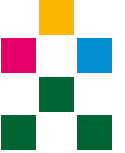


Fondazione
Compagnia
di San Paolo

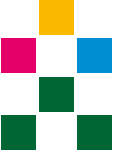
Annual Planning Document 2021



Introduction.

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

The nature of FCSP's work in 2020 was heavily influenced by the effects of COVID-19 and by the Foundation's efforts to adhere to its strategic policy directions, while simultaneously responding

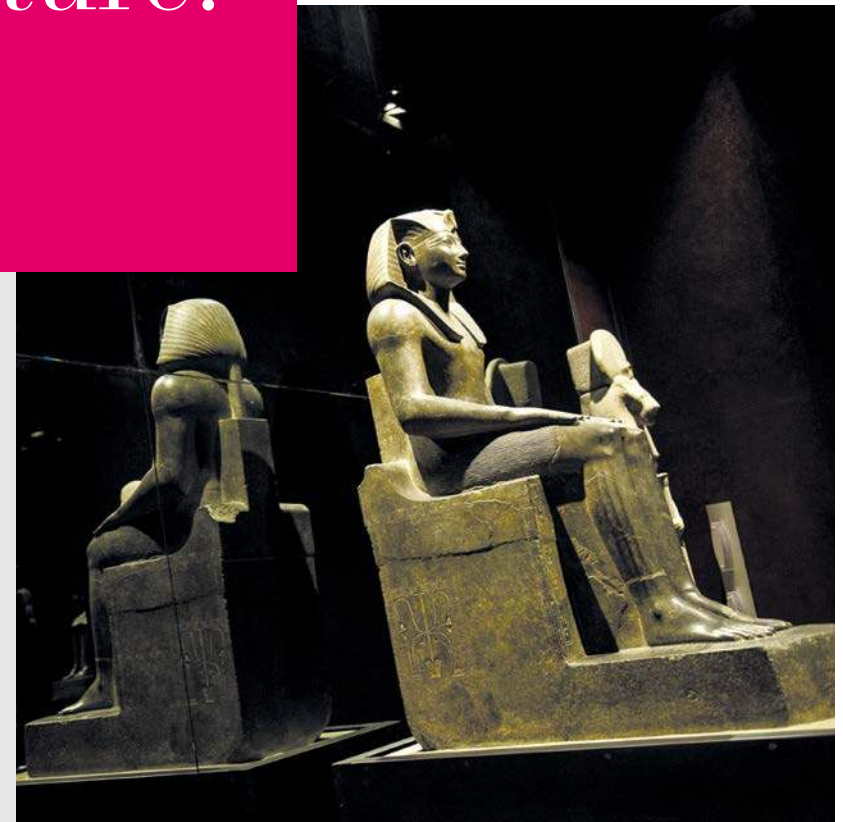


Culture.

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

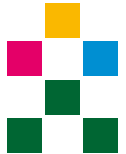
In Italy, we have the good fortune to live steeped in immeasurable wealth, which adds value to our personal and collective histories, and helps us to take a new approach to the design of our habitat.

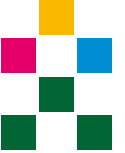
We work closely with institutions to promote culture as a means of building a society that makes people feel involved and welcome. We promote the growth of an innovative and creative industry by developing local areas to ensure everyone's well-being. We approach culture with a fresh perspective that



Building Capacity to Attract. Mission

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

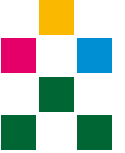




Developing Skills. Mission

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





Preserving Beauty. Mission

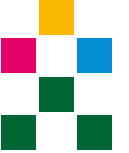
We take care of our local cultural heritage, so that future generations can also benefit from this wealth. We design medium- and long-term strategies to interpret cultural heritage within its own landscape, thus paving the way to a sustainable vision of culture, in both economic and social terms.



Encouraging Active Participation. Mission

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



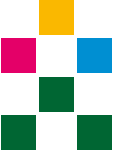


People.

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

We help improve the lives of people facing hardship and vulnerability, through projects that make them more independent and equip them to shape their own futures more effectively, thus building a better society for everyone. We involve people, we strive to ensure that no-one feels left to face their challenges alone, and we view diversity as a source of wealth on which to build. We share this vision with organisations that put people centre stage, and build more capable and supportive alliances. Our approach encom



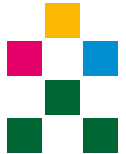


Reinventing Dwelling Systems and Regenerating Neighbourhoods.



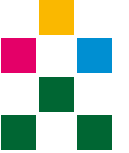
For us, social housing provides an answer to emerging questions, by integrating people's economic, social, relational and working needs and experimenting with replicable new models. We promote urban regeneration projects where approaches to dwelling provide an opportunity to transform local areas.

Promoting Decent Work.



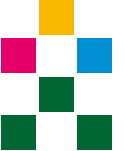
We help the most vulnerable people find new job opportunities, by offering programmes that enhance their personal and professional resources, within the framework of local systems that we help strengthen. The ability to actively seek, find and keep decent work holds the key to establishing and relaunching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



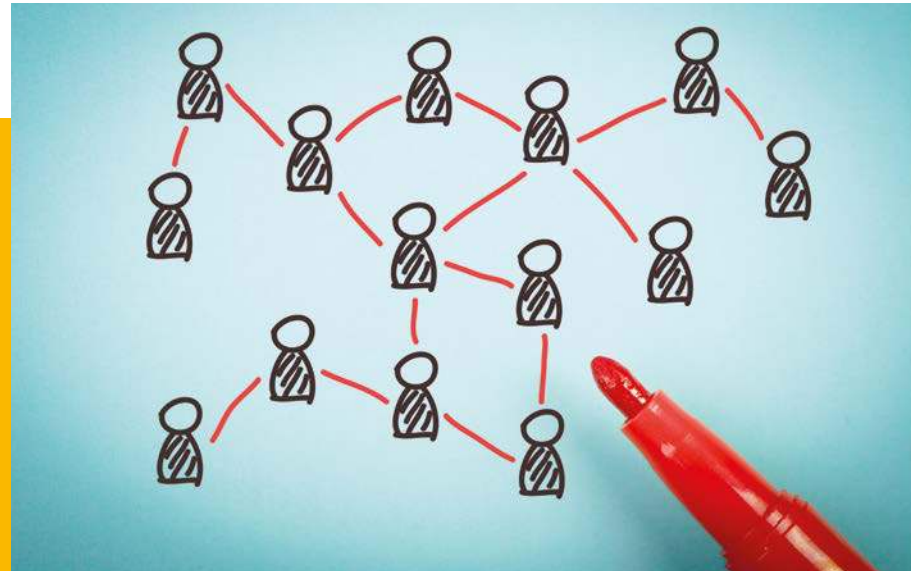


Educating for Collective Development.

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



Rediscovering Community.



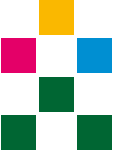
We work with communities to make them more supportive, resilient and healthy, by promoting quality of life and full citizenship. We help fight poverty by supporting solidarity and gift culture and by building close networks where the ability to offer and receive help makes people stronger and more capable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

Working Together for Inclusion.



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





Planet.

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

It is our responsibility to consider and protect the future of our planet and of the generations to come, by taking effective action with a powerful social, economic and environmental impact. We promote dialogue and encourage people to share their best skills with a view to achieving excellence. We add value in all the areas we work in by stimulating competitive research, boosting innovation aimed at developing new

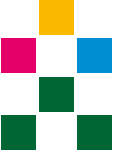


Harnessing the Value of Research.



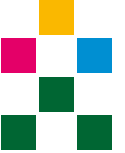
We help develop research aimed at furthering scientific knowledge, in line with European planning. We foster excellence in training and harness the value of the knowledge that it spawns, so that the best ideas can have a positive economic, social and environmental impact.





Boosting Innovation.

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



Fostering International Opportunities.



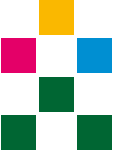
We offer local players the opportunity to access an international scenario, to ensure that they fully understand the European and global framework within which their employer organisations operate. This boosts the sharing of good practices and helps identify opportunities for collaboration, which in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

Promoting Well-being.



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





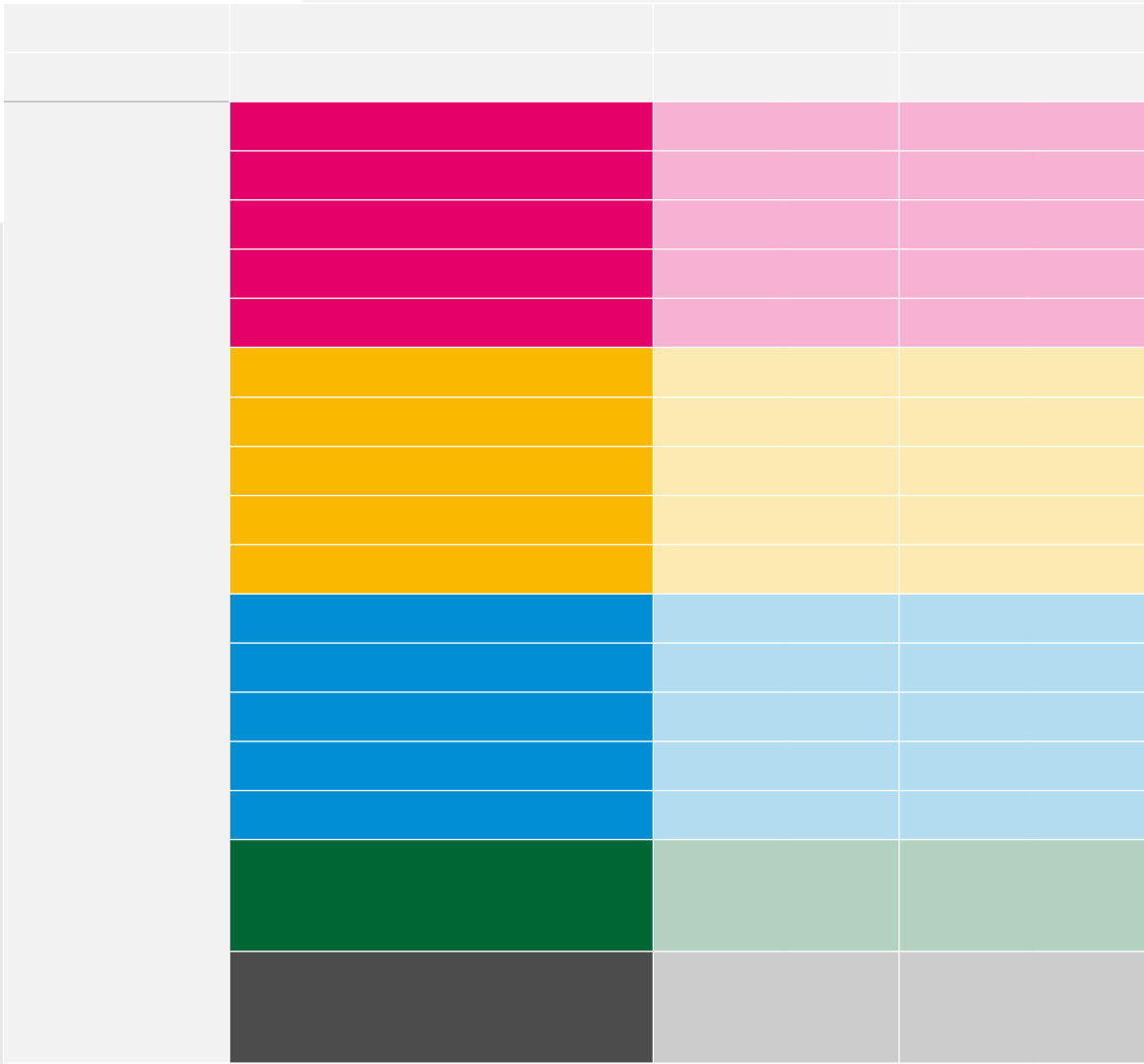
Protecting the Environment.

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



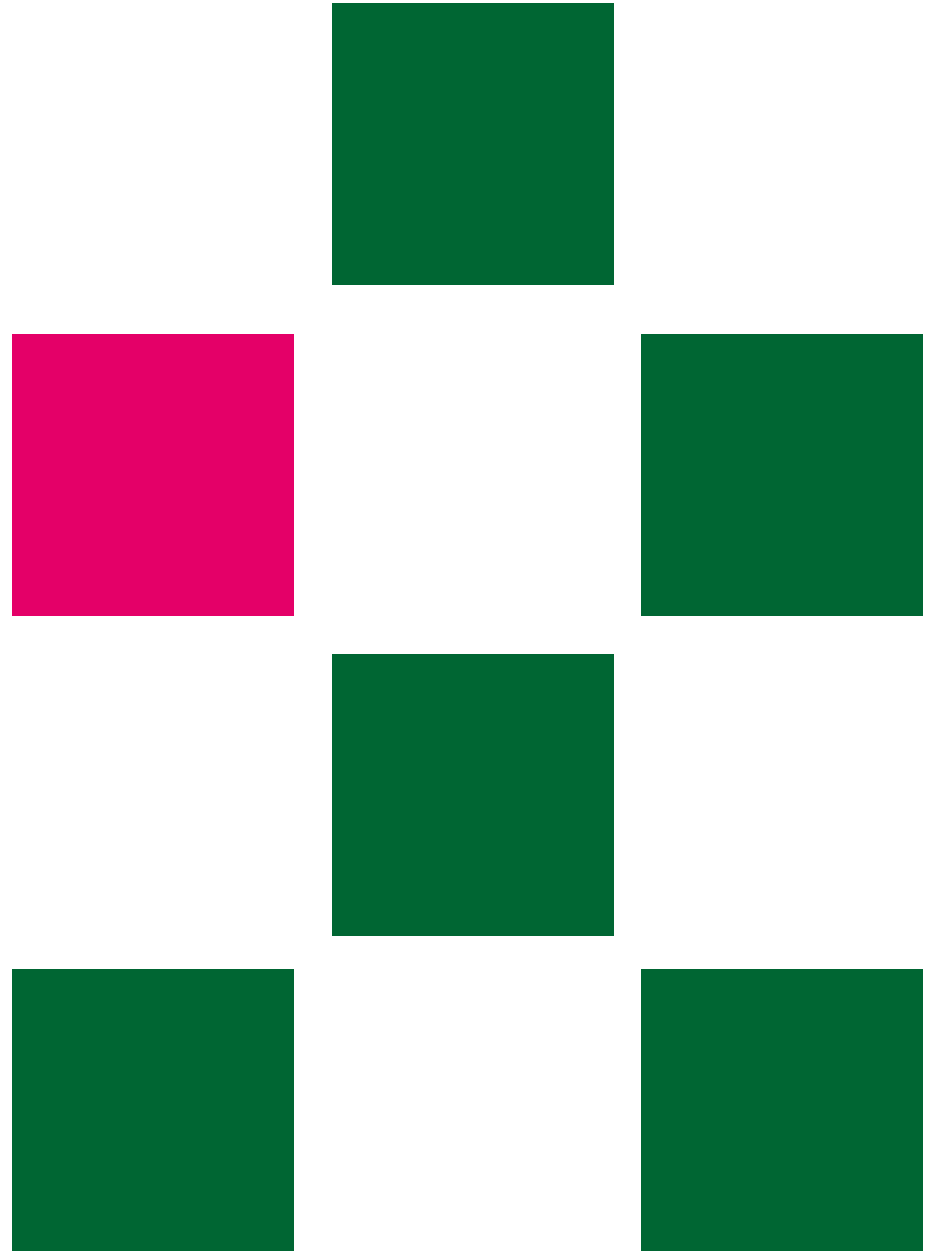
Plans for 2021: Goals and Missions

Resource allocation at Mission level



Culture.

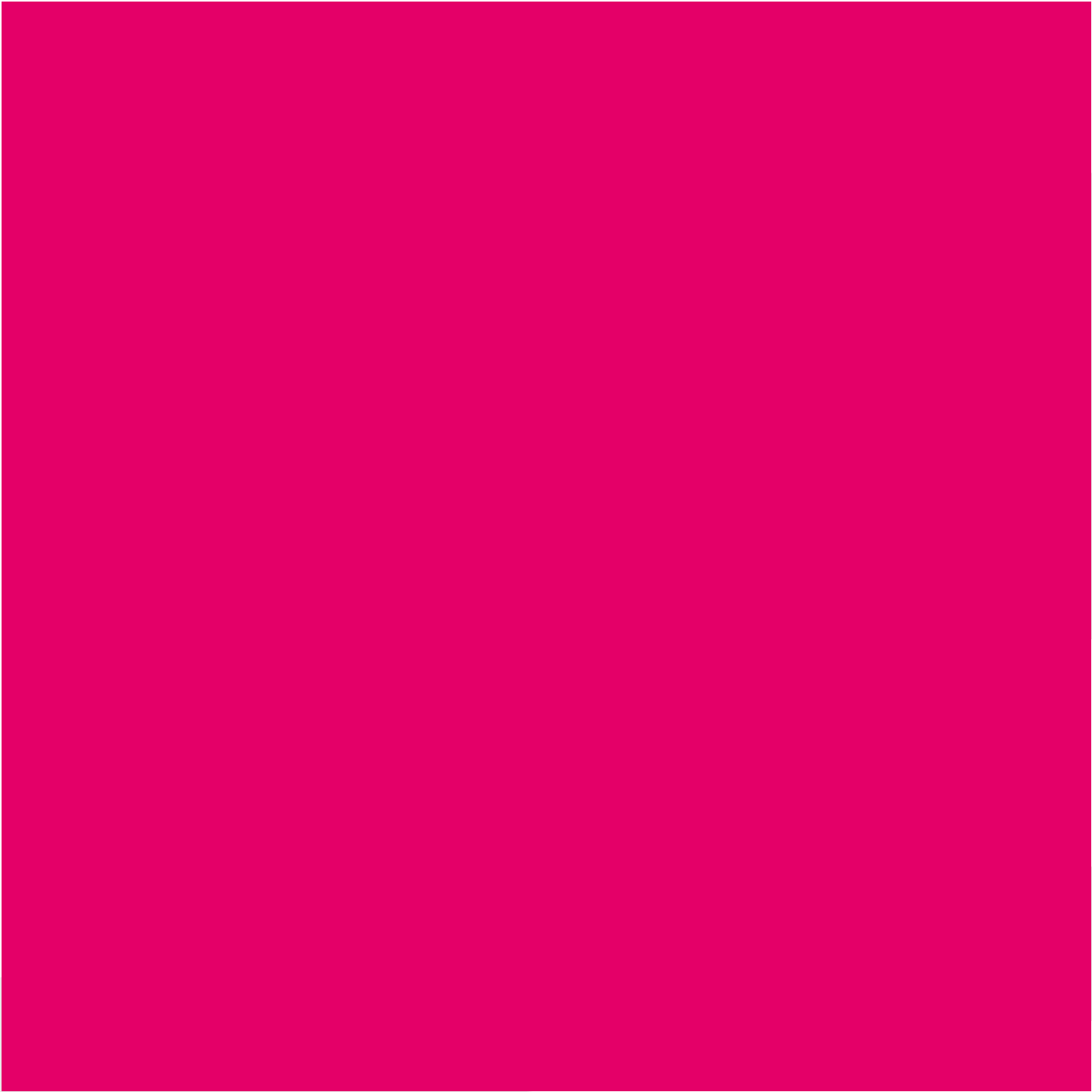
Art, Heritage, Participation.
Let's imagine the future.





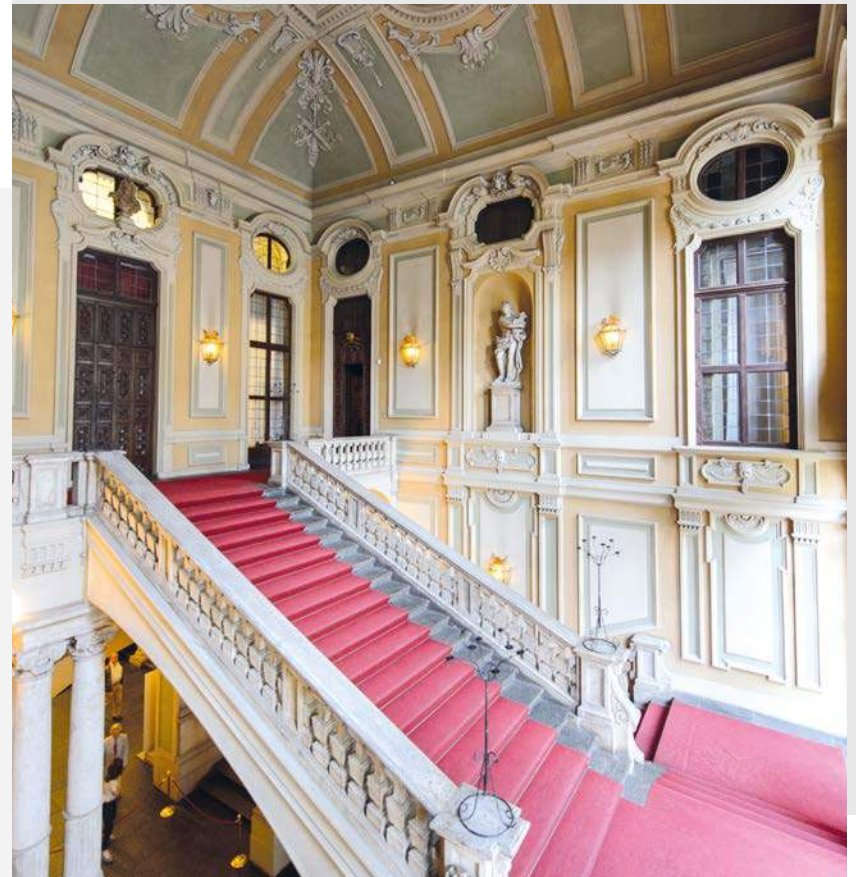
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Showcasing cultural heritage, **supporting cultural production**, research and creativity and encouraging a taste for **innovation and technology** in the cultural sector are therefore the aims that FCSP intends to achieve, by working with the relevant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

The COVID-19 pandemic requires an ongoing response to the severe health,





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

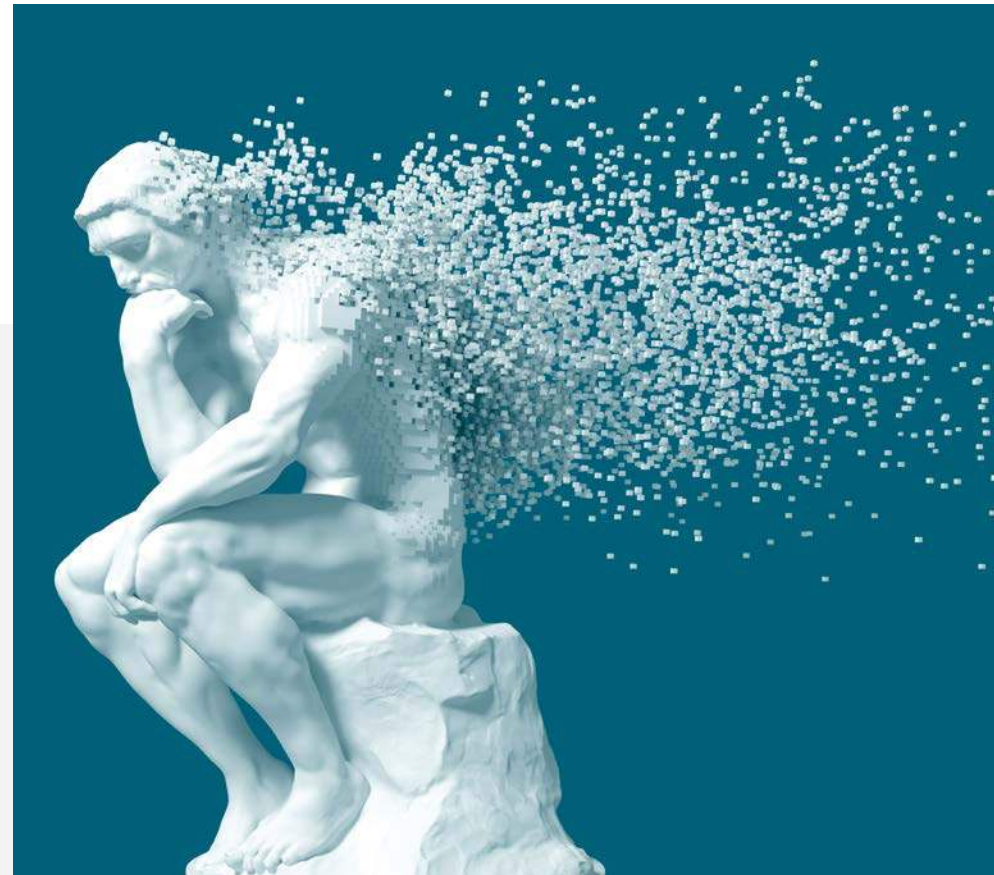
It will be essential to maximise the impact of FCSP's funding, in order to reinforce these organisations' position as beacons in their own fields,

Over the course of the year, work will be done to redesign the intervention instruments aimed at **harnessing the value** of the cultural heritage spread across Piedmont, Liguria and Valle d'Aosta. By first studying past editions of the **Places of Culture Call for Proposals** and analysing the current cultural context, we intend to design a system for identifying cultural subject areas from which to select cultural upgrading and showcasing projects. Preference will be given to initiatives geared towards sustainable design, innovation and



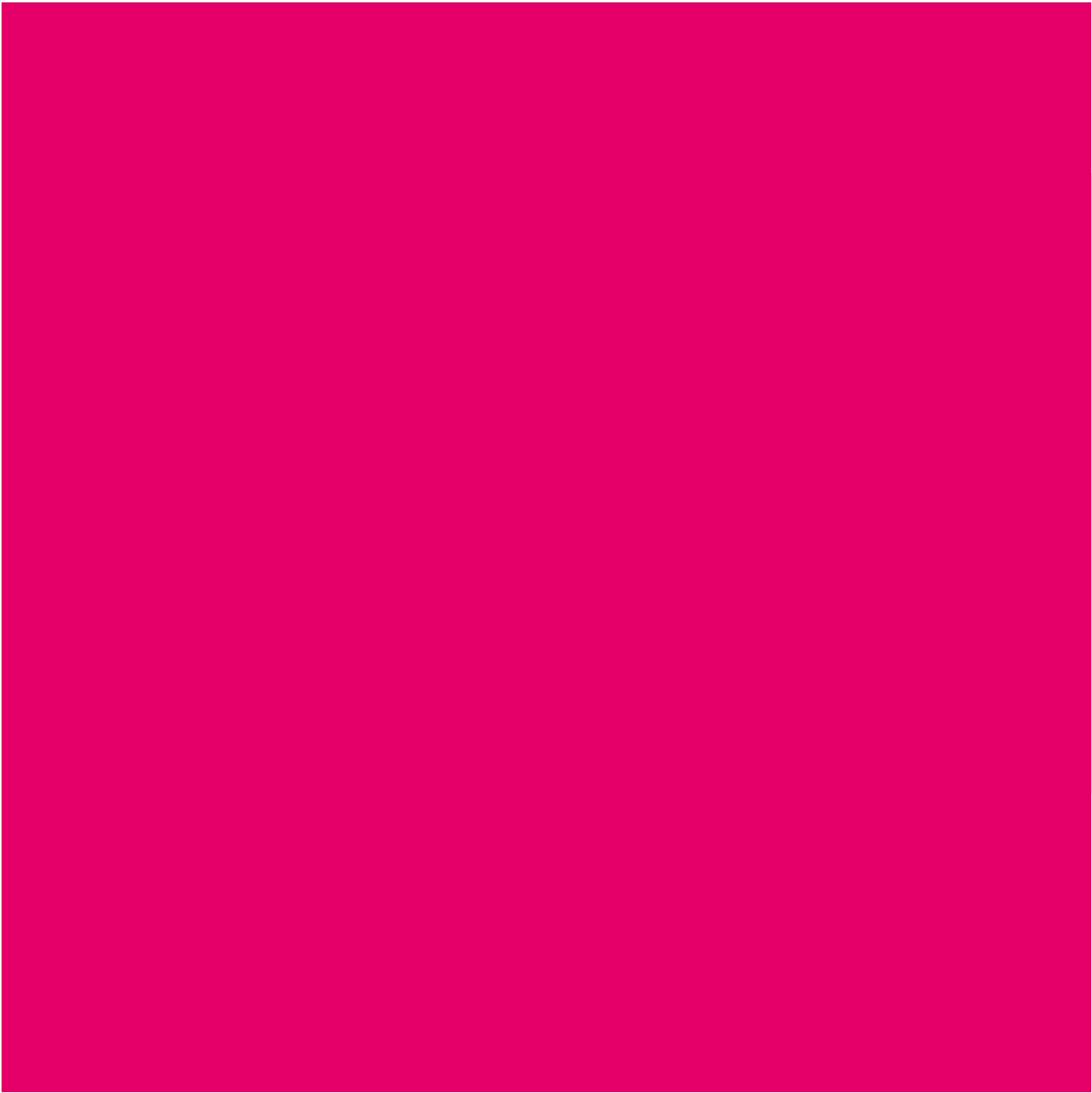


Innovation and new technologies in culture will remain a central theme of the mission's development, not only as a guideline in production and value enhancement projects, but as a specific axis of intervention. Over the course of 2021, we shall oversee the implementation of the projects selected under the **Switch Call for Proposals**, while at the same time developing further projects and new ideas for interventions, drawn from the pool of applications received in response to the call. We shall also maintain a keen interest in





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



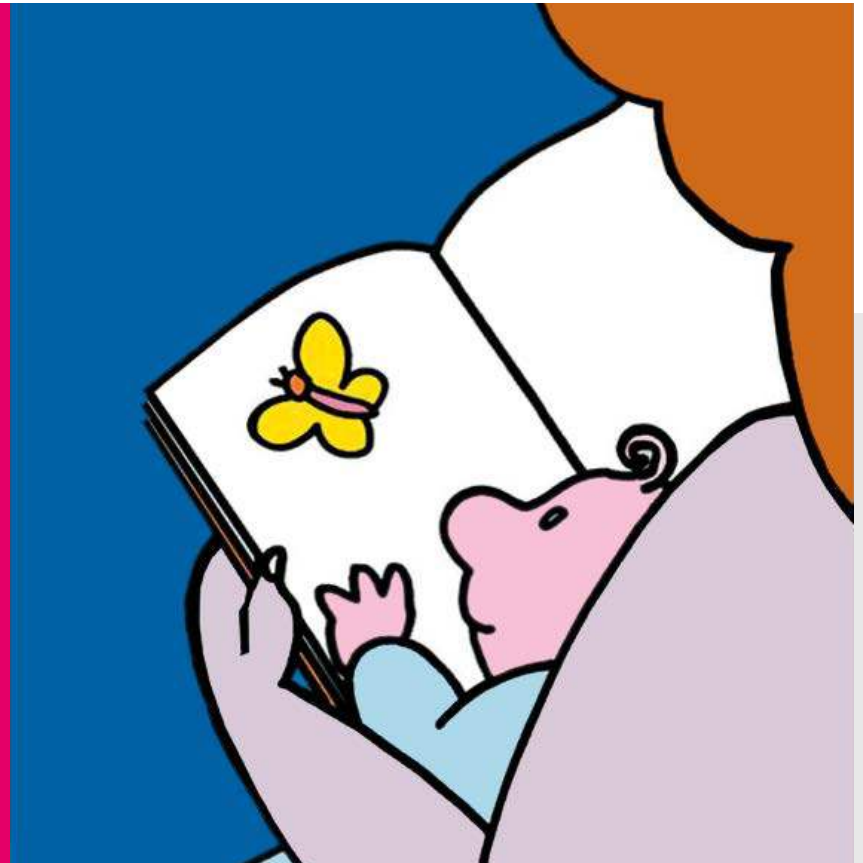


These intentions will take shape in the form of pilot projects in 2021, within the framework of a coherent strategy, supported by certain key actions in the three strands of intervention identified: introducing culture and creativity into children's educational pathways at an early stage and on a widespread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

In the educational arena, we aim to promote **cooperation between the**

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

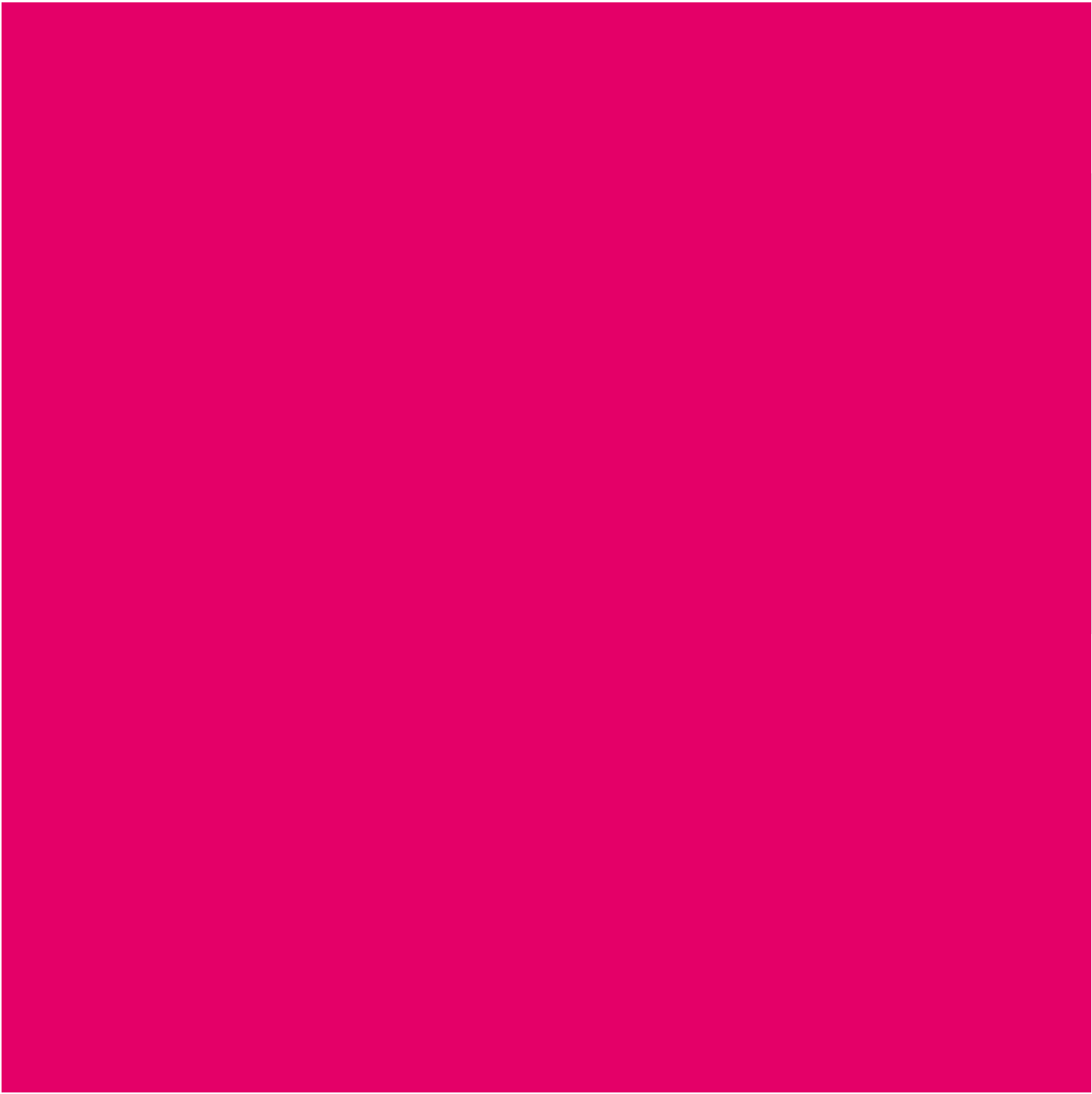
As part of the same aim of building a system and encouraging the



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

As far as





Landscape is a cross-cutting dimension, which raises the question of method. Taking care of the landscape, in fact, means helping lay the foundations for a widespread awareness not only of the aesthetic value, but also the cultural and social value and the fragility of the spaces we enjoy. Whether urban, rural or natural, the landscape is the setting in which all human activity takes place, and cultural heritage sites, which are often the sole focus of attention, are part of that setting and cannot be considered in isolation from it. FCSP's

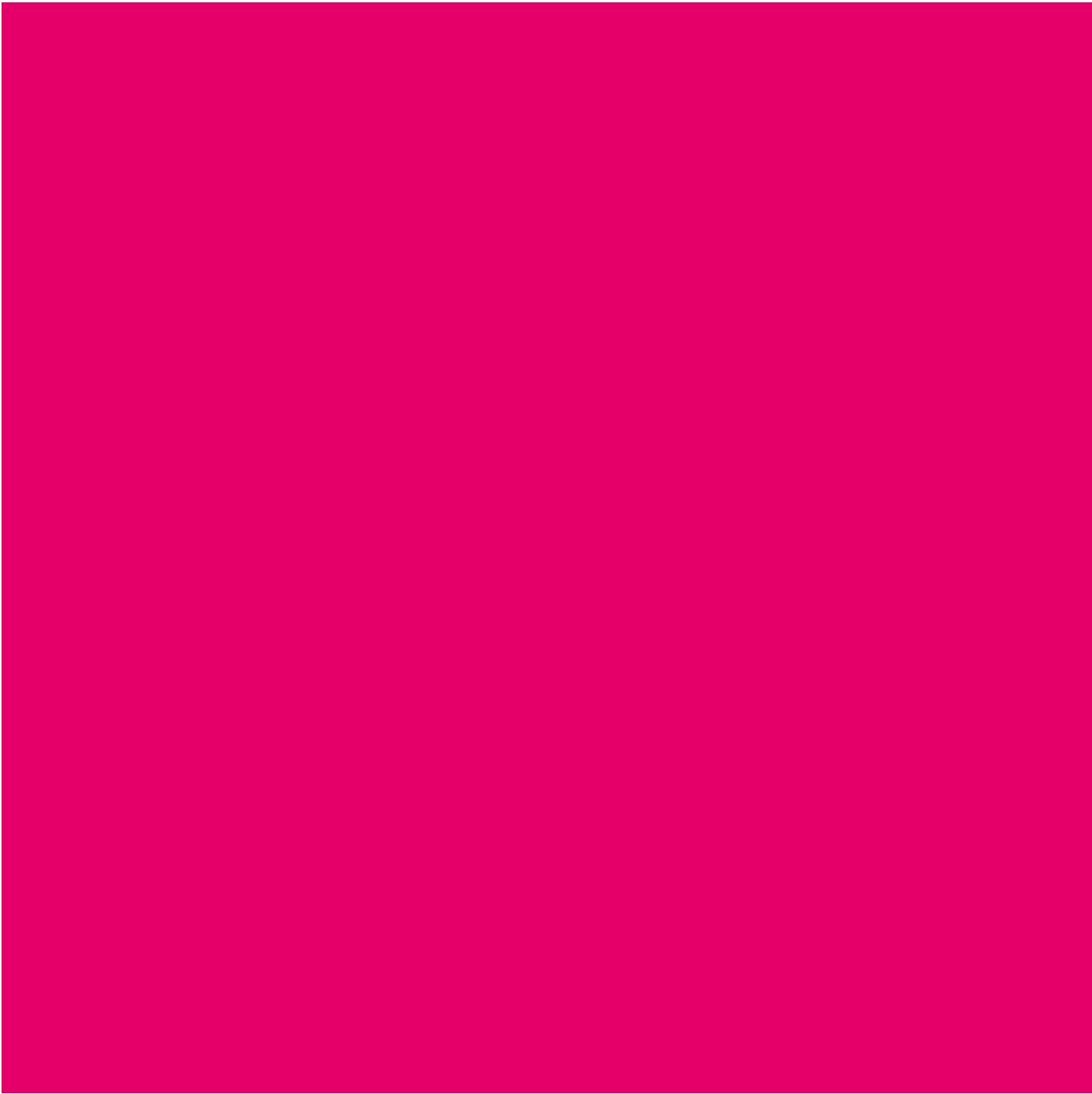


2021 will see the outcome of FCSP's first call for proposals dedicated to generating **scheduled maintenance plans for complex systems of heritage assets** – a tool designed to replace the general tendency to respond only in emergencies, with a widespread culture of continuous preventive maintenance.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



Taking care of our heritage means being sensitive to what our home turf and our cultural landscapes hand down to us. **Archives, libraries**, documentation centres and cultural institutions that focus specifically on historical studies are therefore valuable. We shall thus continue with our efforts not only to preserve these entities but also to help modernise them, in terms of technology and communication, within the framework of a systemic approach. Work will be carried out on the entire system, in conjunction with FCSP's Fondazione 1563 per l'Arte e la Cultura, with a view to devising a





The Mission draws upon the stock of experience it has built up in recent years in the field of **cultural participation**, to continue its work on developing demand for culture, including scientific culture, by broadening its social base, while reinforcing and scaling up the most successful practices. These efforts are not confined to devising new ways of using traditional places of culture, but extend to encouraging producers of culture, in their various capacities, to reach beyond these places and move into the realm of everyday life,





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

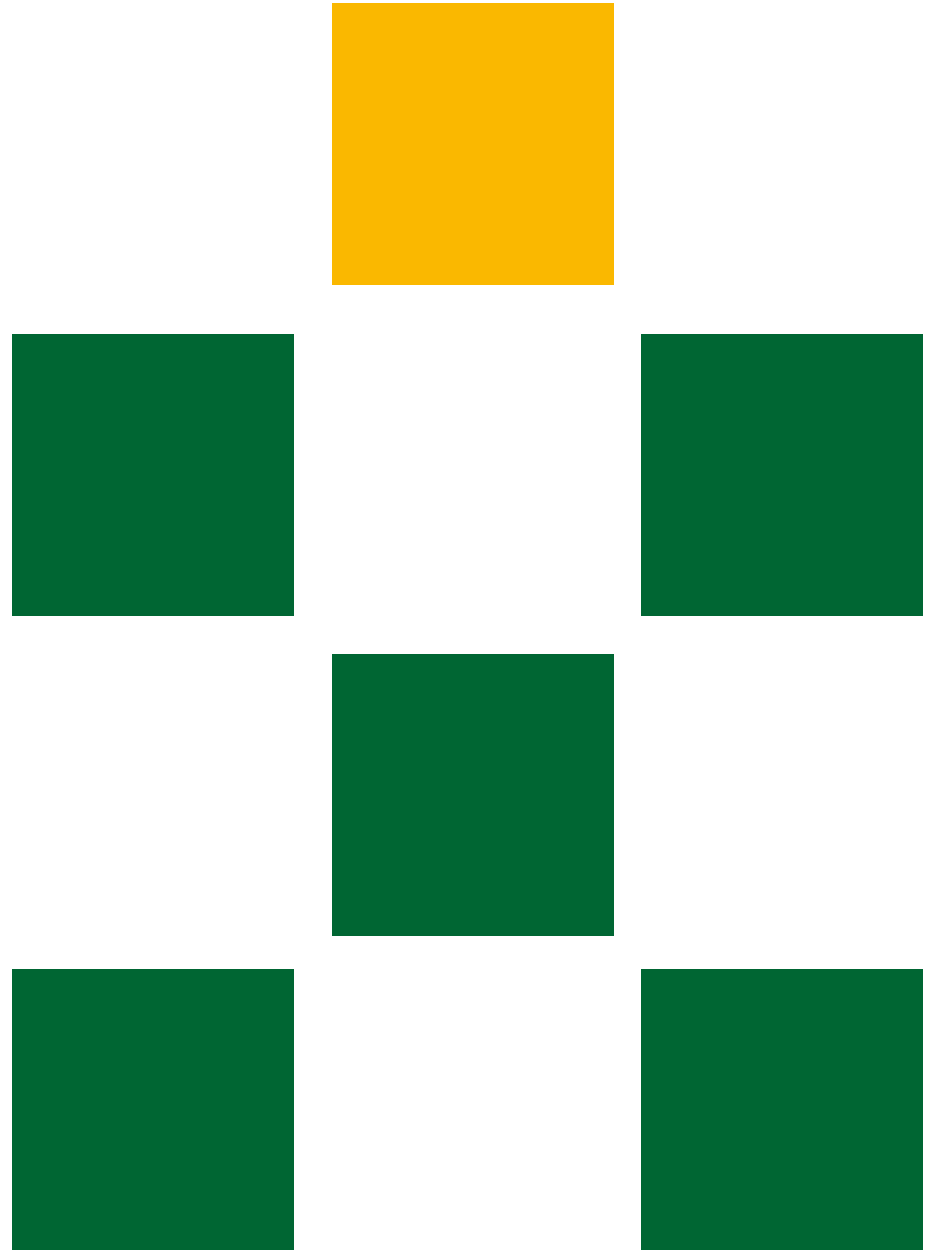
Young people are a key focal point and cross-cutting consideration, and their dynamism is one of our priorities. Fostering dialogue with young people, by building relationships with the spaces and communities they




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

People.


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

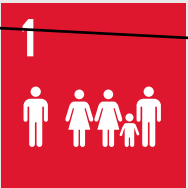
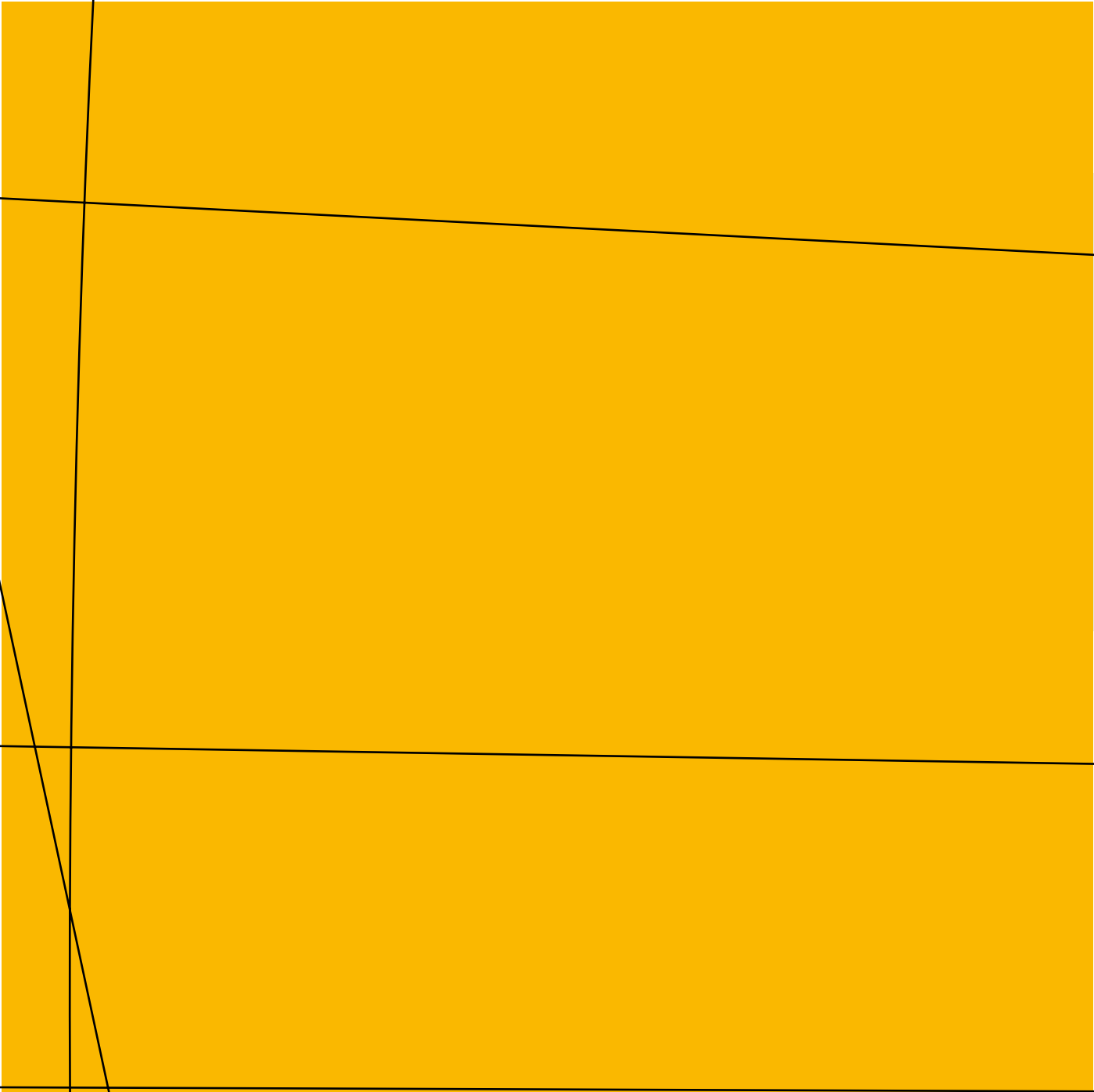






In 2021, the People Goal will carry on tackling the challenge posed by the dangerous rise in inequalities, which the pandemic has helped spread and accelerate. It will do this through the various initiatives that its five missions are implementing in an integrated, synergistic manner, on the basis of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







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

FCSP aims to foster

FCSP intends to explore appropriate avenues for promoting **urban regeneration initiatives** – in light of the local scales involved – in which housing is linked with infrastructural, logistical, relational, socio-cultural and employment dimensions, in a socially enriching and environmentally sustainable way. The provision of **active housing services** will continue in 2021, encompassing temporary residences, social condominiums, social housing agencies and social co-housing initiatives aimed at developing communities or housing vulnerable people. By the time the trial phase is completed, these





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

- **ioabitosocial**, an online platform launched in 2019 for posting and



The scale of these problems puts them beyond the ability of a foundation to solve. It leaves plenty of room, however, for local interventions and, most importantly, for the road-testing of new instruments. Over the course of 2021, the *Promoting Decent Work Mission* will therefore step up its efforts to help vulnerable people into work, partly by identifying new types of population group at which to aim its interventions. The Mission will also consolidate its evaluations of projects completed and approaches road-





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

The pandemic will inevitably cause further change, and against this backdrop, 2021 will be a significant year for compiling specific guidance





In view of the fact that over two million young people in Italy are not in education, employment or training (pre-COVID ISTAT data from 2019), and that NEET rates in Piedmont and Liguria are high (16.6% and 17.7% respectively), 2021 will see the continuation of the initiatives supported under the **Articolo+1 call for proposals** aimed at 15- to 29-year-olds with low levels of employability, living in the Turin and Genoa metropolitan areas. To counter the expected reduction in employment rates that the



The prison system has been a specific target of FCSP's work for many years. It is inevitably a delicate, complex and sometimes difficult sector, but precisely because FCSP is well aware of these challenges, it is not only committed to continuing its practical philanthropic work in prisons, but is considering stepping it up. The **LEI - Lavoro, Emancipazione, Inclusione** project will therefore continue to pursue its goal of improving opportunities for integrating women serving custodial sentences in Turin prison back



The *Promoting Decent Work Mission* will also continue to support pathways towards the integration and inclusion of **people of migrant origin** in society and the employment market, alongside projects aimed at people at high risk of social exclusion (disabled people, etc.) in order to encourage their full and active participation in their community. Lastly, work will be done on the design of possible new measures to help integrate asylum seekers and refugees in Piedmont, partly on the basis of the evidence that emerges from the



On the basis of the lessons learned in this emergency phase, the *Educating for Collective Development Mission* intends to make further efforts to **promote the growth of all children and adolescents in 2021, with a particular focus on people and communities most at risk of becoming vulnerable**. The two-year projects selected within the framework of the now-completed **Andiamo oltre** and **#Extragram** calls for proposals are designed to reduce inequality of access to educational opportunities outside school, both around Genoa and





Equipping the new generations with the necessary cognitive, cultural, social and personal skills to play a proactive role in shaping their own futures will be a priority focus of our work, some of which will be carried out in partnership with FCSP's auxiliary and co-governed bodies. With this in mind, the multi-year, inter-institutional initiative called ***Provaci ancora, Sam!***, aimed at reducing school drop-out rates, will continue on the basis of the innovations introduced in recent years. The basic skills achieved by the students within the framework of the initiative will also be accompanied

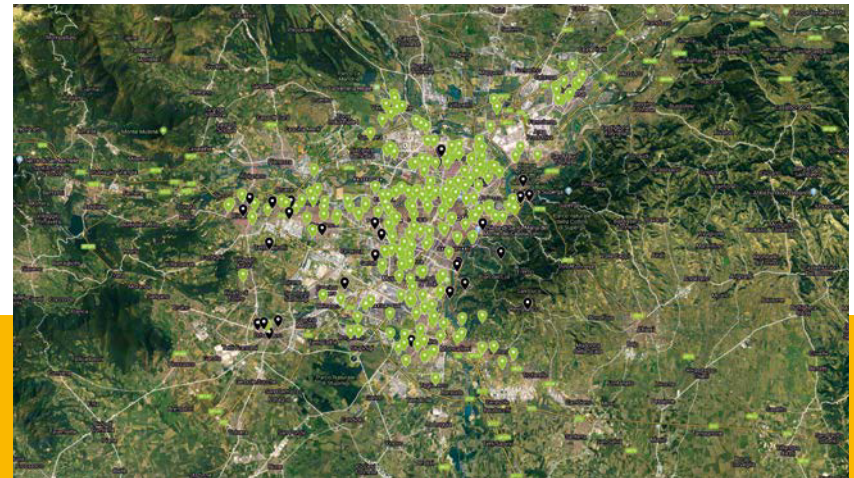


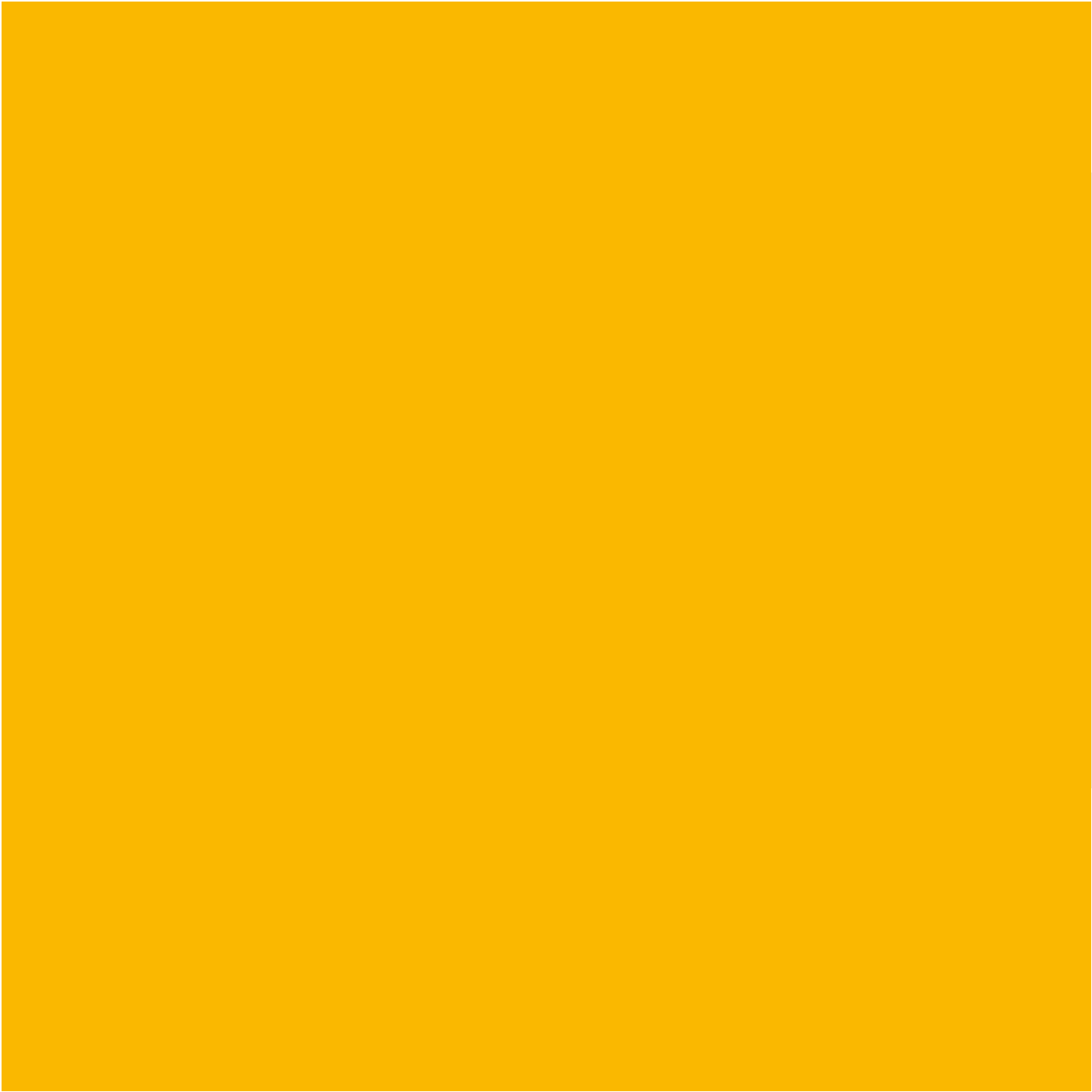
We shall also use co-design processes – which have been consolidated in a wide range of initiatives aimed at early childhood – to support a neighbourhood community project called ***A community that educates*** in the Barriera di Milano district of Turin. Designed and implemented jointly by multiple stakeholders, the project is intended to take the viewpoint of children and teenagers, with a view to giving them a voice and encouraging their dynamism. This initiative will be another part of FCSP's cross-cutting work to construct a public database from open data and administrative



Fondazione per la Scuola.

A close bond of cooperation connects FCSP to Fondazione per la Scuola, the auxiliary body dedicated to the dual challenge of inclusion and innovation in the school system. Combating educational poverty, reducing scholastic segregation and school drop-out rates and promoting the inclusion of unaccompanied foreign minors in the education system are all aims with social as well as educational value. The collaboration between the two bodies will therefore revolve around rethinking the educational model in light of the COVID-19 pandemic and other factors; technological, organisational







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

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

Similarly, FCSP will facilitate the implementation of the winning projects from the **B² = il Bene x Bene** call for proposals, aimed at supporting local cooperation systems for collecting and redistributing essential goods

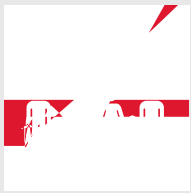
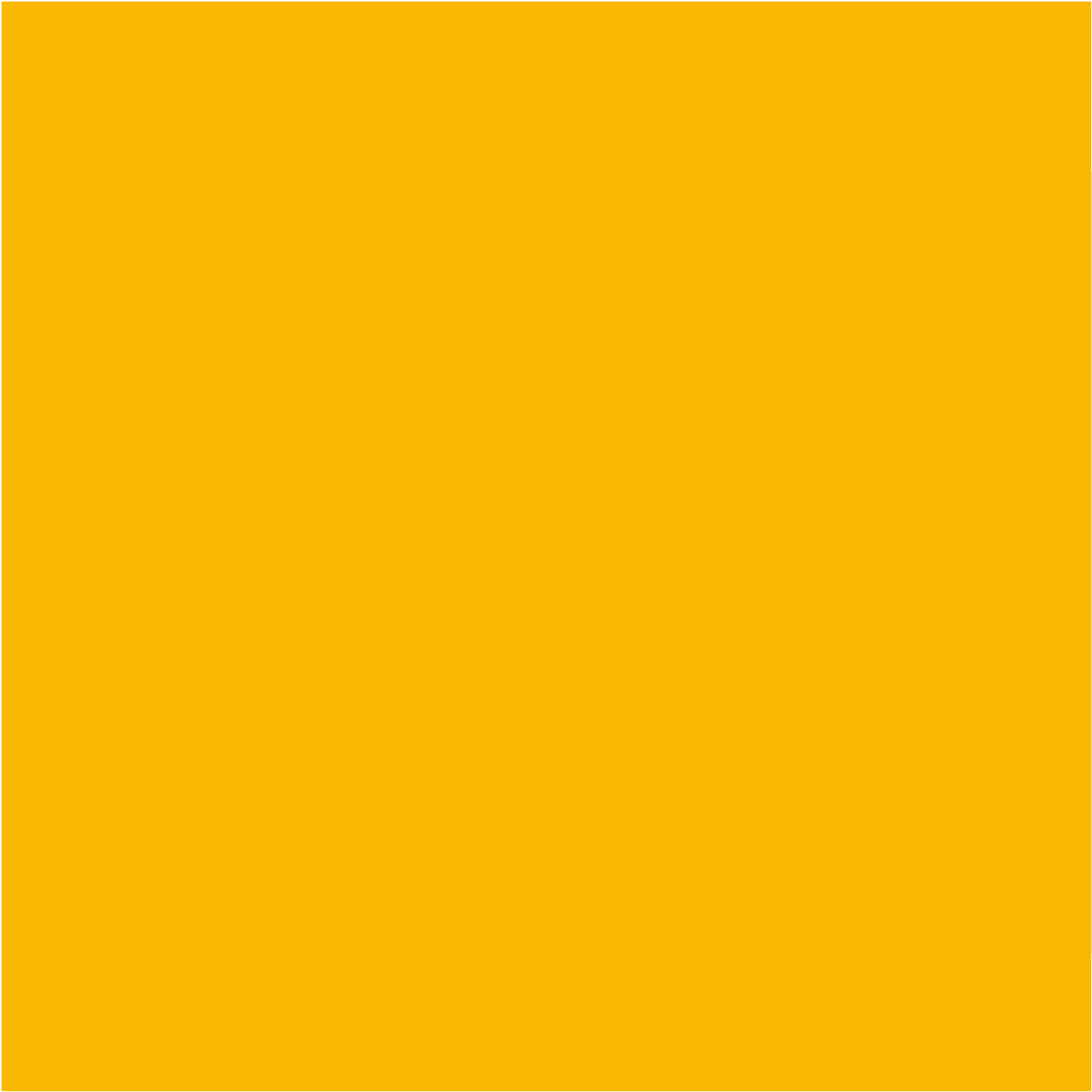




Ufficio Pio.

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

In 2021, FCSP and Ufficio Pio will integrate their work on implementing active policies for the employment and inclusion of disadvantaged people, promoting the independence of people who have recently left prison, providing early support for people at risk of loss of fixed abode and assisting



With regard to **safeguarding rights and access to rights**, support will be given to initiatives aimed at protecting female victims of violence and, more generally, people who have fallen victim to crime, with multidimensional interventions designed to enable them to access and exercise their rights, by encouraging gradual independence where appropriate. To boost the effectiveness of these objectives, we shall continue to promote initiatives designed to support and strengthen local, national and European networks



Within the sphere of “Migration and inclusive processes”, we shall continue to support projects and initiatives designed to build integrated responses to needs by means of a multidimensional reading of vulnerability, and aimed at enhancing the inclusion and independence of people from migrant backgrounds, through the involvement of the entire social fabric (**whole-community** approach). We shall also continue to support capacity building initiatives for the benefit of reception organisations and the operators of

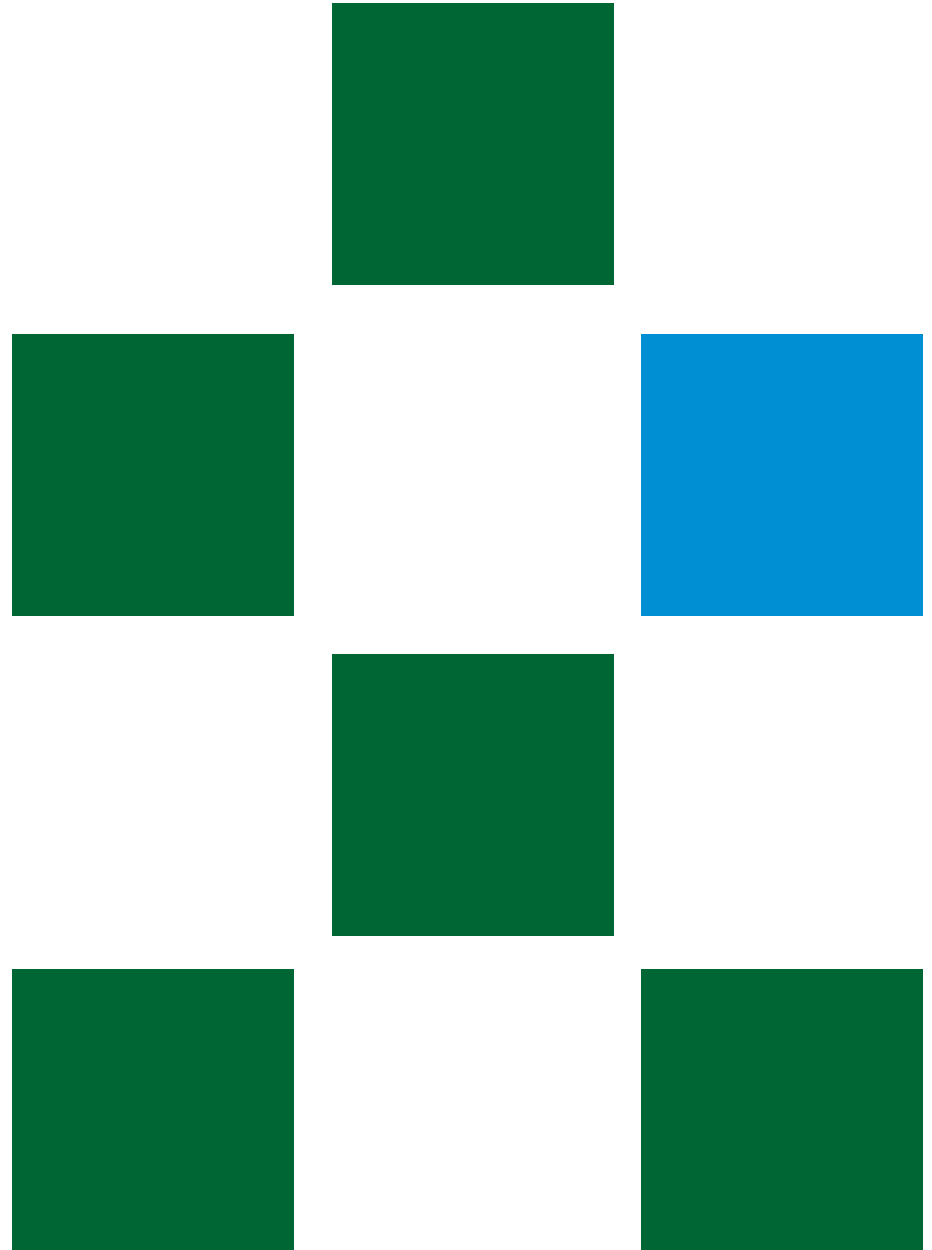


In the field of **sustainable development cooperation and global citizenship education**, the Italian foundations will embark on a new initiative in Africa in the course of 2021, under which they will develop models of systemic and complementary intervention involving all the Italian bodies (institutions, local players, third-sector bodies, universities, businesses, etc.) engaged in development interventions in different capacities. Work will continue under the ***Innovation for Development*** initiative, which aims to connect the world



Planet.

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





Harnessing the Value of Research.



Using SDGs No. 4 “Quality Education” and No. 9 “Industry, Innovation and

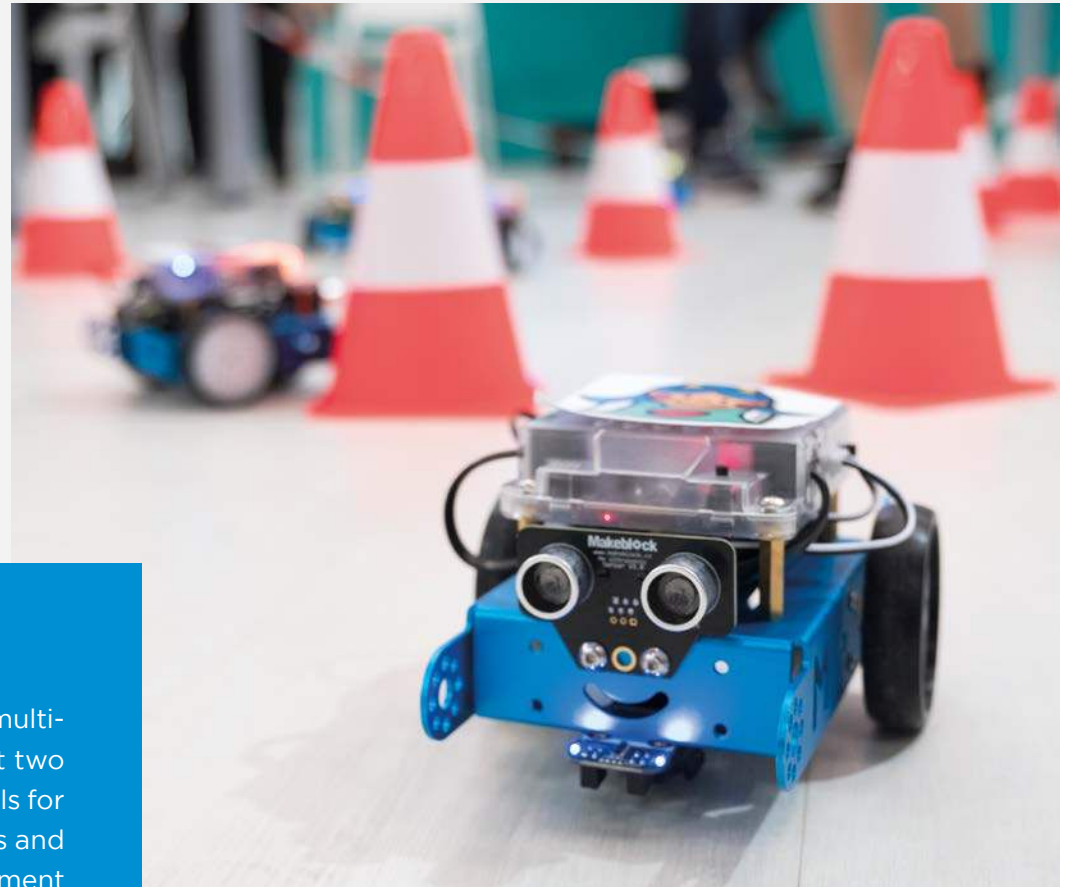
Goals for 2021.

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

1. supporting them in European competition after Horizon 2020 with actions designed around Horizon Europe;



All the activities have been launched in accordance with the specific multi-year planning, and some have already yielded good results in the first two years. The latter include the “PoC Instrument”, a single call for proposals for the five universities, designed to support the transition of technologies and software patented or registered by the universities from early development to investment-readiness. The purpose of this is to reduce technological risk and facilitate subsequent commercial exploitation, by setting up university spin-outs where appropriate. This initiative enables university staff to



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



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

With regard to support for research, in line with European planning and in anticipation of the launch of the new Horizon Europe Framework Programme, FCSP will aim to support the interdisciplinary nature of research and the development of European networks and partnerships, as well as promoting the impact of their application. The model of the **2020 Artificial Intelligence, mankind and society** call for proposals currently



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

Through the work of its research-oriented auxiliary bodies and the universities with which it has partnerships, FCSP will also focus on other major scientific research areas that not only have a significant impact on society itself, but are also relevant to FCSP's own work, as they frame and



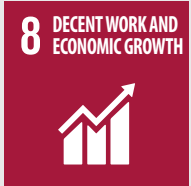
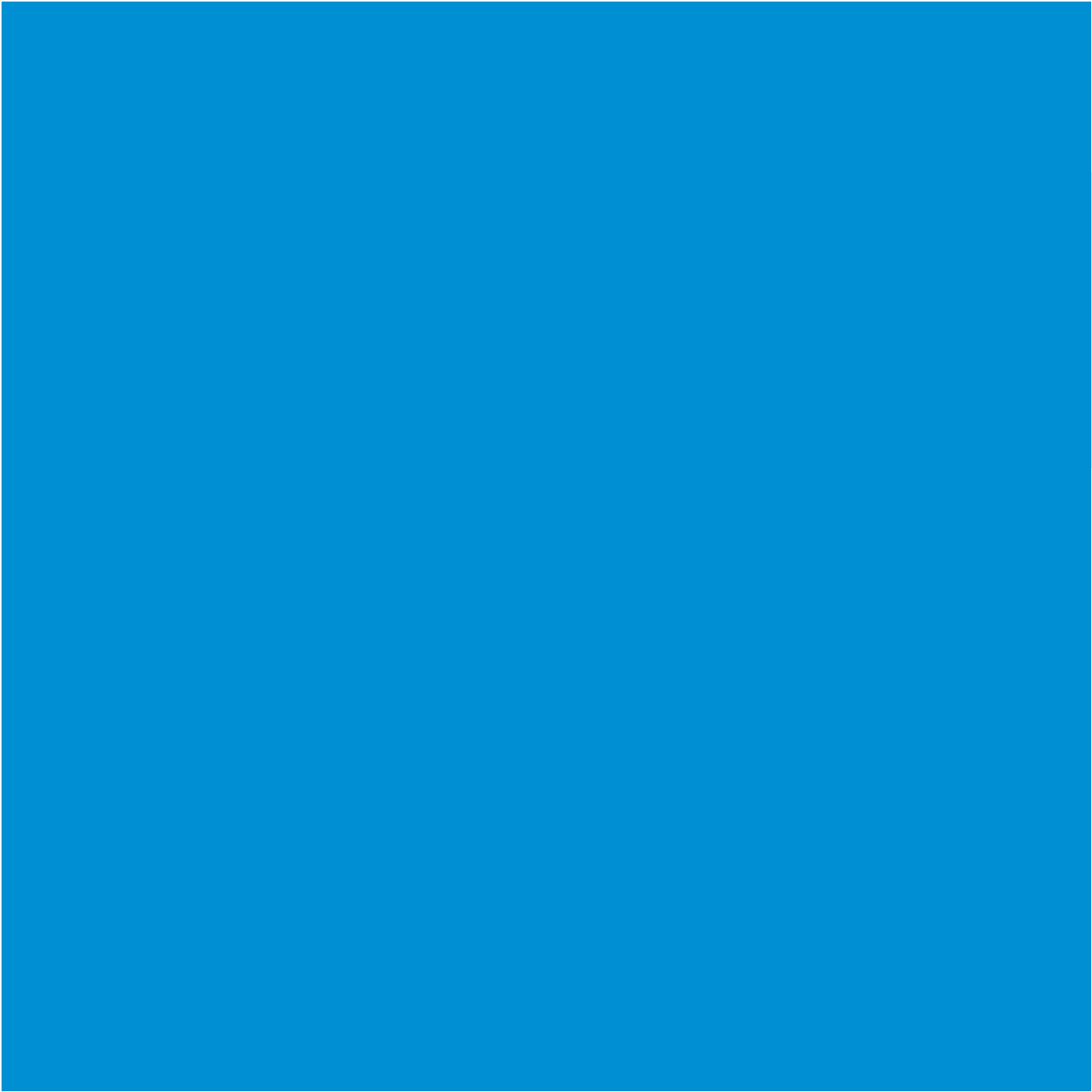
Fondazione Collegio Carlo Alberto.

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

Its main activities are as follows:

- pioneering research, both basic and applied, in economic, legal, political







Project perimeters and current system-building projects.

1. Social economy models

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

One of the 13 industrial ecosystems identified by the European Commission as important to the recovery is the social economy, which has the potential



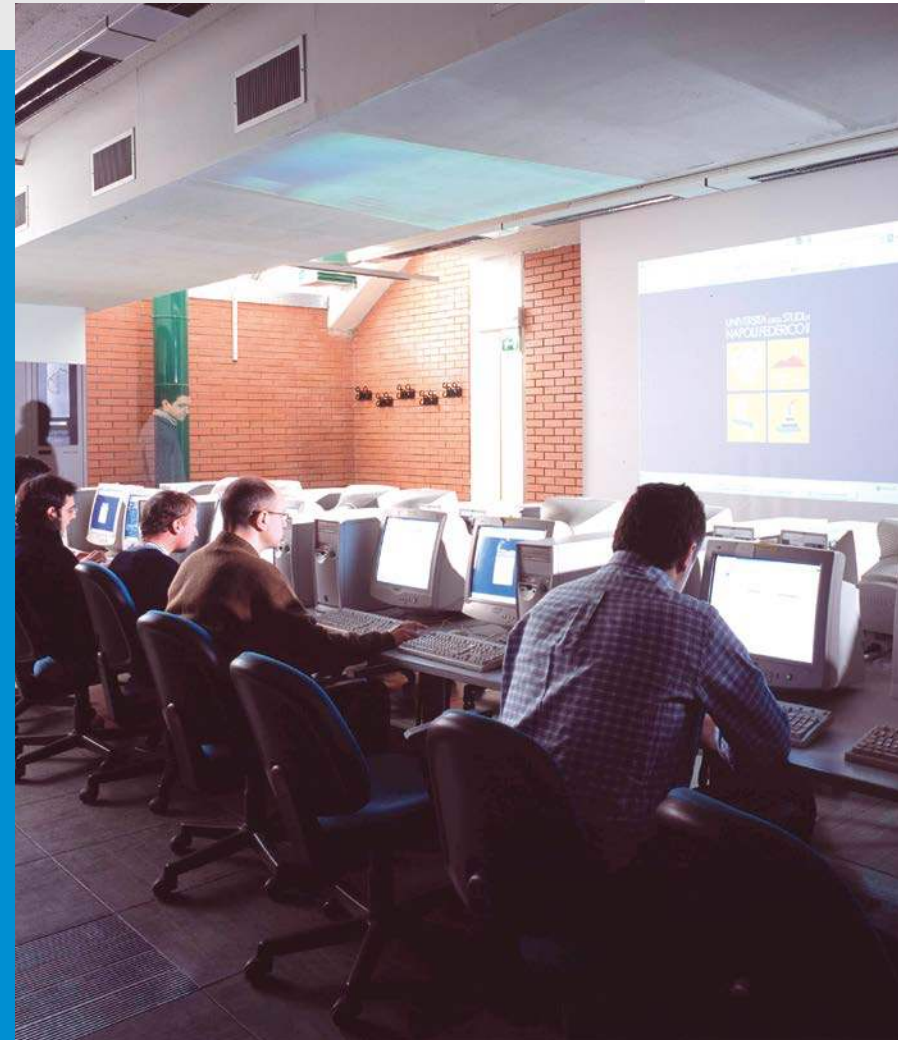
In conjunction with other Foundations, where appropriate, FCSP will therefore support the implementation of innovation processes designed to help social enterprises achieve higher levels of sustainability at market conditions, and in some cases become attractive for private capital. Facilitated by third-sector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



2. Technology and data at the service of society

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

To this end, we shall forge strategic partnerships with entities in possession of high-level skills, such as Fondazione LINKS, an FCSP auxiliary body that



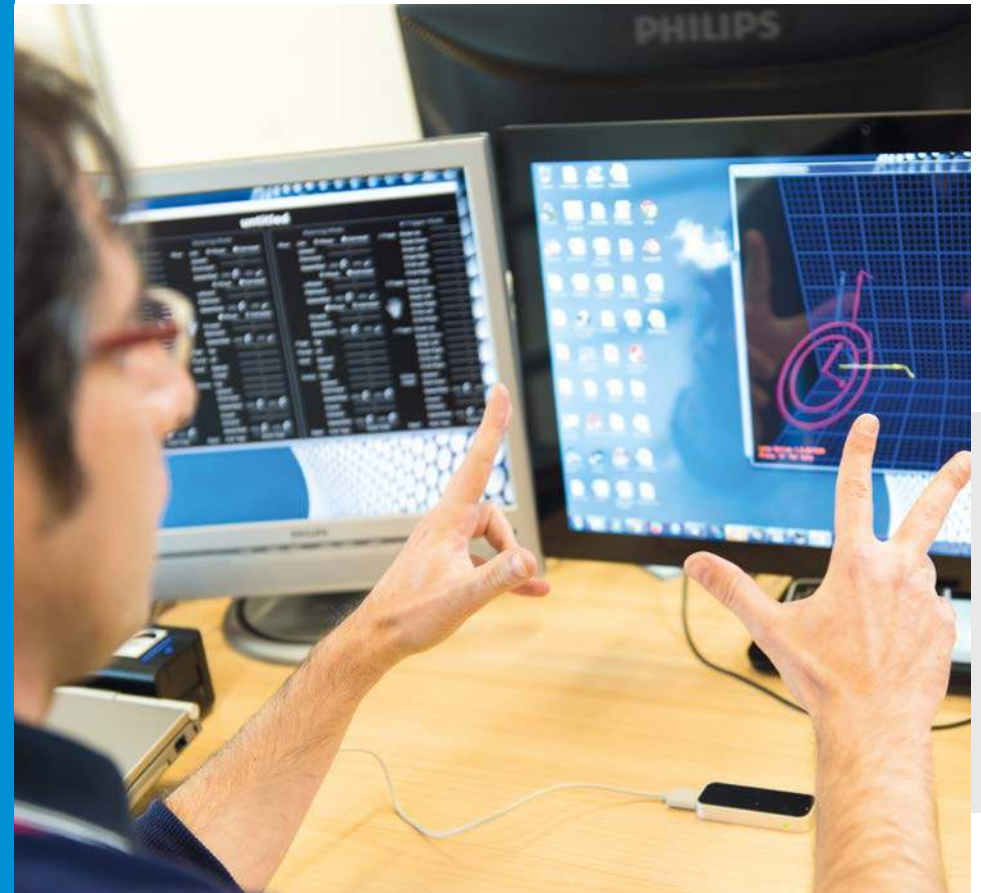
3. Innovation ecosystem for the common good

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



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

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4. Leadership culture for impact

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

The world is facing a series of systemic challenges that go beyond the reach of existing institutions and their hierarchy of authority. To put these innovations into practice, we need people who can promote collective leadership – enterprising, hands-on people with the drive to act as **chr086**

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

First Meeting

September 16 – 17, 2003





Fondazione LINKS.

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

During 2021, FCSP will tackle the challenge of planning for the new Horizon



Strategic partnerships

In terms of instruments and actors, the Mission makes use of a network of bodies and research centres that are actively involved and therefore make up its structure. The task of consolidating the activities carried out takes account of the distinctive features of FCSP's various interventions in the field of international relations. The organisation makes use of specific cooperation arrangements, from formal agreements and partnerships, to project support and the payment of membership contributions. Firstly, the Mission has three strategic partnerships, with the

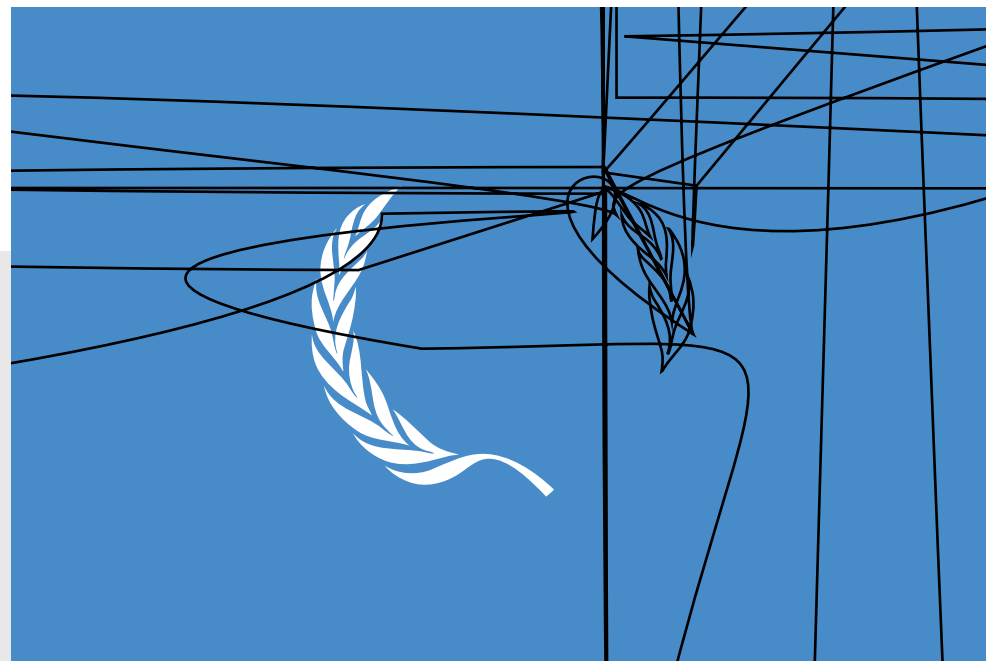
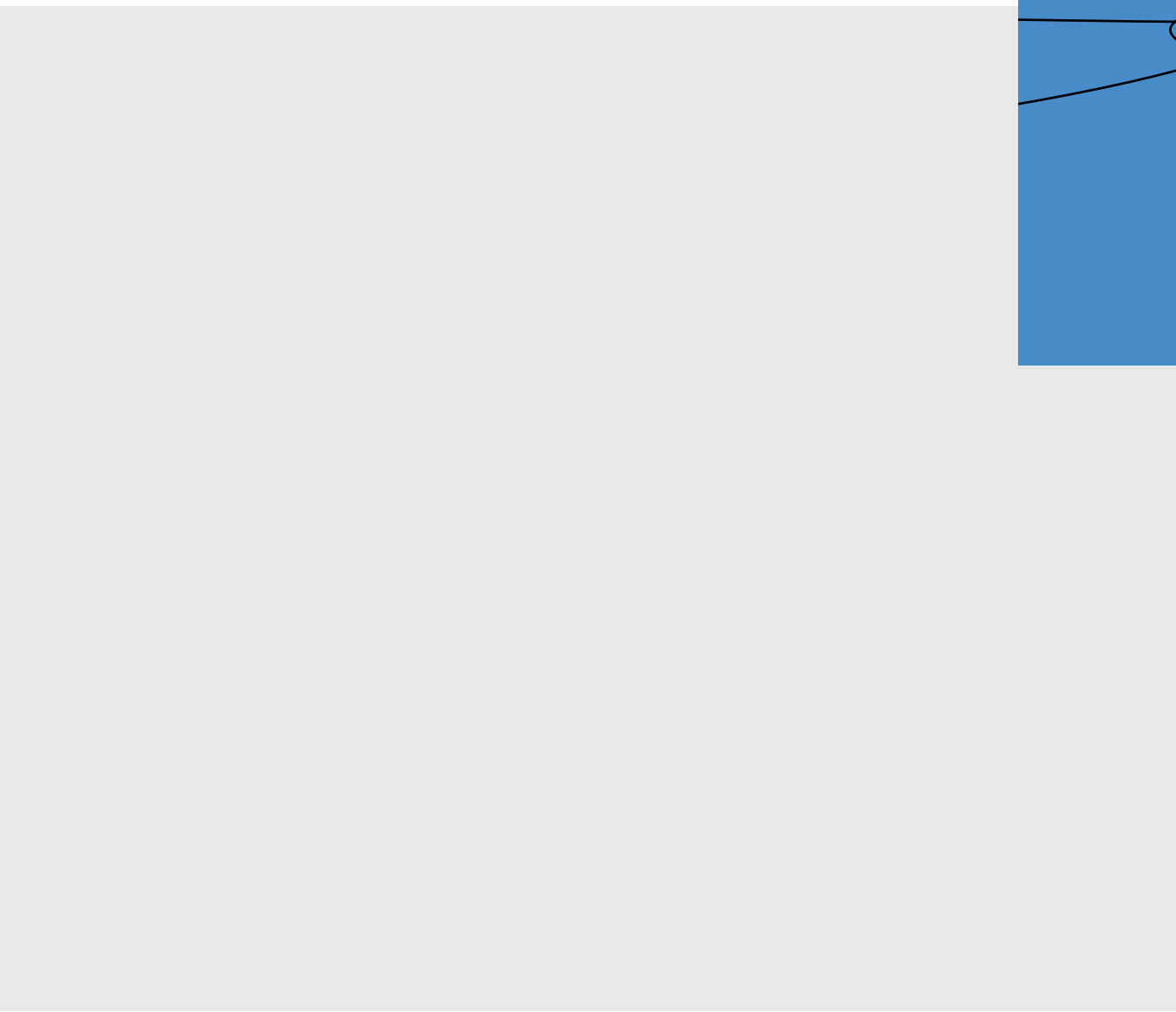






UN Hub in Turin

A key feature of FCSP's work through the Mission is its support for the "United Nations Hub" in Turin, made up of the International Training Centre of the International Labour Organisation (ITC ILO), the United Nations Interregional Crime and Justice Research Institute (UNICRI) and the United Nations System Staff College (UNSSC). These have been joined by ITHACA (Information Technologies for Humanitarian Assistance, Cooperation and Action), an association specialising in mapping to support natural





Institutional evolution

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





Improving the quality of the health system

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

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

The COVID-19 pandemic in 2020 had a major impact on the quantity and type of services provided by the health system and will continue to influence its dynamics and organisation in years to come (the r

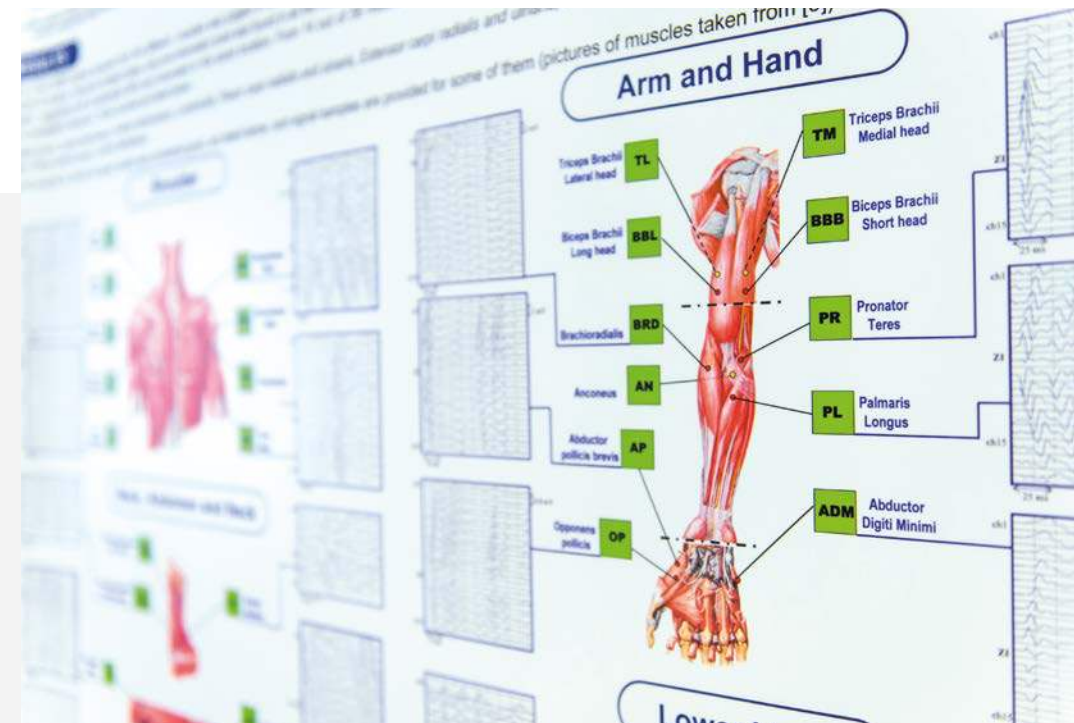
A new three-year agreement (2020-2022) was signed with the Regional Council in March 2020, which identifies the areas of intervention for the three-year period. In 2021, consideration will be given to specific interventions in one or more of the following areas:

1. management of the technological equipment, already funded by FCSP, located in the temporary healthcare facility set up at the OGR centre in Turin and its optimisation in Turin ophthalmic hospital in the post-emergency phase of the COVID-19 pandemic;
- 2.



The Well-Being Dimension

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



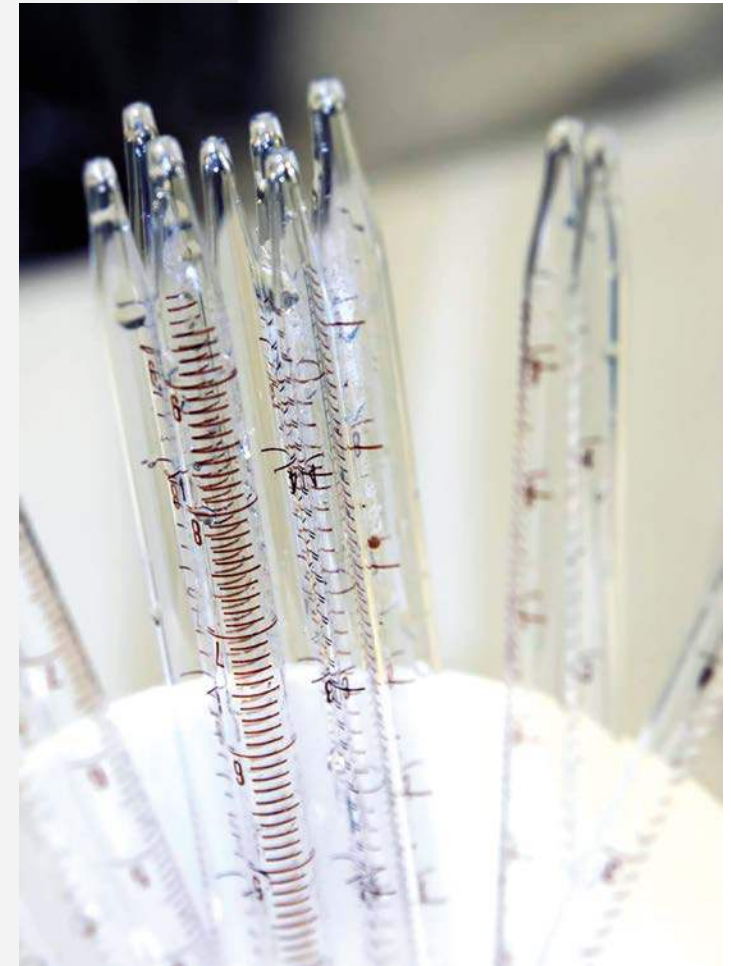


FCSP then launched the third phase of ***Bimbingamba ZeroSei***, a project carried out in conjunction with Piedmont Regional Council, for the prevention of obesity in children aged 0 and 6. This phase (which follows on from the training phase for health workers and the communication campaign) involves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

IIGM

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

The Italian Institute for Genomic Medicine (IIGM) operates in the field of genomic studies connected with personalised, regenerative and translational

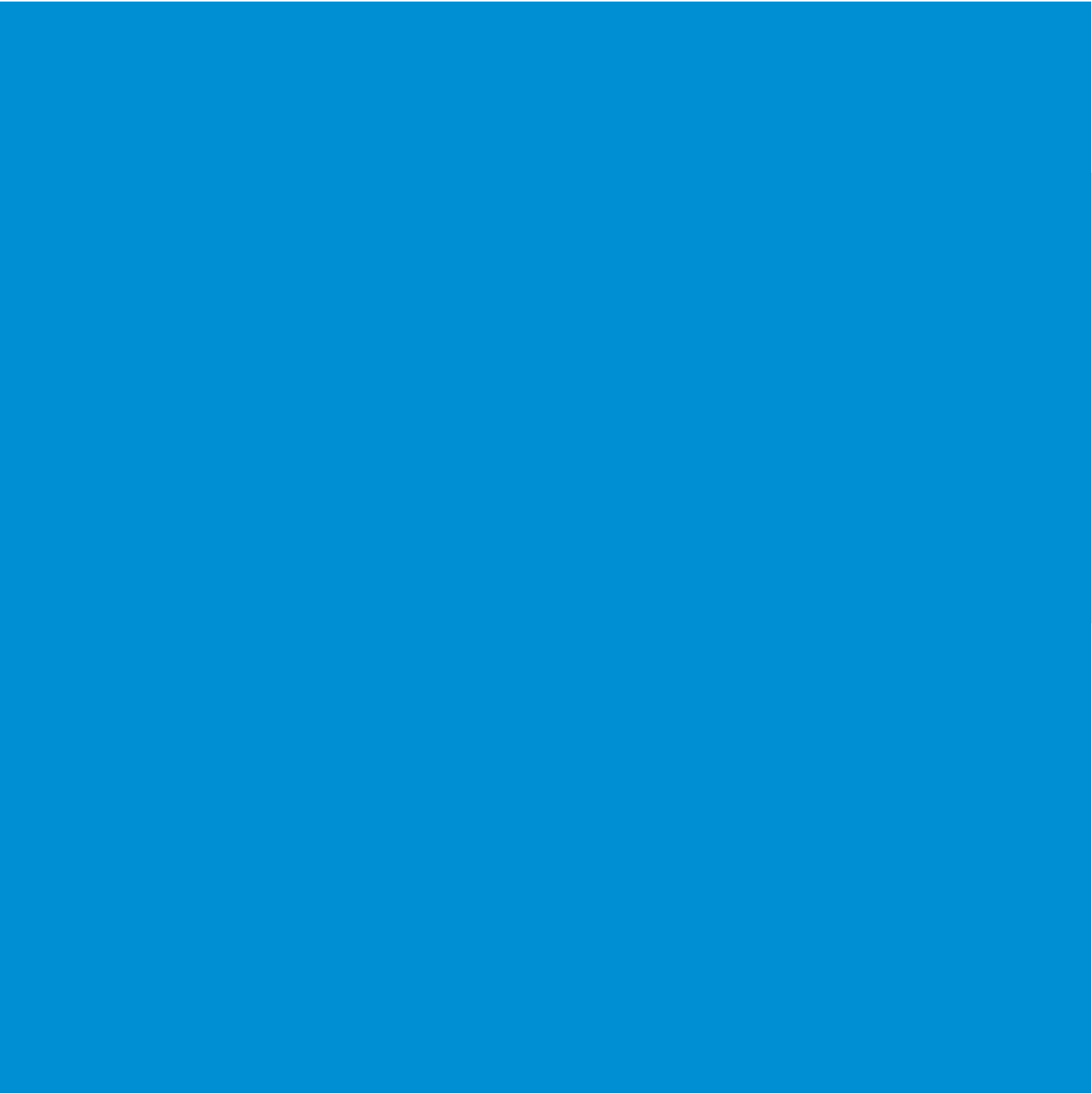




IIGM's goals for 2021 are as follows:

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

FCSP's contribution will focus primarily on the relationship between



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

FCSP therefore intends to take a proactive approach, involving strategic grant-making and **trigger projects** (i.e. projects designed to trigger change),



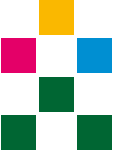


Specific initiatives may also be implemented to explore the interaction between the state of the environment, natural capital and human health, in conjunction with the Planet Goal's *Promoting Well-Being Mission*.

Anthropogenic pressure on natural capital is inextricably linked with what is probably the biggest challenge facing humankind: climate change and its consequences (SDG No. 13 "Climate action"). Acknowledging the scale of the challenge and raising awareness of the economic and social effects of

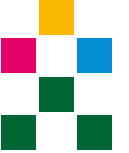
Lastly, energy transition will be one of the *Protecting the Environment Mission's* top priorities, in order to achieve the EU's 2050 climate neutrality targets, which form the basis of the action plan set out in the European Green Deal. This is not only a crucial issue but also one of the greatest opportunities of our time: energy is the main driver of climate change, but it is connected with every dimension of sustainable development. FCSP will put together specific projects in this field, aimed in particular at gaining





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

FCSP takes an integrated approach to its work, involving the coordination of its Goals and Missions, which manage grant-making policy on the basis of targeted areas of action and cross-cutting functions. As well as playing a direct role in FCSP's complex organisational machinery, these functions support funding policies in a variety of ways – from providing subject-specific consulting, to carrying out specific phases of project design and putting in place funding instruments that offer alternative or complementary

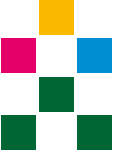


Finance Department and Impact Innovation Department

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

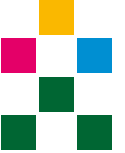
In view of this, the Finance Department and the Impact Innovation Department intend to make “the role of finance in innovation” a central theme of its work in 2021. Underpinned by an approach that combines





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

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

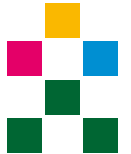


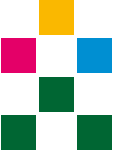
The Impact Innovation Department has created the “CSP Data Hub”, an FCSP **data asset and data exploitation** framework. We will continue to enhance our use of data both for internal processes and for the context analyses that underpin the launch of new initiatives: the completion of the **Enterprise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



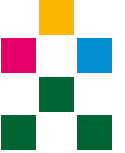
Planning, Research and Evaluation Department

The Department's brief is to assist with FCSP's planning and strategic communication at various levels. These include identifying issues that require intervention, measuring the results of projects carried out and evaluating their effects, with a view to formulating evidence-based conclusions that help re-plan future actions in the field and help communicate the results and impacts of completed projects effectively to both internal and external parties. Our internal





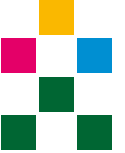
The creation of a **data warehouse** in partnership with the Impact Innovation Department is also under way. This will serve as an up-to-date repository of all useful information for defining FCSP's operating context. "Numeri e Filantropia", an in-house newsletter focusing on statistical news from the social and philanthropic world, will continue to be published on a weekly basis. We also intend to carry out a new **customer satisfaction** survey of



Communication and Media

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

We have many strings to our bow, including public relations initiatives, a press office, events, strategic communication, a website and social media management. The COVID-19 pandemic, which took such a toll on Italy and the rest of the world, is changing the way people and professionals interact and communicate. To keep going in the face of these challenges, which have forced everyone to rethink their habits, people have developed new strategies, based on the major benefits of communication technology.

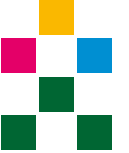




Operations Department

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





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

Lastly, on the basis of an initial feasibility study conducted in 2020 on reporting processes, FCSP will open shared channels for dialogue with partners. The aim of doing so is to improve administrative monitoring tools,



