

Planning Guidelines
2015

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Planning Guidelines 2015: General Objectives.

This document outlines the operating guidelines and the objectives that the Compagnia di San Paolo intends to pursue in 2015, in line with the 2013-2016 Multiannual Planning Guidelines. Special emphasis will be placed on three cross-cutting areas of action that have acquired additional

urgency in light of the persisting economic crisis: the capacity to adapt to change for the local community, its local Institutions and their partner networks; the promotion of innovation (particularly cultural innovation) to

support creativity and the definition of new solutions, also with a view to increasing efficiency and streamlining organizational structures; investing in development, in order to address today's emergencies while ensuring long-term sustainability and giving new momentum to growth. For Italy - and particularly for the North-Western regions - 2015 will be a crucial year, because Milan will be home to the World Expo dedicated to food and the environment.



View of Turin,
the Compagnia
di San Paolo's
main area of
reference.

This event will have a remarkable impact also on the territories where the Compagnia is traditionally most active. Consequently, the Compagnia intends to devote part of its efforts to attracting people and activities to Piedmont in connection with the Expo through initiatives that reflect the Compagnia's core programs and that are illustrated in the following chapters, broken down by Sector.



The Compagnia's approach remains complex and articulated to ensure that the relevant objectives are pursued using the most suitable instruments.

These include:

- calls for proposals and similar selection procedures to award grants targeting specific themes or geographical areas;
- supporting the Compagnia's Operating Bodies, for which sector-specific objectives have been identified to be achieved autonomously by each Body, and participating - not only financially - to the activity of other Organizations of which the Compagnia is a member;

- implementing programs that are drawn up and put in place directly by the Compagnia, generally through the creation of networks of experts and operators, but also through grant-making in various forms;
- selecting and funding projects submitted by non-profit operators and Public Institutions, in line with the Compagnia's Planning Guidelines;
- awarding resources for institutional activities to a selected number of

organizations in their sectors of activity;

- implementing Partnership Agreements with Public Institutions, at territorial and functional level, generally on a multi-annual basis and according to shared objectives.

The structure of this publication, organized into thematic areas, reflects the approach adopted in the 2013-2016 Multiannual Planning Guidelines. The redefinition of major thematic areas that has resulted from the revision of the Charter and the new operational structure to be implemented in 2015 may require in the future modifications to the classification adopted up to now, without changes in content.

Institutional Activities.

For the year 2015 provisions for approved institutional activities are estimated at approximately 132 million euros earmarked in the budget for the same year. The Compagnia will also contribute around 5.1 million euros to the Special Funds for Voluntary Work (Law 266/91), and around 0.4

million euros to the National Fund for Common Initiatives by Foundations. The graph on the following page is a provisional breakdown of allocations for institutional activities in different Sectors that reflects the structure

outlined in the current Planning Guidelines.

The table below presents the reorganization of the Sectors as currently envisaged by the Charter of the Compagnia di San Paolo according to the categories ex art. 11 Law 448/2001.

REORGANIZATION OF THE COMPAGNIA'S SECTORS (figures in thousand euros).

Operating Sectors as reorganized under the Charter		Sectors envisaged under the Charter of the Compagnia di San Paolo and funds earmarked according to the 2015 Planning Guidelines						
		Research 33,000	Education 11,000	Art 16,500	Culture 15,500	Health 6,000	Social policy 50,000	Total 132,000
Sectors identified in Art. 11 of Law no. 448 dated 28 December 2001	Art, activities and cultural heritage*	-	-	16,500	15,500	-	-	32,000
	Scientific and technological research*	33,000	-	-	-	-	-	33,000
	Education, schools and training*	-	11,000	-	-	-	-	11,000
	Health, preventive medicine*	-	-	-	-	6,000	-	6,000
	Voluntary work, philanthropy, charitable activities*	-	-	-	-	-	32,100	32,100
	Elderly care	-	-	-	-	-	3,000	3,000
	Youth development and education	-	-	-	-	-	4,900	4,900
	Mental disorders and disease	-	-	-	-	-	3,000	3,000
	Family	-	-	-	-	-	4,000	4,000
	Crime prevention	-	-	-	-	-	2,000	2,000
	Drug addiction prevention and rehabilitation	-	-	-	-	-	1,000	1,000
	Total	-	-	-	-	-	-	132,000
								%

*The first five Sectors as defined in Art. 11 of Law 448/2001 account together for 86.5% of the total funds allocated by the Compagnia di San Paolo to institutional activities and individually their weight is greater than that of other relevant Sectors of activity.

Research and
advanced education
44,000,000

Historical and artistic
heritage
16,500,000

Cultural activities
15,500,000

Health
6,000,000

Social policy
50,000,000

National Fund for Common
Initiatives by Foundations*
412,657

Special Funds
for Voluntary Work*
5,139,811

 Compagnia
di San Paolo

2015: breakdown of budget allocations by Sector in euros.

* The amount of funds is calculated as a percentage of the budget's surplus. In case of a reduction of the surplus pursuant to the provisions contained in the new Stability Law for 2015, this amount will decrease accordingly.

Research and Advanced Education.

The main item in the budget for Research and Advanced Education is the Agreements with the three Universities of Piedmont and the one with the Federico II University of Naples, currently being renewed. In 2015 the research grants cofinanced by the Compagnia and the Universities of Turin, Piemonte Orientale and

Naples will reach their conclusion.

Their goal is

to help young researchers develop the skills required to become more competitive when applying for EU funds.

Grants supporting post-secondary education (like PhD programs, especially international and multi-university programs), internationalization and management improvement will also continue. Moreover, in 2015 the mission and

the organization of the Research Operating Bodies will be redefined constructively but substantially, ten years after their inception, a process that will take place in collaboration with the relevant partners.

The general framework that will characterize the transformation of the Operating Bodies with a view to creating a “research platform” will adhere to the guidelines currently being defined by the General Council.



Palazzo Nuovo, the seat of the School of Humanities of the University of Turin.

Economic, Legal, Socio-Political Research.

In 2014 the activities carried out were geared towards paving the way for the reorganization that will place the

Collegio Carlo Alberto, the Compagnia's Operating Body in the Social Sciences, at the heart of an interdisciplinary platform devoted to policy definition and evaluation.

As outlined in the guidelines for Operating Bodies active in Economic, Legal and Socio-Political Research and in the Multiannual Objective Function that was addressed to the Executive Board of the Collegio Carlo Alberto by the two founding members, in 2015 the following objectives will be pursued:

- greater integration between the Collegio and the University;
- consolidation and development of activities in non-economic disciplines (social sciences, political science, international studies, law) towards a multi- and inter-disciplinary

approach;

- consolidating the level of competitiveness achieved in the previous planning period with regard to applications for EU funds for research, and capacity-building to access additional funds;
- integration within the Collegio of University-based Research Centers active in similar areas of

networks with other Centers in Italy, in Europe and abroad.

The new role of the Collegio Carlo Alberto will influence a number of decisions for the future of this Sector. It is likely that a function-based matrix will be defined according to the Collegio's areas of activity, leading to full integration in some instances, to various degrees of collaboration in



knowledge and mostly financed by the Compagnia;

- development of collaborations and

others. While the objectives remain unchanged, the transformation process will begin to be implemented in the course of 2015 as an essential step towards the creation of a "scientific platform" for this vast area of study.

In 2015 the Compagnia's areas of interest in this Sector will include the following:

- *Economics, Law, Society*: integration with the Collegio Carlo Alberto will be more likely with economic research Centers, to be evaluated on a case-by-case basis. The same will occur with the *Center for Comparative and Transnational Law*, which is closer to the University of Turin, as is the case also with post-secondary Law programs.

- *North-Western Italy*: the Compagnia has promoted the start of a process to streamline the activity of the City of Turin with the local development

agencies with which it is engaged. In the summer of 2014 the City of Turin presented its new Strategic Metropolitan Plan that sets the objectives for local organizations for the decade to come. After identifying the Plan's most relevant themes, the agencies that will be charged with the Plan's implementation will need to be appointed. The Compagnia will play its part, but the role of the Public

Administration is crucial to ensure a rational approach and an effective cost-benefit evaluation;

- *International Relations*: this area includes all the research Institutions that, by virtue of the Compagnia's contribution to their activity and of the presence of researchers from the University, may be integrated with the Collegio for the aim of creating a quality Center that operates in close connection with the University. The Collegio's international community will also provide an important interlocutor of reference for partnerships with national and international organizations.



The Luigi Einaudi Campus, devoted to legal, political, economic-social sciences.

Scientific and Technological Research.

In 2015 the Compagnia will support projects in areas that contribute to the development of the regional scientific research system, mainly in Piedmont but also in Liguria, according to the 2013-2016 Multiannual Planning Guidelines.

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

at least in specific areas, so as to turn the Sector into a driver for local development. Most resources will be devoted to Universities through the Agreements and to supporting the Operating Bodies active in Research, with special emphasis on sectors characterized by a close connection between basic and applied research. In this area of activity, according to the guidelines that were drawn up by the various Governing Bodies of the Compagnia, efforts will be channeled toward

the creation of interdisciplinary and inter-institutional platforms that will contribute to the strategic development of Universities and their internationalization, the creation of new opportunities for cooperation between researchers and new



connections between the research and the business world, with the purpose of accessing EU funds. As regards the Agreements, these mostly refer to the Conventions

already in force with the University of Turin and the Turin Polytechnic, as well as those with the University of Eastern Piedmont (*Università del Piemonte Orientale*) and the Federico II University of Naples. The Agreements will continue to support far-reaching

projects that promote education and research and that aim to reinforce infrastructures, with the goal of generating systemic effects. Support to research, the development of a digital bibliographical corpus, and internationalization will be the priority areas for cooperation between the three Universities of Piedmont.



The Compagnia's support to the research Institutions of Genoa will take the form of a *call for proposals* - an instrument that has proven effective in the past and that ensures better planning and a more structured approach to project evaluation and selection.

This year will see the first steps towards the establishment of the new Center for Biotechnologies and Translational Medicine of the University of Turin. HuGeF, the Human Genetics Foundation, will be integrated in this project, as was often advocated, to create scientific-technological platforms and new laboratories to aggregate the finest researchers in biomedics. This will help reach the critical mass that

can ensure a most effective use of cutting-edge technology and to design medical applications to be adopted by the regional medical and production sector and beyond.

The same approach will also characterize activities in other priority areas like ICT, energy (where the project of the *Energy Center* will be central) and *Smart City* projects,

accompanied by a transformation of the Operating Bodies active in these areas (Istituto Boella and SiTI) into research platforms, also through integration. With regard to the promotion of a culture of science and a closer relation between science and society,

the Compagnia will continue to support initiatives that promote the general public's access to scientific and technological knowledge, their logic and applications.

It will also contribute to promoting a more prominent role 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 coordination. It is essential that dissemination activities reflect specific educational programs and curricula, particularly among the youngest. Better socialization of science and scientific methods is a key factor for development.

To this end, starting in 2015

**a regional scientific program -
Sistema Scienza Piemonte - will
be established to popularize
science and technology and to
engage the public in science
matters,**

through a program of activities to
be defined jointly by the partners
participating in this initiative.

“Xké? - The Curiosity Lab”, now
managed jointly by the Compagnia
and the Foundation for School
(Fondazione per la Scuola), will
be a key actor in this sense, with a
specific focus on school activities that
promote early contact with science in
the classroom.

Additionally, the Compagnia di San
Paolo, in collaboration with the

Istituto Zooprofilattico Sperimentale
of Piedmont, Liguria and Valle d'Aosta,
“Xké? - The Curiosity Lab” and with
the relevant Universities, intends to
promote a number of initiatives and a
program of didactic, information and
dissemination activities with reference
to the Milan World Expo 2015. The
target will be younger generations,
the general public and specialists in
food, food safety and research in the
agri-food industry.



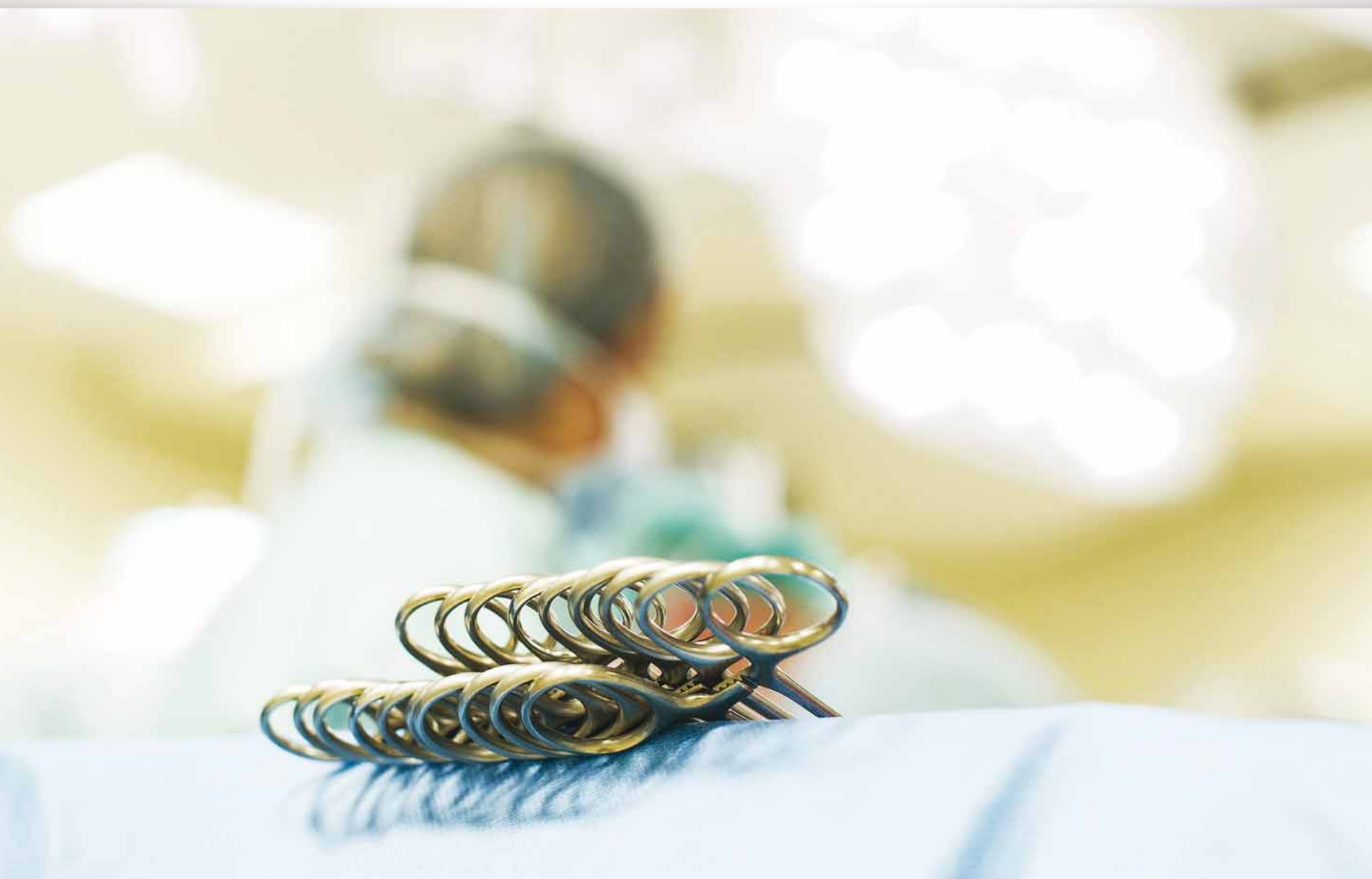
Health.

The Compagnia's program regarding Health activities is characterized by a rigorous selection of projects

eligible for grants and a special focus on themes related to applied research and specifically on translational medicine.

Special attention will be given to the concept of the “integrated health system” in all its components,

from research to engineering applications for health, services and





medical supplies, in order to open up new opportunities for development in the Turin area. Funds for health projects will be awarded through a highly selective process and according to relevance to applied research. As in the past, the Compagnia's actions in 2015 will focus exclusively on technological innovation and new organizational and management solutions to be applied to the Turin hospital system.

The Compagnia's actions will be coordinated with the Regional Department for Health of Regione Piemonte, both in terms of planning and in the definition of priority actions and funding. A key role will be played by the working group on *Health Technology Assessment*

recently established at IRES Piemonte.

As regards technological innovation (concerning new or upgraded equipment), grant applications addressed to the Compagnia will need to illustrate in particular the rate of occurrence of the clinical conditions for which the technology will be used, the impact on the

health system as a whole, as well as management and sustainability solutions and the possibility to share the new technology at regional level.

In order to promote the adoption of new management and organizational solutions, the Compagnia will encourage projects characterized by technological innovation

- for example through the adoption of ICT technologies that improve accessibility to health services, organizational studies and health economics. In this context, the Compagnia's Operating Bodies will be available to assist in the design and the development of relevant projects. In order to ensure more efficient planning and selection of projects it is essential to set the deadline for the submission of proposals by the end of the first semester of this year.

Historical and Artistic Heritage.

Investing in the cultural heritage and, in parallel, in cultural activities has acquired an even greater relevance not only with regard to the actual value of each asset recovered and

each activity implemented, but also as an economic driver for those regions of Italy, like Piedmont and Liguria, that have suffered a decrease in public funding.

While it would be misleading to consider culture and tourism as replacements for other underperforming economic and technological sectors in boosting

development, their contribution should not be overlooked.

In fact, this is the right time to engage in very concrete projects in these two Sectors,

that the Compagnia intends to promote through a selective approach that will ensure long-term growth.



Puppets created for the 2014 *Torinodanza Défilé* and Lyon's *Biennale de la Danse*.

As regards the Artistic and Historical Heritage the Compagnia continues to support integrated multi-annual projects, building on the achievements that have been attained in Turin and Genoa as well as across Piedmont and Liguria. There exist criticalities to be addressed through a systemic approach: in this sense collaboration between Foundations operating in the same areas will be encouraged - as was the case in Genoa, in spite of the delicate adjustments required - whenever appropriate to ensure value-added results.

Setting aside the short-term in favor of a long-sighted approach, the Compagnia will privilege integrated actions and selective evaluation,

also with a view to contributing to the redefinition of public policy measures announced by the Public Administration.

The other priorities guiding the Compagnia's action will be anchoring cultural heritage projects to culture-oriented development strategies for tourism and boosting the economy of the local territory that has been worn out by the financial crisis.

In Turin, 2015 will see the completion of a number of restoration projects undertaken in the framework of the



Museums Program, that will contribute significantly to the renewal of the historical center of the city and to increasing its cultural appeal.

New developments include

the opening of the Royal District (Polo Reale) as a cultural and administrative entity separate from the public authority of the Soprintendenze.

In close proximity to the Royal District is the ancient palace that was home to the Collegio dei Nobili, another important cultural reference point for the city that hosts two of the city's cultural beacons: the Academy of Sciences and the Egyptian Museum.

For the latter 2015 will be a crucial year: in the spring the opening of the fully restored Egyptian Museum is expected to attract large numbers of visitors from all over the world and to pave the way for the ambitious goal of the Museum's financial self-sufficiency.

The Royal District and the Egyptian Museum will be key priorities for the Compagnia, particularly in light of the uncertainties that characterize public funding.

As regards the program for the conservation of churches in the historical center of Turin, in the first part of the year new projects will be put on hold to ensure access to all the religious buildings during the solemn

Exposition of the Holy Shroud.

In the second part of the year the activity will resume to complete the revamping of the historical center and of strategically relevant religious assets. In parallel to the projects for the Turin center,

the Compagnia will also support the Royal Residences that encircle the city like a crown,

particularly the Reggia di Venaria, to which the Compagnia has contributed significantly and possibly decisively. In this context the situation is less encouraging, because the public-private management of the Reggia has witnessed a considerable reduction in public funding. While the economic scenario leaves no room for new ambitious restoration projects, it is urgent to address the issue of improving



The countdown to the opening of the new Egyptian Museum has started.



access to the Reggia on a wider scale and to ensure that efficient connections are available to other important Royal Residences, like Moncalieri, Stupinigi, Rivoli and Racconigi.

The Reggia di Venaria cannot remain isolated and disconnected from the “crown” of Royal Residences that are found around Turin.

A comprehensive plan should be drawn up to this end, while pursuing the active participation of all the Public Institutions involved. The same concern also applies to the restoration and the management of the assets owned by the Ordine Mauriziano, whose status remains to be determined.

In the past few years the Compagnia has also worked extensively to revamp the historical center of

Genoa through a strategic selection of restoration projects for the city’s architectural gems.

The purpose of the Compagnia’s action is the consolidation of the image of Genoa as a city of art and culture:

an objective that appears today particularly daunting not only in light of the decrease in public funding, but also of the financial difficulties faced by the local Foundation of banking origin. In 2015 the Compagnia will continue to support the Fondazione Genova Palazzo Ducale per la Cultura, that coordinates cultural initiatives and that has proven far-sighted and successful. Additionally, actions will be undertaken to recover the architectural heritage through very strict selection criteria, for a long-lasting effect, focusing exclusively on the assets that are deemed most important and essential for the city’s cultural system.



In 2015 the winners of the second edition of the call on the *Cultural Heritage and the Landscape: a network for promotion* will be announced.

The same goal also characterized the first edition of the call *Beni in Comune* that aims to recover monumental religious, secular and natural assets owned by the City of Genoa. A new *Tesori Sacri* call, an instrument that the Compagnia has

initiated that target museums and architectural assets that have benefitted from the Compagnia's support in the past. Voluntary work continues to be regarded as the primary engine for effective actions in this Sector in Piedmont and Liguria, with the aim of facilitating access to the cultural heritage also for the weakest groups of society. In particular, as regard the Royal District, special emphasis will be placed on ensuring maximum efficiency, particularly towards the many pilgrims and visitors who are expected to reach Turin. In line with the strategic objective of strengthening Turin's image as one of the liveliest artistic cities in Italy and a landmark for contemporary art, in 2015 the Compagnia will continue to support Turin's contemporary art sector and to consolidate its support to museums and events of excellence organized by local Institutions.



SISTEMA DEL — CONTEMPORANEO

Compagnia di San Paolo
per l'arte e il design

This instrument was chosen by the Compagnia to promote cultural development and to open up new opportunities for economic growth through projects that promote the integration and the appreciation of the artistic heritage and the landscape.

used repeatedly in the past, will be launched to promote the religious historical-artistic heritage and to raise awareness of its relevance. On the occasion of two major events, the Milan World Expo and the Exposition of the Holy Shroud,

the Compagnia will exclusively support exhibitions and promotional projects that are in line with local cultural policies

adopted by the relevant local Institutions. In particular, the Compagnia will award grants to

At the same time, the Compagnia will also step up its commitment to encourage creativity among young artists, by promoting their creative skills and sponsoring training and exchange activities through projects that are culturally relevant (also in wider social contexts), economically viable and innovative in their management. All initiatives and organizations supported by the Compagnia will continue to be subject to close monitoring in terms of efficient management, with a view to ensuring an organized use of resources, services and cultural initiatives in a wide cultural context. The objectives for the Historical and Artistic Heritage Sector will also be pursued through projects undertaken



by the Fondazione 1563 per l'Arte e la Cultura, the Compagnia's Operating Body that promotes research in Humanities.

The Fondazione will continue its important cultural action - that started two years ago - to promote and to disseminate studies on Baroque through scholarships and grants for researchers. It also promotes an articulated program on "Ancient and Modern. Rome, Paris, Turin 1680-1750" that expands on the critical reflections that were formulated in Turin in 1937, after the Second World War, and in the late Eighties. Lastly, the Fondazione will continue to be engaged in the promotion of the invaluable documentation collections contained in the Compagnia di San Paolo's Historical Archives.



Cultural Activities.

In the year to come the Compagnia will adopt a markedly pragmatic approach with regard to cultural initiatives, aimed to reward, as is typical of all its actions, quality and sustainability.

There appear to be signs of a tepid - and hopefully residual - return to indiscriminate funding in connection to

the emergency situation of these times of financial crisis. What the Compagnia deems essential, on the contrary, is

a constant rigor in approaching Cultural Activities as the result of strategic planning and a convergence of themes, actions, collections and resources.

Cultural “objects” become relevant only when they are experienced as part of the public’s life: therefore the connection between artistic assets and

their beneficiaries should evolve, also to reflect new trends and developments.

Promoting a new appreciation of consolidated knowledge and creating innovative ways to present it to the public will be one of the Compagnia’s key actions in the cultural Sector.

Across all the Sector’s activities - that span from the performing arts to the visual media, the Humanities, archives and libraries - the Compagnia will pursue integration and synergies, with a view to maximizing the overall impact of the effect of individual initiatives and to



build on the coherence and consistency that has characterized the past years of economic crisis. Consequently, the selection of projects eligible for grants will require proposals to be in line with the Compagnia's Planning Guidelines. They will be evaluated using specific instruments - including calls for proposals and guidelines - as a token of the Compagnia's commitment towards a cultural approach rooted in collaboration. In this way the resources available will be safe from the scattering that results from overlapping goals and Institutions, isolated or diverging actions. As regards the performing arts, support will be strengthened around major initiatives, like the *Arti Sceniche* call for festivals and seasons, and *Scene allo sBando* for youth creativity. New legislation may result in changes in the national scenario and regional and municipal policies to support culture will also evolve. Another area that appears to have finally reached a turning point after years of impasse concerns Archival Collections, in which the Compagnia has always had a special interest - as witnessed by the creation of a Program on *Twentieth Century Studies* and the promotion of the Compagnia's Historical Archives through the Fondazione 1563 per l'Arte e la Cultura.



The current phase is characterized by an evolution of the concept of archival documents from static to dynamic,

and related to the parallel universe of libraries and museums: changes are afoot in documentation Centers and in the ways in which documents can be accessed, reflecting personal interests and curiosities. It is the beneficiary accessing archival documents that takes center stage. With reference to archives and libraries, proposals eligible for grants will need to focus on the concept of "cultural maintenance" not only concerning collections but also people and their skills. Library facilities may serve as bridges between traditional forms of knowledge and the new context of digital culture, including also its social implications. Such projects will be regarded with particular interest. Additionally support will be provided to the Turin Institutions that

are engaged in fundamentals like the conservation of the historical memory and the cultural promotion of important archival and book collections, like the Academy of Sciences and Fondazione Luigi Einaudi. Most of the work in this Sector requires a smart approach to the digitalization of collections, to be carried out through specific projects. As regards the visual media, new technologies and new forms of social and creative expression have become fierce competitors to the world of cinema. Since the Compagnia is aware that the scope of this revolution also reflects a broader cultural change, it will support a new generation of creative practices that ensure technical quality and that take into account the endless forms of visual and social communication that are developing among the younger generations inside and outside urban areas.

Social Policy.

In the performance of activities in the Social Policy Sector, in 2015 the Compagnia will take into account various factors. These include:

– poverty and vulnerability in various forms, that are becoming more widespread and closely correlated. These characterize the Sector's

target segment of the population and risk jeopardizing the quality of life of individuals and families facing difficult times;

– the need to define medium-to-long-term strategies that, in line with the Sector's Guidelines, will have a significant impact on the area of reference.



These two aspects have characterized the Compagnia's activity in the past years and will continue to guide its action also in 2015,

aiming to promote a second welfare that fosters self-responsible behavior,

while ensuring the empowerment and direct engagement of the beneficiaries. This rationale is reflected in the creation of new Intersectoral Programs that will be presented in detail later in this publication (*ZeroSix* for children aged 0 to 6, *Turin and the Alps* and the *Center for the Twentieth Century*); in the consolidation of the *Housing Program* (in 2015 the second Temporary Home will open in the San Salvario district in Turin), the Sustainable Housing Fund in Piedmont (*Fondo Abitare Sostenibile Piemonte*) and the Social Housing Fund (*Fondo Housing Sociale*) in Liguria; and in the focus on Social Innovation.

The network projects that were launched a few years ago are characterized by contents and methods that reflect the principles of Social Innovation. In 2015 these projects will account for the bulk of this Sector's activity, in light of the need to constantly adapt the projects to a changing environment and to meet the specific needs of the Turin area.



The projects target mental disabilities through the Association *Il Bandolo*, prison policy through projects *Logos* for ex-convicts re-entering society, and *Nomis* for foreign minors who have committed crimes or are at risk of delinquency (the latter will be extended to include the areas of Cuneo and Savona), the need to protect and to mentor women subjected to violence (project *Approdo*) and the victims of crimes (project *Dafne*), youth empowerment (*YEPP - Youth Empowerment Partnership Program*) in various areas of Piedmont and Liguria, possibly to be extended to other regions as well.

Policy actions for children and youth will also see the active participation of the Social Policy Area, in the belief that

investing in the new generations since the early years reflects significantly on child development and school and professional performance.

In addition to the *ZeroSix* Program above, the Sector will extend its scope of activity to include themes related to education through a new collaboration with the Foundation for School and Ufficio Pio to update the project *Provaci ancora, Sam!* on early school leaving in the Turin area, that will be coordinated with scholarships awarded by Educatorio Duchessa Isabella.



A project to test innovative school facilities is also being studied, from both a structural and a methodological standpoint. Moreover the Sector's activity concerning daycare centers in Turin will be evaluated along with the results of experimental projects on equal opportunities in schooling for foreign-born children. Contrasting the economic crisis also translates into various actions that aim to

**keep unemployed or laid-off
workers in touch with
the labor market**

through work vouchers, to promote an active labor policy (Training for Labor Mobility), to provide incentives

for entrepreneurship (microcredit project with Regione Piemonte). In this Area activities will continue also with regard to the job placement of refugees. Other initiatives may be eligible for grants if they are characterized by innovation and sustainability. In this climate that promotes social entrepreneurship and socially engaged businesses, Social Innovation projects - also

infrastructural - will represent a specific area of action.

In 2015 the Compagnia's work regarding prisons will lead to the analysis and evaluation of the projects implemented in the previous editions of *Progetto Libero*, in view of launching the project again in 2016. A national conference will be organized to reflect on life in prison and possible measures to improve its quality.

As regards international cooperation the project *Fondazioni4Africa* can count today on the participation of several Foundations of banking origin engaged in a framework initiative in Burkina Faso.

The initiative *Formazione per lo sviluppo* (Training for development) targeting middle management personnel from the South of the World to build their capacities in educational Centers of excellence, will focus specifically on the results achieved in health-related cooperation. Also in light of a reflection currently under way with several other European Foundations,

the Compagnia will continue to place special emphasis on family farming, evaluating the possibility to develop joint initiatives with international partners.

The Memorandum of Understanding signed by the Compagnia di San Paolo, the City of Turin and Ufficio Pio to develop and to implement welfare programs, now in its third year, has proven

a useful instrument to share and to put in place interesting actions for the community in Turin.

Grants awarded to organizations for their institutional activities will be subject to even stricter monitoring and evaluation to verify the attainment of set objectives. The Compagnia's relations with the Operating Bodies and, more specifically, with Ufficio Pio (that was assigned a new Multiannual Objective Function after the new Governing Bodies took office in 2014) and with the Foundation for School will continue towards greater

collaboration and a clearer distinction of their respective roles. Specific themes that will see the participation of other Operating Bodies, including *Child* at Collegio Carlo Alberto on policy-making for the new generations; *SiTI* on social housing; *Istituto Superiore Mario Boella* on the application of new technologies

(where activities will continue for the revitalization of the Sestiere della Maddalena district) - calls for proposals will be used in specific Sectors: "Work" for active labor



for process innovation in the Social Policy Sector.

As regards the selection and evaluation of grant-making applications from the areas of reference - Piedmont and Liguria and, in particular, Turin and Genoa

policies; "Home-based care" especially for the elderly through the promotion of local networks; "Youth", with special emphasis on youth aggregation and empowerment; "Education" to contrast early school leaving and the use of new technologies in school; "Economic solidarity and territorial welfare" that will also include food aid in the Turin area.

**Special attention will be devoted
to the new programming
period of EU funds**

both in terms of the resources made available by structural funds, and funds managed directly by EU Institutions. Efforts will be geared towards improving access to sources of funding, international partnerships, experimentation of new initiatives and projects for civil society operators and Institutions with which the Compagnia di San Paolo operates, also with a view to generating economic leverage, to disseminating best practices, to exporting internationally methods and actions that have been implemented in Turin and in Piedmont.

In cooperation with the Social Policy Area, the Research Department will continue to focus on Community Foundations in the North-West of Italy, encouraging the achievement of concrete results and progressive financial autonomy.

It will provide early guidance to local initiatives that aim to set up new



organizations or to create systematic fundraising mechanisms for the community. It will also assess viable and sustainable projects to promote a culture of individual or corporate donations and to assist in the creation of memorial or philanthropic funds, possibly managed by Operating

Bodies or other institutions in which the Compagnia participates actively.

Voluntary Work.

In 2015 the Compagnia will follow closely the developments concerning the Special Funds for Voluntary Work ex art. 15 of Law 266/91 - to which it contributes also through participation in the activities of the Management Committees - particularly with reference to the geographical areas that are awarded grants annually. Moreover, the Compagnia will continue to work with the Foundation for the South, that promotes the development of Italy's Southern regions.

Intersectoral Programs.

Turin and the Alps.

The main project lines of the *Turin and the Alps* Program were developed in 2014, when the Program's activities began. Some of the actions will bear fruit and will be completed in

2015, in the framework of a process to develop and to increase internal competences as is typical of the Compagnia's Programs.

Based on its initial objectives and on

the experience matured through its first actions, in 2015

the Program will aim to extend, consolidate and engage the network of partners in the area of reference

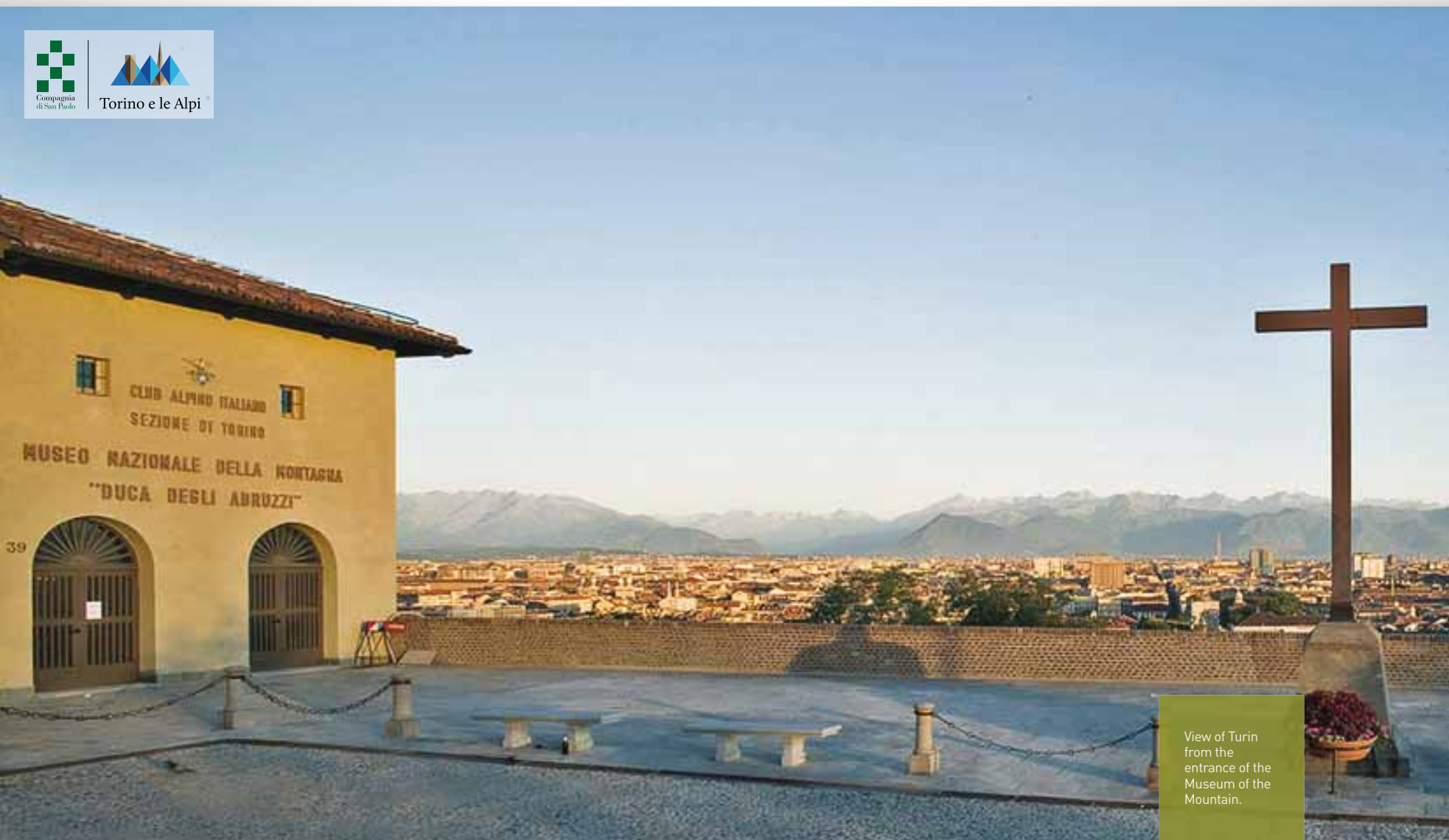
(Piedmont, Liguria, Valle d'Aosta) to share elements that facilitate concrete cooperation.



Compagnia
di San Paolo



Torino e le Alpi



View of Turin
from the
entrance of the
Museum of the
Mountain.



In 2014 the Program identified key places and actors, reflections, and territorial policies to promote a creative and innovative mountain environment. The Compagnia has played an active role in prompting the exchange of projects and experiences, especially regarding the role of Turin as the regional capital and the development of the potential of both sides (city/mountain) through interaction with the Alpine valleys that surround the city.

In line with the reflections that have led to its establishment, the Program aims to promote and to open up new opportunities deriving from the exchange and the interaction with

subjects that are innovative and coherent

with the goal of defining territorial development policies that are carefully designed and integrated.

As regards potential participants to the Program, in 2015 activities will focus on the analysis of shared instruments and methodologies, documented familiarity with local experiences and policies, and raising awareness of the mountain environment among the general public. In 2015 the activities issued from the 2014 call for proposals on

applied research concerning the economic and social development of Alpine areas in Piedmont, Liguria and Valle d'Aosta will continue.

Based on the materials produced so far, adjustments to better assist in the development of specific skills may be adopted - also possibly to help find additional funds to implement the best practices identified - to implement pilot projects that are deemed significant and feasible. Other capacity-building activities will be organized for the local communities, also in order to increase the appeal of Alpine areas and their ability to attract EU, public and private funds alike for the promotion of mountain areas. A central role will continue to be played by initiatives that aim to document and to disseminate artistic and cultural expressions of and about the Alpine world, to be promoted in Turin and in the valleys. These proposals aim to present the mountain as a place of cultural production and appeal, breaking away from the stereotypes that associate the mountain environment mainly with tourist activities.

At the same time they also aim to present Turin as a city that can dialogue constructively on an equal footing with the mountain, promoting the respect and the appreciation of the Alpine cultural identity. In this sense the *Turin and the Alps* Festival will be organized again, following last year's edition, and will be promoted through a joint strategy of communication. Projects and proposals will be encouraged to bring to light the innovative and creative potential of Alpine areas both as a source of inspiration and as a cultural production site. Collaboration with key stakeholders will be of the essence, particularly the National Museum of the Mountain in Turin, that will participate in the planning of actions for 2015.

ZeroSix Program.

In 2014 the *ZeroSix* Program was mostly characterized by the definition of new actions targeting children aged 0 to 6 years and their families. In this context the Compagnia's role was extremely practical and contributed to the organization and consolidation of projects and initiatives already under way.

The goal was

to define a comprehensive and organized strategy for the Compagnia's actions with regard to the Program's target.

The focus on children, cross-cutting actions, actors from various areas of activity, the promotion of innovative approaches and practices, the dissemination of the importance of early childhood years, will continue to be priority lines of action for the Compagnia targeting children aged 0 to 6 and their families.

Experiences, methodologies, practices, policies and instances that will emerge in the framework of the Program will be given visibility at "Spazio ZeroSei", a physical location that opened in the fall of 2014 in via Milano 20 in Turin, where children's curiosity has the chance to express itself through educational labs on science, art and culture. Here the children's families have the opportunity to participate in meetings and workshops on parenting and childcare, while specific courses are organized for educators, public officials, and decision-makers on information and awareness-raising activities, training and exchange. "Spazio ZeroSei" is intended to function as a place that promotes aggregation and experimentation.





In 2015 many of the actions defined in 2014 will be implemented jointly by a number of stakeholders (daycare centers and kindergartens, local health organizations, municipalities and consortia, third-sector operators, parental and diaspora associations, pediatricians, etc.) in collaboration with the Compagnia di San Paolo. In the framework of the Action *Porta Palazzo ZeroSei* initiatives will be undertaken to

raise awareness and inform on the promotion of children's health and well-being, as well as musical, cultural, artistic and sports activities

in Turin and food education (Borgo Dora, Aurora, Borgo Vittoria). These activities will target children in public and private daycare centers and kindergartens as well as those who are not involved in traditional educational services. In the Porta Palazzo district this figure is particularly high (only 13% of children residing in this district attend daycare and only 56% kindergarten). The participation of children not attending daycare or kindergarten will be promoted through the Voluntary Work Associations that operate in this district.

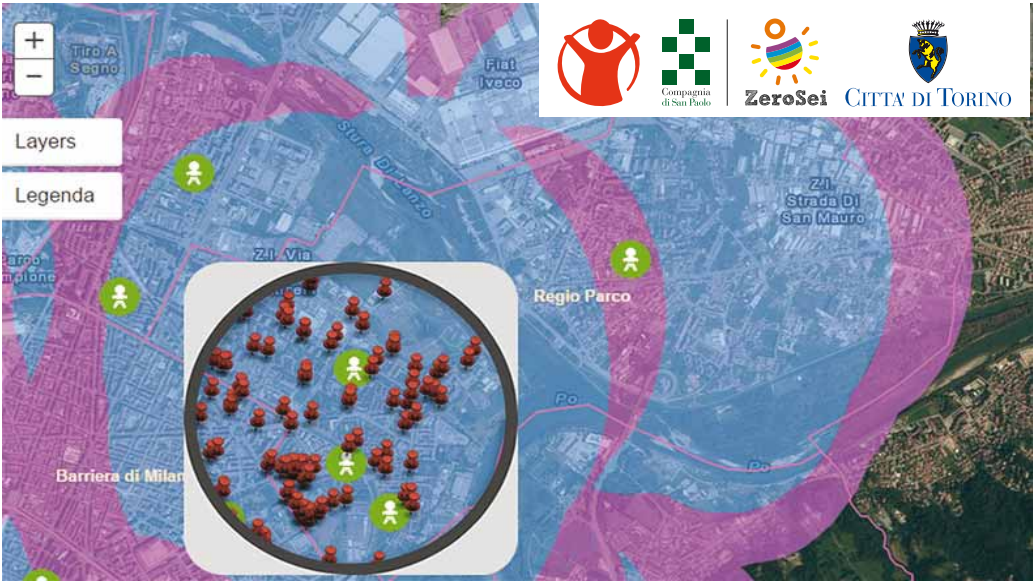
Following a joint in-depth analysis, activities will also be organized in the framework of the Action *Oltre i Campi ZeroSei* in the towns of Orbassano, Rivalta, Bruino, Beinasco, Piossasco, and Volvera (near Turin),

in collaboration with Consorzio CIDIS. These activities target children residing in these areas with the aim of promoting access to services on the part of Roma children and engaging their families. Awareness-raising and educational campaigns will be launched on the promotion of healthy lifestyles, food and nutrition, health information and prevention, the acquisition of legal status for Roma families, in addition to cultural and artistic activities that aim to bring out the cultural identity of the Roma population. As was the case last year, in 2015 meetings will be organized for operators and public officials to promote the exchange of experiences and best practices with other Italian and European operators engaged in the definition of initiatives and policies that aim to promote the inclusion of the Roma population as well as advocacy campaigns on those themes, also in collaboration with other European Foundations.

In other towns outside of Turin, the participatory planning projects that were implemented in 2014 through the Action *Altro Tempo ZeroSei* will reach their conclusion. The projects focus on the definition of educational activities and services, in addition to the more traditional ones (daycare centers and kindergartens), that provide educational and playing opportunities for children that encourage socializing, inclusion, parenting, and family engagement. In 2015 the applications for the first edition of the call *Orizzonti ZeroSei* will be evaluated and selected. The call, launched by the Compagnia di San Paolo, is devoted to proposals from public and private operators from Turin and Piedmont for children aged 0 to 6 years. The call was designed to encourage multi-dimensional solutions for issues related to early childhood, to promote innovative approaches and methodologies, as well as integration between various subjects and experiences. A second call will be launched by the end of 2015 and will be defined according to the proposals selected in the first edition of the call and the results achieved by other Program Actions.

The Compagnia di San Paolo also participates in the *Transatlantic Forum on Inclusive Early Years* with Italian and international partner Foundations to promote discussion, reflection and collaboration among researchers, decision-makers and operators on policies for children aged 0 to 6, especially from migrant families

In 2014 Save the Children in collaboration with the Compagnia di San Paolo and the City of Turin has created the Torino *BeBi Atlas*, that provides a georeferenced map of



or disadvantaged households. The Compagnia will continue this engagement to

include childhood poverty among the top priorities on the agenda of public and private decision-makers, locally and nationally,

to gather and disseminate data on this theme, to organize workshops for experts and the general public.

services and activities available in Turin for children aged 0 to 6 years. This instrument will be very useful to analyze and to define new practices and policies for local decision makers.

The Compagnia confirms its commitment towards the national initiative *Nati per Leggere* (Born to Read) to promote reading among children aged 0 to 6, a Program that is coordinated and promoted by Regione Piemonte.

In 2015 the Compagnia will also evaluate the results obtained in the framework of the coordinated activities carried out jointly with Regione Piemonte since 2014 with a number of partners to select specific issues that require action. Lastly new initiatives will be considered as well as the development of the Program in new

directions, especially with reference to healthcare, based on the outcomes of the Program's actions for children and on collaborations with local enterprises.

Twentieth Century Program.

Inspired by the idea of creating a dynamic cultural Center open to the general population - particularly new citizens and younger generations - the *Twentieth Century* Program will continue also in 2015. It will aim in particular to provide a joint seat for a number of cultural Institutions that are the repositories of important documentary collections and that are engaged in cultural research and activities on Twentieth Century

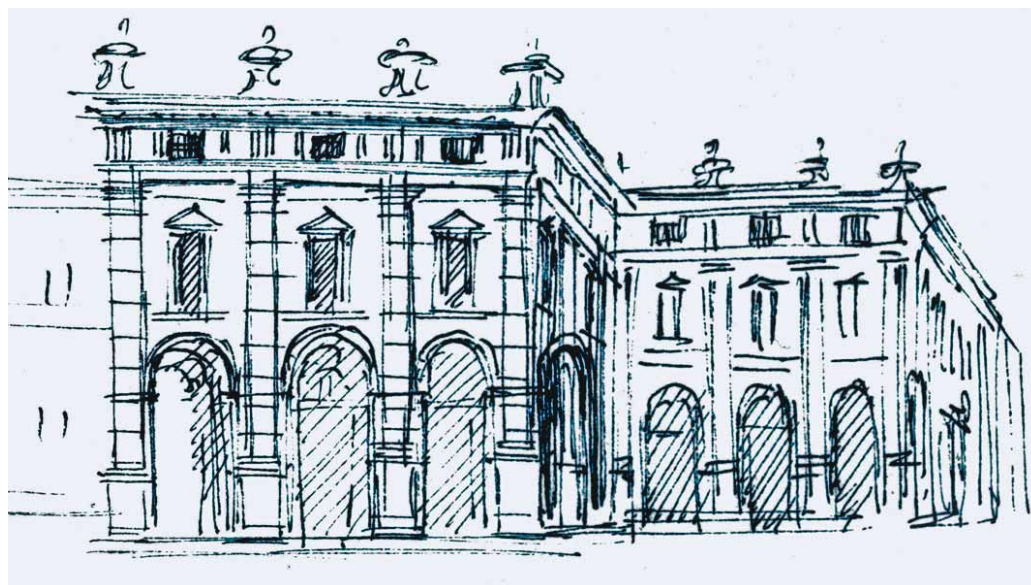
society, economics, politics and literature. The overall objective is to create a "safe harbor" to preserve 20th century documentation regarding Turin. Even more significantly, the projects intends

to create opportunities for dialogue and civic growth with regard to present and future social issues and key aspects of democratic life.

The project under way for Turin's so-called "Military District" designed by the famous architect Juvarra, that will provide the seat for the Center, has progressed in 2014 with the start of the renovation of two twin buildings - Palazzo San Daniele and San Celso. This past year marked the beginning of the project with a broad definition of spatial and functional requirements, leading to the identification of the organizations that will transfer their offices in the "Military District". The seat of the Center, that will be characterized by an innovative and sustainable management and cultural approach, will be inaugurated by



the end of 2015. Up to this point the organizations involved are the ones that will inhabit the two twin buildings, the next step will be the engagement of all the organizations that are found across the regional area that perform activities in line with the Center's mission. This will create a reference institution for issues like democracy and human rights, the positive legacy of the last century. This expansion to include the regional territory also entails the addition of Regione Piemonte as a new partner, in addition to the Compagnia and the City of Turin. The projects designed by cultural Institutes on the services to be offered by the Center will be completed and they will be presented at the inauguration that is planned for the fall of 2015. The addition of new partners will also be considered among organizations that can contribute to cultural and management activities, some of which may also find a new seat in Palazzo San Daniele. Initiatives to engage the local population will also be organized - not only as beneficiaries of the services offered, but also to encourage those who have an interest in those themes to become more actively involved in the promotion of the Center and its activities.



As regards grant-making, the single call will be expanded and diversified to include various objectives: on the one hand, the completion of the projects started in 2014; on the other, support to research, which is the soul of cultural institutes, through projects that disseminate the Center's activities and results and that engage civil society on pressing topics. The more operational projects will also continue, as a sort of "investment in software", to create new competences and practices

for the Center's partners. Through these activities the Compagnia intends to allow the participating Institutions to reorganize in light of the developments of the past three years. The work groups, that bring together the staff of the organizations participating in the Center, will continue to operate with a view to innovating skills and competences and developing integrated and cross-cutting approaches to priority themes: communication, fundraising, promotional and dissemination activities targeting students and the general public, the role of voluntary work. Moreover a special focus will be placed on the creation of an IT infrastructure for archival and library activities, which will provide a significant opportunity to integrate and to improve the core services offered.

Creative project:
The Mask Communication.

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