nations Agenda 2030 Sustainable Development Goals (see next chapter “More than just method”), mapping the beneficiary bodies of support for institutional activity, mapping active employment policies in place at national, regional and metropolitan level, and mapping social cooperatives operating in Piedmont in terms of their investment readiness. They also include four preparatory

studies on: Women & STEM, Culture & Welfare, Youth, and Sport. The Studies strand also involved the weekly publication of “Numeri e Filantropia”, a newsletter covering news on philanthropy, foundations and projects undertaken by third-sector bodies. A customer satisfaction survey of all bodies that applied for funding from FCSP in the period 2017-2018 was also carried out.

Work within the **assessment strand** continued to focus on the monitoring and evaluation of effects. Monitoring campaigns are aimed at documenting the progress of initiatives, defining and measuring outcomes and outputs, and providing information about operational and organisational mechanisms (implementation analysis). Monitoring covered 36 initiatives in 2019 (with a combined value of approximately 22 million euros), of which 23 (with a combined value of approximately 11 million euros) also underwent an implementation analysis. Evaluation campaigns, by contrast, are aimed at measuring the outcomes and real impact of FCSP’s work on the lives of people and organisations. This is done by collecting and analysing quantitative and qualitative data. In principle and where possible, i.e. scientifically sound and well founded, the Department carries out quantitative evaluations of effects, on either a scientifically rigorous or an experimental or quasi-experimental counterfactual basis. Where not possible, due to objective limitations (e.g. design of the intervention, lack of funds, etc.) it carries out evaluations on a “before and after” basis. Where good-quality input data are available, furthermore, the Department endeavours to combine impact assessments with cost-to-benefit and cost-effectiveness assessments, with a view to gaining insights into which types of action achieve their goals in the most efficient way. A total of 21 evaluations were carried out in 2019 (covering projects worth approximately 18 million euros), four of which were qualitative and 17 quantitative. The latter include: eight pre-post evaluations (covering projects worth approximately 11 million euros), five non-experimental counterfactual evaluations (projects worth approximately 4.8 million euros) and four experimental counterfactual evaluations (projects worth approximately 1.5 million euros). The total value of the projects assessed accounts for roughly 22% of annual funding disbursed. 25 evaluations (of implementation and/or outcomes) were commissioned from third-party expert bodies and the remainder were carried out internally by the Department. A summary of the evaluation reports is systematically published in the “Evaluation Library” section of the FCSP website (<https://compagniadisanpaolo.it/ita/Documenti/Biblioteca-valutazione>).

Within the **Planning strand**, the Department produced an annual, mid-term and end-of-tenure report, took part in the drafting of various communication documents

required by the Presidency and the Secretariat General, and wrote the introductory paragraphs – setting out the context and rationale – for the calls for proposals and other complex projects, in collaboration with the Missions. Lastly, the Department designed and started to build a management system that regulates the flow of documents and optimises the time-lines and work procedures involved in producing institutional reports, such as the budget and the planning framework.

FCSP: a “Group” as well as a stand-alone entity

FCSP’s auxiliary bodies are of both remote and more recent origin. The historic bodies – Ufficio Pio, Fondazione per la Scuola and Fondazione 1563 per l’Arte e la Cultura – originate directly from FCSP’s long-term history and have served as the foundation’s operating arms in various capacities. Others – such as IIGM, Links and Collegio Carlo Alberto – were founded on the basis of a more recent reading of FCSP’s responsibility, in the new post-1992 order, geared towards scientific research. These are also the result of a common vision shared with the University and the Polytechnic University of Turin, which, on a case-by-case basis, were their founders and/or take part in their governance.

While the relationship between FCSP and its auxiliary bodies has always been close and integrated, deliberate efforts have been made over the past four years to forge them into a real system. The broadly linear and mono-directional model has therefore shifted towards a more interactive and synergistic model, not only in terms of the internal operation of the system made up of FCSP and its auxiliary bodies – which amounts to a fully fledged “Group” in practice, albeit not in the strictly corporate sense – but primarily in terms of the territorial system. The underlying vision, here, is that of a hub that dispenses complex resources, while consisting of distinct units equipped with specialised and collaborative skills. It is worth adding that this hub has not only learned to respond to stresses, but also to act “entrepreneurially” within the system, either on its own or as part of coalitions with external partners: from interventions for technological innovation and the start-up ecosystem, to taking part in the personalised medicine system, implementing a European-level project for an art and history exhibition and trialling unprecedented social policy instruments, numerous initiatives have involved finely engineered teamwork between FCSP and its auxiliary bodies and are documented in the various sections of this report. This has also had organisational implications, without which it would have been considerably more difficult to make the system dynamic. The standardisation of processes, the introduction of a unitary work contract, the role of

a single centre for administrative and management services (Consorzio Compagnia di San Paolo Sistema Torino) and the establishment of the practice of a strategic plan for each body, combined with an overarching governance system that reconciles FCSP’s steering role with the legitimate operational autonomy of the other bodies, against a cordial backdrop of shared intent, have all helped build a structure of high potential. The “Group” is further strengthened by a number of investment companies that FCSP either founded or holds a stake in, such as Fondaco, Equiter and Ream: these for-profit entities have market missions and must not be forced to deviate from their system of objectives, namely asset management or mission-related investment. From a “Group” perspective, however, not only can they be called upon to take part in “compatible” operations, but their system of expertise can make a useful contribution to analysis and evaluation.

Specialisms and systemic synergies: this is the organisational principle and philosophy underpinning a process that is not yet complete but has already yielded good results. The fact that the “Group” has also adopted a policy aimed at recruiting young, skilled human resources, all of whom are capable of operating in cross-disciplinary cognitive and project contexts, has also been both a result and an enabling factor of this approach. Despite certain inevitable frictions and a few setbacks, the concept of a “Group” – built on clear principles and multiple, almost daily decisions and adjustments – was undoubtedly one of the key features of this Council’s term of office. The next step is to bring the Group’s full potential to fruition.

More than just method: a sustainable new angle on traditional goals.

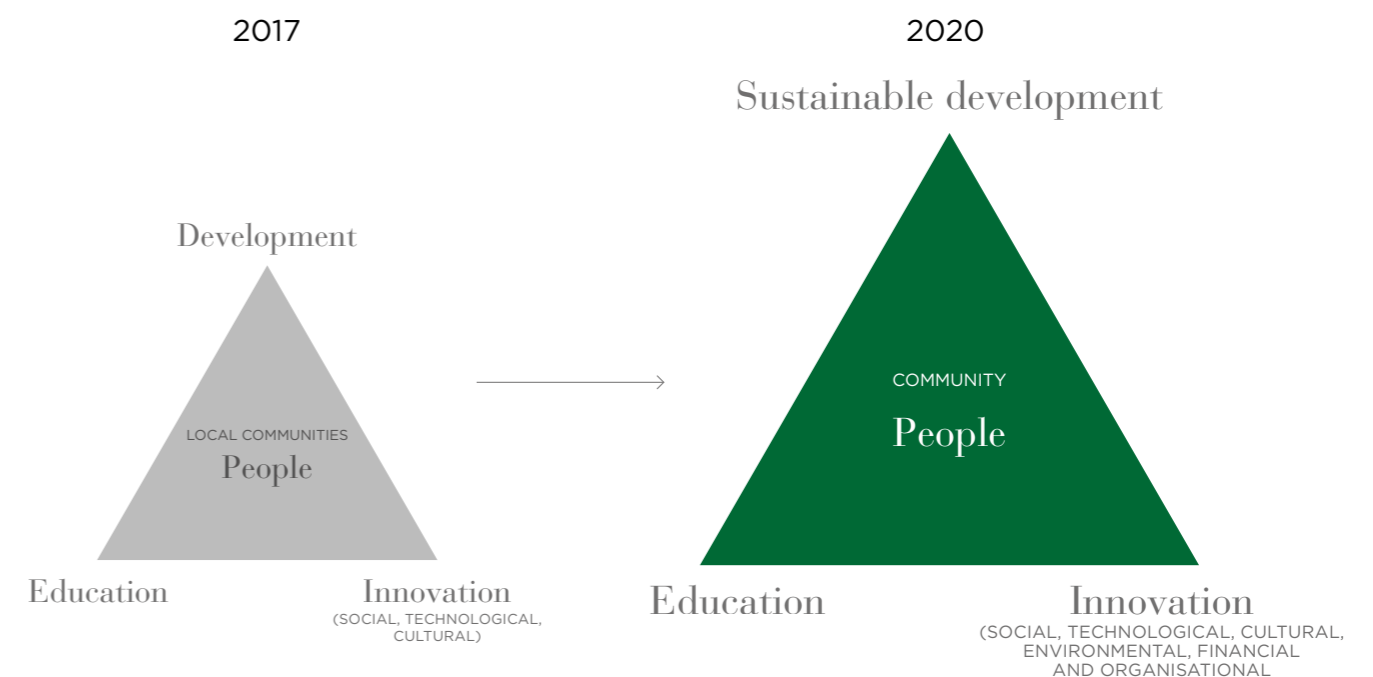
Since 2015, an important theoretical and practical framework for the sustainable development of planet earth and humankind has caught the attention of the international community. In September of that year, the United Nations approved the 2030 Agenda for Sustainable Development, which sets out 17 Sustainable Development Goals (SDGs). Achieving these goals should secure a future for society and the world we live in. Comprising 169 targets, the SDGs are global in scope and call upon the entire human community to adopt this framework and play their part in achieving its aims. The European Union and the Italian Government have incorporated this philosophy into official documents (Italy’s position on the United Nations’ 17 Sustainable Development Goals, Italian Ministry for the Environment, 04/01/2017). The latter has also developed an effective way of applying it to our country, on the basis of the “five Ps” – People,

Planet, Prosperity, Peace and Partnership – which represent the five areas of critical importance.

Uptake of SDGs is constantly growing at a brisk pace: governments, institutions, businesses and non-profit organisations have started aligning their practices with this model, monitoring how far they are consistent with these goals and taking steps to promote convergence. Environmental sustainability and the world development model are now central concerns for young people, the scientific community and the general public. And this concern, which governments and society seem to share, is turning into a powerful force, in keeping with Victor Hugo’s assertion that “nothing is more powerful than an idea whose time has come”. Let’s hope so. The SDGs are a tangible expression of this power. What’s more, they provide a common language and a practical and theoretical framework for organising the social, environmental and economic challenges of our time into a coherent system. Lastly, they represent a compass to guide the action of institutions and individuals, so that we can offer a truly collective response to a challenge that concerns humanity as a whole.

FCSP has decided to incorporate this model explicitly into its organisation. The need to do so is driven by a contemporary interpretation of FCSP’s traditional aims and its understanding of the expectations of the territories in which it operates. Furthermore, benchmarking against Sustainable Development Goals provides FCSP, like many other philanthropic foundations, with an effective way of implementing and monitoring a philosophy of action to which it subscribes (in Italy – for example – ISTAT processes and monitors over 300 indicators at regional level). Welfare, education, innovation, civic engagement and democratic participation, institutional partnerships, combating poverty, protecting social rights and building the territory’s capacity to attract, are all overarching issues to which FCSP has long been committed. The foundation has therefore decided it is necessary to adhere formally to the framework of SDGs, and this decision has two important consequences. The first is the need to reconfigure its fields of intervention to match the lexicon of SDGs. The second is the decision to extend the programme, in line with the “major areas” set down in the foundation’s Constitution, to a number of issues that require greater emphasis in today’s world, such as the environment and healthy lifestyles. These already appeared in embryonic form in the 2019 Planning Document, within the framework of research initiatives or project actions. In the second half of 2019, FCSP therefore embarked on a programme of organisational updating that will reach completion in 2020 and convert the current “fields of intervention” into “Goals” and the current “thematic strands” into “Missions”. Each Mission encompasses and generates a plurality of mutually coherent projects, by means of the procedures customarily adopted by FCSP (Calls

for Proposals, Agreements, Auxiliary/Co-governed bodies, Speculative Applications, etc.). Essentially, FCSP intends to focus its efforts equally on three broad Goals. The “specific idea of a foundation” developed in the 2017 Multi-year Planning Document has evolved to take up the common challenge of our times.



The first Goal comes under the heading **Culture**. Art, Heritage, Participation. “In Italy, we have the good fortune to live steeped in immeasurable wealth, which gives us the opportunity to design a more welcoming society, for the benefit of everyone. Promoting culture alongside institutions allows us to tap into creativity and art to make our local areas more attractive, conceive and reinterpret spaces where people become key players, develop new skills, and relate to cultural heritage with a spirit of preservation.” This is the essence of the Goal. (1) Building capacity to attract, (2) Developing skills, (3) Preserving beauty and (4) Encouraging active participation, are the four Missions that make up this Goal.

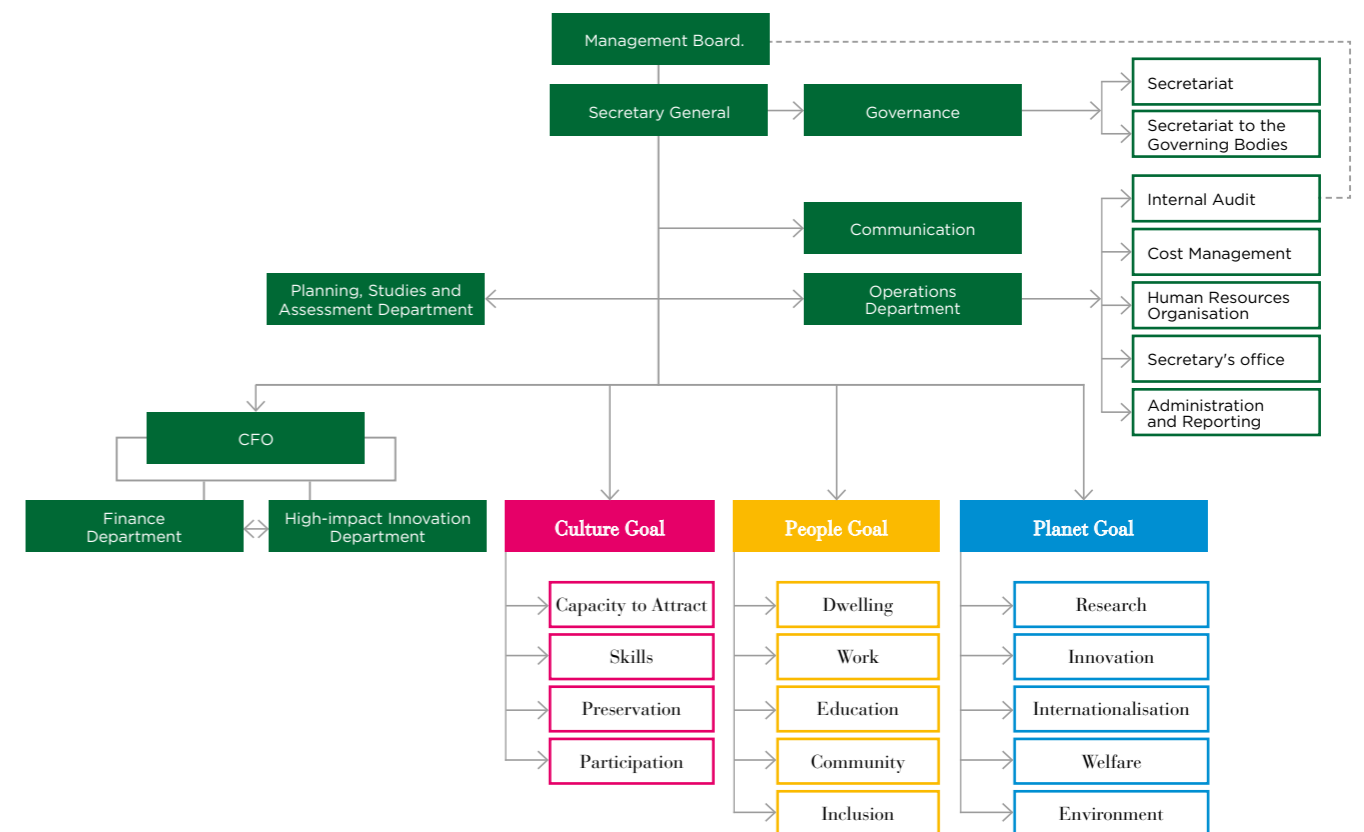


The second Goal comes under the heading **People**. Opportunity, Independence, Inclusion. “We contribute to improving the lives of vulnerable people by helping them become independent and shape their own future, in a better society for everyone. We promote local and international alliances, by working in close collaboration with entities of all kinds that put people first. We support every aspect of people’s life plans by striving to provide safe neighbourhoods to live in, jobs that bring security and dignity, education that fosters awareness and responsibility, resilient communities with an aptitude for self-renewal and societies that value inclusiveness.” This is the essence of the Goal. Five specific missions make up this Goal: (1) Reinventing dwelling systems and regenerating neighbourhoods, (2) Promoting decent work, (3) Educating for collective development, (4) Rediscovering community and (5) Working together for inclusion.

The third Goal comes under heading **Planet**. Knowledge, Development, Quality of Life. “It is our responsibility to consider and protect the future of our planet and the generations to come, by taking effective action to stimulate research, boost innovation aimed at developing new solutions, foster opportunities for international dialogue, make healthy lifestyles accessible to everyone and protect the environment. This is the essence of the Goal. It is made up of the following five missions: (1) Enhancing research, (2) Accelerating innovation, (3) Opening up international scenarios, (4) Promoting welfare and (5) Protecting the environment.

The organisational reconfiguration of FCSP is not confined to its grant-making activity. As in any endowed foundation, Finance plays not only a central, but now also an innovative role: alongside its primary function of income generation, Finance manages Mission Related Investments and other forms of blended finance, which the most advanced foundations now see as an integral part of their *modus operandi*. Finance now also encompasses the Impact Innovation department, which boosts the Foundation’s work in impact investment (by encouraging investment in start-ups, for example) and bridges the gap between finance itself and grant-making activities geared towards supporting knowledge generation (for example, partnership agreements with academies aimed at prototyping ideas). Thanks to improvements to the online application system and the recent deployment of the first version of the data warehouse system, FCSP will play an important role in the planning and management of data assets (data governance initiative). So more than ever before, the Finance Department and Impact Innovation Department, under the governance of the Chief Financial Officer, take a leading

role in steering the organisation towards systematically fulfilling these three Goals. Evaluation, Planning and Research, which form another part of FCSP’s core skill-set, play an equally important role. Undertaken for the benefit of FCSP and aimed directly at its institutional missions, these activities form part of an ongoing process of learning and improvement, built on the use of data and metrics to measure impact. Theoretical and empirical research and intervention design are also central to this process, which focuses selectively but systematically on rigorous ex-post evaluation. The organisation chart below therefore summarises the entire reorganisation.



Communicating strategically

The work FCSP has done in recent years has consolidated its position as a hub of knowledge, services and thinking. The four years spanning 2016-2019 marked a period of reflection, from a technical, political and cultural viewpoint, on the question of why, and consequently how, a foundation such as FCSP should communicate. Marketing per se is obviously not part of the work of a philanthropic Foundation. So the Communication Department was the focus of major changes in 2019. The values that have always been the FCSP's hallmark remain unchanged: FCSP has strong bonds with its native territory, is committed to supporting deserving projects and deserving organisations, and is capable of acting on its own initiative when circumstances require. Our outlook has broadened to encompass a communication strategy aimed at supporting, conveying and harnessing the value of FCSP's new positioning within the framework of the challenges thrown down by Agenda 2030, which has been one of our main strategic vectors since the second half of 2019, and has resulted in a full-scale reconfiguration of FCSP ready for deployment in 2020. Against this backdrop, we needed to develop new actions, involving a multi-channel strategy to boost the role of FCSP, which would also put a close focus on advocacy, the communication of messages that generate "culture", and the narration of significant stories, while also displaying replicable action models and solutions. Our organisational efforts have therefore focused on positioning FCSP as one of Europe's leading foundations vis-à-vis the aforementioned challenges, with a national and international vision, ready to play our role as an activator, experimenter and facilitator, with a view to optimising resources; committed to achieving the sustainable development goals in partnership with the institutions; a generator of relationships and "responsible" protagonist in project delivery. The primary purpose of strategic communication is to position FCSP clearly, so that our partners can be in no doubt as to who we are and what we intend to achieve, irrespective of any preconceived ideas they might have. But it is also about sending out a clear, engaging and coherent message to guide the action of the other players in the system, alongside whom we work for the common good, including through communication. Changing the colour of our logo and adding the word "Fondazione" to it are both acts that form part of this process. In terms of numbers, FCSP issued 44 press releases and our beneficiary bodies issued over 500 in 2019, while our projects generated 4,326 articles in the print media and 6,726 on the web. The website attracted 172,332 new users and 332,000 browsing sessions. The Business Manager platform (Facebook and Instagram) reached 1,460,384 people, the Google Ads platform generated 2,292,120 impressions, and FCSP's LinkedIn profile attracted 11,897 views.

The Administration function: evolution of the organisational set-up

In the latter part of the term of office, the review of FCSP's organisational configuration was accompanied by the launch and completion of a project aimed at identifying and mapping its processes.

The project consisted of **three main phases**, namely **interviewing** people from the units concerned, compiling the resulting information in the form of **flow charts** and **sharing** the flow charts with those units: interviews were conducted with approximately **70** people from **11** organisational units, and about **65** processes were identified and mapped. The processes were also analysed on a "**to be**" basis, in other words the main critical points were identified and potentially **optimised solutions** were put forward..

The project yielded efficiency gains in some of FCSP's core processes and prompted a reorganisation of work procedures in certain units, with a view to aligning them with the foundation's new organisational structure. These included the creation of **specific posts** in Communication and Administration to support the Goals and the institutional sector more generally, so as to encourage greater specialisation and better distribution of workloads between FCSP's management, institutional and funding areas in the longer term. They also involved the streamlining and formalisation of processes linked with the production of the main planning documents, such as the annual planning document, the operational programme, the annual communication plan and the annual evaluation plan; and the standardisation of the main processes typically involved in institutional activities, which were classified by intervention instrument.

In parallel with the project aimed at identifying, formalising and re-engineering FCSP's processes, a management control system was developed. This provides FCSP's Management with periodic analyses and itemised breakdowns of deviations of cost items from their budget figures. It also analyses the data by cost centre, thus providing evidence of how much of the operating costs are absorbed by FCSP's individual units. With regard to the grant-making function, monthly reports were drawn up on the progress of the deliberations estimated at the time of drafting the operational programme. This initiative involved strengthening line controls and second-tier controls in relation to purchasing cycle processes, and revealed the need to set up a dedicated Cost Management unit to check the consistency and capacity of budgets at the quotation stage.

The latter part of the term of office also saw the launch of an initiative that will mainly be developed at the beginning of the new term of office and concerns the creation of a **database** for storing FCSP's knowledge-based assets (**knowledge management**).

This involved the acquisition of a document management application that creates workflows, modelled on the basis of the processes identified, to enhance the traceability of all the institutional documentation produced and facilitate the capitalisation of knowledge, drawn mainly from the in-depth documentation produced by the Planning, Studies and Assessment Department and more generally from the in-depth analyses produced and lessons learned within the framework of institutional initiatives.

Internal control architecture

FCSP has a number of internal bodies and functions tasked with internal control and, more specifically, with monitoring the correct application of internal and external regulations and the effective and efficient implementation of processes and procedures.

In addition to the constitutional control functions, such as the Board of Auditors (which oversees compliance with the law and FCSP's constitution, compliance with the principles of sound administration and the adequacy of the administrative, organisational and accounting structure) and the audit company (which is responsible for the statutory audit) FCSP has set up additional control units that complement and/or support the work of the constitutional functions.

Since 2010, FCSP has voluntarily adopted an Organisation, Management and Control Model pursuant to Italian legislative decree 231/2001 (at "Group" level, i.e. in parallel with its Auxiliary Bodies), which sets down the "Code governing the administrative liability of legal persons". Intended, in accordance with the law, to safeguard FCSP against the risk of committing the offences listed in the above decree, it includes specific protocols that define the methods and procedures to be adopted for the purposes of managing the main processes used by FCSP and its Auxiliary Bodies.

The Model also includes a section on the principles of conduct embraced by FCSP in pursuit of its objectives.

At the same time as FCSP adopted the Model, it also appointed a Supervisory Body pursuant to legislative decree 231/2001, responsible for ensuring that the Model is kept up to date and complied with at "Group" level.

FCSP has also set up an Internal Audit function. Reporting directly to the Management

Board, this function conducts periodic audits on the organisation's main processes, with a view to verifying how far the control systems are effective. It also supports the other internal control bodies in the performance of their duties.

Over the last years, the above functions have been fully integrated, with the result that the internal control architecture is now a complex of actors working in synergy and sharing tools and knowledge, while still fulfilling distinct roles and duties.

To complete the framework described above, FCSP has also gradually strengthened its internal control systems, by integrating its internal procedural/regulatory apparatus (in order to promote uniform conduct within the organisation), establishing appropriate verification steps within the main processes (setting out duties and responsibilities for each) and introducing automatic controls.

Lastly, the formation of the consortium Compagnia di San Paolo - Sistema Torino - which FCSP and its auxiliary bodies have appointed to carry out most of their administrative and managerial duties - has led to more effective segregation of the responsibilities for performing these duties, as well as a more uniform approach to them.

In conclusion, organisations need rules. Some are required by legislation, others are introduced voluntarily to provide the clearest possible framework within which to work, thus reducing doubts, downtimes and unwanted vicious circles. The regulatory framework of an entity like FCSP is certainly dense: and that is no coincidence, given that the assets on which its work is based were "entrusted to it by history", as is the case with many foundations. Ever since the earliest days of its long history, FCSP has always had an acute sense of responsibility towards the community. This now manifests itself in the way it applies impartial rules that formalise its operating processes and make them transparent. While this clearly represents a commitment to accountability, there is another reason why we take the matter of controls and procedures so seriously: it is important to safeguard the efficiency of FCSP, both in the short term and even more in the medium term, by structuring our processes in a way that simultaneously puts responsibility on operators, makes operating sequences linear and provides the degree of flexibility that is often needed to deal with unexpected situations. Only rigorous management practices such as these will enable us to produce the maximum benefit from our resources: for FCSP, rules and processes mean transparency and efficiency.





Institutional
grant-making
activity
2016-2019

Institutional grant-making activity 2016-2019

The **five Areas of Operation into which FCSP organised its grant-making activity in the period 2016-19 generated 3,600 projects with corresponding funding of approximately 695 million euros.**

The table below shows the volumes of funding made available for different programmes and areas of operation, and links them with the “major areas” set down in FCSP’s Constitution. It can therefore be seen that FCSP channelled just under half of its funding resources into projects falling within the scope of Social Policy (49.3%), followed by Research, Public Health and Education (27.3%) and Art, Cultural Heritage and Cultural Activities (23.1%). Viewed in terms of the number of projects supported, the picture looks very different, with a similar number for Art, Cultural Heritage and Cultural Activities (43%) and Social Policy (44.7%) and a smaller number for Research, Public Health and Education (12.3%), indicating that the sectoral nature of the projects and the consequently different resource allocation ratios are significant.

With effect from 2020, the three major “constitutional” areas will also encompass the Goals and Missions discussed in the Chapter “More than just method”. These operating units reflect the key areas: Culture, Planet and People. While the former identify sectors of action, however, the latter – like the United Nations General Sustainable Development Goals – not only mark the perimeters of individual fields but also constitute specific broad-based aims to be achieved by means of FCSP’s and the FCSP “Group’s” planning system.

| AREA | AMOUNT AWARDED 2016-2019 | PROJECTS 2016-2019 | MAJOR CONSTITUTIONAL AREAS | AMOUNT AWARDED 2016-2019 | PROJECTS 2016-2019 |
|--|--------------------------|--------------------|--|--------------------------|--------------------|
| Art, cultural heritage and cultural activities | 129,411,366.42 | 1,040 | Art, cultural heritage and cultural activities | 162,441,959.57 | 1,551 |
| Cultural innovation | 28,071,500.00 | 414 | | | |
| Turin and the Alps Programme | 1,766,093.15 | 51 | | | |
| “Polo del ‘900” Programme | 3,193,000.00 | 46 | | | |
| Social policy | 282,302,952.79 | 1,040 | Social policy | 342,673,952.31 | 1,611 |
| Philanthropy and Local Communities | 43,404,607.09 | 318 | | | |
| ZeroSei programme | 6,946,482.43 | 194 | | | |
| Housing programme | 10,019,910.00 | 59 | | | |
| Research and Public Health | 185,734,336.38 | 419 | Research, public health and education | 189,734,336.38 | 439 |
| International affairs programme | 4,000,000.00 | 20 | | | |
| Total awarded | 694,850,248.26 | 3,601 | Total awarded | 694,850,248.26 | 3,601 |



1. Research and Public Health

a. Research

Distribution of funding within the Research and higher education sector

| THEMATIC STRAND | PROJECTS 2019 | | FUNDING AWARDED 2019 | | PROJECTS 2018 | | FUNDING AWARDED 2018 | |
|--|---------------|-------------|----------------------|-------------|---------------|-------------|----------------------|-------------|
| | No. | % | Euros | % | No. | % | Euros | % |
| Natural and technological sciences | 1 | 1.39% | 8,000.00 | 0.02 | - | - | - | - |
| University system | 32 | 44.44% | 13,635,650.00 | 35.58% | 41 | 38.68% | 15,421,752.31 | 35.99% |
| Research-oriented auxiliary bodies | 6 | 8.33% | 18,586,000.00 | 48.50% | 13 | 12.26% | 20,253,647.69 | 47.27% |
| Scientific research and technological innovation | 17 | 23.61% | 3,517,350.00 | 9.18% | 16 | 15.09% | 2,395,600.00 | 5.59% |
| Economic and social research | 16 | 22.22% | 2,576,600.00 | 6.72% | 18 | 16.98% | 1,359,000.00 | 3.17% |
| International Affairs | - | - | - | - | 17 | 16.04% | 3,420,000.00 | 7.98% |
| Total | 72 | 100% | 38,323,600.00 | 100% | 105 | 100% | 42,850,000.00 | 100% |

Emblematic projects

Completion of the project to establish the LINKS Foundation, as an integrated technological research body that undertakes innovation activities in the field of engineering and territorial development. The **mission assigned to LINKS**, after the merging of Associazione Istituto Superiore Mario Boella and Associazione Sistemi Territoriali per l'Innovazione, is **to maximise the impact of research, by linking the academic world with the public and private sectors** and implementing large-scale projects and processes with local impact. FCSP deals with high-profile applied research projects.

LIFTT srl, a wholly owned subsidiary of the LINKS Foundation, was formed in 2019 with a view to harnessing the value of the results of its research on the market, within the framework of advanced technology transfer and as an investment platform in the seed capital phase. LIFTT's particular focus is on initiatives originating from the University and Polytechnic University of Turin and FCSP's auxiliary bodies, to which it acts as an advisor on the management of funding, with a total value of some 4 million euros, geared towards supporting Proofs of Concept (POCs) in the academic arena, i.e. prior to the company formation phase.

Two headquarters have been relocated: Collegio Carlo Alberto moved from Moncalieri to the centre of Turin, while IIGM moved to the premises of Istituto per la Ricerca e la

Cura del Cancro in Candiolo (in the province of Turin). In both cases, the move coincided with and contributed to a strategic review of the bodies concerned and to the upgrading of the available infrastructure.

Agreements with universities: multi-year programmes of integrated interventions shared with each university and aimed at increasing competitiveness and the capacity to attract. 15 million euros per year.

Centro Universitario Sportivo (C.U.S.), Turin: support for the regeneration of the five facilities based in Turin. The activities carried out by the C.U.S form an integral part of the policies for the internationalisation of Turin's university education system. It should be emphasised, however, that access to these activities is not restricted to students but is open to the public. 300,000 euros for 5 years.

Key principles and concepts

1. SUPPORTING UNIVERSITIES, FROM PROJECTS TO PROCESSES

The aim is **to help selected universities become innovative, competitive and attractive**: we worked in close communication with the universities to ensure that FCSP's resources would be channelled, by mutual consent, into "development" activities designed to impact on "ordinary" operations, rather than on support for ordinary operations or research projects, although the selection process still involved calls for proposals assessed by external bodies. Various action instruments were proposed, from which the universities could choose according to their needs, characteristics and financial capacity. We also agreed, with the universities, to design a mechanism for evaluating these agreements, that would make it possible to monitor the performance of the activities during the three-year period and to assess their impact at the end.

2. INTEGRATION REQUIRES ORDER - AND VICE VERSA

The growth of institutions in isolation risks limiting impact and causing fragmentation, so efforts were made to counter this phenomenon. Work continued on the **process of reorganising the governance of our research-oriented auxiliary bodies**, mainly with a view to stepping up and imposing order on their integration with the universities, in terms of boosting competitiveness in the research arena, improving educational offering, recruiting talent and making productive use of the intellectual property generated.

3. “OPEN” CALLS FOR PROPOSALS

The aim is to promote research involving an in-depth examination of the social problems and changes affecting the territory, while at the same time proposing innovative and potentially replicable solutions. In the public health arena, calls for proposals encourage the submission of applications for funds for equipment from health trusts in the Turin metropolitan area. The use of these calls facilitates planning and results in more structured evaluation and selection of funding applications, in line with the priorities of the regional health plan.

Research: activities

One of the key assumptions that have found their way into FCSP's policies on research in recent years is that the changing relationship between basic research and applied research reduces the transfer time between theory and application, partly through the use of appropriate organisational platforms. With this in mind, the following activities were launched during the term of office: two editions of the call for proposals aimed at scientific bodies based in Genoa – one intended to support ideas and initiatives in the field of socio-demographic research, and another, in early 2020, regarding artificial intelligence in relation to humankind and society. With regard to the two Genoa calls for proposals, a total of 247 applications were received, of which 44 projects were approved for funding, in accordance with the standard criteria of scientific evaluation. The winning bodies included IRCCS San Martino-IST, IRCCS Gaslini, Fondazione Istituto Italiano di Tecnologia, Ente Ospedaliero Ospedali Galliera, the Genoa-based institutes of the National Research Council (CNR) and the Genoa section of the National Institute for Nuclear Physics (INFN).

The second call was an invitation to submit social research proposals applicable to the Piedmont region and aimed at building a clearer picture of the specific features of the process of demographic change in Piedmont and the challenges it poses. The call for proposals was also intended to promote cooperation between different bodies and encourage the exchange of knowledge and skills. The rationale behind publishing a call for proposals of this type was to road-test a new, more issue-oriented approach in relation to a “structural” matter, such as population change, and to identify research bodies from outside the confines of those currently supported by FCSP. Lastly, in early 2020, FCSP published a call for proposals aimed at encouraging research relating to applications of Artificial Intelligence with social significance and territory-wide impact. Under the terms of the call, research bodies and “user” organisations were invited to submit projects jointly, in order to maximise the impact of the intervention, starting

from a rigorous analysis of needs.

Over the past few years, **FCSP's research-oriented auxiliary bodies**, namely the Italian Institute for Genomics Medicine (IIGM), the Leading Innovation and Knowledge for Society (LINKS) foundation and the Collegio Carlo Alberto (CCA) foundation **have** been the recipients of **a significant share of FCSP's spending on research in general and applied research in particular**. The merger of ISMB and SiTi into the LINKS foundation reached completion in 2018. Having taken over the rights and obligations of SiTi and ISMB, LINKS is continuing their work, especially in relation to the European projects they were engaged in. The new LINKS foundation thus benefits from synergies between the research assets of ISMB and SiTi – in the form of IT, networks and territory – which are especially strategic in relation to the new European Framework Programme for Research and Innovation (FP9) 2021-2027, and provides particular coverage of the applied research segment, in full collaboration with the Polytechnic University of Turin, its co-founder.

Collegio Carlo Alberto was founded in 2004 as part of a joint initiative between FCSP and the University of Turin. Its mission is research and higher education in social, economic, political and legal sciences. **In 2017, it relocated from Moncalieri to Turin**, where it occupies the former site the University of Turin's Faculty of Economics and Business, in the city centre (Piazza Arbarello), which has been fully renovated by FCSP. The move has facilitated the work of CCA and given it **a more central role in the cultural dynamics of the city**: although ancillary to CCA's mission of research and participation in the public policy debate, its long-standing role as a “disseminator” has also been strengthened by the move. Conferences involving figures such as Marta Cartabia, President of the Italian Constitutional Court, the Nobel Prize winner Michael Spence, Carlo Cottarelli and Salvatore Rossi – to name some of the most recent events – have helped bring the thinking of leading Italian and international experts to a wider audience.

CCA's three-year operating plan for 2017-2019 set down a range of goals that specified and partially updated its mission. These included implementing a faculty and doctoral research recruitment policy aimed at boosting quality and competitiveness, including in relation to EU funds; supporting FCSP's projects in terms of research and evaluation; improving synergies with the University of Turin, particularly with its four most closely related departments; and linking research with the formulation of policy proposals, according to the approach typically adopted by think-tanks. Methods were assigned to each of these goals, including the development of a quantitative and qualitative monitoring system covering research and learning; the creation of international partnerships; cross-disciplinary collaboration; and increased commitment to raising

funds and leveraging CCA's excellent research quality rating to finance and attract top-class scholars.

At the members' meeting in December 2018, FCSP and the University of Turin voted for a proposal for the Collegio Carlo Alberto 2020-2022 Strategic Plan (originating from a document entitled *Mission-Oriented Research & Innovation in the European Union*¹⁾ that identifies missions as the most effective way of organising skills and talent in anticipation of the 9th Framework Programme - Horizon Europe. Ambitious missions can give rise to new, currently unachievable combinations and can address some of the most urgent challenges at European level.

On the basis of this formal framework, the five focus areas identified for CCA's research in the coming years are: governance and trust; diversity and inequality in a plural society; sustainability, stability and security; market regulation in global contexts; and the challenges and opportunities presented by the digital revolution. While focusing on its core activities, namely research and training, CCA also plans to expand the scope of its dissemination work, aimed firstly at the metropolitan area of Turin, with a view to disseminating information on issues that affect society and promoting critical thinking on economic and social problems. Furthermore, an interdisciplinary research group will be established, under the name *Impact Evaluation Unit*, part of whose research will involve analysing and evaluating projects and programmes implemented by public bodies and foundations.

The **Italian Institute for Genomic Medicine** - IIGM is a foundation established in 2007 by FCSP, the University of Turin and the Polytechnic University of Turin. Following a process of renewal and transformation in 2016, the foundation adopted a new constitution. It thus drew up a new strategic plan geared towards translational and precision medicine and biomedicine. **In 2018** the University and the Polytechnic University of Turin gave up their role in the foundation's governance, leaving FCSP as **the sole founding body** involved. On the basis of a series of relationships it is building, IIGM aims to become one of the **leading research and innovation platforms in the field of genomics and translational medicine**, and establish a latest-generation medical research and treatment facility in North West Italy and for the main regional and national clinical centres in general. **During 2019, IIGM relocated its headquarters to the Candiolo IRCCS (cancer research and treatment centre) in the province of Turin. Thanks to the relocation, IIGM now has access - on a free loan basis - to ideal premises for its work as a state-of-the-art biomedical research centre. Furthermore, sharing a site and infrastructures with a top-class clinical facility has enhanced its vocation as a translational and personalised medicine centre.**

We continued to support the university system by signing **agreements** for the three-year periods 2016-2018 and **2019-2021** with **the University of Turin, the "Amedeo Avogadro" University of Eastern Piedmont, the Polytechnic University of Turin and the "Federico II" University of Naples**, all of which are partners of FCSP. At the time of the latest renewal, this form of collaboration was also extended to the **University of Genoa**, with which an agreement was signed.

On the basis of contextual data taken from the 2011-2014 research quality assessment and the five universities' performance in Horizon 2020, a joint process of policy research was carried out on how to adapt the available instruments, with particular reference to the requirements set down in the Ninth Framework Programme. Building on the ideas explored in the aforementioned report "Mission Oriented Research & Innovation in the European Union", we identified one "system challenge" (innovative, competitive, attractive universities) and four lines of intervention: 1) to use FCSP funds to support the universities in the post-Horizon 2020 European competition with actions geared towards FP9; 2) to improve the performance of the universities in order to obtain higher levels of ministerial incentives, by means of system-based strategies at territorial level; 3) to promote innovation in education to reduce the mismatch between the skills learned and those actually needed by the market; 4) to promote advanced strategies for managing and protecting the intellectual property generated and reaping value from it.

Multiple viable instruments were identified for each of these lines. The universities focused mainly on missions 1 and 3, i.e. competition at European level and education. The plans of all five universities also included the mission on managing and protecting their intellectual property and reaping value from it, by taking part in the proof of concept funding initiative, known as PoC Instrument, which will reach completion in 2021. The goal is to support the activities involved in facilitating the transition of technologies from an initial stage of development to a sufficiently advanced stage for their industrial potential to be appreciated.

b. Public Health

Distribution of funding in the Public Health sector

| THEMATIC STRAND | PROJECTS 2019 | | FUNDING AWARDED 2019 | | PROJECTS 2018 | | FUNDING AWARDED 2018 | |
|--|---------------|-------------|----------------------|-------------|---------------|---------------|----------------------|-------------|
| | No. | % | Euros | % | No. | % | Euros | % |
| New models of management and organisation in public health | 4 | 40.00% | 2,728,500.00 | 45.48% | 4 | 57.14% | 4,180,000.00 | 69.67% |
| Technological innovation | 1 | 10.00% | 3,000,000.00 | 50.00% | 3 | 42.86% | 1,820,000.00 | 30.33% |
| Physical activity and wellness | 5 | 50.00% | 271,500.00 | 4.53% | - | - | - | - |
| Total | 10 | 100% | 6,000,000.00 | 100% | 10 | 100.0% | 6,000,000.00 | 100% |

Emblematic projects

Framework agreement with the Piedmont regional council for the three-year period 2017-2019 for the implementation of coordinated development programmes in the public health arena (10,000,000 euros), with particular reference to:

Designing and testing innovative models of integrated care for patients with chronic conditions.

Contribution to the remediation of the three-year administrative position of Turin's "Città della Salute e della Scienza";

Renovation of the paediatric emergency unit at Regina Margherita Hospital in Turin: the intervention involved the **structural and organisational regeneration** of the emergency and admissions department so as to enable the **Regina Margherita Hospital, a regional centre of excellence in paediatrics**, to respond appropriately to the growing demand for care. Co-funded by FCSP and ADISCO, the intervention is a prime example of beneficial collaboration between private and public bodies. 450,000 euros.

Health equipment call for proposals: calls for proposals have always been used to facilitate planning and allow more structured evaluation and selection of funding applications from health trusts based in the city and province of Turin for the purchase of innovative health equipment. Published on 30 October 2019, the call for proposals had a value of nine million euros and set the deadline for submissions as the end of December 2019. A contribution of 2,000,000 euros was awarded to the "Città della Salute e della Scienza" university hospital trust in Turin in October 2019 for the purchase

of a second latest-generation CT scanner (to complement the CT scanner purchased with a contribution of 2,500,000 euros from FCSP in 2002). This will increase the territory's PET scanning capacity.

Public health: activities

In view of the inevitable limits on the resources ordinarily available, FCSP **focused its attention on supporting initiatives aimed at enhancing the economic and organisational efficiency of Piedmont's public health management processes**. FCSP therefore signed a three-year framework agreement with the Piedmont regional council for the implementation of coordinated development programmes in the public health arena. FCSP and the regional council agree on the importance of taking integrated actions aimed at enhancing the equality, accessibility, efficiency and quality of the services provided, while maintaining the necessary economic and financial balance. The parties identified two particular macro-areas of operation in which they both have an interest: 1) the consolidation and implementation of the three-year deficit-reduction plan for the "Città della Salute e della Scienza" university hospital trust, as pre-requisites for development towards the Health, Research and Innovation Park (also see the specific section on this subject in the chapter on "Major system-building projects" in this report); 2) the analysis and testing of innovative models of integrated care for patients with chronic conditions. These models are also a prerequisite connected with the development of the Health Park. Alongside this spending commitment, FCSP continued to focus on projects aimed at introducing innovative health technologies and developing organisational models based on multidisciplinary approaches, that improve the quality of patient care and the effectiveness of medical procedures, while also optimising the use of resources, thanks to more efficient use of the range of professionals based in the territory's healthcare facilities.

The Turin Health and Research Park project illustrates an important link in FCSP's work, as it combines research with public health. The project involves the creation of four functional centres: 1) Healthcare and clinical training centre; 2) Research centre; 3) Teaching centre dedicated to long second-cycle degree courses, three-year degree courses and specialist degree courses in medicine or the health professions; 4) Temporary accommodation centre. **At the beginning of 2019, the "Città della Salute", in its capacity as contracting authority, issued two calls for tenders, as expected.** The first relates to the Health Park itself, based on the competitive dialogue formula, and the second relates to the reclamation of the former Avio site on which the complex

will be built. As well as helping pave the way for Turin's "Città della Salute" to qualify as a contracting authority, FCSP is now working alongside the regional council and the university to identify areas of intervention which – with the help of a philanthropic partner – would facilitate the launch and improve the coordination of a process that will inevitably be long and must therefore not lose momentum or the capacity for intrinsic updating (see also the specific section in the chapter on major system-building projects).

Route notes

Selection, monitoring and evaluation of interventions are vital, cross-cutting components of FCSP's work, and we have gradually built up considerable experience in these fields. In research and higher education, external competencies are essential and are available through expert referees, technical-scientific committees, external bodies and research centres promoted by FCSP. Recourse to external help with the selection/evaluation of initiatives (as indicated in our internal governing and regulatory documents with reference to the possibility of setting up technical/scientific committees) is in fact standard practice at FCSP. With regard to agreements with universities, the parties have agreed to include intermediate monitoring and final assessment indicators connected with the agreements' goals. These indicators can also be formulated with the help of third-party experts. In view of their distinctive nature as subject-specific skills centres, the research-oriented auxiliary bodies are subject to continuous evaluation by external bodies (research quality rating), external funding providers (the EU and other institutions) and FCSP, in its capacity as a founding body with control over the auxiliary body's work through the presence of its representatives in their governance structures. All projects and initiatives deriving from calls for proposals are subject to external evaluation.

The methods for evaluating health research and the associated funding systems warrant separate attention.

The evaluation criteria we use also include more innovative requirements than traditional scientific publications and their impact factor (although these are always central), such as the expected impact on the career of researchers, the development of international, multidisciplinary research networks and the creation of new research strands. In health research, as in many other fields, we look for more advanced indicators of success and significance than the mere outputs. This comes up against the objective difficulty of measuring impact in its broadest sense. It is still, however, one of FCSP's responsibilities and commitments to keep abreast of developments in the methodological debate,

which clearly has political implications and could also have important consequences on the way we support, encourage and reward quality scientific research.

2. International affairs programme

Key principles and concepts

1. EUROPEAN DEFENCE: INTEGRATION AND COMMON SECURITY BASED ON TECHNOLOGICAL RESEARCH AND DUAL-USE APPLICATIONS

The subject of **European defence is the focal point of various political, economic and technological trends, which are intertwined with specific skill-sets that exist in the Turin area.** There is now a blurring of the boundaries between internal and external security. In the face of developments such as climate change, scarcity of resources, population growth and state fragility; resilience and protection of IT and other critical infrastructures; remotely piloted aircraft systems, naval surveillance and satellite communication, our societies are exposed to multiple "hybrid threats" that now go far beyond the boundaries between "internal" and "external." In order to tackle these threats, it is therefore increasingly necessary to be able to develop and apply dual-use solutions, skills and technologies. These are tools that can be applied in the civil and military fields alike: from new, high-strength materials, to IT security tools and mapping, to name but a few.

2. THE MEDITERRANEAN: BEYOND SECURITY, AN OPPORTUNITY FOR SHARED PROSPERITY

The Mediterranean is an area of priority interest for Europe in general and Italy in particular, partly as a result of historical links and partly as a result of the close economic and security relationships (starting with energy procurement) that connect the countries and societies that look out towards "Mare nostrum". The issue of migration has brought the importance of the Mediterranean back to the centre of attention, in the national and European debate and in the eyes of the public. But **for Italy and Europe, the Mediterranean is about more than security** and the control of migration. **The stability and consequent possibility of economic growth in the countries bordering the Mediterranean, especially on its southern shores, is inextricably linked not only with the security but also the prosperity of our country.**

International Affairs Programme: activities

For many years, FCSP has dedicated attention and resources to international matters. FCSP's goal consists in **supporting and integrating a range of bodies, networks and projects, capable of linking high-quality research with political influence on certain significant, selected issues**, while at the same building adequate "localised" capacity (across Italy, in North-West Italy or in Turin, as appropriate) for analysis and reflection.

Our activities have three main aspects: research, dissemination and training. The audience that our dissemination and communication initiatives reach falls mainly within an intermediate sphere that includes public decision-makers, media operators, economic actors and experts. The academic world is brought on board mainly through research and training, whereas the wider public is drawn into the debate through conferences and the media. We pay close attention to the involvement – in both research and training – of young researchers and professionals at the beginning of their careers, who might be collectively described as the "Erasmus generation".

Our activities are based on a network of research centres and other bodies, which are actively involved. In terms of the bodies involved, FCSP has three strategic partners: the German Marshall Fund of the United States (GMF), the Istituto di Affari Internazionali (IAI) and the European Council on Foreign Relations (ECFR). The strategic partnerships interact at local level with a number of Turin-based research centres, such as the Torino World Affairs Institute (TWA), the Centro Studi Africani and the Fondazione Centro Studi sul Federalismo (CSF). All these centres depend to a varying but nonetheless substantial degree on FCSP's support, but they are not our only possible local interfaces. Many of the initiatives, in fact, involve a plurality of other actors from the local system, such as the chamber of commerce system, the most internationalised part of the industrial system and top-class training centres such as the "Scuola di Applicazione", which is part of the Italian army's officer training academy.

Another cornerstone of FCSP's international outlook is the "**United Nations hub**" based in Turin: this encompasses the ITC-ILO (International Training Centre of the International Labour Organisation), UNICRI (United Nations Interregional Crime and Justice Research Institute) and the Staff College (UNSSC - United Nations System

Staff College), plus ITHACA (Information Technologies for Humanitarian Assistance, Cooperation and Action), which completed a major spin-off process in the course of the General Council's term of office by setting up a private limited company, thus testifying to the considerable growth of the services it offers in the field of mapping and earth observation, with significant commercial and other applications. This combination of institutions constitutes a major advanced training hub on an international scale.

Lastly, FCSP has developed a number of specific operational projects and ad hoc collaborations, such as the Observatory on the Economy and Maritime Traffic in the Mediterranean run by "Associazione Studi e Ricerche per il Mezzogiorno" (a research centre connected with Intesa Sanpaolo), and support for the initiatives promoted by CeSPI (Centro Studi di Politica Internazionale).

3. Art, Cultural Heritage and Cultural Activities

Distribution of funding in the Art, cultural heritage and cultural activities sector

Route notes

Over the four-year period, FCSP used the International Affairs Programme to set itself a dual challenge: on the one hand, to **support the international vocation of local entities** (TWAJ, ITHACA, Centro Studi Africani etc.), and on the other, to **help spread the benefits of its partnerships with certain think-tanks operating on a national, European and transatlantic scale** (the Istituto Affari Internazionali, the European Centre on Foreign Relations and the German Marshall Fund of the United States) more widely across the territory.

This challenge gave rise to four specific missions: fostering cooperation and prosperity in the Mediterranean area, promoting and relaunching the process of European integration, consolidating transatlantic relations and cultivating new leadership groupings in international relations.

Within this framework, the many initiatives promoted, as well as the support for our partner bodies' research, processing and communication work, included the opportunity for young graduates and specialists in international relations to take high-quality training courses and thus develop professional and scientific experience that will serve them well in their future.

| THEMATIC STRAND | PROJECTS 2019 | | FUNDING AWARDED 2019 | | PROJECTS 2018 | | FUNDING AWARDED 2018 | |
|---|---------------|-------------|----------------------|-------------|---------------|-------------|----------------------|-------------|
| | No. | % | Euros | % | No. | % | Euros | % |
| Performing Arts | 85 | 33.60% | 9,687,000.00 | 27.66% | 63 | 25.00% | 2,597,571.12 | 7.63% |
| Auxiliary bodies | 1 | 0.40% | 2,100,000.00 | 6.00% | 3 | 1.19% | 3,200,000.00 | 9.40% |
| Promoting literary and artistic culture | 17 | 6.72% | 1,855,000.00 | 5.3% | - | - | - | - |
| Enhancing knowledge of cultural heritage and generating value from it | 82 | 32.81% | 10,597,415.12 | 30.26% | - | - | - | - |
| Safeguarding and maintaining our historical and artistic heritage | 64 | 25.30% | 9,636,940.00 | 27.52% | - | - | - | - |
| Landscape, environment and territory | 3 | 1.19% | 1,140,000.00 | 3.26% | - | - | - | - |
| Co-governed cultural institutions | - | - | - | - | 23 | 9.13% | 10,749,385.23 | 31.56% |
| Important cultural institutions and major attractions | - | - | - | - | 41 | 16.27% | 9,705,000.00 | 28.50% |
| Cultural heritage: safeguarding, knowledge and value generation | - | - | - | - | 120 | 47.62% | 7,703,000.00 | 22.62% |
| Landscape, districts and cultural systems | - | - | - | - | 1 | 0.40% | 100,000.00 | 0.29% |
| Total | 253 | 100% | 35,016,355.12 | 100% | 251 | 100% | 34,054,956.35 | 100% |

Emblematic projects

Performing Arts: a three-year call for proposals that **combines economic support for live performance with avenues for boosting skills and consolidating the cooperation system**. 2,000,000 euros annually.

Networked value generation from urban and territorial cultural resources: a call for proposals that selected projects - in two phases in 2017 - aimed at building a cultural heritage system capable of integrating the resources and mobilising the skills available in individual territories. 2,400,000 euros.

Support for the adoption of strategic and operational plans by major public-private institutions within the territory, with a view to freeing up management resources.

Trial implementation of the regional landscape plan in three areas of Piedmont: support and trial project, 400,000 euros.



Key principles and concepts

1. VOLUNTARY WORK AS A RESOURCE

Voluntary work has often been the only way to ensure the continuous enjoyment of our heritage. One example among many is that of the Amici del Palazzo Reale di Torino, which is a vital resource to enable people to visit of the heart of the Musei Reali (Royal Museums complex, Turin). Volunteers have proved to be a double-edged sword, however, if their enthusiasm is not matched by the quality of the service they provide. Due in part to the large number of applications received during the four-year period, preference was increasingly given to institutions committed to providing their human resources with development and improvement pathways. The need for careful evaluation of the model by which public heritage is managed by volunteers has brought to light the need for FCSP to provide practical support.

2. SUSTAINABILITY: PATHWAYS TO THE FUTURE

It became increasingly clear over the four-year period 2016-2019 that many local cultural institutions are in a precarious state, which needs to be resolved. We therefore launched a number of capacity-building processes aimed at optimising the limited availability of public and private funding sources, improving the governance of local bodies, prompting these bodies to formulate a clearer vision of their role in the cultural system and encouraging them to embrace individual vocations. Membership of new or existing networks is now a pre-requisite for our support.

3. MAINTENANCE VERSUS RESTORATION

The need for urgent, major restoration works on our artistic and architectural heritage sites is still too often simply caused by neglect, leading to severe disrepair: there is no shared culture of heritage maintenance designed to prevent the need for major restorations, despite the fact that these are both costly and seriously disruptive. Under building regulations, all conceptual designs must now include a maintenance plan, and since 2019 we have required respondents to our calls for proposals regarding specialist restoration projects to submit this plan. This is still essentially a toothless formality, however, because it is not backed up by any binding requirement to implement the plan. It is fair to say that, at present, heritage maintenance is a voluntary activity, as can be seen from a 2015 publication entitled “Guida alla conservazione programmata a uso dei volontari per i beni storico artistici” (a guide to scheduled conservation for use by volunteers in the historical and artistic heritage sector), deriving from a project supported by FCSP. Instruments such as maintenance plans and formal scientific conclusions, however, should be disseminated, and full recognition should be given to

their role as a theoretical basis for the planning of activities designed to keep heritage sites in good order and contain costs. The experience built up over the four-year period will be used as a basis for reviewing our approach to restoration, and proposing a specific project selection instrument for scheduled maintenance and preventive conservation.

Art, cultural heritage and cultural activities: our project work

Over the four-year period 2016-2019, FCSP has focused its efforts on **consolidating the role of flagship cultural centres and institutions, and museums that constitute major attractions, including in terms of their function as drivers of local development.**

FCSP channels substantial financial and project resources into major attractions, which are essential emblems of our territory. The leading players among such attractions – partly in view of the forthcoming Fifth Centenary Coronation of the Madonna d’Oropa at the eponymous sanctuary designed by Filippo Juvarra (province of Biella, Northern Piedmont), which is one of the gems of the system in question – included the network of Royal Residences of the House of Savoy and the Sacri Monti of Northern Piedmont, a resource that is still under-used and under-rated, and formed the object of an innovative preventive conservation programme launched in 2016. Following a review of its governing document in 2017, the Consorzio de la Venaria Reale set up a unit formally tasked with the integrated promotion of the system’s cultural assets, whose ownership is highly fragmented. The development of the Consorzio delle Residenze Reali Sabaude was delayed in 2018 by changes in local and central government and by the need to re-start the territorial collaboration of intent that had given rise to the original agreement on the regional circuit of residences. The Consortium now has a new governing document and needs to implement new organisational and functional strategies as a result. Over the four-year period, FCSP continued to “work collaterally”, developing and supporting system projects affecting the Residences as a whole. A study entitled “Valore Stupinigi” was carried out in 2017, which turns the innovative strategy of cultural arbitrage into a strength. The study focused on the complete offering associated with Stupinigi, including the urban and rural complex connected with it, and involved the Centro Studi Sant’Agata-Ebla alongside the Fondazione Ordine Mauriziano. Differences in performance between the major cultural co-governed bodies over the four-year period shone a spotlight on different types of approach, whose success was commensurate with the bodies’ strategic ability to deal with an ever wider range of critical issues. There is a growing gap between those that are still tied to established but no longer sustainable management practices and those that have reacted dynamically

to the challenges posed by today's world. Between these two extremes, there are other bodies that are making the transition but still in search of a new balance. Even the most deservedly successful bodies have recognised that revitalisation is essential if they are to retain the ground they have gained. Since **2018, which was a particularly critical year, FCSP** has found itself making **emergency interventions by means of exceptional contributions, as in the case of Fondazione Teatro Regio Foundation in Turin (Opera House)**. These emergency interventions were made with a view to triggering structural changes. Under the model applied, any intervention must be accompanied by a detailed analysis of the accounts and the drawing up of a realistic, comprehensible, multi-year strategic plan, with the aid of independent third-party experts. We believe that this is a reasonable and achievable way forward, not least because it helps identify which resources, beyond institutional contributions, can actually be deployed by cultural institutions.

FCSP enjoys long-standing cooperative relations with **many cultural institutions in North West Italy, including museums, theatres and places of dissemination, whether typical or atypical**. FCSP's support for them is based on the assumption that it **brings direct and indirect benefits to the cultural sector as a whole**. The twenty or so beneficiary bodies of support for institutional activity – i.e. those that received funding by virtue of the work they do as a whole – took part in training aimed at upgrading their skills and their capacity to generate strategic continuous improvement programmes. FCSP also made a number of training and peer-learning programmes available, based on a shared analysis of the specific sector, and the challenges and point in the life cycle of each organisation. One of the key features of the work was an acute awareness of the importance of data, monitoring, management control and evaluation of social and cultural impact. It was a long-term process, managed step-by-step by FCSP units, in conjunction with the training service providers, and actively encouraged the sharing of responsibility with the staff of the various institutions.

The Performing Arts call for proposals focused on the live entertainment sector, and was another system-strengthening measure. Here, too, experience has taught us that support for flagship organisations can help form networks through shared pathways. The Performing Arts call for proposals has therefore shifted to a three-year instead of a one-year timetable, with a view to supporting the projects selected in 2018 – which involve growing levels of complexity and cooperation between organisations – for three consecutive years. Once again, FCSP provided financial resources and targeted capacity-building programmes, based essentially on data, knowledge management and fundraising.

As far as cultural heritage is concerned, FCSP **continued its efforts in the interests**

of the historic centres of Turin and Genoa on a system-oriented basis, i.e. by implementing restoration campaigns involving significant buildings in terms of history and town planning, and actions aimed at integrating cultural heritage into networks, for the benefit of management and access. The biggest highlight was the **completion of the restoration of the Chapel of the Holy Shroud** in Turin and its reopening as part of the Musei Reali complex. The intervention won the prestigious **“European Heritage Award/Europa Nostra Award 2019”**. Support was provided for the exhibitions as public attractions and in view of their high scientific quality. We continued to bring restoration and/or study programmes to full fruition by supporting exhibitions that present these programmes to the public. Examples include the exhibition devoted to Baroque sculptor Maragliano and his School at the Palazzo Reale in Genoa, and the exhibition – scheduled for the spring of 2020 – “A Challenge to the Baroque Style. Rome, Turin, Paris 1680-1750”, which was keenly promoted by FCSP and curated by Fondazione 1563 and Consorzio delle Residenze Reali Sabaude. The latter exhibition is the culmination of research linked with the *Ancient and Modern* project, which is a key plank in the “Study Programme on the Baroque Era and Culture.”

FCSP feels a sense of responsibility for cultural quality across its entire territory, including for lesser-known components of its landscape and its monumental and historical fabric. It expressed this in the Places of Culture call for proposals, first issued in 2017, which selects projects aimed at restoring and showcasing cultural heritage, with a strong emphasis on projects that combine safeguarding with use. In the two years that followed, the call for proposals raised the qualitative eligibility requirements, by sharpening the focus on effective handling of the territory's cultural resources and hence their capacity to attract interest. This was backed up by the call for proposals for restoration works, which encompassed the history, culture and heritage of the religious and secular Confraternities, and the decorated surfaces of Baroque architecture (the call for proposals was published in 2019 and its results will be seen in 2020). This work was undertaken in line with the “L'Essenziale è Barocco” programme promoted by the Regional council in 2020, aimed at interconnecting and communicating a variety of initiatives supported by FCSP, the highlight of which is the exhibition at La Venaria. As a result of previous work on this front, the call for proposals regarding networked value generation from cultural heritage came to an end in 2017. The call had the joint aim of harnessing the value of culture and promoting local development, and some of the projects funded by it are still reaching completion.

Route notes

The four-year period involved a particular focus on system-building and streamlining, also taking account of FCSP's new configuration and the re-organisation of its offices, which took place concurrently. This part of the implementation of the Multi-year Planning Document 2017-2020 included work on fine-tuning the funding instruments conceived in previous years with a view to building a means of grant-making that was both inclusive and selective. This was done by using the contextual knowledge acquired in previous years and testing a proposed range of new, stakeholder-oriented instruments, mainly relating to capacity-building. An example of this is the previously mentioned experience within the framework of the Performing Arts call for proposals, where the intention is to foster the construction of a community of operators, and work with that community, by providing support and stimulating the development of relationships based on cooperation and sharing. The same basic objective underpinned the work of analysing the bodies that receive funding for institutional activity in the field of art, cultural heritage and cultural activities and organising them into a system. Data relating to organisation, operation, accountability, strategic planning and visibility was collected for each of these bodies, for the purpose of modelling them and setting a time-zero for the evaluation of their future development. As part of this work on boosting knowledge and supporting organisational improvement, FCSP also took action relating to the potential of the territory's most strategic cultural bodies, in order to improve their capacity for self-financing and sustainability. This involved **acting as an enabler of managerial/organisational development of the bodies concerned, aimed at steering them towards greater economic and financial autonomy, and thus reducing their dependence on FCSP funding**. As a pre-requisite, the bodies in question had to have a Multi-year Strategic Plan in place, onto which they could graft an operational business plan that would lead to an adequate and measurable improvement in operating results, once implemented. The additional net margin was earmarked for use on initiatives agreed between the body itself and FCSP. Examples **of this model include FCSP's support for the implementation of a Business Plan for the Musei Reali in Turin, which got under way with the Palazzo Reale 2019 project and the parallel Strategic Plan for the Centro per la Conservazione e il Restauro dei Beni Culturali "La Venaria Reale"**. The call for proposals on harnessing the value of cultural heritage and landscape on the basis of a network model was another significant experience. In the selection procedure, special attention was paid to projects that would make it possible to define the skill-sets of the individual parties within an integrated framework and foster relations with economic operators in the territory. FCSP has taken a proactive approach and promoted opportunities for beneficiaries to meet and exchange views on relevant contextual or technical issues.

As for lessons learned, more in-depth analysis of the project proposals received by FCSP has made it possible to reflect on the role of cultural volunteering, which is often the only way to enable heritage sites to be used on a continuous basis. This line also strengthens voluntary associations, in terms of their skills and organisational reliability, without losing sight of the fact that certain tasks still need to be done by professionals in order to ensure that adequate technical and quality standards are met. The challenges faced by FCSP with regard to the system of Royal Residences of the House of Savoy have already been mentioned. A combination of various levels of weakness, and perhaps also the lack of a universally shared mission, has impeded the development of a system-building project and of the body designed to interpret it, despite the fact that this is seen as a qualifying objective by all the institutional parties involved, and no doubt by the public too. Another major attraction that has emerged from a highly critical situation and is still in the process of consolidation in its new organisational configuration is the Turin Book Fair, one of the region's flagship cultural projects. FCSP has continued to back the Book Fair, by revitalising the 2017 and 2018 editions with the Bookstock Project. It has also contributed economically to restoring the prestige of the event's brand, and continued to provide support since the transfer of the event's management to the Circolo dei Lettori (the Readers' Club in Turin) in 2019.

4. Cultural Innovation

Distribution of funding in the Cultural Innovation sector

| THEMATIC STRAND | PROJECTS 2019 | | FUNDING AWARDED 2019 | | PROJECTS 2018 | | FUNDING AWARDED 2018 | |
|---|---------------|-------------|----------------------|-------------|---------------|-------------|----------------------|-------------|
| | No. | % | Euros | % | No. | % | Euros | % |
| Contemporary forms of creative expression | 34 | 32.08% | 2,291,000.00 | 28.02% | 48 | 40.68% | 2,347,000.00 | 28.68% |
| Participation and cultural inclusion | 10 | 9.43% | 1,393,500.00 | 17.04% | 14 | 11.86% | 1,290,000.00 | 15.77% |
| Science and society | 26 | 24.53% | 1,675,000.00 | 20.48% | 23 | 19.49% | 1,395,500.00 | 17.05% |
| Cultural enterprises and creative professions | 26 | 24.53% | 1,277,500.00 | 15.62% | 24 | 20.34% | 1,088,000.00 | 13.30% |
| Culture and Civic Innovation | 10 | 9.43% | 1,540,000.00 | 18.83% | 9 | 7.63% | 2,062,000.00 | 25.20% |
| Total | 106 | 100% | 8,177,000.00 | 100% | 118 | 100% | 8,182,500.00 | 100% |

Emblematic projects

ORA! 2018: Two calls for proposals, one relating to the best contemporary cultural productions (Ora!) and the other to supporting the development of creative projects by under 30s (OraX) 1,374,000 euros.

OPEN: Calls for proposals, support measures, experimental projects and a European project for developing cultural demand and testing new practices, new professions and new skills 3,100,000 euros.

L'INFINITA CURIOSITÀ: An **interactive exhibition in Turin and Genoa staged with the collaboration of the leading scientific dissemination bodies working in unison as part of the Sistema Scienza Piemonte network** 269,000 euros.

Key principles and concepts

1. FUNDING, AND A WHOLE LOT MORE

FCSP has **systematically applied its strategic policy directions, which require it to provide managerial, organisational and training support** alongside its funding of projects (empowerment and support, fine-tuning of the design of project proposals, training opportunities and capacity-building services). This kind of integration of “growth factors” (economic resources plus capacity building) has been very well received by partner organisations and has often revealed needs that had either not been expressed or not clearly perceived.

2. ADVOCACY, NETWORKING, COMMUNICATION AND EVENT ORGANISING

Advocacy, networking, communication and holding events on cultural innovation are still important activities. By organising public events directly, building dedicated communication tools and taking active part in specific networks, FCSP helps stimulate debate, raise awareness and promote ideas relating to cultural innovation within its own context. Examples of this kind of work include opportunities for the discussion of contemporary cultural output within the framework of communication of the initiatives involved in ORA!, the promotion and organisation of forums for public debate on the question of audience development, the promotion of a community of practice on the theme of Open, participation in international networks, sharing input on culture and civic innovation with local bodies and promoting local networks.

3. EXPERIMENTATION

New fields, new partners, experimenting with new means of intervention. If experimentation is risk-free, it is not real experimentation. So controlling the accepted level of risk plays an important role in cultural innovation. Experimentation can also mean factors that cut across different arenas in which FCSP operates: innovative processes usually derive from multiple factors and can involve multiple fields of application. That is why a growing number of developments cut across FCSP's various areas of intervention and extend beyond the strictly cultural sphere, to the social sphere, philanthropy, social innovation, research and, more recently, public health in its relationship with cultural habits.

Cultural innovation: activities

Over the four-year period, FCSP has constantly **assimilated and promoted innovation processes taking place in the cultural sphere, often with an experimental method and approach and continuous cross-referencing with various of its other lines of intervention.** The specific areas and goals are the ones set down in the 2017-2020 Multi-year Planning Document: to promote contemporary production by supporting research and creativity, to promote new forms of participation in culture in order to expand and diversify demand for it, to promote more efficient and sustainable organisational models and management processes, to facilitate the development of an ecosystem of local cultural creative enterprises, and to promote opportunities associated with the digital sphere, new technologies and the relationship between science and society. The construction of a more integrated cultural system in the field of contemporary forms of creative expression, both in Turin and other territories that FCSP covers, was one of the foundation's "generative" goals, and found expression in an enhanced and extended dialogue with the sector's most established players, thus prompting collective strategic thinking and consolidating system-based collaborations. As for the **so called Turin autumn, dedicated to contemporary culture (Artissima fair, Club to Club festival, Paratissima fair, etc.)** and its promoters, **intervention methods have been implemented that have ensured continuity and maximised impact throughout the year and not only in the autumn.**

FCSP pursued **its support for contemporary cultural production with the ORA! project**, which followed three distinct lines over the four-year period: two editions of a call for proposals (Ora!) dedicated to cultural productions in cutting-edge forms of creative expression, aimed at organisations with proven planning and management skills; one project (OraX) dedicated to people and teams of people under the age of 30 with innovative creative ideas, who were offered training and capacity-building assistance to help them design proposals. Concurrently, under the third line, a selection of the winners of the first edition of the Ora! call for proposals was offered a pre-acceleration pathway (Ora 2) in preparation for the possible formation of cultural enterprises that might be eligible for impact finance. **Within the framework of participation and inclusion in the cultural arena, efforts were also made to test and disseminate initiatives aimed at developing demand for culture, under the umbrella of Open.** These actions included the provision of ongoing practical support for bodies and operators (also under other FCSP cultural calls for proposals), experimental projects and a European project. After the first three calls for proposals, relating to the mapping of existing experimental projects, a further three specific calls were published: Open SAI, aimed exclusively at cultural bodies that receive support for institutional activity from FCSP; Open Community, for audience engagement projects, presented by networks of cultural communities and

professionals (or cultural enterprises) capable of inducing lasting and sustainable local or sectoral change; and Open2Change, aimed at developing two-year pathways, within cultural institutions, for the launch and stabilisation of one or more good practices in terms of audience development. The Open Cinema initiative also got under way. It is dedicated to outer-city and small-town cinemas, which, if intelligently revitalised, could become epicentres of social and cultural innovation for local communities, even beyond their original function. This issue of cultural participation was also the focus of advocacy action within the framework of institutional relations, on a local to an international scale. The **digital sphere** and new technologies in relation to culture represented another field of action. A partnership with the Polytechnic University of Milan's Observatory on Digital Innovation in Cultural Heritage and Activities yielded valuable insights into the level of penetration and the potential of the digital dimension in cultural heritage. After the completion of a research and mapping phase relating to the relationship between new technologies and cultural production, a number of experimental development initiatives of an operational nature were introduced at several Turin-based organisations. A joint operational project was carried out aimed at co-designing and producing a digital customer relationship management system for optimising the use of information about visitors.

The four-year period marked a special moment for the Sistema Scienza Piemonte partnership, culminating in the exhibition "L'Infinita curiosità: un viaggio nell'universo in compagnia di Tullio Regge", which involved scientific, institutional and operational collaboration between the various bodies belonging to the aforesaid network. This collective work helped identify the strengths and weakness of the system, thus giving FCSP and the bodies involved food for thought on how to develop the partnership. At the same time, relationships were established with new players in the field, who suggested including innovative projects in scientific communication and the science-society debate.

Since the completion in 2018 of the start-up phase, in which FCSP was involved for four years (2014-2017) under a dedicated programme, the Polo del '900 (Centre of the 20th Century: a complex that hosts several individual centres devoted to research, and documents specific social, political and cultural aspects of 20th-Century Turin) has been **supported** by FCSP as a **permanent civic innovation workshop**, while efforts are made to promote its economic sustainability: how do you make a cultural centre economically independent? In this respect, the Polo del '900 also represents a model and an organisational challenge. By the end of 2019, it was already a recognised cultural hub, by virtue of a comprehensive programme of initiatives by the individual centres it hosts, collaborations between those centres, initiatives of the hub in its own right, and

the hosting of third-party events in line with its mission. Furthermore, it has become a magnet and place aggregation for young people, students and others, who see it and its resources – including the recently opened bar, run by a social cooperative – as a meaningful space in the city.

FCSP's subsequent Civic call for proposals (see later pages), on the relationship between culture, innovation and civic-mindedness, was also conceived in such a way as to be consistent with the role of the Polo del '900. FCSP also made a concerted effort to promote the strategic alliance between Polo del '900 and Biennale Democrazia, to facilitate shared structural design.

Route notes

The first group of initiatives that warrants attention relates to contemporary culture. Interlocutors in the field of contemporary performing arts in the Turin metropolitan area were, and are, still looking fragile, and for this reason, FCSP continued its strategic grant-making to major players in the field, in the broadest sense. The evaluation of the ORA! 2015 experiment (and the evidence it generated) led to the preparation of two calls for proposals – ORA! and OraX – with certain improvements and a sharper focus on some of their specific aspects. The objectives were confirmed by the needs expressed in the applications: to raise the quality of proposals and the solidity of proposing bodies (ORA!), to harness the creativity of young people and promote culture and the practice of cultural design (OraX). These calls for proposals proved to be effective means, for example, of twinning independent cultural organisations with major cultural institutions, which has led to the co-designing of production proposals. The geographical scope of the projects has expanded, but there is still a certain weakness in proposals from Liguria.

A second axis that warrants attention relates to the development of cultural demand: FCSP worked on audience-oriented approaches, alongside Open, through an integrated system of activities, projects and instruments aimed at testing and then disseminating practices designed to expand and diversify, socially and demographically, cultural audiences. Our decision to base our intervention on the eighth European Framework Programme on audience development multiplied the number of opportunities for exchanges of views between parties that implemented different experiments, giving rise to a promising and potentially transferable pathway. This achieved the important result of spreading this specific line of work among operators, starting from its specific vocabulary: some of the supported

projects generated literature recognised in the field.

The radiating effect of these activities impacts on the permanent legacy of our grant-making work because it spreads new skills, new design processes and new professional knowledge among operators, whether institutions or associations and whether recent or long-standing: the capacity that this builds in the sector is a lasting benefit, which is being consolidated through the construction and growth of a community of practice. The field of cultural participation and inclusion also saw the launch of a project on the relationship between Culture and Health, with some initial research aimed at bringing the relevant issues and contributions already existing in Piedmont within a defined framework. This will form the basis of a future three-year initiative, to pave the way for the application of the future European lines in this field. The activities of the Sistema Scienza Piemonte included a third instructive experiment. The previously mentioned exhibition “L'infinita curiosità: un viaggio nell'universo in compagnia di Tullio Regge” was held at the Accademia delle Scienze in Turin from September 2017 to May 2018. Staged under the direct coordination and direction of FCSP, the exhibition was well attended (32,000 visitors in 6 months) and arrangements were made to stage it again from November 2018 to the beginning of January 2019 at the Genoa Festival of Science. In the wake of the exhibition, it became clear how far the Sistema Scienza Piemonte partnership, brought into being by FCSP, still needs to develop a sense of collective intent and how far it thus remains dependent on FCSP's support and input. The question of how the partnership works and its rules of engagement is clearly crucial.

Meanwhile, FCSP also identified and involved a number of local more recently established bodies: these new relationships focus primarily on the professions involved in the communication and popularisation of science, and on the creation of a permanent observatory on the relationship between science and society.

The four years of work by FCSP that led to the creation of the Polo del '900, along with the knowledge and experience it generated, has opened up new fronts for reflection on the relationship between culture, cultural institutions and civic innovation (participation in public debate, involvement of citizens in collective and solidarity actions, acquisition of the minimum know-how to empower citizens). This in turn spawned the CIVCa call for proposals for civic culture and civic innovation projects, with a view to building pathways that serve the needs of civic-mindedness, such as social cohesion and coexistence, the quality of citizenship, access to opportunities and the fight against discrimination. Lastly, consideration was given to the question of cultural enterprise – both in calls for proposals as well as in other networking and capacity-building actions – in order to test out the actual feasibility of quasi-market-

5. Social Policy

based organisational solutions, which are riding a wave of popularity in theory, but often fall short in practice. Several critical issues were indeed identified: firstly, the offering of cultural entrepreneurship tends to be fragmented, comprising individual initiatives that are often unrelated to each other; and secondly, promoting dialogue between the cultural world and that of private investors is difficult, because their respective approaches and expectations are so different and distant from each other. In the digital arena too, FCSP continued its work on coordinating the various initiatives that it has launched on the relationship between new technologies and culture, and integrating them into a framework: perhaps because, at least in the cultural context, and in our area, we are still at the embryonic stage.

| THEMATIC STRAND | PROJECTS 2019 | | FUNDING AWARDED 2019 | | PROJECTS 2018 | | FUNDING AWARDED 2018 | |
|---|---------------|-------------|----------------------|-------------|---------------|-------------|----------------------|-------------|
| | No. | % | Euros | % | No. | % | Euros | % |
| Active inclusion pathways | 50 | 22.62% | 8,742,544.56 | 13.76% | 42 | 23.08% | 7,659,762.18 | 10.63% |
| Long-term care, independent living and the right to health | 39 | 17.65% | 4,558,214.24 | 7.17% | 30 | 16.48% | 5,336,000.00 | 7.41% |
| Combating poverty through solidarity and neighbourly support networks | 15 | 6.79% | 1,670,000.00 | 2.63% | 10 | 5.49% | 1,376,000.00 | 1.91% |
| Auxiliary Bodies | 2 | 0.90% | 16,120,000.00 | 25.37% | 2 | 1.10% | 13,200,000.00 | 18.32% |
| Agreements with Local Authorities | 18 | 8.14% | 1,719,443.78 | 2.71% | 15 | 8.24% | 3,770,830.36 | 5.23% |
| Welfare and education of children and adolescents | 53 | 23.98% | 23,259,814.62 | 36.60% | 35 | 19.23% | 31,506,551.46 | 43.73% |
| Youth empowerment and integration | 25 | 11.31% | 3,639,950.00 | 5.73% | 20 | 10.99% | 2,541,170.00 | 3.53% |
| International cooperation and global citizenship education | 19 | 8.6% | 3,834,000.00 | 6.03% | 27 | 14.83% | 6,659,551.00 | 9.24% |
| Total | 221 | 100% | 63,543,967.20 | 100% | 181 | 100% | 72,049,865.00 | 100% |

Emblematic projects

ARTICOLO +1: a **project to combat unemployment among 15 to 29-year-olds who are not in education or training (NEETs), by means of actions aimed at developing job opportunities, including for less employable people, and promoting self-esteem and dynamism.** 3,750,000 euros.

LEI - Lavoro, Emancipazione e Inclusione: a **personalised project for women serving custodial sentences in Turin prison**, to improve their circumstances and prospects, and boost their opportunities for employment and social inclusion. 260,000 euros.

InTreCCCi call for proposals on Home, Healthcare and Community: A call for proposals aimed at enabling at-risk people to carry on living in their homes, covering Piedmont, Liguria and Valle d'Aosta, with an emphasis on the social inclusion of people with care needs and their dynamism in the community and other life contexts. 2,000,000 euros.



Key principles and concepts

1. SOLIDARITY AND INCLUSIVE COMMUNITIES

Most of FCSP's interventions are based on **activating, mobilising and promoting the community**. Supporting community welfare processes means working in defined, geographically delineated territories, to stimulate dynamics of inclusion and solidarity. When developed on a bottom-up basis, these can involve multiple parties – such as public institutions, third-sector organisations, informal groups, families and individuals – sometimes for the first time, in a shared, participative and generative manner. Promoting the role of community is a task that cuts across a wide range of initiatives, including in the fields of long-term care, youth empowerment, migration and backing for neighbourly support networks to combat poverty.

2. GRADUAL AUTONOMY

The ultimate aim of all the interventions we promote and support is to lead people gradually towards autonomy: we promote the maximum possible autonomy of sick and elderly people and people with disabilities, by supporting projects that jointly involve different community actors, both public and private, in innovative ways, so that people's right to choose their own life plans – is respected. As a matter of fact “user-centred” paradigms are increasingly being superseded by “citizen-centred” and “person-centred” paradigms. Similarly, we promote pathways towards gradual autonomy for vulnerable people (young people with low levels of employability, people who have lost their jobs, people who are unwillingly economically inactive, people who are either in or have recently left prison and people from migrant backgrounds), by supporting multidimensional processes aimed at getting them into jobs, homes and physical social networks, while also making the most of the skills and resources that they themselves can deploy, because the success of social inclusion pathways is often directly proportional to the degree of active participation of their intended beneficiaries.

3. MULTIDIMENSIONAL APPROACH

Actions that focus exclusively on one of the dimensions of poverty risk being ineffective, whereas integrated, multidimensional interventions that simultaneously address the economic, social, cultural, educational and employment dimensions, have permanent, life-changing effects. This is not easy, of course, partly because it requires resources that are not always available, and partly because operators still tend, in practice, to think of themselves as divided into separate sectors. Good integration can be a large part of the solution: FCSP therefore supports interventions that strengthen bonds and foster integration between social-sector organisations, so as to enable mutual learning not only between each other, but also between themselves and other

organisations that show a new interest, such as cultural institutions, informal citizens' associations and businesses.

Social policy: activities

Supporting and including people in difficulty and testing new models of social policy: this is the traditional, but constantly regenerated task that FCSP sets itself in relation to **the issues of poverty, cohesion, respect and safeguarding of people and care for the new generations.**

The first broad field of intervention field covers **long-term care, promoting independent living and the right to health**. The 2017 edition of InTreCCCi call for proposals – focusing on enabling at-risk people to carry on living in their homes, with an emphasis on the community as a spatial framework, but also as an active participant in the construction of responses to the needs of its most fragile members – was completed and the projects presented for the 2018 edition were selected and launched. The 2017 edition saw the implementation of 11 multi-year projects, involving over 100 organisations and institutions and about 800 direct addressees in Piedmont and the Genoa metropolitan area. The 2018 edition saw the launch of 14 projects aimed at about 2000 people in Piedmont, the Genoa metropolitan area and the provinces of Savona and La Spezia. The field work was complemented by research and experience-sharing relating to the Integrated Community Care pattern, under the umbrella of TransForm, a forum promoted by six European and international foundations. “Il Bandolo” (the Key to the Issue), an association promoted by FCSP, also continued its work on mental health in Turin. This involves seven public and private organisations, which respond to over 1,000 call-outs from about 700 people per year, as well as providing telephone support and listening services. These are further complemented by “Pluralità di Cure”, which offers psychological support to people from migrant backgrounds, in the form of some 350 clinical, psycho-social support and guidance interventions per year, in addition to consulting, mediation, supervision and training courses for about 400 professionals, including teachers, reception operators and health and social care workers.

To support **active inclusion**, the first edition of Articolo+1 – aimed at 1,850 unemployed young people, not in education or training and with low levels of employability – was held between 2017 and 2018. This was followed by the launch of the second edition, which aims to help get another 2,300 young people from the Turin metropolitan area into work by the end of 2020. This is an innovative intervention partly because of the placement model it is based on and partly because it links the payment for the projects to the

attainment of a certain result, defined mainly in terms of employment contracts signed (pay by result). The intervention has undergone a rigorous impact evaluation, which is demonstrating that the results of this initiative are especially positive for young people in the most severe conditions of vulnerability, and that traineeships can be used as a tool for pre-socialisation for work and getting people into work. For adults, the continuation of the Vocational Mobility Training initiative enabled over 400 unemployed adults to get into or get back into work between 2016 and 2019. On the basis of the experience thus acquired, a new project for inclusion and active employment policy was launched in collaboration with Ufficio Pio under the name “Integro”: this was an experimental intervention designed to provide an integrated response to the multidimensional needs of people who are both unemployed and socially vulnerable (guidance and help into work, training, social support, home, care burden, etc.). The project aims to involve 200 adults and is carried out by four partnerships between employment agencies, cooperatives and social associations.

For many years, FCSP has been cultivating a programme aimed at **promoting the rights, responsibilities and pathways towards autonomy for people who are in or have recently been released from prison**, not only with a view to encouraging certain good practices, but in the hope that these become standard practice across the entire national prison system, which is often very backward. The programme involves intensive ongoing practical support for social cooperatives connected with independent economic activity located in prison, with a view to strengthening their skills, including managerial, organisational and project-related skills, so as to ensure the sustainability of practices that are significant and complex in equal measure. This intervention was also backed up by numerous projects aimed at people serving custodial and non-custodial sentences in Piedmont and Liguria, with resources distributed by the biennial “Libero-Reload” call for proposals and by a new initiative aimed at promoting the employability of women serving custodial sentences (L.E.I.), which formed the basis for the subsequent European CUP (Convicts Upskilling Pathways) project, approved under Erasmus plus, for identifying effective practices for the training and social re-integration of former prisoners, with a view to helping transform the traditional concept of prison education.

As part of its work to **promote neighbourly support networks to combat poverty**, FCSP supported 21 projects in Piedmont and the Genoa metropolitan area in 2017, and launched a new edition of the Fatto per Bene call for proposals in 2018, aimed at promoting integrated systems of neighbourly support networks. This led to the development of nine new interventions in Piedmont and the Genoa metropolitan area, with a particular focus on the recovery and redistribution of food products. FCSP was

also behind the Tavole Allegre project, implemented in collaboration with Ufficio Pio and Slow Food. This was an initial trial, centring on conviviality and sharing meals as a means of increasing the social capital of people who live alone and/or lack strong real-world social networks, with an additional focus on intercultural and intergenerational exchange.

Also in conjunction with Fondazione per la Scuola and Ufficio Pio, FCSP is implementing a series of activities aimed at **healthy growth and the education of children and adolescents**, through four main tools: the KIT, Stiamo Tutti Bene and Extrastrong projects, designed to support extra-scholastic activities for children and adolescents. In 2019, these became Andiamo Oltre (“Let’s move ahead”), for promoting extra-scholastic activities in the Genoa metropolitan area and the province of Imperia; #Extragram, for promoting effective educational pathways in Piedmont; Provaci Ancora Sam, for promoting inclusion and success at school; Torino Fa Scuola (“Turin teaches”), for testing new educational models and their effects on learning-spaces through the redesign and remodelling of two schools in Turin; and the initiatives supported under calls for proposals relating to the National Fund to Combat Juvenile Educational Poverty. The latter was promoted by the Italian foundations of banking origin coordinated by ACRI, by the Government and by Forum del Terzo Settore (the National Third Sector Council), which sought substantial help from FCSP in the form of strategic co-planning. These socio-educational and scholastic projects complement the ZeroSei Programme, which is discussed later, by means of methodological assistance for the partnerships supported by the Fund in FCSP’s coverage area and aimed at gathering guidelines and input on policy on educational issues.

Autonomy and empowerment of young people are still priorities within FCSP’s youth policy, and support was given to 12 projects in Piedmont and Liguria as a result of the 2017 edition of the “Giovani” call for proposals. **In 2019, FCSP drew up a new edition of the call for proposals, which is particularly intended to support the initiative of groups of young people with interesting ideas that could be turned into practical interventions, with the support, where appropriate, of non-profit organisations with experience in carrying out projects in the youth policy arena.** During this period, the projects supported by the second call for proposals issued as part of the Never Alone initiative became fully operational. Promoted by FCSP and several other Italian and European foundations, these are aimed at unaccompanied foreign minors. The Nomis initiative, aimed at supporting the autonomy of foreign minors, and YEPP, a global youth empowerment initiative, also continued over the period. The latter involved the launch of numerous projects in new locations in Piedmont and Liguria, and elsewhere in Italy. As part of our work on **migration**, the MOI project (Migranti, un’Opportunità di Inclusione) was launched in 2017 in collaboration with the Turin Municipal Council, the

Piedmont Regional Council, the Turin Metropolitan Area Council, the Turin Prefecture and the Archdiocese of Turin. The project is a response to a specific emergency that looked likely to become self-perpetuating (the formation of a localised, socially unsound ghetto), but it is also a model designed to resolve an “urban crisis” triggered by the undue and concentrated occupation of a group of buildings by migrants of various origins and legal statuses. The project offers employment and housing opportunities that simultaneously provide human rights as well as property rights and a credible offer of inclusion and legal status (for further details, see the section entitled “Inclusion in practice: MOI, an intervention to overcome the migration emergency”).

FCSP is conscious of the need to raise awareness, reduce tensions and promote dialogue and mutual understanding, and it does so not only by supporting numerous field-projects aimed at people and local areas (also with a view to capacity building, as in the case of the “Migliora” (“Improving”) project), but also by helping build a more objective narrative around migration, which better reflects the reality of the situation. These are also some of the reasons behind FCSP’s decision to take part in a new initiative on inclusion promoted by EPIM (European Programme for Integration and Migration), which is a network of European foundations, engaged in solution testing, research, public debate and advocacy on the subject of migration at the European and national level. On the strength of its belief in the value of integrating policies into international cooperation and migration, FCSP continued to support a series of projects, including: Fondazioni For Africa, an initiative promoted by ACRI, which reached completion in Spring 2019 and was designed to support rural development and economic autonomy projects for women in Burkina Faso; JAFOWA (Joint Action for Family Farmers in West Africa) aimed at supporting farming organisations in the transition towards agro-ecology, which was undertaken in conjunction with several other foundations; the call for proposals aimed at supporting partnerships between Piedmont and West Africa, carried out in partnership with the Piedmont Regional Council; Innovation for Development, a joint initiative between FCSP and Fondazione Cariplo, which builds bridges between the world of innovation (technological and otherwise) and international cooperation; and “Prima le mamme e i bambini, nutriamoli!”, designed to help children and their mothers in seven African countries attain adequate nutrition and nutritional practices.

Route notes

The experience gained over the reporting period has helped bring the challenges faced by FCSP into sharper focus. We have acquired further reason to believe that complex situations can only be addressed with complex instruments: **interventions that take a multidimensional approach to tackling the issues faced by vulnerable people** – such as housing poverty, educational poverty, exclusion from the job market, illness, physical suffering, family crisis, etc. – **can be significantly more effective**, thus increasing the chances of **genuinely breaking free from the situation of difficulty and gradually achieving autonomy**. Multidimensional approaches obviously require integration between the actions and services offered, as well as between different service providers, beyond the limits imposed by sectoral definitions. There is also clearly a growing need for local public institutions and third-sector organisations to produce plans that extend beyond the emergency phase, and design and manage interventions with appropriate prospects of sustainability. More consideration must also be given to the time-scale of projects, which often fail to have sufficient impact, not because of design defects in the intervention itself, but because it is impossible to sustain the activities for long enough to stabilise their effects and bring them to full fruition. It is equally clear that organisations face a growing challenge in analysing the results and impacts of their action through rigorous evaluation exercises capable of yielding well-founded guidance for the future. All this means that FCSP must continue to work consistently on helping its partners make organisational innovations, by providing capacity-building services, either directly or indirectly, which often take the form of project cooperation and informal co-design – based at all times on a clear separation of responsibilities.

6. Housing programme

Key principles and concepts

1. SOLIDARITY AND INCLUSIVE COMMUNITIES

Sharing the needs and initiative of people within the framework of dwelling solutions is a way of countering social degradation and isolation and promoting the growth of human relationships, which can then also counter social fault-lines and aspects of physical decay within the city. **The shared management of actions characterised by inclusiveness and innovation, whether technological or otherwise, can encourage the regeneration and collective enjoyment of physical spaces, with positive effects for the community involved.**

2. GRADUAL AUTONOMY

The goal that cuts across all the actions involved in the housing programme is gradual autonomy, in the sense of catalysing the deployment of people's own internal and external resources to build a rewarding life plan. The aim of social support is to equip project beneficiaries with the functional skills and abilities they need to lead independent, dignified lives in keeping with their own needs.

3. MULTIDIMENSIONAL APPROACH

The Housing Programme takes an integrated approach to dwelling and therefore considers the physical, time-related and economic sides of the question (adequate space, temporary or long-term housing, sustainability of housing costs), as well as the social and contextual sides. The methodology used in social housing projects involves a multidimensional reading of needs and the integration of solutions in relation to the available resources.

Housing Programme: activities

Under the Housing Programme, FCSP worked directly on **new models of social housing and supported housing projects developed by independent organisations based in Piedmont and Liguria** throughout the reporting period. FCSP co-designed and funded projects that are now fully operational. These include the two Temporary Residences in the Porta Palazzo and San Salvario districts of Turin, which aim to provide rent-controlled housing solutions to people in difficulty and city users, according to the social mix principle; StessoPiano ("On the same floor"), a social housing estate agency service designed to help young people live autonomously by offering private-market apartments to rent on a house-sharing basis – this is an aspect more relevant to Italy than to other countries, due to economic, cultural and housing

reasons; the Condominio Solidale in Via Gessi in Turin, which is a trial of co-housing between elderly people, mothers with school-age children and single people assigned to structured pathways towards social autonomy; the Coabitazioni Giovanili Solidali, which are social initiative-taking projects carried out by young volunteers living in public housing complexes in Turin; and the Casa delle Opportunità for young people who have recently left criminal custody.

Other trials included the development of two new social housing and urban regeneration initiatives: a social condominium in the municipality of Genoa in a property owned by the city council and a temporary residence in Turin, which will become a local accommodation centre as well as a place of aggregation; the launch of two new social co-housing initiatives for young people, with a particular focus on disability and co-management of the properties' green spaces; and the construction of a model of scattered-site social housing designed to enhance dynamism and efficiency in the rent-controlled property market. Research was then conducted to determine the housing requirements of population groups with specific needs (young people, elderly people, migrants and people with disabilities or mental health issues), with a view to developing new, cross-cutting, synergistic actions designed specifically for them. One of these was the experimental Abito Giusto ("Fair dwelling") project to support the housing autonomy of young people of immigrant background aged between 18 and 35 who, despite having an income from employment, cannot offer sufficient guarantees to access the mainstream rental property market.

FCSP's second line of action involved **making grants to public or private social entities** by periodically issuing calls for proposals. Support was given to 66 projects in Piedmont and Liguria over the four-year period, in accordance with the principles of the programme, as set out above.

On the housing front, FCSP also operates – in the form of a mission-oriented investment – through two property funds dedicated to social housing (FASP – Fondo Abitare Sostenibile Piemonte and FHSL – Fondo Housing Sociale Liguria) for the construction of dwellings in Piedmont and Liguria to be let on a rent-controlled basis to individuals and families with limited earning capacity. FCSP has also continued its campaign to stimulate the exchange of project concepts and experiences, the formulation of innovative and effective housing policies in the current social context, and the development of partnerships with national and international social housing bodies and networks.

Route notes

Constant monitoring continued on all of the established operational actions (the two Temporary Residences, the Condominio Solidale in via Gessi, StessoPiano, the Coabitazioni Giovanili Solidali, Casa delle Opportunità and the two property funds in Piedmont and Liguria), and the project teams received ongoing assistance to help adjust the dwelling models to accommodate changes in context: continuity and adjustment are essential requirements for medium/long-term projects. The biennial edition of the “Social & Smart Housing” call for proposals was also carried out in 2018. A needs analysis raised several questions for consideration, by showing that **temporary social housing is no longer the only solution required, as there is still a lack of opportunities for the category comprising young people with no income or with a history of family problems**. The above mentioned experimental project “Abito Giusto” was therefore launched at the end of 2018 with the aim of establishing a replicable/scalable model in response to these types of need. The social co-housing model for young people proved successful from various points of view, so work was carried out in 2018 on designing two new initiatives. **In view of the considerable pressures caused by unfulfilled demand, traditional solutions clearly need to be complemented by more creative models**. One of the prevailing trends is for instruments that promote access to rental opportunities on the free market and involve aspects of the **scattered-site social housing** model, including through intergenerational co-housing – a line of intervention on which FCSP has been carrying out pre-operational research and analyses.

The interventions carried out through social property funds have involved lengthy timeframes and a degree of debate between social experts and the people tasked with technical implementation. A training course was delivered in Genoa in 2017 aimed at boosting skills in the design and management of social housing initiatives by private social-sector, public and religious bodies engaged or interested in developing social housing initiatives in Liguria. Specific **capacity-building efforts** were also made under the call for proposals entitled “Abitare una casa, Vivere un luogo”.

7. ZeroSei Programme

Key principles and concepts

1. MULTIDIMENSIONAL APPROACH

Under the ZeroSei Programme, FCSP takes a multidimensional approach to issues associated with early childhood and translates this holistic reading into actions relating to the family system, services (health, social, educational, cultural) and the actors involved (institutions, public bodies, private social sector, research bodies and foundations). On this same basis, ZeroSei makes multidisciplinary skills available and promotes initiatives built primarily on the method of participatory design.

2. EXTENDING THE AUTONOMY OF EARLY-YEARS ORGANISATIONS

Capacity-building work has been carried out through various initiatives, to equip its beneficiaries with skills and strategic capacity to help them achieve economic sustainability and other management benefits. Support and training activities of adequate duration (delivered by external experts or consultants) have been carried out to support project implementation capacity and coordination at local level, including by means of training and experimentation in fund-raising. Work has also been done to encourage partnerships, in connection with the programme, as required for participation in the calls for proposals relating to the National Fund to Combat Juvenile Educational Poverty (e.g. the “Prima Infanzia” call), and the results of this process have been promising.

3. SOLIDARITY AND INCLUSIVE COMMUNITIES

Participatory design, particularly of coordination groups, has been used at a local level as the central **means of building skills and promoting opportunities for informal, grass-roots involvement**, including the active participation of families. Locally, system-oriented interventions on an inter-municipality basis are aimed at integrating all component parts of a community, including those most at risk of exclusion. Similarly, for the most vulnerable population groups, the dissemination of information about healthy-living habits aims to reduce gaps in education and access to information, as well as encouraging the development of the solidarity networks that are pre-conditions for the activation of gradual pathways towards autonomy. The fact that we have tested interventions aimed at developing an integrated view of vulnerability and cogent problems among social, educational and health workers, encourages inclusive practices, which could be adopted as common practice by means of policy devices both at regional level and at individual facility/consortium level.

ZeroSei Programme: activities

FCSP's **ZeroSei Programme** has been contributing to the **balanced development and harmonious welfare of children aged 0-6 and their families in the Turin metropolitan area, Piedmont and experimentally at national level** since 2014. It is based on innovative, inclusive, sustainable, multi-sectoral interventions, with the potential for widespread implementation. These are carried out in conjunction with public actors and non-profit organisations, either individually or in networks, with a view to raising awareness of the importance of investing in early-years nurture as a key factor in effectively changing our future society for the better. The lines of action are both wide-ranging and cross-cutting, and include: testing out innovative services for the development of cognitive and non-cognitive skills in children aged 0-6 according to a multidimensional approach (Nati per Leggere Piemonte, Spazio ZeroSei and Spazio Egizio ZeroSei); supporting the development of an educational community by developing and fostering collaboration between institutional and local networks, professional networks and participatory processes (Orizzonti ZeroSei, Nuovi Orizzonti ZeroSei, Altrotempo ZeroSei, Impresa ZeroSei and Oltre i Campi ZeroSei); promoting policies to support families by means of new instruments designed to facilitate flexible access to and use of educational services and the development of informed responsible parenting (Infanzia Prima, Genitori ZeroSei); promoting healthy habits and life-styles by training operators and families, through activities that promote welfare and the testing of new welfare models (Porta Palazzo ZeroSei, Bimbingamba ZeroSei, Opportunità ZeroSei); encouraging the cultural debate around early childhood through advocacy and policy-making work and by disseminating the lessons learned under the Programme (capitalisation of the action taken and projects supported by the Fund to Combat Juvenile Educational Poverty and the European project Intesys - Together Supporting Vulnerable Children Through Integrated Early Childhood Service).

A total of 14 initiatives have been implemented over the past four years, six of which were directly run by FCSP, involving the independent development of services/projects/interventions, and eight were indirect, involving coordination, ongoing practical support and monitoring for over 80 projects. The network of professionals and bodies that gravitate around the programme collectively constitutes a major reserve of social and relational capital. There are 2,761 partners actively involved, including public bodies, third-sector actors, foundations and non-profit organisations, through the work of almost 5,000 operators in the health, social, cultural and educational fields.

Route notes

Under the ZeroSei program, FCSP has **strengthened its position as an early childhood skills, funding and knowledge hub**. A regional partnership was established around the Nati per Leggere Piemonte ("Born to Read") initiative, with the involvement of the relevant regional authorities and the Regional Schools Department, to bring strategic guidance to the project and systematically evaluate its impact. An agreement was formalised in a protocol in the autumn of 2018.

The actions carried out under the Programme also involved private-sector social organisations in opportunities for methodological, managerial and project-related development. This yielded access to funding from the National Fund to Combat Juvenile Educational Poverty for nine projects (as lead organisations) out of 14 implemented in Piedmont for the Prima Infanzia ("Early Childhood"), Nuove Generazioni ("New Generations") and Un Passo Avanti ("A Step Forward") calls for proposals. More specifically, the bodies involved in the Prima Infanzia call for proposals under the ZeroSei Programme competed as a single grouping, and won the funding. Specific training and networking initiatives were deployed to help bodies achieve sustainability, both economic and otherwise, by means of tools of a technical, managerial and methodological nature. These initiatives, such as Oltre i Campi ("Beyond Camps") and Altrotempo, reached completion during the four-year period. FCSP's investment in gradually leading the parties involved (institutions, public bodies and private-sector social bodies) towards autonomy, highlighted the need to calibrate the challenges assigned by FCSP with adequate tools and time-lines to trigger the involvement of latent resources or new skills. In the short to medium term, it will be necessary to assess which factors have helped keep the newly triggered processes going over time (and which have not), as well as their possible development.

The actions promoted by FCSP include the **experimental deployment of innovative models for the transfer and capitalisation of experience**. A trial was carried out in conjunction with Collegio Carlo Alberto and Ufficio Pio that makes monetary transfers to families conditional upon the achievement of agreed goals (Opportunità ZeroSei). Xké?, a social enterprise, has deployed the Spazio ZeroSei model, managed by Consorzio Xké? ZeroTredici, in such a way as to harness its full potential, by creating four similar centres in as many different regions, with funding awarded under the Prima Infanzia call for proposals from the National Fund to Combat Juvenile Educational Poverty. The social enterprise Xké? ("Why?") was also the driving force behind the opening of the new Spazio Egizio ZeroSei at the Museo Egizio in Turin, as a model for the construction of relationships between museums and early childhood. Through the Bimbingamba ZeroSei ("Smart Kids") association, FCSP supported the provision of an accredited, cross-cutting, online regional training programme (also delivered face-to-face at health trusts across the province of Turin) for over 2,500 health workers, together with a communication campaign aimed at preventing obesity, in close

8. Philanthropy and Local Communities

Distribution of funding in the Philanthropy and Local Communities sector

| THEMATIC STRAND | PROJECTS 2019 | | FUNDING AWARDED 2019 | | PROJECTS 2018 | | FUNDING AWARDED 2018 | |
|---|---------------|-------------|----------------------|-------------|---------------|-------------|----------------------|-------------|
| | No. | % | Euros | % | No. | % | Euros | % |
| Innovation and social enterprise | 15 | 15.31% | 1,940,914,00 | 17.72% | 8 | 9.30% | 1,900,000,00 | 15.54% |
| Locally-oriented research and policy | 31 | 31.63% | 2,680,683,25 | 24.47% | 33 | 38.37% | 3,596,521,90 | 29.42% |
| Public space and social interaction | 25 | 25.51% | 1,270,900,00 | 11.60% | 25 | 29.07% | 2,105,169,00 | 17.22% |
| Promotion of philanthropy and community foundations | 27 | 27.55% | 5,063,068,25 | 46.21% | 20 | 23.26% | 4,622,303,84 | 37.81% |
| Total | 98 | 100% | 10,955,565,50 | 100% | 86 | 100% | 12,223,994,74 | 100% |

partnership with the Piedmont regional council. Bimbingamba also launched a two-year trial of initiatives aimed at preventing childhood obesity, by means of a participatory design process, in the city of Mondovì in Southern Piedmont. The outcomes achieved with respect to the control municipality (Savigliano, another Piedmontese town)) will be evaluated at the end of the trial.

In order to capitalise on successful experiences, channels and methodologies need to be in place to ensure that the innovations learned spread virally to new actors and/or different geographical areas. This process is also facilitated by a willingness to work collaboratively as part of a broader educational community. The Programme activities, including the numerous partnerships they have spawned, are generating policy directions and guidelines. The Programme liaises with the National Fund to Combat Juvenile Educational Poverty by providing ongoing practical support for projects in Piedmont, Liguria and Valle d'Aosta within the framework of the national effort. This approach will yield a clearer vision of the most useful skills and methodologies for the Programme, to help develop projects and lines of intervention and learn how best to measure their effects. This latter process is already under way in the form of impact analyses relating to initiatives such as Opportunità ZeroSei, Infanzia Prima and, more recently, Nati per Leggere Piemonte.



Key principles and concepts

1. ACTIVE CITIZENSHIP: IN THE LOCAL AREA

No society without citizens: even at a time of fragmentation, when people seem unwilling to “do their bit” for the good of everyone, there is still a desire for social interaction and cooperation between citizens for the common good. And citizens tend to act mainly on the territory they feel is their own, however wide or narrow that may be. This concept is both a value and a tool, and is always our starting point for designing and evaluating the projects that local areas generate and that we generate for local areas.

2. SUSTAINABILITY OF SOCIAL ENTERPRISE

What is the future of the third sector? Social enterprises, whether in non-profit or hybrid form, will have a role to play. The efficiency, profitability and good governance of social cooperatives today, and social enterprises tomorrow, are therefore crucial. In order to identify a direction for improving the organisational aspects of social enterprises, the concept of **investment readiness** has been developed. This is the level at which, ideally, an organisation could pass the due diligence carried out by potential impact investors. It is both a metaphor and an actual goal: it is vital to recognise that attracting private investment is now, and will continue to be, one of the frontiers of social entrepreneurship. Furthermore, private capital that is available is often left

idle, more because of a lack of investment opportunities than because of a lack of adequate financial instruments or expectations of profitability. This is an area that FCSP is addressing, partly through mission-related investment instruments (see the chapter on Financial Management).

3. NETWORK/ECOSYSTEM

Provided they are not merely self-serving, **networks are a powerful tool for social action, because they combine a micro-focus on specific local peculiarities with the economies of scale and learning benefits typically associated with broader entities covering multiple areas.** The concept is useful in today's world, provided it is free from the bureaucratic burdens that sometimes threaten to afflict it: it needs to be integrated with the latest organisational concepts of ecosystem and social infrastructure building.

Philanthropy and Local Communities: activities

FCSP has strategically **identified local territory as one of the key dimensions of social action, because this local territory represents a physical space, a place of interaction and a project area all at the same time.** Contextual conditions play a decisive role in the way in which organisations' intentions and work methods express themselves in practice, take root and either succeed or fail. Furthermore, the local territory is not just an accumulation of past historical and social experiences, it is also the container and often the target of the practical efforts of organisations, whether more or less formal, that are established in that territory.

Without neglecting collaboration with public bodies, where this has become useful, the action of FCSP's Philanthropy and Local Communities area has given **priority to initiatives that attribute a central role to civil society's autonomous capacity to build complex projects with a clear positive public impact in the widest and most genuine sense of the term.** This "**social entrepreneurship for the collective good**" has been our main point of reference, whether it is channelled into community philanthropy initiatives (community foundations), collective social design (public space, socially managed re-use) or fully fledged social entrepreneurship (social cooperation and enterprise).

FCSP has supported networking and social infrastructure building projects. Even the best ideas can wither and suffocate in an environment that is not equipped to receive them, and functioning ecosystems are at least as important as the sense of initiative of the groups or individuals who develop innovative ideas. In pursuing this objective, we have kept up our guard against the risk of "bureaucratisation of the social

sector": this is a perennial risk, which anyone proposing to build an "infrastructure for solidarity, innovation and attraction" (and therefore also populated by functional intermediation bodies) must be ready to run – in a controlled manner. Geographically, **FCSP's action revolves around an axis that connects centres to their periphery.** Whereas "rare" functions (research, acceleration, internationality) need a metropolitan or at least an urban centre-point, other types of initiative (solidarity, social enterprise, community philanthropy) have been focused on "peripheral areas" considered to be more "vulnerable", not because of any shortage of initiative, but because of their social density or peripheral location with respect to infrastructure.

Through the Philanthropy and Local Communities Area, FCSP has also taken action in **two areas that lie outside the central focus of its work:** the first involved **road-testing local practices around the relatively new instrument of "administrative barter"** – an additional poverty-alleviation measure – under which taxpayers, subject to certain conditions and within a legal framework, can honour their tax obligations to municipal councils by providing work services in the form of organised projects. This model is not easy to apply, partly due to a degree of resistance from municipal councils themselves, but we have developed a package of information, guidelines and contacts that we can deploy when the opportunity arises. The second relates to the sustainability of the most advanced projects targeting "**independent life**" or the question of "**when we're no longer there**". This slogan, although not entirely satisfactory in itself (wouldn't "autonomous life" be more appropriate?), was incorporated into a 2016 law concerning the adult life of people with severe disabilities. These two areas dovetail because the former is communal/community-oriented and the latter is based on solidarity, mutual aid and philanthropy, but developing them will require close horizontal collaboration between FCSP's operational areas.

The territory represents both the perimeter and the object of applied research, which we have undertaken through **relationships with bodies specialising in research with territory-wide impact.** Over the four-year period, FCSP has remained faithful to the principle of recognising the scientific autonomy of research centres, while encouraging them to address real-world problems and situations as a priority. We continued to collaborate with "public" research projects, such as the Rota Report on Turin and the Secondo Welfare Project, and to support the institutional activity of private-sector social bodies involved in research and policy development for the territory (a large part of which concerns migration). Over the four-year period, we continued to provide practical support for the process of streamlining and consolidating the urban agencies of the partnership with Turin municipal council. As a result, the work of Urban Lab

(formerly Urban Centre), the Gate project in Porta Palazzo and Fondazione Contrada Torino moved onto a continuous footing, whereas Torino Internazionale and Torino Smart City completed their cycle and were put into liquidation.

Research got under way on various new issues and included a three-year study of the population of young people defined as NEET (*Not in Employment, Education or Training*) in the Turin metropolitan area.

With a view to developing innovative models for incentivising and directing applied social research, FCSP's Research and Public Health Area co-financed a call for proposals entitled "Idee-are Idee per Innovare" - aimed at fostering innovative solutions to demographic problems in Piedmont. A study on "Anchor Institutions" also got under way. Its focus is on institutions, from universities to theatres, hospitals and museums, which, by the nature of their mission, are inextricably linked with a certain territory. Prompted by an ongoing exchange of views with the German Marshall Fund, our interest in this concept also derives from the fact that it is applicable to FCSP itself.

Work also focused on **community foundations** and projects run by bodies that promote private giving, such as Istituto Italiano per la Donazione and Fondazione Italia per il Dono. FCSP sees **community philanthropy and community foundations** as valuable assets in themselves and therefore supports and assists local projects and initiatives, in both the embryonic and consolidation phases. Over the four-year period, FCSP supported seven foundations, each with a different history. Practical support was given to a selection of "community projects", which have already taken shape or are in the process of doing so.

This involved providing expertise to local groups interested in exploring the cultural and technical aspects of the model, and economic support for existing foundations and foundations in the process of formation. The guidelines on this subject, first published in 2019, marked a big step forward in the quality of FCSP's action, which improved clarity on the resources actually available and benefited the model that FCSP has chosen to adopt: rather than being standardised, this model is based on the convictions and sense of initiative of the local promotion groups that build on actual territorial resources. Geographically, the foundations currently cover Aosta, Verbania, Valsesia, Ivrea, Carmagnola, Torino-Porta Palazzo, Torino-Mirafiori, Chieri, Savona/Albenga and Imperia. We support community foundations at the time of their formation, and then help them develop their autonomy by providing tapering levels of funding linked with their autonomous fundraising capacity.

Our support for Fondazione Con il Sud and its extensive project work is a major economic commitment, and it also is highly significant in terms of solidarity and sometimes of planning.

Within the framework of Third-Sector Reform, which has no direct effect on foundations of banking origin except by virtue of the overhaul of the funding model for service centres for voluntary organisations (CSVs), we oversaw the conversion of management committees (Co.Ge) into territorial control bodies (OTCs): as well as the mission of CSVs, which are called upon to take care of the "voluntary component" of all new third-sector bodies, the function of control bodies - which are required to express an opinion on the congruity of the work plans of CSVs - has also changed, as has their legal architecture, which now gives them the status of "territorial branches" of the single national control body (ONC).

The **ecosystem of social and impact innovation in and around Turin** is one of the policy fields that FCSP attends to through the Philanthropy and Local Communities Area. This objective was mainly pursued by developing the **Torino Social Impact** (TSI) network/community, which is an informal coordinating body with high levels of participation by operators. Based on a Memorandum of Understanding, the body's membership included **73 social-impact institutions and organisations as at December 2019, and a further 320 public- and private-sector professionals who belong to the network and take active part in the cultural debate**. FCSP signed a three-year agreement with the Chamber of Commerce for the purpose of funding certain system-oriented initiatives. TSI does not oversee the work of any existing bodies, but helps build a shared new vision of social and industrial development for the city. Within the Turin metropolitan ecosystem, support was channelled into helping establish acceleration centres for culture, enterprise and social incubation, such as SocialFare, Impact Hub and Open Incet, and helping Ashoka - the world's largest network of social entrepreneurs - to take root in Italy.

FCSP also enabled the establishment of Nesta in Turin (in the form of the independent, Italian-registered Fondazione per l'Innovazione Sociale in Italia, aka Nesta Italia), one of the most important global centres for promoting social impact innovation, based in London. The aim of this is to strengthen the infrastructure of the Turin system, boost its reputation in Italy and Europe and facilitate mutual learning.

The goal of **strengthening the organisation and development of individual social enterprises** prompted the direct formulation and publication of a call for proposals under the title Seed_Social Enterprises, Efficiency & Development. Its aim is to increase the investment readiness of social enterprises based in Piedmont, by designing and implementing development processes, within the social enterprises themselves, on the basis of their ideals, skills and experience. The resulting processes need to be capable of triggering strategic, managerial and organisational changes. For the purposes

of this intervention, FCSP shifted the emphasis from economic support for specific projects to an approach that encourages organisations to focus improvement efforts on themselves, their component parts and their long-term development, by providing the opportunity to devote more time, space and resources to change and innovation. The first edition gave 40 social cooperatives the chance to take a critical look at their own organisation, of which 20 then implemented the development plan they had drawn up. **The second edition was published in November 2019.**

The **public space and social interaction** strand involved specific target issues and a specific intervention methodology, aimed at providing practical assistance for the networks supported in the urban area of Turin. In particular, **the existing networks (re-use, neighbourhoods and urban allotments) worked as partners** alongside FCSP, which supported community-building and joint design initiatives, integrated in several cases with Turin municipal council and third parties (both for-profit and non-profit). There was also a role for the complex but promising issue of common property, through our support for Labsus for activities in North-West Italy. **Co-design and management of public green spaces through partnerships between local authorities and civil society** formed the focus of two calls for proposals for the planting of greenery in a selection of urban spaces (“Cittadino Albero”, 1 and 2).

Route notes

On the innovation and social enterprise front, the SocialFare in Turin social innovation centre warrants a special mention for the results it achieved with SocialFare SEED, Italy’s first seed impact fund. The fund promoted 10 acceleration programmes for social-impact start-ups over the four-year period, and received over a thousand applications. 72 start-ups were accelerated, creating more than 250 new jobs, and the start-ups accelerated under the programme went on to raise over 4.5 million euros.

As for the public space and social interaction strand, the work on promoting and supporting the formation of networks in Turin (the neighbourhood houses, urban allotments and re-use networks) marked a development in urban social practices to which various external observers attribute considerable significance. These projects are vigorous and fragile at the same time, because while benefiting from dedication and creativity, they are also exposed to adverse contextual factors and internal imbalances. The same applies to community foundations, which require support for longer than the three-year start-up period: the question here is how to help, without

giving rise to dependency or undermining the spirit of enterprise required to raise funds from other sources in the region. Of the various critical issues that arose, two relate specifically to the use of calls for proposals: the first concerns the time-frames and procedures for the implementation of projects by the local authorities involved in various capacities (as in the case of the Cittadino Albero – “Citizen Tree” call), which risk hindering participatory processes of active citizenship. The second concerns the reading of the complex needs of our territory and the third sector’s response to the challenges and goals proposed by FCSP. In practice, the more ambitious these are, the more the local players expect FCSP to take a leadership role and assume ultimate responsibility. In this respect, the challenge posed by the Fatto per Bene 2018 call for proposals, aimed at supporting projects focused entirely on the development of territorial systems for collecting and redistributing surpluses and donations for the purposes of social solidarity in Piedmont and Liguria, proved to be complex for local organisations: the response revealed signs that the bodies lacked adequate design capacity, partly because they were unable get help from external professionals, which is what the call for proposals was offering and making possible.

Another problem is the obsolescence of micro-credit models in which FCSP itself had been engaged over the past decade. In view of this, we need to build a new vision of micro-finance, based on the radically overhauled regulatory framework, capable of developing a new form of social and economic usefulness.



Major system-building projects

5

Major system-building projects

In certain projects, more than others, **the full value of FCSP's input cannot be appreciated merely in terms of the funding it provides.** These are **complex, multi-sectoral or trans-sectoral areas of intervention**, which are often the joint target of several separate projects, or even mission-related investments. In these cases, FCSP multiplies the value of the funding it provides by also deploying its networks of contacts, its skills and its systematic commitment to keeping sight of goals and keeping momentum going. Last but not least, where useful and with full respect for the role of other actors, whether public or private, it exercises the convening power that the literature recognises as an important part of the role of modern independent foundations in societies with complex governance structures. In the view of FCSP, these projects are of **systemic importance, either because they have the potential to generate major structural benefits affecting the entire territory, or because they are intervention models which - as well as having their own specific impact - are transferable and could provide a template for future initiatives.** By virtue of their complexity, these are multi-year operations.

FCSP manages these major system-building projects - which always involve a plurality of local actors with co-responsibility - by means of **multiple instruments**, covering the roles of initiator, facilitator, mediator and promoter, as well as funder or investor. Under the guidance of the governing bodies, each major system-building project is overseen by a specific working team, which could be the working team on local economic development, the High-Impact Innovation Department, ad hoc units involving experts from the areas of operation, Auxiliary Bodies, or by invitation or on a permanent basis, representatives of stakeholders. This section provides an account of the key system-building projects currently in progress.

Before going into the details of the projects, the infographic below illustrates the progress of the various current system-building projects.

Current system-building projects and their progress



1. Inclusion in practice: MOI – a response to resolve migration urban emergency

MOI – “Migranti, un’Opportunità d’Inclusione” is an initiative promoted by an alliance between the **Turin Municipal Council, Piedmont Regional Council, Turin Metropolitan Area Council, the Prefecture and Diocese of Turin and FCSP**. Its aim is to help resolve the urban emergency involving the “ex-MOI” (formerly the site a wholesale fruit and vegetable market, which later became a residential part of the Olympic village) where four dilapidated buildings were occupied in sub-standard conditions by hundreds of immigrants, with varying legal statuses. Social tension in the neighbourhood had been growing for some time, so the aforementioned bodies drew up a collaborative intervention project to address the situation. The project addresses **the housing and employment emergency of the inhabitants of the four occupied buildings, by offering pathways towards gradual autonomy** and thus freeing up the ex-MOI site in Turin for possible use for social purposes. Launched in April 2017, the project is based on the development of shared pathways between the project’s organisers and its users.

Front office and mapping

In April 2017, a project office was opened near the occupied buildings. Here, specialised operators established relations with the occupants of the buildings, assessed their needs and determined the objectives of each. An initial census was carried out in the first phase of the project, which revealed that about 800 people were living on the site. The office was closed in August 2019, once all the people who had been occupying the buildings had been transferred to other accommodation as a result of the project.

Clearance of the buildings

After four interventions that partially cleared the former Olympic Village area (November 2017, August 2018, December 2018 and March 2019), a final operation was carried out on 30.07.2019, which completed the transfer of the buildings’ occupants to alternative accommodation. A total of 806 people were transferred since the start of the project. **As at the end of December 2019, 577 people were in ordinary reception facilities, including 401 in facilities managed under agreements with Turin city council, 69 in facilities managed by the Diocese of Turin with the direct funding of FCSP, and 15 in facilities managed by third-sector bodies, also with the direct funding of FCSP.**

Families

Assistance was given to families regardless of their location in the various buildings, and one of the project’s priorities was to offer pathways towards gradual inclusion. 33 families were involved, amounting to a total of 102 people, 41 of whom were minors.

Families were helped along the way to social integration and employment, partly by means of support from FCSP’s Ufficio Pio.

Employment facilitation

From the end of 2017 to the end of 2019, the project helped a total of 313 people into vocational training courses, 137 into traineeships and 171 into employment contracts. A total of 72 people became fully autonomous. Others are gradually achieving autonomy.

Prospects

The project is expected to continue for the rest of 2020 and the first few months of 2021, as its target population is gradually led towards meeting its housing and employment needs autonomously. In the medium term, the buildings that were gradually cleared are expected to be renovated and re-purposed for social housing, possibly as part of a broader urban regeneration project in Turin that could include, for example, Le Arcate, Piazza Galimberti, etc.. The hope is that the project will be taken as an opportunity to establish practices, road-test new instruments, introduce innovations and prompt further thinking on the question of welfare, with particular reference to residential autonomy, work autonomy and social inclusion pathways for people with vulnerabilities, which could also be useful for other projects currently under way in Turin and in other parts of the country.

2. Public health as a value-generator: progress towards the Turin Health Park

FCSP sees the **project to develop the Turin Health, Research and Innovation Park (Parco della Salute, Ricerca e Innovazione) as strategic for the growth of the Turin area** and is engaged in paving the way to its implementation. FCSP has opened avenues for **liaison between the local actors involved in the project (Turin Metropolitan Area Council, Piedmont Regional Council, the University and Polytechnic University of Turin and the “Città della Salute” hospital trust)**, which has developed in three main directions:

Agreement between FCSP and the Piedmont Regional Council. FCSP signed an agreement with the Piedmont Regional Council for the three-year period 2017-2019, to establish the procedures for collaboration and support on matters of common interest, within the public health and cultural arena. With regard

to public health, the following macro-areas of mutual interest were identified, taking account of the regional priorities defined in accordance with the national reference legislation, in order to improve the efficiency of the system and increase the potential impact of the actions concerned:

a) consolidation and implementation of the deficit-reduction plan for Turin's "Città della Salute e della Scienza" university hospital. The purpose of the deficit-reduction plan is to identify streamlining and remediation measures to facilitate the move to the new location (Parco della Salute);

b) analysis and testing innovative models of support for the management of patients with chronic conditions. The work done to date has made it possible, over the past two years, to design an initial trial of local plans for chronic disease management, through the work of specialist units of local health trusts and hospital trusts, and a preliminary analysis of stratification. The regional infrastructure for electronic personal health records has been put in place and health trusts are implementing the necessary technological upgrades to enable them to feed clinical documentation (such as hospital discharge letters, emergency care reports, radiology reports, etc.) into electronic personal health records.

Calls for proposals to be funded from CIPE (Italian interministerial committee for economic planning) resources. The Piedmont regional council has published a call for proposals worth 90 million euros, payable from CIPE funds, divided as follows: 30 million euros to double the capacity of the Biotechnology and Transactional Medicine Centre, and 60 million euros to fund innovation projects in the medical arena, designed to harness the value of the top-class resources available in the local area and attract private investment, especially from abroad. **FCSP's role** in this case is to **assist the Piedmont regional council in its discussions with companies potentially interested in taking part in the call for proposals**: the aim is to raise awareness of the call for proposals at a European level, so as to increase the quality and quantity of proposals submitted, by:

- Benchmarking. To support the competitive dialogue procedure in place, FCSP conducted **a benchmarking exercise against major national and international hospitals (Mount Sinai in New York, Karolinska University Hospital in Solna, Humanitas in Rozzano [province of Milan] and ASL Treviso)** and has studied

the use of new technologies for managing the "hospitals of the future", with the aid of the Links Foundation. The studies focused particularly on the use of data (data-driven hospitals), trials of artificial intelligence applied to medicine and opportunities for urban regeneration connected with complex interventions.

Stakeholder involvement. Within its own sphere of competence, FCSP has worked to forge relations between **all the actors involved (research, clinical practice, technology transfer, urban regeneration, healthcare 4.0, etc.)** in a more efficient, effective way.

3. Injecting dynamism into cultural heritage: the Residences of the House of Savoy

The Royal Residences of the House of Savoy are a major cultural and economic resource for the territorial system. Although this has been recognised for decades, the steps actually taken to make the most of this historical asset are still insufficient. Technical and administrative problems remain to be resolved, but we still need an operational, organisational and visionary drive that could turn a constellation of different assets owned by different parties into a coordinated system for the enjoyment of local people and tourists alike. While the Reggia di Venaria Reale has been a success, the international reputation of the Royal Residences of the House of Savoy as a whole is not, in the eyes of tourists and operators, comparable to that of other scattered but unitary concentrations of castles, residences and historic parks, which, although different, provide a useful benchmark for designing the system of Residences. Over the four-year period, FCSP has continued its long-standing commitment to supporting the Reggia di Venaria and other projects aimed at restoring and showcasing individual residences, while also launching dedicated studies and system-building initiatives for the circuit. Furthermore, it has played an active role in creating and participating in the public-private consortium based at the Reggia di Venaria and formed with a view to implementing an effective policy to manage the Residences as an integrated cultural system and attraction. It is now crucial that the various bodies involved – ministerial, territorial, public and private – put their shared intentions into practice. The preparation of the strategic plan of the Consorzio delle Residenze Reali Sabaude (Royal Residences Consortium), which FCSP has encouraged as an essential step, may provide a constructive policy for the system, or at least a framework for establishing one, to which the Consortium's management will then be able devote the necessary effort. In

this regard, **fresh coordination activities undertaken in the second half of 2019 led to the planning of shared communication campaigns, an integrated cultural offering and the incorporation of certain services into a single system.** The results of these latest initiatives are expected to be visible from 2020. **FCSP has made this one of the cultural and economic priorities** of the current programme cycle **for the purposes of territorial development.** As such, it will not fail to prompt the actors concerned to draw up an operational strategy that is commensurate with the potential of the system in question and the effort that has gone into it over the years, and to then take the consequent decisions regarding its implementation.

4. “Riconessioni”: the digital education model

Bringing innovation to the education system is one of the key challenges of the United Nations’ 2030 Agenda for Sustainable Development. This is a complex challenge, especially in Italy, where the spread of digital skills and technologies across the school system is notoriously slow, thus increasing inequalities between institutes and disparities in teaching methods, and limiting the scope for innovation. Ironically, this is compounded by the risk of over-focusing on digital technologies without providing proper training in the unique opportunities they offer for innovation in teaching and school management. Against this complex backdrop, Riconessioni (“Re-connections”) provides a new, systemic intervention model for promoting innovation in schools, which works on two levels, by offering teachers a professional development programme aimed at changing “teaching habits”, while at the same time developing the necessary digital infrastructure to give all students access to equal rights and opportunities.

At the end of 2019, the Riconessioni project wired up 140 schools, 115 of which navigate on the Riconessioni network, thus generating growing volumes of traffic. By the end of July 2020, Riconessioni will have wired up a further 220 schools, thus achieving overall coverage of about 80% of school buildings and over 90% of primary pupils in the Turin metropolitan area.

Although this large-scale technological work is crucial, it is only a part of the project: the other part is learning how to harness the full potential of the web. That is why training and workshops were organised for over 330 schools, 1,363 teachers and about 100 head teachers and general and administrative service managers. The teachers who attended the workshops then passed on their training to an average of 20 colleagues per school. Training for the 350 or so schools in and around Turin will

then reach completion with a further training programme scheduled for June 2020. As well as the workshops for teachers, a wide range of training courses were run in conjunction with FCSP’s auxiliary and co-governed bodies (e.g. Consorzio Xké 0-13, Polo del ‘900, and the Art, Cultural Heritage and Cultural Activities Area) and with external organisations, such as publishing houses and associations. As at **December 2019, these had involved 1,300 teachers.**

Riconessioni is also carrying out a series of additional activities that were not planned at the beginning of the project. Riconessioni’s four designated networks of schools have started planning future developments for after the completion of the Fondazione per la Scuola intervention. Two international projects were carried out, one with UNESCO and the other with Fondazione Nesta. The first led to the translation and dissemination of the “Guidelines for the design of inclusive digital solutions” (<http://unesco.fondazione scuola.it/it-index.html>), and the second to the publication of the report “Making the most of technology in education” (<https://www.nesta.org.uk/report/making-most-technology-education/>). This enjoyed a degree of success internationally and has been adopted in the training of head teachers in the UK. Lastly, Riconessioni got under way in the province of Cuneo, involving over 90 secondary schools, and three workshops for teachers will start in April 2020. This has made Riconessioni an “FCSP model”, created by Fondazione Scuola in Turin and Fondazione CRC in the Cuneo area.

5. At the service of a cohesive, enterprising ecosystem of territorial innovation

The innovation ecosystem that FCSP intends to seed, both in Turin and on a wider scale, **is made up of several system-building projects, which are rapidly taking root.**

The development work gathered pace in 2019 with the help of the various actors directly linked to FCSP and the external stakeholders with which it cooperates.

More specifically::

The **LINKS (“Leading Innovation and Knowledge for Society”) Foundation**, formed in 2016, **started ramping up to full operational capacity on 1 January 2019.** This followed the completion of the merger of two of FCSP’s research-oriented auxiliary bodies – Istituto Superiore Mario Boella (ISMB) and Sistemi Territoriali per l’Innovazione (SiTI) – into the LINKS foundation at the end of 2018. Having outlined an initial organisation chart and organisational model in

2019, LINKS is now working on its Strategic Plan. This will then be integrated into the recently published strategic plan of the Polytechnic University of Turin, because LINKS is a research-oriented co-governed body of both FCSP and the Polytechnic. Furthermore, 2019 was the first financial year – since the formation of ISMB and SiTI in the early 2000s – in which the Polytechnic contributed to the funding of LINKS. Also in 2019, LINKS applied for Research Body status from the Italian Ministry of Education & Research.

Meanwhile **LIFTT** s.r.l., formed on 19/12/2018 as a wholly owned subsidiary of the LINKS Foundation, embarked on an ambitious entrepreneurial journey in 2019. Formed jointly by FCSP and the Polytechnic University of Turin, this hi-tech accelerator operates in the field of Knowledge Exchange & Commercialisation (KEC), and aims to pair up research results with investment opportunities, with a view to facilitating the start-up of businesses with high growth potential based on Proofs of Concept (PoCs), prototypes and technological assets from knowledge generation centres. Since LIFTT has managerial expertise in the technological transfer process, there is a clear understanding with the Polytechnic University that LIFTT is to be used both to **generate economic value from the former's knowledge assets and to relaunch the I3P incubator**. LIFTT drew up its initial strategic plan in 2019 and made three equity investments in tech-intensive start-ups.

The **renewed system of agreements** between FCSP and its five partner universities (the University of Turin, the Polytechnic University of Turin, the University of Eastern Piedmont, the University of Genoa and the “Federico II” University of Naples) specifically refers to LIFTT's role in generating economic value from the knowledge they produce. More specifically, **the agreements signed at the beginning of 2019 designate LIFTT as an advisor to the universities on the unified management of proof-of-concept calls for proposals (i.e. calls for proposals for the production of prototypes)**. These principles will be formalised in contracts with the various universities.

In line with the strategic plan approved in 2018, the ITHACA association set up ITHACA S.r.l., a wholly owned subsidiary, at the end of 2019. The association then transferred the business unit built around a commercial contract designated “Rapid Mapping” (which represents a unique market opportunity for the launch of the spin-off) and the majority of its staff, to the new entity. A major contract was then signed with IGEOS, providing further testimony of the organisation's

excellence in the field of geo-spatial data interpretation. The ITHACA association also consolidated its participation in European Earth Observation projects over the course of 2019.

As for the **university incubators I3P and 2I3T**, both located in Turin, in December 2018 the Board of Directors of the LINKS Foundation approved the **purchase of the equity investments** in the two entities (amounting to 16.66% and 25% respectively) held by Turin municipal council. Through the LINKS foundation, in 2019, FCSP gradually stepped up its relations with the two incubators, which play a pivotal role in generating value from research results.

In the same year, **Equiter S.p.A.**, co-governed by FCSP, consolidated its role as advisor to the RIF Fund, which originated from a call for proposals published by the EIB and the Italian Ministry of Education & Research, focusing on the eight regions of southern Italy. This experience also prompted FCSP to promote the establishment of a similar fund dedicated to its own local territory. By blending FCSP funds with structural funds, **RIF-T** therefore manages to provide important funding instruments (equity, quasi-equity and debt) aimed at promoting market-oriented innovation.

In 2019, FCSP joined forces with two other prestigious local institutions, namely Intesa Sanpaolo Innovation Centre and Fondazione CRT, to create the **first Techstars acceleration programme in Italy**. On the back an FCSP investment of more than three million euros over a three-year period, the programme aims to attract the best global start-ups in the field of Smart Mobility, thereby strengthening **Turin's international standing as an innovation centre**. In preparation for the first edition of the acceleration programme, due to launch in January 2020, Turin hosted the Techstars Global Summit in autumn 2019, which brought together founders, partners and corporate groups that are part of the Techstars worldwide ecosystem.

The first formal step towards setting up a **new Manufacturing Technology Centre** was taken on the industrial premises of TNE (Torino Nuova Economia) on 29 March 2019. The aim of the initiative is to **strengthen the links between industry and the academic world, in line with the new Industry 4.0 paradigms**. The challenge spans industrial regeneration, digital transformation and the launch of active technology transfer and professionalised training policies. FCSP is not a formal member of

the group of entities involved in the initiative (Polytechnic University of Turin, University of Turin, Piedmont regional council, Turin city council and the Chamber of Commerce), but nonetheless deployed its system of capabilities to contribute to the Manufacturing Technology Centre over the course of 2018 and 2019.

FCSP plans to keep an eye on how this local development initiative shapes up and work out the best way of helping and supporting it.

6. The metropolitan environment and ecosystem for the growth of social enterprise

The future of the social, educational and cultural sectors will see a proliferation of enterprises, which will take root in the local ecosystem, in the same way that small businesses took root in industrial clusters in recent decades. Over the course of this last term of office, FCSP **worked on building that shared system of projects and relationships that transforms a disparate array of organisations** (we have almost everything we need in Turin) **into a fully functioning, generative ecosystem**. For this purpose, our work on building relationships and “trust” was at least as important as our expenditure on the projects involved in the process. The **goal of making Turin a European social innovation and impact enterprise hub** is within reach. This is where the territory’s social and technological traditions dovetail to promising effect. FCSP’s actions combine to form an “innovative social enterprise supply chain” within the wider framework of an ecosystem.

More specifically:

1. There is an awareness, especially among young people, that the development of social entrepreneurial culture and social tech requires promotion, involvement, participation and animation or “knowledge acceleration”. These are cultural and motivational interventions, which can be carried out mainly, if not exclusively, through grant-making, but preparing the ground for them is a strategic task.
2. There is a pre-seed dimension, consisting of resources for individuals or, more typically, groups that want to road-test a shared idea and ambition. This is also a type of action that can be kick-started by grant-making, usually within the framework of a call for proposals.
3. At a more advanced stage, there are also incentives designed to help existing

social enterprises and non-profit entities operating as quasi-enterprises to reinvent themselves according to more market-oriented models and raise their organisational and functional standards to investment-ready levels. This is the aim of FCSP’s call for proposals entitled Seed_Social Enterprises, Efficiency & Development.

4. Incubation and acceleration play a crucial role for start-ups, including social start-ups. FCSP has implemented a policy of selectively supporting certain specialised entities that have emerged in Turin in recent years, with a view to then deciding – on the basis of proven positive experience – whether to join their shareholding structure by investing resources in them through Socialfare srl, a social enterprise and social accelerator.

5. Seed funding (the initial, high-risk stage of investment) is an integral part of acceleration work. That is why FCSP helped form Socialfare Seed and is still one of its shareholders. A major scaling-up operation, also involving an application for a facility from the European Investment Fund, is now being formulated around these two players.

6. The post-seed phase is expected to enable the enterprise to achieve the burst of growth that will then secure its success in the market-place. At this stage of its life, however, the enterprise does not yet have the size or track-record to be able to attract substantial investments, and therefore statistically runs the risk of running short of oxygen after that first burst of growth.

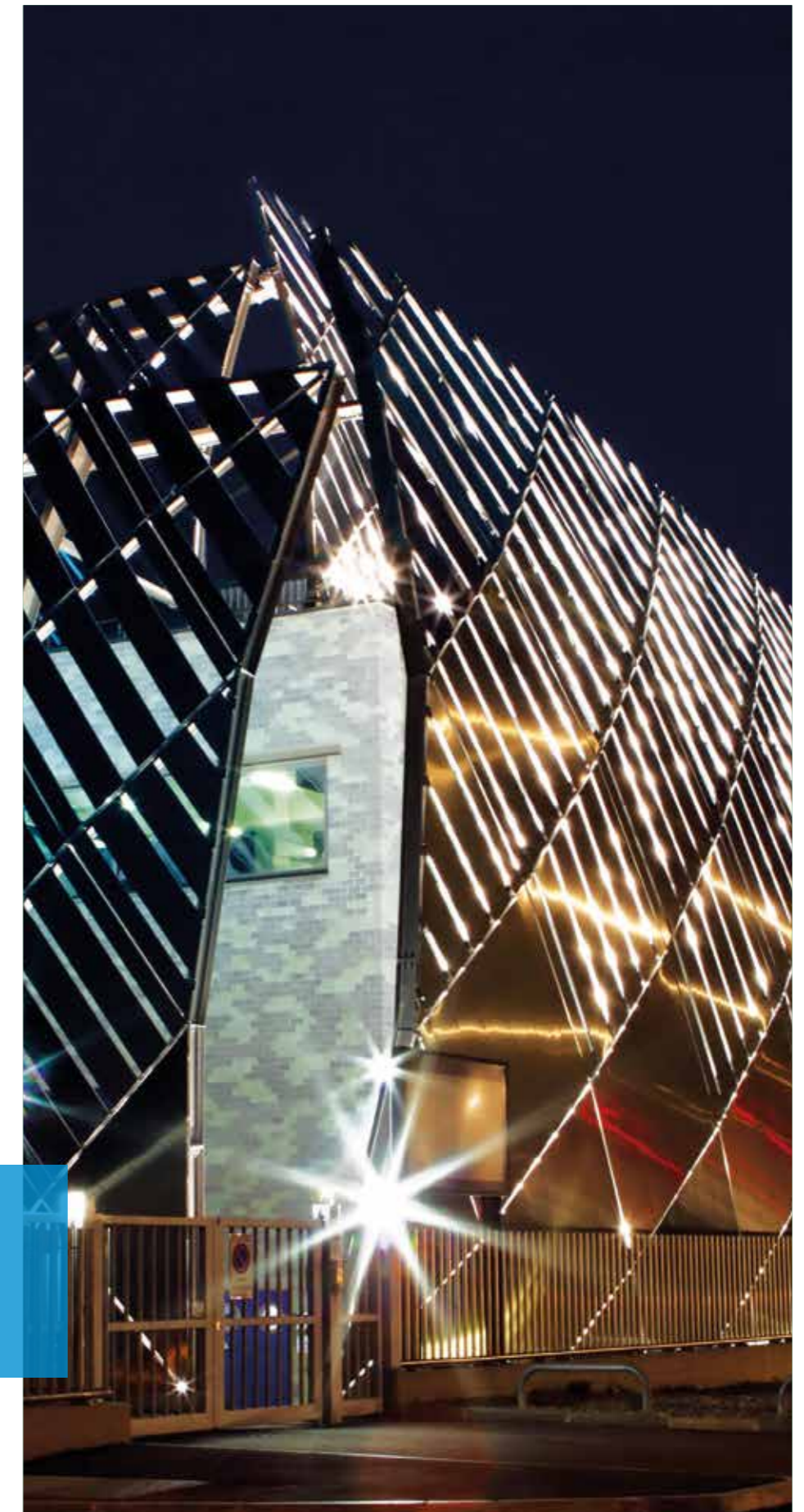
7. The final stage of development is the equity investment stage, in which capital is invested either directly or through funds. In FCSP’s case, this involves making equity investments in impact investment funds.

To complete the chain, FCSP has **helped establish specialised actors, such as Nesta Italia, Open Incet and Impact Hub in Turin**, but that’s not all. The recently signed agreement with the Chamber of Commerce aimed at promoting the **collective platform known as Torino Social Impact**, will help bring the **initiative involving over 70 social impact organisations** that signed the Memorandum of Understanding, to professional and operational maturity within a time-frame of three years. The purpose of Torino Social Impact is to work in unison to build a new alternative for the social and industrial

development of the city, without duplicating the specific mission of any of its members, but drawing instead upon the value of their respective know-how and history. By enhancing data collection, impact measurement metrics, social procurement in the public and private systems, the use of digital technologies to address social challenges, and the **national and international promotion** of the local ecosystem with a view to attracting resources and investment, the Torino Social Impact platform could trigger major advances in the city's social economy. Against this backdrop, the establishment of the Skills Centre for the Evaluation of Social Impact (Centro di Competenze per la Valutazione di Impatto Sociale) has laid a solid foundation on which to build a common infrastructure plan and develop the local fabric within a global framework, and over 90 students enrolled for the University of Turin's first higher education course on the subject.

7. Boosting competitiveness in Turin's higher education system

One of the **dimensions** that FCSP **has started exploring in Turin is the force of attraction exerted by new higher education institutes and the increased competitiveness of our higher education system.** The basic idea behind this line of inquiry is the **possibility of boosting the competitiveness of (and within) Turin's university system, beyond the essential role of the University and Polytechnic University of Turin.** The co-existence of multiple higher education institutions in large cities such as Turin is not only possible, as the European landscape shows, but also productive. One of the first steps taken in this arena was to interview the top management of ESCP - the multinational business school with a campus in Turin, which recently acquired "foreign university" status in Italy - with a view to gaining insights into its operation and medium-term prospects. On the basis of the same model, an initial enquiry was undertaken on the possibility of creating or attracting subject-specialist university-level education institutions.



The contribution of the Council's subject-specific committees

Introduction

The constitutional role of FCSP's three subject-specific committees is to assist the General Council with policy-making and oversight in specific subject areas, and to provide analytical support for the Management Board at the latter's request. This chapter sets down the insights developed by the committees at the end of their four-year term.

These insights were formulated and drawn up directly by each Committee within its own sphere of competence.

Although covering different subjects, the reports have two important common features: they all set out the main issues discussed and addressed by the Committee and the support given to the foundation and its governing bodies over the four-year period; and they all include suggestions for the future, based on experience, regarding which aspects of the work done can be completed, relaunched and innovated and how this can be approached. Their message is aimed at stakeholders but also at the new members of FCSP's governing bodies, as they take responsibility for continuing the complex, multi-faceted work passed on to them by their predecessors.

All three Committees, furthermore, made a common point, which we have decided to raise here. . It cannot be ruled out that the release of these reports will coincide with an advanced phase of the emergency that struck Italy and the rest of the world in late 2019 and early 2020, and whose trajectory is still uncertain. It is not just a question of expressing the compassion and solidarity that FCSP and its governing bodies have felt in recent months.

In fact, the Committees would like to emphasise jointly that the work done by FCSP in the period 2016-19 – in terms of areas of action and, perhaps more importantly, methodology – constitutes an effective resource for tackling what we now recognise as a far-reaching, full-blown, structural health, social, economic and cultural emergency, and not just a minor bump in an otherwise smooth road. But more than that, it is a starting point for rebuilding a future that will need all the skills, resources, organisation and above all the shared sense of living together in a human society, around which FCSP has tried, as far as possible, to structure its own social responsibility and shape that of the many worlds with which it cooperates.

The sphere of competence of the subject-specific committees corresponds to that of each of the three major areas of intervention.

Culture

Foreword

The Committee broadly continued the work of its predecessors under the previous council. In doing so, it adhered to FCSP's planning framework for art and culture, while also taking account of the changes under way in society and in the geographical target areas, and of the new directions emerging in FCSP's general policy. In this respect, it is worth emphasising the gradual extension of interventions to Liguria, which began in the previous four-year period and has reinforced the supra-regional character of FCSP.

The Committee has consistently been informed of the resources available – which remain broadly unchanged over time – and of the Management Board's decisions to offer support to bodies and associations. This applies equally to recurrent interventions in support of strategic cultural institutes of considerable local and national significance, and to funding awarded on the basis of increasingly targeted and complex calls for proposals, in the field of research or the re-socialisation of marginal areas.

Key areas of interest

On this basis, the Committee started its work by making an in-depth study of the question of the **Royal Residences of the House of Savoy**. The aim, which proved difficult to implement, was to establish an effective network of buildings representing Piedmont's Baroque history and the House of Savoy's court system.

In order to find out exactly what the problems were, we spoke to museologists, architects, art historians, lawyers and administrators involved in setting up the Consortium to manage the residences. All initiatives have been put on ice, however, pending the outcome of an unresolved institutional situation.

Various institutions and major events attracted attention, some because of the crises they are facing – such as Teatro Regio di Torino and the International Book Fair – and others because of the effective management of the resources awarded to them – such as Teatro Stabile di Torino, Museo Egizio, Palazzo Ducale di Genova and Centro per il Restauro della Venaria Reale.

Work aimed at supporting the **artistic and architectural heritage** of the geographical target areas continued without any particular exceptions or new departures with respect to previous terms of office.

The Committee had regular contact with **Genoa and Liguria**. On two occasions, in Genoa, we met representatives of all the local cultural institutions and a selection of municipal and regional councillors. The meetings helped us identify the targets most urgently in need of attention, and draw up plans for new initiatives aimed at the

regeneration of local areas and socially precarious environments.

It is worth noting that there was more reciprocity in our relations with representatives of Liguria than in those with the public authorities of Turin and Piedmont.

It should also be noted that FCSP has come to the rescue in various deficit situations in Turin in recent years. This has reduced the availability of resources for new initiatives. That is why certain initiatives that have been announced – e.g. the reorganisation of the science museums with the aid of the University, the Polytechnic and public bodies – have not yet made the transition from intention to implementation.

However, the new calls for proposals system, designed to link funding awards more closely to effective management and the clear definition of objectives, has received a positive response.

The Committee's work has given rise to a project to set up a **“museum” and research centre on industrial and labour culture**. This will focus on the scientific and technological culture and the social and organisational conditions – both conflictual and co-operative – that marked the century of the “industrial triangle.” The validation, further study and future development of the project will be undertaken by **Fondazione 1563**, an FCSP auxiliary body whose brief is to harness the value of archives, studies and research. This will also provide an opportunity to showcase the archive and library facilities of the **Polo del Novecento** and its affiliated institutes, which play a leading role in directing research and the digitalisation of documentation.

The protection and restoration of the **landscape**, and urban and non-urban environmental regeneration in general, have proved to be a strategic field for the implementation of new practices and studies within the framework of the Committee's work. This has prompted the publication of a call for proposals relating to **Environmental Restoration**.

Cultural innovation (especially with regard to contemporary culture and creativity, boosting cultural participation and relations between technology and culture, and science and culture) has proved to be another area of particular interest, and could benefit from meetings between our Committee and the Committees responsible for schools and education and research and social policy.

These meetings were rare during our term in office and did not involve the sharing of objectives.

Lastly, the Committee notes the need to develop skills, initiatives and investments aimed at facilitating digital transition.

Fondazione 1563 per l'Arte e la Cultura

The Foundation's directors and executives were regularly consulted about the main interventions in progress and undergoing preliminary examination.

Firstly, the Foundation continued to implement the system of **scholarships** for specialised advanced studies on Piedmont's Baroque culture and its relationships with the rest of Italy and Europe.

Secondly, it oversaw the preparation of the **major exhibition on our Baroque heritage**, which is set to shed important new light on the era and is due to open soon at the Venaria Reale.

The Foundation also took over the previously mentioned project aimed at establishing a **museum complex** dedicated to **industrial and labour culture**. The preliminary draft, drawn up by experts and validated by specially appointed academics, is now undergoing feasibility studies and an analysis of economic viability, with a view to setting up an initial test-exhibition for a range of audiences.

The Foundation is also drawing up a research and intervention project in the **Humanities**. The aim at this stage is to determine the potential value of investigating and supporting humanistic studies in their relationships with contemporary knowledge and digital technologies.

The Culture Committee

Coordinator Walter Barberis with Giovanni Calvini, Barbara Graffino and Pietro Rossi.

Research and Public Health

The Committee has assisted the General Council with its policy-making and evaluation work over the four-year period. It has also contributed to the design, management and evaluation of FCSP's activities all the way across this extensive field. It completed its term in office by reviewing the work done over the four-year period, summarising the highlights of that work and offering a few starting points for the future development of FCSP's policies in the scientific research and public health arena.

1. The Committee recognises the enhanced quality and focus of research-oriented calls for proposals and appreciates the more targeted match between objectives and selection procedures. These strengths have turned calls for proposals into effective mechanisms for generating applicable solutions, as illustrated by the recently published Artificial Intelligence and Environmental Restoration calls.

2. The research-oriented auxiliary bodies have undergone significant change under the Committee's guidance, which has had two main results:

the growing integration of these bodies into FCSP's general action strategy, which has seen them take full part in establishing the skills hub, designed to serve the local area, that "FCSP Group" set itself the task of creating as part of the multi-year plan now drawing to a close;

the overhaul of the organisational model of these bodies, which puts more emphasis on explicit strategic planning, and involved a promising campaign to reduce the centres' overheads (by introducing shared management control models) and opting to manage scientific collaboration with researchers by means of contractual models that are more appropriate to goal-oriented bodies.

3. Also with regard to the research-oriented auxiliary bodies, we succeeded in reconfiguring the functional and governance relationships with the University and Polytechnic co-founders and thus clarifying rules of engagement and mutual responsibilities, by drawing up strategic planning documents or achieving forms of collaboration between independent bodies.

4. More specifically, the operating model of IIGM (Italian Institute for Genomic Medicine), formerly Fondazione Hugel, now seems to have successfully reached the point of full evolution. This shows that the shift away from shared governance with the University of Turin has in no way precluded scientific collaboration with it, and if anything, has simplified and strengthened it. The organisation's recent relocation to the premises of Piedmontese Foundation for Cancer Research in Candiolo (near Turin) has brought it a spacious set of laboratories and offices designed for maximum functionality. This brings the multi-year transition period to an end and has created a modern research centre with ambitions extending well beyond national borders.

5. The long transition of the SiTi and Boella institutes also reached completion with the full inauguration of the LINKS Foundation in 2018. There have been interesting developments in the body's mission, which now involves high-profile applied research projects. On the subject of LINKS, the formation in 2019 of LIFTT, a limited company owned by the Foundation, also warrants a mention. The existence of the new entity makes it possible to separate the strictly commercial business of

generating economic value from research – originating chiefly from Unito, Polito and FCSP's auxiliary bodies – from its basic or pre-competitive research work which, on the technological front, remains the domain of LINKS.

6. Collegio Carlo Alberto, which completed its relocation to the centre of Turin in 2017, has also developed a strategic plan, which includes scientific research in economics and social sciences and post-graduate study programmes, as well as high-level cultural dissemination and animation activities relating to the research topics and projects that the College's scientific community is engaged in.

7. The revision of the agreements with the universities has also been completed, and these were renewed in 2019 in the revised form. The aim of our discussions with the universities was to ensure that FCSP's resources would be used to support processes designed to help achieve the shared objective of having innovative, competitive universities with the ability to attract talent.

8. On the public health front, FCSP's activity has followed two lines: the relationship between research and clinical practice (translational and personalised medicine), partly delegated to IIGM, and streamlining (in terms of management, diagnostic and treatment equipment and the optimised use thereof). It must not be forgotten that FCSP opted to intervene in this context on relatively limited terms aimed at establishing replicable models (given the magnitude of the problem) and in close partnership with regional planning bodies, as is essential in any area in which public actors play a crucial role. A considerable amount of research needs to be done in the field of prevention and general wellness, and FCSP intends to invest resources in this in the years to come in collaboration with the People goal.

9. As for the future, the Committee recommends developing the philosophy that led to the evolution of the research-oriented auxiliary bodies, and sees the "IIGM model" (independence and close links with FCSP; external partnerships on an equal footing; an agile structure and plenty of turnover of researchers in relation to the development of the projects in progress; high quality and functionality of scientific and localisation capacity) as an exemplary solution. The Committee also underlines the fact that "research centres" are in themselves exposed to continuous change and disruption, due to the progress of scientific knowledge and the evolution of research funding sources and international competition, and therefore need to re-adapt continuously to rise to the challenges they face.

Social policy

Main activities and methodologies discussed by the Social Policy Committee

10. Following the conclusion of the Baroque programme, the Research Committee worked alongside the Culture Committee to help redefine the future work of Fondazione 1563, by developing a new humanities research and activity programme. The newly developed Humanities Project aims not only to extend and update its thematic and disciplinary horizons in such a way as to involve the best local and international expertise, but also to radically modernise its methodology, first with digital technologies and in future with Machine Learning and Artificial Intelligence.

11. The Committee also aims to draw attention to the idea that the speed of development of science and technology means that we need to equip ourselves with a system to anticipate the long-term trajectories of change – or at least to connect with forecasting centres that do this effectively – in order to prepare the local research system and individual researchers for new research directions and paradigms, and to take part in the scientific debate that leads to their formulation. In an organisational form that remains to be designed, this could be a goal for FCSP and the system of research-oriented auxiliary bodies, without neglecting the support for research that plays a vital role in the professional development of the researchers themselves.

The Research and Public Health Committee

Coordinator Alberto Conte with Dario Arrigotti, Franca Fagioli and Vincenzo Ferrone.

Over the four-year period 2016-2020, the Committee's discussion of measures to counter inequality led to the adoption of various innovations in its work methodology:

- the introduction of systems for evaluating the effects of the programmes;
- the development of Key Performance Indicators (KPIs) for the various programmes and lines of action in the Social Policy Area;
- preparations for the construction of a “context database” for use by the various programmes.

The Committee also devoted a significant part of its work in recent months to identifying the most significant projects that emerged over the term of office, as a contribution to the discussions of the next governance cycle.

1. Evaluation

The first and most important innovation relates to the use of evaluation. Impact evaluation involves a large volume of work *ex ante* due to the need to randomise the control group and the treated group, but it yields considerably larger quantities of high-quality evidence for subsequent analysis and policy development in relation to the various instruments tested.

Evaluation has made it possible to estimate the effectiveness of a growing number of programmes and improve external communication, by enabling us to link objectives more explicitly with the instruments tested.

A good example of this is the “Opportunità ZeroSei” project, run jointly by the ZeroSei programme (early years) and Ufficio Pio, which showed that monetary transfers conditional on behavioural targets were more effective, thus prompting Ufficio Pio to replace its traditional “AOS” programme (based on help, guidance and support) with conditional transfers. Other important evaluations currently in progress include Bimbi in Gamba, Nati per Leggere and Coding Girls.

2. Key Performance Indicators (KPIs)

A second innovation in our work methodology was the introduction of KPIs for each major framework goal. This enabled us to orient and prioritise the area's programmes more effectively.

The KPIs are used to strategically guide and monitor social policy area programmes, by measuring how far the work done is consistent with the goals set, and by monitoring progress towards those goals. The use of KPIs also enhances the effectiveness of communication between internal governance and external stakeholders.

Both the Committee and the Social Policy Area have gained significant experience in dealing with the KPI system over the course of the four-year period. On the basis of positive feedback regarding the use of KPIs, the Social Policy Committee feels fully justified in suggesting that KPIs should become a systematic part of FCSP's operating method.

3. Context database

Another innovation was the construction of a database of socio-economic context indicators as a basis for *ex-ante* analysis of the local area's needs and resources and *ex-post* evaluation of the impact of the interventions.

Efforts were therefore made to foster relationships with existing statistical and information sources and to define and collect new data and variables. Collaboration with the team of economists and demographers at Collegio Carlo Alberto (IEU) helped accelerate this process, which will lead to the compilation of a list of significant variables for describing the geographical areas in which FCSP operates.

4. Future projects and directions

The discussion of future projects and directions revealed the growing importance for FCSP of creating new arenas for interaction with increasingly significant actors.

Firstly, this has involved a growing number of interactions and joint projects with other actors at local level (Prefecture, Turin municipal council, Piedmont regional council and so on, and equivalent bodies in Liguria in commensurate proportions). One example is the MOI project, which has now become a reference model and is well on the way to success in terms of inclusion and getting its target population into work. At the end of the four-year period, FCSP gave its backing for the completion of the MOI project in terms of achieving the aims of training its beneficiaries, getting them into work and providing opportunities for finding housing solutions, within the necessary time-frames. The Riconessioni project is also set to continue its development trajectory. In future it will form part of the ordinary operations of Fondazione per la Scuola as a central vehicle for innovation in education.

Secondly, a number of local inter-institutional initiatives have assumed national significance. A good example is the National **Fund to Combat Juvenile Educational Poverty**, which has been in place since 2016, on the basis of collaboration between foundations, government agencies, the school system and third-sector socio-educational bodies. Thirdly, relations with international bodies, organisations and

institutions have proved to be of the utmost importance. Programmes relating to migration and international mobility, for example, which require coordination with other countries in order to yield more effective responses, have reaped considerable benefit from the international networks that FCSP has joined or helped create. The same applies to targeted thinking on community welfare (under a joint European and Canadian initiative known as TransForm – Transnational Forum on Integrated Community Care) and the problems faced by vulnerable families.

Lastly, mention must be made of the importance of FCSP's role at times of genuine emergency. FCSP has always endeavoured to build its work methods around the idea of sustainable, medium-term change, rather than emergency response. Nonetheless, FCSP has never been insensitive to states of emergency, in social policy or any other field. As we write, the pandemic is spreading, stress on the health system is building and the national economy is deteriorating. In these circumstances, the role of FCSP – with its experience of supporting the most vulnerable and countering economic and educational inequality – is crucial and will remain crucial.

The Social Policy Committee

Coordinator Daniela Del Boca with Valeria Cappellato, Sandro Giuliani and Andrea Rivellini.

Applicants for support: an in-depth analysis

This section provides an in-depth analysis of the types of applicant we deal with, i.e. the bodies that formally approach FCSP for economic support for projects of collective interest, respond to calls for proposals, or benefit from other types of philanthropic support envisaged in FCSP's planning documents. Under FCSP practice, only legal entities, and not individuals, are eligible for resources. FCSP regulations lay down the objective and subjective requirements for the eligibility of entities and projects, while decisions on the award of funding are taken by the Management Board, as specified in the governing document. With a few rare exceptions, applications must be submitted – as has been the case throughout the four-year period 2016-19 – using the Online Application system.

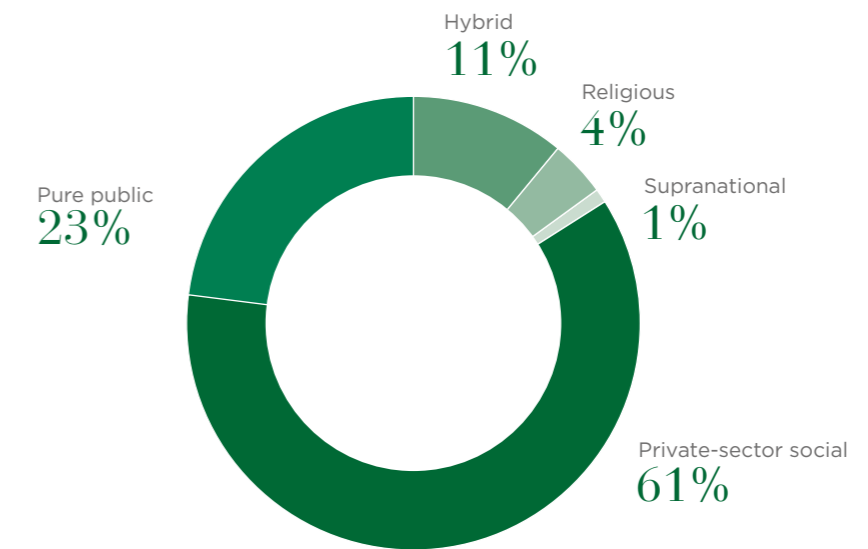


| APPLICANT | 2016 | | 2017 | | 2018 | | 2019 | |
|--|---------------|---------------------|---------------|---------------------|---------------|---------------------|---------------|---------------------|
| | % of projects | % of amount awarded | % of projects | % of amount awarded | % of projects | % of amount awarded | % of projects | % of amount awarded |
| Ministry, central and peripheral bodies | 0.29% | 0.17% | 0.33% | 0.29% | 0.38% | 1.34% | 0.48% | 0.37% |
| Regional or provincial council | 0.58% | 0.16% | 0.33% | 0.05% | 0.38% | 2.01% | 0.36% | 0.33% |
| Municipal council | 11.20% | 6.58% | 9.63% | 5.98% | 7.40% | 5.45% | 6.86% | 5.14% |
| Joint local authority for multiple mountain or hilltop population centres (Comunità montana/collinare) | 1.91% | 0.19% | 0.98% | 0.12% | 0.25% | 0.03% | 0.12% | 0.01% |
| Consort. or assoc. of local bodies, park authority | 1.82% | 2.00% | 1.42% | 1.52% | 1.25% | 1.61% | 0.95% | 1.37% |
| Supranational organisations | 0.38% | 0.76% | 0.44% | 0.82% | 0.5% | 0.58% | 0.47% | 0.71% |
| Public research and tech. transfer body | 1.15% | 0.72% | 0.98% | 0.61% | 1.13% | 0.51% | 1.42% | 0.74% |
| Hospital trust | 1.32% | 1.02% | 0.55% | 0.40% | 0.50% | 0.20% | 0.36% | 0.32% |
| University, Polytechnic University | 4.21% | 9.28% | 4.81% | 8.61% | 5.40% | 0.00% | 2.84% | 6.73% |
| Non-university education institute of any type | 1.82% | 0.21% | 1.53% | 0.14% | 0.13% | 8.69% | 0.59% | 0.08% |
| Foundation | 19.52% | 51.98% | 21.55% | 54.76% | 17.69% | 31.43% | 16.92% | 35.08% |
| Recognised association | 13.59% | 11.39% | 13.57% | 12.97% | 14.18% | 9.84% | 15.98% | 8.12% |
| Non-recognised association | 10.43% | 3.22% | 11.71% | 2.82% | 13.30% | 3.99% | 10.41% | 2.43% |
| Social promotion association | 5.26% | 1.32% | 3.72% | 1.18% | 4.27% | 1.06% | 4.85% | 1.09% |
| Voluntary work organisation | 2.49% | 1.03% | 2.74% | 0.95% | 1.88% | 0.74% | 3.43% | 0.87% |
| Non-profit consortium | 0.77% | 0.51% | 0.33% | 0.30% | 0.88% | 0.43% | 0.59% | 0.41% |
| Committee | 0.67% | 0.13% | 0.55% | 0.05% | 0.50% | 0.07% | 0.83% | 0.87% |
| Recognised NGO (under law 49/87) | 0.38% | 0.08% | 0.22% | 0.08% | 0.38% | 0.16% | 0.12% | 0.12% |
| Other private non-profit, non-entrep. entity. | 8.61% | 3.29% | 9.52% | 3.69% | 8.78% | 3.33% | 9.70% | 5.45% |
| Religious body | 4.78% | 2.88% | 8.64% | 2.70% | 6.65% | 3.29% | 7.10% | 2.82% |
| Social enterprise | 1.15% | 0.43% | 0.66% | 0.10% | 0.63% | 0.21% | 0.59% | 0.45% |
| Type A social solidarity cooperative | 2.68% | 0.68% | 1.75% | 0.36% | 0.75% | 0.22% | 1.30% | 0.46% |
| Type B social solidarity cooperative | 1.15% | 0.35% | 0.66% | 0.09% | 0.63% | 0.25% | 1.18% | 0.30% |
| Mixed-type social solidarity cooperative | 1.24% | 0.56% | 0.88% | 0.61% | 0.75% | 0.51% | 1.54% | 0.76% |
| Coop. operating in showbusiness and info sector | 0.38% | 0.05% | 0.55% | 0.09% | 0.63% | 0.10% | 0.47% | 0.08% |
| Operational Projects (CSPTO) | 1.91% | 0.76% | 1.97% | 0.73% | 10.79% | 23.90% | 10.30% | 24.88% |
| Total | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% |

If we organise the data on the basis of the legal form of the recipient bodies, i.e. successful applicants, we obtain the distribution shown below.

The distribution of resources by legal form remained broadly stable over the four-year period: by number of projects supported, the biggest beneficiaries were foundations, municipal councils and associations, whereas by economic value, the biggest beneficiaries also included universities. There are two reasons for the extremely high proportion of resources awarded to foundations, especially in 2016 and 2017: the first, which remained stable over the four-year period, is attributable to support for FCSP's auxiliary bodies, which take the legal form of foundations. The second, which applied until 2017, relates to the fact that allocations to FCSP's operational projects were registered in the name of FCSP itself (and hence in the "foundations" category) in the first two years, but were definitively assigned to the "operational projects" category in the second two years. In this regard, it is worth noting the growing importance that the latter have assumed in FCSP's activities. For example, they include allocations to the Fund to Combat Juvenile Educational Poverty. Lastly, on this point, "operational projects" give rise to disbursements or expenditure items to third-party bodies or suppliers: they are not therefore used to cover personnel costs or the use of other internal FCSP resources.

All FCSP projects take effect on their final beneficiaries, whether these are students, people in difficulty or users of artworks that require conservation. The channels through which projects are formed, and the bodies that directly or indirectly develop them, can be public, private social or mixed. We have opted to reclassify the total funding disbursed by FCSP in 2019 (172,296,397.82 euros) according to this type of channel: private social, pure public, hybrid (an entity with private form but essentially public governance), religious or supranational.



The figures confirm that the private social sector is FCSP's biggest partner by far, followed by the pure public sector.

The table below provides information about the personnel of private social bodies that have registered their details on the Online Application system.

Human resources

| HUMAN RESOURCES | % OF HUMAN RESOURCES |
|--|----------------------|
| Permanent employees | 24.8% |
| Fixed-term employees | 5.7% |
| External contractors | 11.7% |
| Members | 32.4% |
| Volunteers | 24.4% |
| Holders of scholarships or research grants | 1% |
| Other | 0.1% |
| Total | 100% |

| GENDER | % OF HUMAN RESOURCES |
|--------------|----------------------|
| Women | 58.9% |
| Men | 41.1% |
| Total | 100% |

| AGE | % OF HUMAN RESOURCES |
|--------------|----------------------|
| ≤ 35 years | 35.2% |
| > 35 years | 64.8% |
| Total | 100% |

2016-2019: relations with applicants

So far, this end-of-tenure report has described FCSP's action in relation to its beneficiary bodies and geographical coverage area, from many points of view. But this does not paint a full picture of the relationship that a philanthropic foundation forges with its territory. This section therefore takes a look at the other side of the equation, and uses the data at FCSP's disposal to gain a "statistical" insight into the applicants, whether successful or otherwise, which have approached FCSP for project funding over the four-year period.

Using a statistical method known as *cluster analysis*, based on unsupervised learning techniques, all bodies that applied to FCSP for funding during the period 2016-2019 have been divided into groups. To do this, we identified four metrics, each of which represents a characteristic of the bodies concerned and their relationship with FCSP: the *number of applications for funding submitted to FCSP* over the body's entire history (so not only over the past four years), as a proxy of continuity and of FCSP's significance to it as a source of philanthropic finance. The *total amount received*, i.e. the cumulative economic amount received by the body in the period 2016-2019. The *percentage of projects supported out of the total submitted*: this is an indicator of the success, and therefore probably of the applicant's ability to align its project proposals with FCSP's planning framework, thereby increasing its chances of achieving a positive outcome. Lastly, *the average amount applied for per project*, which is a proxy for the size of the entity: the assumption is that the amount applied for is proportional to the level of complexity and the size of the applicant entity.

These values were therefore calculated for 3,694 entities: the averages are shown in the table below.

| | AVERAGE | STANDARD DEVIATION | MAX | MIN |
|---|--------------|--------------------|-----------------|------------|
| Number of applications for funding | 5.8 | 9.7 | 151 | 1 |
| Total amount received | 116,072.97 € | 810,970.57 € | 28,372,585.28 € | 0.00 € |
| Percentage of projects supported out of total submitted | 31.7% | 42.2% | 100% | 0% |
| Average amount applied for | 61,418.94 € | 152,275.84 € | 5,845,833.33 € | 1,000.00 € |



The “average” entity that applied for funding from FCSP at least once in the period 2016-2019 had submitted an average of 6 applications over the course of its history, with an average value of just over 60,000 euros, of which 32% were accepted, yielding total resources of around 115,000 euros. All the indicators considered, however, have an extremely high degree of variability. If we look, for example, at the minimum values (last column on the right of the table), the profile that emerges is very different from the average profile, and is that of an entity that has submitted only one application for funding, which was rejected. The cluster analysis method was chosen specifically in order to overcome this problem: through a series of technical evaluations based on the percentage of variance explained by the increase in the number of clusters, it was decided that the total of 3,964 observations should be grouped into four clusters. The consequent results of the cluster analysis are shown in the table below.

| CLUSTER | AVERAGE NO. OF FUNDING APPLICATION | AVERAGE TOTAL AMOUNT RECEIVED | AVERAGE PERCENTAGE OF PROJECTS SUPPORTED OUT OF TOTAL SUBMITTED | AVERAGE AMOUNT APPLIED FOR | NO. OF ENTITIES |
|------------------------|------------------------------------|-------------------------------|---|----------------------------|-----------------|
| 1 Highest recipients | 54.6 | 15.734.924.3 € | 86.1% | 2,060,318.72 € | 6 |
| 2 High recipients | 36.1 | 1.101.177.04 € | 77.4% | 222,724.46 € | 182 |
| 3 Average partners | 6.2 | 110.091.75 € | 85.8% | 60,836.4 € | 1,141 |
| 4 Not accepted | 3.2 | 3.479.29 € | 2% | 44,208.39 € | 2,365 |
| General average | 5.8 | 116.072.97 € | 31.7% | 61,418.94 € | 3,694 |

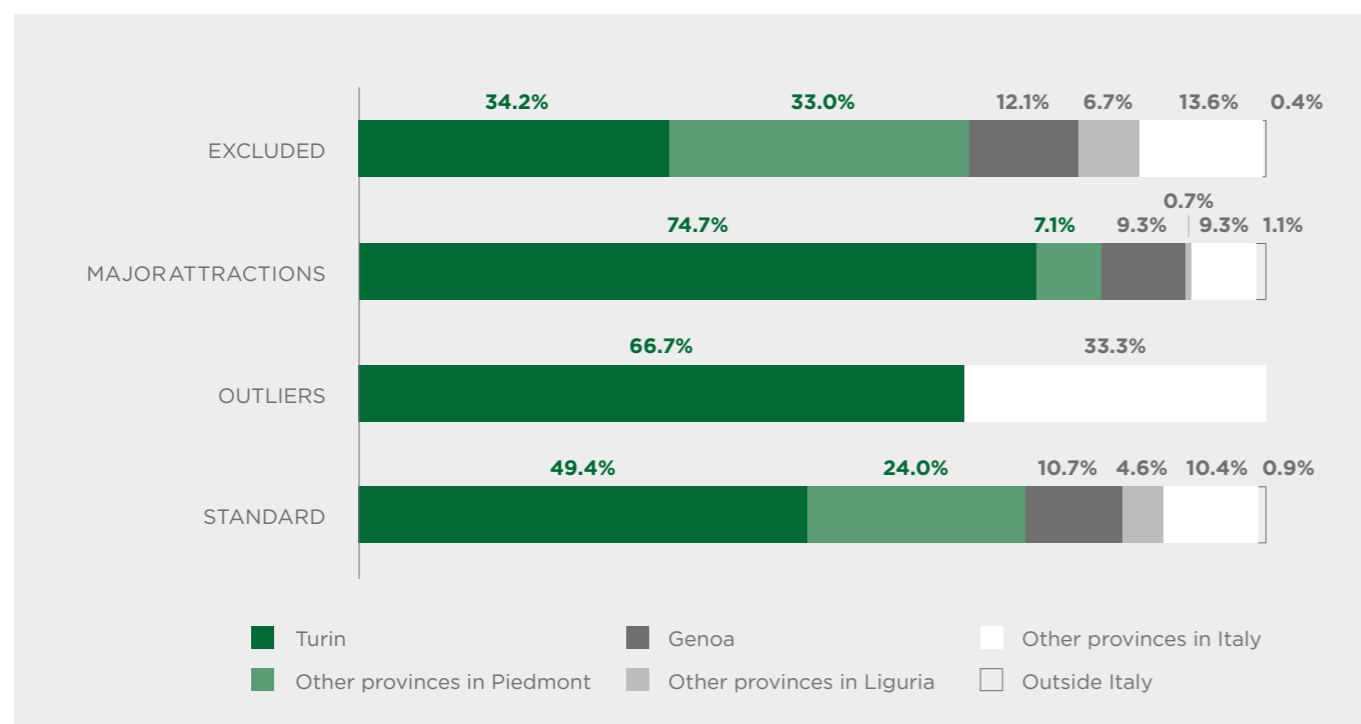
The situation highlighted by the analysis is multi-faceted but clear and in line with expectations.

First of all, a very large group of entities (64% of the total) is defined as “*Not accepted*” because they did not receive any funding from FCSP, or at most received a single award of very limited value, over the past four years. There are also entities that have made very few applications for funding from FCSP over the course of their history, either because they were only recently formed or for other reasons. 93.3% of the entities belonging to this group received no funding from FCSP during the period 2016-2019. A second group, defined as “*Average Partners*”, represents the average of the population: if we look at the general averages across the complete set of entities considered, this group only deviates on the indicator of percentage of projects supported out of total applications submitted. The last two groups can be seen as two populations belonging to the same group: it would be entirely reasonable to merge them together, but their division is actually indicative of certain types of relationship between FCSP and the territory. The “*High recipients*” category covers 182 entities based in the territory, with long-standing relationships with FCSP (over 36 applications for funding since the 1990s), with a certain organisational complexity (which prompts them to propose projects with an average value of over 200,000 euros) and major returns from FCSP, amounting to over one million euros. Lastly, the “*Highest recipients*” category covers six entities – the University of Turin, Polytechnic University of Turin, Turin municipal council, Fondazione con il Sud, Piedmont regional council – all of which have received substantial funding, amounting to almost 100 million euros. It is important to note that two of the examples cited, namely Fondazione con il Sud and the national control body (ONC) for voluntary work funds, represent obligations, as they are determined by legal devices or national framework agreements.

Identifying the clusters does not provide a full interpretation of the phenomenon in itself, but represents a starting point for further study of the relationships between the identified clusters and possible additional factors. For this study, we decided to focus on a further characteristic that was cross-referenced with the profiles: the legal form of the applicant body and the province in which it is based.

The graph below illustrates the distribution of the bodies matching the four profiles by geographical macro-area in which their registered office is located

Distribution of clusters by location of the entity's registered office



The overview reveals a certain connection between the presence of a registered office in the province of Turin and the intensity of relations with FCSP. More than two out of three of the “High recipients” are based in the Turin metropolitan area, but this share gradually drops to one third for the “not accepted” category. The other provinces in Piedmont are poorly represented in the High Recipients cluster, but well represented in the Average Partners cluster.

In conclusion, the analysis highlighted three “syndromes”: the first and most frequent encompasses the large number of entities that have not succeeded in obtaining funding from FCSP. These are generally entities with only a limited history of relations with FCSP and low organisational complexity. The result is a relationship that has been rarely, if ever, developed, at least in the last four years. Why has such a large number of bodies not been successful? There are many possible reasons, which often combine with each

other and include misalignment between the entity’s mission and FCSP’s goals, poor project construction capacity, lack of experience, procedural errors and projects with limited intrinsic significance. Let us not forget, however, that projects can be rejected due to the limited availability of resources rather than to their intrinsic qualities: it therefore is perfectly possible, in a call for proposals, for example, that projects of interest in themselves are excluded because of their position in the ranking. So over the past four years there has clearly been a population of entities, often based outside the Turin metropolitan area, whose applications for funding from FCSP have been unsuccessful: but in principle, this is not a reflection either on the entities themselves or their projects.

Then there is a large intermediate segment of entities, representing the prototypical FCSP interlocutor, which have sufficient experience of relations with FCSP and a high degree of alignment with its goals. These are typically entities of medium size, which have received sufficient funding over the past four years to carry out projects of medium complexity. Whereas the previous case represents the unsuccessful segment of the applicant population, this one represents the successful segment, made up of applicants that have successfully implemented their project, probably on the basis of a speculative application or a call for proposals.

Lastly, the territory’s high recipients: these are large public bodies or private-sector social bodies, such as academies, cultural institutions, local authorities, foundations and associations that have a long-standing partnership with FCSP and have received substantial amounts of funding over the years. These bodies are “perennially significant” for the territory, and therefore also for FCSP. The vehicle for the philanthropic relationship also tends to be different, and encompasses agreements, support for institutional activity, including on a multi-year basis, and direct participation of FCSP in beneficiary entities’ governing bodies. It also includes methods of economic support that involve a role for FCSP enhanced by elements of strategic sharing in specific fields, whose nature often imposes a multi-year time-frame.

“Un servizio fatto bene?” (“A job well done?”) - Highlights of a survey on relations between FCSP and applicant bodies

In October 2018, FCSP conducted a **survey** entitled “**Un servizio fatto bene?**” (“A job well done?”) to **determine the levels of satisfaction of bodies that applied for funding from FCSP in the first two years of the 2017-2020 strategic plan**. The main evidence from the questionnaire is set out here, while full details are available in the mid-term report.

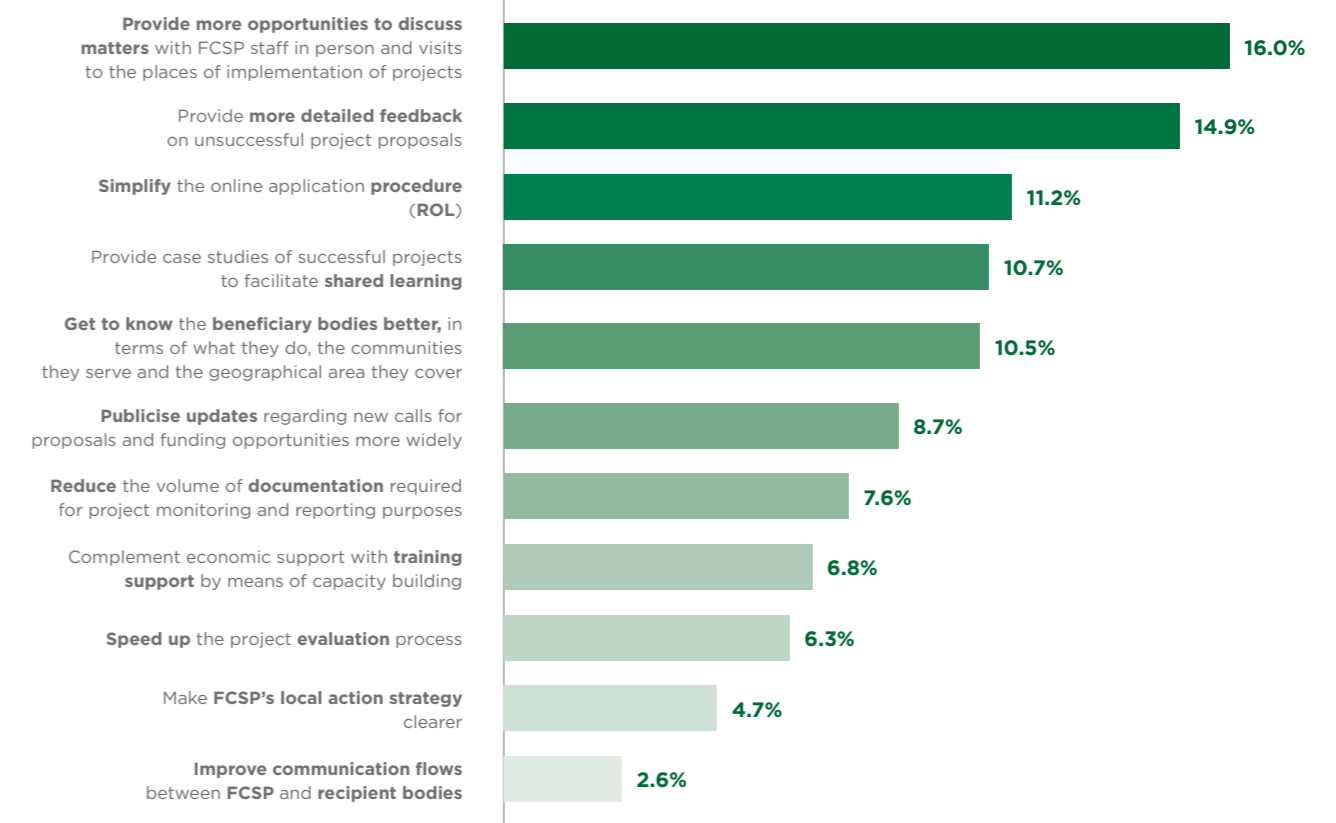
Completion of the questionnaire was entirely anonymous and there was no way of connecting the answers with the respondents. The questionnaire was sent to all of the 1,902 bodies that applied for funding between January 2017 and September 2018, regardless of the outcome of their application.

The first question put to respondents was how far the implementation of their projects actually depended on the award of funding by FCSP. The diversification of funding sources for the implementation of projects has become increasingly important in recent years. According to the status of their project (negative outcome, decision pending, positive outcome), respondents were asked to explain what the consequences of failing to obtain support from FCSP were, would be or would have been. The table below summarises their answers.

| EFFECT | APPLICATIONS WITH POSITIVE OUTCOME | APPLICATIONS WITH NEGATIVE OUTCOME | APPLICATIONS PENDING DECISION |
|---|------------------------------------|------------------------------------|-------------------------------|
| Implementation of the project as is | 3% | 8% | 3% |
| Need to find other donors to implement the project | 19% | 13% | 29% |
| Implementation of the project after downsizing part of its content | 14% | 18% | 19% |
| Implementation of the project after downsizing most of its content | 22% | 20% | 23% |
| Project cannot be implemented without funding from FCSP | 42% | 41% | 26% |
| Total | 100% | 100% | 100% |

The distribution of answers was broadly similar, regardless of project status. **FCSP’s role in project implementation is highlighted** by the fact that less than 10% of projects could be undertaken in their *original form* without funding from FCSP. Similarly, **a sizeable proportion of projects** (over 40% of adjudicated projects and over 25% of pending projects) **depends entirely on FCSP**. If we then add these percentages to the percentages relating to the need to find other donors, which is by no means certain at this stage, the degree of dependence on FCSP’s support becomes higher still. The differences between pending and adjudicated projects probably derives from the fact that proponents of pending projects may still have a chance of finding other donors. It is also plausible that in the event of a negative outcome, the difficulty of finding other donors could jeopardise the actual implementation of the project. The section of the questionnaire on areas to which, in the view of respondents, FCSP should make improvements, also made interesting reading. Respondents were asked to select a maximum of three options from a multiple choice of closed answers to the question. A total of 1,530 answers were given: the chart below shows how they were distributed.

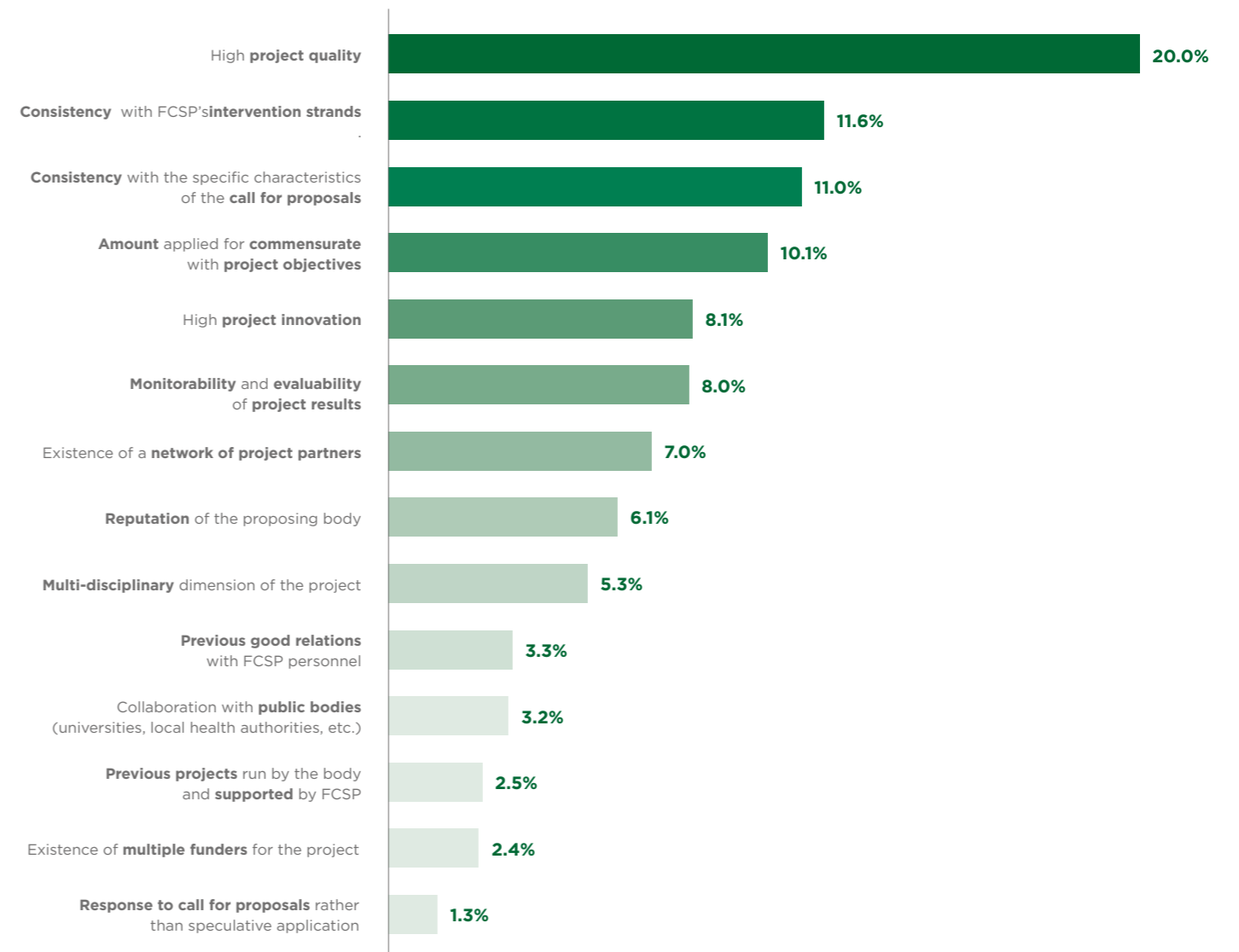
Areas for improvement



The first point that emerges is that the answers are widely distributed, because no areas for improvement predominate significantly over others. **More opportunities to discuss matters with FCSP staff in person and visits to the places of implementation of projects** is the most frequent answer, followed by more detailed reasoning in the event of rejections. These are followed, with very similar percentages, by: **simplification of the online application procedures**, providing case studies of successful projects and **getting to know the beneficiary bodies better**. These suggestions confirm what we have seen in previous responses: **technical and relational matters are considered important, whereas communication of the mission and operational relations** between FCSP and the beneficiary bodies (the two least frequently cited areas for improvement) **are considered satisfactory and not critical**. A number of new points were raised, however, such as feedback on negative outcomes and the importance of the “cognitive” aspect of relations between FCSP and beneficiary bodies, as opposed to the purely the “operational” aspect. The handling of negative outcomes, which is complex for several reasons, is evidently a critical issue.

The **determining factors behind project funding decisions** represent a second area for more in-depth study: “what characteristics must a project have in order to gain FCSP’s support?” When asked this question, users were again given a list of options, from which they could select a maximum of three. The interesting point about this question is that it provides an indirect insight into respondents’ perception of FCSP’s work approach and its vision of project design, and how FCSP’s messages to potential beneficiaries have been taken on board.

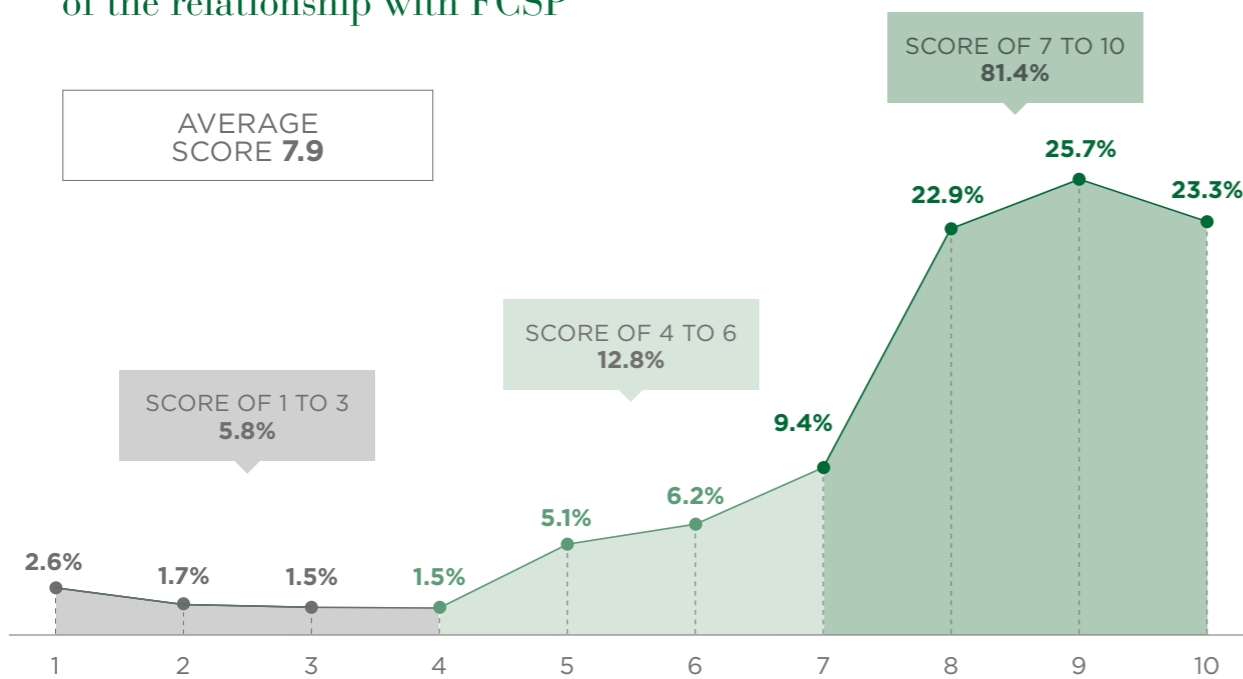
Determining factors behind project funding decisions



High project quality is seen as the most important factor for increasing the probability of receiving funding from FCSP, but this is a fairly obvious answer and therefore less informative. Of the other determining factors, **consistency with the intervention strands and with the characteristics of the call for proposals** are the most frequently cited, together with how far **the amount applied for is commensurate with the project objectives**. These are followed by **high levels of innovation** and **monitorability** of projects. Previous support from FCSP, the existence of multiple funders for the project and a preference for applications via calls for proposals, by contrast, are not seen as significant levers.

To obtain a final overall opinion of the relationship with FCSP, the questionnaire included the following question: "Considering all the aspects covered by the questionnaire, please award a score to indicate how far you are satisfied with your relationship with FCSP." Respondents were free to choose their score on a scale of 1 to 10.

Final overall opinion of the relationship with FCSP



All respondents answered the question, so the overall calculation includes applicants that did not receive funding. The average score was 7.9. A breakdown of the scores shows that over 80% of respondents awarded a score of 7 or more. Extreme negative scores, by contrast, were awarded by only slightly over 5% of respondents. We can therefore reasonably conclude that a clear majority of users are satisfied with their relationship with FCSP.



Asset management over the four-year period and mission-related investments

1. Asset management principles and strategies

FCSP's investment policy is based on the legal principle that "foundations diversify the investment risk of their assets and use them to obtain an adequate return, while ensuring a functional connection with their institutional aims and in particular with the development of the territory."

The main objective is to preserve the real value of the assets and, if possible, increase it for future generations. This is combined with a commitment to stabilising the level of resources allocated to institutional interventions over time.

The methods and criteria for managing assets are governed by internal regulations and the corresponding Implementing Document, which is generally reviewed every three years. Both documents are approved by the General Council. The share of assets invested in funds (diversified portfolio) is managed on the basis of a *Strategic Asset Allocation* set out in the Implementing Document.

Following the signature of the MEF-ACRI Protocol in 2015, often mentioned in this Report, which established a principle for the diversification of assets, the "Regulations governing asset management methods and criteria" and the corresponding "Implementing Document" was reviewed at the beginning of the term of office, to take account of the effects of a reduction in exposure to Intesa Sanpaolo across FCSP's portfolio as a whole.

The Implementing Document approved in 2017 therefore includes a Strategic Asset Allocation (SAA) for the diversified part of the portfolio, which takes account the risk exposure in the strategic portfolio, so as to ensure that the two parts of the portfolio are complementary in terms of risk/return and consistent with the spending targets connected with FCSP's institutional activity.

Against a backdrop of low interest rates, summarised by Willis Towers Watson, the Foundation's advisor, as *lower for longer*, FCSP has adopted an approach of greater global diversification, with a view to identifying new sources of returns in order to achieve its return targets.

Due to the sale of a shareholding and an increase in the value of the diversified asset portfolio, over the course of the four-year period exposure to Intesa Sanpaolo reached the target level of 33% of assets set down in the MEF-ACRI Protocol. During this process, FCSP adopted an *interim asset allocation* based on the actual percentage of the shareholding in the transferee bank. The SAA currently in use is set out below.

| | ASSET ALLOCATION (INTERIM) |
|--------------|----------------------------|
| Equities | 15.0% |
| Credit | 43.0% |
| Alternatives | 37.0% |
| Cash | 5.0% |
| Total | 100% |

At the end of the four-year period, the completion of the process of reducing exposure to Intesa Sanpaolo laid the foundations for a review of the *Strategic Asset Allocation* on the basis of a stable shareholding in the transferee bank.

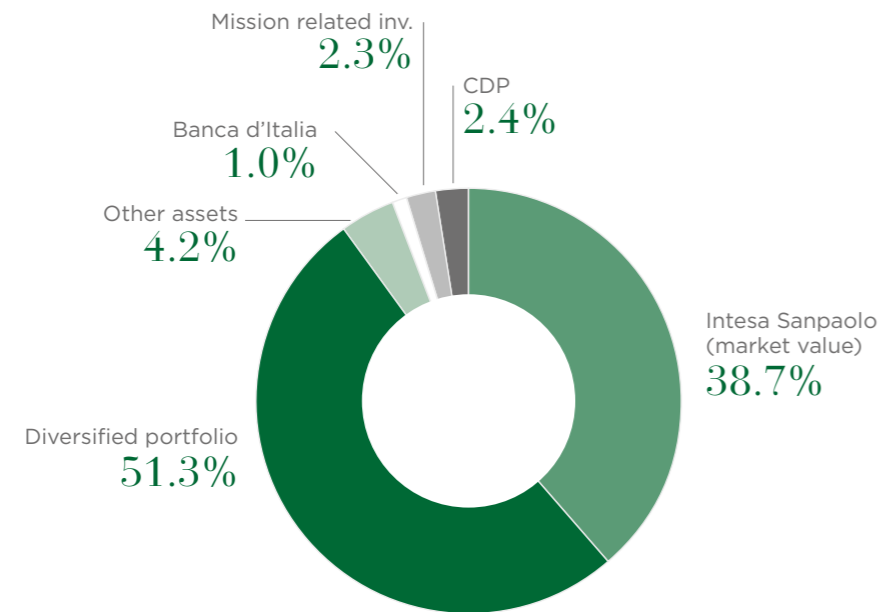
In the long term, the composition of the SAA will be identified more clearly in relation to the objective of preserving and increasing the real value of overall assets, while taking account of FCSP's needs in terms of grant-making, costs and allocations.

The review process got under way with the support of the new strategic advisor, Eurizon Capital SGR, selected by the Management Board in 2019. It will result in the drafting of a proposed new Implementing Document for submission to the new governing bodies, once elected, and will take account of the scale of the investments with sustainability parameters pertaining to SDGs and ESG (Environmental, Social and Governance).

2. Portfolio composition and allocation choices

At the end of the four-year period, the overall portfolio of financial assets held by FCSP was made up as shown in the pie chart below, and had a total value of approximately 7.2 billion euros.

Composition of the portfolio as at 31 December 2019



The strategic shareholding in Intesa Sanpaolo banking group accounts for 38.7% (valued at the market price ruling on 30/12/2019), whereas the “diversified” part of the overall portfolio, consisting of the investment in mutual funds managed by Fondaco SGR S.p.A., accounts for 51.3% of the total. The remaining 10% consists of the mission-related investment portfolio, cash, shareholdings and other assets. In terms of value, FCSP’s main shareholdings are in Cassa Depositi e Prestiti S.p.A. (1.61% of share capital), Equiter S.p.A. (32.99% of share capital) and Banca d’Italia (1% of share capital). The overall portfolio has widely varying levels of volatility due to the shareholding in Intesa Sanpaolo and the diversified nature of the assets under management. From a risk/return point of view, the fund component fulfilled the task of reducing total portfolio volatility effectively over the four-year period: against volatility of around 20% for the investment in Intesa Sanpaolo (30% in 2018), the diversified portfolio showed overall volatility of 2.8% (in line with the prior year). The combined effect of the various investments brought the overall volatility of the portfolio down to 7.5%.

The details of FCSP’s shareholdings in companies are as follows (% of shareholding out of total capital):

- Intesa Sanpaolo S.p.A. (6.79%)
- Cassa Depositi e Prestiti S.p.A. (1.61%)
- Equiter S.p.A. (32.99%)
- Iren S.p.A. (2.29%)
- Banca d’Italia (1%)
- CDP Reti S.p.A. (0.47%)
- Assicurazioni Generali S.p.A. (0.10%)
- Fondaco SGR S.p.A. (38%)
- Compagnia di San Paolo Sistema Torino S.c.r.l. (38%)
- F2i SGR S.p.A. (3.35%)
- Ream S.p.A. (9.5%)
- Sinloc S.p.A. (4%)
- Struttura Informatica (16.67%)
- Club Acceleratori S.p.A. (1.02%)
- SocialFare Seed Srl (15.11%)
- Permico S.p.A. (8.23%)
- SocialFare i.s. Srl (37.5%)

Alternative assets

Our diversified portfolio consists mainly of two funds managed by Fondaco SGR. The first of these, Fondaco Multi Asset income, is a traditional multi-asset fund, and the second, Fondaco Growth, is a fund dedicated to alternative and illiquid assets.

Under our current Strategic Asset Allocation model, the proportion of alternative asset classes at diversified portfolio level must be between a minimum of 32% and a maximum of 42%. At the end of 2019, the proportion of these strategies was around 28%.

The Growth fund’s investments are made by Fondaco with the support of specialised advisors in the two main classes of strategies present in the portfolio, namely *private markets and hedge funds*.

A process of reconnaissance of the Growth fund was launched in 2018, after which certain areas for improvement of the overall structure of the alternative asset portfolio were identified.

To improve the overall risk/return profile of the alternative asset portfolio, a pathway was mapped out for gradually reviewing the allocation. This led to the downsizing of the *hedge fund* component, the appointment of a new strategic advisor for that component (Aksia took over from Grosvenor in May 2019), a reduction in exposure to the *reinsurance* segment, a broader diversification of performance drivers with the development of the *real assets* segment (*infrastructure* and *real estate*) and the launch of an *alternative credit* investment programme intended to increase diversification and to enhance the fund's risk/return profile.

Risk framework and risk policy

Over the past four years, work has been done to gain a deeper insight into the elements that help define FCSP's risk framework, while at the same time conducting analyses of the instruments available on the financial market in terms of active policies designed to mitigate the effects of *tail risks*. Since endowments/foundations such as FCSP do not have to comply with capital requirements and do not have strict expenditure obligations, they are not required to comply with risk limits that can be summarised with a single indicator. It is in the long-term interest of institutional investors, however, to put in place pre-determined, quantified limits that prevent the assumption of excessive risk, and measures that make it possible to monitor how far the risk/return characteristics of the current allocation are consistent with FCSP's institutional and mission-related goals. Although there is no single regulatory indicator that limits the assumption of financial risks, FCSP has put in place a set of principles and constraints that limit its overall extent. The objective is to limit exposure to excessive risk that is not instrumental to the pursuit of constitutional goals, by monitoring a range of indicators to ensure that risk exposure is consistent and commensurate with the goals pursued. The risk exposure that FCSP considers acceptable is mainly described by the strategic asset allocation model, accompanied by certain constraints relating to liquidity held, the degree of liquidity of the portfolio, exposure to currency and concentration limits on active managers. Over the years, FCSP has created a fund known as the Grant-making Stabilisation Fund, as a risk mitigation instrument. Built up by setting aside surpluses from years when positive financial results exceed institutional targets, it is used to support FCSP's grant-making capacity through periods of negative market performance that might otherwise compromise FCSP's spending capacity. The constraints and limits that characterise FCSP's risk framework will be reviewed and updated if appropriate as part of the Strategic Asset Allocation review process recently launched in collaboration with the strategic advisor Eurizon Capital.

The constraints currently set down in the investment policy are as follows:

Maximum payout limit: the implementing document establishes that in order to safeguard FCSP's assets, the annual payout (financial flow allocated to grant-making) must be between a maximum of 2.70% and 2.20% of the market value of all the financial assets held by FCSP reported in the preceding 12 months. As a result, the financial objectives instrumental to generating income for grant-making cannot be arbitrary, but must be linked to the value of FCSP's assets. A payout limit set on the basis of asset value ensures that rising disbursements do not expose the portfolio to a degree of financial risk that is inconsistent with the objective of safeguarding FCSP's assets.

SAA: setting a limit on the maximum exposure to the various risk factors, in order to maintain grant-making goals and protect FCSP's assets.

The risk budget for the diversified portfolio is set by means of the strategic asset allocation (SAA) formulated with the aid of the advisor, taking account of the exposure already present in the strategic portfolio, in such a way that the two parts of the portfolio are consistent in terms of risk/return. The SAA determines the nature of the investments and their risk/return characteristics in line with the policies and spending limits as set out in the Regulations and the Implementing Document.

With regard to the analyses conducted on the mitigation of tail risk, in view of the very high costs that would be incurred for any significant containment of the market risk underlying the overall portfolio, the diversification offered by the strategic asset allocation was considered to be the most effective means of managing market risk and mitigating idiosyncratic risk, while constantly monitoring the coherence between the actual allocation and FCSP's long-term return targets, and the overall risk levels assumed.

3. Shareholding in the transferee bank

In line with the MEF-ACRI Protocol, FCSP has reduced its exposure to Intesa Sanpaolo with a view to broader diversification and risk optimisation. Since the end of 2016, FCSP has sold approximately 292.4 million ISP shares, and the value obtained from their sale has been invested partly in the Fondaco Multi Asset Income fund and partly held in cash, to cover FCSP's expenses and disbursements. As a result of the sales and the market prices of the shares, exposure to the Transferee has reached the limit set down in the MEF-ACRI Protocol. Ranging from a minimum €1.63 to a maximum of €3.17 during the four-year period, the market price of Intesa Sanpaolo shares has fluctuated due to variations in the risk premium, and has been strongly influenced over time by the contraction and expansion of the BTP-Bund spread. However, ISP shares have always enjoyed higher price/earnings and price/book value multiples than other Italian banks.

The 2014-2017 Industrial Plan reached completion in 2017. Its primary target was to distribute a cash dividend of 10 billion euros over the period. This target was fully achieved. The next Industrial Plan, for the period 2018-2021, sets a dividend target in terms of pay-out (85% in 2018, 80% in 2019 and 75% in 2020 to reach a net profit of €6 billion in 2021 with a pay-out of 70%). The distribution of dividends by the Bank over the four-year period yielded total earnings of €744 million net (€961 million gross) for FCSP (taking into account the next distribution in respect of financial year 2019). During the period, FCSP's shareholding in the Transferee Bank fell from 9.31% of ordinary capital at the end of 2016 to 6.79% at present. This reduction was due partly to the aforementioned sales of shares and partly to the capital increases carried out in 2018 and 2019 as part of the Bank's Long-Term Incentive Plan, in addition to the conversion of savings shares into ordinary shares and the merger of a number of small banks into the Group.

4. Development of the mission-related investment portfolio

Within its mission-related investment portfolio, FCSP's 2017/2020 Strategic Plan attributed a more important role to social impact and local development financial tools, on the basis that it has a multiplying effect in the areas of FCSP's grant-making intervention. The maximum allocation for this component of the strategic portfolio was increased to a total investment of 400 million euros, under the terms of the "Implementing Document" approved by the General Council in January 2017. In order to achieve the goal of making impact finance a driving force for change and development of the territory, FCSP has developed an investment platform to support innovation in the technological and social arena, thereby backing up philanthropic interventions with asset investments. The architecture of the impact finance platform does not require a new body specifically dedicated to this purpose, but is based on the FCSP group's existing vehicles (subsidiaries, funds and auxiliary bodies), which already cover the spectrum of possible intervention instruments and need to be shaped into a system in accordance with the platform concept. The platform's vehicles have investment goals that range from pure social impact to research and innovation. Over the four-year period, the MRI portfolio grew in terms of commitments made to investment funds and companies operating in the field of innovation, to a total of approximately €40 million, by investing in funds with social impact, property funds that invest in buildings used as social care and public health facilities, a biotech venture capital fund and an Italian early stage venture capital fund. More specifically, investments were made in the following funds:

Oltre II SICAF EuVECA S.p.A. (in which FCSP has a commitment of €3 million) is the second social venture capital fund promoted by Oltre Venture and makes investments, mainly in Italy, in companies that are sustainable from an economic and financial point of view and undertake activities or provide services that have a positive and objectively measurable social impact.

SocialFare Seed Srl (in which FCSP has a commitment of €250,000) is a specific vehicle for providing seed capital to start-ups with social impact selected for the acceleration programmes of SocialFare, a social innovation centre based in Turin.

The Geras and Geras II Funds (in which FCSP has commitments of €5 million and €10 million respectively) are two property funds managed by REAM SGR, which invest mainly in social care and public health facilities.

The Social & Human Purpose 2 Fund (in which FCSP has a commitment of €10 million) is a property fund managed by REAM SGR, which invests in property used to support social initiatives of benefit to FCSP's coverage area.

The Sofinnova-Telethon Fund (in which FCSP has a commitment of €5 million) is a fund managed by Sofinnova Partners, which invests in Italian biotech companies specialising in treatments for rare genetic diseases.

The United Ventures II Fund (in which FCSP has a commitment of €5 million) is an Italian early stage venture capital fund specialising in the digital sector and technology-based start-ups, promoted by United Ventures SGR.

With regard to impact finance for social innovation, FCSP is developing a social innovation chain, which – starting from social innovation, knowledge acceleration and business acceleration – helps social impact organisations to achieve sustainability and in some cases become attractive for private capital. The mission-related investments in SocialFare Seed Srl and the Oltre Il Fund form part of this chain. In order to support and complete the chain, FCSP took an equity investment in the social enterprise SocialFare Srl in 2019 and in the businesses it develops through SocialFare Seed srl. As far as innovation and technological research is concerned, in order to achieve the goal of supporting the emergence of new technology companies by promoting the development of a fertile ecosystem for their growth, it is essential to connect academic research, as a source of innovation, with the necessary capital and managerial skills to ensure success on the market. Within the confines of its own territory, FCSP has started acting as an accelerator by reinforcing research-oriented auxiliary bodies such as Boella/Siti through the Links foundation and by setting up LIFTT srl and connecting its initiatives to similar programmes operating at national level, such as the ITAtech platform – a tool for financing “technology transfer” processes, promoted by the European Investment Fund and Cassa Depositi e Prestiti (the State owned financial institution managing savings collected by Italian Post Service Bank).

More specifically, FCSP invested in the Sofinnova-Telethon Fund in 2018, under a memorandum of understanding signed with Cassa Depositi e Prestiti and EIF in relation to the Itatech platform. In 2019, FCSP signed a memorandum of understanding with Fondazione CRT and the Innovation Centre with the common objective of supporting the growth of a major innovation hub in Turin, thus developing an entrepreneurial ecosystem of international importance, on the strength of the financial backing of three players, the

local presence of major organisations such as the Innovation Centre, Links, LiftT, the OGR centre and the Polytechnic University, and the support of a major banking group (ISP) in terms of first market. Founded in 2007, Techstars is an accelerator based in Colorado, USA. By 2019 it was managing 43 acceleration programmes worldwide, involving over 65 corporate partners. Since 2007, it has accelerated some 1600 start-ups, which have raised capital totalling almost \$7bn between them, equating to an average of over \$4m each. The current value of the portfolio of accelerated companies in which Techstars and the corporate partners of each programme have invested amounts to \$18bn. Over the years, Techstars has achieved over 170 positive exits. Techstars is currently pursuing its acceleration work at the OGR centre in Turin. The subsequent phases of technological innovation for businesses are also linked with the initiatives developed and overseen by Equiter Spa (such as the Research and Innovation fund managed with funds from the Italian Ministry of Education & Research, or the Manufacturing Technology Competence Centre project). These will soon be complemented with a new Research and Innovation Fund focused on Italy's Central and Northern regions and in which FCSP will invest 18 million euros in Participatory Financial Instruments.

Fulfilling its constitutional role: the General Council's legacy

Following the example of other international foundations, the General Council of FCSP – the governing body responsible for directing the foundation's work, setting its goals and priorities and evaluating their results – resolved, at the end of its tenure, to produce a report setting out the key aspects of the work it has done, as an act of transparency towards third parties and as a means of painting a clearer picture of the meaning and implications of the role of such an important collegiate body.

An appropriate methodology was therefore formulated and implemented. The General Council produced and approved a semi-structured questionnaire as a means of collecting the views of Council members. The questionnaire was completed by sixteen of the Council's seventeen members.

The Council then set up an ad hoc Technical Commission tasked with examining the results of the questionnaire and preparing a draft document, which was then discussed and approved by the Council in the form set out below.

After at least four years of work (some Council members have served two terms of office), the Council considered the question of which personal aptitudes and professional skills were the most useful for performing the role of Council member effectively.

1. The picture that emerged with regard to these skills and aptitudes was as follows:

- it was widely agreed that the ability to **take a long-term view** was crucial – this is not a general judgement, since it reflects the function of the Council, whose constitutional duty is to set objectives and establish the conditions under which FCSP carries out its work;
- members of the Council felt that it was important that they should have technical expertise in at least one of the fields in which FCSP operates.

What emerges when these two key aspects (without underestimating other factors mentioned, such as experience in the non-profit sector, knowledge of how public bodies operate and a substantial professional background) are combined, is the importance of **“strategic competence”**.

2. With regard to commitment, it was recognised that taking part in the work of the Council is intellectually demanding and time-consuming. Council members concluded that:

in their experience, the time needed to do the job properly was between half a day and a whole day every week;

the need to systematically study Council documents – planning documents, financial statements, context analyses – is challenging, in relation to both plenary sessions and the work of the Council's committees;

the role of formally representing FCSP at external events, however, was not considered onerous.

A **propensity for study** is therefore another characteristic that Council members identified as being specifically useful for the role.

3. In terms of suggestions for improvement, it emerged that:

starting work in the role, both as an individual and a collegiate body, is always challenging because FCSP's operating environment is dense and complex. At the induction stage, it would therefore be useful to provide:

a comprehensive introduction to FCSP's organisational model and *modus operandi*; an exploration of its history and an overview of contemporary philanthropy;

a presentation of the territory of North West Italy, with particular reference to the main focal points of FCSP's work.

Council members agree that the specific knowledge that is useful to the role cannot be based entirely on day-to-day experience, however valuable this may be in itself.

“Learning in a collegiate manner” is therefore another important aspect of the role of Council member, especially in the early stages of their appointment, partly as a means of building a common language and effective operational practices as swiftly as possible.

4. With regard to the work and function of the General Council as a governing body:

The Council reports that it has carried out its institutional function successfully and productively, in keeping with the philosophy enshrined in its constitution, and has identified a number of areas for improvement:

while active participation in establishing FCSP's priorities and fulfilling its policy-making function was more than satisfactory, the institutional role of the Council could be put to even better effect;

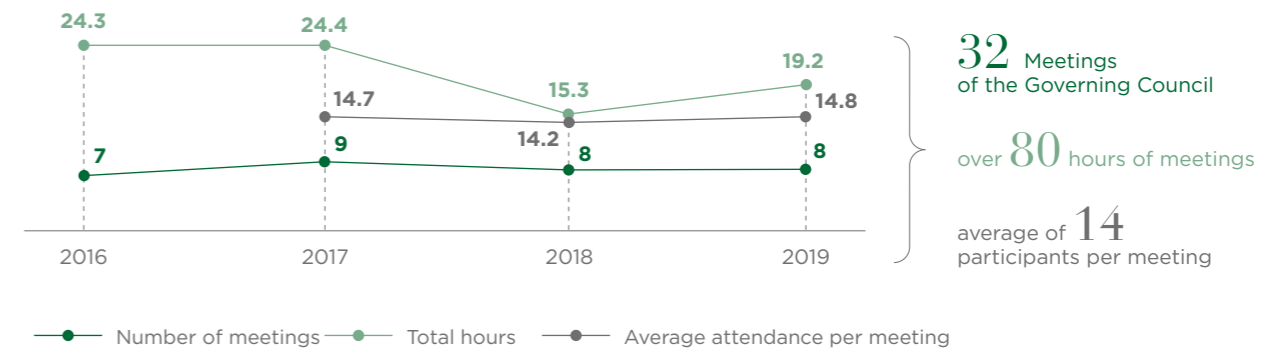
the relationship between the Council and external stakeholders, and the task of making the most productive possible use of the considerable expertise and networks of Council members for institutional purposes – both of which are significant but fall outside the scope of the constitution – have been adequately developed, notwithstanding the fact that these resources could be put to more intensive use.

In conclusion, Council members found the experience of their term in office to be both challenging and enriching. FCSP is an institutionally and operationally complex organisation, in which the General Council plays a central role, as required by the foundation's constitution. The Council is responsible for interpreting and managing this role in full, as part of a functional and dynamic relationship with FCSP's other governing bodies, namely the Management Board, the Chair and the Secretary General.

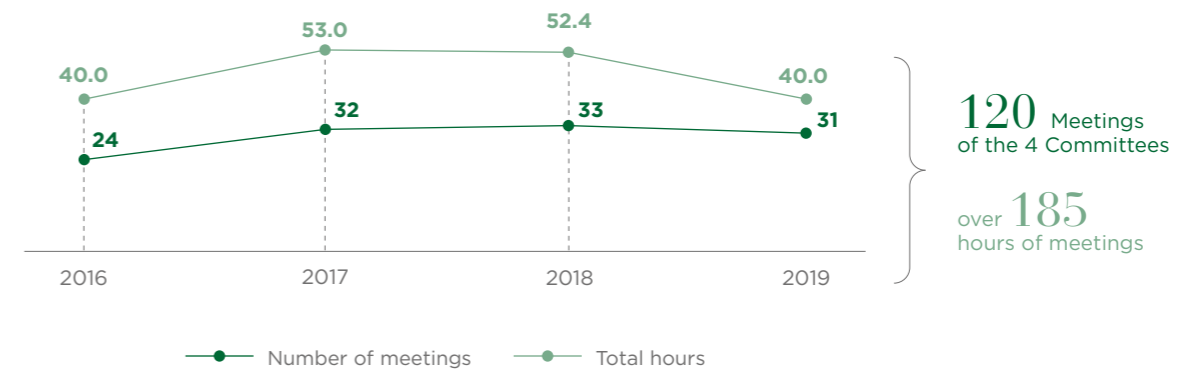
As an independent but highly regulated philanthropic organisation, FCSP sees this institutional balance as the *raison d'être* of its governance and a benefit that needs to be continuously nurtured and enhanced. Although dynamic and constructive, this balance is crucial not only for the internal life of FCSP, but also for the life of the wider social world that FCSP is committed to helping and supporting.

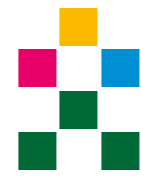
“The General Council’s term of office 2016-2019”: a few figures

Governing Council meeting statistics



Committee meeting statistics





Fondazione
Compagnia
di San Paolo

Appendix 1 List of allocations 2019

List of supported projects by sector

Projects, 2019. Research and Higher Education.

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|---|--|--|--------------------|--------------------------------------|---------------------|----------|
| Fondazione LINKS (Leading Innovation and Knowledge for Society) | Institutional grant-making activity 2019 | Research-oriented auxiliary bodies | | 7,400,000.00 | | TURIN |
| | PoC Instrument: Federico II University of Naples | University system | | 500,000.00 | | TURIN |
| | PoC Instrument: Polytechnic University of Turin | University system | | 500,000.00 | | TURIN |
| | PoC Instrument: University of Genoa | University system | | 100,000.00 | | TURIN |
| | PoC Instrument: University of Eastern Piedmont | University system | | 100,000.00 | | TURIN |
| | Total for Body | | | | 8,600,000.00 | |
| University of Turin | Doctoral scholarships, 35th cycle (financial year 2019) | University system | | 2,800,000.00 | | TURIN |
| | Allocation of the necessary resources to perform the activities planned for 2020 | University system | | 1,000,000.00 | | TURIN |
| | Innovative teaching systems - the work project - open programme for education research and activities | University system | | 750,000.00 | | TURIN |
| | Support for the development of Via Nizza | University system | | 664,000.00 | | TURIN |
| | SSST - Scuola di Studi Superiori Ferdinando Rossi AY 2019/2020 | University system | | 400,000.00 | | TURIN |
| | Students in custody hub (financial yr. 2019 - AY 2019/2020) | University system | | 50,000.00 | | TURIN |
| | 'Gianni Merlini' European section: development of a library section covering EU-related topics | University system | | 14,000.00 | | TURIN |
| | Total for Body | | | | 5,678,000.00 | |
| Collegio Carlo Alberto - Research and Higher Education Centre | Institutional grant-making activity 2019: Allocation of 2019 funds assigned to provisions | Research-oriented auxiliary bodies | | 5,980,000.00 | | TURIN |
| | LTI programme and master's in Insurance Innovation | Scientific research and technological innovation | | 127,500.00 | | TURIN |
| | Total for Body | | | | 6,107,500.00 | |
| IIGM - Italian Institute for Genomic Medicine (formerly HuGeF) | Institutional grant-making activity 2019: allocation of funds assigned to provisions | Research-oriented auxiliary bodies | | 3,600,000.00 | | TURIN |
| | Early diagnosis and prognosis of prostate cancer: an integrated biology and technology model | Research-oriented auxiliary bodies | | 250,000.00 | | TURIN |
| | Total for Body | | | | 3,850,000.00 | |
| Polytechnic University of Turin | Allocation of the necessary resources to perform the activities planned for 2020 | University system | | 3,000,000.00 | 3,000,000.00 | TURIN |
| Federico II University of Naples | Allocation of the necessary resources to perform the activities planned for 2020 | University system | | 585,000.00 | | NAPLES |
| | Mission project 2.1 - internationalisation of study courses | University system | | 250,000.00 | | NAPLES |
| | CSEF | University system | | 165,000.00 | | NAPLES |
| | Total for Body | | | | 1,000,000.00 | |
| Amedeo Avogadro University of Eastern Piedmont | Allocation of the necessary resources to perform the activities planned for 2020 | University system | | 398,144.00 | | VERCELLI |
| | Development of software and databases for continuous research quality assessment and reporting | University system | | 332,384.00 | | VERCELLI |
| | Multi-year agreements 2019-2021: innovative doctorates 35th cycle, AY 2019/20 | University system | | 269,472.00 | | VERCELLI |
| | Total for Body | | | | 1,000,000.00 | |
| University of Genoa | Funding of research doctorates, 35th cycle | University system | | 300,000.00 | | GENOA |
| | Supporting post-Horizon 2020 European competition with actions geared towards FP9 (ERC/EIC-FET, MSCA, RISE) | University system | | 250,000.00 | | GENOA |
| | University Teaching and Learning Centre | University system | | 150,000.00 | | GENOA |
| | Total for Body | | | | 700,000.00 | |
| Italian National Research Council (CNR) Institute of Condensed Matter Chemistry and Technologies for Energy - UOS Genoa | Modula: Luminescence modulation in ferroelectric materials driven by external physical stimuli | Scientific research and technological innovation | | 172,600.00 | | GENOA |
| | Coelus: renewable fuel production by means of co-electrolysis and reuse of carbon dioxide | Scientific research and technological innovation | | 172,600.00 | | GENOA |
| | Total for Body | | | | 345,200.00 | |
| IRCCS (cancer research and treatment centre) San Martino General Hospital | Adoptive immunotherapy and checkpoint inhibitors for the treatment of relapsed/refractory Hodgkin lymphoma: anti-neoplastic role of NK cells | Scientific research and technological innovation | | 172,600.00 | | GENOA |
| | Patient-specific organoid for quantifying immune response from zoledronate/anti-EGFR antibody conjugate in colon cancer. | Scientific research and technological innovation | | 155,300.00 | | GENOA |
| | Total for Body | | | | 327,900.00 | |

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|---|--|--|--------------------|--------------------------------------|-------------------|--------------------------------|
| Fondazione Istituto Italiano di Tecnologia IIT | Hybrid light-sensitive synapses for high-resolution vision | Scientific research and technological innovation | | 172,600.00 | | GENOA |
| | Towards a new biology with a 3D microscope with a frame rate of millions of frames per second | Scientific research and technological innovation | | 132,800.00 | | GENOA |
| | Total for Body | | | | 305,400.00 | |
| Fondazione European School of Management Italia | Scholarships 2019-2020, contribution to the work of the ChinaMed Business Programme | University system | | 290,000.00 | 290,000.00 | TURIN |
| Fondazione Luigi Einaudi Onlus | Support for institutional grant-making activity 2019 | Economic and social research | | 170,000.00 | | TURIN |
| | Call for proposals for scholarships 2019/2020 | University system | | 60,000.00 | | TURIN |
| | Total for Body | | | | 230,000.00 | |
| Renato Einaudi University College of Turin | Safe, eco-sustainable college (part IV) and conversion of former canteen at 26 Corso Leone into a university residence | University system | | 200,000.00 | 200,000.00 | TURIN |
| CUS Torino Amateur Sports Association | Support for services for university students - balance for fourth year | University system | | 200,000.00 | 200,000.00 | TURIN |
| Italian National Research Council, Istituto IEIT | Advances in pneumology via ICT and data analytics (pneulytics) | Scientific research and technological innovation | | 172,600.00 | 172,600.00 | GENOA |
| Centro Studi Luca d'Agliano | Support for institutional grant-making activity 2019 and support for the 4th year of the Migration Observatory | Economic and social research | | 170,000.00 | 170,000.00 | TURIN |
| Ente Ospedaliero Ospedali Galliera | Development of green-based anti-microbial nanoformulations against surface contaminations to prevent and control the spread of nosocomial infections | Scientific research and technological innovation | | 168,100.00 | 168,100.00 | GENOA |
| Italian National Research Council, Institute of Materials for Electronics and Magnetism | Carbon-based nanostructures doped with metal atoms for green catalysis and sensor systems | Scientific research and technological innovation | | 157,400.00 | 157,400.00 | GENOA |
| CNR (Italian National Research Council), SPIN | Mida Institute (microdevices for active photonics) | Scientific research and technological innovation | | 120,900.00 | 120,900.00 | GENOA |
| University of Gastronomic Science | Pollenzo digital library 2019 - digital library of the University of Gastronomic Science | Research-oriented auxiliary bodies | | 50,000.00 | | BRA (province of Cuneo) |
| | Interventions to support of the right to study of students enrolled on the University's courses | University system | | 43,500.00 | | BRA (province of Cuneo) |
| | Interventions to support of the right to study of students enrolled on the University's courses - advance on 2020 contribution | Economic and social research | | 20,000.00 | | BRA (province of Cuneo) |
| | Total for Body | | | | 113,500.00 | |
| Fondazione Malattie Renali del Bambino, a non-profit focusing on kidney disease in children | Clinical significance of auto-antibodies directed against non-HLA antigens in paediatric kidney transplants | Scientific research and technological innovation | | 107,900.00 | 107,900.00 | GENOA |
| Fondazione Luigi Firpo - Centro di Studi sul Pensiero Politico, dedicated to the study of political thought | Support for institutional grant-making activity 2019 | Economic and social research | | 70,000.00 | | TURIN |
| | "Nulla è perduto" (Nothing is lost). Videos of the 2019 meetings on the foundation's Vimeo channel. | Economic and social research | | 10,000.00 | | TURIN |
| | Total for Body | | | | 80,000.00 | |
| University of Milan Graduate School in Social and Political Sciences | Enhancing social and political research and international training (esprit). Ed. 2020 | University system | | 80,000.00 | 80,000.00 | MILAN |
| University Institute of European Studies (IUSE) | 'Gianni Merloni' European section of the 'Norberto Bobbio' library | University system | | 56,000.00 | 56,000.00 | TURIN |
| Associazione per la Retinite Pigmentosa e altre Malattie della Retina R.P. Liguria - non-profit | Study aimed at quantifying and defining the functional damage caused by hemeralopia and night blindness. | Scientific research and technological innovation | | 47,700.00 | 47,700.00 | GENOA |
| Associazione di Fondazioni e di Casse di Risparmio Spa ACRI | 2019 Young Investigator Training Programme call for proposals | Economic and social research | | 40,000.00 | 40,000.00 | ROME |
| Associazione Difendiamo il Futuro | Polis policy 2019-2020: the future of democracy | Economic and social research | | 30,000.00 | 30,000.00 | TURIN |
| Catholic University of the Sacred Heart Research centre on cooperation and non-profit | Observatory on Italy's public accounts, event on 'public debt reduction: the experience of developed countries over the past 70 years' | Economic and social research | | 20,000.00 | 20,000.00 | MILAN |
| Associazione Subalpina Mathesis | Fubini Award | Scientific research and technological innovation | | 10,000.00 | 10,000.00 | TURIN |
| Fondazione David Hume | Measuring the vulnerability of public accounts in developed economies: engineering the SV (Structural Vulnerability) index | Economic and social research | | 10,000.00 | 10,000.00 | ROME |
| Associazione culturale LabOnt | 'Jacques Derrida. Law and culture' International Chair of Philosophy (6th edition) | University system | | 10,000.00 | 10,000.00 | TURIN |
| A.N.T.I. Associazione Nazionale Tributaristi Italiani Piedmont and Valle d'Aosta Section | A.N.T.I. - CFE Conference 2019 | Economic and social research | | 10,000.00 | 10,000.00 | TURIN |
| Consorzio Dottorato in Filosofia del Nord-Ovest | FINO teaching 2019, Graduate Conference curriculum 1 and 2 | University system | | 9,150.00 | 9,150.00 | TURIN |
| SIOI - Società Italiana per l'Organizzazione Internazionale - Piedmont and Valle d'Aosta Section | 'Negotiation and communication skills' course | University system | | 9,000.00 | 9,000.00 | TURIN |
| Fondazione Courmayeur Mont Blanc International Centre for Law, Society and Economics | 33rd Study conference on 'Business crisis. Risk prevention and management: a new culture' | Economic and social research | | 8,000.00 | 8,000.00 | COURMAYEUR (province of Aosta) |
| Istituto Bruno Leoni - Fondazione | The market economy in Europe and the integration process: the power of ideas and social change | Economic and social research | | 8,000.00 | 8,000.00 | TURIN |
| Pubblica Assistenza Radio Soccorso Sociale ODV | Support for disabled people | Natural and technological sciences | | 8,000.00 | 8,000.00 | TURIN |

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|---|--|--|--------------------|--------------------------------------|----------------------|-----------------------------------|
| Centro Studi Arti della Modernità | In the making. Artists and philosophers exchange views on science and technology | Economic and social research | | 8,000.00 | 8,000.00 | TURIN |
| Associazione Subalpina di Studi Giuridici | Study conference entitled 'the crisis and insolvency code (towards the corrective decree)' | Economic and social research | | 4,500.00 | 4,500.00 | CUNEO |
| INAF - Istituto Nazionale di Astrofisica - Osservatorio Astronomico di Torino | Higher education at the international school of space science: scholarships for young researchers living in Piedmont, Liguria and Val d'Aosta | Scientific research and technological innovation | | 4,000.00 | 4,000.00 | PINO TORINESE (province of Turin) |
| FCSP operational projects | Call for research proposals: Artificial Intelligence, mankind and society | Scientific research and technological innovation | | 1,550,000.00 | | TURIN |
| | Cooperation between European foundations to finance international research projects Joint call for proposals, Volkswagen Stiftung: Global Issues/Social Inequality | Economic and social research | | 1,454,600.00 | | TURIN |
| | Provision for the launch of Fondazione IIGM's work at the new Candiolo site | Research-oriented auxiliary bodies | | 1,306,000.00 | | TURIN |
| | Joint call for proposals, Volkswagen Stiftung: Challenges for Europe | Economic and social research | | 543,500.00 | | TURIN |
| | Allocation for the evaluation of Agreements with Universities 2019-2021 | University system | | 100,000.00 | | TURIN |
| | Result of 2019-2020 call for proposals for research projects submitted by Genoa-based bodies: allocation from 2020 funds and subsequent resolutions | Scientific research and technological innovation | | 72,750.00 | | GENOA |
| | Total for Body | | | | | 5,026,850.00 |
| TOTAL FOR SECTOR | | | | | 38,323,600.00 | |

Projects, 2019. Art, Cultural Heritage and Cultural Activities

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|--|---|---|--------------------|--------------------------------------|-------------------|-----------------------------|
| Accademia delle Scienze di Torino +A102:G376 | Collegio dei Nobili: design and completion of the premises of the Accademia delle Scienze shared with the Fondazione Museo delle Antichità Egizie | Safeguarding and maintaining our historical and artistic heritage | | 2,937,000.00 | | TURIN |
| | 2019-2021 agreement between Accademia delle Scienze di Torino and FCSP - Draft renewal and allocation | Promoting literary and artistic culture | | 50,000.00 | | TURIN |
| | Total for Body | | | | | 2,987,000.00 |
| Fondazione 1563 per l'Arte e la Cultura | Institutional grant-making activity 2019: allocation of 2019 funds assigned to provisions | Auxiliary bodies | | 2,100,000.00 | 2,100,000.00 | TURIN |
| Consorzio delle Residenze Reali Sabaude | Co-governed body - 2019 support | Enhancing knowledge of cultural heritage and generating value from it | Co-governed bodies | 2,000,000.00 | | VENARIA (province of Turin) |
| | Parco della Reggia di Venaria Reale, one-off landscape integration project for the Temple of Diana area 'Dedicated to Rosaria Cigliano', in collaboration with Consorzio delle Residenze Reali Sabaude, Venaria Reale | Promoting literary and artistic culture | Co-governed bodies | 10,000.00 | | VENARIA (province of Turin) |
| | Total for Body | | | | | 2,010,000.00 |
| Fondazione Torino Musei | Co-governed body - 2019 support | Enhancing knowledge of cultural heritage and generating value from it | Co-governed bodies | 1,500,000.00 | | TURIN |
| | GAM, Galleria d'Arte Moderna: redevelopment of the museum complex, 1st tranche | Safeguarding and maintaining our historical and artistic heritage | | 500,000.00 | | TURIN |
| | Total for Body | | | | | 2,000,000.00 |
| Fondazione Teatro Regio, Turin | Luci d'Artista art festival 2019 | Enhancing knowledge of cultural heritage and generating value from it | | 220,000.00 | 220,000.00 | TURIN |
| Fondazione del Teatro Stabile, Turin | Co-governed body - 2019 support | Performing Arts | Co-governed bodies | 700,000.00 | | TURIN |
| | Torinodanza dance festival 2019 | Performing Arts | | 500,000.00 | | TURIN |
| | Special project aimed at reinforcing international positioning | Performing Arts | Co-governed bodies | 200,000.00 | | TURIN |
| | Total for Body | | | | | 1,400,000.00 |
| Palazzo Ducale Fondazione per la Cultura | Co-governed body - 2019 support | Enhancing knowledge of cultural heritage and generating value from it | Co-governed bodies | 750,000.00 | | GENOA |
| | Museo della Storia di Genova | Safeguarding and maintaining our historical and artistic heritage | | 500,000.00 | | GENOA |
| | Exhibition: 'Deredia in Genoa: the power of Genesis' | Enhancing knowledge of cultural heritage and generating value from it | | 60,000.00 | | GENOA |
| | Exhibition 'A Superb Baroque. Art in Genoa 1600-1750/' 'Un Barocco Superbo. Art in Genoa from Rubens to Magnasco' | Enhancing knowledge of cultural heritage and generating value from it | | 50,000.00 | | GENOA |
| | Total for Body | | | | | 1,360,000.00 |

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|---|--|---|--------------------|--------------------------------------|---------------------|--------------------------------|
| Fondazione Centro per la Conservazione ed il Restauro dei Beni Culturali 'La Venaria Reale' | Strategic development of the 'Venaria Reale' center for the conservation and restoration of cultural heritage Support for the implementation of the strategic plan | Safeguarding and maintaining our historical and artistic heritage | | 600,000.00 | | VENARIA (province of Turin) |
| | Co-governed body - 2019 support | Safeguarding and maintaining our historical and artistic heritage | Co-governed bodies | 500,000.00 | | VENARIA (province of Turin) |
| | Palazzo Chiabrese, restoration of the Duke's alcove, bedroom and reception room | Safeguarding and maintaining our historical and artistic heritage | | 250,000.00 | | TURIN |
| | Conservation work on a lacquered wallpaper | Safeguarding and maintaining our historical and artistic heritage | | 6,940.00 | | VENARIA (province of Turin) |
| | Total for Body | | | | 1,356,940.00 | |
| Ente Autonomo del Teatro Stabile di Genova | Support for institutional grant-making activity | Performing Arts | | 885,000.00 | | GENOA |
| | Merger of Teatro Stabile di Genova and Teatro dell'Archivolto/2 | Performing Arts | | 100,000.00 | | GENOA |
| | Total for Body | | | | 985,000.00 | |
| Fondazione Museo Nazionale del Cinema 'Maria Adriana Prolo' | Co-governed body - 2019 support | Enhancing knowledge of cultural heritage and generating value from it | Co-governed bodies | 650,000.00 | | TURIN |
| | 37th Torino Film Festival | Enhancing knowledge of cultural heritage and generating value from it | | 190,000.00 | | TURIN |
| | 22nd Festival Cinemambiente | Enhancing knowledge of cultural heritage and generating value from it | | 30,000.00 | | TURIN |
| | Total for Body | | | | 870,000.00 | |
| Fondazione Circolo dei Lettori | Bookstock Village - Turin Book Fair 2019 | Promoting literary and artistic culture | | 500,000.00 | | TURIN |
| | Circolo dei lettori (Readers' Club) project | Promoting literary and artistic culture | | 200,000.00 | | TURIN |
| | Torino Spiritualità 2019- 15th edition | Promoting literary and artistic culture | | 80,000.00 | | TURIN |
| | Total for Body | | | | 780,000.00 | |
| Fondazione Teatro Ragazzi e Giovani, non-profit | The home of youth theatre in preparation for the ATP finals. Extraordinary maintenance work. | Promoting literary and artistic culture | | 400,000.00 | | TURIN |
| | Support for institutional grant-making activity | Performing Arts | | 210,000.00 | | TURIN |
| | Total for Body | | | | 610,000.00 | |
| Parish of San Francesco da Paola | Church of San Francesco da Paola: restoration of the interior and bell tower | Safeguarding and maintaining our historical and artistic heritage | | 500,000.00 | 500,000.00 | TURIN |
| Musei Reali di Torino | Strategic development of the Turin royal museums. Musei Reali Torino, support for the implementation of the operational Business Plan 2019-2021 | Enhancing knowledge of cultural heritage and generating value from it | | 500,000.00 | 500,000.00 | TURIN |
| Fondazione Luzzati - Teatro della Tosse, non-profit | Support for institutional grant-making activity | Performing Arts | | 250,000.00 | | GENOA |
| | La Tosse in the west. Project involving a merger with Teatro Cargo | Performing Arts | | 200,000.00 | | GENOA |
| | Total for Body | | | | 450,000.00 | |
| Fondazione Teatro Piemonte Europa | Support for institutional grant-making activity | Performing Arts | | 385,000.00 | 385,000.00 | TURIN |
| Unione Musicale, non-profit | Support for institutional grant-making activity | Performing Arts | | 380,000.00 | 380,000.00 | TURIN |
| Collegiata e Basilica di Santa Maria delle Vigne | Basilica of Santa Maria delle Vigne: urgent works to restore and upgrade the building | Safeguarding and maintaining our historical and artistic heritage | | 350,000.00 | 350,000.00 | GENOA |
| Ente di gestione dei Sacri Monti Ex - Riserva Naturale Speciale del Sacro Monte Calvario di Domodossola | Restoration of the frescoes by Giovanni Battista and Giovanni Mauro Della Rovere (1590-1591) in the Chapel of the Massacre of the Innocents in the Sacro Monte di Varallo. | Safeguarding and maintaining our historical and artistic heritage | | 280,000.00 | 280,000.00 | VARALLO (province of Vercelli) |
| Parish of Santa Maria Immacolata | Basilica di Santa Maria Immacolata: restoration of the William Trice organ | Safeguarding and maintaining our historical and artistic heritage | | 280,000.00 | 280,000.00 | GENOA |
| Fondazione per la Cultura Torino | MITO SETTEMBREMUSICA 2019 MUSIC FESTIVAL - TURIN | Performing Arts | | 260,000.00 | 260,000.00 | TURIN |
| Associazione Forte di Bard | Co-governed body - Support for 2019 and evaluation of the benefits of maintaining the co-governance relationship | Enhancing knowledge of cultural heritage and generating value from it | Co-governed bodies | 150,000.00 | | BARD (province of Aosta) |
| | Exhibition 'Il Guercino. Works from 17th Century collections | Enhancing knowledge of cultural heritage and generating value from it | Co-governed bodies | 100,000.00 | | BARD (province of Aosta) |
| | Total for Body | | | | 250,000.00 | |
| Associazione Amici dell'Archivio di Stato di Torino | 'Maintaining local memory' - 2020 (part 13) | Enhancing knowledge of cultural heritage and generating value from it | | 240,000.00 | 240,000.00 | TURIN |
| Associazione Lingotto Musica | Support for institutional grant-making activity 2019 | Performing Arts | | 230,000.00 | 230,000.00 | TURIN |
| GOG - Giovine Orchestra Genovese, non-profit | Support for institutional grant-making activity 2019 | Performing Arts | | 220,000.00 | 220,000.00 | GENOA |
| Associazione Mus-e Torino, non-profit | Mus-E project in primary schools 2019-20 | Promoting literary and artistic culture | | 210,000.00 | 210,000.00 | TURIN |
| Ente Laicale di Culto Nostra Signora di Oropa | Urgent restoration and safety work on the upper basilica (second year) and additional one-off contribution to cover the corresponding budget deficit. | Safeguarding and maintaining our historical and artistic heritage | | 150,000.00 | | BIELLA |
| | Upper basilica: additional one-off contribution | Safeguarding and maintaining our historical and artistic heritage | | 50,000.00 | | BIELLA |
| | Total for Body | | | | 200,000.00 | |

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|---|--|---|--------------------------------------|--------------------------------------|-------------------|---|
| Fondazione Museo delle Antichità Egizie di Torino | Co-governed body - Support for institutional grant-making activity 2019 | Enhancing knowledge of cultural heritage and generating value from it | Co-governed bodies | 200,000.00 | 200,000.00 | TURIN |
| Fondazione Teatro di San Carlo | Opera and dance season 2019/2020 - Inauguration with 'The Queen of Spades by Tchaikovsky | Performing Arts | | 200,000.00 | 200,000.00 | NAPLES |
| Associazione Orchestra Filarmonica di Torino | Support for institutional grant-making activity | Performing Arts | | 185,000.00 | 185,000.00 | TURIN |
| Associazione Settimane Musicali di Stresa | Support for institutional grant-making activity | Performing Arts | | 180,000.00 | 180,000.00 | STRESA (province of Verbano-Cusio-Ossola) |
| Fondazione Piemonte dal Vivo | Lavanderia a Vapore 4.0 - 2019/2020 activity of the Regional Centre for Contemporary Dance and Creation in Collegno (province of Turin) | Performing Arts | | 145,000.00 | 145,000.00 | COLLEGNO (province of Turin) |
| Fondazione Cirko Vertigo | NICE project - Network for International Circus Excellence in Grugliasco: Academy, 'Sul Filo del Circo' contemporary circus festival and value enhancement activity - 2019 | Performing Arts | | 145,000.00 | 145,000.00 | GRUGLIASCO (province of Turin) |
| Palazzo Lomellino di Strada Nuova, non-profit | Exhibition 'Bernardo Strozzi 1581-1644. The conquest of colour' | Enhancing knowledge of cultural heritage and generating value from it | | 140,000.00 | 140,000.00 | GENOA |
| Associazione delle Fondazioni di Origine Bancaria del Piemonte | Allocation to Projects Fund for 2019 | Enhancing knowledge of cultural heritage and generating value from it | | 134,115.12 | 134,115.12 | TURIN |
| Associazione Accademia di Musica, non-profit | Support for institutional grant-making activity | Performing Arts | | 130,000.00 | 130,000.00 | PINEROLO (province of Turin) |
| Natività di Maria Santissima parish church | Natività di Maria Santissima church: restoration and consolidation of the vault | Safeguarding and maintaining our historical and artistic heritage | | 130,000.00 | 130,000.00 | BOGLIASCO (province of Genoa) |
| Associazione Amici Biblioteca Nazionale Universitaria di Torino (ABNUT), non-profit | Exhibition 'Filippo Juvarra, designer of courts and capitals from Sicily to Piedmont and Europe' at BNUTO - 2020 | Enhancing knowledge of cultural heritage and generating value from it | | 100,000.00 | 100,000.00 | TURIN |
| Asti Municipal Council | Patric (Asti centre for innovative contemporary theatre) | Performing Arts | Performing Arts call for proposals. | 128,000.00 | 128,000.00 | ASTI |
| A.C.T.I. Associazione Culturale Teatro Indipendente | Fertile ground theatre 2019.2020 | Performing Arts | Performing Arts call for proposals. | 125,000.00 | 125,000.00 | TURIN |
| Associazione Alessandro Scarlatti | Concert season 2019/2020 | Performing Arts | | 120,000.00 | 120,000.00 | NAPLES |
| Parish of Santa Maria Assunta | Chivasso Cathedral: restoration of the interior decor | Safeguarding and maintaining our historical and artistic heritage | | 120,000.00 | 120,000.00 | CHIVASSO (province of Turin) |
| Jewish Community of Turin | Partial restoration of the facades and certain interior decorative elements of the Synagogue of Turin in Piazzetta Primo Levi | Safeguarding and maintaining our historical and artistic heritage | | 120,000.00 | 120,000.00 | TURIN |
| Fondazione Nuovo Teatro Faraggiana, non-profit | Teatro Faraggiana season 2019 / 2020 maschi&femmine | Performing Arts | Performing Arts call for proposals. | 108,000.00 | 108,000.00 | NOVARA |
| Fondazione Ansaldo (Gruppo Leonardo) | Photography and industry. Initiative aimed at safeguarding and showcasing photographic sources relating to work and industry. Conclusion of the project | Enhancing knowledge of cultural heritage and generating value from it | | 100,000.00 | 100,000.00 | GENOA |
| De Sono Associazione per la Musica | MHE Guidelines - 2019 musical higher education project for talented young people | Performing Arts | Musical Training Lines | 100,000.00 | 100,000.00 | TURIN |
| Associazione Mus-e Genova, non-profit | Mus-e Genoa project 2019/20 | Promoting literary and artistic culture | | 100,000.00 | 100,000.00 | GENOA |
| Bosco Marengo Municipal Council | A new museum for the Santa Croce monumental complex in Bosco Marengo | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 100,000.00 | 100,000.00 | BOSCO MARENGO (province of Alessandria) |
| Palazzo Reale di Genova | Exhibition 'Mahogany, ebony and gold! Art interiors in 19th Century Genoa, from Peters to Liberty' | Enhancing knowledge of cultural heritage and generating value from it | | 100,000.00 | 100,000.00 | GENOA |
| L'arco di Giano coop. soc. | Eight hectares of infinity - the explicit mystery of Villa Pallavicini | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 100,000.00 | 100,000.00 | GENOA |
| Govone Municipal Council | Project to restore and showcase Govone Castle and its grounds - tranche relating to basement level one | Safeguarding and maintaining our historical and artistic heritage | | 100,000.00 | 100,000.00 | GOVONE (province of Cuneo) |
| Fondazione Filatoio Rosso di Caraglio | Support for institutional grant-making activity | Enhancing knowledge of cultural heritage and generating value from it | | 95,000.00 | 95,000.00 | CARAGLIO (province of Cuneo) |
| Volpiano Municipal Council | Civic library project, 'Cohub/spaces for urban regeneration' | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 90,000.00 | 90,000.00 | VOLPIANO (province of Turin) |
| Genoa Provincial Council | Villa Spinola di San Pietro in Sampierdarena: open school for restoration | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 90,000.00 | 90,000.00 | GENOA |
| Istituto civico musicale Città di Rivoli G. Balmas | SCENE - Rivolimusica and Teatro Fassino | Performing Arts | Performing Arts call for proposals. | 90,000.00 | 90,000.00 | RIVOLI (province of Turin) |
| Associazione Amici di S. Giorgio in Valperga, non-profit | Church of San Giorgio in Valperga: saving a fresco in an open, innovative church | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 90,000.00 | 90,000.00 | VALPERGA (province of Turin) |
| Parish of SS. Gervasio e Protasio | The Basilica of Rapallo: nine centuries of spirituality, tradition, art and culture | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 90,000.00 | 90,000.00 | RAPALLO (province of Genoa) |
| Istituto Don Bosco | Restoration of the Tempietto in the cultural context of Sampierdarena | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 90,000.00 | 90,000.00 | GENOA |
| Fondazione Cosso | Invitation to the park. The camelia garden | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 90,000.00 | 90,000.00 | PINEROLO (province of Turin) |
| Fondazione Scuola di Alto Perfezionamento Musicale | 'The piano in the mirror - historically informed elite-level course in piano performance' 4 th edition | Performing Arts | Musical Training Lines | 60,000.00 | | SALUZZO (province of Cuneo) |
| | Purchase of a musical instrument: copy of a piano from a historic original by Conrad Graf (1820), within the framework of 'Piano in the mirror' course. | Performing Arts | | 30,000.00 | | SALUZZO (province of Cuneo) |
| | Total for Body | | | | 90,000.00 | |

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|--|---|---|--------------------------------------|--------------------------------------|-------------------|---|
| Associazione Culturale don Vitorino Barale | Restoration of the Church of San Teonaro in Masserano (province of Biella): a new beginning aimed at showcasing the Masserano museum complex | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 90,000.00 | 90,000.00 | MASSERANO (province of Biella) |
| Fondazione Museo Francesco Borgogna | Support for institutional grant-making activity | Enhancing knowledge of cultural heritage and generating value from it | | 85,000.00 | 85,000.00 | VERCELLI |
| Bra Municipal Council | Church of the Madonnina: restoration of the dome and roof lantern | Safeguarding and maintaining our historical and artistic heritage | | 65,000.00 | | BRA (province of Cuneo) |
| | Civic Library Project 'Young adults, good readers: a project to promote books and reading for young adults in Bra' | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 20,000.00 | | BRA (province of Cuneo) |
| | Total for Body | | | | 85,000.00 | |
| Associazione Culturale Camerata Ducale | Support for institutional grant-making activity | Performing Arts | | 85,000.00 | 85,000.00 | VERCELLI |
| Associazione 'Amici del Museo Civico Alpino del Comune di Usseglio' | Scattered-site museum of the Valle di Viù. History, art and environmental heritage | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 85,000.00 | 85,000.00 | USSEGLIO (province of Turin) |
| Associazione Abbazia di Stura. I Templari, non-profit | Abbazia di Stura complex: restoration of the interior decor of the Church of San Giacomo | Safeguarding and maintaining our historical and artistic heritage | | 80,000.00 | 80,000.00 | TURIN |
| Fondazione Camillo Cavour | Project to restore and showcase Santena Castle | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 80,000.00 | 80,000.00 | SANTENA (province of Turin) |
| Associazione Ensemble Xenia | 'Estovest - Le Strade del Suono' music festival | Performing Arts | Performing Arts call for proposals. | 80,000.00 | 80,000.00 | TURIN |
| Ciriè Municipal Council | Palazzo d'oria 2020. The historic library. A new museum experience | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 80,000.00 | 80,000.00 | CIRIÈ (province of Turin) |
| Associazione Centro Culturale Diocesano | Exhibition: The European Renaissance of Antoine de Lonhy | Enhancing knowledge of cultural heritage and generating value from it | | 80,000.00 | 80,000.00 | SUSA (province of Turin) |
| Diocese of Ivrea | Project to restore and showcase the diocese's historical and artistic heritage and create a an exhibition and multimedia tour, 2nd tranche | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 80,000.00 | 80,000.00 | IVREA (province of Turin) |
| Savigliano Municipal Council | Palazzo Muratori Cravetta in Savigliano (province of Cuneo) - restoration of the gallery and exhibition areas | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 80,000.00 | 80,000.00 | SAVIGLIANO (province of Cuneo) |
| Associazione Culturale Kores | M.a.g.i.e. - music, environment, games and events in the Parco del Flauto Magico in Santa Margherita Ligure | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 80,000.00 | 80,000.00 | SANTA MARGHERITA LIGURE (province of Genoa) |
| Associazione WWF Biellese Giardino Botanico di Oropa | Science over the centuries: from knowledge, to know-how, to dissemination. Actions to conserve and communicate the natural heritage of the Valley Oro | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 80,000.00 | 80,000.00 | BIELLA |
| Associazione Santa Caterina, non-profit | Church of Santa Caterina: restoration of facades and roofing | Safeguarding and maintaining our historical and artistic heritage | | 80,000.00 | 80,000.00 | CASALE MONFERRATO (province of Alessandria) |
| Fondazione Museo della Ceramica di Savona, non-profit | Inversions | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 80,000.00 | 80,000.00 | SAVONA |
| Istituto per i Beni Musicali in Piemonte, non-profit | Support for institutional grant-making activity | Performing Arts | | 70,000.00 | 70,000.00 | TURIN |
| Associazione 'Amici di Palazzo Reale', non-profit | Support for visits to Palazzo Reale | Enhancing knowledge of cultural heritage and generating value from it | | 70,000.00 | 70,000.00 | TURIN |
| Parish of SS. Annunziata | Church of Santissima Annunziata: restoration of the marbledwork on the pronaos | Safeguarding and maintaining our historical and artistic heritage | | 70,000.00 | 70,000.00 | TURIN |
| Confraternita dei Santi Giovanni e Marta | Church of Santi Giovanni e Marta: restoration of the apse, choir and chapel | Safeguarding and maintaining our historical and artistic heritage | Confraternities call for proposals | 70,000.00 | 70,000.00 | CHIVASSO (province of Turin) |
| Associazione Culturale IdeAgorà | 'mirabilia international circus & performing arts festival' - 13 th ed. '1 land 1 festival' | Performing Arts | Performing Arts call for proposals. | 70,000.00 | 70,000.00 | FOSSANO (province of Cuneo) |
| Associazione Amici di Palazzo della Meridiana | Exhibition 'Caravaggio and the Genoese. Patrons, collectors and painters' | Enhancing knowledge of cultural heritage and generating value from it | | 70,000.00 | 70,000.00 | GENOA |
| Parish of San Andrea | Parish Church of Sant'Andrea Apostolo: restoration, structural improvement and safety upgrade | Safeguarding and maintaining our historical and artistic heritage | | 70,000.00 | 70,000.00 | PLODIO (province of Savona) |
| Confraternita San Francesco | Oratory of St. Francis of Assisi: restoration of the roof, facades and flooring | Safeguarding and maintaining our historical and artistic heritage | Confraternities call for proposals | 70,000.00 | 70,000.00 | STELLA (province of Savona) |
| Confraternita di S. Sebastiano o della Carità | Church of Santi Sebastiano e Rocco: restoration of the roof | Safeguarding and maintaining our historical and artistic heritage | Confraternities call for proposals | 70,000.00 | 70,000.00 | VERCELLI |
| Associazione San Luigi Gonzaga, non-profit | Public reading library at San Luigi Gonzaga Hospital | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 70,000.00 | 70,000.00 | ORBASSANO (province of Turin) |
| Associazione Culturale 'Gli Scarti' | 'fuori luogo' theatre programme 9 th edition | Performing Arts | Performing Arts call for proposals. | 68,000.00 | 68,000.00 | PADIVARMA di BEVERINO (province of La Spezia) |
| Parish of Santi Giovanni Battista e Martino | Confraternita di Santa Croce: restoration of the altar, decor and flooring | Safeguarding and maintaining our historical and artistic heritage | Confraternities call for proposals | 45,000.00 | | CIRIÈ (province of Turin) |
| | Cathedral of San Giovanni Battista: restoration of the facade | Safeguarding and maintaining our historical and artistic heritage | | 20,000.00 | | CIRIÈ (province of Turin) |
| | Total for Body | | | | 65,000.00 | |
| Fondazione 'Esperienze di Cultura Metropolitana' | 'Digital Knowledge. Digital civic education in the library' project | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 65,000.00 | 65,000.00 | SETTIMO TORINESE (province of Turin) |
| Centro Studi Piemontesi - Ca dè Studi Piemontèis | Support for institutional grant-making activity | Promoting literary and artistic culture | | 60,000.00 | 60,000.00 | TURIN |
| Costigliole d'Asti Municipal Council | Church of the Confraternita della Misericordia: restoration of the facades and ensuring the safety of the interior cornices | Safeguarding and maintaining our historical and artistic heritage | | 60,000.00 | 60,000.00 | COSTIGLIOLE D'ASTI (province of Asti) |
| Fondazione Museo della Ceramica Vecchia Mondovì | Support for institutional grant-making activity | Enhancing knowledge of cultural heritage and generating value from it | | 60,000.00 | 60,000.00 | MONDOVÌ (province of Cuneo) |
| Fondazione Museo del Tesoro del Duomo e Archivio Capitolare Vercelli | God save the nerd! augmented reality at #mtdvercelli | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 60,000.00 | 60,000.00 | VERCELLI |

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|---|---|---|--------------------------------------|--------------------------------------|-------------------|---|
| Centro di studi storico-letterari Natalino Sapegno - non-profit | Support for institutional grant-making activity | Promoting literary and artistic culture | | 60,000.00 | 60,000.00 | MORGEX (province of Aosta) |
| Associazione LIS LAB Performing Arts | Le Vie d'Acqua - Lake Maggiore cultural festivals | Performing Arts | Performing Arts call for proposals. | 60,000.00 | 60,000.00 | NEBBIUNO (province of Novara) |
| Parish of Maria Vergine Assunta | Church of Maria Vergine Assunta: static consolidation and conservative restoration | Safeguarding and maintaining our historical and artistic heritage | | 60,000.00 | 60,000.00 | PREMOSELLO-CHIOVENDA (province of Verbano-Cusio-Ossola) |
| Centro Studi Piero Gobetti | Project: 'Not one (archive) less. Showcasing the Bianca Guidetti Serra archive to overcome gender discrimination'. | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 55,000.00 | 55,000.00 | TURIN |
| Fondazione Academia Montis Regalis, non-profit | MHE Guidelines - 26 th Baroque and classical orchestral training course | Performing Arts | Musical Training Lines | 55,000.00 | 55,000.00 | MONDOVI (province of Cuneo) |
| Parish of S. Maria Assunta | Church of Santi Eusebio ed Elena: restoration of wall paintings and stucco work on the vault | Safeguarding and maintaining our historical and artistic heritage | | 55,000.00 | 55,000.00 | VILLAFRANCA D'ASTI (province of Asti) |
| Fondazione Teatro Sociale di Camogli, non-profit | 2019 - 2020 season | Performing Arts | Performing Arts call for proposals. | 53,000.00 | 53,000.00 | CAMOGLI (province of Genoa) |
| Parish of San Dalmazzo | Confraternita di Santa Croce: restoration of the roof | Safeguarding and maintaining our historical and artistic heritage | Confraternities call for proposals | 50,000.00 | 50,000.00 | BORGO SAN DALMAZZO (province of Cuneo) |
| Vinovo Municipal Council | Church of San Desiderio: restoration of the roof | Safeguarding and maintaining our historical and artistic heritage | | 50,000.00 | 50,000.00 | VINOVO (province of Turin) |
| Accademia Corale Stefano Tempia, non-profit | MHE Guidelines - specialist choral training project | Performing Arts | Musical Training Lines | 50,000.00 | 50,000.00 | TURIN |
| Associazione Culturale Mosaico Danza | Interplay International Contemporary Dance Festival | Performing Arts | Performing Arts call for proposals. | 50,000.00 | 50,000.00 | TURIN |
| Centro di Musica Antica Pietà de' Turchini, private foundation | Concert season 2019/2020 | Performing Arts | | 50,000.00 | 50,000.00 | NAPLES |
| Fondazione 'Amici della Cattedrale' di Novara | Cathedral cloister (ICM, musical chapel, rectory museums), one of the city's major cultural centres, serving the entire region. | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 50,000.00 | 50,000.00 | NOVARA |
| Parish of S. Bononio Abate di Settimo Rottaro | Church of SS. Trinità: restoration of the facades and bell tower | Safeguarding and maintaining our historical and artistic heritage | | 50,000.00 | 50,000.00 | SETTIMO ROTTARO (province of Turin) |
| Teatro Instabile di Aosta soc. coop. | T*Danse Danse et Technologie - Aosta International Festival of New Dance | Performing Arts | Performing Arts call for proposals. | 50,000.00 | 50,000.00 | VILLENEUVE (province of Aosta) |
| Fondazione 'Centro di Studi Alfieriani' | Project: 'Asti-Firenze-Montpellier Alfieri platform: online libraries and archives' | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 50,000.00 | 50,000.00 | ASTI |
| Filarmonica Teatro Regio Torino | Orchestra experience higher education project | Performing Arts | Musical Training Lines | 50,000.00 | 50,000.00 | TURIN |
| Archdiocese of Vercelli | Church of San Vittore: restoration of the facade, roofing and chapel of the Madonna del Latte | Safeguarding and maintaining our historical and artistic heritage | | 50,000.00 | 50,000.00 | VERCELLI |
| Fondazione Nuto Revelli, non-profit | Project: 'The contemporary voice of Nuto Revelli. Showcasing his archive for pan-European debate' | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 50,000.00 | 50,000.00 | CUNEO |
| Parish of Cristo Re e Nostra Signora Assunta | Masone Cinema/Theatre: redevelopment works | Safeguarding and maintaining our historical and artistic heritage | | 50,000.00 | 50,000.00 | MASONE (province of Genoa) |
| Balletto Teatro di Torino Soc Coop a rl | Balletto Teatro di Torino Dance Season 2019/2020 | Performing Arts | Performing Arts call for proposals. | 50,000.00 | 50,000.00 | TURIN |
| Fondazione ARTEA (Leading Innovation and Knowledge for Society) | Valore artea! coordinated programme aimed at restoring and showcasing the main architectural heritage sites in Fondazione Artea's coverage area | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 50,000.00 | 50,000.00 | SALUZZO (province of Cuneo) |
| Confraternita San Rocco Morte Orazione di Torino | Project aimed at encouraging and facilitating use of the historical archive of the Confraternita di San Rocco Morte e Orazione di Torino | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 50,000.00 | 50,000.00 | TURIN |
| Parish church of Sant'Andrea di Salino | Church of Sant'Andrea: restoration of the mediaeval parts of Salino Castle | Safeguarding and maintaining our historical and artistic heritage | | 50,000.00 | 50,000.00 | VARESE LIGURE (province of La Spezia) |
| Fondazione Casa Lajolo | Casa Lajolo: good practices for the conservation and showcasing of a historic garden | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 50,000.00 | 50,000.00 | PIOSSASCO (province of Turin) |
| I.S.V.A.V. (institute for the study of glass and glass art) | Enhancing the Altare glass museum: new content and a new narrative approach | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 50,000.00 | 50,000.00 | ALTARE (province of Savona) |
| Parish of San Pancrazio | Church of San Pancrazio: restoration of the facade and roofing | Safeguarding and maintaining our historical and artistic heritage | | 50,000.00 | 50,000.00 | GENOA |
| Associazione Culturale Teatro Necessario, non-profit | Voices from the Ark 2019-2020 | Performing Arts | Performing Arts call for proposals. | 48,000.00 | 48,000.00 | GENOA |
| Metropolitan church of San Lorenzo | Cathedral of San Lorenzo: restoration of the Crucifixion by Federico Barocci | Safeguarding and maintaining our historical and artistic heritage | | 48,000.00 | 48,000.00 | GENOA |
| Associazione Culturale Tangram Teatro | Upper Susa Valley festival of theatre & literature | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 45,000.00 | 45,000.00 | TURIN |
| Associazione Culturale Mythos | Micron 2019, 15th festival of chamber opera | Performing Arts | Performing Arts call for proposals. | 45,000.00 | 45,000.00 | TURIN |
| Associazione Idea Valcerrina | 'Valcerrine harmonies 2019' | Performing Arts | Performing Arts call for proposals. | 45,000.00 | 45,000.00 | CERRINA MONFERRATO (province of Alessandria) |
| Associazione Culturale Kronoteatro | Albenga Kronostagione 19-20 - 13th theatre season | Performing Arts | Performing Arts call for proposals. | 45,000.00 | 45,000.00 | ALBENGA (province of Savona) |
| Fondazione Accademia di Alta Formazione Artistica e Musicale Lorenzo Perosi | 43rd concert season 'the academy concerts' | Performing Arts | Performing Arts call for proposals. | 43,000.00 | 43,000.00 | BIELLA |
| Associazione Baretto CineTeatro Baretto | 'Better at the theatre than in bad company' | Performing Arts | Performing Arts call for proposals. | 43,000.00 | 43,000.00 | TURIN |
| Associazione Socio-Musico-Culturale 'Rapallo Musica' | f.o.n.o. - North-west organ festival 2019 | Performing Arts | Performing Arts call for proposals. | 43,000.00 | 43,000.00 | RAPALLO (province of Genoa) |
| Associazione Musicaround | Voice and Time season of music | Performing Arts | Performing Arts call for proposals. | 43,000.00 | 43,000.00 | GENOA |

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|--|--|---|--------------------------------------|--------------------------------------|-------------------|---------------------------------------|
| Associazione Onlus Accademia della Voce del Piemonte, non-profit | MHE Guidelines. Project 2019: 'I'm singing, do you understand me?' | Performing Arts | Musical Training Lines | 42,000.00 | 42,000.00 | TURIN |
| Associazione Culturale Valsesia Musica | MHE guidelines - Valsesia music project 2019 | Performing Arts | Musical Training Lines | 40,000.00 | 40,000.00 | VARALLO (province of Vercelli) |
| Associazione Culturale Lunaria Teatro | Creativity is the Goal/auditorium San Francesco di Chiavari | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 40,000.00 | 40,000.00 | GENOA |
| Parish of Maria Vergine Assunta | Church of the Confraternita di Santa Croce: restoration of the decor | Safeguarding and maintaining our historical and artistic heritage | Confraternities call for proposals | 40,000.00 | 40,000.00 | SANT'ALBANO STURA (province of Cuneo) |
| Associazione Teatro della Caduta | Concentric - shows in orbit | Performing Arts | Performing Arts call for proposals. | 40,000.00 | 40,000.00 | TURIN |
| L'Arcangelo Associazione Pinacoteca Voltaggio | A choir for Voltaggio: art and musica in the monastery | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 40,000.00 | 40,000.00 | VOLTAGGIO (province of Alessandria) |
| Assemblea Teatro Associazione | The king's women and others... | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 40,000.00 | 40,000.00 | TURIN |
| Confraternita SS. Sacramento e S. Rocco | Church of San Rocco: restoration of the decor | Safeguarding and maintaining our historical and artistic heritage | Confraternities call for proposals | 40,000.00 | 40,000.00 | BORGOLAVEZZARO (province of Novara) |
| Compagnia Teatro Akropolis Associazione, non-profit | 'Testimonies Research Actions' cultural festival - 10 th edition | Performing Arts | Performing Arts call for proposals. | 40,000.00 | 40,000.00 | GENOA |
| Luni (formerly Ortonovo) Municipal Council | Portus lunae 2019 | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 40,000.00 | 40,000.00 | ORTONOVO (province of La Spezia) |
| Fondazione Romano Gazzera | Census and safeguarding of archival and artistic heritage of the Gazzera Foundation | Enhancing knowledge of cultural heritage and generating value from it | | 40,000.00 | 40,000.00 | TURIN |
| Associazione Abbonamento Musei.it | Grand Tour 2019 | Enhancing knowledge of cultural heritage and generating value from it | | 30,000.00 | | TURIN |
| | ro.me museum subscription | Enhancing knowledge of cultural heritage and generating value from it | | 9,500.00 | | TURIN |
| | Total for Body | | | | 39,500.00 | |
| Associazione Il Contato del Canavese | 'with open arms' - hospitality and production project for the 2019-2020 season of the Teatro Giacosa in Ivrea | Performing Arts | Performing Arts call for proposals. | 38,000.00 | 38,000.00 | IVREA (province of Turin) |
| Associazione culturale musicale Forevergreen FM | Electropark 2019 | Performing Arts | Performing Arts call for proposals. | 37,000.00 | 37,000.00 | GENOA |
| SantiBriganti Teatro Associazione | 'naufragar m'è dolce' (foundering is sweet) - 2019-20 theatre season project | Performing Arts | Performing Arts call for proposals. | 35,000.00 | 35,000.00 | TURIN |
| Associazione Culturale Yoshin Ryu for Japanese and Far Eastern Studies | Exhibition: 'Warriors of the Rising sun' at the Museum of Oriental Art. | Enhancing knowledge of cultural heritage and generating value from it | | 35,000.00 | 35,000.00 | TURIN |
| Confraternita SS. Sacramento e S. Caterina | Church of the Confraternita del SS. Sacramento e di S. Caterina: restoration of the roof | Safeguarding and maintaining our historical and artistic heritage | Confraternities call for proposals | 35,000.00 | 35,000.00 | BIANDRATE (province of Novara) |
| Saint-Vincent Municipal Council | The way of the 'men' | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 35,000.00 | 35,000.00 | SAINT-VINCENT (province of Aosta) |
| Framura Municipal Council | 'Nuove Terre - Le arti della scena' theatre festival (7th edition) | Performing Arts | Performing Arts call for proposals. | 32,000.00 | 32,000.00 | FRAMURA (province of La Spezia) |
| Deputazione Subalpina di Storia Patria | Bi-annual history publication entitled 'Bollettino Storico-Bibliografico Subalpino' | Promoting literary and artistic culture | | 30,000.00 | 30,000.00 | TURIN |
| Istituto Italiano per gli Studi Storici | Enhancement and protection of the Library of Benedetto Croce - final contribution from the Miscellaneous fund to complete the intervention | Promoting literary and artistic culture | | 30,000.00 | 30,000.00 | NAPLES |
| Associazione Culturale Controluce Teatro d'Ombre | 'Incanti' international puppet theatre festival, 26th edition | Performing Arts | Performing Arts call for proposals. | 30,000.00 | 30,000.00 | TURIN |
| Associazione Culturale Echo Art | 28 th 'Eurasia' Mediterranean music festival | Performing Arts | Performing Arts call for proposals. | 30,000.00 | 30,000.00 | GENOA |
| Associazione 'Amici di Paganini' | Paganini Genoa festival 2019 | Performing Arts | Performing Arts call for proposals. | 30,000.00 | 30,000.00 | GENOA |
| Associazione Culturale 'La Nottola di Minerva' | Ludori project 2019-2020 | Promoting literary and artistic culture | | 30,000.00 | 30,000.00 | TURIN |
| Associazione Culturale Chance Eventi - Suq Genova | 21 st Suq theatre festival | Performing Arts | Performing Arts call for proposals. | 30,000.00 | 30,000.00 | GENOA |
| Cuneo Municipal Council | Scrittoreincittà 2019 literature festival | Promoting literary and artistic culture | | 30,000.00 | 30,000.00 | CUNEO |
| Perinaldo Municipal Council | Perinaldo Festival and the western Liguria concert season 'Terre di Confine' - 13 th edition | Performing Arts | Performing Arts call for proposals. | 30,000.00 | 30,000.00 | PERINALDO (province of Imperia) |
| Parish of the Natività di Maria Vergine | Santuario del Bricchetto: restoration of the roof and consolidation of the vault | Safeguarding and maintaining our historical and artistic heritage | | 30,000.00 | 30,000.00 | MOROZZO (province of Cuneo) |
| Parish of SS. Giovanni ed Evasio | The charm of 17 th Century Europe: the painter Giovanni Claret in the chapel of the rosary in Mondovì Carassone: 4th tranche: the chapel's wooden altar | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 30,000.00 | 30,000.00 | MONDOVÌ (province of Cuneo) |
| Associazione Amici del Roseto della Sorpresa | A friendly castle and a community of gardens: a contribution to the landscape identity of an area of Monferrato Astigiano | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 30,000.00 | 30,000.00 | TURIN |
| Parish of Santi Eusebio e Secondo | Church of San Secondo: static consolidation | Safeguarding and maintaining our historical and artistic heritage | | 30,000.00 | 30,000.00 | CAVAGNOLO (province of Turin) |
| Parish of Cascinagrossa | Church of San Rocco: conservative restoration of the bell tower | Safeguarding and maintaining our historical and artistic heritage | | 30,000.00 | 30,000.00 | ALESSANDRIA |
| Confraternita della Misericordia Sanfrè also known as Confraternita dei Battuti Neri | Church of San Giovanni Battista Decollato: restoration of the decor | Safeguarding and maintaining our historical and artistic heritage | Confraternities call for proposals | 30,000.00 | 30,000.00 | SANFRÈ (province of Cuneo) |
| Consulta Valorizzazione Beni Artistici e Culturali di Torino | Co-governed body - 2019 support | Enhancing knowledge of cultural heritage and generating value from it | Co-governed bodies | 27,300.00 | 27,300.00 | TURIN |

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|--|--|---|--------------------------------------|--------------------------------------|-------------------|--|
| Cervo Municipal Council | Cervo International Festival of Chamber Music 2019 | Performing Arts | Performing Arts call for proposals. | 18,000.00 | | CERVO (province of Imperia) |
| | 'Cervo ti strega' (Cervo bewitches) - 6 th edition 2019 | Promoting literary and artistic culture | | 8,000.00 | | CERVO (province of Imperia) |
| | Total for Body | | | | 26,000.00 | |
| Associazione Culturale Insieme a Chamois - Ensembio a Tzamoue | Chamoisic 2019 | Performing Arts | Performing Arts call for proposals. | 26,000.00 | 26,000.00 | CHAMOIS (province of Aosta) |
| POLINCONTRI - Politecnico di Torino Associazione per la Cultura, lo Sport e il Tempo Libero del Politecnico di Torino (social promotion association) | Polincontri Classica concert and conference season 2019/2020 | Performing Arts | Performing Arts call for proposals. | 25,000.00 | 25,000.00 | TURIN |
| Associazione Sarabanda Impresa Sociale | 'Circumnavigando' international theatre circus festival _Fool Immersion | Performing Arts | Performing Arts call for proposals. | 25,000.00 | 25,000.00 | GENOA |
| Associazione Culturale Artexe | Ossola guitar festival - 23rd edition 2019 | Performing Arts | Performing Arts call for proposals. | 25,000.00 | 25,000.00 | SETTIMO TORINESE (province of Turin) |
| Comunità Monastica di Bose | 27 th International Ecumenical Conference on Orthodox Spirituality | Enhancing knowledge of cultural heritage and generating value from it | | 25,000.00 | 25,000.00 | MAGNANO (province of Biella) |
| Associazione 'Murialdo: Arte e Storia' | Oratory of Sant'Agostino: restoration of the interior decor | Safeguarding and maintaining our historical and artistic heritage | | 25,000.00 | 25,000.00 | MURIALDO (province of Savona) |
| Unione Montana Valgrande e del Lago di Mergozzo | Project: 'The municipal archives of Valle Intrasca: learning from history' | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 25,000.00 | 25,000.00 | CAMBIASCA (province of Verbano-Cusio-Ossola) |
| Associazione Musicale Rive-Gauche Concerti | 'Musiche in mostra' music festival 2019 - soundwatching | Performing Arts | Performing Arts call for proposals. | 23,000.00 | 23,000.00 | TURIN |
| Accademia del Ricerare | Antiqua 2019 | Performing Arts | Performing Arts call for proposals. | 23,000.00 | 23,000.00 | SAN RAFFAELE CIMENA (province of Turin) |
| Saluzzo Municipal Council | Occit'Amo. Festival of Monviso and Valli Occitane 2019 | Performing Arts | Performing Arts call for proposals. | 22,000.00 | 22,000.00 | SALUZZO (province of Cuneo) |
| Grazzano Badoglio Municipal Council | Grazzano Badoglio - restoration of the historic Napoleonic maps and consequent extension of the exhibition of the Museo Badoglio | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 20,000.00 | 20,000.00 | GRAZZANO BADOGLIO (province of Asti) |
| Parish of San Massimo Vescovo | Church of San Massimo: conservative restoration of the Chapel of the Fallen | Safeguarding and maintaining our historical and artistic heritage | | 20,000.00 | 20,000.00 | TURIN |
| Accademia Ligure di Scienze e Lettere | Integration and enhancement of cultural activities | Enhancing knowledge of cultural heritage and generating value from it | | 20,000.00 | 20,000.00 | GENOA |
| Associazione Collegium Pro Musica | 'Le vie del barocco' (Baroque Ways) - musical season 2019 | Performing Arts | Performing Arts call for proposals. | 20,000.00 | 20,000.00 | GENOA |
| Jewish Community of Vercelli - Biella - Novara - V.C.O. | Restoration of the 16th century Aron Hakodesh (Torah Ark) | Safeguarding and maintaining our historical and artistic heritage | | 20,000.00 | 20,000.00 | VERCELLI |
| Associazione Culturale La Finestra sul Lago | 'Un Paese a Sei Corde' acoustic guitar festival 2019 | Performing Arts | Performing Arts call for proposals. | 20,000.00 | 20,000.00 | SAN MAURIZIO D'OPAGLIO (province of Novara) |
| Parish of San Giorgio Mercurago | Church of San Giorgio: restoration of the Chapel of the Crucifixion and the wall paintings in the side corridors | Safeguarding and maintaining our historical and artistic heritage | | 20,000.00 | 20,000.00 | ARONA (province of Novara) |
| Associazione Amici di San Lorenzo | Upgrading and showcasing the mediaeval church of San Lorenzo in Varigotti | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 20,000.00 | 20,000.00 | FINALE LIGURE (province of Savona) |
| Ente di gestione aree protette Valle Sesia | The archaeological complexes of Monte Fenera. Making them safe and turning them into a museum attraction | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 20,000.00 | 20,000.00 | VARALLO (province of Vercelli) |
| Circo MagdaClan A.P.S. | 'Mon circo' contemporary circus festival | Performing Arts | Performing Arts call for proposals. | 19,000.00 | 19,000.00 | TURIN |
| Associazione Torino Fringe, social promotion association | Torino fringe festival - 2019 edition | Performing Arts | Performing Arts call for proposals. | 18,000.00 | 18,000.00 | TURIN |
| Parish of Santa Maria di Castello - Genoa | Church of the Santa Maria di Castello complex: restoration of the Mascioni organ | Safeguarding and maintaining our historical and artistic heritage | | 18,000.00 | 18,000.00 | GENOA |
| Associazione Culturale 'I Musici di Santa Pelagia' | Regie Sinfonie - 14 th concert season of historic Baroque music | Performing Arts | Performing Arts call for proposals. | 17,000.00 | 17,000.00 | TURIN |
| Associazione La Terra Galleggiante | 'Immagini dell'interno' 25 th international festival of contemporary puppet theatre | Performing Arts | Performing Arts call for proposals. | 15,000.00 | 15,000.00 | PINEROLO (province of Turin) |
| Fondazione Centro di Studio della Danza 'Jolanda e Susanna Egri' | 'I Puntì Danza' dance season 2019/2020 | Performing Arts | Performing Arts call for proposals. | 15,000.00 | 15,000.00 | TURIN |
| Associazione Culturale Gezmatatz | Gezmatatz festival & workshop 2019 | Performing Arts | Performing Arts call for proposals. | 15,000.00 | 15,000.00 | GENOA |
| Associazione Amenoblues, non-profit | Amenoblues festival 2019 25th edition | Performing Arts | Performing Arts call for proposals. | 15,000.00 | 15,000.00 | AMENO (province of Novara) |
| Arciconfraternita S. Maria del Suffragio sotto il Titolo di San Giovanni Battista | Cathedral of San Giovanni Battista: restoration of the roofing and facades | Safeguarding and maintaining our historical and artistic heritage | Confraternities call for proposals | 15,000.00 | 15,000.00 | VOLTAGGIO (province of Alessandria) |
| Consulta per la valorizzazione dei beni artistici e culturali di Fossano | Co-governed body - 2019 support | Enhancing knowledge of cultural heritage and generating value from it | Co-governed bodies | 12,000.00 | 12,000.00 | FOSSANO (province of Cuneo) |
| Museo Nazionale del Risorgimento Italiano | The museum in the light 2019 | Enhancing knowledge of cultural heritage and generating value from it | | 10,000.00 | 10,000.00 | TURIN |
| Conservatorio Statale di Musica 'Giuseppe Verdi' di Torino | Conservatory of Turin, concert hall: extraordinary maintenance of the seating | Safeguarding and maintaining our historical and artistic heritage | | 10,000.00 | 10,000.00 | TURIN |
| Parish of San Filippo Neri | Church of San Filippo Neri: urgent restoration of the chapels of the Madonna del Rosario and San Filippo | Safeguarding and maintaining our historical and artistic heritage | | 10,000.00 | 10,000.00 | FOSSANO (province of Cuneo) |
| Associazione Musicale 'Amici dell'Organo' di Alessandria | 11th international season of concerts on historical organs | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 10,000.00 | 10,000.00 | ALESSANDRIA |
| Associazione 'Progetto Cultura e Turismo Carignano' non-profit | Spaces of wonder: civic pride and Baroque illusion on the great plain to the south of Turin | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 10,000.00 | 10,000.00 | CARIGNANO (province of Turin) |
| Confraternita Mortis et Orationis | Church of Santo Stefano: restoration of the presbytery | Safeguarding and maintaining our historical and artistic heritage | Confraternities call for proposals | 10,000.00 | 10,000.00 | RAPALLO (province of Genoa) |

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|---|---|---|--------------------------------------|--------------------------------------|-------------------|---|
| Associazione San Pietro Cavallermaggiore | Church of San Pietro: renovation of flooring and replacement of doors and windows | Safeguarding and maintaining our historical and artistic heritage | | 10,000.00 | 10,000.00 | CAVALLERMAGGIORE (province of Cuneo) |
| Confraternita di San Carlo | Oratory of N.S. Assunta: restoration of roofing and facades | Safeguarding and maintaining our historical and artistic heritage | Confraternities call for proposals | 10,000.00 | 10,000.00 | ARQUATA SCRIVIA (province of Alessandria) |
| Società Filarmonica di Chiavari Associazione di persone, non-profit | Scholarships for conservatory students who take part in the activities | Performing Arts | | 10,000.00 | 10,000.00 | CHIAVARI (province of Genoa) |
| Confraternita della SS.Trinità Oratorio dei Rossi | Confraternita della Santissima Trinità: restoration of the bell tower | Safeguarding and maintaining our historical and artistic heritage | Confraternities call for proposals | 10,000.00 | 10,000.00 | GAVI (province of Alessandria) |
| Fondazione Santagata per l'economia della Cultura | International Academy on UNESCO designations and sustainable development - 5th edition | Landscape, environment and territory | | 10,000.00 | 10,000.00 | TURIN |
| Opera Misericordiae, non-profit | Records of justice, memories of mercy | Enhancing knowledge of cultural heritage and generating value from it | | 10,000.00 | 10,000.00 | TURIN |
| Associazione per il restauro delle cappelle del Sacro Monte di Crea | Sacro Monte di Crea: restoration of chapel XXIII, 'Il Paradiso', tranche II | Safeguarding and maintaining our historical and artistic heritage | | 10,000.00 | 10,000.00 | CASALE MONFERRATO (province of Alessandria) |
| Circolo ACLI Santa Maria della Costa | Eustachio Degola and Alessandro Manzoni at Santa Maria della Costa in Sestri Ponente | Enhancing knowledge of cultural heritage and generating value from it | | 10,000.00 | 10,000.00 | GENOA |
| Church of San Pietro in Banchi | Church of San Pietro in Banchi: restoration of the frescoes in the chapel of the nativity and of the side elevation | Safeguarding and maintaining our historical and artistic heritage | | 10,000.00 | 10,000.00 | GENOA |
| Amici della Fondazione Ordine Mauriziano, non-profit | Abbey of Santa Maria di Staffarda: restoration of the fresco in the refectory depicting the Last Supper | Safeguarding and maintaining our historical and artistic heritage | | 7,000.00 | 7,000.00 | TURIN |
| Fondazione Fossano Musica | International trumpet seminar 2019 - attendance grants | Performing Arts | | 5,000.00 | 5,000.00 | FOSSANO (province of Cuneo) |
| Parish of San Vincenzo Martire | Parish Church of San Vincenzo Martire: restoration of the wooden altar of the Transit of St. Joseph | Safeguarding and maintaining our historical and artistic heritage | Confraternities call for proposals | 5,000.00 | 5,000.00 | NOLE (province of Turin) |
| Associazione Cantascuola | 'Cantatutti' regional school choir project 2019-20 | Promoting literary and artistic culture | | 3,000.00 | 3,000.00 | ASTI |
| Centro Studi Francesco Faà di Bruno | Exhibition 'San Francesco Secondo Giotto' - the frescoes of the Basilica Superiore in Assisi | Enhancing knowledge of cultural heritage and generating value from it | | 3,000.00 | 3,000.00 | TURIN |
| Fondazione Casa America | 'Cinque giorni al porto' by Vico Faggi and Luigi Squarzina at the Teatro Stabile di Genova in 1969 | Enhancing knowledge of cultural heritage and generating value from it | | 1,500.00 | 1,500.00 | GENOA |
| FCSP operational projects | Provision for the 2021-2023 instalment of 3,300,000 euros as Founder Member of the Teatro Regio di Torino. PROVISION PROCESS - DO NOT RECORD IN 2019 FINANCIAL STATEMENTS -Co-governed body - 2 nd provision for the 2021-2023 instalment 2018-Co-governed body - 1 st provision for the 2021-2023 instalment | Performing Arts | Co-governed bodies | 1,100,000.00 | | TURIN |
| | Environmental Restoration call for proposals | Landscape, environment and territory | | 1,030,000.00 | | TURIN |
| | Restoration and upgrade of the Real Collegio Carlo Alberto building in Moncalieri | Safeguarding and maintaining our historical and artistic heritage | | 600,000.00 | | MONCALIERI (province of Turin) |
| | Support line for organised non-professional bands and philharmonic societies Criteria and provision | Performing Arts | | 200,000.00 | | TURIN |
| | 'Baroque effect' communication project | Enhancing knowledge of cultural heritage and generating value from it | | 150,000.00 | | TURIN |
| | Planning of the 2 nd and 3 rd cycles of the Performing Plus three-year capacity building project for winners of the 2019 Performing Arts call for proposals and live performing arts bodies that receive support for institutional activity | Performing Arts | | 100,000.00 | | TURIN |
| | Trial adoption of the regional landscape plan in three areas of Piedmont - phase two | Landscape, environment and territory | | 100,000.00 | | TURIN |
| | FCSP's stand at the 32nd Book Fair | Promoting literary and artistic culture | | 50,000.00 | | TURIN |
| | Publication on the Arsenale di Torino monumental complex | Enhancing knowledge of cultural heritage and generating value from it | | 35,000.00 | | TURIN |
| | 2020 Performing Arts call for proposals - 3 rd year of the 2018-2020 three-year period Text of the call for proposals and project management and evaluation process | Performing Arts | Performing Arts call for proposals. | 15,000.00 | | TURIN |
| | Places of Culture call for proposals 2019 | Enhancing knowledge of cultural heritage and generating value from it | Places of Culture call for proposals | 5,000.00 | | TURIN |
| | Restoration call for proposals 2020 'Baroque construction sites. Decorated surfaces of architecture'. | Safeguarding and maintaining our historical and artistic heritage | | 5,000.00 | | TURIN |
| | Training projects in cultural practices 2019 interventions of the Art, Cultural Heritage and Cultural Activities Area within the framework of a shared FCSP model on education | Promoting literary and artistic culture | | 4,000.00 | | TURIN |
| | Total for Body | | | | | 3,394,000.00 |
| TOTAL FOR SECTOR | | | | | 35,016,355.12 | |

Projects, 2019. Public Health.

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|---|--|--|--------------------|--------------------------------------|---------------------|----------|
| "Città della Salute e della Scienza" university hospital, Turin | Continuation of the regional project 'Start - active surveillance as a new model of management and organisation for low-risk prostate cancer' | New models of management and organisation in public health | | 220,000.00 | 220,000.00 | TURIN |
| A.D.I.S.C.O. Associazione Donatrici Italiane Sangue di Cordone Ombelicale (cord blood donors) | Redevelopment of the paediatric onco-haematology department at Regina Margherita Hospital in Turin | New models of management and organisation in public health | | 500,000.00 | | TURIN |
| | Reiki for patients, parents and health professionals at the Isola di Margherita children's hospital | Physical activity and wellness | | 10,000.00 | | TURIN |
| | Total for Body | | | | 510,000.00 | |
| Comitato Organizzatore degli European Masters Games EMG Torino 2019 | Ageing well programme | Physical activity and wellness | | 50,000.00 | 50,000.00 | TURIN |
| URBAN LAB | Information and allocation options for the mapping of sport and physical activity facilities | Physical activity and wellness | | 27,000.00 | 27,000.00 | TURIN |
| Associazione Culturale Linea d'acqua | Confluences- art as a bridge to life | Physical activity and wellness | | 10,000.00 | 10,000.00 | TURIN |
| Associazione Educazione Prevenzione e Salute | 'junior health' and 'health freerunners' | New models of management and organisation in public health | | 8,500.00 | 8,500.00 | TURIN |
| FCSP operational projects | Call for proposals for equipment required by hospitals in the city and province of Turin | Technological innovation | | 3,000,000.00 | | TURIN |
| | Agreement between FCSP and Piedmont Regional Council, for the implementation of coordinated health development programmes for the 2017-2018-2019: provision of 2019 funds. | New models of management and organisation in public health | | 2,000,000.00 | | TURIN |
| | Promotion of sport and physical activity | Physical activity and wellness | | 174,500.00 | | TURIN |
| | Total for Body | | | | 5,174,500.00 | |
| TOTAL FOR SECTOR | | | | | 6,000,000.00 | |

Projects, 2019. Philanthropy and Local Communities.

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|--|--|---|--------------------|--------------------------------------|-------------------|---------------------------|
| Fondazione con il Sud | Share of 2019 contribution to Fondazione con il Sud | Promotion of philanthropy and community foundations | | 3,936,065.00 | 3,936,065.00 | NAPLES |
| Fondazione Innovazione Sociale per l'Italia c/o Rinascimenti Sociali | Fondazione innovazione sociale per l'Italia - third year | Innovation and social enterprise | | 400,000.00 | 400,000.00 | TURIN |
| Centro di Ricerca e Documentazione 'Luigi Einaudi' | Support for institutional grant-making activity 2019 | Locally-oriented research and policy | | 280,000.00 | | TURIN |
| | 20th Giorgio Rota report on Turin | Locally-oriented research and policy | | 90,000.00 | | TURIN |
| | Total for Body | | | | 370,000.00 | |
| Genoa Municipal Council | Over the bridge | Public space and social interaction | | 50,000.00 | 50,000.00 | GENOA |
| FIERI - International and European Forum on Migration Research | Support for institutional grant-making activity 2019 | Locally-oriented research and policy | | 300,000.00 | 300,000.00 | TURIN |
| Fondazione della Comunità di Mirafiori, non-profit | Support for 2019 activity | Promotion of philanthropy and community foundations | | 220,000.00 | | TURIN |
| | The house in the park 2019 - a neighbourhood house in Mirafiori Sud | Public space and social interaction | | 30,000.00 | | TURIN |
| | Total for Body | | | | 250,000.00 | |
| URBAN LAB | Support for institutional grant-making activity 2019 | Locally-oriented research and policy | | 250,000.00 | 250,000.00 | TURIN |
| Fondazione Luigi Einaudi Onlus | Bess databases 2019 | Locally-oriented research and policy | | 220,000.00 | 220,000.00 | TURIN |
| Fondazione Adriano Olivetti | #olivetteworld: the community archive | Locally-oriented research and policy | | 220,000.00 | 220,000.00 | IVREA (province of Turin) |
| Casa Generalizia Pia Società Torinese di San Giuseppe Murialdo | Support for institutional grant-making activity | Public space and social interaction | | 200,000.00 | 200,000.00 | TURIN |
| Centro Studi Legislativi | Anchor institutions in a liquid society project: legal instruments for experimentation in Italy (2nd year) | Locally-oriented research and policy | | 100,000.00 | | TURIN |
| | University autonomy in Europe project: European models for smart local development through cross-border university alliances | Locally-oriented research and policy | | 70,000.00 | | TURIN |
| | Total for Body | | | | 170,000.00 | |

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|---|--|---|--------------------|--------------------------------------|-------------------|---|
| Associazione Globus et Locus | Support for institutional grant-making activity for 2019 | Locally-oriented research and policy | | 140,000.00 | | MILAN |
| | - Membership contribution 2019 - Appointment of a member of the Board of Directors for the four-year period 2019-2022 | Locally-oriented research and policy | | 26,000.00 | | MILAN |
| | Total for Body | | | | 166,000.00 | |
| Fondazione per l'Ambiente Teobaldo Fenoglio, non-profit | Support for institutional grant-making activity for 2019 | Locally-oriented research and policy | | 110,000.00 | 110,000.00 | TURIN |
| Associazione di Fondazioni e di Casse di Risparmio Spa ACRI | Share of 2019 contribution under ACRI-National Third Sector Forum agreement - Payment of contributions to the National Fund for Common Initiatives | Promotion of philanthropy and community foundations | | 100,000.00 | 100,000.00 | ROME |
| Associazione Il Campanile, non-profit | Neighbourhood Houses - Cecchi point multicultural hub 2019 | Public space and social interaction | | 100,000.00 | 100,000.00 | TURIN |
| E.F.C. - European Foundation Centre | Core funding contribution 2019 | Promotion of philanthropy and community foundations | | 75,000.00 | | BELGIUM |
| | Research forum 2019 | Promotion of philanthropy and community foundations | | 10,000.00 | | BELGIUM |
| | Total for Body | | | | 85,000.00 | |
| IRES Piemonte - Institute of Social Economic Research | Bess digitalisation | Locally-oriented research and policy | | 80,000.00 | 80,000.00 | TURIN |
| Fondazione Cascina Roccafranca | Cascina Roccafranca project 2019 | Public space and social interaction | | 80,000.00 | 80,000.00 | TURIN |
| ASVAPP - Associazione per lo Sviluppo della Valutazione e l'Analisi delle Politiche Pubbliche | Dissemination and training activities 2019 | Locally-oriented research and policy | | 45,000.00 | | TURIN |
| | Membership contribution 2019 | Locally-oriented research and policy | | 30,000.00 | | TURIN |
| | Total for Body | | | | 75,000.00 | |
| Fondazione Comunitaria della Valle d'Aosta, non-profit | Support for 2019 activity | Promotion of philanthropy and community foundations | | 75,000.00 | 75,000.00 | AOSTA |
| Associazione culturale Coefficiente Clorofilla | General allotments - phase II: opening to the public | Public space and social interaction | | 70,000.00 | 70,000.00 | TURIN |
| Torino World Food Capital | Turin World Food Capital | Locally-oriented research and policy | | 70,000.00 | 70,000.00 | TURIN |
| Centro Studi Sereno Regis, non-profit | Support for institutional grant-making activity for 2019 | Locally-oriented research and policy | | 65,000.00 | 65,000.00 | TURIN |
| Fondazione Contrada Torino, non-profit | - Support for institutional grant-making activity 2019 - Appointment of a member of the Board of Directors for the five-year period 2019-2023 | Public space and social interaction | | 65,000.00 | 65,000.00 | TURIN |
| Rete delle Case del Quartiere, social promotion association | Neighbourhood houses network project 2018/19 | Public space and social interaction | | 35,000.00 | | TURIN |
| | Development of a network of neighbourhood houses 2019-2020 | Public space and social interaction | | 27,000.00 | | TURIN |
| | Total for Body | | | | 62,000.00 | |
| Associazione culturale LAQUP Laboratorio Qualità Urbana e Partecipazione | The 3 Rs of citizenship: Rediscover, Reuse, Regenerate. | Public space and social interaction | | 50,000.00 | | TURIN |
| | International training seminar - Public space as an educational setting | Public space and social interaction | | 6,600.00 | | TURIN |
| | Training seminar 'Rights & responsibilities. Quality neighbourhoods. Born to run, play and walk in green spaces'. | Public space and social interaction | | 4,100.00 | | TURIN |
| | Total for Body | | | | 60,700.00 | |
| LABSUS - Laboratorio per la sussidiarietà | Pacts. For the shared administration of common goods in the Turin metropolitan area - 2 nd year. | Public space and social interaction | | 60,000.00 | 60,000.00 | TURIN |
| Lancillotto Società Cooperativa Sociale | Barrito neighbourhood house 2019 | Public space and social interaction | | 32,000.00 | 32,000.00 | TURIN |
| Agenzia per lo sviluppo locale S. Salvario, non-profit | San Salvario neighbourhood house 2019 | Public space and social interaction | | 55,000.00 | 55,000.00 | TURIN |
| Istituto Italiano della Donazione IID | Support for institutional grant-making activity 2019 | Promotion of philanthropy and community foundations | | 50,000.00 | 50,000.00 | MILAN |
| Centro Studi Medi Migrazioni nel Mediterraneo | Genoa 30 years later - 1990-2020: the contribution of immigration to socio-economic changes in the Genoa metropolitan area | Locally-oriented research and policy | | 50,000.00 | 50,000.00 | GENOA |
| Fondazione di Comunità del Canavese | Support for 2019 activity | Promotion of philanthropy and community foundations | | 50,000.00 | 50,000.00 | IVREA (province of Turin) |
| Associazione La Compagnia della Chiocciola, non-profit | Chieri area community foundation - constitution | Promotion of philanthropy and community foundations | | 50,000.00 | 50,000.00 | CHIERI (province of Turin) |
| La Casa delle Rane, non-profit | Gestione più spazioquattro - the San Donato neighbourhood house | Public space and social interaction | | 47,000.00 | 47,000.00 | TURIN |
| Fondazione Comunitaria del Verbano Cusio Ossola VCO | Support for activity 2019 | Promotion of philanthropy and community foundations | | 45,000.00 | 45,000.00 | VERBANIA (province of Verbano-Cusio-Ossola) |
| Reseau Entreprendre Piemonte | Support for institutional grant-making activity 2019 | Locally-oriented research and policy | | 40,000.00 | 40,000.00 | TURIN |
| Associazione Fuori di Palazzo | Community foundation in Porta Palazzo | Promotion of philanthropy and community foundations | | 40,000.00 | 40,000.00 | TURIN |
| Liberitutti - Società Cooperativa Sociale | Via Agliè public baths in 2019 - rising water | Public space and social interaction | | 40,000.00 | 40,000.00 | TURIN |
| 'Italia che Cambia' (a changing Italy), social promotion association | Launch of 'Liguria che cambia' regional portal and 'Torino che cambia' local portal | Public space and social interaction | | 40,000.00 | 40,000.00 | GENOA |

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|---|---|---|--------------------|--------------------------------------|-------------------|---------------------------------------|
| S.A.N. Scuola di Agricoltura Naturale, social promotion association. | Natural Agriculture School | Public space and social interaction | | 40,000.00 | 40,000.00 | ALBUGNANO (province of Asti) |
| NeXt Nuova Economia per Tutti | Next social commerce | Innovation and social enterprise | | 40,000.00 | 40,000.00 | ROME |
| Associazione delle Fondazioni di Origine Bancaria del Piemonte | Allocation to Projects Fund for 2019 | Promotion of philanthropy and community foundations | | 35,448.93 | 35,448.93 | TURIN |
| Società Cooperativa a r.l. Stalker Teatro | Neighborhood house 2019 | Public space and social interaction | | 35,000.00 | 35,000.00 | TURIN |
| Centro Culturale Pier Giorgio Frassati | 'The Social Creatives Club' initiative aimed at spreading experiences of creativity and social innovation | Innovation and social enterprise | | 30,000.00 | 30,000.00 | TURIN |
| Comitato Progetto Porta Palazzo - The Gate | Support for institutional grant-making activity for 2019 | Locally-oriented research and policy | | 30,000.00 | 30,000.00 | TURIN |
| Fondazione Opera Pia 'Avv. Lorenzo Cavalli' | Support for 2019 activity | Promotion of philanthropy and community foundations | | 30,000.00 | 30,000.00 | CARMAGNOLA (province of Turin) |
| Fondazione Valsesia | Support for 2019 activity | Promotion of philanthropy and community foundations | | 30,000.00 | 30,000.00 | BORGOSIESA (province of Vercelli) |
| OrtiAlti, social promotion association | Ozanam urban laboratory: towards Ozanam community hub | Public space and social interaction | | 29,200.00 | 29,200.00 | TURIN |
| RE.TE ONG Associazione di Tecnici per la Solidarietà e la Cooperazione Internazionale | Phase two of OrMe - Turin metropolitan allotments. | Public space and social interaction | | 25,000.00 | 25,000.00 | TURIN |
| Fondazione Ricerca Molinette, non-profit | Support for 2019 activity | Promotion of philanthropy and community foundations | | 25,000.00 | 25,000.00 | TURIN |
| Fondazione Aurora, non-profit | Support for 2019 activity | Promotion of philanthropy and community foundations | | 25,000.00 | 25,000.00 | ACQUI TERME (province of Alessandria) |
| Asti Municipal Council | Let's give each other a hand - and slap on a coat of paint | Promotion of philanthropy and community foundations | | 20,000.00 | 20,000.00 | ASTI |
| NEF - Network of European Foundations For Innovative Cooperation | Membership contribution 2019 | Promotion of philanthropy and community foundations | | 20,000.00 | 20,000.00 | BELGIUM |
| Associazione Educadora, non-profit | Feeling at home | Public space and social interaction | | 20,000.00 | 20,000.00 | TURIN |
| Associazione IUR Innovazione Urbana Rigenerazione | Go.in sustainable city. Launch of an evaluation system for urban regeneration and social innovation projects for the City of Turin | Public space and social interaction | | 20,000.00 | 20,000.00 | TURIN |
| Powercoders | 'Powercoders Italia' initiative for the occupational inclusion of migrants in Turin's IT sector | Innovation and social enterprise | | 20,000.00 | 20,000.00 | |
| Assifero - Associazione Italiana Fondazioni ed Enti della Filantropia Istituzionale | Broadening the community between communities. Promoting a more informed, connected and effective system of community foundations in Italy and internationally. | Promotion of philanthropy and community foundations | | 18,000.00 | 18,000.00 | ROME |
| Associazione per la Ricerca Sociale | Welforum.it - National observatory on social policy - third year | Locally-oriented research and policy | | 16,000.00 | 16,000.00 | MILAN |
| Fondazione Comunitaria della Riviera dei Fiori, non-profit | Support for 2019 activity | Promotion of philanthropy and community foundations | | 15,000.00 | 15,000.00 | TAGGIA (province of Imperia) |
| Fondazione comunitaria Savonese, non-profit | Support for 2019 activity | Promotion of philanthropy and community foundations | | 15,000.00 | 15,000.00 | ALBENGA (province of Savona) |
| Fondazione Astrid | Role, problems and duties of intermediate bodies in Italian society and democracy | Locally-oriented research and policy | | 10,000.00 | 10,000.00 | ROME |
| Gruppo Spes - Società Cooperativa Sociale Impresa | Made-to-measure pathways | Innovation and social enterprise | | 10,000.00 | 10,000.00 | |
| Fondazione Italia per il Dono, non-profit | Let's form a new promoter of giving | Promotion of philanthropy and community foundations | | 10,000.00 | 10,000.00 | MILAN |
| Quinto Ampliamento | The gift of synthesis. Profit and non-profit: convergence and cross-fertilisation | Locally-oriented research and policy | | 10,000.00 | 10,000.00 | IVREA (province of Turin) |
| Gli urogalli | The call of the forest, festival of art, books and music in the mountains. | Public space and social interaction | | 10,000.00 | 10,000.00 | BRUSSON (province of Aosta) |
| Associazione Culturale Neodemos | 'Made to understand the world' project | Locally-oriented research and policy | | 10,000.00 | 10,000.00 | FLORENCE |
| Società di Studi Valdesi | Summer school 2020 | Locally-oriented research and policy | | 10,000.00 | 10,000.00 | TORRE PELLICE (province of Turin) |
| Comitato Edizioni Gobettiane | Works of Piero Gobetti in the library | Locally-oriented research and policy | | 9,364.00 | 9,364.00 | TURIN |
| Focus Società Cooperativa Sociale | Fairbnb Genoa | Innovation and social enterprise | | 9,300.00 | 9,300.00 | GENOA |
| Associazione Pensieri in Piazza | Ethics, economics and politics: mutualism in the internet age. | Promotion of philanthropy and community foundations | | 8,000.00 | 8,000.00 | PINEROLO (province of Turin) |
| Nucleo Cinofilo da Soccorso Piemonte (rescue dog unit) | A nose for a friend | Promotion of philanthropy and community foundations | | 2,500.00 | 2,500.00 | TROFARELLO (province of Turin) |
| FCSP operational projects | Seed_Social Enterprises, Efficiency & Development Provision for interventions for the development of social enterprises | Innovation and social enterprise | | 850,000.00 | | TURIN |
| | Provision to support research projects and activities 2020 | Locally-oriented research and policy | | 220,000.00 | | TURIN |
| | Seed operational actions | Innovation and social enterprise | | 150,000.00 | | TURIN |
| | Proposal for a trial intervention on establishing an administrative barter system Defining a general framework for the trial and approval of the corresponding allocation | Innovation and social enterprise | | 150,000.00 | | TURIN |

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|---------------------------|--|---|--------------------|--------------------------------------|----------------------|----------|
| FCSP operational projects | ACRI common initiatives fund, contribution to support the merger of Fondazione Chieti | Promotion of philanthropy and community foundations | | 128,054.32 | | ROME |
| | Provision for the 'Table of re-use' project | Innovation and social enterprise | | 100,000.00 | | TURIN |
| | Agreement with the Turin Chamber of Commerce on 'Turin Social Impact' Approval of the text of the agreement and provision for 2019 | Innovation and social enterprise | | 100,000.00 | | TURIN |
| | Trial adoption of the regional landscape plan in three areas of Piedmont - phase two | Public space and social interaction | | 100,000.00 | | TURIN |
| | Liguria 2022 strategic scenarios and actions for the excellence of the development of the Liguria Region and its competitiveness - 3 rd edition' | Locally-oriented research and policy | | 79,300.00 | | GENOA |
| | Framework agreement with Turin Municipal Council for the implementation of social, educational and cultural development programmes within the municipality of Turin for 2017-2109 - 'Neighbourhood Houses' project | Locally-oriented research and policy | | 54,000.00 | | TURIN |
| | Youth and leadership of minority communities | Innovation and social enterprise | | 40,000.00 | | TURIN |
| | Research on services, policies and needs relating to disability, with and without parental assistance, and independent living Provision for the results dissemination phase | Locally-oriented research and policy | | 30,000.00 | | TURIN |
| | Proposal for a trial intervention on establishing an administrative barter system Defining a general framework for the trial and approval of the corresponding allocation Operational actions | Innovation and social enterprise | | 30,000.00 | | TURIN |
| | Provision to be allocated to the Planning, Studies and Assessment Department for research relating to Philanthropy | Promotion of philanthropy and community foundations | | 20,000.00 | | TURIN |
| | International Conference on the Research of Philanthropy, Turin, 2020 | Promotion of philanthropy and community foundations | | 10,000.00 | | TURIN |
| | Provision for capacity building and hands-on support, Turin World Food Capital | Locally-oriented research and policy | | 10,000.00 | | TURIN |
| | Social values exchange | Innovation and social enterprise | | 10,000.00 | | TURIN |
| | A history of the Compagnia di San Paolo 1563-2020 (provisional title) | Locally-oriented research and policy | | 6,019.25 | | TURIN |
| | Biennial research grant on social innovation and local development, linked to the ecosystem policy of the committee for social entrepreneurship of the Turin Chamber of Commerce | Innovation and social enterprise | | 1,614.00 | | TURIN |
| Total for Body | | | | | 2,088,987.57 | |
| TOTAL FOR SECTOR | | | | | 10,955,565.50 | |

Projects, 2019. Social Policy.

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|--|---|--|--|--------------------------------------|----------------------|----------|
| Ufficio Pio della Compagnia di San Paolo, non-profit | Institutional grant-making activity 2019: partial allocation of 2019 funds allocated to provisions | Auxiliary Bodies | | 13,200,000.00 | | TURIN |
| | Contribution to supplement the Musy Fund to support traineeships for university students in custody in the 'Lorusso e Cotugno' detention facility in Turin | Active inclusion pathways | | 25,000.00 | | TURIN |
| | Total for Body | | | | 13,225,000.00 | |
| Turin Municipal Council - Educational Services Area, Educational Services Department | Contribution to supplement municipal nursery school fees - as 2019/2020 | Welfare and education of children and adolescents | | 2,020,000.00 | | TURIN |
| | Employability support services, Turin Municipal Council | Active inclusion pathways | Protocol of understanding - Municipal Council, FCSP, Uff.Pio | 1,200,000.00 | | TURIN |
| | School transport and accompaniment service for disabled students | Welfare and education of children and adolescents | Protocol of understanding - Municipal Council, FCSP, Uff.Pio | 1,100,000.00 | | TURIN |
| | Interventions and measures to combat poverty and social vulnerability - 2019 | Long-term care, independent living and the right to health | Protocol of understanding - Municipal Council, FCSP, Uff.Pio | 900,000.00 | | TURIN |
| | Inclusion of disabled children in municipal nursery and infant schools | Welfare and education of children and adolescents | Protocol of understanding - Municipal Council, FCSP, Uff.Pio | 800,000.00 | | TURIN |
| | Educational play centre | Agreements with Local Authorities | Protocol of understanding - Municipal Council, FCSP, Uff.Pio | 227,000.00 | | TURIN |
| | Framework agreement between Turin Municipal Council and FCSP for the implementation of social, educational and cultural development programmes within the municipality of Turin for 2017, 2018 and 2109 | Agreements with Local Authorities | Protocol of understanding - Municipal Council, FCSP, Uff.Pio | 185,500.00 | | TURIN |
| | 'not only 2019/2020': opportunities for homeless people and families facing severe hardship in terms of dwelling conditions | Combating poverty of all types through solidarity and neighbourly support networks | Protocol of understanding - Municipal Council, FCSP, Uff.Pio | 200,000.00 | | TURIN |

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|--|--|--|--|--------------------------------------|---------------------|----------------------------|
| Turin Municipal Council - Educational Services Area, Educational Services Department | 'Cascina Falchera' centre for education and the environment | Agreements with Local Authorities | Protocol of understanding - Municipal Council, FCSP, Uff.Pio | 30,000.00 | | TURIN |
| | Educational centre for art and creativity | Agreements with Local Authorities | Protocol of understanding - Municipal Council, FCSP, Uff.Pio | 15,000.00 | | TURIN |
| | Educational centre for communication and animated cinema | Agreements with Local Authorities | Protocol of understanding - Municipal Council, FCSP, Uff.Pio | 15,000.00 | | TURIN |
| | Total for Body | | | | 6,692,500.00 | |
| Fondazione per la Scuola run by FCSP. | Institutional grant-making activity 2019: partial allocation of 2019 funds allocated to provisions | Auxiliary Bodies | | 2,920,000.00 | | TURIN |
| | Don't just rebuild: let's re-think the future | Agreements with Local Authorities | | 180,000.00 | | TURIN |
| | Total for Body | | | | 3,100,000.00 | |
| Exar social value solutions Impresa sociale srl | Yes!employment | Active inclusion pathways | Articolo +1 call for proposals | 333,196.00 | | TURIN |
| | HABITABILITY Community habitat for autonomy and inclusion | Active inclusion pathways | 'Integral' call for proposals | 321,482.00 | | TURIN |
| | Total for Body | | | | 654,678.00 | |
| Fondazione Don Mario Operti, non-profit | Tandem | Active inclusion pathways | 'Integral' call for proposals | 424,935.00 | | TURIN |
| | Support for institutional activity focusing on social and occupational reintegration and identifying dwelling solutions for people in difficulty | Active inclusion pathways | | 280,000.00 | | TURIN |
| | Total for Body | | | | 704,935.00 | |
| Archdiocese of Turin - Office for the Pastoral Care of Migrants | Institutional activity focusing on listening, hands-on support, training and employment of immigrants | Active inclusion pathways | | 265,000.00 | | TURIN |
| | Listening, reception, assistance. Support opportunities for homeless people in winter 2019-2020 | Agreements with Local Authorities | | 235,000.00 | | TURIN |
| | Altracasa Garibaldi. Autonomous dwelling pathways | Agreements with Local Authorities | | 15,000.00 | | TURIN |
| | Total for Body | | | | 515,000.00 | |
| Fondazione Piazza dei Mestieri Marco Andreoni | Support for institutional activity 2019 focusing on training and employment support programmes for young people at risk of social exclusion | Active inclusion pathways | | 300,000.00 | | TURIN |
| | Actions to support to middle school students and foreign middle and high schools students - AY 2019/2020 | Welfare and education of children and adolescents | | 145,000.00 | | TURIN |
| | Total for Body | | | | 445,000.00 | |
| Esserci - Società Cooperativa Sociale | A.r.t.e. A. Activation r. Regeneration t. Territory e. Empowerment | Active inclusion pathways | 'Integral' call for proposals | 281,622.00 | | TURIN |
| | Educativa di strada nomis - paradero 2019 | Empowerment and active participation of young people | Protocol of understanding - Municipal Council, FCSP, Uff.Pio | 146,500.00 | | TURIN |
| | Total for Body | | | | 428,122.00 | |
| O.R.So. scs Organizzazione per la ricreazione sociale società cooperativa sociale | Bear up! | Active inclusion pathways | 'Integral' call for proposals | 151,945.00 | | TURIN |
| Cooperativa Sociale Patchanka | Net - We're looking for work. Together | Active inclusion pathways | Articolo +1 call for proposals | 251,163.93 | | CHIERI (province of Turin) |
| | Lei project - Employment Emancipation Inclusion | Active inclusion pathways | | 22,350.00 | | CHIERI (province of Turin) |
| | Total for Body | | | | 273,513.93 | |
| NEF - Network of European Foundations For Innovative Cooperation | Jafowa, Joint Action for Farmers Organisations in Western Africa | International cooperation and global citizenship education | | 315,000.00 | | BELGIUM |
| Associazione Frantz Fanon | Plurality of treatments: network of clinical and psycho-social interventions for migrants, 2020 | Long-term care, independent living and the right to health | | 260,000.00 | | TURIN |
| | Institutional activity focusing on psychological support, psychotherapy and ethnopsychiatry for socially marginalised migrants | Long-term care, independent living and the right to health | | 50,000.00 | | TURIN |
| | Total for Body | | | | 310,000.00 | |
| Associazione Gruppo Abele O.N.L.U.S. | Institutional activity focusing on listening, reception and social and employment rehabilitation of people in difficulty | Empowerment and active participation of young people | | 300,000.00 | | TURIN |
| Piccola Casa della Divina Provvidenza | Support for institutional activity 2019 (focusing on assistance, reception, listening and support for people in difficulty) | Long-term care, independent living and the right to health | | 300,000.00 | | TURIN |
| Insieme per Accogliere, non-profit | Ma.Ri.House - a new hospitality and assembly centre | Active inclusion pathways | | 300,000.00 | | TURIN |
| Associazione SERMIG Youth Mission Service | Institutional activity focusing on reception, training and support programmes for socially marginalised people | Active inclusion pathways | | 250,000.00 | | TURIN |
| Gruppo Arco Società Cooperativa Sociale | Support for institutional activity 2019 (focusing on reception, social rehabilitation and reintegration of people with dependency problems and other people in difficulty) | Long-term care, independent living and the right to health | | 250,000.00 | | TURIN |

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|--|---|--|---|--------------------------------------|-------------------|------------------------------|
| Genoa Municipal Council, Econ. Dev. Strateg. Innov. Dept. | Hub2work - Open innovation city | Agreements with Local Authorities | Framework protocol between FCSP and Genoa Municipal Council | 150,000.00 | | GENOA |
| | Genova people friendly | Agreements with Local Authorities | Framework protocol between FCSP and Genoa Municipal Council | 100,000.00 | | GENOA |
| | Total for Body | | | | 250,000.00 | |
| Gruppi di Volontariato Vincenziano | Support for institutional activity focusing on social assistance and reintegration of people in difficulty | Active inclusion pathways | | 200,000.00 | | TURIN |
| | Homes combat marginalisation 2019 | Agreements with Local Authorities | | 45,000.00 | | TURIN |
| | Total for Body | | | | 245,000.00 | |
| Synergies applied to the social cooperative enterprise system | #aqualunquetitolo | Active inclusion pathways | Articolo +1 call for proposals | 237,580.00 | 237,580.00 | TURIN |
| Walking together | Institutional activity focusing on health care aimed immigrants and other people in difficulty | Long-term care, independent living and the right to health | | 210,000.00 | 210,000.00 | TURIN |
| Opera Diocesana Madonna dei Bambini - Villaggio Del Ragazzo | Institutional activity focusing on reception, training and employment pathways for young people facing hardship | Empowerment and active participation of young people | | 200,000.00 | 200,000.00 | CHIAVARI (province of Genoa) |
| NON-PROFIT AREA Associazione Regionale Amici degli Handicappati | Institutional activity focusing on supporting the social and psychological growth of young disabled people | Welfare and education of children and adolescents | | 200,000.00 | 200,000.00 | TURIN |
| Associazione Auser Piemonte per l'autogestione dei servizi e la solidarietà | Institutional activity focusing on support for the elderly, also with reference to the project 'The ponies of solidarity - young people for the elderly' | Long-term care, independent living and the right to health | | 200,000.00 | 200,000.00 | TURIN |
| Slow Food | Institutional activity focusing on promoting sustainable models of food production and distribution | Migration, international cooperation and global citizenship education | | 200,000.00 | 200,000.00 | BRA (province of Cuneo) |
| Consulta per le Persone in Difficoltà-ODV-ETS | Institutional activity focusing on the integration of people with disabilities | Long-term care, independent living and the right to health | | 80,000.00 | 80,000.00 | TURIN |
| Fondazione F.A.R.O. non-profit - Fondazione Assistenza Ricerca Oncologica Piemonte | Institutional activity focusing on free home care for patients with advanced cancer | Long-term care, independent living and the right to health | | 170,000.00 | 170,000.00 | TURIN |
| Associazione Rete Dafne, non-profit | Dafne non-profit network: reception, listening and support for victims of crime - metropolitan and regional network - 2020 | Long-term care, independent living and the right to health | | 170,000.00 | 170,000.00 | TURIN |
| Associazione CasaOz, non-profit | Institutional activity focusing on the reception of children undergoing treatment at Turin hospitals and their families | Welfare and education of children and adolescents | | 130,000.00 | | TURIN |
| | 'A bridge between hospital and local community' for the social reintegration of adolescents living with mental illness and/or other severe crises (2019/2020) | Welfare and education of children and adolescents | | 40,000.00 | | TURIN |
| | Total for Body | | | | 170,000.00 | |
| Centro di Solidarietà di Genova Coop. Soc. ONLUS CEIS Genova | Institutional activity 2019 focusing on prevention, rehabilitation and reintegration of drug addicts and marginalised young people | Active inclusion pathways | | 160,000.00 | 160,000.00 | GENOA |
| Associazione San Marcellino, non-profit | Support for institutional activity focusing on reception, training and return to employment of homeless people | Active inclusion pathways | | 160,000.00 | 160,000.00 | GENOA |
| Gruppo Aziendale di Solidarietà Umana Intesa Sanpaolo, non-profit | Support for institutional activity focusing on the allocation of training/employment grants and assistance for families and individuals in difficulty | Active inclusion pathways | | 150,000.00 | 150,000.00 | GENOA |
| Associazione Aliseo, non-profit | Institutional activity focusing on reception, training and prevention for people with alcohol dependency problems | Active inclusion pathways | | 150,000.00 | 150,000.00 | TURIN |
| Associazione Luce per la Vita, non-profit | Institutional activity focusing on a home care service for advanced cancer patients and their families in the Val Sangone and Val di Susa area | Long-term care, independent living and the right to health | | 150,000.00 | 150,000.00 | TURIN |
| CISV Comunità Impegno Servizio Volontariato Una Comunità per il mondo | Institutional activity focusing on promoting sustainable models of food production and distribution | Migration, international cooperation and global citizenship education | | 70,000.00 | 70,000.00 | TURIN |
| Associazione Comunità San Benedetto al Porto | Ricibo: a citizens' network project for the recovery and redistribution of food surpluses in the Municipality of Genoa - consolidation work for 2020/2021 | Combating poverty of all types through solidarity and neighbourly support networks | | 130,000.00 | 130,000.00 | GENOA |
| IRES Piemonte - Institute of Social Economic Research | Improve 2 - migration and integration: generating links, integrations and opportunities for refugees in rural and urban areas | Migration, international cooperation and global citizenship education | | 89,000.00 | | TURIN |
| | Mediated - professional updating on immigration | Migration, international cooperation and global citizenship education | | 40,000.00 | | TURIN |
| | Total for Body | | | | 129,000.00 | |
| LAB.IN.S Società Cooperativa Impresa Sociale | Support for the Cooperative's strategic plan for 2019 and renewal of the Protocol of Understanding between Labins and FCSP | Active inclusion pathways | | 125,000.00 | 125,000.00 | TURIN |
| Cooperazione Odontoiatrica Internazionale | Coordination of social dentistry in Turin | Combating poverty of all types through solidarity and neighbourly support networks | | 120,000.00 | 120,000.00 | TURIN |
| Fondazione Cassa di Risparmio di Volterra | 'Per aspera ad asta' project ('through adversity to the stars') to boost theatre in prisons - second year | Active inclusion pathways | | 120,000.00 | 120,000.00 | VOLTERRA (province of Pisa) |
| Associazione AlmaTerra | Institutional activity focusing on reception, hands-on support, training and social and employment reintegration of migrant women | Active inclusion pathways | | 115,000.00 | 115,000.00 | TURIN |
| A.L.P.I.M. - Associazione Ligure per i Minori | Institutional activity focusing on hands-on support and rehabilitation of minors facing criminal charges or at high risk of delinquency | Empowerment and active participation of young people | | 110,000.00 | 110,000.00 | GENOA |

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|---|--|--|--|--------------------------------------|-------------------|---|
| 'La Bottega del Possibile' social promotion association | Institutional activity focusing on promoting and developing the culture of enabling at-risk people to carry on living in their homes | Long-term care, independent living and the right to health | | 110,000.00 | 110,000.00 | TORRE PELLICE (province of Turin) |
| Engim Piemonte | Space Works | Active inclusion pathways | Articolo +1 call for proposals | 109,294.00 | 109,294.00 | TURIN |
| Unione Genitori Italiani contro il Tumore dei Bambini (Union of Italian Parents against Child Cancer) | Ugi.2 the one-stop shop for parents of children with cancer | Long-term care, independent living and the right to health | | 100,000.00 | 100,000.00 | TURIN |
| Provincia Piemontese dell'Ordine dei Chierici Regolari Ministri degli Infermi | Institutional activity focusing on reception and assistance for foreign patients | Long-term care, independent living and the right to health | | 100,000.00 | 100,000.00 | TURIN |
| Associazione Mamre, non-profit | Institutional activity focusing on psychological support, psychotherapy and ethnopsychiatry for socially marginalised migrants | Long-term care, independent living and the right to health | | 100,000.00 | 100,000.00 | TURIN |
| Fondazione del Teatro Stabile, Turin | Istituto di pratiche teatrali per la cura della persona 2019 (drama therapy institute) | Active inclusion pathways | | 100,000.00 | 100,000.00 | TURIN |
| ASAI - Associazione di Animazione Interculturale | institutional activity focusing on intercultural educational activities | Welfare and education of children and adolescents | | 90,000.00 | 90,000.00 | TURIN |
| Fondazione A.D.A.S. - Assistenza Domiciliare ai Sofferenti, non-profit | Institutional activity focusing on a home care service for advanced cancer patients and their families in local health authority area CNI (Cuneo) | Long-term care, independent living and the right to health | | 80,000.00 | 80,000.00 | CUNEO |
| Magazzini - Società Cooperativa Sociale - non-profit | My place in the world - learning a job with MagazziniOz - 2019-2020 | Active inclusion pathways | | 80,000.00 | 80,000.00 | TURIN |
| Fondazione Intercultura per il dialogo tra le culture e gli scambi giovanili internazionali, non-profit | Annual foreign study scholarships for deserving, low-means secondary schools students resident in Piedmont and in the Genoa metropolitan area for academic year 2020/2021 | Welfare and education of children and adolescents | | 75,000.00 | 75,000.00 | COLLE DI VAL D'ELSA (province of Siena) |
| Ipab Casa Benefica | Work of the Maria Luisa Women's Refuge for 2019 | Long-term care, independent living and the right to health | | 8,814.24 | 8,814.24 | TURIN |
| Associazione Volontarie del Telefono Rosa Piemonte di Torino ODV | Institutional activity focusing on reception, listening and hands-on support for women suffering violence or abuse | Long-term care, independent living and the right to health | | 70,000.00 | 70,000.00 | TURIN |
| Cooperativa sociale L'Altra Idea scs | Temporary emergency housing spaces in the complex at Via Onorato Vigliani 104 - 2019/2020 | Agreements with Local Authorities | | 70,000.00 | 70,000.00 | TURIN |
| Associazione VITAS Volontari Italiani Assistenza Sofferenti - non-profit | Institutional activity focusing on home care for patients in advanced stages of disease | Long-term care, independent living and the right to health | | 70,000.00 | 70,000.00 | CASALE MONFERRATO (province of Alessandria) |
| Associazione delle Fondazioni di Origine Bancaria del Piemonte | Allocation to Projects Fund for 2019 | Agreements with Local Authorities | | 67,943.78 | 67,943.78 | TURIN |
| Agorà Soc. Coop. Sociale Ex Consorzio | Lego:community care builder | Long-term care, independent living and the right to health | | 50,882.86 | 50,882.86 | GENOA |
| Rapallo Municipal Council | Community in progress | Long-term care, independent living and the right to health | | 60,000.00 | 60,000.00 | RAPALLO (province of Genoa) |
| Banco Alimentare del Piemonte, non-profit food bank | Support for institutional activity 2019 (focusing on food collection) | Combating poverty of all types through solidarity and neighbourly support networks | | 50,000.00 | | MONCALIERI (province of Turin) |
| | A food bank that has been operating for 30 years | Combating poverty of all types through solidarity and neighbourly support networks | | 10,000.00 | | MONCALIERI (province of Turin) |
| | Total for Body | | | | 60,000.00 | |
| Cooperativa Sociale Puzzle Società Cooperativa per Azioni | City social inclusion plan - residence 'gli ulivi' Via Cimabue 2 Turin | Agreements with Local Authorities | | 60,000.00 | 60,000.00 | TURIN |
| Antigone, non-profit | Institutional activity focusing on research and awareness-raising regarding rights and guarantees in the criminal system | Active inclusion pathways | | 60,000.00 | 60,000.00 | ROME |
| 360 GRADI Voluntary Association | Cimarosa housing - support for families facing severe hardship in terms of dwelling conditions | Agreements with Local Authorities | | 60,000.00 | 60,000.00 | TURIN |
| Associazione Cilla Liguria | Support activities for families housed in Casa Alecrim Dourado in Genoa | Welfare and education of children and adolescents | | 58,000.00 | 58,000.00 | GENOA |
| Associazione S.A.M.C.O. non-profit | Institutional activity focusing on home and in-hospice care service for patients with advanced cancer and chronic degenerative diseases in local health authority area TO4 (Turin) | Long-term care, independent living and the right to health | | 55,000.00 | 55,000.00 | CHIVASSO (province of Turin) |
| Associazione Giobbe, non-profit | Institutional activity focusing on home care for AIDS patients and their families | Long-term care, independent living and the right to health | | 50,000.00 | 50,000.00 | TURIN |
| Associazione Sportiva Dilettantistica Balon Mundial, non-profit | Waiting for balon mundial - football & community | Empowerment and active participation of young people | | 50,000.00 | 50,000.00 | TURIN |
| Comunità di Sant'Egidio Liguria | 'Long live seniors!' programme project for the implementation of active monitoring for over 80s | Long-term care, independent living and the right to health | | 50,000.00 | 50,000.00 | GENOA |
| Banco Farmaceutico Torino, non-profit | Institutional activity focusing on the recovery of valid, in-date pharmaceuticals for citizens of Piedmont facing hardship | Combating poverty of all types through solidarity and neighbourly support networks | | 50,000.00 | 50,000.00 | TURIN |
| YEPP Falchera, social promotion association | Yepp falchera operational plan 2019 | Empowerment and active participation of young people | Protocol of understanding - Municipal Council, FCSP, Uff.Pio | 25,000.00 | 25,000.00 | TURIN |
| University of Turin | Students in custody hub (financial yr. 2019 - AY 2019/2020) | Active inclusion pathways | | 50,000.00 | 50,000.00 | TURIN |
| Chieri Municipal Council | Health within reach of ... Home | Long-term care, independent living and the right to health | | 45,000.00 | 45,000.00 | CHIERI (province of Turin) |
| Studio Professionalità In-Formazione | Vocational training and employment initiatives for 10 beneficiaries of the 'MOI' migrant inclusion project. | Migration, international cooperation and global citizenship education | | 0.00 | 0.00 | TURIN |

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|---|---|--|---|--------------------------------------|-------------------|---|
| Mosaico - Azioni per i Rifugiati | Oasis - on the street | Migration, international cooperation and global citizenship education | | 0.00 | 0.00 | TURIN |
| Associazione Arione, non-profit | L.e.i. project - employment emancipation inclusion. Third year | Active inclusion pathways | | 40,000.00 | 40,000.00 | TURIN |
| Associazione Giovanile Salesiana per il Territorio AGS | Operating costs for the Condominio Solidale co-housing complex in Via Gessi 4, Turin | Agreements with Local Authorities | | 40,000.00 | 40,000.00 | TURIN |
| Cooperativa Sociale le Radici e le Ali produzione lavoro | Linguistic and intercultural mediation at the citizenship and legalisation offices of the Prefecture of Turin. | Migration, international cooperation and global citizenship education | | 40,000.00 | 40,000.00 | TURIN |
| Associazione A Pieno Titolo, non-profit | 'Extra-titoli' 2019/2020, a help-desk for people seeking recognition of foreign qualifications | Migration, international cooperation and global citizenship education | Protocol of understanding - Municipal Council, FCSP, Uff. Pio | 40,000.00 | 40,000.00 | TURIN |
| Associazione di volontariato Damamar | Falchera reception: social emergency and hardship in terms of dwelling conditions | Agreements with Local Authorities | | 34,000.00 | 34,000.00 | TURIN |
| Collegio del Mondo Unito dell'Adriatico, non-profit | People like us, citizens of the world -' for the support pathway for students with particular vulnerabilities and to cover of a partial scholarship for a second-generation student - 1st year (AY 2019/2020) | Welfare and education of children and adolescents | | 30,000.00 | 30,000.00 | Duino Aurisina (province of Trieste) |
| Associazione Punto Familia | Improvement works on Association's premises and personalisation of services for Ufficio Pio users | Welfare and education of children and adolescents | | 30,000.00 | 30,000.00 | TURIN |
| Associazione Il Melo | Care and support initiatives relating to the adoption crisis (2019/2020) | Welfare and education of children and adolescents | | 30,000.00 | 30,000.00 | TURIN |
| Associazione Almateatro | Frontiers | Migration, international cooperation and global citizenship education | | 30,000.00 | 30,000.00 | TURIN |
| Associazione di Promozione Sociale CentroX100 | Being elderly in Mirafiori Sud | Long-term care, independent living and the right to health | | 30,000.00 | 30,000.00 | TURIN |
| Associazione di Promozione Sociale 'Cambalache' | Bee my job academy | Empowerment and active participation of young people | | 30,000.00 | 30,000.00 | ALESSANDRIA |
| Associazione Culturale Il Nostro Pianeta | Inp/nomis 2020 - educational social inclusion actions | Empowerment and active participation of young people | | 28,000.00 | 28,000.00 | TURIN |
| Fondazione Casa di Carità Arti e Mestieri, non-profit | L.e.i. project - employment emancipation inclusion. Third year | Active inclusion pathways | | 27,500.00 | 27,500.00 | TURIN |
| 'Nuovi Profili' social promotion association | New cultural profiles: borders in motion | Migration, international cooperation and global citizenship education | | 10,000.00 | 10,000.00 | GENOA |
| Cooperativa Sociale Impatto Zero, non-profit | 'Red shadows' project | Active inclusion pathways | | 15,000.00 | | SAN MAURIZIO CANAVESE (province of Turin) |
| | L.e.i. project - 3rd year | Active inclusion pathways | | 10,450.00 | | SAN MAURIZIO CANAVESE (province of Turin) |
| | Total for Body | | | | 25,450.00 | |
| Extraliberi Società Cooperativa Sociale | L.e.i. - employment emancipation inclusion 3rd year | Active inclusion pathways | | 10,350.00 | 10,350.00 | TURIN |
| Associazione Voci Erranti, non-profit | 'Crossed destinies' prison theatre festival 2019 | Active inclusion pathways | | 25,000.00 | 25,000.00 | RACCONIGI (province of Cuneo) |
| Mondi in Città, non-profit | 'Turin, my city' Italian language and active citizenship courses for immigrant women 2019-2020 | Migration, international cooperation and global citizenship education | | 25,000.00 | 25,000.00 | TURIN |
| Federazione Regionale Solidarietà e Lavoro | Scholastic and employment guidance for immigrant families aimed at autonomy and social inclusion | Migration, international cooperation and global citizenship education | | 20,000.00 | 20,000.00 | GENOA |
| University of Genoa | Genova Marassi and Genova Pontedecimo prison university hub | Active inclusion pathways | | 20,000.00 | 20,000.00 | GENOA |
| 'Il Ramo' Società Cooperativa Sociale, non-profit | Contribution for ordinary activities and consultations 2019 | Active inclusion pathways | | 15,000.00 | 15,000.00 | BERNEZZO (province of Cuneo) |
| Associazione Rondine Cittadella della Pace, non-profit | Annual scholarship for the participation of one deserving student from the Piedmont region in the fourth year of excellence high school (academic year 2019/2020) | Welfare and education of children and adolescents | | 15,000.00 | 15,000.00 | AREZZO |
| Genova Marassi detention facility | Plastic free | Active inclusion pathways | | 15,000.00 | 15,000.00 | GENOA |
| Cooperativa sociale Divieto di Sosta | Villa Olimpia goes to... | Active inclusion pathways | | 10,468.30 | 10,468.30 | VERBANIA (province of Verbano-Cusio-Ossola) |
| Associazione Down Savona, non-profit | Trekking for autonomy - support pathways towards social inclusion | Long-term care, independent living and the right to health | | 15,000.00 | 15,000.00 | SAVONA |
| Druento Municipal Council | Lav.or.a.re. project Employment and guidance: activities for reintegration | Active inclusion pathways | | 10,000.00 | 10,000.00 | DRUENTO (province of Turin) |
| Parish of SS. Nome di Maria | Support to the last | Combating poverty of all types through solidarity and neighbourly support networks | | 10,000.00 | 10,000.00 | TURIN |
| 'Lorusso e Cutugno' detention facility (formerly Le Vallette) | Replacement of machinery and cookery course for detainees in the 'Lorusso e Cutugno' detention facility in Turin | Active inclusion pathways | | 10,000.00 | 10,000.00 | TURIN |
| Teatro dell'Ortica, social promotion association, non-profit | Across the courtyard | Active inclusion pathways | | 10,000.00 | 10,000.00 | GENOA |
| Associazione 'Il Laboratorio C.T.M.' | Cpg Torino - on stage | NOT ASSIGNED | | 10,000.00 | 10,000.00 | COLLEGGNO (province of Turin) |
| Associazione di Volontariato Contact | Overall support home care service | Combating poverty of all types through solidarity and neighbourly support networks | | 10,000.00 | 10,000.00 | TURIN |
| Associazione Di Famiglia, non-profit | Opening of a family support centre | Combating poverty of all types through solidarity and neighbourly support networks | | 10,000.00 | 10,000.00 | TURIN |
| Mignanego società cooperativa sociale, non-profit | Prevention in schools: early years, primary, secondary. Psychotherapy and counselling for women who have suffered violence | Welfare and education of children and adolescents | | 10,000.00 | 10,000.00 | GENOA |

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|---|--|--|--|--------------------------------------|-------------------|---------------------------------|
| Chicco Cotto Società Cooperativa Sociale, non-profit | WE TRAIN DISABILITY Chicco Cotto catering #differentlyautonomous | Long-term care, independent living and the right to health | | 10,000.00 | 10,000.00 | TURIN |
| FLYING ANGELS FOUNDATION, NON-PROFIT | Flying doctors | International cooperation and global citizenship education | | 10,000.00 | 10,000.00 | GENOA |
| Istituto Comprensivo Campomorone Ceranesi SCUOLA SECONDARIA 1° ALICE NOLI | `Light Backpacks` project | Welfare and education of children and adolescents | | 10,000.00 | 10,000.00 | CAMPOMORONE (province of Genoa) |
| Hermana Tierra, non-profit | Support for the Los Angelitos paediatric clinic | Migration, international cooperation and global citizenship education | | 10,000.00 | 10,000.00 | PORTICI (province of Naples) |
| Associazione Donne Africa Subsaharia e Il Generazione | Open citizenship. Foreign, refugee and second-generation women in connection with the community | Migration, international cooperation and global citizenship education | | 10,000.00 | 10,000.00 | TURIN |
| Parish of S. Maria della Cella e San Martino in Genova Sampierdarena | Youth project | Empowerment and active participation of young people | | 9,950.00 | 9,950.00 | GENOA |
| Istituto Comprensivo di Cossato | Italian bilingualism project / lis | Welfare and education of children and adolescents | | 9,500.00 | 9,500.00 | COSSATO (province of Biella) |
| Associazione Insieme, non-profit | Animal-assisted interventions for psychiatric users | Long-term care, independent living and the right to health | | 9,000.00 | 9,000.00 | TURIN |
| OASI DON BOSCO, NON-PROFIT | Training, social and aggregative activities | Empowerment and active participation of young people | | 8,500.00 | 8,500.00 | TURIN |
| Associazione Piemontese contro le leucemie, non-profit | Replacement of furniture and equipment in a home run by the Italian Leukemia Association | Long-term care, independent living and the right to health | | 8,500.00 | 8,500.00 | TURIN |
| Fondazione Felicità Gallesio, non-profit | Academic excellence and integration - 7th year | Welfare and education of children and adolescents | | 8,000.00 | 8,000.00 | TURIN |
| Associazione Prevenzione Anoressia Torino (Pr.a.to) | Osteoporosis anorexia school programme. Awareness-raising campaign and competition on prevention of osteoporosis and risk of anorexia | Welfare and education of children and adolescents | | 1,414.62 | 1,414.62 | TURIN |
| Fondazione Carlo Molo, non-profit | Accessible cinema. Training course for subtitlers and audio-describers, 5th edition | Long-term care, independent living and the right to health | | 6,000.00 | 6,000.00 | TURIN |
| SportivaMente scs | YAP young athletes programme: inclusive sport starts at school | Welfare and education of children and adolescents | | 6,000.00 | 6,000.00 | BIELLA |
| A.V.O. - Associazione Volontari Ospedalieri | In...continuous training | Long-term care, independent living and the right to health | | 5,000.00 | 5,000.00 | TURIN |
| Associazione Arcobaleno AIDS | Young people and HIV | Long-term care, independent living and the right to health | | 5,000.00 | 5,000.00 | TURIN |
| National Third Sector Forum | Construction vice versa - financial networks for the third sector | Combating poverty of all types through solidarity and neighbourly support networks | | 5,000.00 | 5,000.00 | ROME |
| Carano 4 Children | Leonardo 4 children | Welfare and education of children and adolescents | | 3,000.00 | 3,000.00 | |
| FCSP operational projects | FCSP's subscription to the National Fund to Combat Juvenile Educational Poverty, 2019 | Welfare and education of children and adolescents | | 15,898,900.00 | | TURIN |
| | Active employment policy interventions for young people and adults. Future prospects and provision. | Active inclusion pathways | | 1,303,946.45 | | TURIN |
| | Inclusive communities call for proposals. Approval of the text of the call and powers of attorney to the Secretary General for operational purposes | Migration, international cooperation and global citizenship education | | 1,200,000.00 | | TURIN |
| | Community mental health | Active inclusion pathways | Network programme for people with mental health problems | 930,000.00 | | TURIN |
| | Projects for the promotion of effective educational and training courses out of school hours in the 0-16 age group in Piedmont and trial of an integrated system of educational offerings out of school hours within a defined area of Turin | Welfare and education of children and adolescents | | 710,000.00 | | TURIN |
| | Innovation for Development Initiative | International cooperation and global citizenship education | | 660,000.00 | | TURIN |
| | Kids' summer 2019 | Welfare and education of children and adolescents | Protocol of understanding - Municipal Council, FCSP, Uff.Pio | 665,000.00 | | TURIN |
| | Never alone, for a possible future - Initiative on unaccompanied foreign minors - Phase 3 | Migration, international cooperation and global citizenship education | | 655,000.00 | | TURIN |
| | Provision for the implementation of the 'Fatto per Bene' 2020 call for proposals on community cooperation for the redistribution of essential goods | Combating poverty of all types through solidarity and neighbourly support networks | 'Fatto per Bene' call for proposals on community cooperation for the redistribution of essential goods | 650,000.00 | | TURIN |
| | 'Young people 4 young people' for the submission of applications for contributions for activities for the youth population - Approval of first phase and allocation | Empowerment and active participation of young people | Young people call for proposals | 500,000.00 | | TURIN |
| | Promotion of sport and physical activity | Long-term care, independent living and the right to health | | 500,000.00 | | TURIN |
| Active employment policy intervention for young people in the Genoa Metropolitan area (Articolo +1 - Genoa) as part of the framework agreement between the Genoa Municipal Council and FCSP, 2019-2020. | Active inclusion pathways | | 449,846.18 | | GENOA | |

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|---|--|--|--|--------------------------------------|-------------------|--------------------------------|
| FCSP operational projects | YEPP: youth empowerment and dynamism project. Updating and allocation for the implementation of activities for 2020 | Empowerment and active participation of young people | YEPP Project | 305,800.00 | | TURIN |
| | 'Tavole allegre' project involving sharing meals together | Combating poverty of all types through solidarity and neighbourly support networks | | 235,000.00 | | TURIN |
| | 'Prima le Mamme e i Bambini-Nutriamoli' nutrition project aimed at women and children in Africa | International cooperation and global citizenship education | | 200,000.00 | | PINEROLO (province of Turin) |
| | Agreement between the FCSP and the Fondazione Piazza dei Mestieri for the three-year period 2020-2022 and provision for educational projects included in the previous agreement (2019). | Active inclusion pathways | | 200,000.00 | | TURIN |
| | Joint international cooperation initiative with Piedmont Regional council | International cooperation and global citizenship education | | 200,000.00 | | TURIN |
| | Casa nomis 2020 | Empowerment and active participation of young people | | 193,000.00 | | TURIN |
| | Yepp Italia operational plan 2020 | Empowerment and active participation of young people | | 164,200.00 | | TURIN |
| | Framework protocol between Genoa Municipal Council and FCSP, for the implementation of social, educational and cultural development programmes within the municipality of Genoa for 2019 and 2020 | Agreements with Local Authorities | Framework protocol between FCSP and Genoa Municipal Council | 150,000.00 | | TURIN |
| | InTreCCCI call for proposals 2018 for initiatives to support at-risk people to carry on living in their homes: evaluation results | Long-term care, independent living and the right to health | | 145,017.14 | | TURIN |
| | N.O.M.I.S. -New Opportunities for Foreign Minors - for young people at risk of delinquency. Project update and allocation for the implementation of activities for 2020 | Empowerment and active participation of young people | Youth Delinquency Project | 136,000.00 | | TURIN |
| | YEPP Porta Palazzo project - on youth dynamism and empowerment in the Porta Palazzo district. Updating and allocation for the implementation of activities for 2020. | Empowerment and active participation of young people | Children and young people in Porta Palazzo | 130,000.00 | | TURIN |
| | Allocation to the cooperatives involved, for ordinary activities within the framework of the third year of the pilot project for boosting independent economic activity located in prisons | Active inclusion pathways | | 129,531.70 | | TURIN |
| | Kids' Summer 2019 | Welfare and education of children and adolescents | | 124,000.00 | | TURIN |
| | N.O.M.I.S. project (new opportunities for foreign minors) | Empowerment and active participation of young people | | 103,000.00 | | MONCALIERI (province of Turin) |
| | Trial of an integrated system of educational offerings out of school hours within a defined area of Turin - provision | Welfare and education of children and adolescents | | 100,000.00 | | TURIN |
| | Young people and families under the Nomis 2020 project | Empowerment and active participation of young people | | 97,000.00 | | TURIN |
| | Kids' summer 2019 at CESM | Welfare and education of children and adolescents | | 95,000.00 | | TURIN |
| | Integration: inclusion and active employment policy for vulnerable adults Authorization of allocation for the implementation of the second year of the projects. | Active inclusion pathways | | 86,884.00 | | TURIN |
| | TransForm - Transnational Forum on Integrated Community Care | Long-term care, independent living and the right to health | Call for proposals to enable at-risk people to carry on living in their homes, and new forms of assistance | 81,000.00 | | TURIN |
| | 'Provaci ancora Sam' project aimed at promoting inclusion and success at school - Integrated Protection 1st and 2nd year and budget (AY 2019/20) | Welfare and education of children and adolescents | | 80,125.00 | | TURIN |
| | Provision for hands-on support, evaluation and operational actions relating to the local systems supported by the 2018 and 2020 editions of the 'Fatto per Bene' project for the redistribution of essential goods | Combating poverty of all types through solidarity and neighbourly support networks | | 80,000.00 | | TURIN |
| | 'Provaci ancora Sam' - Integrated protection 1st year and Jumpers project (AY 2019/20) | Welfare and education of children and adolescents | | 78,600.00 | | TURIN |
| | 'Provaci ancora Sam' - Integrated protection 1st and 2nd year and budget (AY 2019/20) | Welfare and education of children and adolescents | | 76,575.00 | | TURIN |
| | Kids' Summer 2019 | Welfare and education of children and adolescents | | 76,000.00 | | TURIN |
| | 'Provaci ancora Sam' - Budget and adult education centre modules (AY 2019/2020) | Welfare and education of children and adolescents | | 70,500.00 | | TURIN |
| | 'Provaci ancora, Sam!' project - provision and proposal for allocation for the implementation of activities for academic year 2019/2020 | Welfare and education of children and adolescents | | 5,550.00 | | TURIN |
| | 'Provaci ancora Sam' - Integrated protection 1st and 2nd year and budget (AY 2019/20) | Welfare and education of children and adolescents | | 61,825.00 | | TURIN |
| | 'Il banco dei sospesi' (a platform for offering donations in kind) | Combating poverty of all types through solidarity and neighbourly support networks | | 60,000.00 | | TURIN |
| Operational expenditure relating to the inclusion and active employment policy initiative for vulnerable adults | Active inclusion pathways | | 55,000.00 | | TURIN | |

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|--|---|--|--------------------|--------------------------------------|----------------------|----------|
| FCSP operational projects | 'Provaci ancora Sam' - Integrated protection 1st and 2nd year (AY 2019/20) | Welfare and education of children and adolescents | | 54,175.00 | | TURIN |
| | Barolo Social District - Provision for the launch of initiatives under the Protocol of Understanding | Combating poverty of all types through solidarity and neighbourly support networks | | 50,000.00 | | TURIN |
| | GreenJobs project | Welfare and education of children and adolescents | | 50,000.00 | | TURIN |
| | European Erasmus Plus CUP Project- Convicts Upskilling Pathways | Active inclusion pathways | | 50,000.00 | | TURIN |
| | 'Spazio anch'io' street education project - NOMIS 2020 | Empowerment and active participation of young people | | 48,000.00 | | TURIN |
| | Living spaces - hospitality of family groups in difficulty | Agreements with Local Authorities | | 40,000.00 | | TURIN |
| | 'Provaci ancora Sam' - Budget and adult education centre module (AY 2019/20) | Welfare and education of children and adolescents | | 37,300.00 | | TURIN |
| | Civediamo - a neighborhood made-to-measure for elderly people | Long-term care, independent living and the right to health | | 35,000.00 | | TURIN |
| | Activities of the Frantz Fanon association within the Nomis 2020 project | Empowerment and active participation of young people | | 35,000.00 | | TURIN |
| | 'Provaci ancora Sam' - Budget (AY 2019/2020) | Welfare and education of children and adolescents | | 208,950.00 | | TURIN |
| | 'Provaci ancora Sam' - Budget and adult education centre module (AY 2019/2020) | Welfare and education of children and adolescents | | 31,000.00 | | TURIN |
| | Monitoring and evaluation of Nomis 2020 | Empowerment and active participation of young people | | 30,000.00 | | TURIN |
| | The art of growing - NOMIS project 2020 | Empowerment and active participation of young people | | 29,000.00 | | TURIN |
| | 'Provaci ancora Sam' - adult education centre modules (AY 2019/20) | Welfare and education of children and adolescents | | 25,400.00 | | TURIN |
| | LEI project - Employment Emancipation Inclusion (3rd year, 2019/2020) | Active inclusion pathways | | 25,000.00 | | TURIN |
| | Legal advice, information, legal training and advocacy service for the rights of foreign minors under the Nomis 2020 project. | Empowerment and active participation of young people | | 21,000.00 | | TURIN |
| | TransForm - Transnational Forum on Integrated Community Care | Long-term care, independent living and the right to health | | 19,000.00 | | BELGIUM |
| Operating costs: Improve 2 - migration and integration: generating links, integrations and opportunities for refugees in rural and urban areas | Migration, international cooperation and global citizenship education | | 10,000.00 | | TURIN | |
| Total for Body | | | | | 28,441,125.47 | |
| TOTAL FOR SECTOR | | | | | 63,543,967.20 | |

Projects, 2019. Cultural Innovation.

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|--|---|---|--------------------|--------------------------------------|-------------------|----------------------------|
| Fondazione Polo del '900 | - Appointment of representatives on the Board of Directors - Convocation of the College of Founders | Culture and Civic Innovation | | 600,000.00 | 600,000.00 | TURIN |
| Associazione Festival della Scienza | Science festival 2019 | Science and society | | 350,000.00 | 350,000.00 | GENOA |
| Fondazione Torino Musei | Art Mapping Piemonte - site-specific contemporary art installations | Contemporary forms of creative expression | | 200,000.00 | | TURIN |
| | Artissima digital 2019 | Contemporary forms of creative expression | | 75,000.00 | | TURIN |
| | Total for Body | | | | 275,000.00 | |
| Associazione Culturale CentroScienza, non-profit | Science Week 2019 | Science and society | | 140,000.00 | | TURIN |
| | GiovedìScienza 34th Edition | Science and society | | 120,000.00 | | TURIN |
| | Total for Body | | | | 260,000.00 | |
| Castello di Rivoli Museo d'Arte Contemporanea | Crri - Rivoli Castle research institute and technological upgrade initiatives | Contemporary forms of creative expression | | 150,000.00 | | RIVOLI (province of Turin) |
| | Piemonte pavilion - 58. Venice Biennale International Art Exhibition | Contemporary forms of creative expression | | 100,000.00 | | RIVOLI (province of Turin) |
| | Total for Body | | | | 250,000.00 | |
| Fondazione Sandretto Re Rebaudengo | Support for institutional grant-making activity 2019 | Contemporary forms of creative expression | | 220,000.00 | 220,000.00 | TURIN |
| Associazione Culturale VIEW Conference | View conference 2019 - 20 th international computer graphics conference Viewfest 2019 - digital movie festival | Cultural enterprises and creative professions | | 200,000.00 | 200,000.00 | TURIN |

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|--|--|---|--------------------|--------------------------------------|-------------------|-----------------------------------|
| Fondazione Camera - Centro Italiano per la Fotografia | Exhibitions and cultural activities 2020 | Contemporary forms of creative expression | | 120,000.00 | | TURIN |
| | CAMERA masterclass - International Centre of Photography 2019: visual storytelling in the digital age | Contemporary forms of creative expression | | 40,000.00 | | TURIN |
| | Total for Body | | | | 160,000.00 | |
| Accademia delle Scienze di Torino | 2019-2021 agreement between Accademia delle Scienze di Torino and FCSP - Draft renewal and allocation | Science and society | | 150,000.00 | 150,000.00 | TURIN |
| Associazione Subalpina Mathesis | Math 2019: Mathematics Festival (8 March 2019) and Mathematics Stage (May and June 2019) | Science and society | | 140,000.00 | 140,000.00 | TURIN |
| Fondazione Film Commission Torino Piemonte | Production days 2019 | Cultural enterprises and creative professions | | 80,000.00 | | TURIN |
| | Extraordinary activity to support the local audio-visual sector at Screenings Rai 2019 | Cultural enterprises and creative professions | | 50,000.00 | | TURIN |
| | Total for Body | | | | 130,000.00 | |
| COREP - Consorzio per la Ricerca e l'Educazione Permanente | 8th 'G. Bocca' Master's in Journalism - Theoretical and practical training for students/practitioners in the multimedia and innovation sector - 2nd year | Cultural enterprises and creative professions | | 45,000.00 | 45,000.00 | TURIN |
| Associazione Culturale Parco d'Arte Vivente | Support for institutional grant-making activity 2019 | Contemporary forms of creative expression | | 125,000.00 | 125,000.00 | TURIN |
| | Osservatorio Culturale del Piemonte. Support for activity 2019. | Cultural enterprises and creative professions | | 40,000.00 | | TURIN |
| | Artlab 19. Local communities, culture, innovation | Cultural enterprises and creative professions | | 5,000.00 | | TURIN |
| | Total for Body | | | | 45,000.00 | |
| Associazione FRAME | 'Strambinaria - Folle di Scienza', scientific communication conference 2019 | Science and society | | 65,000.00 | | TURIN |
| | PICS - Picturing the Communication of Science 2019 | Science and society | | 50,000.00 | | TURIN |
| | Total for Body | | | | 115,000.00 | |
| Associazione Torino Design Week | Design Club 2019 | Cultural enterprises and creative professions | | 80,000.00 | | TURIN |
| | Design Club: a project aimed at the internationalisation of Turin UNESCO Creative City of Design | Cultural enterprises and creative professions | | 15,000.00 | | TURIN |
| | Total for Body | | | | 95,000.00 | |
| NEF - Network of European Foundations For Innovative Cooperation | Civitates | Cultural enterprises and creative professions | | 100,000.00 | 100,000.00 | BELGIUM |
| Associazione ApritiCielo Infini.to - Turin Planetarium, Space and Astronomy Museum | Scientific teaching project 2019/2020 | Science and society | | 100,000.00 | 100,000.00 | PINO TORINESE (province of Turin) |
| Centro Internazionale di Studi Primo Levi | Co-governed body Support for institutional grant-making activity 2019 | Culture and Civic Innovation | | 100,000.00 | 100,000.00 | TURIN |
| NEXT-LEVEL social promotion association | Techne Lab - STEAM right now! | Science and society | | 100,000.00 | 100,000.00 | TURIN |
| Istituto Nazionale di Fisica Nucleare (INFN), Turin Section | 'Virtual Man' exhibition | Science and society | | 80,000.00 | 80,000.00 | TURIN |
| Fondazione Pistoletto, non-profit | Unidee 2019/2020 | Contemporary forms of creative expression | | 65,000.00 | 65,000.00 | BIELLA |
| Fondazione Merz | Exhibitions and cultural activities 2019 | Contemporary forms of creative expression | | 65,000.00 | 65,000.00 | TURIN |
| Fondazione Mondo Digitale | Coding girls | Science and society | | 65,000.00 | 65,000.00 | TURIN |
| Observe Science in Society Science in Society | Science and research in dialogue with the public | Science and society | | 60,000.00 | 60,000.00 | VICENZA |
| Associazione A come Ambiente | 'A scuola di Ambiente', an environmental fun-learning event for children | Science and society | | 55,000.00 | 55,000.00 | TURIN |
| Associazione di Fondazioni e di Casse di Risparmio Spa ACRI | Progetto Funder 35 - Fondo per l'impresa culturale giovanile. Updating and contribution 2019 | Cultural enterprises and creative professions | | 50,000.00 | 50,000.00 | TURIN |
| Fondazione Piemonte dal Vivo | Hangar lab 2020 | Cultural enterprises and creative professions | | 50,000.00 | 50,000.00 | TURIN |
| Associazione Culturale Situazione Xplosiva | Club to club 2019 - model development and consolidation | Contemporary forms of creative expression | | 50,000.00 | 50,000.00 | TURIN |
| ITS Istituto Tecnico Superiore per le Tecnologie dell'Informazione e della Comunicazione | Trial of education/work alternation initiatives in production activities for the local area - 2019-2020 | Cultural enterprises and creative professions | | 50,000.00 | 50,000.00 | TURIN |
| Associazione The Others | Club to club 2019 - model development and consolidation | Contemporary forms of creative expression | | 50,000.00 | 50,000.00 | TURIN |
| Fondazione 'I Lincei per la Scuola' | The 'Lincoo per la scuola' educational project: the Genoa and Turin centres | Science and society | | 50,000.00 | 50,000.00 | TURIN |
| Associazione Culturale cheFare | Laguida _ participation | Participation and cultural inclusion | | 50,000.00 | 50,000.00 | TURIN |
| TEDXTORINO | TEDxTorino - Programma 2019/2020 | Cultural enterprises and creative professions | | 50,000.00 | 50,000.00 | TURIN |
| Associazione PRINT CLUB TORINO | Print Club Torino: development and consolidation of the association | Cultural enterprises and creative professions | | 50,000.00 | 50,000.00 | TURIN |
| MinD Mad in Design | MinD - Mad in Design 2019- 2020 | Participation and cultural inclusion | | 50,000.00 | 50,000.00 | TURIN |
| Fondazione per la Cultura Torino | Todays 2019 - To_Lab | Cultural enterprises and creative professions | | 50,000.00 | 50,000.00 | TURIN |
| DEAR, non-profit | Robo&bobo - fourth edition | Participation and cultural inclusion | | 45,000.00 | 45,000.00 | TURIN |
| Prs Srl Impresa Sociale Paratissima Produzioni & Servizi Srl Impresa sociale | Paratissima 2019: consolidation of the model | Contemporary forms of creative expression | | 45,000.00 | 45,000.00 | TURIN |

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|--|--|---|--------------------|--------------------------------------|-------------------|--------------------------------------|
| Associazione Torinostratosferica | Torinostratosferica Festival 2019 | Contemporary forms of creative expression | | 40,000.00 | 40,000.00 | TURIN |
| Associazione Scuola di Politiche | Piedmont Impact Courses | Culture and Civic Innovation | | 40,000.00 | 40,000.00 | TURIN |
| Fondazione Costruiamo il futuro | Exhibition: 'The power of the powerless. Havel, the president of the velvet revolution' | Culture and Civic Innovation | | 40,000.00 | 40,000.00 | TURIN |
| Associazione culturale Mariana Trench | The institute of things to come 2020: third and final year | Contemporary forms of creative expression | | 40,000.00 | 40,000.00 | TURIN |
| Accademia Ligure di Scienze e Lettere | Integration and enhancement of cultural activities | Science and society | | 30,000.00 | 30,000.00 | GENOA |
| Associazione Italiana Amici Cinema d'Essai Nazionale | 4th Turin short film market | Cultural enterprises and creative professions | | 30,000.00 | 30,000.00 | TURIN |
| Associazione GAI Associazione per il circuito dei giovani artisti italiani | Survey of emerging artistic careers and independent cultural production in Italy | Contemporary forms of creative expression | | 30,000.00 | 30,000.00 | TURIN |
| Fondazione Centro Sperimentale di Cinematografia Sede del Piemonte - Animated cinema school | Training project 2019-2020 | Cultural enterprises and creative professions | | 30,000.00 | 30,000.00 | TURIN |
| AssociazioneTPF | The publishing fair - first edition | Cultural enterprises and creative professions | | 30,000.00 | 30,000.00 | TURIN |
| Associazione Culturale TAAC CRIPTA747 | Cripta747 Residency Programme Fellowship 2019 | Contemporary forms of creative expression | | 25,000.00 | 25,000.00 | TURIN |
| Associazione Flashback | Flashback 2019 `the wanderers` | Contemporary forms of creative expression | | 25,000.00 | 25,000.00 | TURIN |
| Associazione Culturale Lingua Doc | National festival of the 1900s and Luigi Pirandello | Culture and Civic Innovation | | 20,000.00 | 20,000.00 | TURIN |
| 'The Sharing' social promotion association | Share festival 2019 | Contemporary forms of creative expression | | 20,000.00 | 20,000.00 | TURIN |
| Associazione Culturale Docabout | Rediscovery 'Talk Talk. Before the silence': support for the development of a cross-media and communication strategy | Contemporary forms of creative expression | | 20,000.00 | 20,000.00 | TURIN |
| 'Visionary' social promotion association | Visionary days 2019 | Contemporary forms of creative expression | | 20,000.00 | 20,000.00 | TURIN |
| School of Entrepreneurship and Innovation - SEI | Italian Tech Week | Science and society | | 20,000.00 | 20,000.00 | TURIN |
| Pensare il Cibo | International festival of food journalism 2020 | Science and society | | 15,000.00 | 15,000.00 | TURIN |
| Fondazione 'Esperienze di Cultura Metropolitana' | Festival of Science and Innovation 2019 | Science and society | | 15,000.00 | 15,000.00 | SETTIMO TORINESE (province of Turin) |
| Associazione Culturale Verve | _rehub musical accelerator | Cultural enterprises and creative professions | | 15,000.00 | 15,000.00 | TURIN |
| Almanac Inn Associazione | Artistic residences programme 2019 | Contemporary forms of creative expression | | 15,000.00 | 15,000.00 | TURIN |
| CNR (Italian National Research Council) Information, communication and PR department | Kidseconomics 2020 | Science and society | | 15,000.00 | 15,000.00 | GENOA |
| FLAT Fiera Libro Arte Torino | Flat art book fair: cultural programme | Contemporary forms of creative expression | | 15,000.00 | 15,000.00 | TURIN |
| Associazione di promozione sociale della cultura ART Commission | Secrets. Traces of memory alliance of artists in memory of the holocaust 11 th edition, 2019 | Contemporary forms of creative expression | | 7,000.00 | | GENOA |
| | Secrets. Traces of memory alliance of artists in memory of the holocaust 12 th edition, 2019 | Contemporary forms of creative expression | | 7,000.00 | | GENOA |
| | Total for Body | | | | 14,000.00 | |
| Associazione di Cultura e di Politica il Mulino | Civitas - a portal for civil life education | Culture and Civic Innovation | | 10,000.00 | 10,000.00 | BOLOGNA |
| B.E.S.T. Board of European Students of Technology Local Group of the Polytechnic University of Turin | Cultural exchange + EBEC final | Science and society | | 10,000.00 | 10,000.00 | TURIN |
| MAU Museo d'Arte Urbana Campidoglio | Artistic and teaching project with the Turin network of neighbourhood houses - 2020 | Participation and cultural inclusion | | 10,000.00 | 10,000.00 | TURIN |
| Camogli Municipal Council | Communication festival 2019 | Cultural enterprises and creative professions | | 10,000.00 | 10,000.00 | CAMOGLI (province of Genoa) |
| Polytechnic University of Milan | Observatory of digital innovation in cultural activities and cultural heritage of the school of management at Polytechnic University of Milan- 2019-20 edition | Contemporary forms of creative expression | | 10,000.00 | 10,000.00 | MILAN |
| Biancaneve Società Cooperativa | Flowers festival training project 2019 | Cultural enterprises and creative professions | | 10,000.00 | 10,000.00 | TURIN |
| Associazione Culturale Drugantis | Lovers goes industry. The first film market for LGBTIQI movies | Cultural enterprises and creative professions | | 10,000.00 | 10,000.00 | TURIN |
| Associazione CO2 | Dama live programme 2019 | Contemporary forms of creative expression | | 10,000.00 | 10,000.00 | TURIN |
| All European Academies (ALLEA) | Mme De Staël Prize for cultural values | Science and society | | 10,000.00 | 10,000.00 | |
| Fondazione Cirko Vertigo | Nice network for international circus excellence - developments 2019 | Cultural enterprises and creative professions | | 10,000.00 | 10,000.00 | GRUGLIASCO (province of Turin) |
| Associazione Artesera | Trasloco - nexst art festival | Contemporary forms of creative expression | | 10,000.00 | 10,000.00 | TURIN |
| Associazione Culturale 'Amici di Roberto Morrione' | Roberto Morrione Prize 2019 | Cultural enterprises and creative professions | | 10,000.00 | 10,000.00 | ROME |
| Together Associazione di Promozione Sociale | Yeah! young european activist hub - festival (live, talk, share) | Culture and Civic Innovation | | 10,000.00 | 10,000.00 | TURIN |
| Associazione Flint | Hothouse | Contemporary forms of creative expression | | 10,000.00 | 10,000.00 | TURIN |
| UK Educational Charity | The wake up Europe festival Torino | Culture and Civic Innovation | | 10,000.00 | 10,000.00 | TURIN |
| Associazione Festival dello Spazio | Busalla Festival of Space | Science and society | | 10,000.00 | 10,000.00 | BUSALLA (province of Genoa) |

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|--|---|---|-------------------------|--------------------------------------|---------------------|--------------------------------|
| Associazione Culturale Faust | Faust fest 2019 | Contemporary forms of creative expression | | 10,000.00 | 10,000.00 | MILAN |
| Classical, artistic and musical high school | Einaudi from legend to history | Culture and Civic Innovation | | 10,000.00 | 10,000.00 | AOSTA |
| Associazione Culturale Musicale Carlo U. Rossi | Carlo U Rossi scholarship 2019 | Cultural enterprises and creative professions | | 7,500.00 | 7,500.00 | TURIN |
| Multiethnic Media | Maze festival | Contemporary forms of creative expression | | 7,000.00 | 7,000.00 | TURIN |
| Museo Piemontese dell'Informatica - MuPIIn | Events at the Piedmont Information Technology Museum | Science and society | | 5,000.00 | 5,000.00 | MONCALIERI (province of Turin) |
| ITALIA CONTEMPORARY | The phair | Contemporary forms of creative expression | | 5,000.00 | 5,000.00 | TURIN |
| Associazione InTo Brain | 'Aldo Fasolo' Prize for Communication in Neuroscience, 2019 | Science and society | | 5,000.00 | 5,000.00 | TURIN |
| Associazione Culturale Isaiah Berlin | #santaincontra. Art, culture and science events | Science and society | | 5,000.00 | 5,000.00 | GENOA |
| FCSP operational projects | Open 2020 | Participation and cultural inclusion | | 800,000.00 | | TURIN |
| | CivlCa call for proposals. Culture and Civic Innovation Projects. Second edition, approval and allocation | Culture and Civic Innovation | | 700,000.00 | | TURIN |
| | Call for proposals for digital transformation and the new technologies of cultural heritage | Contemporary forms of creative expression | | 620,000.00 | | TURIN |
| | Culture and Health. Three-year operational project 2020-2022 - Cultural wellbeing LAB | Participation and cultural inclusion | | 200,000.00 | | TURIN |
| | 'Open2change' call for proposals: results | Participation and cultural inclusion | | 200,000.00 | | TURIN |
| | Provision for new projects | Cultural enterprises and creative professions | | 200,000.00 | | NETHERLANDS |
| | ADESTE+ Project | Cultural enterprises and creative professions | | 0.00 | | TURIN |
| | Open mobility grant | Participation and cultural inclusion | Open call for proposals | 30,000.00 | | TURIN |
| | Evaluation plan for the contemporary sector: notice and allocation | Contemporary forms of creative expression | | 40,000.00 | | TURIN |
| | Provision for evaluation of Coding Girls project | Science and society | | 10,000.00 | | TURIN |
| | Culture, welfare and health. Towards cultural welfare | Participation and cultural inclusion | | 8,500.00 | | TURIN |
| | | Total for Body | | | | 2,808,500.00 |
| TOTAL FOR SECTOR | | | | | 8,177,000.00 | |

Projects, 2019. ZeroSei programme.

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|--|---|-----------------|--|--------------------------------------|-------------------|---|
| Consorzio Xke?ZeroTredici | 2019 activity of Spazio ZeroSei and contribution for coordination work | Operating costs | | 465,000.00 | | TURIN |
| | Design and implementation of Spazio agli Adulti, trial of Consorzio Xkè ZeroTredici within the framework of Spazio ZeroSei, an action forming part of the ZeroSei programme | Own actions | Children and young people in Porta Palazzo | 17,500.00 | | TURIN |
| | Total for Body | | | | 482,500.00 | |
| Archdiocese of Turin - Office for the Pastoral Care of Migrants | ZeroSei Parents - Meetings about parenting | Own actions | | 58,700.00 | 58,700.00 | TURIN |
| Cuneo Municipal Council | Nuovi Orizzonti ZeroSei call for proposals - ma' & pa' project - actions to support new parents | Own actions | | 28,000.00 | | CUNEO |
| | 'Nati per Leggere Piemonte' family reading aloud project 2019/2020 | Contributions | | 24,000.00 | | CUNEO |
| | Total for Body | | | | 52,000.00 | |
| Verbania Municipal Council, Biblioteca Civica Pietro Ceretti | 'Nati per Leggere Piemonte' family reading aloud project 2019/2020 | Contributions | | 37,000.00 | 37,000.00 | VERBANIA (province of Verbano-Cusio-Ossola) |
| Turin Municipal Council - Social Services and Employment Division - Employment Service | 'Nati per Leggere Piemonte' family reading aloud project 2019/2020 | Contributions | | 30,000.00 | 30,000.00 | TURIN |
| Associazione Mus-e Torino, non-profit | Mus-E project in infant schools 2019/20 | Contributions | | 35,000.00 | 35,000.00 | TURIN |
| Galliate Municipal Council | 'Nati per Leggere Piemonte' family reading aloud project 2019/2020 | Contributions | | 33,000.00 | 33,000.00 | GALLIATE (province of Novara) |
| Cooperativa Sociale Educazione Progetto Società Cooperativa ONLUS Società Cooperativa Onlus - EDUPRO | Nuovi Orizzonti ZeroSei call for proposals - h-zoe... following growth pathways, in and out of hospital | Own actions | | 28,000.00 | 28,000.00 | TURIN |
| University of Turin - Department of Mathematics | ZeroSei Nuovi Orizzonti call for proposals - children towards STEAM subjects | Own actions | | 20,085.60 | 20,085.60 | TURIN |
| Terzo Tempo Educazione Cultura e Sport Società Cooperativa Sociale Sportiva Dilettantistica non-profit | ZeroSei Nuovi Orizzonti call for proposals: blue sky | Own actions | | 27,900.00 | 27,900.00 | TURIN |

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|---|--|-----------------|--------------------|--------------------------------------|---------------------|---|
| La Strada Società Cooperativa Sociale | ZeroSei Nuovi Orizzonti - parents 5.0 +: positive parenting in the digital age | Own actions | | 27,900.00 | 27,900.00 | ASTI |
| Fondazione 'Esperienze di Cultura Metropolitana' | 'Nati per Leggere Piemonte' family reading aloud project 2019/2020 | Contributions | | 26,000.00 | 26,000.00 | SETTIMO TORINESE (province of Turin) |
| Fossano Municipal Council | 'Nati per Leggere Piemonte' family reading aloud project 2019/2020 | Contributions | | 22,000.00 | 22,000.00 | FOSSANO (province of Cuneo) |
| Moncalieri Municipal Council, Biblioteca Civica 'A. Arduino' | 'Nati per Leggere Piemonte' family reading aloud project 2019/2020 | Contributions | | 22,000.00 | 22,000.00 | MONCALIERI (province of Turin) |
| Cooperativa Sociale Progetto Tenda, non-profit | ZeroSei Nuovi Orizzonti call for proposals - playing with the emotions | Own actions | | 21,700.00 | 21,700.00 | TURIN |
| Alba Municipal Council social, educational and cultural services department - Civic library | 'Nati per Leggere Piemonte' family reading aloud project 2019/2020 | Contributions | | 21,000.00 | 21,000.00 | ALBA (province of Cuneo) |
| Ivrea Municipal Council Ivrea and Canavese Library System | 'Nati per Leggere Piemonte' family reading aloud project 2019/2020 | Contributions | | 20,000.00 | 20,000.00 | IVREA (province of Turin) |
| Istituto Comprensivo di Saluzzo | ZeroSei Nuovi Orizzonti call for proposals - Baj-style faces | Own actions | | 19,200.00 | 19,200.00 | SALUZZO (province of Cuneo) |
| Mondovì Municipal Council | 'Nati per Leggere Piemonte' family reading aloud project 2019/2020 | Contributions | | 18,000.00 | 18,000.00 | MONDOVI (province of Cuneo) |
| Bra Municipal Council, Civic Library | 'Nati per Leggere Piemonte' family reading aloud project 2019/2020 | Contributions | | 17,000.00 | 17,000.00 | BRA (province of Cuneo) |
| Chieri Municipal Council | 'Nati per Leggere Piemonte' family reading aloud project 2019/2020 | Contributions | | 17,000.00 | 17,000.00 | CHIERI (province of Turin) |
| Novara Municipal Council | 'Nati per Leggere Piemonte' family reading aloud project 2019/2020 | Contributions | | 16,000.00 | 16,000.00 | NOVARA |
| Beinasco Municipal Council | 'Nati per Leggere Piemonte' family reading aloud project 2019/2020 | Contributions | | 15,000.00 | 15,000.00 | BEINASCO (province of Turin) |
| Fondazione Biblioteca Astense Giorgio Faletti | 'Nati per Leggere Piemonte' family reading aloud project 2019/2020 | Contributions | | 14,000.00 | 14,000.00 | ASTI |
| Biella City Council - Civic Library | 'Nati per Leggere Piemonte' family reading aloud project 2019/2020 | Contributions | | 14,000.00 | 14,000.00 | BIELLA |
| Collegno Municipal Council | 'Nati per Leggere Piemonte' family reading aloud project 2019/2020 | Contributions | | 13,000.00 | 13,000.00 | COLLEGNO (province of Turin) |
| Pinerolo Municipal Council | 'Nati per Leggere Piemonte' family reading aloud project 2019/2020 | Contributions | | 10,000.00 | 10,000.00 | PINEROLO (province of Turin) |
| Chivasso Municipal Council | 'Nati per Leggere Piemonte' family reading aloud project 2019/2020 | Contributions | | 9,000.00 | 9,000.00 | CHIVASSO (province of Turin) |
| Novi Ligure Municipal Council | 'Nati per Leggere Piemonte' family reading aloud project 2019/2020 | Contributions | | 8,000.00 | 8,000.00 | NOVI LIGURE (province of Alessandria) |
| Grignasco Municipal Council | 'Nati per Leggere Piemonte' family reading aloud project 2019/2020 | Contributions | | 8,000.00 | 8,000.00 | GRIGNASCO (province of Novara) |
| Casale Monferrato Municipal Council Socio-cultural policy | 'Nati per Leggere Piemonte' family reading aloud project 2019/2020 | Contributions | | 6,000.00 | 6,000.00 | CASALE MONFERRATO (province of Alessandria) |
| FCSP operational projects | ZeroSei Nuovi Orizzonti call for proposals - Results of the preliminary examination and use of the provision | Own actions | | 12,214.40 | | TURIN |
| | Spazio ZeroSei Egizio: progetto di Xkè? Impresa sociale Srl to set up and manage activities for 2018 in a new space for families and children aged 0-6 in the Museo Egizio (Egyptian Museum in Turin) | Contributions | | 120,000.00 | | TURIN |
| | Provision for new projects on care and education for the zero to six age-group | Own actions | | 67,500.00 | | TURIN |
| | Azione Opportunità ZeroSei: third year of the study entitled 'Analysis of the effects of conditional monetary transfers to families', in collaboration with Collegio Carlo Alberto and Ufficio Pio | Own actions | | 65,000.00 | | TURIN |
| | 'NATI PER LEGGERE Piemonte' family reading aloud project Result of the ex-ante evaluation of the 2019/2020 initiatives and development of the evaluation of the impact of the project as a whole | Contributions | | 50,000.00 | | TURIN |
| | Obesity prevention for children aged 0-6 - Bimbingamba ZeroSei | Own actions | | 50,000.00 | | TURIN |
| | Communication and support for the operational running of the programme | Operating costs | | 45,000.00 | | TURIN |
| | Genitori ZeroSei | Own actions | | 41,300.00 | | TURIN |
| | Azione Altrotempo - coordination, hands-on support and training | Own actions | | 40,000.00 | | TURIN |
| | Early Years First national call for proposals: supporting local partnerships and innovative projects in early years care and education, in collaboration with Fondazione Cariplo and Fondazione con il Sud | Own actions | | 35,000.00 | | TURIN |
| | PICCOLI grandi a Porta Palazzo, parent & child exercise project | Own actions | | 30,000.00 | | TURIN |
| | Mid-term evaluation of the ZeroSei Programme: collaboration with Collegio Carlo Alberto and operating costs | Own actions | | 20,000.00 | | TURIN |
| | Piccoli grandi a Porta Palazzo, parent & child physical activity project - 2019 | Own actions | | 0.00 | | TURIN |
| | European Intesys project | Own actions | | 5,000.00 | | TURIN |
| | Total for Body | | | | 581,014.40 | |
| TOTAL FOR SECTOR | | | | | 1,730,000.00 | |

Projects, 2019. Housing programme.

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|--|---|-----------------|--------------------|--------------------------------------|---------------------|----------|
| D.O.C. s.c.s. - Cooperativa Sociale +A940:G954 | Management of the StessoPiano project Jan - Dec 2019 | Contributions | | 75,000.00 | 75,000.00 | TURIN |
| Associazione Quore | To Housing - a reception project for new vulnerabilities | Contributions | | 50,000.00 | 50,000.00 | TURIN |
| Associazione Giovanile Salesiana per il Territorio AGS | A casa di zia jessy - 2019 | Contributions | Housing programme | 40,000.00 | 40,000.00 | TURIN |
| Istituto Nazionale di Urbanistica | Approval of the four-year agreement between FCSP, Fondazione Cariplo, Fondazione Sviluppo e Crescita CRT and Istituto Nazionale di Urbanistica for the annual editions of Urbanpromo and support for the implementation of the 2019 edition | Contributions | | 40,000.00 | 40,000.00 | |
| Esserci - Società Cooperativa Sociale | 'Casa delle opportunita' 2019, for young people recently released from criminal custody | Contributions | | 8,010.00 | 8,010.00 | TURIN |
| FCSP operational projects | 'Social housing and urban regeneration' call for proposals Provision for 2020 edition | Contributions | | 1,591,900.00 | | TURIN |
| | Support for running and communicating the Housing Programme | Operating costs | | 265,000.00 | | TURIN |
| | Trial of a scattered-site housing model | Own actions | | 200,000.00 | | TURIN |
| | Communication, training and information relating to the Housing Programme | Operating costs | | 100,000.00 | | TURIN |
| | Temporary Residences - actions to be launched in 2018 Temporary Residences | Own actions | | 90,000.00 | | TURIN |
| | Co-housing initiatives for young people Allocation for the implementation of activities for 2019 | Operating costs | | 80,000.00 | | TURIN |
| | Social assistance, support and development of the social housing trial in Vico del Teatro Nazionale 1, Genoa | Own actions | | 50,000.00 | | GENOA |
| | Total for Body | | | | 2,376,900.00 | |
| TOTAL FOR SECTOR | | | | | 2,589,910.00 | |

Projects, 2019. Trials and implementation of strategic plan

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|--|--|-----------------|--------------------|--------------------------------------|-------------------|----------|
| Exar social value solutions Impresa sociale srl | Development of a museum cluster in the Vercelli area - second year | Contributions | | 25,000.00 | 25,000.00 | TURIN |
| Fondazione Museo del Tesoro del Duomo e Archivio Capitolare Vercelli | Communication costs | Contributions | | 10,000.00 | 10,000.00 | VERCELLI |
| FCSP operational projects | Development of a museum cluster in the Vercelli area - phase two | Contributions | | 65,000.00 | 65,000.00 | TURIN |
| TOTAL FOR SECTOR | | | | | 100,000.00 | |

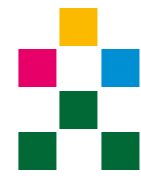
Projects, 2019. High-impact Innovation.

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|---------------------------|---|---|--------------------|--------------------------------------|---------------------|----------|
| FCSP operational projects | Techstars Project | Impact Finance | | 1,800,000.00 | | TURIN |
| | Open data for Philanthropy - Phase 1 | Organisational Innovation and Capacity Building | | 30,000.00 | | TURIN |
| | Generating value from the ZeroSei Programme | Organisational Innovation and Capacity Building | | 30,000.00 | | TURIN |
| | Total for Body | | | | 1,860,000.00 | |
| TOTAL FOR SECTOR | | | | | 1,860,000.00 | |

Projects, 2019. International Affairs Programme.

| APPLICANT | PURPOSE OF AWARD | THEMATIC STRAND | CALL FOR PROPOSALS | AMOUNT OF AWARD FOR CURRENT YEAR (€) | TOTAL AWARDED (€) | LOCATION |
|---|---|---------------------------------|---------------------------------|--------------------------------------|---------------------|--------------------------------|
| IAI - Istituto Affari Internazionali | Biennial conference 2019-2020 with the Institute of International Affairs - contribution 2019 | Strategic partnerships | International affairs programme | 500,000.00 | 500,000.00 | ROME |
| International Training Centre of the International Labour Organisation | 'FCSP International Affairs' scholarships for the Turin School of Development 2019 | UN Hub in Turin | International affairs programme | 400,000.00 | 400,000.00 | TURIN |
| The German Marshall Fund of the United States | Strategic partnership agreement with the German Marshall Fund of the United States (2019-2020) - contribution 2019 | Strategic partnerships | International affairs programme | 400,000.00 | 400,000.00 | UNITED STATES OF AMERICA |
| T.wai Torino World Affairs Institute | Support for activity 2019 | Research centres in Turin | International affairs programme | 200,000.00 | | TURIN |
| | 'Global China & Asia Prospect' project | Research centres in Turin | International affairs programme | 150,000.00 | | TURIN |
| | 'China-Italy Philanthropy Forum' project | Research centres in Turin | International affairs programme | 50,000.00 | | TURIN |
| | Total for Body | | | | 400,000.00 | |
| Fondazione Centro Studi sul Federalismo | Support for activity 2019 and appointment of FCSP representatives to the Centre's governing bodies | Research centres in Turin | International affairs programme | 400,000.00 | 400,000.00 | TURIN |
| UNSSC - United Nations System Staff College | Support for international training activities 2019 | UN Hub in Turin | International affairs programme | 320,000.00 | 320,000.00 | TURIN |
| European Council on Foreign Relations (ECFR) | Strategic partnership 2019 | Strategic partnerships | International affairs programme | 300,000.00 | 300,000.00 | UNITED KINGDOM |
| UNICRI - United Nations Interregional Crime and Justice Research Institute and Justice Research Institute | Training activities on the rule of law, international criminal justice and technological innovation | UN Hub in Turin | International affairs programme | 210,000.00 | 210,000.00 | TURIN |
| CeSPI Centro Studi di Politica Internazionale | 'Italy and international challenges' project 2019 | Other international initiatives | International affairs programme | 200,000.00 | 200,000.00 | ROME |
| Fondazione LINKS (Leading Innovation and Knowledge for Society) | Final contribution to cover the costs of forming ITHACA srl | UN Hub in Turin | International affairs programme | 150,000.00 | 150,000.00 | TURIN |
| NATO Defense College Foundation | 'FCSP International Affairs' scholarships for the NATO Defense College Foundation Junior Fellows initiative | Other international initiatives | International affairs programme | 98,000.00 | 98,000.00 | ROME |
| ISPI - Istituto per gli Studi di Politica Internazionale | Support for the 2019 edition of the annual 'Rome MED' conference in collaboration with the Ministry of Foreign Affairs and International Cooperation | Other international initiatives | International affairs programme | 89,000.00 | 89,000.00 | MILAN |
| Studi e Ricerche per il Mezzogiorno | 2019 membership fee for the Observatory on Economic Relations and Maritime Traffic in the Mediterranean | Other international initiatives | International affairs programme | 85,000.00 | 85,000.00 | NAPLES |
| Centro Piemontese di Studi Africani | Consolidation and sustainability of the Piedmont Centre for African Studies | Research centres in Turin | International affairs programme | 50,000.00 | 50,000.00 | TURIN |
| International Institute of Humanitarian Law IIHL | 'FCSP International Affairs' scholarships for the master's in 'Cultural property protection in crisis response' run by the University of Turin in collaboration with the 'Scuola di Applicazione', which is part of the Italian army's officer training academy | Other international initiatives | International affairs programme | 40,000.00 | 40,000.00 | SAN REMO (province of Imperia) |
| Fondazione Iniziativa Subalpina/Europa | the post-democratic age. Democracy in crisis or crisis in democracy?' conference organised by the Europe Initiative Foundation | Other international initiatives | International affairs programme | 9,000.00 | 9,000.00 | TURIN |
| Unioncamere Piemonte | Unioncamere Piemonte for Brussels Office | Other international initiatives | International affairs programme | 7,000.00 | 7,000.00 | TURIN |
| FCSP operational projects | Proposal to earmark the remaining funds from the 2019 International Affairs Programme budget for future initiatives in the international arena | Other international initiatives | International affairs programme | 342,000.00 | 342,000.00 | TURIN |
| TOTAL FOR SECTOR | | | | | 4,000,000.00 | |

NB: the **FCSP operational projects** category relates to expenses and commitments directly managed by FCSP in relation to projects of collective interest. For this reason, FCSP appears as the recipient of these sums. The latter do not cover FCSP's operating costs or any ordinary expenditure.



Fondazione
Compagnia
di San Paolo

Appendix 2 List of beneficiaries 2019

Alphabetical list of recipient bodies

| BENEFICIARIES - ALPHABETICAL LIST | TOTAL AWARDED (€) |
|---|-------------------|
| 360 GRADI Voluntary Association | 60,000.00 |
| A.C.T.I. Associazione Culturale Teatro Indipendente | 125,000.00 |
| A.D.I.S.C.O. Associazione Donatrici Italiane Sangue di Cordone Ombelicale (cord blood donors) | 510,000.00 |
| A.L.P.I.M. - Associazione Ligure per i Minori | 110,000.00 |
| A.N.T.I. Associazione Nazionale Tributaristi Italiani Piedmont and Valle d'Aosta Section | 10,000.00 |
| A.S.G.I. Associazione per gli Studi Giuridici sull'Immigrazione | 21,000.00 |
| A.V.O. - Associazione Volontari Ospedalieri | 5,000.00 |
| 'Visionary' social promotion association | 20,000.00 |
| NON-PROFIT AREA Associazione Regionale Amici degli Handicappati | 200,000.00 |
| ASAI - Associazione di Animazione Interculturale | 189,500.00 |
| ASVAPP - Associazione per lo Sviluppo della Valutazione e l'Analisi delle Politiche Pubbliche | 105,000.00 |
| Accademia Corale Stefano Tempia, non-profit | 50,000.00 |
| Accademia Ligure di Scienze e Lettere | 50,000.00 |
| Accademia del Ricercare | 23,000.00 |
| Accademia delle Scienze di Torino | 3,137,000.00 |
| Agenzia per lo sviluppo locale S. Salvario, non-profit | 55,000.00 |
| Agorà Soc. Coop. Sociale Ex Consorzio | 50,882.86 |
| All European Academies (ALLEA) | 10,000.00 |
| Almanac Inn Associazione | 15,000.00 |
| Amici della Fondazione Ordine Mauriziano, non-profit | 7,000.00 |
| Antigone, non-profit | 60,000.00 |
| Arciconfraternita S. Maria del Suffragio sotto il Titolo di San Giovanni Battista | 15,000.00 |
| Archdiocese of Turin - Caritas Diocesana | 235,000.00 |
| Archdiocese of Turin - Office for the Pastoral Care of Migrants | 338,700.00 |
| Archdiocese of Vercelli | 50,000.00 |
| Ass. Doposcuola di Quartiere 'Contardo Ferrini' | 8,650.00 |
| Ass. Minollo Cooperazione Sociale nella Città | 37,300.00 |
| Assemblea Teatro Associazione | 40,000.00 |
| Assifero - Associazione Italiana Fondazioni ed Enti della Filantropia Istituzionale | 18,000.00 |
| Associazione La Compagnia della Chiocciola, non-profit | 50,000.00 |
| Associazione 'Amici del Museo Civico Alpino del Comune di Usseglio' | 85,000.00 |
| Associazione 'Amici di Paganini' | 30,000.00 |
| Associazione 'Il Laboratorio C.T.M.' | 10,000.00 |
| Associazione A Pieno Titolo, non-profit | 40,000.00 |
| Associazione A come Ambiente | 55,000.00 |
| Associazione Abbadia di Stura. I Templari, non-profit | 80,000.00 |
| Associazione Abbonamento Musei.it | 39,500.00 |
| Associazione Accademia di Musica, non-profit | 130,000.00 |
| Associazione Agenzia per lo Sviluppo di Pietra Alta | 3,100.00 |
| Associazione Alessandro Scarlatti | 120,000.00 |
| Associazione Aliseo, non-profit | 150,000.00 |
| Associazione AlmaTerra | 115,000.00 |
| Associazione Almateatro | 30,000.00 |
| Associazione Altresi, non-profit | 27,500.00 |
| Associazione Amece Club Ajial | 25,400.00 |
| Associazione Amenoblues, non-profit | 15,000.00 |
| Associazione Amici Biblioteca Nazionale Universitaria di Torino (ABNUT), non-profit | 100,000.00 |
| Associazione Amici del Roseto della Sorpresa | 30,000.00 |
| Associazione Amici dell'Archivio di Stato di Torino | 240,000.00 |
| Associazione Amici di Palazzo della Meridiana | 70,000.00 |
| Associazione Amici di S. Giorgio in Valperga, non-profit | 90,000.00 |

| BENEFICIARIES - ALPHABETICAL LIST | TOTAL AWARDED (€) |
|---|-------------------|
| Associazione Amici di San Lorenzo | 20,000.00 |
| Associazione ApritiCielo Infini.to - Turin Planetarium, Space and Astronomy Museum | 100,000.00 |
| Associazione Arcobaleno AIDS | 5,000.00 |
| Associazione Arione, non-profit | 40,000.00 |
| Associazione Artesera | 10,000.00 |
| Associazione Auser Piemonte per l'autogestione dei servizi e la solidarietà | 200,000.00 |
| Associazione Baretto CineTeatro Baretto | 43,000.00 |
| Associazione CO2 | 10,000.00 |
| Associazione Cantascuola | 3,000.00 |
| Associazione CasaOz, non-profit | 170,000.00 |
| Associazione Centro Culturale Diocesano | 80,000.00 |
| Associazione Cilla Liguria | 58,000.00 |
| Associazione Collegium Pro Musica | 20,000.00 |
| Associazione Comunità San Benedetto al Porto | 130,000.00 |
| Associazione Culturale 'Amici di Roberto Morrione' | 10,000.00 |
| Associazione Culturale 'I Musici di Santa Pelagia' | 17,000.00 |
| Associazione Culturale 'La Nottola di Minerva' | 30,000.00 |
| Associazione Culturale Artex | 25,000.00 |
| Associazione Culturale Camerata Ducale | 85,000.00 |
| Associazione Culturale CentroScienza, non-profit | 260,000.00 |
| Associazione Culturale Chance Eventi - Suq Genova | 30,000.00 |
| Associazione Culturale Controluce Teatro d'Ombre | 30,000.00 |
| Associazione Culturale Docabout | 20,000.00 |
| Associazione Culturale Drugantis | 10,000.00 |
| Associazione Culturale Echo Art | 30,000.00 |
| Associazione Culturale Faust | 10,000.00 |
| Associazione Culturale Gezmatas | 15,000.00 |
| Associazione Culturale IdeAgorà | 70,000.00 |
| Associazione Culturale Il Nostro Pianeta | 28,000.00 |
| Associazione Culturale Insieme a Chamois - Ensembio a Tzamoue | 26,000.00 |
| Associazione Culturale Kores | 80,000.00 |
| Associazione Culturale Kronoteatro | 45,000.00 |
| Associazione Culturale La Finestra sul Lago | 20,000.00 |
| Associazione Culturale Linea d'acqua | 10,000.00 |
| Associazione Culturale Lingua Doc | 20,000.00 |
| Associazione Culturale Lunaria Teatro | 40,000.00 |
| Associazione Culturale Mosaico Danza | 50,000.00 |
| Associazione Culturale Musicale Carlo U. Rossi | 7,500.00 |
| Associazione Culturale Mythos | 45,000.00 |
| Associazione Culturale Neodemos | 10,000.00 |
| Associazione Culturale Parco d'Arte Vivente | 125,000.00 |
| Associazione Culturale Situazione Xplosiva | 50,000.00 |
| Associazione Culturale TAAC CRIPTA747 | 25,000.00 |
| Associazione Culturale Tangram Teatro | 45,000.00 |
| Associazione Culturale Teatro Necessario, non-profit | 48,000.00 |
| Associazione Culturale VIEW Conference | 200,000.00 |
| Associazione Culturale Valsesia Musica | 40,000.00 |
| Associazione Culturale Verve | 15,000.00 |
| Associazione Culturale Yoshin Ryu Studio e Ricerca sul Giappone e l'Estremo Oriente | 35,000.00 |
| Associazione Culturale 'Gli Scarti' | 68,000.00 |
| Associazione Culturale cheFare | 50,000.00 |

| BENEFICIARIES - ALPHABETICAL LIST | TOTAL AWARDED (€) |
|--|-------------------|
| Associazione Culturale don Vitorino Barale | 90,000.00 |
| Associazione Di Famiglia, non-profit | 10,000.00 |
| Associazione Difendiamo il Futuro | 30,000.00 |
| Associazione DISKOLE' Associazione di promozione sociale | 31,000.00 |
| Associazione Don Bosco 2000 | 3,550.00 |
| Associazione Donne Africa Subsaharia e Il Generazione | 10,000.00 |
| Associazione Down Savona, non-profit | 15,000.00 |
| Associazione EDU-CARE | 18,850.00 |
| Associazione Educadora, non-profit | 49,500.00 |
| Associazione Educazione Prevenzione e Salute | 8,500.00 |
| Associazione Ensemble Xenia | 80,000.00 |
| Associazione FRAME | 115,000.00 |
| Associazione Festival della Scienza | 350,000.00 |
| Associazione Festival dello Spazio | 10,000.00 |
| Associazione Flashback | 25,000.00 |
| Associazione Flint | 10,000.00 |
| Associazione Forte di Bard | 250,000.00 |
| Associazione Frantz Fanon | 345,000.00 |
| Associazione Fuori di Palazzo | 40,000.00 |
| Associazione GAI Associazione per il circuito dei giovani artisti italiani | 30,000.00 |
| Associazione Giobbe, non-profit | 50,000.00 |
| Associazione Giovanile Salesiana per il Territorio AGS | 234,600.00 |
| Associazione Globus et Locus | 166,000.00 |
| Associazione Gruppo Abele O.N.L.U.S. | 397,000.00 |
| Associazione IUR Innovazione Urbana Rigenerazione | 20,000.00 |
| Associazione Idea Valcerrina | 45,000.00 |
| Associazione Il Campanile, non-profit | 100,000.00 |
| Associazione Il Contato del Canavese | 38,000.00 |
| Associazione Il Melo | 30,000.00 |
| Associazione InTo Brain | 5,000.00 |
| Associazione Insieme, non-profit | 9,000.00 |
| Associazione Italiana Amici Cinema d'Essai Nazionale | 30,000.00 |
| Associazione LIS LAB Performing Arts | 60,000.00 |
| Associazione La Terra Galleggiante | 15,000.00 |
| Associazione Lingotto Musica | 230,000.00 |
| Associazione Luce per la Vita, non-profit | 150,000.00 |
| Associazione Mamre, non-profit | 100,000.00 |
| Associazione Mus-e Genova, non-profit | 100,000.00 |
| Associazione Mus-e Torino, non-profit | 245,000.00 |
| Associazione Musicale 'Amici dell'Organo' di Alessandria | 10,000.00 |
| Associazione Musicale Rive-Gauche Concerti | 23,000.00 |
| Associazione Musicaround | 43,000.00 |
| Associazione Onlus Accademia della Voce del Piemonte | 42,000.00 |
| Associazione Orchestra Filarmonica di Torino | 185,000.00 |
| Associazione PRINT CLUB TORINO | 50,000.00 |
| Associazione Pensieri in Piazza | 8,000.00 |
| Associazione Piemontese contro le leucemie, non-profit | 8,500.00 |
| Associazione Prevenzione Anoressia Torino (Pr.a.to) | 1,414.62 |
| Associazione Punto Familia | 30,000.00 |
| Associazione Quore | 50,000.00 |
| Associazione Rete Dafne, non-profit | 170,000.00 |

| BENEFICIARIES - ALPHABETICAL LIST | TOTAL AWARDED (€) |
|---|-------------------|
| Associazione Rondine Cittadella della Pace Onlus | 15,000.00 |
| Associazione S.A.M.C.O. non-profit | 55,000.00 |
| Associazione SERMIG Youth Mission Service | 250,000.00 |
| Associazione San Luigi Gonzaga, non-profit | 70,000.00 |
| Associazione San Marcellino, non-profit | 160,000.00 |
| Associazione San Pietro Cavallermaggiore | 10,000.00 |
| Associazione Santa Caterina, non-profit | 80,000.00 |
| Associazione Sarabanda Impresa Sociale | 25,000.00 |
| Associazione Scuola di Politiche | 40,000.00 |
| Associazione Settimane Musicali di Stresa | 180,000.00 |
| Associazione Socio-Musico-Culturale 'Rapallo Musica' | 43,000.00 |
| Associazione Sportiva Dilettantistica Balon Mundial, non-profit | 50,000.00 |
| Associazione Subalpina Mathesis | 150,000.00 |
| Associazione Subalpina di Studi Giuridici | 4,500.00 |
| Associazione Teatro della Caduta | 40,000.00 |
| Associazione The Others | 50,000.00 |
| Associazione Torino Design Week | 95,000.00 |
| Associazione Torino Fringe, social promotion association | 18,000.00 |
| Associazione Torino per la Finanza e l'Innovazione Sociale | 10,000.00 |
| Associazione Torinostratosferica | 40,000.00 |
| Associazione VITAS Volontari Italiani Assistenza Sofferenti - non-profit | 70,000.00 |
| Associazione Vides Main Onlus Volontariato Internazionale Donne Educazione Sviluppo Main | 8,650.00 |
| Associazione Voci Erranti, non-profit | 25,000.00 |
| Associazione Volontarie del Telefono Rosa Piemonte di Torino ODV | 70,000.00 |
| Associazione WWF Biellese Giardino Botanico di Oropa | 80,000.00 |
| Associazione `Amici di Palazzo Reale`, non-profit | 70,000.00 |
| Associazione `Murialdo: Arte e Storia` | 25,000.00 |
| Associazione `Progetto Cultura e Turismo Carignano` non-profit | 10,000.00 |
| Associazione culturale Coefficiente Clorofilla | 70,000.00 |
| Associazione Culturale Isaiah Berlin | 5,000.00 |
| Associazione culturale LAQUP LAboratorio Qualità Urbana e Partecipazione | 60,700.00 |
| Associazione culturale LabOnt | 10,000.00 |
| Associazione culturale Mariana Trench | 40,000.00 |
| Associazione culturale musicale Forevergreen FM | 37,000.00 |
| Associazione dB2 Mondoenne APS | 30,850.00 |
| Associazione delle Fondazioni di Origine Bancaria del Piemonte | 237,507.83 |
| Associazione di Cultura e di Politica il Mulino | 10,000.00 |
| Associazione di Fondazioni e di Casse di Risparmio Spa ACRI | 318,054.32 |
| Associazione di Promozione Sociale 'Cambalache' | 30,000.00 |
| Associazione di Promozione Sociale CentroX100 | 30,000.00 |
| 'The Sharing' social promotion association | 20,000.00 |
| Associazione di Promozione Sociale `La Bottega del Possibile` | 110,000.00 |
| Associazione di Volontariato Contact | 10,000.00 |
| 'Nuovi Profili' social promotion association | 10,000.00 |
| Associazione di promozione sociale della cultura ART Commission | 14,000.00 |
| Associazione di volontariato Damamar | 34,000.00 |
| Associazione per Educatori e Formatori | 6,650.00 |
| Associazione per il restauro delle cappelle del Sacro Monte di Crea | 10,000.00 |
| Associazione per la Retinite Pigmentosa e altre Malattie della Retina R.P. Liguria - non-profit | 47,700.00 |
| Associazione per la Ricerca Sociale | 16,000.00 |
| Associazione un sogno per tutti | 80,125.00 |

| BENEFICIARIES - ALPHABETICAL LIST | TOTAL AWARDED (€) |
|---|-------------------|
| AssociazioneTPF | 30,000.00 |
| Azienda Ospedaliero-Universitaria Città della Salute e della Scienza di Torino | 220,000.00 |
| B.E.S.T. Board of European Students of Technology Gruppo Locale del Politecnico di Torino | 10,000.00 |
| Balletto Teatro di Torino Soc Coop a rl | 50,000.00 |
| Banco Alimentare del Piemonte, non-profit food bank | 60,000.00 |
| Banco Farmaceutico Torino, non-profit | 50,000.00 |
| Biancaneve Società Cooperativa | 10,000.00 |
| CISV Comunità Impegno Servizio Volontariato Una Comunità per il mondo | 70,000.00 |
| CNR Istituto di Chimica della Materia Condensata e Tecnologie per l'Energia - UOS Genova | 345,200.00 |
| CNR (Italian National Research Council), SPIN | 135,900.00 |
| COREP - Consorzio per la Ricerca e l'Educazione Permanente | 45,000.00 |
| CUAMM Medici con l'Africa | 200,000.00 |
| CUS Torino Amateur Sports Association | 200,000.00 |
| Walking together | 210,000.00 |
| Carano 4 Children | 3,000.00 |
| Casa Circondariale 'Lorusso e Cutugno' (formerly Le Vallette) | 10,000.00 |
| Genova Marassi detention facility | 15,000.00 |
| Casa Generalizia Pia Società Torinese di San Giuseppe Murialdo | 200,000.00 |
| Casa Religiosa Barnabiti Real Collegio Carlo Alberto | 600,000.00 |
| Castello di Rivoli Museo d'Arte Contemporanea | 250,000.00 |
| CeSPI Centro Studi di Politica Internazionale | 200,000.00 |
| Centro Culturale Pier Giorgio Frassati | 30,000.00 |
| International Training Centre of the International Labour Organisation | 400,000.00 |
| Centro Internazionale di Studi Primo Levi | 100,000.00 |
| Centro Piemontese di Studi Africani | 50,000.00 |
| Centro Studi Arti della Modernità | 8,000.00 |
| Centro Studi Francesco Faà di Bruno | 3,000.00 |
| Centro Studi Legislativi | 170,000.00 |
| Centro Studi Luca d'Agliano | 170,000.00 |
| Centro Studi Medi Migrazioni nel Mediterraneo | 50,000.00 |
| Centro Studi Piemontesi - Ca dè Studi Piemontèis | 60,000.00 |
| Centro Studi Piero Gobetti | 55,000.00 |
| Centro Studi Sereno Regis, non-profit | 65,000.00 |
| Centro di Musica Antica Pietà de' Turchini, private foundation | 50,000.00 |
| Centro di Ricerca e Documentazione 'Luigi Einaudi' | 370,000.00 |
| Centro di Solidarietà di Genova Coop. Soc. ONLUS CEIS Genova | 160,000.00 |
| Centro di studi storico-letterari Natalino Sapegno - non-profit | 60,000.00 |
| Chicco Cotto Società Cooperativa Sociale, non-profit | 10,000.00 |
| Chiesa Metropolitana di San Lorenzo | 48,000.00 |
| Parish church of Sant'Andrea di Salino | 50,000.00 |
| Church of San Pietro in Banchi | 10,000.00 |
| Natività di Maria Santissima parish church | 130,000.00 |
| Circo MagdaClan A.P.S. | 19,000.00 |
| Circolo ACLI Santa Maria della Costa | 10,000.00 |
| Biella City Council - Civic Library | 14,000.00 |
| Città di Torino Istituzione Torinese per una Educazione Responsabile | 287,000.00 |
| Collegiata e Basilica di Santa Maria delle Vigne | 350,000.00 |
| Collegio Carlo Alberto - Centro di Ricerca e Alta Formazione | 6,107,500.00 |
| Collegio Universitario di Torino Renato Einaudi | 200,000.00 |
| Collegio del Mondo Unito dell'Adriatico, non-profit | 30,000.00 |
| Comitato Edizioni Gobettiane | 9,364.00 |

| BENEFICIARIES - ALPHABETICAL LIST | TOTAL AWARDED (€) |
|---|-------------------|
| Comitato Organizzatore degli European Masters Games EMG Torino 2019 | 50,000.00 |
| Comitato Progetto Porta Palazzo - The Gate | 30,000.00 |
| Comitato per lo Sviluppo della Falchera Associazione di promozione sociale | 5,100.00 |
| Compagnia Teatro Akropolis Associazione, non-profit | 40,000.00 |
| Chivasso Municipal Council | 9,000.00 |
| Alba Municipal Council social, educational and cultural services department - Civic library | 21,000.00 |
| Asti Municipal Council | 148,000.00 |
| Beinasco Municipal Council | 15,000.00 |
| Bosco Marengo Municipal Council | 100,000.00 |
| Bra Municipal Council | 102,000.00 |
| Camogli Municipal Council | 10,000.00 |
| Casale Monferrato Municipal Council Socio-cultural policy | 6,000.00 |
| Cervo Municipal Council | 26,000.00 |
| Chieri Municipal Council | 62,000.00 |
| Ciriè Municipal Council | 80,000.00 |
| Collegno Municipal Council | 13,000.00 |
| Costigliole d'Asti Municipal Council | 60,000.00 |
| Cuneo Municipal Council | 82,000.00 |
| Druento Municipal Council | 10,000.00 |
| Fossano Municipal Council | 22,000.00 |
| Framura Municipal Council | 32,000.00 |
| Galliate Municipal Council | 33,000.00 |
| Genoa Municipal Council | 910,000.00 |
| Govone Municipal Council | 100,000.00 |
| Grazzano Badoglio Municipal Council | 20,000.00 |
| Grignasco Municipal Council | 8,000.00 |
| Ivrea Municipal Council Ivrea and Canavese Library System | 20,000.00 |
| Luni (formerly Ortonovo) Municipal Council | 40,000.00 |
| Moncalieri Municipal Council Civic Library 'A. Arduino' | 22,000.00 |
| Mondovì Municipal Council | 18,000.00 |
| Novara Municipal Council | 16,000.00 |
| Novi Ligure Municipal Council | 8,000.00 |
| Perinaldo Municipal Council | 30,000.00 |
| Pinerolo Municipal Council | 10,000.00 |
| Rapallo Municipal Council | 60,000.00 |
| Saint-Vincent Municipal Council | 35,000.00 |
| Saluzzo Municipal Council | 22,000.00 |
| Savigliano Municipal Council | 80,000.00 |
| Turin Municipal Council | 2,515,500.00 |
| Turin Municipal Council - Educational Services Area, Educational Services Department | 3,920,000.00 |
| Verbania Municipal Council, Biblioteca Civica Pietro Ceretti | 37,000.00 |
| Vinovo Municipal Council | 50,000.00 |
| Volpiano Municipal Council | 90,000.00 |
| Jewish Community of Turin | 120,000.00 |
| Jewish Community of Vercelli - Biella - Novara - V.C.O. | 20,000.00 |
| Comunità Monastica di Bose | 25,000.00 |
| Comunità di Sant'Egidio Liguria | 50,000.00 |
| Confraternita Mortis et Orationis | 10,000.00 |
| Confraternita SS. Sacramento e S. Caterina | 35,000.00 |
| Confraternita SS. Sacramento e S. Rocco | 40,000.00 |
| Confraternita San Francesco Confraternita di San Francesco | 70,000.00 |

| BENEFICIARIES - ALPHABETICAL LIST | TOTAL AWARDED (€) |
|---|-------------------|
| Confraternita San Rocco Morte Orazione di Torino | 50,000.00 |
| Confraternita dei Santi Giovanni e Marta | 70,000.00 |
| Confraternita della Misericordia Sanfrè detta dei Battuti Neri | 30,000.00 |
| Confraternita della SS.Trinità Oratorio dei Rossi | 10,000.00 |
| Confraternita di S. Sebastiano o della Carità | 70,000.00 |
| Confraternita di San Carlo | 10,000.00 |
| Conservatorio Statale di Musica 'Giuseppe Verdi' di Torino | 10,000.00 |
| Consiglio Nazionale delle Ricerche Istituto dei Materiali per l'Elettronica e il Magnetismo | 330,000.00 |
| Consorzio Xke'ZeroTredici | 482,500.00 |
| Consorzio delle Residenze Reali Sabaude | 2,010,000.00 |
| Consorzio Dottorato in Filosofia del Nord-Ovest | 9,150.00 |
| Consulta Valorizzazione Beni Artistici e Culturali di Torino | 27,300.00 |
| Consulta per la valorizzazione dei beni artistici e culturali di Fossano | 12,000.00 |
| Consulta per le Persone in Difficoltà-ODV-ETS | 80,000.00 |
| Cooperativa Sociale Educazione Progetto Società Cooperativa ONLUS Società Cooperativa Onlus - EDUPRO | 28,000.00 |
| Cooperativa Sociale Impatto Zero, non-profit | 25,450.00 |
| Cooperativa Sociale Patchanka | 273,513.93 |
| Cooperativa Sociale Progetto Tenda, non-profit | 21,700.00 |
| Cooperativa Sociale Puzzle Società Cooperativa per Azioni | 60,000.00 |
| Cooperativa Sociale le Radici e le Ali produzione lavoro | 40,000.00 |
| Cooperativa sociale Divieto di Sosta | 10,468.30 |
| Cooperativa sociale L'Altra Idea scs | 70,000.00 |
| Cooperazione Odontoiatrica Internazionale | 120,000.00 |
| D.O.C. s.c.s. - Cooperativa Sociale | 75,000.00 |
| DEAR, non-profit | 45,000.00 |
| De Sono Associazione per la Musica | 100,000.00 |
| Deputazione Subalpina di Storia Patria | 30,000.00 |
| Diocesi of Ivrea | 80,000.00 |
| E.F.C. - European Foundation Centre | 85,000.00 |
| ECF European Cultural Foundation | 200,000.00 |
| Engim Piemonte | 109,294.00 |
| Ente Autonomo del Teatro Stabile di Genova | 985,000.00 |
| Ente Laicale di Culto Nostra Signora di Oropa | 200,000.00 |
| Ente Ospedaliero Ospedali Galliera | 168,100.00 |
| Ente di gestione aree protette Valle Sesia | 20,000.00 |
| Ente di gestione dei Sacri Monti Ex - Riserva Naturale Speciale del Sacro Monte Calvario di Domodossola | 280,000.00 |
| Escogito ODV | 8,650.00 |
| Esserci - Società Cooperativa Sociale | 629,132.00 |
| Essereumani Onlus | 33,500.00 |
| European Council on Foreign Relations (ECFR) | 300,000.00 |
| Exar social value solutions Impresa sociale srl | 679,678.00 |
| Extraliberi Società Cooperativa Sociale | 10,350.00 |
| FLAT Fiera Libro Arte Torino | 15,000.00 |
| FLYING ANGELS FOUNDATION, NON-PROFIT | 10,000.00 |
| Federazione Regionale Solidarietà e Lavoro | 20,000.00 |
| Filarmonica Teatro Regio Torino | 50,000.00 |
| Focus Società Cooperativa Sociale | 9,300.00 |
| Fondazione 'Amici della Cattedrale' di Novara | 50,000.00 |
| Fondazione 'Centro di Studi Alfieriani' | 50,000.00 |
| Fondazione 'Esperienze di Cultura Metropolitana' | 106,000.00 |

| BENEFICIARIES - ALPHABETICAL LIST | TOTAL AWARDED (€) |
|--|-------------------|
| Fondazione 'I Lincei per la Scuola' | 50,000.00 |
| Fondazione 1563 per l'Arte e la Cultura | 2,100,000.00 |
| Fondazione A.D.A.S. - Assistenza Domiciliare ai Sofferenti, non-profit | 80,000.00 |
| Fondazione ARTEA (Leading Innovation and Knowledge for Society) | 50,000.00 |
| Fondazione Academia Montis Regalis, non-profit | 55,000.00 |
| Fondazione Accademia di Alta Formazione Artistica e Musicale Lorenzo Perosi | 43,000.00 |
| Fondazione Adriano Olivetti | 220,000.00 |
| Fondazione Agape dello Spirito Santo Onlus | 40,000.00 |
| Fondazione Ansaldo (Gruppo Leonardo) | 100,000.00 |
| Fondazione Astrid | 10,000.00 |
| Fondazione Aurora, non-profit | 25,000.00 |
| Fondazione Biblioteca Astense Giorgio Faletti | 14,000.00 |
| Fondazione Camera - Centro Italiano per la Fotografia | 160,000.00 |
| Fondazione Camillo Cavour | 80,000.00 |
| Fondazione Carlo Molo, non-profit | 6,000.00 |
| Fondazione Casa America | 1,500.00 |
| Fondazione Casa Lajolo | 50,000.00 |
| Fondazione Casa di Carità Arti e Mestieri, non-profit | 27,500.00 |
| Fondazione Cascina Roccafranca | 80,000.00 |
| Fondazione Cassa di Risparmio di Volterra | 120,000.00 |
| Fondazione Courmayeur Mont Blanc International Centre for Law, Society and Economics | 8,000.00 |
| Fondazione Centro Sperimentale di Cinematografia Sede del Piemonte - Scuola di cinema d'animazione | 30,000.00 |
| Fondazione Centro Studi sul Federalismo | 400,000.00 |
| Fondazione Centro di Studio della Danza 'Jolanda e Susanna Egri' | 15,000.00 |
| Fondazione Centro per la Conservazione ed il Restauro dei Beni Culturali 'La Venaria Reale' | 1,356,940.00 |
| Fondazione Circolo dei Lettori | 780,000.00 |
| Fondazione Cirko Vertigo | 155,000.00 |
| Fondazione Comunitaria del Verbano Cusio Ossola VCO | 45,000.00 |
| Fondazione Comunitaria della Riviera dei Fiori, non-profit | 15,000.00 |
| Fondazione Comunitaria della Valle d'Aosta, non-profit | 75,000.00 |
| Fondazione Contrada Torino, non-profit | 65,000.00 |
| Fondazione Cosso | 90,000.00 |
| Fondazione Costruiamo il futuro | 40,000.00 |
| Fondazione David Hume | 10,000.00 |
| Fondazione Don Mario Operti, non-profit | 704,935.00 |
| Fondazione European School of Management Italia | 290,000.00 |
| Fondazione F.A.R.O. non-profit - Fondazione Assistenza Ricerca Oncologica Piemonte | 170,000.00 |
| Fondazione Felicità Gallezio, non-profit | 8,000.00 |
| Fondazione Filatoio Rosso di Caraglio | 95,000.00 |
| Fondazione Film Commission Torino Piemonte | 130,000.00 |
| Fondazione Fitzcarraldo | 45,000.00 |
| Fondazione Fossano Musica | 5,000.00 |
| Fondazione Iniziativa Subalpina/Europa | 9,000.00 |
| Fondazione Innovazione Sociale per l'Italia c/o Rinascimenti Sociali | 400,000.00 |
| Fondazione Intercultura per il dialogo tra le culture e gli scambi giovanili internazionali onlus | 75,000.00 |
| Fondazione Istituto Italiano di Tecnologia IIT | 305,400.00 |
| Fondazione Italia per il Dono, non-profit | 10,000.00 |
| Fondazione LINKS* (Leading Innovation and Knowledge for Society) | 8,750,000.00 |
| Fondazione Luigi Einaudi Onlus | 450,000.00 |
| Fondazione Luigi Firpo - Centro di Studi sul Pensiero Politico | 80,000.00 |
| Fondazione Luzzati - Teatro della Tosse, non-profit | 450,000.00 |

| BENEFICIARIES - ALPHABETICAL LIST | TOTAL AWARDED (€) |
|---|-------------------|
| Fondazione Malattie Renali del Bambino, a non-profit focusing on kidney disease in children | 107,900.00 |
| Fondazione Medicina a Misura di Donna Onlus | 8,500.00 |
| Fondazione Merz | 65,000.00 |
| Fondazione Mondo Digitale | 65,000.00 |
| Fondazione Museo Francesco Borgogna | 85,000.00 |
| Fondazione Museo Nazionale del Cinema 'Maria Adriana Prolo' | 870,000.00 |
| Fondazione Museo del Tesoro del Duomo e Archivio Capitolare Vercelli | 70,000.00 |
| Fondazione Museo della Ceramica Vecchia Mondovì | 60,000.00 |
| Fondazione Museo della Ceramica di Savona, non-profit | 80,000.00 |
| Fondazione Museo delle Antichità Egizie di Torino | 200,000.00 |
| Fondazione Nuovo Teatro Faraggiana, non-profit | 108,000.00 |
| Fondazione Nuto Revelli, non-profit | 50,000.00 |
| Fondazione Opera Pia 'Avv. Lorenzo Cavalli' | 30,000.00 |
| Fondazione Piazza dei Mestieri Marco Andreoni | 445,000.00 |
| Fondazione Piemonte dal Vivo | 195,000.00 |
| Fondazione Pistoletto, non-profit | 65,000.00 |
| Fondazione Polo del '900 | 600,000.00 |
| Fondazione Ricerca Molinette, non-profit | 25,000.00 |
| Fondazione Romano Gazzera | 40,000.00 |
| Fondazione Sandretto Re Rebaudengo | 220,000.00 |
| Fondazione Santagata per l'economia della Cultura | 10,000.00 |
| Fondazione Scuola di Alto Perfezionamento Musicale | 90,000.00 |
| Fondazione Teatro Piemonte Europa | 385,000.00 |
| Fondazione Teatro Ragazzi e Giovani Onlus | 610,000.00 |
| Fondazione Teatro Regio, Turin | 1,320,000.00 |
| Fondazione Teatro Sociale di Camogli, non-profit | 53,000.00 |
| Fondazione Teatro di San Carlo | 200,000.00 |
| Fondazione Torino Musei | 2,275,000.00 |
| Fondazione Valsesia | 30,000.00 |
| Fondazione comunitaria Savonese, non-profit | 15,000.00 |
| Fondazione con il Sud | 3,936,065.00 |
| Fondazione del Teatro Stabile, Turin | 1,500,000.00 |
| Fondazione della Comunità di Mirafiori, non-profit | 250,000.00 |
| Fondazione di Comunità del Canavese | 50,000.00 |
| Fondazione per l'Ambiente Teobaldo Fenoglio, non-profit | 110,000.00 |
| Fondazione per la Cultura Torino | 310,000.00 |
| Fondazione per la Scuola della Compagnia di San Paolo | 3,100,000.00 |
| FIERI - International and European Forum on Migration Research | 300,000.00 |
| National Third Sector Forum | 5,000.00 |
| GOG - Giovine Orchestra Genovese, non-profit | 220,000.00 |
| Gli urogalli | 10,000.00 |
| Gruppi di Volontariato Vincenziano | 245,000.00 |
| Gruppo Arco Società Cooperativa Sociale | 250,000.00 |
| Gruppo Aziendale di Solidarietà Umana Intesa Sanpaolo, non-profit | 150,000.00 |
| Gruppo Spes - Società Cooperativa Sociale Impresa | 10,000.00 |
| Hermana Tierra, non-profit | 10,000.00 |
| I.S.V.A.V. Istituto per lo Studio del Vetro e dell'Arte Vetraria | 50,000.00 |
| IAI - Istituto Affari Internazionali | 500,000.00 |
| IIGM - Italian Institute for Genomic Medicine (formerly HuGeF) | 5,156,000.00 |
| IL MARGINE s.c.s. - Società Cooperativa Sociale | 95,000.00 |
| Il Ramo - Società Cooperativa Sociale Onlus | 15,000.00 |

| BENEFICIARIES - ALPHABETICAL LIST | TOTAL AWARDED (€) |
|--|-------------------|
| INAF - Istituto Nazionale di Astrofisica - Osservatorio Astronomico di Torino | 4,000.00 |
| IRCCS (cancer research and treatment centre) San Martino General Hospital | 327,900.00 |
| IRES Piemonte - Institute of Social Economic Research | 209,000.00 |
| ISPI - Istituto per gli Studi di Politica Internazionale | 89,000.00 |
| ITALIA CONTEMPORARY | 5,000.00 |
| ITS Istituto Tecnico Superiore per le Tecnologie dell'Informazione e della Comunicazione | 50,000.00 |
| University Institute of European Studies (IUSE) | 56,000.00 |
| Impresa Sociale Xkè? | 180,000.00 |
| Insieme per Accogliere, non-profit | 300,000.00 |
| Ipab Casa Benefica | 8,814.24 |
| Istituto Bruno Leoni - Fondazione | 8,000.00 |
| Istituto Comprensivo Campomorone Ceranesi SCUOLA SECONDARIA 1° ALICE NOLI | 10,000.00 |
| Istituto Comprensivo di Cossato | 9,500.00 |
| Istituto Comprensivo di Saluzzo | 19,200.00 |
| Istituto Don Bosco | 90,000.00 |
| Istituto Internazionale Don Bosco - Oratorio Salesiano Crocetta | 61,825.00 |
| International Institute of Humanitarian Law IIHL | 40,000.00 |
| Istituto Italiano della Donazione IID | 50,000.00 |
| Istituto Italiano per gli Studi Storici | 30,000.00 |
| Istituto Nazionale di Fisica Nucleare (INFN), Turin Section | 80,000.00 |
| Istituto Nazionale di Urbanistica | 40,000.00 |
| Istituto San Giovanni Evangelista Oratorio Salesiano San Luigi | 102,175.00 |
| Istituto civico musicale Città di Rivoli G. Balmas | 90,000.00 |
| Istituto per i Beni Musicali in Piemonte, non-profit | 70,000.00 |
| Italia che Cambia Associazione di promozione sociale | 40,000.00 |
| L'Arcangelo Associazione Pinacoteca Voltaggio | 40,000.00 |
| L'arco di Giano coop. soc. | 100,000.00 |
| LAB.IN.S Società Cooperativa Impresa Sociale | 125,000.00 |
| LABSUS - Laboratorio per la sussidiarietà | 60,000.00 |
| La Casa delle Rane, non-profit | 47,000.00 |
| La Strada Società Cooperativa Sociale | 27,900.00 |
| Lancillotto Società Cooperativa Sociale | 32,000.00 |
| Liberitutti - Società Cooperativa Sociale | 40,000.00 |
| Classical, artistic and musical high school | 10,000.00 |
| MAU Museo d'Arte Urbana Campidoglio | 10,000.00 |
| Magazzini - Società Cooperativa Sociale - non-profit | 80,000.00 |
| Mignanego società cooperativa sociale, non-profit | 10,000.00 |
| MinD Mad in Design | 50,000.00 |
| Mondi in Città, non-profit | 25,000.00 |
| Multiethnic Media | 7,000.00 |
| Musei Reali di Torino | 500,000.00 |
| Museo Nazionale del Risorgimento Italiano | 10,000.00 |
| Museo Piemontese dell'Informatica - MuPIIn | 5,000.00 |
| NATO Defense College Foundation | 98,000.00 |
| NEF - Network of European Foundations For Innovative Cooperation | 454,000.00 |
| NEXT-LEVEL Associazione di Promozione Sociale | 100,000.00 |
| NOI TORINO Team Oratori Piemontesi | 124,000.00 |
| NeXt Nuova Economia per Tutti | 40,000.00 |
| Nucleo Cinofilo da Soccorso Piemonte (rescue dog unit) | 2,500.00 |
| O.R.So. scs Organizzazione per la ricreazione sociale società cooperativa sociale | 151,945.00 |
| OASI DON BOSCO, NON-PROFIT | 8,500.00 |

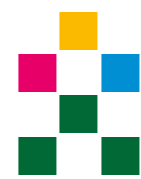
| BENEFICIARIES - ALPHABETICAL LIST | TOTAL AWARDED (€) |
|---|-------------------|
| Observe Science in Society Science in Society | 60,000.00 |
| Opera Diocesana Madonna dei Bambini - Villaggio Del Ragazzo | 200,000.00 |
| Opera Misericordiae, non-profit | 10,000.00 |
| Opera Salesiana Rebaudengo | 8,650.00 |
| Oratorio Salesiano Michele Rua | 15,750.00 |
| Oratorio Salesiano San Paolo | 76,575.00 |
| OrtiAlti, social promotion association | 29,200.00 |
| POLINCONTRI - POLITECNICO DI TORINO Associazione per la Cultura, lo Sport e il Tempo Libero del Politecnico di Torino (APS) | 25,000.00 |
| Palazzo Ducale Fondazione per la Cultura | 750,000.00 |
| Palazzo Lomellino di Strada Nuova, non-profit | 140,000.00 |
| Palazzo Reale di Genova | 100,000.00 |
| Parish of Cristo Re e Nostra Signora Assunta | 50,000.00 |
| Parish of Maria Vergine Assunta | 100,000.00 |
| Parish of S. Maria Assunta | 55,000.00 |
| Parish of Santa Maria Immacolata | 280,000.00 |
| Parish of SS. Gervasio e Protasio | 90,000.00 |
| Parish of SS. Giovanni ed Evasio | 30,000.00 |
| Parish of SS. Nome di Maria | 10,000.00 |
| Parish of San Filippo Neri | 10,000.00 |
| Parish of San Francesco da Paola | 500,000.00 |
| Parish of San Giorgio Mercurago | 20,000.00 |
| Parish of San Massimo Vescovo | 20,000.00 |
| Parish of San Pancrazio | 50,000.00 |
| Parish of San Vincenzo Martire | 5,000.00 |
| Parish of Santi Giovanni Battista e Martino | 65,000.00 |
| Parish of Santi Eusebio e Secondo | 30,000.00 |
| Parish of the Natività di Maria Vergine | 30,000.00 |
| Parish of SS. Annunziata | 70,000.00 |
| Parish of Cascinagrossa | 30,000.00 |
| Parish of S. Bononio Abate di Settimo Rottaro | 50,000.00 |
| Parrocchia di S. Maria della Cella e San Martino a Genova Sampierdarena | 9,950.00 |
| Parish of San Andrea | 70,000.00 |
| Parish of San Dalmazzo | 50,000.00 |
| Parish of Santa Maria Assunta | 120,000.00 |
| Parish of Santa Maria di Castello - Genoa | 18,000.00 |
| Pensare il Cibo | 15,000.00 |
| Piccola Casa della Divina Provvidenza | 300,000.00 |
| Polytechnic University of Milan | 10,000.00 |
| Polytechnic University of Turin | 3,000,000.00 |
| Powercoders | 20,000.00 |
| FCSP operational projects and provisions** | 44,065,873.12 |
| Progetto N.O.M.I.S. - New Opportunities for Foreign Minors | 136,000.00 |
| 'Baroque effect' communication project | 150,000.00 |
| 'Il Bandolo' network project for the promotion of mental health in the Turin area | 930,000.00 |
| Provincia Piemontese dell'Ordine dei Chierici Regolari Ministri degli Infermi | 100,000.00 |
| Genoa Provincial Council | 90,000.00 |
| Prs Srl Impresa Sociale Paratissima Produzioni & Servizi Srl Impresa sociale | 45,000.00 |
| Pubblica Assistenza Radio Soccorso Sociale ODV | 8,000.00 |
| Quinto Ampliamento | 10,000.00 |
| RE.TE ONG Associazione di Tecnici per la Solidarietà e la Cooperazione Internazionale | 25,000.00 |

| BENEFICIARIES - ALPHABETICAL LIST | TOTAL AWARDED (€) |
|---|-----------------------|
| Regione Piemonte Settore Affari Internazionali | 200,000.00 |
| Reseau Entreprendre Piemonte | 40,000.00 |
| Rete delle Case del Quartiere, social promotion association | 62,000.00 |
| S.A.N. Scuola di Agricoltura Naturale, social promotion association. | 40,000.00 |
| SIOI - Società Italiana per l'Organizzazione Internazionale - Piedmont and Valle d'Aosta Section | 9,000.00 |
| SantiBriganti Teatro Associazione | 35,000.00 |
| School of Entrepreneurship and Innovation - SEI | 20,000.00 |
| Synergies applied to the social cooperative enterprise system | 237,580.00 |
| Slow Food | 200,000.00 |
| Società Cooperativa a r.l. Stalker Teatro | 35,000.00 |
| Società Filarmonica di Chiavari Associazione di persone senza scopo di lucro | 10,000.00 |
| Società di Studi Valdesi | 10,000.00 |
| SportivaMente scs | 6,000.00 |
| Studi e Ricerche per il Mezzogiorno | 85,000.00 |
| Synergica s.c.s. | 103,000.00 |
| T.wai Torino World Affairs Institute | 400,000.00 |
| TEDXTORINO | 50,000.00 |
| TOGATHER ASSOCIAZIONE DI PROMOZIONE SOCIALE | 10,000.00 |
| Teatro Instabile di Aosta soc. coop. | 50,000.00 |
| Teatro dell'Ortica Associazione di Promozione sociale ONLUS | 10,000.00 |
| Terzo Tempo Educazione Cultura e Sport Società Cooperativa Sociale Sportiva Dilettantistica non-profit | 27,900.00 |
| The German Marshall Fund of the United States | 400,000.00 |
| Torino World Food Capital | 80,000.00 |
| UK Educational Charity | 10,000.00 |
| UNICRI - United Nations Interregional Crime and Justice Research Institute and Justice Research Institute | 210,000.00 |
| UNSSC - United Nations System Staff College | 320,000.00 |
| URBAN LAB | 277,000.00 |
| Ufficio Pio della Compagnia di San Paolo Onlus | 13,890,000.00 |
| Un Sogno per Tutti società cooperativa sociale | 35,000.00 |
| Unioncamere Piemonte | 7,000.00 |
| Unione Genitori Italiani contro il Tumore dei Bambini | 100,000.00 |
| Unione Montana Valgrande e del Lago di Mergozzo | 25,000.00 |
| Unione Musicale, non-profit | 380,000.00 |
| Università Cattolica del Sacro Cuore Centro di ricerche sulla cooperazione e il nonprofit | 20,000.00 |
| University of Genoa | 720,000.00 |
| University of Milan Graduate School in Social and Political Sciences | 80,000.00 |
| Federico II University of Naples | 1,000,000.00 |
| University of Gastronomic Science | 113,500.00 |
| University of Turin | 5,728,000.00 |
| University of Turin - Department of Mathematics | 20,085.60 |
| `Amedeo Avogadro` University of Eastern Piedmont | 1,000,000.00 |
| YEPP Falchera, social promotion association | 25,000.00 |
| YEPP Falchera - social promotion association | 164,200.00 |
| YEPP PORTA PALAZZO | 130,000.00 |
| YEPP Youth Empowerment Partnership Programme | 305,800.00 |
| Total | 172,296,397.82 |

Notes

* The amount includes the contribution to the institutional activity of Fondazione Links (7,400,000 euros), contributions for Proof of Concept as set down in the agreements with Universities (1,200,000 euros) and contributions for specific projects (150,000 euros).

** The amount includes all expenses relating to operational projects run by FCSP, as well as provisions for future grant-making activity, including the Fund to Combat Educational Poverty, which alone amounts to almost 16 million euros.



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