

# 2012

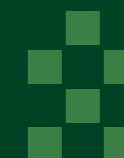
Planning Guidelines

## Compagnia di San Paolo

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Compagnia di San Paolo



## Planning Guidelines for 2012

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## FOREWORD

The economic scenario demands caution in drawing up planning guidelines and expenditure budgets, also in the light of persisting financial uncertainty. These annual guidelines were therefore drafted in a conservative spirit, the same that has characterised our approach in recent years. However, at a time of shrinking resources we are also compelled to become even more proactive and to increase our input into the social and institutional system in which we operate. The Compagnia is called to maximise the efficient management of available funds through economies of scale and a mission-related focus both in the provision of services and in the running of our everyday activities. Today more than ever this has become a priority in the Compagnia's grant-making activity and also our partners are expected to set in motion all the changes – including structural ones - that may be required to ensure efficiency and to

maximise cooperation. This is not a temporary arrangement to meet the challenges of our time, it is a duty for all social, cultural and institutional actors and it is a necessity that the Compagnia has always advocated and that becomes all the more urgent in the present financial scenario.

This year's guidelines call for intensive rather than extensive innovation, for greater focus on what is already in place rather than on what lies outside of traditional sectors of activity, while leaving the door open to new and interesting perspectives. Lastly, the guidelines call for the conclusion of ongoing projects and for an objective assessment thereof - and this is no mean feat.

Clearly, the objectives outlined in the multi-annual planning guidelines remain standing and acquire new and greater relevance in the present circumstances, particularly in terms of opportunities for women and youth.

## INSTITUTIONAL ACTIVITIES

For the year 2012, provisions for approved institutional activities are estimated at approximately € 127,2 million, of which € 123.2 million are allocated to institutional activities and € 4 million to the Management Committee for joint-sector projects to boost development.

Additionally, provisions have been earmarked as special funds for voluntary work pursuant to law no. 266/91 that amount to approximately € 4 million.

The following table is a provisional breakdown of allocations to institutional activities in different sectors as organized in the planning guidelines currently in force.

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### Allocations partly under funds for institutional activities and partly under the 2012 budget

Research and Advanced Education	44.000.000 €
Artistic Heritage	16.000.000 €
Cultural activities	15.000.000 €
Health	3.000.000 €
Welfare Policy	45.200.000 €

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**123.200.000 €**

### Earmarked in the 2012 budget

Special funds for Voluntary Work	4.066.667 €
Funds for grants in relevant sectors	-

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**127.266.667 €**

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In light of estimated grants under the 2012 surplus, expenditure for institutional activities as indicated in this table will be increased by € 24.5 million under the fund for grant-making stabilisation, amounting to 9.3% of the fund's current value (€ 265.1 million).



## 1. SCIENTIFIC RESEARCH

In 2012 the Compagnia intends to promote joint basic and applied research actions that generate synergies and maximise efficiencies, resulting in technological and production innovation to benefit the local community. This approach is dictated by the regional, national and European need to create research and innovation networks characterised by “smart specialisation” and clusters of actors operating in partnership both in terms of R&D and funding. In the same spirit, the Compagnia will also encourage synergies and economies of scale among its own Operating Bodies engaged in research as well as their independent ability to attract external funding. The Compagnia supports a regional research system that is integrated and cooperative: these are the conditions that will bring regional research standards up to par with the rest of Europe and the international community,

at least in specific sectors. To this end it is essential to ensure the constant interaction of business, university and public administration and regulatory instruments may prove extremely useful. For this reason the Compagnia has reorganised its framework of collaboration with universities in its areas of reference into multi-annual bilateral agreements (Turin Polytechnic and University of Turin, “Amedeo Avogadro” University of Eastern Piedmont, “Federico II” University of Naples), as illustrated in greater detail in the section on Economic and Legal Research.

The Compagnia's priority areas in 2012 will be ICT, nanotechnology, energy, life sciences, and the dissemination of scientific culture. In all these instances the Operating Bodies engaged in research activities will play a key role. In the field of ICT the Compagnia will operate

exclusively through Istituto Superiore Mario Boella (ISMB).  
As regards nanotechnology, the Compagnia aims to support better positioning of research institutes of Piedmont in national and international networks, particularly through its partnerships with Universities.  
In the field of energy, coordinated projects will be started in line with regional and university priorities, once again through partnerships with universities and through the action of the Compagnia's Operating Bodies. In particular the Compagnia will work through ISMB that, together with SiTI, will set up research projects on the concept of the Smart City, with particular reference to energy, and the future Energy Center - whose structure remains to be defined - will serve as a reference for related activities.  
As regards life sciences in their widest sense, the Compagnia will focus on research with the aim to strengthen collaboration and to facilitate joint efforts among research actors in Turin and Genoa, and on building a closer connection

between research and the industry. Research in human genetics and genomics will be pursued through the Human Genetics Foundation (HuGeF) that will acquire a clearer position in the overall system to implement the operating model set up in 2011.  
Additionally, the Compagnia may take under consideration clinical and health-related research proposals submitted by Hospital Trusts and University Hospitals that collaborate with the University of Turin.  
As regards the dissemination of a culture of science, in 2012 the Compagnia - building on the experience of the European Open Science Forum (ESOF) 2010 that was held in Turin - will confirm its commitment towards the definition of an integrated system, in synergy with relevant institutions and universities, to popularise science across the Turin metropolitan area, an undertaking that will promote more effective planning and coordination. One of the cornerstones of the new system will be the "Laboratorio Xkè" (the "Why" Lab) initiative.

## Operating Bodies in the sector of Scientific Research

### Istituto Superiore Mario Boella (ISMB)

In 2011 Istituto Superiore Mario Boella entered a new programming phase that set out priorities and objectives, responsibilities and functions, in close collaboration with the Compagnia and the Turin Polytechnic. In 2012 multi-annual objectives will be defined and the Institute's Governing Bodies will be renewed. Specifically, ISMB will be called to extend the scope of ICT applications; to fund research projects that support innovative processes; to start operating jointly with partner institutions and business enterprises; to fine-tune its entrepreneurial skills; and to increase its effectiveness at local level.

### Human Genetic Foundation - Torino (HuGeF)

In 2010 HuGeF finally moved into its appointed seat and started operating in the Molecular Biotechnology Centre of the University of Turin, which is characterised by an innovative technological environment. The mission of HuGeF consists in promoting the development of local excellence in the field of human genetics through research and training, particularly in reference to genomic variability in multi-factor diseases. In order to pursue this objective, in 2012 HuGeF will further integrate the activity of research units on molecular and cellular genetics, developmental and population genetics, using cutting-edge technological platforms and following an innovative organisational approach to bring them under one roof. In 2012 ongoing research activities will be consolidated; objectives will be set for the next four years; and steps will be taken towards a new organisational structure based on the hosting lab model.

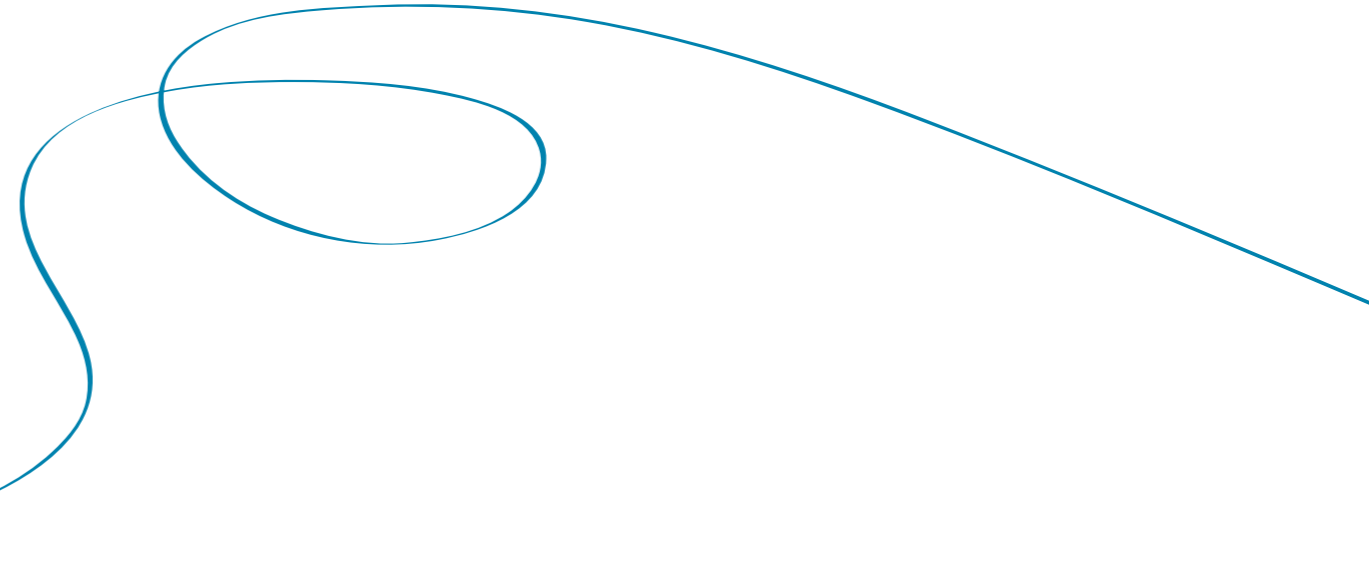
*System* *information* *energy*  
*communication* *knowledge*



## 2. HEALTH

Specific difficulties have led to a reduction of the Compagnia's financial involvement in this sector. It comes as no surprise that the resources made available by a Foundation are inevitably smaller compared to public spending on healthcare, therefore such grants appear unlikely to make any significant difference. Furthermore, the difficulties that have emerged in the management of the regional system and the lack of a medium-to-long term approach have not helped to identify how to best use the funds that the Compagnia would have made available. In the light of the

downsizing of the Compagnia's involvement in this field and the other variables mentioned above, in 2012 funds will be awarded to no more than one or two far-reaching projects benefiting Turin's hospitals and no more than four or five minor experimental projects in niche or highly specialised sectors and showing a clear potential for innovation. The largest grants will benefit large hospital trusts in Turin for the aim to improve management efficiency and specifically to purchase innovative research, diagnosis and treatment equipment.



Grant applications will be required to illustrate how the new equipment will be used, to ensure that the new technology will be made accessible to the public and to provide data in support of such purchases in terms of existing equipment and staff, in line with the Regional Health Plan.

The monitoring and evaluation policy for funded projects that is currently in place will be further consolidated, also in terms of compliance with the project's timing. As

regards the study and the application of new management models, the Compagnia will support "new decision-making and organizational solutions" that increase the planning capacity of Local Health Authorities and that help to assess their performance and results both in terms of services supplied and their financial impact. Related initiatives concern the adoption of a networked approach to benefit the patient through a more comprehensive system of care. Opportunities

for collaboration with other sectors of activity in which the Compagnia is engaged will also be pursued, particularly with the Social Policy Sector. Lastly, the Compagnia may take under consideration research proposals of an eminently clinical nature submitted by Hospital Trusts and University Hospitals that collaborate with the University of Turin.

*diagnosis* *innovation* *network*  
*healthcare*  
*planning*

### 3. ECONOMIC AND LEGAL RESEARCH

In 2012 the Sector will place even greater emphasis on project sustainability over time and the integration of actors that operate in similar areas, while projects that rest largely or entirely on grants awarded by the Compagnia will be subject to close monitoring. In general, institutional funding will not be increased over 2011 while targeted reductions may be expected.

In this scenario it will be essential to encourage the relevant Operating Bodies to become more financially independent, to promote the open and competitive recruitment of young researchers, to review their priorities and to consolidate actions in partnership with universities and among the Operating Bodies themselves (see below for more details on SiTI, CCA and the Foundation for School).

Relations with universities will be governed through partnership agreements as noted above. The agreement with the University of Turin comes to an end in 2012, while the conventions with the Turin Polytechnic, the "Amedeo Avogadro" University of Eastern Piedmont and the Federico II University of

Naples will be renewed after expiring in 2011. The new conventions will be largely based on the format adopted for the University of Turin, that is a framework agreement for multi-annual programmes broken down into annual plans. The conventions will be organised by theme and will include a call for applications, support to advanced education and limited infrastructural projects (e.g., online libraries) and they will be oriented towards innovation in university processes and policies.

The activities of research centres that work with the Compagnia will be consolidated and reorganised around three main priorities: "legal" (comparative and international law; fundamental rights); "European studies" (based on the new structure of the Centre for Research on Federalism); "global and area studies" (Turin World Affairs Institute with international partners).

As regards the "legal" section, the Compagnia's support to the International University College of Turin - IUC and the Institute for Transnational Law - ISAIDAT will be confirmed on the condition that the two institutions become



fully integrated so as to evolve into one single interlocutor. Turin's centres will be required to develop stable relations with international research centres and foundations that are partners of the Compagnia, with which new multiannual framework programmes will be in place in order to build their credibility and to promote their development, that include IAI (Istituto Affari Internazionali) and GMF (German Marshall Fund of the United States). The presence of Turin-based offices for both institutions and the wealth of collaborations set up locally will further enhance their impact on the community. Initiatives by the three UN agencies present in Turin (ITC-ILO, UNICRI and UNSSC) will

continue to be supported by the Compagnia and this will consolidate their role in the area in the face of growing international competitiveness. As regards city and urban planning, funds will be awarded to initiatives promoted by Torino Internazionale/Torino Nord Ovest, including a consolidation of their international activities through the Urban and Regional Policy Programme network, the partnership between Turin and Detroit (in the framework of collaboration with GMF) and studies on the Mediterranean (a key element in the collaborations with IAI and GMF). In general, the Economic and Legal Research Sector will be encouraged to cooperate closely with other Sectors of the Compagnia on urban-

related issues (e.g., projects for the renewal of city districts in Turin and Genoa, Smart City candidate application) that will be included in the framework of the international partnership programmes outlined above. Lastly, activities will aim to promote joint actions with Slowfood/TerraMadre, particularly considering the positive impact of such initiatives on Turin and Piedmont. As regards the public policy area, in addition to traditional collaborations with Turin-based institutions like Centro Einaudi and in the light of the initiatives undertaken by the Operating Bodies, special emphasis will be placed on evaluation both through joint actions with ASVAPP and through pilot projects undertaken jointly with other foundations; research on

immigration and integration policies will translate mainly in the collaboration with FIERI. Through the partnership with the Volkswagen Stiftung and the Riksbankens Jubileumsfond, that has led to creation of the Europe and Global Challenges Programme, the Compagnia will address advanced education on European and global issues and in 2012 the winners of the second call for applications on international research will be announced. Another initiative on technical and professional skills (particularly capacity-building among junior public officials) that will continue in 2012 is the European Fund for the Balkans, a project promoted in collaboration with the Bosch Stiftung, the King Baudoin Foundation and the Erste Stiftung.

*synergy*

*collaboration*

*partnership*

## Operating Bodies in the Economic and Legal Research

### SiTI - Istituto Superiore sui Sistemi Territoriali per l'Innovazione

In 2011 SiTI, the Institute on Territorial Systems for Innovation, has streamlined its activities with a focus on the following key areas: Logistics and Transport, Environmental Heritage and urban renewal, and Environmental Protection. The Compagnia signed a cooperation agreement with Regione Piemonte and SiTI in the framework of the Regional Plan for Logistics, and a Memorandum of Understanding with Regione Piemonte, the Turin Polytechnic, and the regional industrial association Confindustria Piemonte on

“Instruments to support local development”. Priorities for 2012 include: the inter-regional logistic platform of Italy’s North-West in connection with European corridors and the ports of Liguria with the aim of consolidating the Turin-Alessandria-Novara-Northern Europe axis; the creation of urban and territorial databanks (industrial areas) and the analysis of demand (e.g. air and maritime transport of freight containers in Genoa and Savona). SiTI will also concentrate on issues related to the Smart City project.

### Collegio Carlo Alberto (CCA)

The year 2011 was very important for CCA, with the renewal of its Governing Bodies, the appointment of the new President and the definition of the Multiannual Objective/Function by the Compagnia that will result in the CCA's Multiannual Planning Document by the end of the year. According to the 2011 Guidelines, CCA will reorganise its activity in 2012 to focus more clearly on political and social sciences and policy-oriented research, while host-institution models will be adopted with reference to recruitment and fellowship programmes; additionally relations with the University of Turin will be strengthened also with a view to adhering more closely to the terms of cooperation under the existing Convention.

### Fondazione per la Scuola

The Foundation for School supports the right to study through Duchessa Isabella scholarships and in 2011 it engaged in several activities in five priority areas: school autonomy and the establishment of school networks; new technologies and learning; scientific education; civic education in a European dimension; social inclusion and school mentoring for foreign minors. In 2012 ongoing projects will continue to be supported and special attention will be devoted to scientific education, with particular reference to the recent opening to schools of “Xkè? – Il laboratorio della curiosità” (The “Why?” Laboratory of Curiosity).

*policy*  
*management efficiency*  
*global reach*

#### 4. HISTORIC AND ARTISTIC HERITAGE

In recent years, a growing interest on the part of the general public has confirmed that restoration projects not only serve to preserve the historical memory of a community as a means to promote its heritage, but they contribute to the well-being of civil society as a whole. This rise in awareness has been accompanied by a gradual reduction in the annual grants awarded by the Compagnia to this sector, leading to a drastic decrease in the number of funded projects. Therefore in 2012 integrating actions, skills and resources will become the only viable option. At the same time, the Compagnia will renew its commitment towards the conservation and the promotion of the cultural heritage as a strategic asset to make Italian cities more competitive in Europe. The impact of cuts in funding is partially compensated by resources that remain available under previously allocated grants for museum projects and by the brilliant results that have been achieved so far, that have contributed to preserving the artistic and cultural heritage in the Compagnia's area of reference. Culture and tourism will consolidate their priority status in urban and territorial policy-making through programmes that will be

defined jointly with the relevant institutions so as to achieve positive results while keeping down costs. Building on past initiatives and experiences the Compagnia will work to maximise resources and benefits. As in the past, funding will be awarded primarily to projects in Piedmont and other priority areas of intervention, like Genoa and Liguria. As regards the conservation and the promotion of architectural and artistic assets in Turin, resources will be channelled into completing large ongoing projects in order to ensure the renewal of important city districts. As regards the System of Royal Residences of the House of Savoy, the Compagnia has already earmarked funds to fulfil prior institutional commitments and effective management will become key in the years to come. Part of the sites that make the object of restoration projects will be opened to the public through ad-hoc initiatives. Other projects for the restoration of religious buildings that started in previous years will continue in 2012 as part of a larger programme to restore notable examples of baroque art and architecture across the region as a unique asset of Piedmont. In Genoa the Compagnia will support programmes that were started jointly



with the City and other relevant actors. The aim will be to continue the process of renewal of the old city centre by integrating resources and setting up networks to benefit civil and religious assets, for example the area near via Garibaldi and the Maddalena district, where the restoration of the artistic and cultural heritage will be accompanied by a more comprehensive effort to revive run-down areas. Skills and resources will be pooled at regional level to preserve the vast heritage present therein. In 2011 several calls were launched to increase the number of beneficiaries with a view to rewarding integration and interaction rather than individual, one-off initiatives. In 2012 the Compagnia will evaluate the results achieved and select additional eligible projects among a wealth of proposals that reflect the actual needs of the community. Furthermore, building on past success, an open and simplified call will be considered. The same rigorous approach to the restoration and the promotion of cultural attractors will be adopted in 2012 and will focus on the

identification of key assets around which to define effective cultural policies and to set up collaborations. The same approach that has guided the selection of priorities and the process of cost-reduction in the past will serve to identify a limited number of institutions that hold the potential to enrich the cultural scene locally through high-quality initiatives and to bring larger groups of people closer to the local artistic heritage. To this end support will be granted to associations that are active in the promotion of the cultural heritage: the aim is to encourage participation in cultural activities on the part of the public as well as of voluntary operators, that represent a precious resources for the local community. As regards exhibitions, the Compagnia will support only a few selected events characterised by solid scientific contents, financial viability and the potential to promote the historic and artistic heritage that has been safeguarded and restored over the years through previous grants. Contemporary art, that represents one of

Turin's most remarkable cultural assets, has become the object of a heated debate at institutional level, particularly in the face of the current financial crisis and the lack of a well-defined framework of reference. In line with past initiatives and with the provisions contained in the Multi-Annual Guidelines, the Compagnia may confirm its support to key events and institutions that most remarkably contribute to training, research and cultural production among the youth and that enrich Turin's contemporary art scene as part of a larger, widely-shared development strategy for the local area. However, a more integrated approach to good governance will be required in order to ensure greater efficiencies and to identify new funding opportunities: these are the conditions that will determine the Compagnia's decision in this context. Lastly, the call "Generazione Creativa" ("Creative Generation") will provide useful insights into the trends that inspire creativity among young artists that will guide the Compagnia's future

strategies in this field. Clearly, in the current economic scenario, it is essential to ensure a "critical mass" approach and to maximise efficiencies also through the Compagnia's Operating Bodies and more specifically, through the Foundation for Art that is currently undergoing a comprehensive reorganisation, including the change of its name to "Fondazione 1563 - per l'arte e la cultura" ("Foundation 1563 - for art and culture"). In 2012 Fondazione 1563 will resume its activity that will be fully in line with the Compagnia's objectives concerning the Artistic Heritage and Cultural Activities. SiTI may receive funding for preparatory studies on eligible initiatives in this Sector. The same rigorous approach will also be expected of institutions participated by the Compagnia, that include large entities like the Consortium in charge of the estate of La Venaria Reale and their activities will require close and constant monitoring so as to ensure management efficiency and sustainability.

*heritage*

*conservation*

*creativity*

*historical memory*

## 5. CULTURAL ACTIVITIES

In 2012 the cultural world will be put to the test and the economic crisis will provide a clear indication of which cultural model is best suited to survive this phase of financial unrest. The cultural policy adopted by the Compagnia di San Paolo aims to maximise resources and to generate long-term cultural attractors and sustainable activities. Consolidating this commitment and the resulting achievements is the objective for 2012. A selective approach based on specific, well-structured criteria will be of the essence. It should also be accompanied by an assessment of the impact of each initiative and the identification of priorities that deserve greater attention and that are regarded as strategic in that they both respond to the cultural needs of the community and promote economic development locally. These are the priorities that will guide the action of the

Compagnia in the Sector of Cultural Activities, in which relevant areas have been reorganised into more coherent groups (Music, Theatre, ballet and live performances / Cinema and Visual Media / Archives and Remembrance of the 20th century / Libraries and Promotion of reading / Advanced Education and Research in Humanities). In order to maximise resources, these priorities should be shared by the key public and private actors that provide funding to the cultural system, while the beneficiaries should adopt a more efficient approach, an aspect that the Compagnia will consider carefully when selecting projects eligible for grants. The largest institutions of which the Compagnia is an active member – that include Turin's Teatro Regio and Teatro Stabile in the Live Performances area, and the Museum of Cinema in the Cinema and Visual Media Area - will be called to become





the champions of a more rational approach to cultural programming, a shift in attitude is already afoot in some institutions, also thanks to the Compagnia's prodding. These efforts – guided in some instances by the Compagnia's representatives sitting on the governing boards of the said institutions – will bring about the changes that the current scenario has turned into essential priorities: management efficiency and economic sustainability, shared services, participation in local networks and integrated cultural programmes, coherent cultural policies, the ability to operate proactively to make culture appealing to new audience groups.

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In the evaluation of the performance of cultural institutions, another essential aspect

concerns their ability to turn cultural skills and assets into economically sustainable activities and to organise targeted initiatives that promote the development of locally relevant economic sectors (e.g. cinema and new visual media). The same care in project selection and monitoring will characterise the call for the performing arts ("Arti Sceniche") and other initiatives targeting youth. In addition to entities that were created according to this philosophy - like the Primo Levi International Research Centre – projects and activities in other areas of relevance will be expected to adopt the same approach. It should be noted that in 2010 expenditure for cultural activities in Italy recorded an increase, particularly in

the higher cultural segments, and this trend points towards the fact that in a phase of economic downturn culture becomes all the more essential to safeguard the quality of life of individuals and communities. Culture is a need that is engrained through education in the early phases of life and several actions aim to ensure that it will continue to remain a priority in the future. This is the aim of various projects undertaken in the performing arts and initiatives to encourage reading, through networks like Nati per Leggere (Born to Read) and cultural programmes like the ones organised by institutions (Circolo dei Lettori) and events (Torino Spiritualità, Turin's International Book Fair) that cater to this strong need for cultural fulfilment.

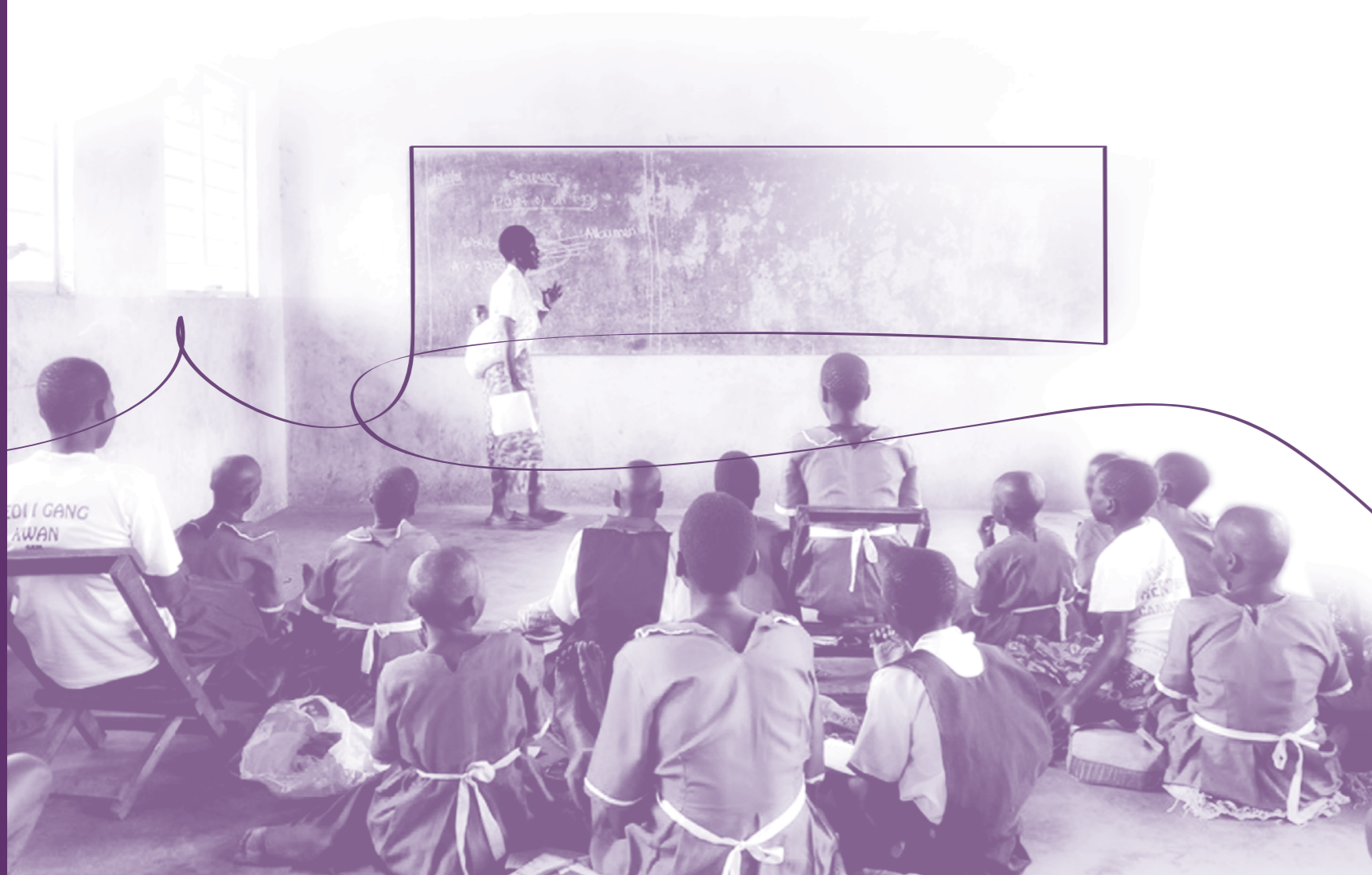
Promoting culture means preserving and supporting cultural resources: this is the spirit that animates actions in the Archives and Maintaining the Memory of the 20th Century area. Their aim is not only to ensure that the cultural heritage is made widely accessible but also to contribute to cultural dissemination, promotion and education and to safeguard the history of local communities. The limited financial resources available require coordination and convergence to put in place flexible and effective initiatives: it is essential to avoid overlapping between research and educational activities in Humanities and to open up new opportunities for young researchers in targeted fields of knowledge.

*sustainability*

*autonomy*

*convergence*

*coordination*



## 6. SOCIAL POLICY

The Compagnia's commitment towards helping the weakest groups in society has increased over the years and has evolved into a different approach that favours a more active form of support over mere charity, targeting in particular employment and housing issues. Another priority has been the creation of opportunities for the new generations, that need greater empowerment and the recognition of their potential: aspects that deserve particular attention in the face of the growing difficulties that young people are finding in their way towards personal development: in Turin 32% of young people under 30 years of age are unemployed. As regards unemployment, actions have been planned to continue projects successfully implemented in the past: these include the regional microcredit fund, now fully operational; a project for professional mobility to reconcile the needs of the business world with the available manpower and the utilization of vouchers to create additional temporary work opportunities. As regards housing, the Housing Programme not only intends to maintain projects that are already in place or that are currently being defined (like housing projects for the elderly), but also to keep the spotlight on various aspects related to housing and to encourage widespread debate and analysis. In 2012, when the Programme comes to an end, a new framework will be considered.

In parallel, thanks to the regional fund for sustainable housing (Fondo Abitare Sostenibile Piemonte – FASP), several construction projects will start with the aim to create controlled-rent housing facilities to be assigned on a rent-to-own basis.

In 2012 the Compagnia will also pursue other priorities concerning young people and particularly the Youth Empowerment Partnership Programme (YEPP) that is poised to become an independent entity. The aim is to encourage the creation of similar programmes in other regions and to provide consulting on a wider scale.

Together with other Sectors of the Compagnia and with other Foundations, the Compagnia will continue to participate in a project to ensure equal access to education to foreign-born students to prevent the waste of human capital; together with Ufficio Pio and the Foundation for School, it will work to contrast school drop-out (project Provaci Ancora Sam or "Try it again, Sam") and to award scholarships in the framework of the asset-building project called Percorsi (Pathways).

A project targeting youth and the local community will soon start in the Porta Palazzo district of Turin, following a long preparation in 2011. The main agencies and associations present in the area will be called to participate for the purpose of attracting young people by

offering education, training and socializing opportunities.  
Social innovation remains essential to try and meet the specific needs that have emerged: projects in this sense include Il Bandolo (targeting mentally distressed people); Logos (assistance to convicts leaving prison after serving their sentence) and Nomis (targeting juvenile delinquents or young people at risk) with a special focus on prison policy; support projects like Approdo (assistance to abused women) and Dafne (guidance for the victims of crimes); Ancora +Spazio ancora +Tempo (Still More Time, Still More Space) in the San Donato district for the renewal of urban areas; and Tandem to assist cancer patients in the Valli di Lanzo area.  
International cooperation projects will

also continue through the projects Foundations4Africa and Training for Development. Foundations4Africa has reached the end of the experimental phase in Senegal and North Uganda and the actions to support development have now become self-sustainable and will soon be part of a wider project set up by several Italian Foundations. Training for Development, targeting junior executives from countries in the South of the World, will create a network of all the participants to further enhance their impact on their communities of origin as they pass on the skills they have acquired. In Genoa the project for the renewal of the Maddalena district will continue based on the “adopt a community” approach with the collaboration of several sectors of the Compagnia; joint welfare programmes will also

be developed with the City of Turin and in 2012 the terms of this partnership will be redefined. The Compagnia is also actively engaged in projects targeting groups of the population that have no access to public welfare programmes. These include activities inside and outside prisons to improve the quality of life inside the facilities and to promote the social reintegration of former convicts; actions targeting refugees and asylum seekers to follow up on similar projects undertaken in 2011, reaching out to a greater number of people or families to assist them in acquiring housing and working independence; the creation of a joint working table on the issues related to Roma people with the participation of all relevant actors. The Compagnia will also confirm its support to institutional actions by entities that contribute

to social cohesion both locally and nationally, also through the identification of organisational and management solutions that ensure greater effectiveness and sustainability over time. Local philanthropy (community foundations) initiatives have become all the more urgent in the current economic scenario. The Research Department of the Compagnia, that is in charge of these issues, will continue to assist existing community foundations in Piedmont and Liguria and to provide cultural and operational guidance to local partnerships established to create such new initiatives. In order to be supported by the Compagnia in the early days and possibly in their start-up phase, the projects will need to be concrete and sustainable. In connection with the activity of the Research Department, research proposals

*new generations*  
*work*  
*development*  
*cooperation*  
*housing*

may also be taken under consideration in the fields of foundations, philanthropy, donations or other initiatives encouraging a philanthropic culture.

Lastly, the Compagnia will devote its attention to the Special Funds for Voluntary Work, particularly in connection with those areas that the Compagnia supports with annual grants and in which it is present through its representatives who sit on the relevant Management Committees. A case in point in 2012 will be social projects in which the Compagnia will be actively involved in Piedmont, Valle d'Aosta and Liguria.

Moreover, the Foundation for the South will continue to be in charge of monitoring development in Italy's Southern regions and it

will step in to participate in several projects to replace the Compagnia.

As regards its functioning, the Social Policy Sector will focus on improving its ability to provide integrated and coordinated answers, facilitating the creation of networks among relevant partners that have participated in projects over the years; it will consider the adoption of a more structured selection approach to identify projects eligible for funding in certain areas, starting with the Housing Programme; with reference to the recovery of buildings and other property, it will make available additional funds to the ones awarded by the Compagnia; lastly, it will improve internal and external communication of the projects undertaken.

## Operating Bodies in the sector of Social Policy

### Ufficio Pio of the Compagnia di San Paolo

In 2012 Ufficio Pio will continue to work against social vulnerability, with new prevention projects and actions that promote individual autonomy and that provide guidance also through new working tools that will be available to the volunteers. It will continue to monitor access to the services it provides in order to ensure that they meet the needs of society, particularly in the light of persisting widespread unemployment and social unrest, and to optimize the utilisation of resources. Its actions will be more clearly focused on contrasting absolute poverty, through a more defined role in the local community and the promotion of targeted actions that are adapted to various family and individual conditions, with the provision of additional services and the creation of new projects. Moreover, in 2012 it will define and

test a new procedure to access its services: it will work in closer synergy with the Compagnia di San Paolo, the Housing Programme and the Foundation for School in order to maximise the impact of its actions for a greater number of people. It will also promote collaboration among various relevant actors, in order to share targets and working methods and to share existing databases at least in part.

Since the action of Ufficio Pio is intended to respond to conditions that change rapidly over time and that require constant adjustments to be contrasted successfully, the continuing training of the staff and the volunteers will also be given priority, and internal reorganisation and better management supervision are also envisaged for the same purpose.

*training*

*education*

*solidarity*

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