



# Planning Guidelines 2014

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## General objectives for 2014.

### Foreword.

The Planning Guidelines for 2014 provide an interpretation and, in some instances, an implementation of the indications presented in the Compagnia's 2013-2016 Planning Document. Before analyzing the Guidelines for this year, it would appear appropriate to recall the framework within which the Compagnia is called to operate in the medium-term.

Our actions rest on the premise that the economy is about to start recovering. This conviction, however debatable, leads us to pursue our main objective with even greater resolve: we are all the more determined to act as an agent of territorial development.

We also believe that

**development is  
multidimensional and that  
it requires the creation  
of long-term conditions to thrive.**



The Compagnia's main objective  
is acting as an agent  
of territorial development.

Clearly, we are aware that our ambition to influence the destiny of our geographical areas of reference must take into account the transformations that occur on the global scale, whose impact is far greater than our attempts to affect or to control their outcome. Even those aspects that appear limited to the local dimension rest in fact on a much wider competitive field. However, it is also true that efforts at boosting efficiency and innovation on a local scale can reflect positively on the overall system.

In this sense, the Compagnia intends to reach out beyond the local dimension: the awareness of the Compagnia's national and European standing guides our approach to local projects as well, through the adoption of qualitative and quantitative standards that never lose sight of the European dimension, striving to overcome the pitfalls of localism. How can we pursue territorial development in light of the 2014 Planning Guidelines and in spite of the persisting economic crisis? The following priorities have been identified and they will be described in detail in the chapters that follow.





Turin: at the heart of the actions planned for 2014.

- Focusing on human resources through the creation of opportunities for qualification, study, mobility, expression – particularly among the youth, starting with children; putting the spotlight on the gender issue, to promote women empowerment.
- Supporting research, prompting innovation in institutions and facilitating contacts between research,

society and the local economy; bringing the regional research system up to par with the EU standards contained in the new *Horizon 2020 Framework Program*.

- Supporting innovative welfare solutions through a rationalization of the public sector and a mature and sustainable approach to the non-profit sector; experimenting new solutions in the production, funding and

distribution of welfare also through social innovation, the active participation of new players and the application of new organizational patterns.

- Supporting culture as an essential condition for development, overcoming persistent organizational problems and stressing the importance of quality and access.

- Promoting awareness of the need to preserve the cultural heritage beyond mere conservatism, through ambitious but feasible programs; considering the rural landscape as an asset for development, on the condition that local communities are actively involved; working to bring the cultural heritage more centrally to the attention of EU programs and funds, by promoting cooperation in Europe with the interested subjects.
- Designing and adjusting actions so that they can be part of a European framework (best practices, benchmarks and collaborations) and looking to the EU for additional funding opportunities to benefit projects and initiatives in our areas of reference.
- Promoting greater participation and shared responsibility in every activity relevant to the public good; encouraging donations and financial generosity, since philanthropy has always characterized the Compagnia's culture and history; encouraging viable community philanthropy initiatives. There is no doubt that development must be accompanied by greater efficiency to ensure effectiveness and sustainability, and by the belief that the internationalization of activities and ideas is key to create opportunities and to encourage transformation, particularly in a

REORGANIZATION OF THE COMPAGNIA'S SECTORS		
	Total (€/000)	%
Art, Activities and Cultural Heritage*	31,000	24.22
Scientific and Technological Research*	32,000	25.00
Education, Schools and Training*	11,000	8.59
Health, Preventive Medicine*	5,000	3.91
Voluntary Work, Philanthropy, Charitable Activities*	31,100	24.30
Elderly Care	3,000	2.34
Youth Development and Education	4,900	3.83
Mental Distress and Disease	3,000	2.34
Family	4,000	3.13
Crime Prevention	2,000	1.56
Drug Addiction Prevention and Rehabilitation	1,000	0.78
<b>Total</b>	<b>128,000</b>	<b>100.00</b>

\* The first five sectors as defined in Art. 11 of Law 448/2001 account together for around 86% of total funding allocated by the Compagnia di San Paolo to institutional activities and individually their weight is greater than that of other relevant sectors of activity.

country like Italy where the ability to grow appears to have been put on hold for quite some time. As is clear, this far-reaching strategy rests chiefly on systemic and interdisciplinary aspects. Lastly, what should be the Compagnia's approach in the current economic scenario, when every day a new emergency comes to the fore, generated by the economic crisis?

As in the past the Compagnia does not intend to make up for public shortcomings – an attitude that would only further delay the necessary measures for a structural reorganization. However,

**our attitude will lead us to face emergencies by addressing their root causes, rather than swabbing up the leaks.**

It is an approach that requires great energy and determination and that



## 2014: Breakdown of Allocations by Sector.

**Research and Advanced Education**  
43,000,000 euros

**Historical and Artistic Heritage**  
16,000,000 euros

**Cultural Activities**  
15,000,000 euros

**Health**  
5,000,000 euros

**Social Policy**  
49,000,000 euros

**Special Funds for Voluntary Work**  
4,429,333 euros

**National Fund for Initiatives of Foundations**  
398,483 euros

the Compagnia intends to adopt, provided that others are also willing to pledge their commitment, so that we can promote development more effectively together.

### **Institutional Activities.**

In light of the above it appears useful to provide an overview of

the institutional activities that the Compagnia will pursue in 2014, estimated to amount to 128 million euros.

The table above is a provisional breakdown of allocations to institutional activities in different sectors as presented in the Planning Guidelines currently in force.

In addition to the funds allocated the Compagnia will also contribute around 4.4 million euros to Special Funds for Voluntary Work (law 296/9), and around 0.4 million euros to the National Fund for Initiatives of Foundations.

The Compagnia di San Paolo  
will work to ensure that in this new phase  
of collaboration the University's ability  
to access EU funding is enhanced.

## Economic, Legal, Social, International, Historical and Politological Sciences.

Activities in this Sector will aim to promote the development of the regional research system in the Social Sciences according to the current international definition (thus beyond the scope of the more traditional notion thereof).

the University. The new Agreement will center on research, didactics and advanced education, management innovation, and research and didactical infrastructures.



This goal will be pursued in light of recent changes occurred at local and European level.  
In Turin the appointment of the new Rector coincided with the definition of a new Multiannual Agreement with

The new *Horizon 2020 Framework Program* marks a significant change in the possibility for the Social Sciences to apply for funding, also on a large scale.

The Program's chapter titled *Societal Challenges* requires research proposals to address contemporary priorities through multi- and cross-disciplinary solutions, where hard science, science of nature and technology are called to dialogue with the Social Sciences.

The Compagnia di San Paolo intends to ensure that the new phase of collaboration with the University improves the latter's capacity to access EU funding, by increasing the ability of researchers to draw up project proposals that are highly competitive, in line with EU programs and scientifically qualified. In this framework an important role can be played by the Compagnia's Operating Bodies (particularly Collegio Carlo Alberto) that will be regarded as platforms to promote the convergence of different fields of knowledge – which reflect the typical organization of a University – into complex





Research

Didactics and  
advanced  
education

Management  
innovation

Infrastructures  
for research  
and didactics

Areas of interest  
under the new  
Agreement with  
the University  
of Turin.

disciplinary and scientific projects. Additionally, the Compagnia will promote closer interdependence between the Collegio and the network of academic and independent centers that the Compagnia supports in the fields of Economic, Political, and Social Sciences research.

**The mid-term objective  
is improving  
the theme-based  
framework that was  
created in the previous  
four years,**

in order to achieve the organizational and scientific economies of scale that a

more cohesive network can allow. This should increase efficiency and free up resources for research. The interested subjects may also rely on the University's services that are in place to assist in applying for EU funds and the Compagnia's CSP Sistema Torino Service Center.



In addition to the scenario described above, the Compagnia will also support other instruments to access EU funding, like the new *European Research Council* calls for proposals, as well as selected Research Centers engaged in applied research and research aimed to assist policy makers on various levels.

These include Centers that engage in territorial research and urban issues in Turin and that will have the chance to gain the Compagnia's support also for the purpose of research projects.

As regards the agencies that focus on both research and strategic policy-making and that see the participation of the City of Turin,

**the Compagnia will continue to encourage the streamlining and rationalization efforts that were undertaken in 2013.**

Support to Legal Research will focus on the existing Center for Legal Studies engaged in research on international and comparative

In line with tradition, the Compagnia will continue to encourage a more active participation in European and international activities.



law, research and advanced education in law and economics, the specific issue of fundamental rights in Italy, and greater support will be given to advanced education initiatives in collaboration with the University of Turin.

Fostering the growth of a European and Transatlantic culture will remain one of the Compagnia's priorities, in the belief that being part of a global network can affect local systems in a positive way and



Collaboration  
continues with UN  
Agencies in Turin.

increase their chances at greater internationalization. Developing and promoting local academic

competence will be one of the key elements that will characterize the Compagnia's ongoing collaboration

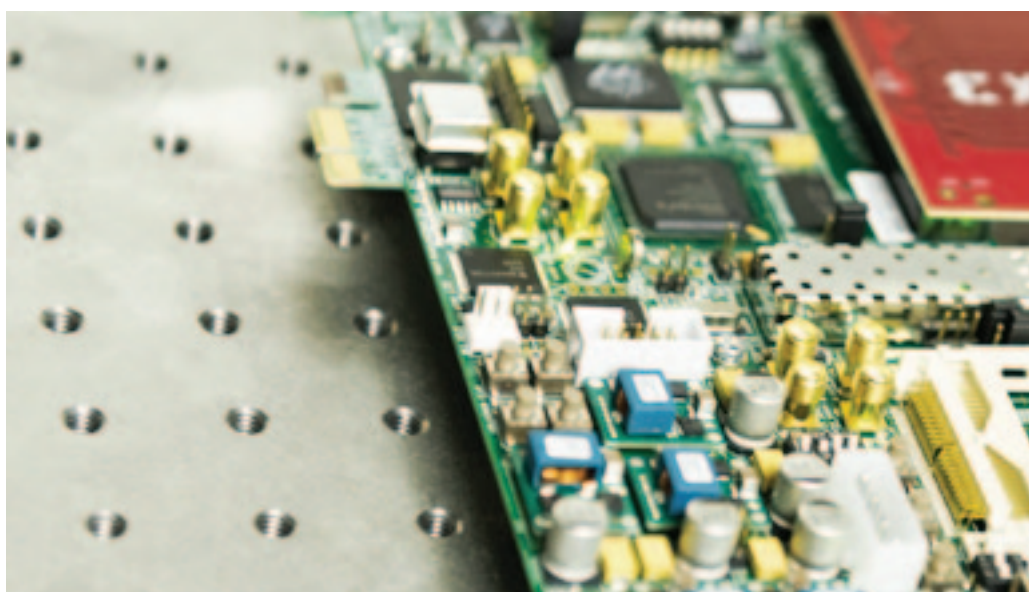
with the UN and EU agencies present in Turin.



## Scientific and Technological Research.

In 2014 the Compagnia will support scientific areas that contribute to developing the overall regional research system along the lines identified in the Multiannual Planning Guidelines for 2013-2016. In particular great emphasis will be placed on the creation of cross-discipline, cross-institutional platforms - building on the existing collaborations with the Operating Bodies active in research and on the Agreements with Universities

- that encourage collaboration among researchers and new relations between the research and the business worlds. Partnerships should aim to maximize efficiency through functional synergies, for a cross-contamination of different activities and a more effective use of facilities and equipment. Specifically, in 2014 the Compagnia will support projects that promote



In 2014 the Compagnia will support projects that promote efficiency and greater synergy between institutions, particularly those where basic and applied research are closely connected.

efficiency and greater synergy between institutions, particularly those in which basic and applied research are closely connected.

**The strategic goal is to bring regional research up to par with European and international quality standards,**

at least in specific areas, so as to turn the sector into an engine for development at local level.

Priority areas include *biomedical and natural sciences, energy and smart technologies, agri-food* and the *promotion of scientific culture*.

As regards ICT, human genetics and genomics, the Compagnia will be operating exclusively through the Mario Boella Institute (ISMB) and the Human Genetics Foundation (HuGeF) - the two Operating Bodies active in the field of research that were set up jointly with the Turin Polytechnic and the University of Turin.



Energy studies and translational projects in the energy sector will concern Turin's *Energy Center*, while biomedical sciences will focus on the new Center for Translational Medicine.

As regards the latter, the Compagnia will support the creation of scientific

platforms and new laboratories to bring together the finest researchers in the biomedical field and to attract external financial and research resources.

This will help reach the critical mass that would ensure a most effective use of cutting-edge technology,

with a view to providing answers to pressing research issues and designing medical applications to be adopted by the regional and European healthcare and production systems. HuGeF will be an active participant in this project.

The Compagnia's support to the research institutions of Genoa will take the form of a call for proposals - an instrument that contributes to better planning and a more structured approach to evaluation and selection. In parallel, the Compagnia will continue to consider applied research proposals in the fields of medicine and healthcare submitted by Turin-based hospitals and medical trusts for projects with significant effects on clinical activities, compatibly with the amount of funding available. As regards *popularization of science and technology*, the Compagnia is aware that a number of institutions in Turin and across Piedmont are actively engaged on this front.

**Actions may be supported to promote the general public's access to scientific and technological knowledge,**

their logic and applications, and the promotion of science in our society, through the creation of an integrated system in the Turin metropolitan area so as to avoid duplication and to maximize collaboration.

These initiatives require to be further strengthened, with a focus on quality and innovative tools and on their ability



to generate long-term effects, also in terms of consolidating local potential and therefore supporting development. While pursuing the creation of a Turin-based "system of science" that promotes science popularization and the public debate on science, the Compagnia will consider proposals

for activities to be implemented in the second half of 2014. In this context "*Xké? (Why) – The Curiosity Lab*", now managed by the Foundation for School but aimed to acquire greater autonomy, will play a key role particularly by promoting science in primary schools.





"Xké? [Why] - The Curiosity Lab": the center created by the Compagnia to explain science to children.



In 2014 the Compagnia's actions will focus exclusively on technological innovation and new organizational and management solutions to be applied to the Turin hospital system.

## Health.

As stated in the 2013-2016 Multiannual Planning Guidelines, the Compagnia's activity in the field of Health and Healthcare is characterized by a highly selective approach and close connections with applied research, particularly in the biomedical sector. A greater focus on an "integrated health system" - medical and pharmacological research, health engineering, production of health services and medical supplies - can open up new routes towards development, particularly in the Turin area.

In 2014 the Compagnia's actions will focus exclusively on technological innovation and new organizational and management solutions to be applied to the Turin hospital system.

All the actions undertaken by the Compagnia - both in terms of planning and priorities, and of co-financing - will be coordinated with the Regional Department for Health Protection and Healthcare.

In both areas the Compagnia believes



that it is essential to adopt the call for proposals as the instrument of choice. Two calls will be launched in the first quarter of the year.

As regards technological innovation, applications should contain clear references to technological applications and accessibility by the general public, as well as to the possibility to share such technologies with the system as a whole. In order to promote the adoption

of new management and organizational solutions,

**the Compagnia  
will encourage projects  
characterized  
by technological  
innovation**

- for example the adoption of ICT technologies to improve access to health services, organizational studies and health economics. In this area the Compagnia's Operating Bodies will play a crucial role in assisting with project design and model development.

A photograph of a surgical team in an operating room, wearing blue scrubs and masks. A diagram overlay on the left side of the image consists of three stacked grey boxes with white text, connected by white lines to the surgical lights above the team. The top box is labeled 'Medical and pharmacological research', the middle 'Health engineering', and the bottom 'Medical services and supplies'.

**Medical and  
pharmacological research**

**Health  
engineering**

**Medical services  
and supplies**

The fundamental  
areas of the  
"integrated health  
system".



## Historical and Artistic Heritage.

The Compagnia's guidelines for 2014 regarding activities in the Historical and Artistic Heritage Sector reflect the priorities identified in the 2013-2016 Multiannual Planning Guidelines that define a clear field of action. The Compagnia will continue to be

inclusive management and promotion solutions; engaging local resources; supporting contemporary creativity; intensifying dialogue within and outside the sector.



actively engaged in the promotion of the Historical and Artistic Heritage by adopting approaches that have proved effective also in the current time of crisis. These include a selective and systemic view; encouraging networking initiatives; promoting innovative and

There is, however, also an indirect economic aspect that features prominently in the 2014 guidelines: the preservation of the Historic and Artistic Heritage (Baroque in Piedmont and in Liguria from the times of Genoa's

The Compagnia will continue to be actively engaged in the promotion of the Historical and Artistic Heritage by adopting approaches that have proved effective also in the current time of crisis.

glorious days as a Maritime Republic as well as other, less known gems from other times) can contribute to attracting tourists from Italy and from abroad and to creating new employment opportunities. Moreover the cultural heritage can provide inspiration for programs that function as catalysts for new initiatives, benefitting in particular the local population. Opportunities for development also come from supporting the younger generations as they embark on a profession pertaining to contemporary art and creativity.

The Compagnia's financial support will be subject to strict selection criteria, since the resources available are limited. It will focus on long-term objectives that necessarily require a shift away from the ephemeral - interesting initiatives whose legacy and effects are limited in time and space. In light of the above,

**the Compagnia will focus on the promotion of the Historical and Artistic Heritage of large urban centers, particularly Turin and Genoa.**



The Egyptian Museum: one of Turin's major cultural attractions.

In Turin in 2014 the Compagnia's actions will continue to focus on the central museum district and the recovery of ancient palaces that were once the cradle of power and culture under Savoy rule and that are home today to museums and

other cultural institutions. These include, on the one hand, the former Collegio dei Nobili building which is home today to the Egyptian Museum and the Academy of Science and, on the other, the area known as Turin's "command zone", with the

completion of the new premises of Galleria Sabauda in the New Wing of the Royal Palace, the renovation of its Gardens, and the restoration of religious buildings annexed to the Royal Palace, including the Chapel of the Holy Shroud.



Fondazione 1563 per l'Arte e la Cultura, the Compagnia's Operating Body that promotes an interdisciplinary program of study on the Age of Baroque, will also contribute to strengthening the image of Turin as an epicenter of baroque art and culture.

The projects that focus on Turin will be accompanied by other actions to support the Royal Residences in the vicinity. In particular infrastructural accessibility will make the object of study projects. Special emphasis will be placed on the Venaria Reale estate: in addition to the Palace itself, the Compagnia will support the Conservation and Restoration Center that is part of the complex in the framework of promoting university education.

In Genoa the Compagnia will continue to support the restoration of the most important palaces in the historical center of town – particularly in via Garibaldi (Palazzo Rosso) and via Balbi – and other remarkable religious buildings. The Compagnia also confirms its engagement with the “Genova Palazzo Ducale” Foundation for Culture.

In parallel to a new edition of the call on networking initiatives that promote local cultural resources and the landscape, the Compagnia will support a limited number of high quality artistic institutions.

**The Compagnia firmly believes that voluntary work is an essential asset to design and implement projects for the promotion of the Artistic Heritage**

particularly in connection with past interventions sponsored by the Compagnia. Another priority will consist in targeting a less prepared or marginalized public. As regards exhibitions,



of Piedmont and Liguria. As such, it will be regarded as a priority in project evaluation,

**these will be considered for funding only when characterized by scientific soundness and financial sustainability,**





The areas of action of the Venaria Reale Conservation and Restoration Center.

in addition to being in line with the Compagnia's conservation and promotion strategy. Moreover, they

will be evaluated in the light of the cultural policies adopted by local cultural institutions and according

to their coherence with the cultural policy undertaken by the relevant institutional and cultural players.

In order to consolidate Turin's contemporary art system, the Compagnia will continue to sustain high-quality institutions and events, in a framework of coordinated planning.

multiannual funds may be allocated to cultural institutions that operate in the area of reference in which the Compagnia is involved either directly or indirectly through Fondazione 1563 per l'Arte e la Cultura. In order to ensure the effectiveness of this approach the Compagnia's action should be accompanied by an equivalent commitment on the part



In parallel, the Compagnia will support the creativity of young artists by focusing on the local context, opening up new opportunities for professional growth and exchange, the promotion of networks, and the application of artistic practices in the urban and social space. It should be noted that annual or

of those public institutions – Ministry for the Cultural Heritage, Regional Government, Municipal and local authorities in Piedmont and Liguria – that feature prominently in the management of those organizations. It is clear that the Compagnia cannot make up for inefficiencies or support heavily indebted institutions. In case of persisting criticalities and in the absence of efforts at restructuring, the Compagnia will be forced to rethink its role in the projects in which it is involved.

**In this sense the monitoring of cultural and other participated institutions will become even more demanding and rigorous**

and there will be efforts to contribute proactively to structural and institutional reorganization.

In this sense the participation of the Compagnia in the process that will bring together Turin's municipal museums, the Castle of Rivoli and Associazione Torino Città Capitale Europea represents a remarkable challenge and a litmus test of applying innovation and integration to organization and management.





Operae – Independent Design Festival: an event encouraged and supported by the Compagnia.



The Compagnia promotes practices and behaviors that affirm the value of culture as key to human development and civil growth and that create realistic conditions of sustainability.

## Cultural Activities.

Today more than ever the effect of the economic crisis on Cultural Activities needs to be acknowledged as a structural factor, not a contingency. Acknowledging this fact would allow the cultural system to rethink its future constructively, in line with its original mission, without falling in the trap of stubborn conservatism. All the elements that contribute to the evident transformation of culture – both in terms of demand and supply – require an analysis of the mechanisms that characterize culture's current "organization". Changing expectations, life styles, tastes and technologies are influencing the production, distribution, consumption and

financing of culture even more than the drying up of public funding, which continues to weigh heavily on the Sector.

**In the areas where the Compagnia operates, in 2014 these premises will translate into actions that embrace various segments and aspects of cultural activities,**

starting with youth creativity in all its forms and an effort to nurture the thirst for culture among our youngest.



The Compagnia will promote practices and behaviors that affirm the value of culture as key to human development and civil growth and that create the conditions for sustainability, particularly for institutions like theaters, libraries, archives and museums.

These actions correspond to the following instruments or project objectives.

**Calls for proposals:** *Arti Sceniche 2014*, the Compagnia's instrument to support and encourage activities in the performing arts.



A joint edition of the call *Generazione Creativa* may be launched in partnership with the Historic and Artistic Heritage Sector based on the results of the experimental 2013 edition of the call *Generazione Creativa – Scene allo sBando*.

**Guidelines:** project guidelines will be made available for applications in line with the Compagnia's priorities also outside of the calls. The guidelines will contain a number of thematic and methodological requirements. Priority will be given to projects

concerning libraries as spaces that promote cultural participation and citizenship. Another significant area of action concerns historical archives and it will be redesigned to coordinate activities with the *Memory of the 20<sup>th</sup> Century* program.



**Cultural technologies:** this line of action aims to address the issue of new cultural productions and will place emphasis on the technological and digital components of cultural production. In particular, also though smaller calls for proposals, the Compagnia will focus on technological applications - particularly the adoption of new technologies that promote innovation and molecular cultural enterprise where production, distribution and

organizational solutions, that will be addressed through training courses on technical, administrative and strategic aspects, particularly in the form of peer-learning initiatives and cross-generational professional exchange.

These include Fondazione Teatro Stabile, Fondazione Teatro Regio and the Museum of Cinema. Like any other cultural institution in Italy, they are suffering the consequences of uncertain and decreasing public as well as private funding. In its capacity as a funding partner



consumption go hand in hand and the creation of networks can make a significant difference.

**Educating to culture:** building individual expectations and potential scenarios through early education to culture in various forms.

Cultural technologies supported by the Compagnia also include the adoption of new management and

In this framework the Compagnia also participates actively – through its Cultural Activities Area – in the running of leading cultural institutions in the Turin area.

**the Compagnia will promote efforts to increase efficiency through the sort of reorganizational and streamlining measures that some institutions have already undertaken,**

with varying degrees of success.

In this sense, any project for the aggregation of functions or institutions will be carefully evaluated.

With reference to the Museum of Cinema, this may lead to a reflection on the Museum's current functions and fields of action.

Lastly, the promotion of European partnerships for joint productions or production exchanges continues to be an interesting area of action for the Compagnia.





Performance  
at Teatro Regio.



In 2014 the Compagnia's activity  
will focus on two main  
areas of action:  
New generations and  
Adults in distress.

## Social Policy.

The persisting economic and social crisis makes the core values of the Social Policy Sector all the more relevant: central role of the human being, responsibility – also in terms of engaging individuals in some form of restitution – and empowerment, active citizenship, equal opportunities to promote social cohesion and the economic effects of welfare policy decisions. Additionally the Compagnia aims to facilitate dialogue with partner institutions to promote the exchange of best practices and the transfer of knowledge, innovation in social protection, the mobilization of new resources and skills, the sustainability of actions and their replicability.

It should be noted that, as regards the management of activities,

**the Compagnia will continue to rely on formal application procedures to select projects to be supported.**

Deadlines and thematic criteria will also apply (guidelines, calls for proposals, deadline notices, invitations

evaluated based on a more results-oriented approach. Support to voluntary work relevant to maintaining social protection standards will continue, but it will be subject to close monitoring and to the achievement of set results.



to submit proposals), thus ruling out the possibility of submitting “spontaneous” applications in order to ensure project comparability in selection. Projects will also be evaluated based on future evolutions and technical-economic sustainability over time, as well as social innovation. Project may also be

In this context the Compagnia's activity will focus on two main operational objectives: implementing the 2013-2016 Multiannual Planning Guidelines and meeting the new challenges before the community swiftly and flexibly.



**New generations**

**Adults in distress**

The areas on which the Compagnia will focus its attention in 2014 in the Social Policy Sector.

**New generations.**  
This theme targets a vast segment of the population, particularly young

children and teenagers.  
The Compagnia’s work will aim to generate opportunities for growth at

home, in school and training, and in terms of first employment opportunities.



The projects of reference in this case are the *Transatlantic Forum on Inclusive Early Years* and the Compagnia's new *Early Childhood Program*; *YEPP* - an instrument to promote youth empowerment and enterprise; *Nomis* - to support foreign minors at risk of deviance, also through an integrated approach to juvenile justice system; *Stesso Piano (Same Floor)* to promote youth cohabitation. The Compagnia will

**Adults in distress.** The rapid descent of a growing number of households from a condition of theoretical social vulnerability to poverty requires instruments that are effective on two fronts: on the one hand, they should

social enterprises in the context of social innovation); on the other, they should focus on housing issues with projects aimed to prevent and to avoid eviction, promoting housing autonomy also through temporary rent-controlled housing solutions. Several social innovation projects are already in place. These target people suffering from mental distress (*Il Bandolo*), crime victims (*Dafne*), former convicts who need help to re-enter society (*Logos*), in addition to the Compagnia's efforts to improve living conditions in prison. In this context

**the Compagnia will continue to work with Ufficio Pio to assist families living in poverty and the weaker groups of society in the Turin metropolitan area.**



collaborate with Ufficio Pio, the Foundation for School and the CHILD Research Unit of Collegio Carlo Alberto with a focus on these age groups.

provide income integration for people who lose their job (work vouchers, advance on extraordinary redundancy fund) and promote active employment policy measures (retraining to facilitate work mobility, regional microcredit fund and participation in similar initiatives, creation of





Temporary housing facilities are a priority of the Housing Program.

Social vulnerability is another important area of collaboration, through projects like *Il Trapezio*.

The housing issue will be addressed also through the *Housing Program* that in 2014 will see the opening of a new temporary residence in Turin in the San Salvario district; the issuing

of new guidelines to collect and to support social housing proposals from the local area, and the reorganization of ongoing initiatives. The Regional Fund for Sustainable Housing (FASP - *Fondo Abitare Sostenibile Piemonte*) - financed by the Compagnia, the Loans and Deposits Fund and other

eight Foundations of banking origin in Piedmont - will complete several projects and start new ones for the creation of rent-controlled housing facilities. The Compagnia is also considering the possibility to participate in a Fund about to be established in Liguria based on the FASP model.



Gender issues will also remain central in 2014 and will be addressed by supporting specific projects and including them among the selection criteria for funding. Proactive actions to raise awareness among applicants may also be undertaken.

Other fields of activity will include home-based care, urban regeneration to revive public spaces through integrated programs (also concerning the Maddalena district in Genoa), the promotion of social cohesion through shared economic solutions.

Moreover the Compagnia will work on the renewal of the partnership agreement on welfare with the City of Turin and Ufficio Pio for initiatives to be undertaken in the Turin area.

The Social Policy Sector will continue to engage also in international cooperation projects as part of the *Fondazioni4Africa* initiative.

The projects in Senegal and North Uganda will come to their conclusion a new joint framework for action with other Italian Foundations will start in Burkina Faso.

In parallel the Compagnia will work on the Training for Development project targeting public administration middle management and non-profit operators from the South of the World.

The Sector will continue to monitor developments on Italian Law 266 on voluntary work and to contribute ideas for a revision and a rationalization of the system as a whole. In parallel, relations with the Foundation for the South will promote greater dialogue and exchange of experiences.

In close cooperation with this Sector,

**the Compagnia's Research Department will continue to focus on Community Foundations, a theme it has promoted in Piedmont, Liguria and Valle d'Aosta**

to encourage the achievement of concrete objectives and progressive autonomy. It will also continue to accompany local groups wishing to set up new organizations, to assess their sustainability and feasibility, and to evaluate projects that promote the culture and the practice of donations.







*Fondazioni4Africa:  
a tangible example  
of international  
cooperation on  
social projects.*



## Inter-sector programs.

### **Programs: Early Childhood, Memory of the 20<sup>th</sup> Century, Turin and the Alps.**

Programs are instruments adopted by the Compagnia to pursue its mission: they provide a set timeframe

budget, they aim to implement cross-cutting actions and to promote development, collaboration and innovation among the local players involved in the complex issues that



for the implementation of a line of action aimed to address multi- and inter-sector themes. In line with the Multi Annual Guidelines in force, in 2014 three new Programs will be launched: *Early Childhood*, *Memory of the 20<sup>th</sup> century*, *Turin and the Alps*. The Programs are characterized by a specific mission statement and, through their format and dedicated

the Programs intend to tackle. In this first year, program budgets will be flexible and will be adjusted according to the actual footprint of each initiative.

The Programs are also clear tokens of the commitment that the Compagnia has shown towards these issues in the past, as illustrated below.

### **Early Childhood Program.**

Devoting greater attention to children is essential in our society, also for demographic reasons.

As shown by numerous studies, early childhood is a fundamental phase for cognitive, emotional, linguistic and physical development, with powerful repercussions on the life of human beings and their economic and social prospects.

**Investing in early childhood has become a key policy issue, in light of its systemic effects:**

it is certainly one of the most sensible ways to look to the future in the long term. The Compagnia's *Early Childhood* Program falls within a set of projects and initiatives already in place, that are directly promoted and supported by the Compagnia to meet different needs. These include the *Born to Read* project; the economic



research project on early childhood, women and family by the CHILD Center of Collegio Carlo Alberto; several initiatives for the promotion of fundamental rights, particularly concerning the health of mothers and children; support to the neonatal hearing network; research projects on food requirements for premature newborns; the support to childcare

centers in Turin; the promotion of an Atlas of child poverty in Turin; the strengthening of parenting assistance initiatives; support to mother-child communities; and post-birth mentoring projects. As is clear, the actions range from the cultural to the social research and medical sectors, to more “welfare”-like initiatives.

The Program will aim to further expand the projects afoot through the definition of an integrated and coordinated framework that promotes complementary and synergic approaches, so as to maximize effects, generating new relations and partnerships among participating organizations, and to achieve greater efficiencies and economies of scale.



The theoretical and policy reference for this Program is the work of the *Transatlantic Forum on Inclusive Early Years*, an initiative promoted by the Compagnia jointly with a number of European and North American Foundations for the aim of creating opportunities for evidence-based exchanges among policy makers, researchers and operators at international, national and local level, on the question of Early Childhood practices and policies, with a special emphasis on poor and/or migrant families.

**The Program centers on the theme of early childhood and related needs, and it aims to focus on this population group as a social investment for the future.**

The initiatives to be promoted target children aged 0-6 (in line with the EU Commission's definition for all *Early Childhood Education and Care* actions) and aim to test and to support inclusion mechanisms. Such initiatives will focus on specific social contexts (different economic, emotional, social, family, cultural, and gender conditions) and different solutions will be designed to meet different needs.

In 2014 the Program will focus in particular on promoting integration,



coordination, and a complementary reconciliation of the actions already afoot in various areas. In the second half of the year, it will also lead to the launch of a cross-sector call for proposals on early childhood in order to inspire and to promote actions that are innovative, multi-disciplinary and easy to transfer.

The call could be repeated in the years to come, possibly in a more extended and consolidated form, based on the results that this first experimental edition will achieve.

#### **Memory of the 20<sup>th</sup> Century Program.**

The Program devoted to Turin's Center for the Memory of the 20<sup>th</sup> Century is a cultural, architectural, and urban development plan aimed to revive the area designed by architect Filippo Juvarra and known as the "Military District" in Turin. It aims to create a seat for several Turin-based cultural institutions that are home to large documentary archives and that focus on research and popularization of Turin's 20<sup>th</sup> century history from a social, economic and political point of view as well as on the cultural debate on current affairs and particularly on the issues of rights and democracy. From the architectural point of view, in 2014 the vast project concerning the restoration of Palazzo San Daniele will come to an end:



Museo Diffuso della Resistenza: an example of the promotion of the cultural heritage.

the Compagnia has invested 7 million euros in this project and it is also engaged in the definition of questions that remain open.

Through this Program the Compagnia aims to complete the creation of the Center for the Memory of the 20<sup>th</sup> Century and to contribute to

the creation of an innovative and sustainable cultural and management model.



Some criteria have already been established: consistent and scientifically motivated collaborations in research and training; appropriate and structured fund-raising; accessibility of the cultural heritage and the seat of the Center; definition of cultural and social objectives (e.g., using work vouchers to engage unemployed persons in archival

the Compagnia will contribute to providing a new and efficient service to citizens, in a field that is important for cultural knowledge and the civil memory

together with the City of Turin and with the participation of the Regional Government, one of the main supporters of local cultural institutions.

In spite of the success of the 2006 Winter Olympics in the media and from a tourist point of view, the connection between Turin and the Alps remains rather weak – in terms of perception, economic opportunities, and territorial policy. This is perhaps also due to the fact that the Alpine world itself is somewhat scattered and frail. Turin is Piedmont's regional capital and as such it should promote cohesion across the regional territory, that also includes the mountains. While a number of initiatives targeting the Alpine area are already in place, no shared cultural framework is available to ensure coordination and impact on a larger scale.

Based on experience acquired through experimental projects, the Compagnia believes that more attention should be devoted to this interesting and promising theme. There are micro-experiences, organizational innovation data, social practices facilitated by technology - like the presence and the return of a young and skilled population on the mountain - that go beyond the old-fashioned concepts of the mountain as the place where to have a second home, to practice winter sports, or to create complex and expensive natural preserves. The Program aims to promote





The Alps:  
a specific  
Program for the  
development of  
the mountain  
area.

collaboration among institutions, interdisciplinary approaches and the active participation of Universities and Research Centers. In short, the program's aim is to connect Turin with the Alps, and the Alps with Turin. There are several instruments that can serve this purpose. These include calls for research proposals to investigate the potential

for development and reorganization of specific areas of the Piedmontese Alps; calls targeting mountain areas from the point of view of the landscape and the historical-artistic heritage; calls to support experimental projects concerning social services that are often unavailable to people who live in the mountains; training and employment opportunities and the

development of mountain-specific professional skills. The selection of proposals will also take into account multiplier effects and the transferability of the models adopted. The program will require and possibly support the active participation of those involved in the pursuit of additional funding, particularly from the European Union.



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