



Fondazione
Compagnia
di San Paolo



Multi-year Planning Document 2021-2024

Compagnia di San Paolo for the common good since 1563.
The *choice* for a sustainable future.

Letter from the Chair



Francesco Profumo
Chair of FCSP

An institution
with almost 500 years of history
can only be an institution
that looks to the future.

There's no paradox about it. Over the course of its long history, Fondazione Compagnia di San Paolo (FCSP) has lived through periods of history and culture in which the very meaning of “future” was different, from the dawn of the modern age to the most advanced iteration of contemporary society. But a glance at some of the key aspects of FCSP’s work shows that its responses to contemporary issues have always triggered positive innovation and sometimes disruption. And this applies all the way from the 17th-Century idea of assistance that pushed the concept of charity in new, more systemic directions, to FCSP’s current shift towards the founding values of a United Europe, namely human dignity, equality, freedom and solidarity. We embrace this attitude as the thread that connects the myriad facets of our history, and because it is more necessary now than ever before.

As I collected my thoughts for this introduction to FCSP’s strategic plan for the period 2021-2024 (or Multi-year Planning Document, in our official parlance), the key theme that emerged - and that I wish to share with readers - was the drive to achieve a sustainable future. This is an overarching principle that FCSP has really made its own, both in its governance and its structure. Like the “social investor” that we are by mission and by everyday choice, we look to the future with a view to shaping the present around the common good.

Hard as it may be to define philosophically, that common good is blindingly obvious in our practice, and we strive to help it grow and spread among every member of society. It is a common good that is now evolving into a plurality of individual goods, such as the central role of the individual in every social dimension, a sense of joint responsibility for taking care of the world, and knowledge as a means of achieving ambitions and emancipation, while multiplying opportunities to dismantle the complacencies and inequalities of a society that too often gets lost in self-absorption; and is therefore at risk of sterility. So although our work is underpinned by values, it is also underpinned by specific actions and practices.

We must therefore look today towards the world we want tomorrow, and take action now to achieve it. In these times of pandemic, it is no longer enough to simply replicate what has gone before. The pandemic may accelerate, highlight or distort the world's political, scientific, economic and demographic dynamics, but it will not stop them. So let us not lose our clarity of vision. Our local communities need to face up to transformations that will bring both challenges and opportunities, for which we, and the new generations, must prepare. We might know where the future is heading, but the exact form it will take and the pace of change remain highly uncertain: this is one of the dilemmas of our time. But we can be certain that “our” future will depend as much on local resilience - with a strong dose of proactive hope and design - as on the overarching global dynamics that seem beyond our reach.

FCSP feels responsible for fostering this resilience and is confident that everyone with a vocational *interest in the common good*, from institutions to individual citizens in the voluntary sector, feels the same sense of responsibility and commitment to local action. The pages that follow set out the *framework* and basic *operational options* for pursuing our work as an innovation-oriented philanthropic institution in the four years to come.

On the one hand, our plan formalises our decision to act in accordance with the major goals of sustainable development set down in the United Nations 2030 Agenda, the new European Plans for 2021-2027, the Next Generation EU Plan and the consequent policies formulated at Italian national level. Inclusive sustainability, a green transition and digital transformation are systemic goals, each with their own role and mission. Now is no time for self-absorption, if there ever was one.

While this is the framework specifically tailored to our catchment area, our strategic plan is designed to increase the effectiveness of our resources, because we know that they are more precious than ever and cannot be allocated without regard to their impact. To put it succinctly, we would rather help solve problems than hand out grants. That is why the plan commits us not only to grant-making but also to developing a set of ad hoc instruments, from supporting the organisational development of beneficiary bodies, to diversifying their funding sources, promoting opportunities for targeted finance and ensuring access to skills centres and networks of relationships. The aim is to improve project quality and make beneficiary bodies more resilient and more independent.

This method, which is abundantly illustrated in the pages that follow, requires FCSP and our partners to raise their game. In a nutshell, *there can be no project without an idea of the future and without a credible lever for transformation*. Ambitious as it may be, this principle is not beyond the ability and the deep-seated determination of the most dynamic actors in our communities. Sure, all of us need to shake off a few superannuated habits and a bit of residual inertia. Because we simply can't afford them any more. I believe that this Plan represents FCSP at its best. We are confident that what we are proposing will be understood and appreciated. And I think we owe particular thanks for this to the ongoing dialogue we have systematically sought with young people, as they take their first steps towards becoming the managers of the future. I have always been struck by their enthusiasm and harmony, and a lot of what we have tried to develop, in this strategic plan and elsewhere, would not have seen the light of day without the contribution and inspiration provided by young people, through their reasoning and the promise they are already showing as committed facilitators of the common good. We would like to do a good job of helping them build that future, which - through the courage and commitment that building requires - is already forging a social bond and generating a motivating reserve of hope.

Lastly, it is my pleasurable duty to thank the many people who have worked with us on this plan: from the General Council of FCSP to the Subject-Specific Committees, the Management Board, the Secretary General and the entire Support Structure; and, of course, crucially, all the local stakeholders and experts, who have shared their advice and taken part in our efforts.

Francesco Profumo
Chair of FCSP



Governing Bodies

GENERAL COUNCIL



Francesco Profumo
CHAIR



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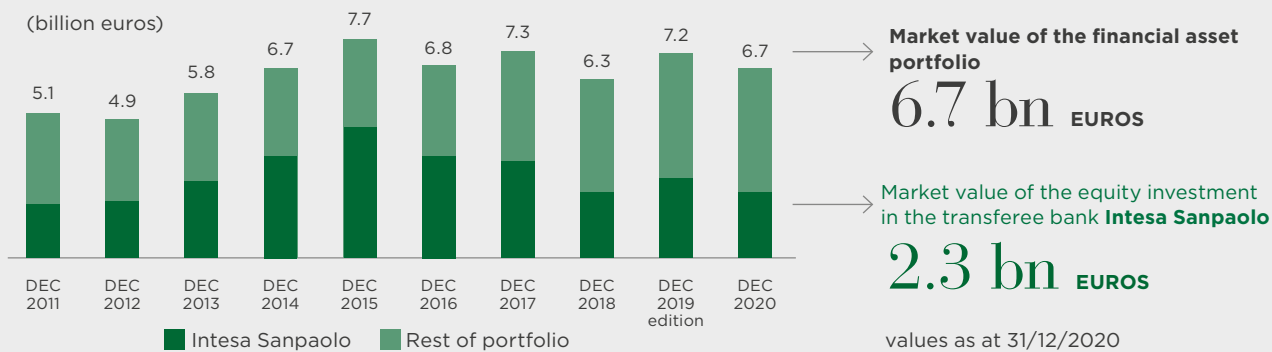
Alberto Anfossi
SECRETARY GENERAL



FCSP in figures

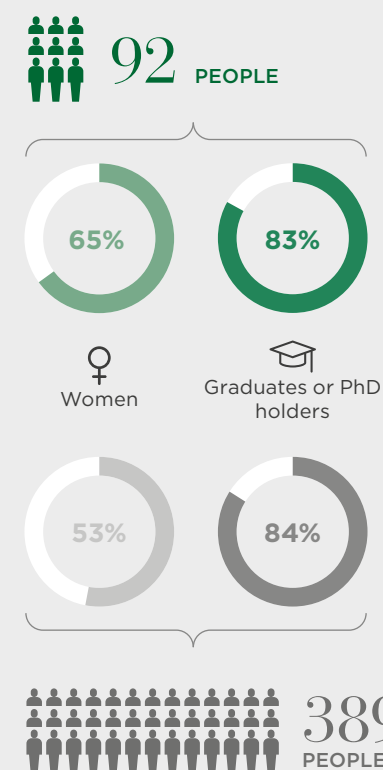
People, skills and philanthropic commitment

ASSETS



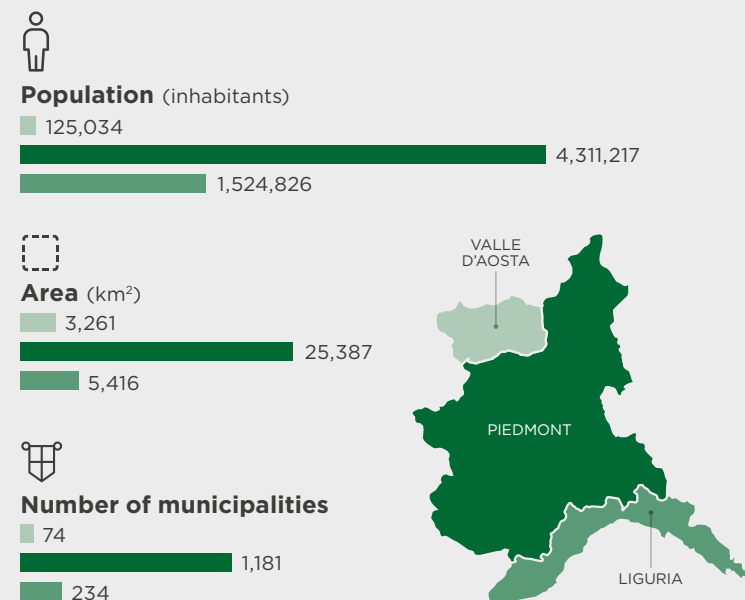
HUMAN CAPITAL

Fondazione
Compagnia di San Paolo

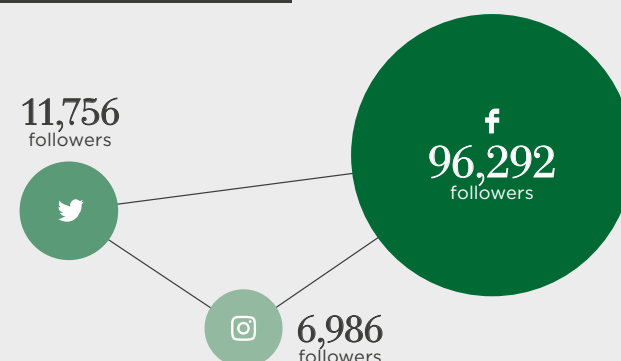


“Group”
6 Auxiliary bodies + 2 Consortium companies

THE CATCHMENT AREA

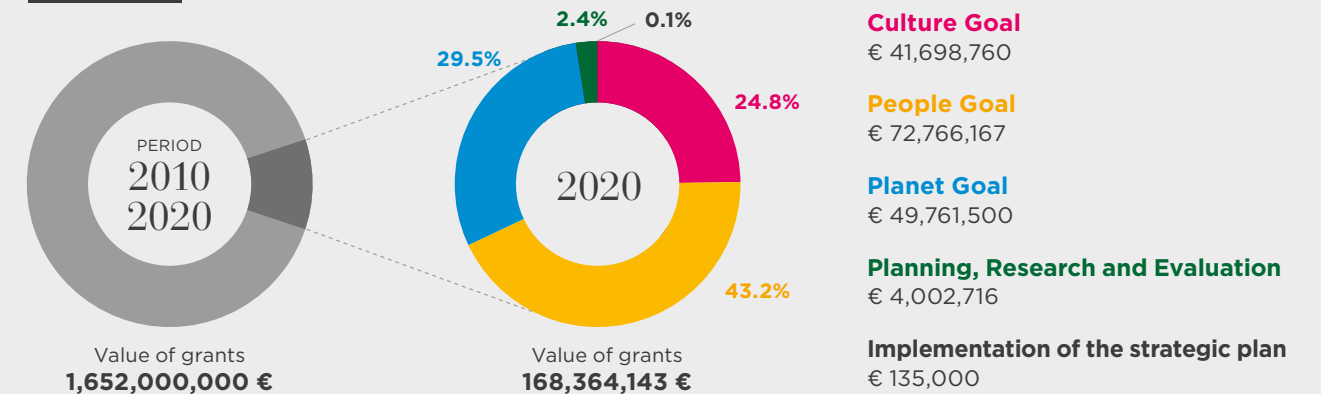


VIRTUAL COMMUNITY



INSTITUTIONAL ACTIVITY

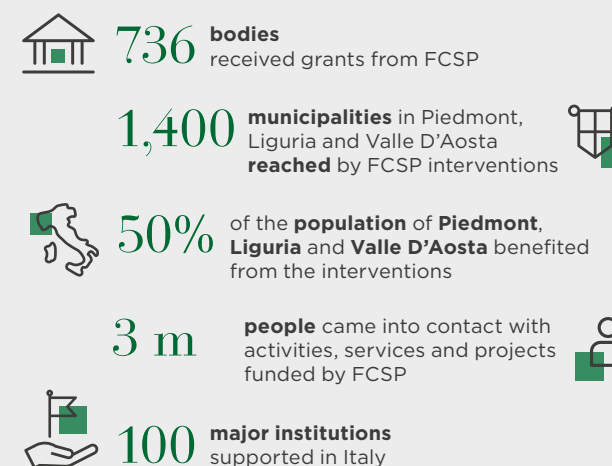
GRANTS



INTERVENTIONS CARRIED OUT IN 2020



IMPACT ON CATCHMENT AREA IN 2020

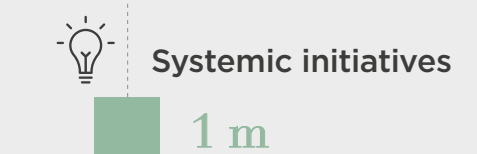
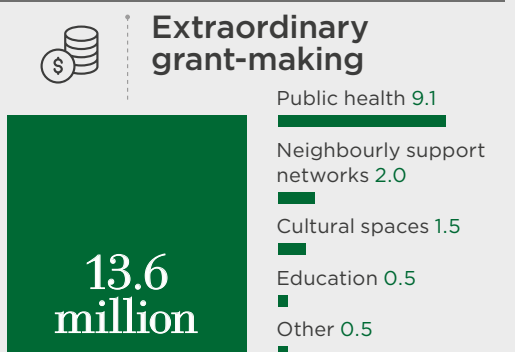


2x impact leverage

FOCUS

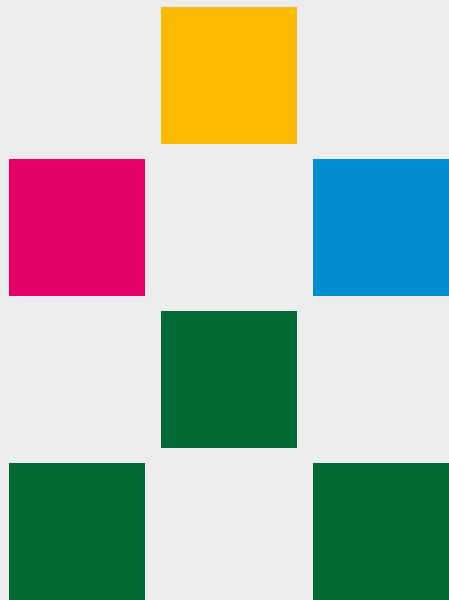
ON THE FRONT LINE

OF THE EMERGENCY PANDEMIC RESPONSE



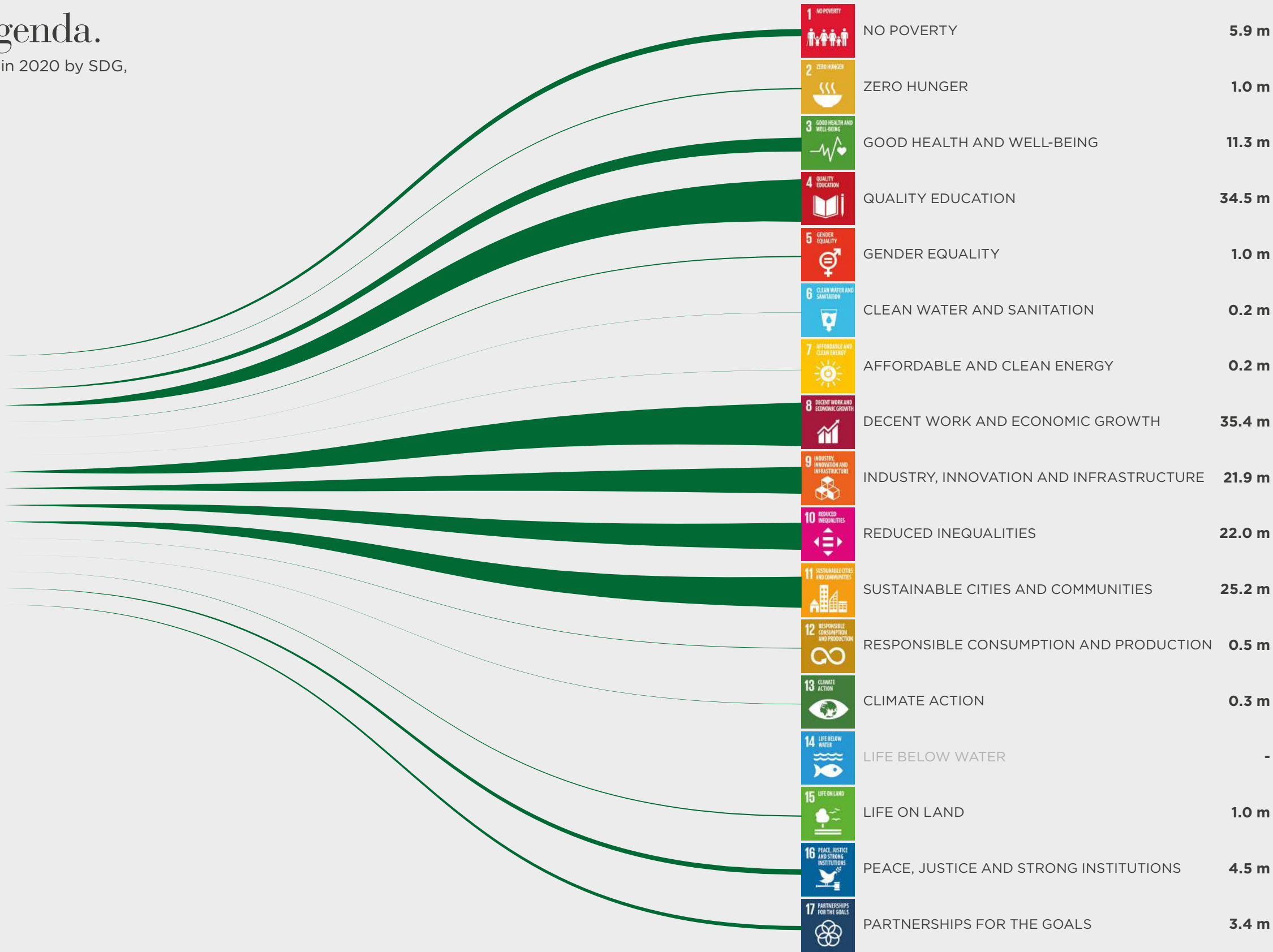
Strategic alignment with the United Nations 2030 Agenda.

Distribution of resources allocated in 2020 by SDG, a model for the plan.



168 m euros

TOTAL FUNDING, 2020



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N.B. Under Italian legislative decree No. 153 of 17/05/1999 and subsequent provisions, the “relevant sectors” covered by this document are art, cultural heritage and cultural activities; scientific and technological research; education and training; preventive and rehabilitative medicine and public health; voluntary service, philanthropy and charity, and the environment.

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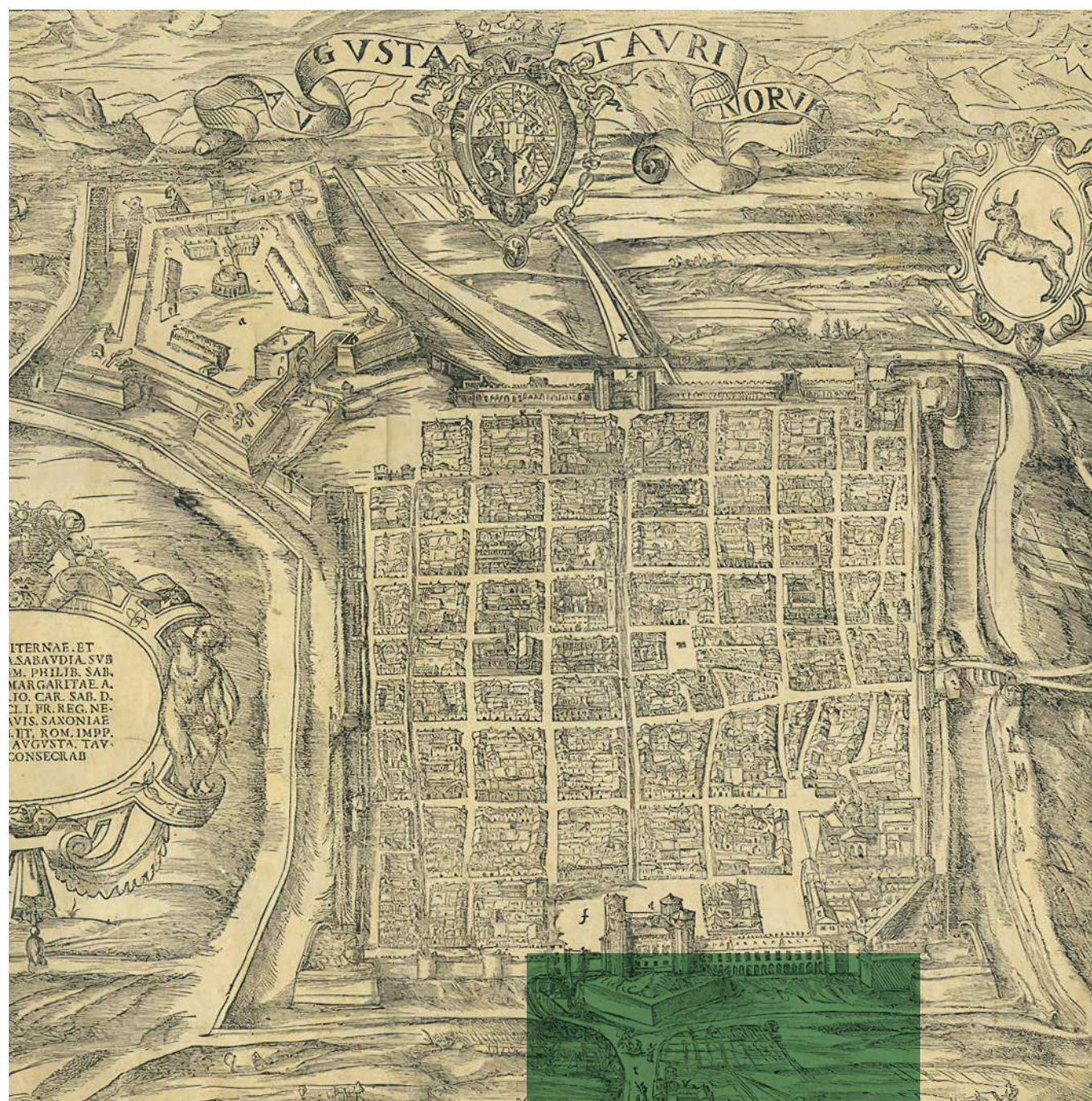
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N.B. For illustrative purposes, each Mission Sheet includes statistical background information relating to the issues covered. This information represents the most up-to-date data at the time of writing. FCSP has set up an internal information system that systematically updates the statistical basis of this plan.



Section 1

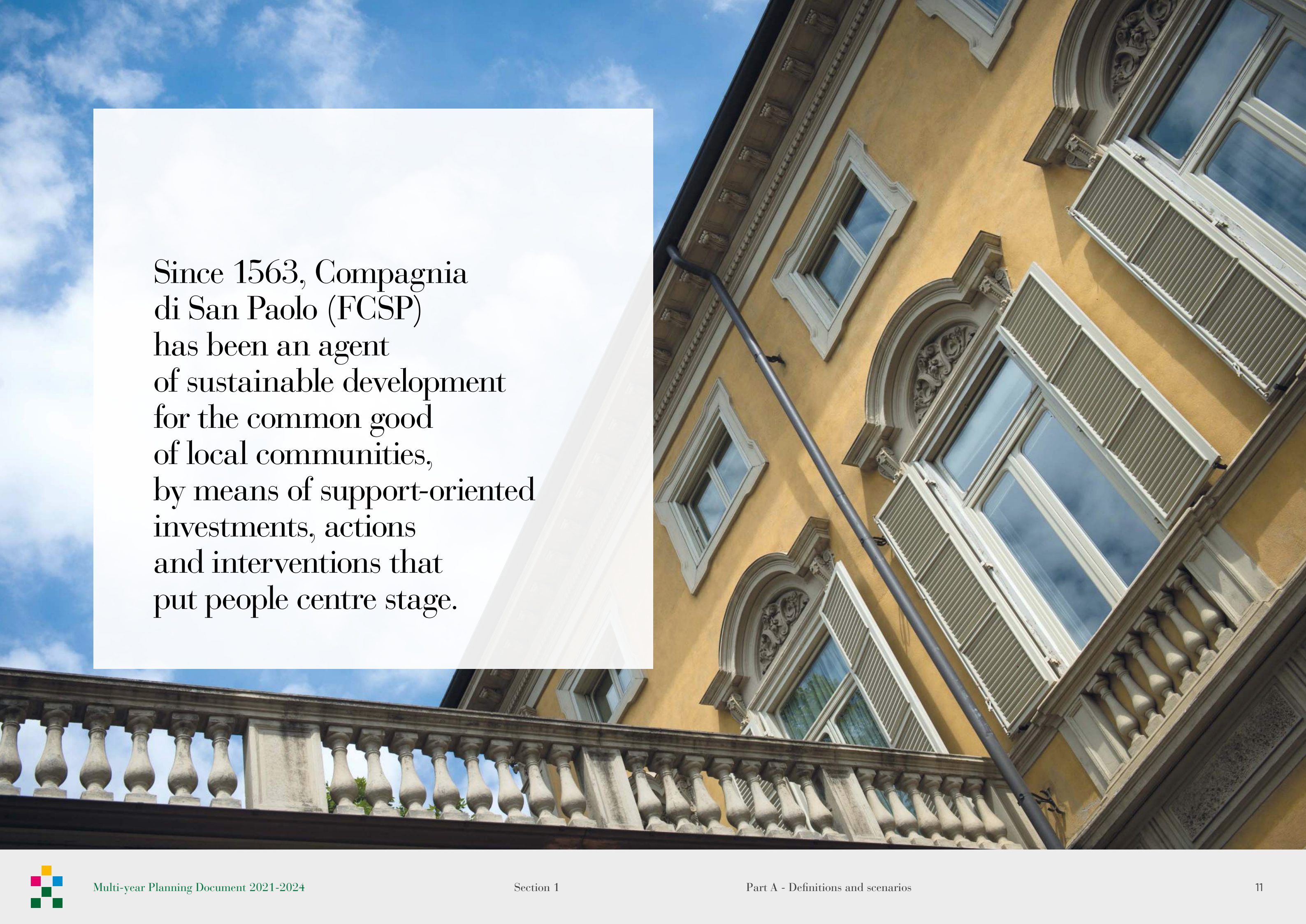
“Identity,
alignments
and strategy”



Map of Turin in the late 1500s

Section 1

Part A Definitions and scenarios



Since 1563, Compagnia di San Paolo (FCSP) has been an agent of sustainable development for the common good of local communities, by means of support-oriented investments, actions and interventions that put people centre stage.

1 What is FCSP?

In every strategic document, the body that authored the document provides a definition of itself. As is the case with any other organisation such as FCSP, this self-authored definition contains information about the body's history, legal status and values. Some of the features described are permanent, while others are, or have been, subject to change over the years. Against this complex and culturally shifting historical backdrop, however, some of FCSP's core commitments have always remained unchanged, namely **"For the common good, since 1563"**, as the organisation's current tag line states, and the geographical area in which that common good must take root and be shared.

1.1 Legal and historical definition

FCSP is a private, independent, non-profit philanthropic foundation, with full constitutional autonomy, within a complex regulatory framework underpinned primarily by Italian legislative decree 153/99 and Constitutional Court rulings No. 300 and 301 - 2003, and by the Protocol of Understanding between the Italian association of bank and savings bank foundations (ACRI) and the Italian Ministry of Finance and the Economy (MEF) signed in 2015. As such, FCSP manages its assets independently, formulates and implements its own investment policy and allocates the income from its asset management to interventions of collective usefulness by means of grant-making instruments, whose beneficiaries include public and non-commercial entities with an altruistic mission.

Anyone interested in following the 458 years of FCSP's almost uninterrupted institutional history step by step - from the original lay association founded in 1563 in Turin to support the poor and defend the Catholic faith, to the foundation's current incarnation, as a shareholder in a commercial bank that still bears the mark of its historical roots (Intesa Sanpaolo S.p.A.) - can consult "La Compagnia di San Paolo", a two-volume history published to mark the 450th anniversary of the founding of FCSP¹. Although not unique in Italian and European history, this heritage is certainly distinctive and illustrates how an institution driven by solid principles of morality and civic-mindedness, but continuously interacting with and sometimes a victim of its times, can serve its community in different and creative ways. It is also an interesting example of how a philanthropic legacy can be built up over the centuries, go through a series of vicissitudes both in and outside the public sector, before, in today's world, re-assuming its clear role as an agent of development and for the creation of opportunities within a local community.

1. Edited by Walter Barberis and Anna Cantaluppi, Turin, Einaudi, 2013. A compact version of this publication is being produced, under the editorship of Alice Raviola, one of the authors of the original work.

1.2 FCSP's roles and values

While the term "philanthropic foundation" is therefore enough in itself to denote what FCSP is today, it only conveys the essential character of an entity that in fact consists of multiple aspects that help qualify and specify that initial definition.

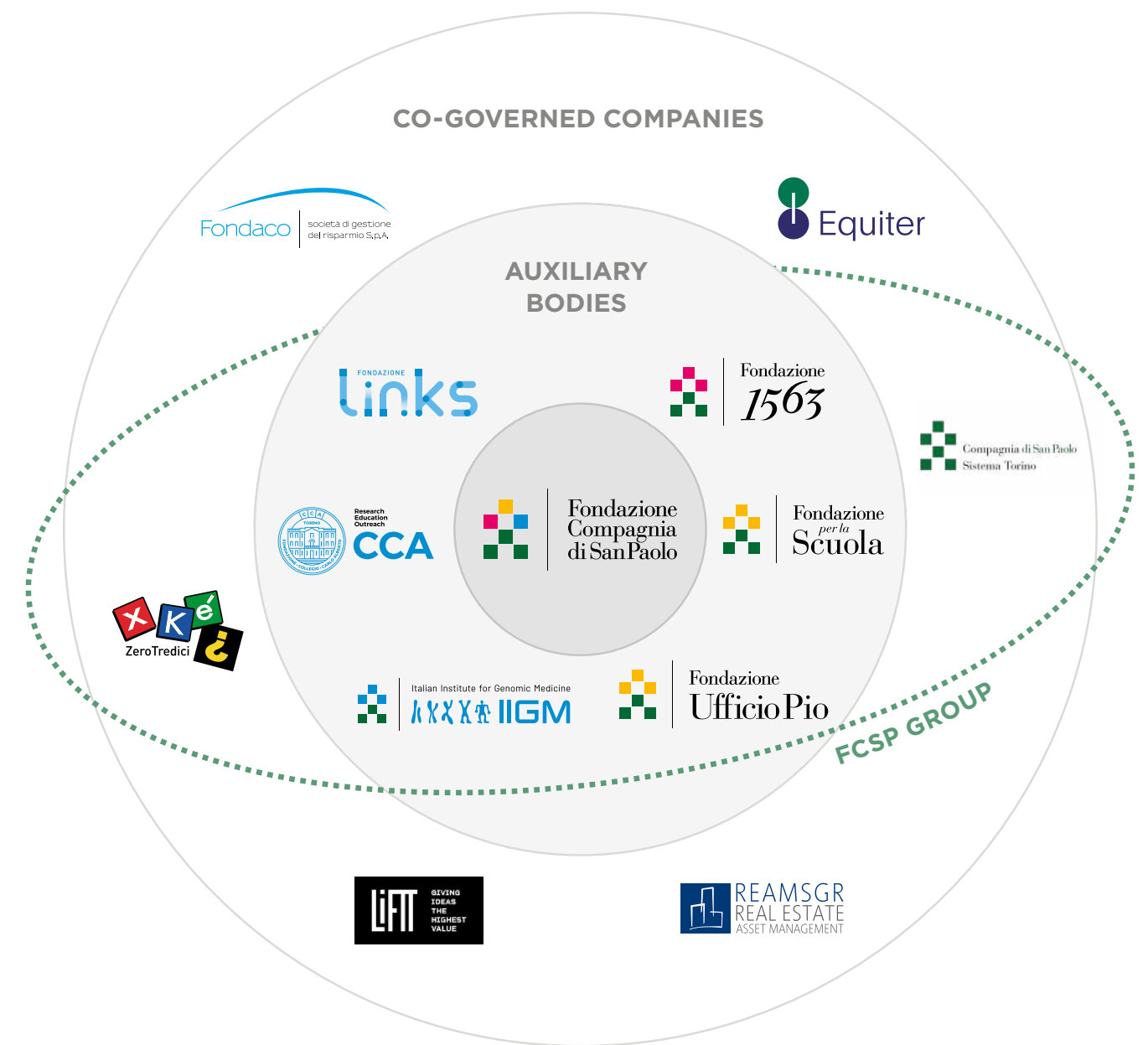
In its present-day configuration, FCSP is:

- **A major, innovation-oriented philanthropic foundation**
 - > **Major** because it ranks top in Italy by value of the funding it awards and is in the European Foundation Centre's top 10 by asset value. FCSP also has one of the longest institutional histories of any comparable organisation, and a unique, well-known brand, partly as a result of this.
 - > **Philanthropic** because it is dedicated to inclusive, sustainable development, to the relationship between the environment and the human community, and to culture and knowledge as a means of enriching the lives of individuals and society; because it **always puts people - with their individual qualities and characteristics - at the centre of its attention**, by promoting full development of individual talents, fulfilment of aspirations, autonomy and responsibility for everyone, starting from the most vulnerable, and recognising the importance of all the relationships through which people's lives take shape; and because it **respects and values diversity in all its forms**, from gender diversity onwards, incorporates this approach into its internal culture and shares its commitment to the inclusion of diversity in the partnerships it develops, by promoting projects and helping create and disseminate strategies and instruments geared towards this cross-cutting goal.
 - > **Innovation-oriented** because it is committed to using, conceiving, designing and testing the most effective strategies, instruments and methods of intervention, as part of a close, ongoing exchange with other exponents of the best practices and cultures of international philanthropy.
- An organisation focused, in keeping with its history, primarily on a specific geographical area, namely Turin and its metropolitan area, within the framework of North-West Italy, spanning Piedmont and Liguria in particular, with a special focus on Genoa, and Valle d'Aosta. Its work as an institution is guided by its awareness of the fact that, to be successful, this geographical area must remain open to cultures and relationships at a European and worldwide level, on the basis of a "glocal" rationale.
- An Italian civil-society actor geared towards building an integrated Europe based on a common, cohesive and plural civil society, in accordance with that **principle of subsidiarity** that enriches both democracy and the quality of life that goes with it. In this respect, FCSP is a social **intermediate body**, and as such, does not invent society's needs and the responses they elicit, but collects, connects and processes them.

- **A proactive agent of sustainable development** that strives continuously to improve and reinforce the quality of life and state of development of local communities, by focusing on certain key priorities for both the present and future:
 - > **Knowledge**, in the sense of a continuous process of life-long learning for everyone, as well as the advancement of basic and applied scientific knowledge and research;
 - > **Well-being**, as a holistic concept of the health of individuals and communities;
 - > **Opportunities**, in the sense of creating the conditions for access to inclusion and social mobility, supporting the most vulnerable people, investing in the development of skills, talents and a sense of responsibility in everyone, and respecting and valuing diversity in all its forms, including gender diversity;
 - > **Geographical awareness** as a means of harnessing the value of the specific characteristics, diversities and interconnections of distinct geographical areas;
 - > The **green transition**, focusing on preserving and regenerating the natural and human environment;
 - > The **digital** dimension as a creative and transformative vehicle that cuts across every aspect of the organisation and operation of collective living.
- An **active, long-term investor** of substantial assets, committed to serving current and future generations, as well as a responsible **shareholder and stakeholder** in major national concerns.

1.3 The “FCSP Group”: definition and meaning

Since this document refers repeatedly to the concept of the “FCSP Group”, it is worth exploring, at this point, what that concept actually means. FCSP has spawned a set of independent, non-commercial entities, each with its own specific public-interest mission. These entities have a long history, rooted in the “Opere” (“Works”) through which FCSP has always carried out its activities. They include the Monte di Pietà (an institutional charitable pawnbroker dating back to Renaissance times), from which the Istituto Bancario San Paolo di Torino originated; Ufficio Pio, which was established in 1590, and an array of much more recently established entities, such as the “research” bodies. They also include a number of entities established as scientific research and/or higher education centres in partnership with universities after the year 2000. As laid down in FCSP’s internal regulations, they are formally recognised as “auxiliary bodies” of FCSP, because they are closely connected with and instrumental to the latter’s mission. So they are seen as auxiliary bodies because, by fulfilling the role assigned to them in their constitution, they contribute to the overarching mission of FCSP through scientific research, social action and experimentation and cultural initiatives. Last but not least, they also contribute to the goal of local development by virtue of their capacity to attract and retain skills and talent. In view of the purpose for which these bodies were established, FCSP provides them with the resources they need to pursue that purpose, and plays a joint role in assessing their strategic and operational options.



- **Fondazione Ufficio Pio** supports individuals and families in difficulty, strives to limit the effect of inequality on educational and training choices and runs initiatives designed to facilitate social inclusion.
- **Fondazione per la Scuola** works as a skills centre to promote teaching quality, with a focus on bringing innovation to teaching and training methods and models.
- **Fondazione 1563** per l’Arte e la Cultura manages FCSP’s substantial historical archive for the benefit of the community, and carries out research and experimentation pertaining to the humanities.

- **Fondazione IIGM** focuses on medical and genetic research and personalised medicine.
- Founded in conjunction with the University of Turin, **Fondazione Collegio Carlo Alberto** undertakes research and higher education in economic, political, legal and social science.
- Founded in conjunction with the Polytechnic University of Turin, **Fondazione LINKS** conducts technological research and innovation, especially in the digital arena, with a view to designing solutions for local sustainable development.

As well as the auxiliary bodies, the “FCSP Group” is also made up of **Compagnia di San Paolo Sistema Torino**, a consortium company co-governed by FCSP and its auxiliary bodies. This consortium provides administrative and management consultancy services and supports its members when they are called upon to manage complex projects requiring the deployment of multidisciplinary skills. By virtue of the professional know-how and experiences it possesses, Compagnia di San Paolo Sistema Torino is a skills centre with specialist strengths in issues relating to the third sector. The “Group” also includes another consortium, **Xké? Zerotredici**, which specialises in informal educational activities for the 0-13 age group, experiential workshops for young children and scientific workshops for primary and secondary schools.

This circle of high-value-added skills units is an important strategic resource, and the impact it delivers, when effectively integrated into a system, exceeds the sum of its parts. In this respect, the 2021-2024 Multi-year Planning Document views the role of the “**FCSP Group**”, in the sense of a set of specialist skills organised to work in concert on complex problems, as one of the most promising strategic policy directions. Against this backdrop, the auxiliary bodies will continue to fulfil their own specific missions, thereby helping fulfil the overarching mission of FCSP: the step forward consists in seeing them as a “skills community” coordinated by FCSP to meet the needs of the catchment area.

This grouping can be further enlarged and made even more effective by the possible contribution of the co-governed companies, such as **REAM**, **Equiter** and **Fondaco**, and the indirectly co-governed company **LIFTT**.

1.4 FCSP’s geographical coverage

Although its Constitution deliberately avoids imposing any geographical constraints on its action, FCSP has its own clear geography, which is essentially a strategic geography.

Firstly, at a **local level** (from Turin to North-West Italy as a whole), FCSP acts directly, using all the tools and methods described on later pages.

Secondly, at a **national level**, FCSP collaborates with other foundations - for example through its membership of **ACRI** (the Italian association of bank and savings bank foundations), its participation in systemic initiatives, such as the **Italian National Fund to Combat Juvenile Educational Poverty**, and its cooperation with **Fondazione CON IL SUD** - but also forges direct partnerships with non-profit entities, the extended public sector and the economic world, as witness its role as a shareholder in **Cassa Depositi e Prestiti** (the state-owned financial institution managing savings collected by the Italian Postal Service Bank).

Traditionally, FCSP also operates at a **European level**, including through interaction with European institutions, as a member of a truly European organised civil society that already exists but requires further growth and consolidation. This meshes with the **international level** where FCSP supports international cooperation projects, while also fostering opportunities for mutual exchange and learning alongside foundations from other philanthropic cultures and contexts, and encouraging Italy’s contribution to research and thinking on the formation of the European project within a global framework, with a special emphasis on transatlantic dialogue, dialogue between all the Mediterranean countries, and European foreign policy as a whole.

These levels, however, **are not separate**: in a globalised world built on networks, intersections between different dimensions - such as emulation, learning, collaboration and convergence - are not only a fact of life but also a necessity. Furthermore, they require systematic strategic management in order to yield the full benefit of the knowledge that exchanges often generate.

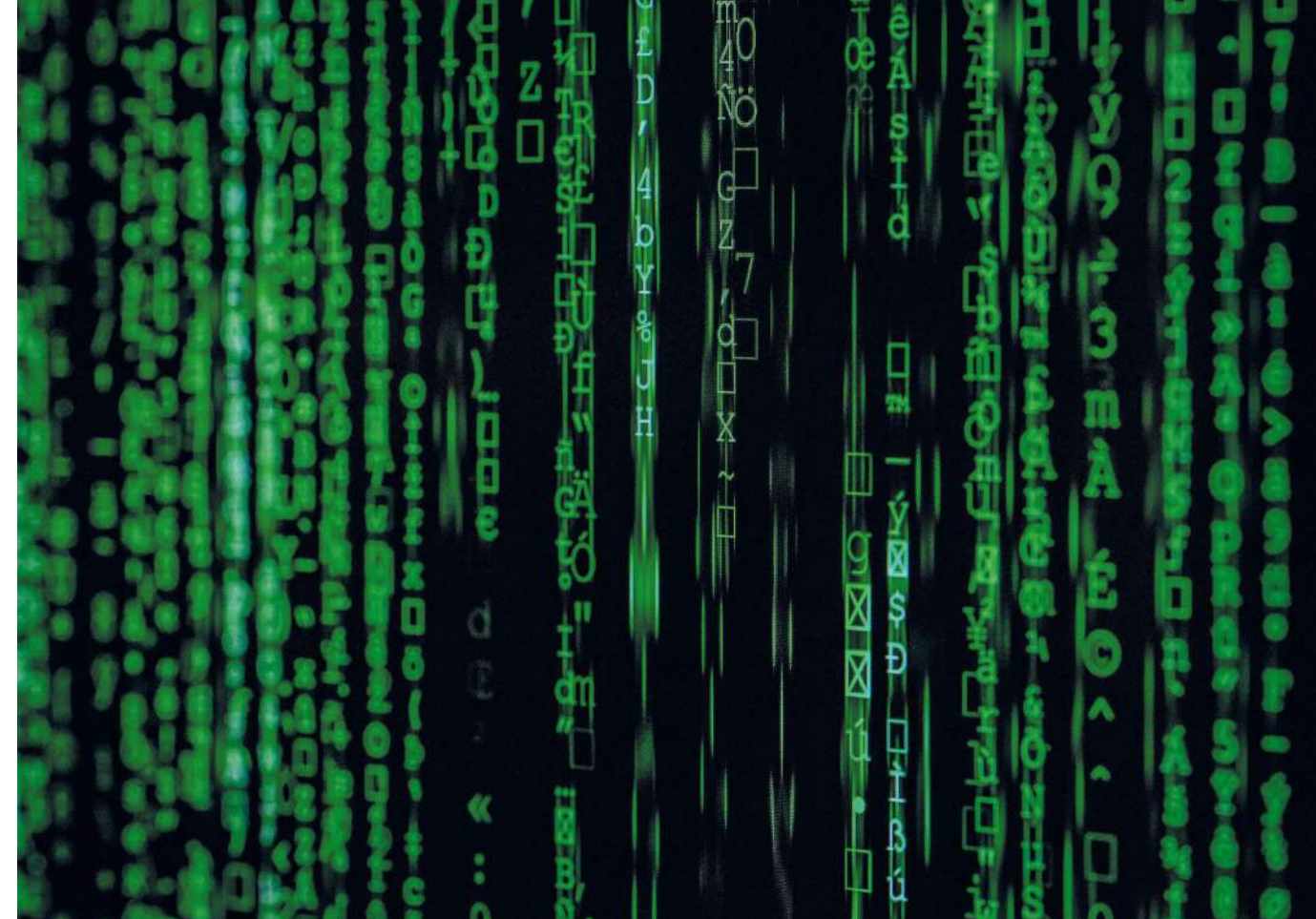
2 Planning in a changing, challenging context

N.B.: Further data and statistical background indicators relating to the intervention fields of FCSP's Goals and Missions are included in the sections dedicated to each Mission in Chapters 9, 10 and 11.

2.1 Macro-economic context and mega-trends

Mega-trends:

a selection of disruptive forces that are reshaping the world

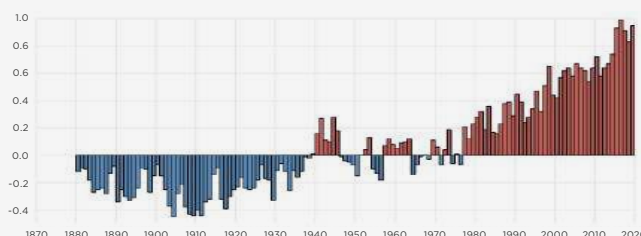


Climate change

AN EMERGENCY OF DRAMATIC PROPORTIONS

Temperature deviation from the average 1901-2000 (°C)

Source: U.S. NOAA



A POLICY PRIORITY THAT CAN NO LONGER BE KEPT WAITING

- 19 out of 20** Of the **hottest years** in the history of meteorology occurred after 2001
- 30%** Of the **earth's surface** will be **arid** by 2050
- 48%** Increase in **CO₂ concentration** compared with the pre-industrial age
- 160%** Increase in **methane concentration** compared with the pre-industrial age
- 3.3 mm** Average annual **rise** in **sea levels**
- 428 Gt** Of **polar ice melted** each year (on average)

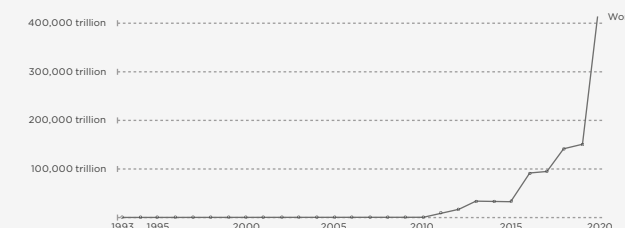
Source: NASA, WMO, U.S. NOAA, Breakthrough - National Centre for Climate Restoration

Digital revolution

AN EXPONENTIAL TRANSFORMATION

Number of floating point operations (FLOPS) performed per second by a supercomputer

Source: TOP500 Supercomputer Database



THE DARK SIDE OF AUTOMATION

Worldwide workforce replaced by automation over the next 10 years

Source: McKinsey

15% - 30%

400 - 800 m



people will lose their jobs by 2030

3% - 14%

75 - 375 m



people will be forced to change job by 2030



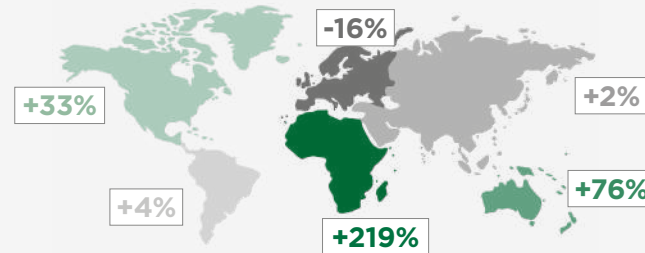


Demographic pyramid

EUROPE'S DEMOGRAPHIC WINTER AND AFRICA'S BOOM

World population growth (forecast to 2100)

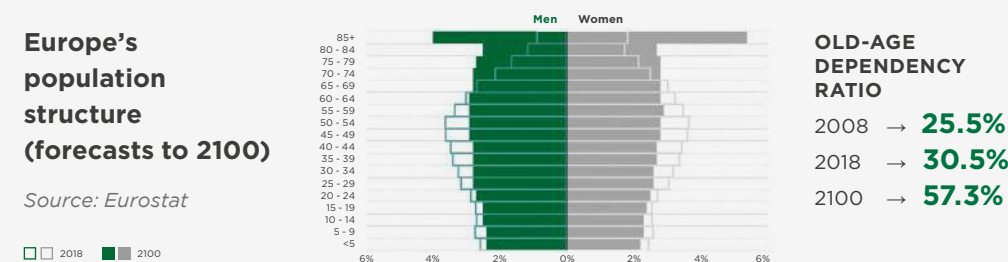
Source: United Nations



THE UNSTOPPABLE RISE OF THE "SILVER SOCIETY"

Europe's population structure (forecasts to 2100)

Source: Eurostat



Migration

STILL A GROWING PHENOMENON

	2000	2020
Number of international migrants	150 million	272 million
Number of refugees	14 million	26 million
Total value of remittances	126 bn \$	689 bn \$

Source: IOM

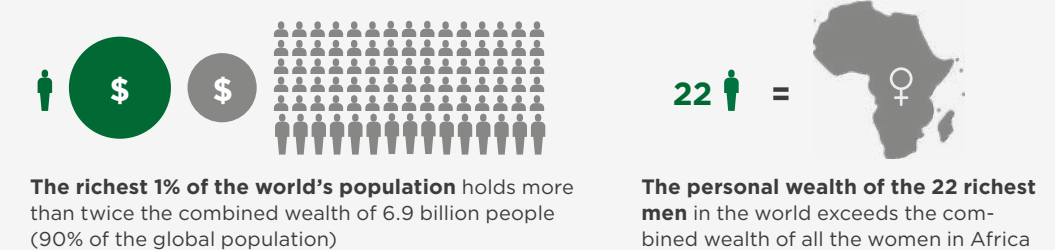
VIBRANT ENTREPRENEURIAL TALENT

Italy	USA
616K Active businesses established by immigrants	60% Top 25 "Tech" companies by market capitalisation established by first- or second-generation immigrants
+31.7% Growth in past decade of businesses established by immigrants	45% Share of Fortune 500 companies established by first- or second-generation immigrants

Source: CENSIS, IDOS Research & Studies Centre, Bond Capital, New American Economy

Social inequalities

WELL BEYOND "THE PARETO PRINCIPLE"



Source: OXFAM

A DYNAMIC THAT STARTS AT SCHOOL

Students who are denied the right to education

Age group	Students excluded	% of age group
Primary school	59.1 million	8.2%
Secondary school	61.5 million	15.6%
High school	137.8 million	35.2%

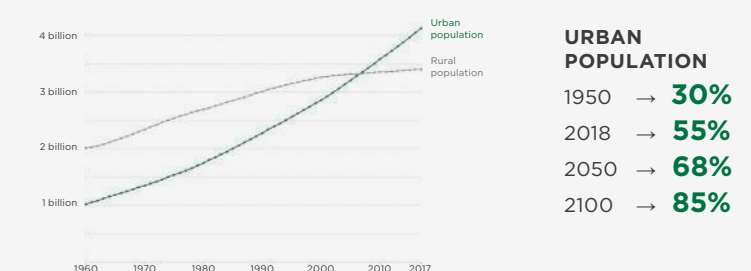
Source: UNESCO

Urbanisation

THE INEXORABLE RISE OF URBAN DENSITY

World population living in urban areas

Source: United Nations, OECD



GLOBAL CHALLENGES REQUIRING LOCAL SOLUTIONS

- 3%** Of the world's land surface is occupied by cities
- 80%** Of world GDP is generated in cities
- 78%** Of total energy is consumed in cities
- 75%** Of greenhouse gases are emitted in cities
- 24%** Of the world's urban population lives in slums
- 50%** Of the world's urban population lacks access to public transport

Source: United Nations, World Bank



2.2 Problems relating specifically to North-West Italy

The fabric of North-West Italy:

dissimilar areas facing similar challenges



Reviving and reinventing economic competitiveness

Not only have Turin and the province of Savona been recognised as complex industrial crisis areas by Italy's Ministry for Economic Development, but the local system as a whole is facing an economic slowdown that emerged well before the outbreak of the pandemic. Against the current backdrop, the new crisis is compounded by profound changes brought about by mergers and acquisitions at a national (e.g. in the banking sector) and international level (Stellantis).

	Piedmont	Liguria	VdA	North-West	Italy
Change in GDP (2018 vs. 2008)*	-3.6%	-10.2%	-9.4%	-1.7%	-3.3%
Change in exports (2019 vs. 2018)	-2.8%	-5.8%	-5.5%	-0.9%	+3.2%
Revenue per employee (2017) [€K]	175	172	146	212	184
Percentage of high-growth businesses (2018)	12.2%	11.3%	10.5%	12.5%	14.0%
Businesses engaged in innovative activities (2018)**	54.8%	47.7%	41.9%	58.4%	55.7%

* Values linked with 2015

** Based on businesses with more than 10 employees

Source: ISTAT

Managing and reversing the demographic syndrome

The combination of falling birth rates and rising average life expectancy is resulting in a demographic decline that cannot be offset by inflows of migration, especially in hilly and mountainous areas, known as "internal areas", at high risk of depopulation. The demographic syndrome is particularly acute in Liguria, where the average age of the population is higher than in any other region of Italy.

	Piedmont	Liguria	VdA	North-West	Italy
Birth rate per 1000 inhabitants (2019)	6.4	5.7	6.7	6.9	7.0
Fertility rate (2018)	1.28	1.23	1.38	1.32	1.29
Average age of population (2020)	47.3	49.2	46.5	46.3	45.7
Old-age dependency ratio (2020)	41.6%	47.4%	38.5%	38.4%	36.2%

Source: ISTAT



Safeguarding our natural heritage and turning it to account

The region's rich environmental heritage - which is a powerful magnet for high-quality tourism - is threatened by a mix of climate change, over-exploitation and neglect. Hydro-geological vulnerability and short-sighted choices made in the past have now triggered a pressing need for local planning instruments capable of mitigating or, preferably, preventing damage and the costs that go with it.

	Piedmont	Liguria	VdA	Italy
Urban waste sent to landfill (2018)	14.9%	31.0%	42.1%	21.5%
Area of contaminated sites as a proportion of total land area, values per 1000 (2018)*	35.5%	41.8%	0.1%	12.2%
Population living in areas at risk of landslide (2017)	2.9%	54.9%	48.2%	9.6%
Population living in areas at risk of flooding (2017)	1.5%	11.3%	3.8%	3.5%
Land consumption (2019)	6.7%	7.2%	2.1%	7.1%

* Based on sites of national and regional interest

Source: ISPRA, ISTAT

Upgrading infrastructure to regenerate the area

The area appears to suffer from many shortcomings of infrastructure, often accompanied by poor quality of services for end users. It is crucial to re-establish the relationship between metropolitan areas and their outlying and mountain hinterlands, which have an increasing need for efficient digital and transport networks, and accessible, well-organised local health centres.

	Piedmont	Liguria	VdA	North
Families reporting severe difficulty in accessing 3 or more essential services (2018)	5.8%	5.7%	7.1%	4.8%
Seat-kilometres offered by local public transport, value per inhabitant (2018)	4,968	4,296	757	6,052
Percentage of population satisfied with transport services (2019)	15.3%	14.9%	28.8%	23.6%
Elderly people receiving integrated home care (2018)	2.8%	3.3%	0.2%	2.9%


Source: ISTAT



Focus sheet

Positioning of Piedmont, Liguria and Valle d'Aosta in relation to the UN 2030 Agenda

Regional ranking by SDG (2019) and trends over the past decade*

SDG		Piedmont	Liguria	Valle d'Aosta
1 No poverty		7 ↘	13 ↘	14 →
2 Zero hunger		11 ↗	4 ↗	14 ↗
3 Good health and well-being		13 ↗	6 ↗	20 ↗
4 Quality education		7 ↗	6 ↗	9 ↗
5 Gender equality		6 ↗	17 ↗	1 ↗
6 Clean water and sanitation		7 →	6 →	1 ↗
7 Clean and affordable energy		7 →	9 ↘	1 ↗
8 Decent work and economic growth		4 ↘	3 ↘	10 ↘
9 Industry, innovation and infrastructure		3 ↗	12 ↗	16 →
10 Reduced inequalities		12 ↘	6 ↘	11 ↘
11 Sustainable cities and communities		4 →	16 →	8 →
12 Responsible consumption and production		11 ↗	4 ↗	17 ↗
13 Climate action**		9	17	19
14 Life below water**		-	13	-
15 Life on land		14 ↘	9 ↘	1 →
16 Peace, justice and strong institutions		6 ↘	10 ↘	1 ↘
17 Partnerships for the goals**		8	16	6

* The trend refers to the overall performance of the indicators for each SDG between 2010 and 2019
** SDG 13, SDG 14 and SDG 17 are not regionally monitored by ASviS
Source: compiled by IRES Piemonte on the basis of ISTAT data, compiled by FCSP on the basis of ASviS data



2.3 National and international post-COVID scenario COVID-19: the “black swan” that quickly became a “glocal” pandemic

A borderless emergency, which hit
society’s most vulnerable people the hardest





The global dimension

For the first time in 20 years, **extreme poverty has increased** on a global scale

81,947,503

Cases of COVID-19 recorded worldwide (2020)
Source: WHO

1,808,041

Deaths from COVID-19 recorded worldwide (2020)
Source: WHO

5X

The normal number of deaths among over-80s (2020 vs. average previous years)
Source: United Nations

-9.2%

Drop in international trade (2020 vs. 2019)
Source: WTO

-4.2%

Drop in GDP per capita (2020 vs. 2019)
Source: United Nations

3 billion

Journeys by air abandoned due to the pandemic (2020 vs. 2019)
Source: ICAO

-17.3%

Working hours lost (2020-Q2 vs. 2019-Q4)
Source: ILO

-495 million

Full-time equivalent jobs lost (2020-Q2 vs. 2019-Q4)
Source: ILO

24.7 million

People will lose their jobs due to the pandemic, according to estimates
Source: ILO

71 million

People facing extreme poverty due to the pandemic (2020)
Source: United Nations

132 million

People pushed into poverty and malnutrition by the pandemic (2020)
Source: United Nations

1.6 billion

Workers in the informal economy whose livelihoods are at risk (2020)
Source: ILO

90%

Students deprived of face-to-face teaching due to the pandemic (2020)
Source: United Nations

463 million

Students with no access to remote learning (2020)
Source: UNICEF

43%

School buildings without hand-washing facilities (2020)
Source: UNICEF

Health



Economy



Employment



Poverty



Education



The local dimension

The most severe recession in the history of the Republic of Italy is under way

2,129,376

Cases of COVID-19 recorded in Italy (2020)
Source: Ministry of Health

74,621

deaths from COVID-19 recorded in Italy (2020)
Source: Ministry of Health

179

COVID-19 patients admitted to intensive care per day (2020)
Source: Ministry of Health

-9.0%

Drop in real GDP (2020 vs. 2019)
Source: Ministry of Finance & the Economy

10.5%

Deficit to GDP ratio (2020)
Source: Ministry of Finance & the Economy

158.0%

Public debt to GDP ratio (2020)
Source: Ministry of Finance & the Economy

-20.0%

of working hours lost (2020-Q2 vs. 2019-Q2)
Source: ISTAT

-841K

fewer people in employment (2020-Q2 vs. 2019-Q2)
Source: ISTAT

9.8%

Unemployment rate forecast at end of year (2020)
Source: ISTAT

50.8%

of households have seen their income shrink (first 2 months of the pandemic)
Source: Banca d'Italia

545,127

households have received emergency income (2020)
Source: INPS

4,060,941

Workers have received the €600 allowance under the "Italy Care" decree
Source: INPS

88.8%

of institutes have students with no access to remote learning (2020)
Source: Censis

60%

of students have had difficulty accessing remote learning (2020)
Source: AGCOM

11.8%

Households accessing remote learning using a smartphone as their only device (2020)
Source: Save the Children



Section 1

Part B

The bedrock of our strategy

3

Strategic planning parameters: the benchmarks for original philanthropic action

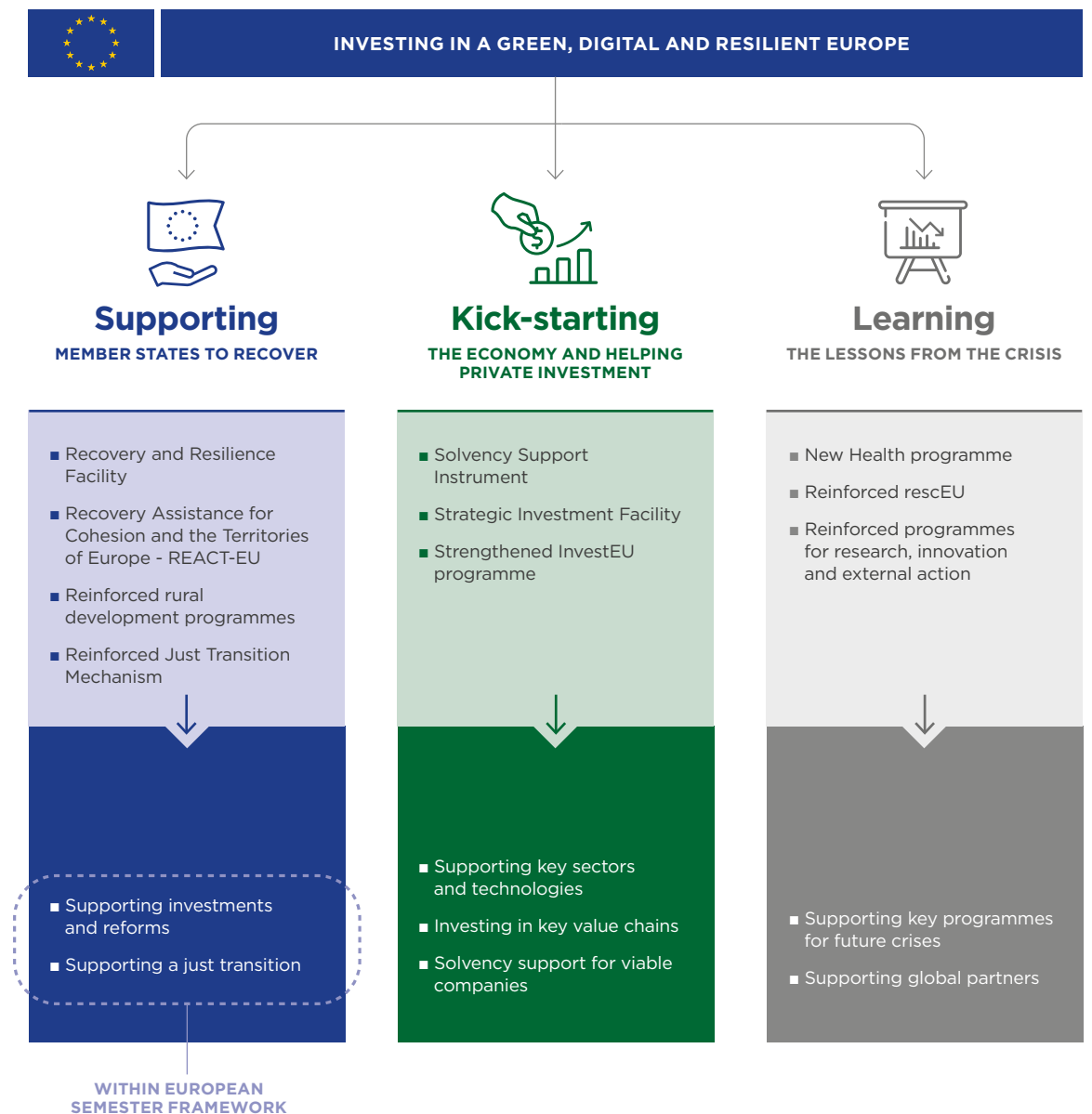
We would like to start this chapter about FCSP's strategic options by highlighting **two background points** that pertain to both the national and local level and are crucial for a present-day philanthropic foundation committed to acting as an **agent for the development** of the society and geographical area in which it works **for the common good**. These are two “*Cartesian axes*”, which delimit the scope within which we must determine how an **intermediate body that puts people first** can maximise its effectiveness and hence **set its strategic course** at this complex moment in history.

One axis represents the **increasing demand for support and assistance**, both because of the difficulties faced by the state in supporting historical expenditure - particularly in the areas of culture and social policy - and because of increased fragility in the aftermath of the COVID pandemic. This is affecting entirely new segments of society (e.g. the middle class, young people, low-paid workers, etc.) and involves new spheres of difficulty that the existing support network seems unable to handle fully (e.g. young NEETs, obsolescence of skills, depopulation of urban centres, etc.), not to mention the almost total wipe-out of cultural activities.

The other axis represents the fact that a limited time window is about to open (2021-2026), in which a massive dose of extraordinary resources will be made available for investment, in the form of the **European Recovery and Resilience Facility**, including the **Next Generation EU** plan and the **Plans for 2021-2027**.

Amounting to over €200 billion in non-repayable funding and long-term loans for Italy, these resources must be used to help solve endemic problems and kick-start **radical transformations** that will not only meet emergency needs, but will also leave a lasting legacy in the form of human capital, key infrastructure, sustainable technologies and more modern and efficient public administration. Only if Italy undergoes complete transformation, furthermore, will it be able - through future development - to absorb the unprecedented debt that today's generations are running up at the expense of tomorrow's. This is a key point, which requires not only economic consideration, but also political and ethical consideration. It is therefore crucial, and morally necessary, **to make the most effective use of these resources**, by swiftly devising and implementing high-impact projects capable of yielding **lasting, widespread benefits**. Our catchment areas - across the advanced but at the same time problematic North-West of Italy - must find a way to play a leading role in this process, and with this in mind, FCSP is acutely aware of its responsibilities.

A European budget to boost recovery



Source: chart adapted from European Commission

Let us now take an analytical look at the framework that will inform and underpin FCSP's action over the 2021-2024 cycle.

3.1 FCSP's range of action

FCSP has decided to align its strategic planning for 2021-2024 with the overarching national and European post-Covid “reconstruction” policies, in a manner consistent with its commitment to prioritising “sustainable local development” and adhering to the United Nations 2030 Agenda goals that it has already embraced. It is worth specifying, at this point, what we mean by “**alignment**”. FCSP recognises that the macro-perspectives of national and supranational policy-making in play at this stage are both crucial and well-founded, and sees them as an appropriate framework within which to structure its own action. It also accepts the consequences of this alignment on its own planning, and is committed to shaping its work - within its own limits and sphere of competence - in such a way as to contribute to the systemic and collaborative effort deployed under these macro-perspectives in a way that **maximises its impact** and benefits, both for the **centre points of society and for any kind of periphery**, whether social or geographical.

These principles will become operational practice in the period 2021-2024. As far as its own programmes and the proposals originating from its catchment area are concerned, FCSP will use these reference frameworks as criteria for strategic policy-making and for selecting which projects to develop and support, while placing particular emphasis on the human and social implications of both structural change and development policies.

In doing so, FCSP will retain full autonomy over its strategy and decision-making, in line with its role as an independent institution guided exclusively by its own mission and its own system of rules.

FCSP believes that the right approach is not merely to restart - as if you could just go back to normal after such a critical juncture - but to **rebuild**, like after the Second World War, or even to **build a new world from the ground up**. As the President of the Republic of Italy pointed out in his end-of-year speech in 2020, this moment in history calls for “builders”.

This principle extends to all generations, and indeed this new national reconstruction, along with many other initiatives, must be underpinned by a new capacity to manage the international scenario. As this document repeatedly points out, however, there is no doubt that the younger generations have been hardest hit by the consequences of redistribution and stagnation generated by a society that seems uninterested in looking to the future. FCSP feels and acknowledges a special responsibility towards young people, which it intends to act upon through dialogue and by building opportunities. That is why, as we sketch out the crucial inspiration for this Plan, we would like to re-state our intention to create a permanent forum for exchange with young people and young leaders of organised civil society in our catchment area.

The rationale behind this is to officially institute a channel for dialogue with young people, because, although such dialogue has always played an informal part in FCSP's work, it proved to be especially productive and conducive to mutual understanding during the consultations held with local stakeholders regarding the design of this strategic plan (see Appendix). The **Youth Advisory Board** will therefore add to the set of instruments at the disposal of FCSP to ensure continuous dialogue with the component parts of the catchment area.

3.1.1 ALIGNMENT WITH THE UNITED NATIONS: AGENDA 2030 AND SDGs

FCSP's decision, reached in 2020, to adopt the Sustainable Development Goals (SDGs) set down in the **United Nations 2030 Agenda** as a reference framework, stems from its commitment to playing its part in the global effort to safeguard the basic conditions for fair, sustainable development of every part of the world, starting with those that are most disadvantaged, with a central emphasis on the dynamic balance between the human community and the natural world. Although the Agenda starts from and is primarily aimed at national governments, it is a call to action to every member of the social sector: and the more society, people, and their communities become aware and feel involved, the higher the chances of success of such a difficult but increasingly necessary undertaking. Two of the values that underpin the Agenda, namely **interdependence** and **co-responsibility**, are key dimensions in a crisis-stricken world, and - without being unduly idealistic about the power of voluntary solutions, while also avoiding the cynicism that leads ultimately to inertia - they deserve to be embraced by any organisation that cares about the **common good**.

FCSP therefore sees the **SDGs** as a **reference paradigm** and a first macro-level of alignment, which keeps the spotlight on global systemic conditions and inspires the foundation's action, within its own roles and areas. For goals such as Culture, People and Planet, it is here that the organisation plants its roots. The SDGs are therefore a “**lens**” that helps us focus on the explicit or implicit issues surrounding the question of local sustainable development, and also a “**filter**”, with respect to projects and proposals, that helps ensure that the initiatives we select are consistent with our strategic purposes. The SDGs also provide a comprehensible way of structuring our **reporting** on the choices we make. Last but not least, in a world where global and cross-sectoral relationships are crucial, the SDGs represent a **common language** that can be used **to communicate** at every level and every latitude, as well as a **platform that facilitates collaboration** between public and private bodies.

3.1.2 ALIGNMENT WITH THE MAJOR AXES OF EU POLICY: GREEN ECONOMY, DIGITAL TRANSFORMATION, RESILIENCE AND SOCIAL COHESION

The European Union leaves no shortage of guidelines: the response to the pandemic is integrated with an idea of a common future. The policy framework announced by the European Commission, which has earned widespread consensus and will form the basis of European policies at every level, is clear and, to put it simply², is built around three key macro-objectives:

- **Development of a green economy**
- **Widespread digital transformation**
- **Social resilience and cohesion based on the “European social model”**

This framework is consistent with an interpretation of the European project that we hold dear, insofar as it involves progressive integration towards an effective and democratic architecture of European governance, an appreciation of differences as a genuine expression of wealth, a shared arena of rights and duties of citizenship, a role in the world informed by the values of peace, democracy, knowledge and international cooperation, and an open, responsible society committed to solidarity and subsidiarity. As a philanthropic foundation, FCSP has therefore decided to align its strategy with this vision of change, development and social growth, in order to contribute to its fulfilment and increase its impact as much as possible.

In FCSP’s strategy, European policy provides a necessary **order of priority** with which to deal with the broader level deriving from the United Nations 2030 Agenda.

The structural pillars - greening, digital, resilience and cohesion - can be viewed as a coin with two sides: one side encompasses the industrial, technological and organisational aspects, while the other, which is even more crucial for a philanthropic body, encompasses social protection and emancipation, and the cultural and participatory aspects brought into play by the major structural transformations. Resilience, for example, certainly incorporates preparedness to deal with and manage climate change and exogenous shocks in general (such as the pandemic), but precisely for this reason also needs to value and mobilise crucial assets such as community cohesion, altruism, volunteering, care for vulnerable people and people at risk of exclusion, and empowerment of people at the margins of society. And the same can be said for the effects on social and employment-related organisation exerted by the digital transition and the conversion of production to more environmentally sustainable models.

2. To quote Ursula von der Leyen, the President of the European Commission, there are six pillars of European planning: a pan-European Green Deal, an economy that works for people, a digital transformation tailored to the needs of Europe, safeguarding the European model of life, a stronger Europe on the world stage and a new drive for European democracy.

3.1.3 ALIGNMENT WITH OUR NATIONAL LEVEL: APPLICATION OF THE NEXT GENERATION EU RECOVERY PLAN AND USE OF POST-COVID (NATIONAL RECOVERY AND RESILIENCE PLAN) RESOURCES FOR NATIONAL AND LOCAL DEVELOPMENT

It therefore follows that FCSP feels bound by a responsibility to take part in the implementation of Italy’s effort to relaunch development, or, as previously stated, build a new national system after the shock of the pandemic, which brought to light new and existing weaknesses that need to be overcome. FCSP firmly believes that the opening of a new phase for Italy requires pluralism without dispersion, creativity with focus, and breadth of vision combined with convergence. In other words, it requires an **advanced form of subsidiarity**, with clear allocation of responsibility and the ability to deploy the right response at the right level and with the right governance. Most of all, the exceptional nature of the situation makes it imperative to devise effective, transparent means of implementation at every level. At a time when the magnitude of issues makes it more important than ever to avoid a proliferation of small-scale actions, subsidiarity - in vertical, horizontal and even “reticular” form (i.e. that spawns previously non-existent multi-actor alliances to deal with unprecedented problems) - represents the right balance between the needs of coordination and the value of pluralism. By taking these principles on-board for itself, in the first place, FCSP intends to make its contribution, especially in terms of local impact, to this major national effort, by embracing this **third level of alignment**. Italy’s **National Recovery and Resilience Plan**, which is still being drawn up but must nonetheless be consistent with the European framework, will therefore be another key reference: a reference that Italy must embrace by infusing its policies with the right intergenerational compromise, that takes account of the challenges of a fast-moving present, while remaining clearly geared towards the future. Furthermore, FCSP will seek to interact with the investment policy and boost the effects it will generate at local level. The data clearly shows that North-West Italy needs to break free from the forces of habit and inertia that have undermined its position, in recent years, as one of the powerhouses of Italy and one of the most competitive regions in Europe. This is not to say there is an absence of dynamism, however. The global developments of the *automotive* and sustainable mobility industry, an increasingly advanced, quality-oriented and hence competitive agri-food industry, the rapidly innovating banking and insurance services sector, the new ports and logistics hubs, not to mention tourism and culture, are just some of the trump cards our region holds, as witness the supply chains and satellite activities they give rise to. The region is changing. But generating system-driven benefits at a local level will require industrial policy initiatives designed to support aggregation, growth and consolidation; up-to-date mind-maps and additional common assets (such as adequate training throughout the entire working life cycle), which will need to be supported by public measures at European, national and regional level. And this is where FCSP, within its own sphere of competence, will have an important role to play.

4

Generating resources: the assets behind the strategy

As for every foundation, FCSP's assets are a defining feature, in light of one of the simplest - but broadly correct - definitions of a foundation as "an endowment for a purpose". Any foundation's strategy would not only be ineffective, but also entirely ephemeral, if the *system of ends* was not linked with the *system of means*: ends and means clearly interact, but the important thing is that they are linked by a relationship that is transparent, reliable, proportionate and, in the case of FCSP, as stable as possible. Setting out the principles and choices that inform FCSP's asset management is therefore an important part of the role of this strategy document.

The primary goal of FCSP's financial asset management is to **preserve the real value of the assets**.

In managing its assets, FCSP exposes itself to financial risk commensurate with its institutional goals, while avoiding excessive risk, so as to preserve the value of the assets and generate sufficient income to be able to allocate a sustainable level of resources to institutional activity.

In order to safeguard FCSP's assets, they are managed according to prudent *risk management* criteria, the most important of which is careful **diversification of risk**.

In light of this and in view of the particularly uncertain and difficult period to which the Multi-year Planning Document 2021-2024 pertains, FCSP has carefully reviewed the investment policies it applies to the portfolio as a whole, and intends to update the strategic *asset allocation*, according to an approach based mainly on **setting a risk target** that FCSP considers to be acceptable.

4.1

FCSP's financial assets

FCSP's financial assets are divided into two distinct parts: the "**strategic portfolio**" and the "**diversified portfolio**".

The strategic portfolio consists of:

- the shareholding in Intesa Sanpaolo, which derives from FCSP's historical status as the "transferor entity" of Istituto Bancario San Paolo di Torino. At the end of 2020, the shareholding in Intesa Sanpaolo accounted for about a third of the market value of FCSP's total portfolio, in accordance with the requirements of the Supervisory Authority, under the ACRI-MEF Protocol (a protocol of understanding between the Italian association of bank and savings bank foundations (ACRI) and the Italian Ministry of Finance and the Economy (MEF)), concerning the maximum level of exposure to a single investment;
- other long-term equity investments (in institutions such as Cassa Depositi e Prestiti, Banca d'Italia and IREN);
- *Mission Related Investments*, through which FCSP aims to fulfil its institutional mission by recourse to asset investment, and to contribute to the economic and social development of its catchment area.

The diversified portfolio, meanwhile, consists of the investment in three funds managed by Fondaco SGR: the Multi Asset Income Fund (traditional liquid assets), the Growth Fund (alternative illiquid assets) and the Euro Short-Term Fund (monetary).

FONDACO SGR

As we have said, FCSP's diversified portfolio is invested according to a strategic *asset allocation* formulated on the basis of a total risk budget, the exposure to alternative assets deemed appropriate, the residual volatility available for liquid asset classes and the liquidity required of the overall approach to asset management.

This architecture is achieved by investing in two funds of funds and one monetary fund managed by Fondaco SGR, an asset management company in which FCSP holds a 38% stake.

The continuous exchange and joint work between FCSP (*the asset owner*) and Fondaco SGR (*the asset manager*) has also sharpened the focus on the long-term objectives for the growth of FCSP's assets, making it possible to implement investment policies that take due account of the choice of third-party managers and are capable of identifying long-term trends in advance, such as the growing importance of *real assets*.

With a duration of over 10 years, the *private market* investment plan has given FCSP considerable experience and a high degree of sensitivity in the evaluation of long-term programmes, while Fondaco has built up more know-how than any other player in Italy in the structuring of efficient management of substantial volumes of commitments in international private equity funds, venture capital and other real assets, and established long-term relationships with numerous important *General Partners* in the sector, with the support of an international *advisor*.

Within the framework of a group approach, FCSP believes that the specialist skills and aptitude for focusing on long-term developments acquired by Fondaco in conjunction with FCSP could, in specific circumstances, be deployed in relation to the needs of FCSP projects and partners on the strictly financial front.

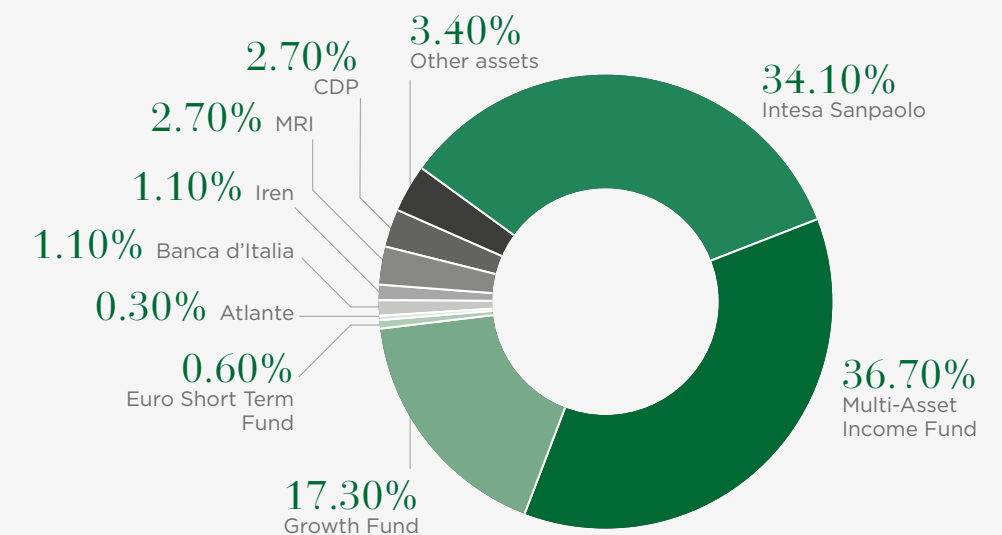
The diversified portfolio allocation policy is devised by the Finance Department with the support of the *strategic advisor*, in line with the financial objectives and risk management policy previously identified. The diversified portfolio is also intended to provide sufficient liquidity to meet FCSP's spending requirements and to reduce the risk of the overall portfolio, with a high degree of diversification of the idiosyncratic risk represented by the concentration of equity in Intesa Sanpaolo.

Against a backdrop of strategic coherence with the configuration of its institutional activity, FCSP will adopt a “**responsible investment policy**” as part of the 2021-2024 Plan. The aim of this is to define how the **ESG criteria** (environmental, social and good governance) will be applied to existing and future investments.

The adoption of the ESG criteria, as part of the management of the financial portfolio, will be complemented by seeking to **align the listed investments with certain goals defined by the United Nations 2030 Agenda** (Sustainable Development Goals), with a view to improving the social and environmental results in line with FCSP's mission and purposes and to promote cultural, civil and economic development at a global level.

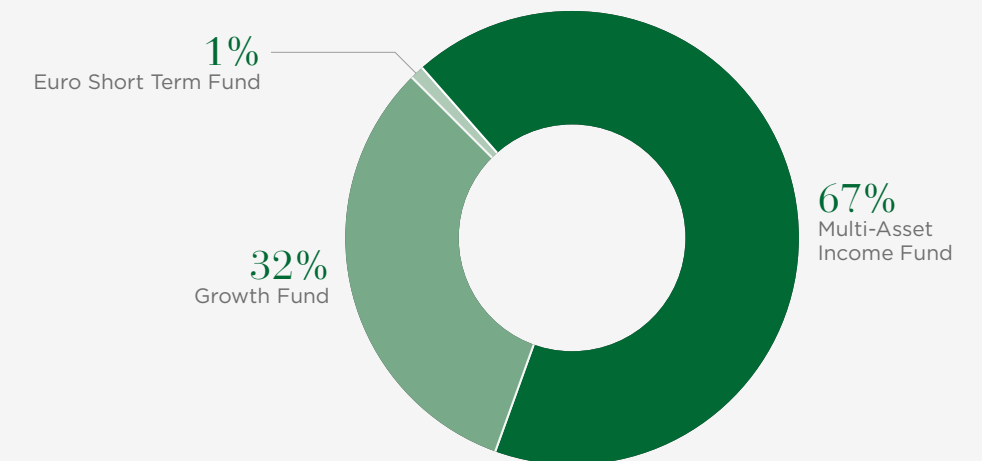
Composition of the overall financial portfolio

at the market values ruling on 31/12/2020



Composition of the diversified portfolio

at the market values ruling on 31/12/2020



GOVERNANCE OF THE INVESTMENT PROCESS

The process by which decisions on the investment and management of FCSP's assets are taken involves a range of people and functions, each with their own defined and formalised duties and specific areas of responsibility. The General Council and the Management Board perform the duties assigned to them under FCSP's Constitution.

The **General Council** is responsible for establishing the general principles for asset management, which are set down in the Regulations Governing Asset Management Methods and Criteria and the corresponding Implementing Document. For matters relating to asset management, the General Council appoints a specific advisory and consultative committee from among its members. For the four-year period 2021-2024, this will take the name **Finance, Innovation and Local Development Committee**, as an expression of the close link between the three dimensions in FCSP's practice and strategy.

The **Management Board** implements the guidelines approved by the General Council and is responsible for high-level investment decisions. Among other things, the Management Board establishes the **Investment Committee**, which conducts preliminary examinations of investment projects and consequently plays an advisory role to support the Management Board's decision-making.

The **Finance Department**, which reports directly to the **Chief Financial Officer**, implements the decisions taken by the governing bodies, monitors risk and performance, and controls investments.

The investments in the diversified portfolio are made through funds managed by **Fondaco SGR**, which transpose the limits and criteria approved by the Management Board.

4.2 FCSP's financial resources for the period 2021-2024: stability and special measures

Given that the aim of FCSP's investment policy is to support institutional activity in an economically sustainable way, while at the same time preserving the real value of the assets in the long term, achieving this aim means ensuring that total annual spending flows (including grants and structural costs) are consistent with the income streams generated by the financial assets.

The aims of securing long-term financial equilibrium, stabilising expenditure and protecting it against market volatility can also be achieved by means of a carefully devised policy for **allocating income** to and drawing upon the **Grant stabilisation fund**. The purpose of the fund, in accordance with the Supervisory Authority's guidelines, is to enable FCSP to cope with possible reductions in future years' surpluses and avoid drastic, unforeseen shortfalls in the amounts of the grants awarded to the relevant sectors.

In the current climate of uncertainty, which is likely to be long-lasting and has been adversely affecting the financial markets for some time, it is more difficult than usual to make accurate forecasts for the years ahead. We therefore feel that the responsible approach is to posit a cautious scenario based on the assumption that the transferee bank will not be paying dividends, at least for the whole 2021.

In light of the economic and financial conditions prevailing at the end of 2020 and taking account of the estimates of financial resources deriving partly from the management of the diversified portfolio and partly from the stable, long-term holdings currently in the portfolio, we take the view that it is sustainable to allocate **a total of 500 million euros to our grant-making policy** for the period 2021-2024.

At the same time, should the provisions of the Supervisory Authority (European Central Bank) allow Intesa Sanpaolo to distribute part of the profit set aside in financial year 2019 and/or earned in the course of 2020 and future years, FCSP could find itself (other things being equal) in a positive situation in terms of available resources. Should such conditions arise, as well as replenishing the depleted grant stabilisation fund, we will be able to **use the resources in excess of those currently forecast to be available, to support the 2021-2024 Plan**, with particular reference to the cross-cutting dimensions identified in Chapter 8.2, through long-term projects of strategic value for the local area.

5 Lessons learned

WHERE WE START FROM: THE LEGACY OF THE 2017-2020 PLAN

After four years of intensive experimentation, the 2017-2020 Plan leaves FCSP various lessons learned, goals achieved and bridges to the future, which will enable us to make more use of certain practices that warrant continued adoption and development in this new phase that is now beginning. This also forms **part of our method**: to plan what we will do, we start by studying and analysing what we did, in comparison with the goals and conditions we set ourselves four years ago.

1. The key point involved **moving beyond the amount of charitable donations** as the only *yardstick* by which to judge FCSP's role for the local area. As promised, FCSP did not simply provide non-repayable resources for worthy projects, but tested the potential of playing a more holistic role as an **agent for the sustainable development** of the local area, by using multiple instruments to support complex processes in an integrated manner.

This **philosophy can now be made standard practice and incorporated into a system** for the new period of tenure. As an agent of sustainable development, FCSP has transitioned to deploying resources in such a way that their effects go far beyond merely covering project costs or (worse) making up for shortfalls in the finances of organisations in difficulty, by means of non-repayable donations. Instead, these effects have the potential to **multiply their own impact**, by opening additional revenue streams and **structurally strengthening** their beneficiaries.

In other words, FCSP is now convinced that the basic aim must be to **multiply the impact of resources** by generating further-reaching effects with long-term sustainability. In view of the **type and scarcity of the resources at our disposal**, we firmly believe that the projects supported by FCSP must always aspire to generating lasting effects of **efficiency/effectiveness** so that, other things being equal, they place less pressure on FCSP's resources in the future. In the face of growing overall demand, a mechanism of this type will enable us to **support more organisations** for the same resources,

or at least to do so without seeing our spending rise at such a pace, as each beneficiary body becomes more efficient in the way it operates.

2. Working with beneficiary bodies has shown us the full importance of the technical and collaborative **quality of our relationship** with them is, and has prompted us to endeavour to foster what this plan defines as “**customisation**” of our relationship with partner bodies. Achieving this will require a high level of knowledge, transparency and cooperation between FCSP and its partners (public and private alike), but must not - and this needs emphasising - give rise to any blurring of the specific roles and responsibilities concerned.
3. From both a systemic and a sectoral point of view, it is clearly not possible to avoid **emergencies**, but these need to be tackled using tools that are as “transformative” as possible, in other words they must have the highest possible capacity to effect structural change on the risk situations concerned. A standard operating model based on simply reacting to emergencies is the exact opposite of the role as an agent for sustainable local development, in the broadest sense, that FCSP aspires to play.
4. It is essential to maintain a **balance** between the *universalist* approach, where the core value lies in safeguarding and even promoting the *pluralism* of initiatives and bodies, and the *focused* approach, whose value lies in achieving one specific major goal. This balance is constantly shifting, as a function of time and systemic contingencies.
5. The decision to set ourselves up as a **skills hub** - which was the central plank of the previous planning cycle - was productive: local operators showed that they appreciate the “packages of resources” (from assistance in the design phase, to targeted operational training, creating and sharing contacts, road-testing additional fund-raising initiatives, etc.) that FCSP has equipped itself to provide. This plan develops the same line, without losing sight of two potential risks: firstly, that the demand for technical and professional services in kind could outstrip FCSP's “production capacity”, without significantly reducing demand for economic and financial contributions. Secondly, that

assigning responsibility for operational functions to FCSP, starting with co-design, could cause partner bodies to feel a reduced sense of responsibility of their own, thereby achieving the opposite of the intended outcome, while also introducing uncertainty into the evaluation of project impacts.

6. **Network building** has proved demanding but productive in the medium term: it yields economies of scale that would not otherwise be achievable by individual actors, and streamlines the use of resources, while also broadening the vision and whetting the appetite for exchange of the parties concerned (the projects that have joined partnerships funded at European level are a prime example). In addition, or rather as a complement, to network building, interactive and cooperative **ecosystems** are still being developed, which, in a sense, operate as “networks of networks.”
7. Practice has shown that rigorous **ex-post evaluation** of projects plays a positive role in guiding operational choices, improving the functional aspects of relationships with partners, scaling up/replicating projects, enhancing transparency and generally building up a useful stock of knowledge for FCSP, its partners and collective policy culture.
8. The substantial organisational and technological investment made in Information Technology and **Data and Knowledge Management** within FCSP's organisational machinery has shown how much philanthropy - like any other complex, knowledge-based activity - can gain from intelligent management of information, both in terms of cost and process control, and in terms of enhancement of project content and project selection procedures.

A LOOK AT THE EVOLVING CONTEXT

The experience of the past four years has also yielded a picture of the population of local bodies that look to FCSP for a trusted partner. FCSP's allegiance to its “territory” is not merely geographical: it also pertains to its knowledge of and roots in the operational contexts in which FCSP pursues its mission. The true target of this mission, as we have often said, are the people and communities that constitute its “final beneficiaries”: but achieving this mission in practice involves the work of bodies committed to building the common good, and for FCSP, these bodies are its “work-mates”. In turn, these bodies - whether spawned by the public sector or by organised civil society - operate in environments or ecosystems that have their own characteristics and their own strengths and weaknesses.

This focus sheet aims to outline, from FCSP's point of view, some of the characteristics of the partner bodies, as they manifest themselves in the areas in which we are most active. We realise that this exercise may oversimplify and fail to do justice to the real situation: however, at least from FCSP's vantage point, it provides a picture of strengths and weaknesses that have been a recurrent feature of our experience and which we cannot therefore ignore.

In terms of their project content, it is fair to say that, although unevenly distributed, the social sector, culture and research in our catchment area are placed at the top end of the national scale. This is clearly a valuable asset that should never be underestimated. There are still persistent shortcomings, however, on the organisational front. In the main, these do not involve public bodies or the most robust private-sector social organisations, which, although not free from problems of varying severity, have their own stability or, at least, an established structure that is better equipped to respond to external stresses. From FCSP's point of view, in fact, it is the myriad of small and medium players that need specific attention. These are both valuable and fragile: valuable, because they testify to, but above all express, the vitality, originality, dynamism and creativity of a community, to which they bring energy, vision and dedication; and fragile because, despite the significant progress it has made in recent decades, the third sector often still suffers from structural and organisational shortcomings that tend to be replicated from one generation to the next.

The observations set out below highlight issues that FCSP's 2021-24 strategy is designed to tackle and help overcome, by various means, including targeted instruments.

- The first recurrent feature is **fragmentation**. It is frequently obvious that organisational units are undersized with respect to their chosen mission, without showing any tendency to upgrade accordingly. While this widespread undersizing of individual units is sometimes offset by participation in networks - which is a very reasonable solution, especially in the third sector, where competitive pressures are less marked - this is not always the case.
- The **under-capitalisation or systematic undersizing of the available resources** often derives from the fact that the enterprises concerned are highly labour-intensive, but have low capital intensity and that the "human know-how" is an intangible asset - sometimes of very high value - that it is almost impossible to reflect in statements of the organisation's official assets. Low levels of assets pose problems for organisations in relation to the banking system (despite the fact that the banking world is taking steps to meet the needs of this clientèle more effectively), and therefore limit their resilience to external crises. Sometimes, furthermore, the availability of property assets ends up being more of a *liability* than a resource, because of the difficulties involved in managing it and generating value from it.
- This is connected with the existence of **economic sustainability models** (regardless of the organisation's product, distribution system, clientèle, "price", "margin" and Research & Development), in the broad sense, **that lack structure and resilience**. And this not only applies to third-sector production, but also to those sectors least affected by "market" forces. The result is that forms of management and organisation based on an efficient and sustainable dynamic balance between incoming and outgoing resources are less widespread than they could be, and often depend instead on single channels or single products, making them extremely vulnerable to external shocks.

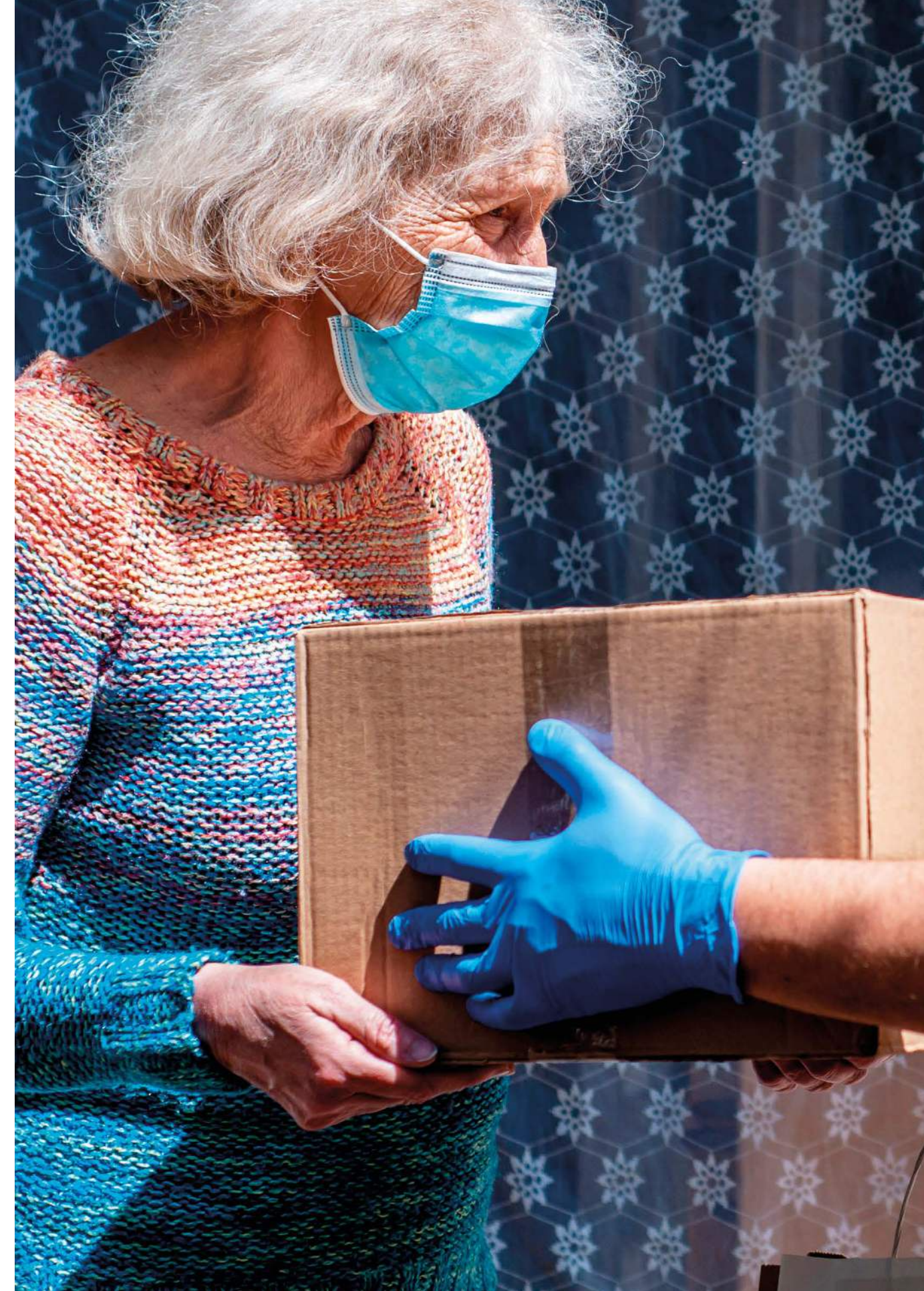
- **Skills systems** focusing on the organisation's specific mission emphasise its valuable "technical and relational know-how", but tend to leave a shortfall in **managerial competences**, which could also have positive effects on the "social" mission. Both skills and organisational models, furthermore, are affected by a limited **digital culture**, not so much in relation to fulfilling more traditional administrative functions, as in the integration of digital tools into the service delivery itself, and in the use of data as a crucial "knowledge and production factor".
- There are problems of **generational transfer** (governance, employees and, where applicable, partners and volunteers) which, beyond the normal and physiological loss of experience that is always possible, seem to highlight a poor capacity to give structural continuity to organisations, thus making them over-dependent on the life-cycles of their founders.

It is common knowledge that these characteristics are generally more pronounced in informal social bodies and less pronounced in formal production concerns, but it is also true that they are frequently found weaknesses at any level and in various sectors.

- The above issues appear to relate more to **methodology and organisation** than to **essential substance**. Do private-sector social bodies have an adequate management culture and culture of sustainability in the way that public bodies do? Is the non-profit world striving to define and capable of achieving mission-appropriate levels of endowment? Are digital transformation and data culture moving in step with each other and at sufficient speed? Is there a risk that the highly identitarian nature of certain bodies might degenerate into self-absorption or difficulty in managing generational transitions in members/staff/volunteers?

COVID-19 ACCENTUATES WEAKNESSES

The emergency caused by the COVID-19 pandemic in 2020, the final year of the 2017-2020 planning cycle, **hit third-sector bodies hard**, despite the fact that they responded proactively and not just defensively. Organisations across the spectrum of organised civil society were stricken by reduced levels of demand, reduced revenues and the suspension of many services provided under agreements with public agencies. These were only partially alleviated by recourse to the short-time working allowance for employees, where possible. At the same time, it has become clear that **services need to be re-engineered** to cope with new needs and new population groups. Service delivery and economic sustainability models have been exposed to stress, which has been partly offset by organisational resilience, especially through the digitalisation of services and the objective contribution of the public sector (the corollary of which is a significant increase in public debt). Services provided directly by public agencies suffered similar effects: many services were suspended during the lockdown phase, while the available resources, despite recourse to extraordinary funds, proved insufficient or difficult to allocate for bureaucratic reasons. The pandemic also forced **public agencies** to rethink their service delivery models and avail themselves of private-sector social bodies - including in the form of equal partnerships - to tackle the emergency. The uncertainty of national and/or regional security provisions concerning services and procedures for access to extraordinary funds gave rise to management and administrative difficulties, inefficiencies and increased time-scales. Furthermore, especially in the second phase of the pandemic (autumn 2020), social and educational organisations and institutions were hit by general fatigue, which compromised their ability to adapt to a situation which, although temporary, is set to be long-lasting. Cultural organisations, although still under severe stress, and research organisations, seem to have proved more resilient, or at least more innovative.



THE DIAGNOSIS THAT SHAPES THE STRATEGY

In the face of this analysis, there is no doubt that the desire to “re-build” that we see in the various sectors on a daily basis is strong and palpable, despite the frustration caused by the successive Covid waves and by government measures whose focus on the third sector is not always consistent and proportionate. Against a backdrop of objective scarcity and worrying demographic trends, the need to redraw the boundaries of intervention and reallocate the often shrinking pool of resources is inescapable. At the same time, it is vital to work on enabling factors capable of generating structural effects that raise system productivity sustainably. This is particularly true of the public domain, although the situation clearly varies considerably according to sector, mission, size and organisational form. The cornerstone of this is an idea of the “common good” that needs to be translated into practice in ways that are appropriate to the specific situations of different areas, and the conviction that local development, inclusion and sustainability are convergent, not rival, forces. This assumption appears to be widely shared. If we survey the scene from the organisations’ point of view, several lines of work emerge, which appear to be relevant to multiple spheres. There is a growing consensus that, while pluralism is a benefit, the fragmentation of projects and organisations is a problem, and needs to be reduced by moving towards delivery structures whose size is commensurate with their mission, through internal growth, alliances, mergers and network-based solutions. For several organisations, there is no other way to achieve adequate national, European and international exposure, in sectors where, increasingly, this is not only an opportunity but a necessity. To do so, however, will require an effort to overcome identitarian exceptionalism and the tendency towards self-absorption.

But it is not enough for organisations to simply grow in size, unless they are willing to try out more resilient institutional, organisational and business models that facilitate the sustainability of entities and sectors and help consolidate and put into practice the original values of each, rather than eroding them. This requires better reconciliation of ends and means, which is primarily the responsibility of the managers of organisations, but must also apply to every operational community as a whole. Certain dimensions not only need to be cultivated, but prioritised above all others:

1. Developing **knowledge** and “skills for the future”, either within individual organisations or as resources at the disposal of ecosystems. This requires suitable means of training new and existing staff, without excluding volunteers or, where appropriate, users. It also requires constant commitment to updating skills, by formal and informal means, throughout operators’ life-cycles.
2. Recognising research, innovation and “knowledge culture” as resources capable of having transformative effects both on the functioning of organisations themselves and on the impact they generate. This requires a positive cultural shift towards **digital channels as a route to re-organisation and an enhancer of qualitative value**.
3. To make projects more **territory-specific**, i.e. to take genuine account of the resources and constraints of individual places, whether central or peripheral, when designing projects, not with a view to preserving existing structures at all costs, but to developing the geographically dictated potential of each area.
4. To move away from the service-consumption model of producing common goods, in favour of a model based on providing **access to opportunities**, in a balanced and proportionate way with respect to the various social, demographic and cultural categories of the final beneficiaries, whose input should always be sought
5. To make **environmental sustainability** an intrinsic part of social, cultural, educational and research work and so on, in terms of content, delivery method and reporting.
6. To appreciate the importance of **ecosystemic** relationships, insofar as the input of every individual, however specialised, contributes to achieving the general purpose of the welfare of the community, its fairness, and all the public and collective goods that are some of the cornerstones of the health and growth of our society.



Alberto Anfossi,
Secretary General of FCSP

Section 1

Part C

The tool-kit for our institutional task

6 Strategy as an operational instrument

6.1 An impact-oriented, multi-strand operational strategy

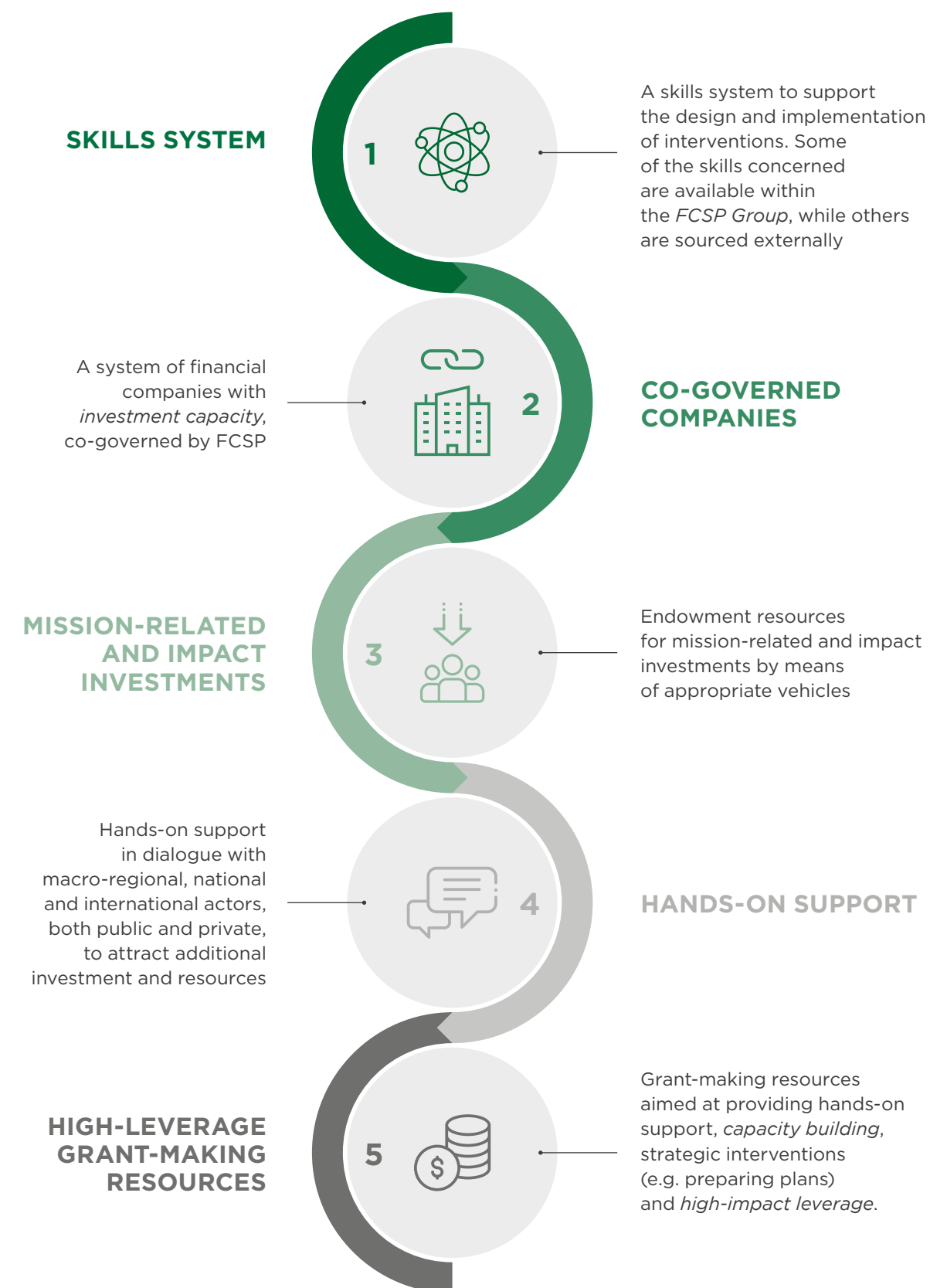
Having defined FCSP's resource framework and strategic policy directions, before we look in detail at its thematic strands, it is worth explaining which operating methods FCSP intends to develop with the substantial resources it has built up.

As mentioned earlier, the underlying aim is to **multiply the impact of our resources**, so that they yield more significant and sustainable long-term positive effects for their target geographical areas and for the final beneficiaries of the interventions. As well as generating social impact, FCSP's actions must also enhance **the long-term efficiency and sustainability of their grantees**: we expect this to benefit FCSP too, and the entire area, by extension, because in the face of rising demand, boosting system efficiency will enable us to **support a wider range of organisations for the same level of spending**.

For local organisations, therefore, **consulting with FCSP provides an opportunity to work out which structural factors would foster long-term efficiency and sustainability**, address problems, and study, test and model operating methods that make their use of resources more efficient and effective, including in the case of resources from sources other than FCSP, such as the funds linked with the latest European planning.

In light of the above, **FCSP's operational strategy** encompasses *actions, reactions and evaluations* of the intended impacts. It is also based on its ability to deploy resources of various kinds, designed to generate cumulative and impact-leverage effects. Organisations that enter into relations with FCSP therefore reap the benefits of the following:

1. Skills system. The skills system at the disposal of beneficiary bodies extends beyond the immediate scope of **FCSP** - about 90 people - and encompasses, first and foremost, the **Auxiliary Bodies** operating in the social and educational spheres (**Fondazione Ufficio Pio, Fondazione per la Scuola**), culture (**Fondazione 1563**) and research and innovation (**Fondazione LINKS, Fondazione IIGM, Fondazione Collegio Carlo Alberto**). This line-up, together with the consortium companies CSP-ST and Xké? ZeroTredici, constitutes the "FCSP Group", made up of over 350 people, which we introduced in the "Definitions" section.



2. Co-governed companies. The above grouping is also complemented by a range of **co-governed companies** operating in the supply and management of administrative services (Consorzio **CSP-ST**), asset management (**Fondaco**), finance (**Equiter** for investments in dedicated funds and companies, **REAM** for property-related projects, and **LIFFT**, indirectly, for investments in innovative start-ups).

3. Mission-related and impact investments. Equiter, Ream and Lifft, together with FCSP itself, supplement professional skills **with the capacity to invest through appropriate vehicles, such as own funds or participation in funds of funds dedicated** to the socio-economic development of the catchment area or strategic sectors (*mission-related and impact investments*).

4. Networking support. FCSP supports beneficiaries in their external relations and efforts to attract resources, specialist personnel, investments and integrated multi-year projects by virtue of its dual role as a substantial **shareholder** in major national and macro-regional groups (*Intesa Sanpaolo and Cassa Depositi e Prestiti* in the former case and IREN in the latter), and as a **stakeholder** that enjoys permanent relations with all the above entities, and has in-depth knowledge of the context and the issues associated with it. FCSP's presence acts as a catalyst and provides additional leverage. FCSP can play a similar role at national level in dialogue with **Ministries** and **the Government**, and at international level in dialogue with other major **philanthropic foundations** and the **European Union**.

5. High-leverage grant-making resources. "Non-repayable" resources that FCSP commits in advance in a responsible, sustainable and **targeted** manner, so that they generate a **high degree of leverage for final beneficiaries**.

6.2 Selective “customisation” of relationships

FCSP's history bears witness to a high degree of sensitivity towards the “specific conditions” of partners, especially those involved in larger-scale projects. This dimension - which requires knowledge and close attention to project quality, the specific circumstances of the implementing body and how to improve it - does not exclude but complements a system of general rules that enables institutional activity to be carried out in an orderly, impartial manner that is transparent to third parties: calls for proposals are a prime example of this. Both of these aspects need to be maintained and used

synergistically. However, epistemological and practical developments in several applied sciences, from medicine to agriculture, are highlighting the usefulness of approaches based on “action tailored to the individual case.” The idea of “customising” the type of support that FCSP offers to individual initiatives, or even individual bodies, by means of a specific combination of instruments, has the makings of a practice in which the relationship between “the clarity of the problem and the clarity of the means of dealing with it” is enhanced, resulting in significant gains in effectiveness and efficiency through a synergy between the body, or group of bodies, and FCSP. The intention is to support and assist the body in the most appropriate way, by recognising its strengths and building on them, and spotting its weaknesses and overcoming them. This can involve one or more dimensions of the life of the organisation (strategy implementation, cost management, revenue diversification, staff training and skills system, product or service Research & Development, etc.) and is intended to equip it to respond more effectively to the increasingly demanding and shifting challenges it faces. This approach - which can only work if both parties, i.e. FCSP and the partner body, take full ownership of it - requires a high level of mutual trust and understanding, as well as other resources, such as vertical skills, access to large volumes of data, processing capabilities, and so on: but many of these are already virtually available within the “FCSP Group”. It is worth specifying that this approach does not mean that FCSP “adopts” a body indefinitely, almost to the point of co-managing it. On the contrary, the agreement is based on clearly distinguished responsibilities, and its basic aim, from FCSP's point of view, is to help the partner organisation achieve long-term independence. In particular, FCSP can work alongside the beneficiary body to draw up an **integrated multi-year plan**, in which the two parties jointly identify a set of areas of intervention on which to work.

For the most representative and complex partners (e.g. **local authorities**), the parties can share analyses of problems and opportunities and propose the most appropriate operational instruments for dealing with them. Each beneficiary's *integrated multi-year plan* sets out the role of its signatories - including the overall governance model - and the expected results for each section, along with the corresponding time-scales, KPIs and resources. One specific aspect of “customising” the relationship with public bodies could derive from considering the “demographic-organisational phase” that the Public Administration is going through at all levels. The integration of new processes, first and foremost simplification, digitalisation and training, as well as the motivation of public officials is one of the pre-conditions of overcoming Italy's crisis. This is why development pathways for active personnel and strategic management of generational transition represents an example of a project that could be accommodated within the framework of a structured relationship between the public body and FCSP.

6.3 A skills system for the local community: organising the “FCSP Group”

As we have said, FCSP also carries out its mission through its Auxiliary Bodies, which are either “monocratic” (i.e. governed entirely by FCSP) or “co-governed” (i.e. jointly governed by FCSP and the co-founding bodies, such as universities). The latter are “field-specific” operational foundations, in other words they specialise in specific fields of knowledge and practice.

FCSP and these bodies are therefore joined by such a strong bond that they can be collectively described as the “**FCSP Group**”. As previously mentioned, one of the strategic priorities for the 2021-2024 cycle is to strengthen the synergistic operation of this composite but integrated entity, for the benefit of the specific mission of each member body, and as a resource for the community. A **Policy-making and Coordination Committee** will therefore be set up during this term of office, to provide a forum for discussion and exchange between FCSP and its Auxiliary Bodies, so as to facilitate the sharing, integration and alignment of strategic policy directions for the cycle. We will also establish suitable means of coordinating with the members of the administrative bodies appointed/designated by FCSP, in order to share the content of annual and multi-year planning and, more generally, the instruments of governance and coordination put in place by FCSP.

Within the framework of shared strategic decisions, FCSP may opt to delegate **strategic multi-year projects** to an Auxiliary Body (the one with the most appropriate skills for the project concerned) and will adopt various organisational practices to facilitate the formation of multidisciplinary, inter-body working teams, including the temporary transfer of personnel between one body and another.

Interventions will also be promoted at an operational level, with a view to integrating, streamlining, harmonising and updating processes, procedures and IT platforms relating to the monitoring of project status and the performance of activities undertaken by the Auxiliary Bodies (e.g. management control), while taking account of the distinctive operational features of each body and ensuring the utmost operational flexibility at all times.

Instruments designed to enhance collaboration with external project partners and FCSP Group’s interlocutors in general will also be formulated at Group level and made available to the relevant units of FCSP and its Auxiliary Bodies. This will make it possible to fully or partially support external partners in relation to the agreed projects. For example, FCSP could provide vertical, field-specific skills - whether available within the Group or acquired through collaborations and partnerships with third parties - or assume responsibility for whole projects or parts thereof, and then share that responsibility with partner bodies.



6.4 Beyond grant-making: a well-stocked tool-kit

The award of cash grants has long been viewed as a key means of achieving philanthropic goals, and as such it lives on. If we look at how contemporary foundations have evolved, however, it becomes clear that the range of resources they provide is much wider. Interesting cases of loans and integrations between different sectors have emerged in recent years, in the light of a “theory of organisations” that has started taking a closer look at the organisational needs of non-profit bodies and public agencies, rather than just the ideal aims they aspire to. Along with internal dynamics, the need for efficiency (i.e. maximising the impact-to-resources ratio) and long-term sustainability have prompted philanthropic bodies to look beyond the mission of beneficiary bodies and study how they actually operate. In other words, they have divided their attention more equally between products and processes, and started taking a more interventionist approach to the latter, in order to enhance overall impact. This is the approach that FCSP intends to take, by deploying multiple instruments, some of which are tried and tested, others of which are entirely new, and taking advantage of the best experience of the most advanced forms of philanthropy. Collectively, these instruments make up our “tool-kit”, and the main examples of them are shown below.



Organisational Development

With the aid of external consultants, we fund an initial *analysis* of the body, aimed at identifying its structural weaknesses (management control, financial structure, generational transition, low-resilience sustainability model, etc.) and development opportunities (new areas of work to engage in, scalable models, material investments, skills injections, etc.), and drawing up an improvement plan. At a second stage, we help the body implement the plan by providing appropriate resources, such as *capacity building*, support with selection processes, etc.



Financial/managerial efficiency enhancement

On the basis of profiling and other in-depth knowledge of bodies, we draw up targeted, complex measures to enhance financial efficiency (e.g. debt restructuring) and/or managerial efficiency (e.g. introduction of cost-centre accounting or *efficiency enhancement*) processes. These measures are shared with the body, starting from the expected results in terms of efficiency gains, and implemented by strengthening the specialist skills at its disposal.



Quasi-recoverable grants

Where a body meets the requirements of solidity and reliability -, including in terms of governance - and there is a multi-year strategic plan or a cost/revenue plan for a specific initiative that has the potential to yield higher revenues and/or lower costs, a grant is awarded, which is either made conditional upon expediting the implementation of the plan or focused on the specific sustainable initiative. The award of the grant is also subject to the body's ability to regenerate the resources within a defined time span. These resources are set aside in a special capital fund held by the beneficiary body, and the body then uses them in place of future grants from FCSP. If necessary, the strategic planning phase can also be funded, by appointing external parties.



Maximising the performance of existing assets

For financial assets, FCSP offers access to professionally managed funds of funds with investment scales and *consulting* services that would be otherwise unattainable by individual organisations: the expected result is better portfolio performance and safer risk control (operational, reputational and market risk). For **property assets**, FCSP offers to support active, strategic portfolio management by means of **block valuation** (in conjunction with a financial broker) or by means of **estimates/consulting** that yield efficiency gains in terms of increased revenues and/or lower costs (in conjunction with property management and energy efficiency specialists).



Performance bonus

Challenging targets are set for supported projects, in terms of results/impact rather than simply process, and a significant share of the grants in question only become payable when those targets are reached, with a view to increasing the effectiveness and impact of the project, for the same input of resources.



Complex project

For highly complex projects - both in terms of the amounts involved and the spatial and/or temporal scope of the intervention (e.g. urban regeneration, renovation/restoration of large building complexes) - FCSP supports the body in three successive project phases: design, management and reporting. The temporary concession method can be applied.



Fund-raising

FCSP helps organisations invest in *fund-raising* skills (in-house or outsourced) and communication skills or in implementing a fund-raising campaign. Support is therefore provided with the presentation, management and reporting of competitive projects at national and European level. *Crowdfunding* is a prime example of this, but there are also others.



Challenge prizes

These are prizes awarded for "ideas", "models", "solutions" and "products", chosen on the basis of rigorously selective competitions, that make a tangible contribution to solving a specific social problem. Either directly or indirectly, FCSP defines challenges relating to specific problems analysed by the Missions, and manages the corresponding calls for proposals with a view to mobilising the creative and innovative forces that society has to offer.



Customised skills deployment

Since support for bodies will increasingly take the form of skills provision, FCSP will structure forms of collaboration with partner bodies, starting - for matters within its own sphere of competence - from the contribution that the FCSP Group is capable of making, for example by means of scientific or technical support or consulting.



Thematic platforms

In certain homogeneous areas of intervention (regardless of the form of support adopted), FCSP promotes the establishment of common platforms on which to develop non-grant forms of support and selectively identify their main partner bodies for the strategic goals of the Missions, in order to optimise FCSP's intervention and integrate it more effectively into a system.



Multi-year calls for proposals

On the one hand, multi-year calls for proposals enable organisations to plan and operate according to time-frames that are more appropriate to their social objectives. On the other, they enable FCSP to optimise internal work time-tables and resource planning over several years, even within the framework of cautious contraction.



Vertical (thematic) calls for proposals

Vertical calls for proposals are designed to serve a defined, ambitious purpose, with a view to fostering precise lines of high-impact development or specific sectors.



Two-stage calls for proposal

Two-stage calls for proposals help focus the detailed projects submitted in response to the call more closely on FCSP's priority subject areas. They also make it easier to back up the detailed design phase with capacity building, training, hands-on support and the exchange of experiences and practices between pre-selected bodies, and to facilitate - between the first and second stage, where possible - alliances and convergence between multiple proponents. They are especially well suited to the purpose of defining development plans in stage one, and then funding the implementation of them in stage two.



Contribution to feasibility analysis and initial experimentation

Under this type of intervention, FCSP provides support in the form of a "starting grant", in order to test and endorse a model of effectiveness and sustainability for a project idea conceived by the partner body, on the basis of the *ERC Starting Grant* model.



Calls for proposals to cover the co-funding share envisaged in calls issued by EU bodies or other financial backer

This form of support could be scheduled ahead of major European calls for proposals relating to issues of particular interest to FCSP. It involves guiding organisations through the process of submitting projects and covering a share of the co-funding required for a defined number of proposals if the call is won by bodies/institutions in FCSP's catchment area (on the basis of the European league table). The aim is to encourage diversification of funding sources and reduce future dependence on FCSP.



Targeted training and assistance with accessing funding

This measure includes helping organisations design projects to European criteria and gain access to European funds established under the new European plans for 2021-2027. FCSP thus helps local organisations and institutions make more active and efficient use of the opportunities for experimentation and funding made available by EU institutions and other institutions that allocate resources on the basis of competitive selection procedures.



Enhancing relations with local administrations

The aim of this approach is to foster a more strategic relationship between FCSP and local administrations on the basis of a positive-sum paradigm involving focused use of resources, efficiency gains and road-testing of innovative solutions. This may involve FCSP's agreements, but also involves its relationships with the co-governed bodies in which public representation is central. FCSP can build and provide the organisational framework for implementing practical trials of innovations and rigorously evaluating their impact, in fields where there is an overlap between FCSP's interest and that of the public administration. This could prove particularly useful when it comes to allocating funds under Italy's National Recovery and Resilience Plan, where road-tested, evidence-based programmes may be better received.



Context and scenario analysis formulation of sustainability plans and models

Using its in-house expertise, with particular reference to the FCSP Data Hub Project, which is now fully up and running, FCSP collects, analyses and shares data, especially with local public institutions, on policies of common interest, in order to help build forecasting scenarios based on data-driven analysis, and formulate more coherent and up-to-date policies.



Targeted geographical division

On the basis of targeted geographical division, FCSP intends to modulate the geographical application of calls for proposals, so that as well as targeting the three Regions of North-West Italy, as it has traditionally done, it will also select a number of smaller, more uniform and more specific geographical areas, in which to deploy ad hoc initiatives. In a further effort to achieve geographical coherence, FCSP will endeavour to link and explain the framework of interventions that the Missions carry out independently, but jointly, within a given geographical context.



Philanthropic funds

FCSP is designed to be an **open philanthropic infrastructure** for the management of philanthropic funds deriving from **donations** and **legacies**. **Three thematic funds** (Culture, People and Planet) have been established as receptacles for these contributions, with the yield on these funds being channelled into FCSP's projects on an annual basis. In the case of substantial amounts, furthermore, FCSP is willing to set up **dedicated funds**, whose purposes and means of management are agreed with the donor. The resulting philanthropic funds boost impact from the point of view of both FCSP (more resources from which to award funding, higher volume of philanthropic assets) and the donor (no bureaucratic complications, full assistance with information and the donation process, a wide range of projects to take part in, high-quality management, assured continuity of the philanthropic action concerned).

6.5 Other innovative instruments of a strictly financial nature

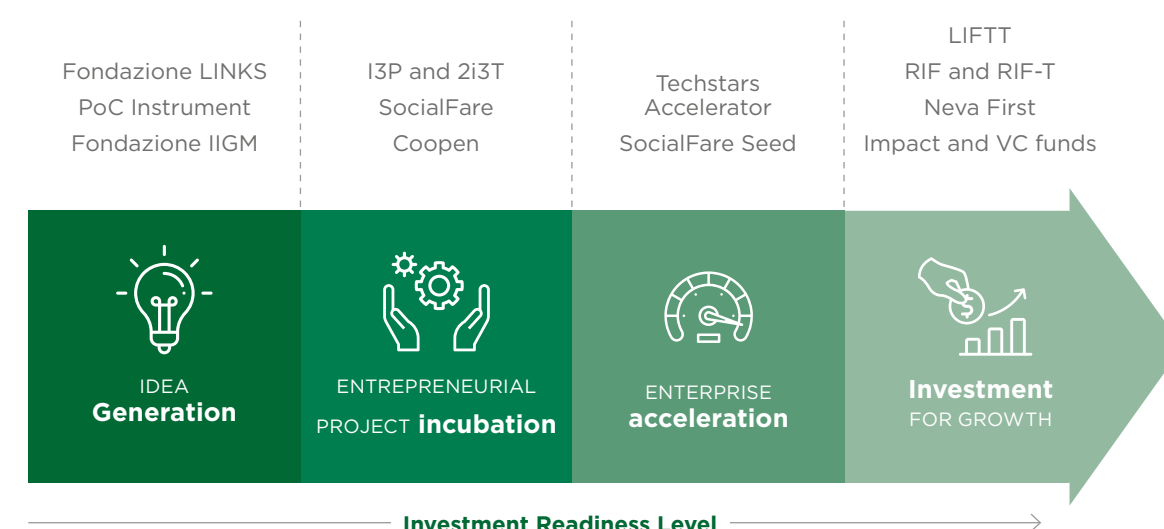
The mission-related investments (MRI) portfolio includes equity investments in companies such as Equiter S.p.A. (an investor and advisor in infrastructure, research and innovation aimed at supporting local economies) as well as investments in social housing, social impact and technological innovation funds. The most recent investments in the MRI portfolio relate to venture capital funds focused on technological innovation. FCSP has made these investments as a means of supporting the development of a technology transfer system that will enable the academic research world in Italy, as in other countries, to generate innovation with commercial and industrial benefits, by forming new companies and introducing innovative products and processes into existing enterprises.

It is worth emphasising that these interventions form part of an impact finance platform that FCSP launched some time ago for the purpose of local development. In fact, FCSP strives to cultivate a vibrant ecosystem of innovation capable of bringing together a plurality of complementary players, including start-ups, investors, large companies, government institutions, universities, incubators and accelerators. The “**ecosystem development**” model that FCSP has established is based on the interaction between three pillars, namely *patient capital* (i.e. financial resources for long-term investment in a way that combines yield with impact), *sustainable impact innovation* (i.e. grant-making geared towards promoting economic and social development in line with SDGs) and *effective management* (i.e. the mix of multidisciplinary skills needed to govern innovative processes and apply them in an impactful way).

On the scientific research front, FCSP has been engaged for many years in facilitating the “**journey from lab to market**” for results achieved by “knowledge generators”, such as

universities and research centres: from the cradle of innovation, these results evolve into enterprises capable of scaling up and generating a positive impact for local communities. FCSP thus connects scientific excellence with investment opportunities and cooperates with universities to boost the performance of their third mission. This is complemented by an equally important parallel track, in the form of the **social impact chain**, involving innovative enterprises geared towards intentionally generating measurable impact in line with the SDGs: FCSP's action in this arena is aimed at helping social enterprises achieve higher levels of sustainability at market conditions, by means of multi-strand packages of *capacity building* and access to capital.

The chart below provides examples of the main initiatives and vehicles deployed by FCSP within the framework of “*ecosystem development*” (2020).



This approach will see the continuation of our collaboration with Cassa Depositi e Prestiti - including within the framework of the National Innovation Fund - and with the European Investment Fund: the respective **investment funds and programmes** specialising in technology transfer and in supporting the national innovation ecosystem will help boost economic recovery at this difficult time of recession. Similarly, more emphasis will be given to the **acceleration of innovative start-ups**, which can attract high-potential start-ups, while at the same time paving the way for their possible integration into the industrial fabric of Turin or North-West Italy. When formulating initiatives relating to finance for innovation, particular attention will be paid to both *deep-tech* technological trajectories and vertical sectors offering strategic value for the local area. In view of the break in continuity brought about by the pandemic, furthermore, efforts will be made to explore innovation pathways geared towards a new normality, with a special emphasis on densely populated urban areas.

In addition to these strategic options, according to which FCSP will continue to pursue its existing commitments, there are other innovative financial instruments, based on the concept of “patient capital”, that can be tested in collaboration with the appropriate bodies within the “FCSP Group” and/or its co-governed companies.

Social Impact Bonds were established for the purpose of promoting innovative public policies, on the basis of agreements between state agencies and private investors, with a particular emphasis on the social sphere. The use of Social Impact Bonds is based on the principle of “payment on results”, in other words the return - and remuneration - of the invested capital upon achievement of pre-established results, mainly characterised by the pursuit of clear social objectives. This type of investment is well suited to small, highly motivated investors and large institutional investors driven by the desire to finance socially beneficial activities. The public sector also benefits because investors are only remunerated if positive social results are achieved and up to a certain proportion of the cost savings made by implementing the innovative projects financed.

A second example of this type of instrument is the setting up of **credit guarantee funds** (for which FCSP acts as guarantor) for the benefit of third-sector bodies, whether new or existing recipients of grants. Beneficiaries can thus promote innovation in the sector in which they operate, by means of medium/long-term bank financing of growth projects that meet the necessary criteria of sustainability and effectiveness. Funds can be backed up by additional contributions to cover interest costs, so as to neutralise the impact on the income statement.

Hybrid impact investment instruments also take the form of **mezzanine or junior tranches of securitisations**, which make it possible to provide liquidity to production chains or third-sector chains, and **participatory financial instruments**, which FCSP has already tested to support investments in innovative projects that still have a low level of technological maturity. By taking on a risk that is not normally covered by the market, FCSP can exert the leverage afforded by a bank loan at favourable conditions for entrepreneurs who would otherwise have difficulty in accessing the financial market.

The picture is completed by the **management of structural funds on a revolving basis**. For public bodies, such as regional councils and ministries, it is possible to allocate a share of the structural funds to financial engineering instruments that make it possible to certify expenditure, use resources on a soft loan basis (so that they can be returned after a period of time free from obligations and available for further use) and select sustainable projects, on the basis of confidence in the financial discipline of professional investors.

6.6 Data exploitation

These days, the methodology and content of any serious strategic approach must be based on the intelligent use of data and quantitative information. This is another feature that gives solidity to FCSP’s *modus operandi*. Its approach, based on factual indicators and scientifically reliable research results, pervades everything FCSP does, especially in setting measurable objectives and evaluating the impact of its action.

FCSP can leverage a set of rigorously collected contextual data, either from its own direct work - since there is a huge amount of information associated with the management of projects, supported by increasingly abundant and specific publicly available statistical sources - or from ad hoc research. Data play a direct role in activity planning, selection, monitoring and impact evaluation and not only serve reporting purposes, but also help guide FCSP’s major options for intervention, monitor the performance of processes and the effects of the action, so that it can be adjusted if necessary, and share cognitive resources with the system to enhance the quality of policy-making and keep it up to date with the situation on the ground. FCSP will therefore further develop its data management and analysis infrastructure in the period 2021-24, with a view to integrating it systemically into its everyday operation.

6.7 Our operational strategy at a glance

Having set out our strategic alignments and the tools and resources at our disposal, we can now recapitulate FCSP's operational strategy before introducing its subject matter.

From a methodological point of view, strategic goals and data-driven situation analyses - in line with the core commitment to sustainable development as expressed in the United Nations 2030 Agenda and the major axes of European Union planning - will be used to **identify the issues and arenas that pose the most pressing problems** for local areas. This done, FCSP will decide where it is possible and appropriate to take action, and which improvement objectives it can reasonably pursue. It will then determine the **most suitable way of taking action**, according to how appropriate and well tailored it is to each case and each party concerned, and deploy **intervention instruments**, with an openness to innovation and a multi-pronged approach. The process is completed with the **evaluation** of the impact of the action. The division of the organisation into Missions will enable **advanced project management** on the basis of a **portfolio of coherent projects** that take account of both distinctive and common features, and opportunities within the projects pertaining to a certain arena or with compatible or synergistic aims.

The **convergence** of Missions and their **horizontal interaction** on the basis of overarching common themes will make up the dynamic behind a strategy designed to **maximise the impact** of FCSP's resources and give rise to transformative effects.

The adjacent graph summarises the concepts described above.





Section 1

Part D The organisational model

7 Strategy is organisation

To implement any kind of strategy, you need to choose an appropriate organisational model. FCSP has chosen an “impact-oriented” model, in which the division of the organisation in operational units is designed to help solve specific problems, in light of the strategy and not as areas for administering projects belonging to a specific sector. The emphasis is therefore entirely on impact generating capacity, i.e. the capacity to achieve transformative results, both vertically (by subject specialisation) and through horizontal interaction in relation to common cross-cutting dimensions.

7.1 Goals and Missions

The model draws inspiration from European planning practices, which simultaneously emphasise the coherence, integration and flexibility of the action within an organisational system, in which the intentional focus (i.e. with a specific **mission**) of each operating unit contributes to the pursuit of the underlying **goal**. The “underlying goal” gives rise to missions, which in turn develop coherent **mission projects**.

In FCSP’s parlance, the “**sustainable development of local communities for the common good**” is a “**grand challenge**”, pursued via the three Goals that identify (in the light of agenda 2030) three key dimensions: **Culture, People and Planet**. The Goals are pursued through **14 missions**, each of which manages a coherent portfolio of projects, in terms of subject matter and aims.



The 2021-2024 Multi-year Planning Document describes the substantial strategic goals at Mission level. Since innovation is important, we would like to emphasise once again that we are not dealing with sectoral compartments, but with **operational vectors geared toward transformative outcomes**. It is also worth emphasising that this approach implies neither a top-down logic, nor a separation between different mission domains. The possibility of variable operational geometries, involving multiple Missions simultaneously, sometimes with different roles, is in fact a necessity in view of the spectrum of problems with which we are currently faced and which have multi-dimensional causes and knock-on effects. Our Mission-based organisation enables us to consider both vertical and horizontal aspects, thus transcending the sectoral approach.

7.2 Cross-cutting functions

Cross-cutting functions serve FCSP's institutional activity and form an integral part of it:

- **Impact innovation**, under CFO supervision and in conjunction with the Finance Department;
- **Planning, Research and Evaluation**;
- **Operations**;
- **Communication and Media**.

The Cross-Cutting Functions (CCFs) have the dual task of enabling FCSP to operate as an “organisational machine” and providing the Line Functions with the necessary services - communication, management, organisation, methodology, consulting, information - to optimise FCSP's work as a philanthropic foundation with a high degree of operational complexity. In doing so, they respond to requests from FCSP's internal customers - its Governing Bodies, Goals, Missions, CFO and other CCFs - and develop their own capacity for initiative-taking and their own agenda, with benefits for FCSP's work as a whole. The operating costs of the CCFs form part of FCSP's structural costs: these resources therefore combine with FCSP's grant-making resources, which are deployed directly or indirectly for the benefit of the system.

Lastly, FCSP has a **Governance** function, which supports the Governing Bodies by overseeing the orderly running of the Foundation's constitutional affairs. It also assists the Executive Bodies in managing institutional and international relations, as well as in preparing documentation directly relating to their activities.

IMPACT INNOVATION: DATA, TECHNOLOGY AND STRATEGY SCOUTING

The 2021-24 Multi-year Planning Document makes the Impact Innovation Department (IID) a driver of **innovation**, with a particular emphasis on innovation that has a clear sense of direction and is focused on individuals, society and the planet. By integrating with the skills of the Finance Department, the IID is all of the following:

- *an operational unit* for managing strategic, complex projects with specific innovation content;
- *an in-house think-tank* with a marked aptitude for research, and familiarity with scientific and process-related trends;
- a skills centre on matters relating to data *management and exploitation*;
- a bridge between grant-making and investment for the benefit of the innovation ecosystem.

The IID channels its work into two main areas. On the one hand, it supports the Finance Department on matters of “finance for innovation”. On the other, it acts as a cross-cutting strategic function, serving the Goals and Missions, and FCSP as a whole.

The period 2021-2024 marks a break in the long strand of continuity we had grown used to. Uncertainty is the new normal and the future is no longer a straightforward projection of the past. Against this backdrop, the IID intends to make effective use of its portfolio of cross-cutting skills to contribute - in conjunction with the Planning, Research and Evaluation Department - to clearly defining the problems (problem setting) that FCSP's Goals and Missions intend to tackle, and suggesting appropriate innovation paradigms, with a particular emphasis on local development. Within this framework, the IID's work as a cross-cutting strategic function takes the three directions outlined below.

1. IID as a control room to orchestrate data-driven philanthropy. With its *Data Hub initiative*, FCSP strives to continuously increase the degree to which its work is based on objective data, with a view to shaping its planning framework more effectively and providing evidence of the impact, in SDG terms, of the projects it has under way. In this area, the IID will focus on:

- Oversight of the major data-related system building projects (e.g. administrative applications connected with grant-making activity *Enterprise Data Warehouse*) within the framework of the *Compagnia Data Hub*.
- Introduction of innovative IT tools and methodological approaches for measuring the effectiveness of FCSP's interventions, in SDG terms, thus making them easier to report and communicate.

- Addition of new data assets to FCSP's existing stock thereof (connection with *Open Data* sources and data from beneficiary bodies).

2. IID as a bridge to Europe's innovation ecosystem. FCSP sees the European dimension as its natural habitat. In this respect, our reference frameworks include the funding programmes - not necessarily involving non-repayable funding - managed at European level. In order to dovetail FCSP's action with these initiatives, and maximise their local impact, the IID's priorities will be:

- actively engaging with international research and innovation networks, across the European Commission and its satellites, and the subject-specific initiatives put forward by the major European foundations;
- in partnership with CSP-ST, sourcing funding from the European Commission for projects relating to sectors that FCSP or its Auxiliary Bodies see as strategic;
- selecting innovative methodologies for evaluating FCSP calls for proposals, borrowed from the European Commission or other international *best practices*.

3. IID as a window on the future. FCSP intends to cultivate the necessary in-house skills to foresee the need for changes and understand the paradigms that are poised to reshape tomorrow's world. The IID will make its contribution by means of:

- *scouting* for the *mega-trends* destined to radically change the status quo, and developing ways of connecting these with the everyday world, through calls for proposals and the subsequent award of grants geared towards local development in line with SDGs;
- identifying people and organisations with outstanding strategic vision in areas considered crucial to the direction in which FCSP intends to evolve;
- preparing innovation-related *capacity-building* pathways to offer in-house and/or to local players

PLANNING, RESEARCH AND EVALUATION: RESEARCH, PHILANTHROPIC CULTURE AND IMPACT EVALUATION FOR STRATEGY

The Multi-year Planning Document gives the Planning, Research and Evaluation Department (where the planning is strategic, the research is general and contextual and the evaluation focuses on impact) the task of contributing to the pursuit of FCSP's strategy as an auxiliary unit for strategic planning and communication. In collaboration with the other organisational units, which it also serves, it is called upon to perform the following functions for this purpose:

- identifying and analysing phenomena that require intervention and are within FCSP's range of action;

- measuring the results of projects carried out and evaluating their effects; using the medium of evaluation to draw useful conclusions for re-planning future actions and effectively communicating, both internally and externally, the effects and results of the projects undertaken. In this role, it helps FCSP monitor the extent to which its work aligns with its reference paradigms and strategic priorities.

These activities are recorded in institutional documents such as the annual and multi-year planning documents, annual reports and advisory reports, but they also serve a purpose that is deeply integrated with every stage of FCSP's work, especially project work.

The Department's watchwords for the period 2021-2024, will therefore be:

- recognising and understanding important phenomena;
- foreseeing problems;
- monitoring alignment with SDGs and the underpinnings of national and European policy;
- evaluating impact;
- keeping up to date with the world and methods of the most advanced philanthropy;
- sharing with internal and external stakeholders.

FCSP's Governance and Support Structure, but also beneficiary bodies, private and public external policy-makers, public opinion and the evaluation community, not to mention the community of international foundations, are the stakeholders to which the Department reports directly.

The Department's mission is therefore integrated, even though it comprises technically separate activities, each managed according to the most appropriate paradigm: data-driven and concept-driven **design**, by FCSP as a whole and by its individual operating units; **applied research**; structured and coordinated **monitoring** of the results of the funded initiatives; coordinated **implementation analysis** for all experimental or strategic projects; and rigorous **evaluation** - i.e. carried out with appropriate technical tools - of the outcomes of the projects themselves, are all segments of the same function. And the Department intends to perform this function *dynamically* in the period 2021-2024. On the one hand, within the limits of the available resources, the "research - design - implementation - monitoring - evaluation" model will be extended to a wider range of the initiatives funded or co-funded by FCSP. On the other, we intend to take part in and closely follow the debate on evaluation (as a key part of the general discussion of what philanthropy means), using theoretically founded analysis techniques and models that warrant wider application, while also testing emerging innovative methodologies. These activities will be carried out directly and through specialist external suppliers, who will be tasked with implementing them, due in part to the large volume of projects developed by FCSP. The evaluation design will always be based on input from the Department in conjunction with the "internal customer", i.e. the Goal or Mission, and the third-party supplier where applicable.

Data, spanning the production of internal data, the acquisition of data from external sources and its processing, will be another key aspect of the Department's work. This is one of the key features of the 2021-2024 strategy. Not only does all policy-making or evaluation require large volumes of data, which big data technology provides, but the quality, reliability and significance of the data in relation to certain phenomena are also critical factors. Other things being equal, any quantitative analysis depends largely on the quality of the data and the database used. That is why the Department will work in conjunction with the Impact Innovation Department on the implementation, maintenance and extension of FCSP's *data warehouse*, which will act as an up-to-date *repository* of all useful information for defining its operating context and the data flows it generates itself. This logic is applied by the "Mission Dashboard", an application at the disposal of all Missions and in-house working teams, designed to simplify access to up-to-date statistics and KPIs about every project context. The application is already at an advanced stage of implementation, to support the deployment of the strategy from the outset.

With the scope of the subjects with which it deals, the Department will undertake auxiliary functions relating to **in-house training** and the "FCSP Group" (*FCSP Academy*). The debate on SDGs, for example, is continuously evolving, so it is worth building a common lexicon and a common source of updating. Similarly, "Numeri e Filantropia", the in-house newsletter focusing on statistical data relating to FCSP's work, literature on best practices for foundations and examples of interesting and innovative philanthropic projects, especially from Italy, will continue to be published on a weekly basis. The Department may be asked to conduct **customer satisfaction** surveys, as a specific means of obtaining feedback from beneficiary bodies about their relations with FCSP, the key points of the 2021-2024 strategy and its gradual materialisation.

Lastly, the **PRE Department** funds research, especially applied research in the socio-economic domain, designed to cast useful light on FCSP's broad range of activities, partly as a means of exploring new areas of action. Similarly, part of this budget is used to fund FCSP's participation in network-based research/dissemination projects on social issues, and in national and international professional philanthropy networks: these relationships enable FCSP not only to keep informed of developments in the sector, but also to make a direct contribution to "shaping the agenda" of philanthropy. In light of the 2021-2024 strategy, these networks will play an even more important role, not just in relation to FCSP's international positioning, but also with regard to the specific opportunities for learning and collaboration that the 2030 Sustainable Development Agenda and European policies may generate.

OPERATIONS: ORGANISATIONAL PROCESSES FOR STRATEGY

FCSP's Operations Department is responsible for the oversight and organisational development of the processes that enable the Foundation to pursue its institutional

activity. In the 2021-2024 cycle, it has a mandate to continue supporting and finalising the **reinforcement, streamlining, sustainability and sharing** of these **processes**, in light of the goals of the 2030 agenda that FCSP has chosen to use as an operational paradigm both externally and internally. Promoting well-being, equity and equality - including gender equality - among the people who work for FCSP, embracing sustainable production and consumption models, while looking after the environment we operate in, and generally helping strengthen the Institution, including by forging stronger, more efficient and more effective collaborations and partnerships, are and will continue to be an integral part of the Department's mandate.

Comprising various distinct units - Organisational Development & Management, Empowering People (Human Resources & Organisation), General Accounting, Budget and Grant Administration (Administration & Budget), Preparation of FCSP Cost Estimates and Control of Actual Costs (Cost Management), and Internal Audit - the Operations Department has established a range of interventions, some launched on a pilot basis in 2020, which will gradually be stepped up to full operating capacity over the course of the four-year period 2021-2024.

Within the framework of managing and empowering people, FCSP will channel additional efforts into welfare at work, enhancing the sense of belonging and sharing common values and behaviours. This will include structured **training** in soft skills, using a number of universal and personalised training tools, aimed at equipping staff with a set of skills such as organising work on the basis of priorities, sense of responsibility and spirit of initiative, awareness of one's own aptitudes as a means of achieving professional goals more effectively, and openness to challenges, without prejudices or barriers. Training in these areas will be complemented by other core training initiatives in the **field-specific technical skills that are instrumental to FCSP's new approaches to intervention in terms of assisting and supporting local partners and institutions by developing and transferring skills and experience to them** (Organisational Development and Capacity Building).

Two initiatives, both launched in the last quarter of 2020, derive from our focus on workplace climate and welfare. The first is the **diversity** project, through which we shall strive to include ever higher levels of diversity, in various forms, including gender. Both in practice and in communication, this needs to become a defining feature of FCSP's style. The second is the **Remote Working** project, involving managerial, organisational and cultural interventions - including focus groups - that reinterpret and overcome the problems encountered in the emergency phase of the COVID 19 pandemic, and organise the resulting benefits into a formal system.

Within the framework of organisational development, the Department will pursue the dual goal of preserving and augmenting FCSP's documentary assets, through a project aimed at creating a database for managing, storing and sharing (**knowledge management**),

while also enhancing the system of traceability and usability of the documentation produced, by modelling and standardising processes by means of **workflows**.

A **common ICT infrastructure-building project** is being developed for the entire “FCSP Group” with a view to making joint project- and process-related operations between the various units simpler and more flexible, by using common tools, and increasing the overall security of the system. Although aimed primarily at integrating the FCSP Group, this IT model may also constitute a resource for external application: on the basis of verified conditions of feasibility, FCSP could in fact support partner bodies or individual administrations in applying a comparable architecture.

In parallel with these steps, we also intend to start the accreditation process to earn certification of conformity with specific criteria of organisation, performance, improvement and social responsibility, in addition to compliance with employment rights and internationally recognised standards of occupational health and safety (ISO 9001 and SA 8000).

Within the framework of the administration and reporting of grants, on the basis of an initial trial carried out in 2020, a shared dialogue with partners will be launched in order to improve administrative monitoring tools, with a view to shaping the system in such a way as to encourage the parties concerned to take on increased levels of responsibility. This will make it possible to **avoid bureaucratic overload**, increase the quality of the data exchanged between FCSP and beneficiary bodies, including through automation, and take advantage of the reporting data that FCSP requires from beneficiary bodies as a source of learning about those beneficiaries.

On the cost control front, the Department will continue to design an appropriate reporting system relating to **management control**, while facilitating its extension to “FCSP Group” level and supporting its possible adoption by the key co-governed bodies. It will also continue its work on process consolidation, by means of a dedicated workflow, relating to the creation and review of estimates of the body’s operating costs (budgeting process).

Within the framework of the internal control system, the Department will supervise the process of stabilising and consolidating the new Management, Organisation and Control Model established under Italian legislative decree 231/01. This Model was reviewed in the second half of 2020, with a view to making it more solid, by transposing the main points from the doctrine into it. As a result, individual models were formulated for each Auxiliary Body and, at the same time, Supervisory Bodies pursuant to legislative decree 231/01 were set up at each Body.

COMMUNICATION FOR STRATEGY

Context considerations. One of the tasks of Communication, in its support for the strategic plan 2021-2024, is to make FCSP one of Europe’s leading foundations on the communication front, amongst others, with a role as an activator and generator of relationships. 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. 2020 was a crucial year of transition and organisational updating for FCSP, but it was also a year of profound crisis and of the acceleration of changes that were already under way. This situation provides an opportunity for a major leap forward, because it shines the spotlight on the issue of value sharing, well beyond the world of professional communication. The key point will therefore be to interpret the present and, more importantly, the future, in the light of the change that has taken place and the values that we would like to see take root, rather than simply returning to the status quo.

Cultural history confirms this trend: boom times go hand in hand with moments of symbolic and communicative euphoria, while recessions prompt a shift towards reality. So we need to shift from *storytelling* to *storydoing*, by formulating tools and solutions designed to serve the useful purpose of encouraging people’s interest and involvement, rather than merely enhancing FCSP’s renown and reputation. Once the areas have been outlined, every focal point of communication must be associated with a specific unit, whether it is FCSP itself, the Goals and Missions, or the “FCSP Group”.

For an effective strategy that speaks to its target audience, it is vital, above all, to establish exactly which lines of communication to follow. Italy’s leading communicators agree that communication, and the symbolic, will see a shift towards reality and realism. FCSP communicates, first and foremost, to enable its partners to understand its options clearly, to provide a clear picture of its work, to elicit feedback from its stakeholders, and at times to engage in advocacy on major issues of collective interest. Needless to say, we also care about FCSP’s renown and reputation, as well as the public visibility of its impact: but even these values are instrumental to the more effective pursuit of our mission. Deploying communication to support the strategic plan - as a general framework and in the plurality of actions it will generate - is therefore the main objective of the Communication & Media function. In parallel with this, however, it is also vital that public debate remains firmly anchored to the facts, and as linear and inclusive as possible.

Operational aspects of strategy. The Multi-year Planning Document is the first showcase of the work we intend to do in the years to come: but it also prompts us to **disseminate the culture of sustainability and awareness the 2030 Agenda** in order to foster exchange, share the best initiatives and stimulate bottom-up demand that commits Italy's leadership to adhering to the undertakings it has made within the UN. During this four-year period, furthermore, Communication will put itself explicitly at the service of the strategic option connected with the role of the "FCSP Group", by supporting and helping to **co-ordinate the Group's bodies** both at brand level and in terms of communication.

This can be achieved by a variety of means: public relations and press office initiatives, events, internet positioning and social media management. Digital channels are fast becoming a strategic asset. In this regard, FCSP's social media strategy is tailored to individual platforms, and uses ad hoc formats and tones of voice for different communication targets. Every communication channel has its own characteristics, dynamics and capabilities, and our task will be to manage them holistically, in a technically advanced and content-consistent form, in order to improve the way we meet the challenges of a complex context, in terms of effective communication. This is a line along which we will continue to work. Social media do not merely mirror traditional forms of communication: they represent an environment in its own right, characterised by a specific form of "reality" and communicative exchange. FCSP's work will therefore involve constant, dedicated care (thanks in part to expert suppliers) in publishing content and moderating the conversations triggered with the community and target audience.

An emphasis on brand value as a guarantee of professionalism and winner of trust, on strengthening multi-channel and omni-channel strategies, on data and facts, and on a more integrated approach to communication that combines traditional channels with the growing role of digital channels and social media marketing, will be the key ingredients deployed to serve a strategy that needs to be understood both by operators and the general public in order to function to best effect.

7.3 A proactive structure

FCSP's structure, in other words its Goals, Missions and Cross-cutting Functions, is therefore a resource in itself in the implementation of the strategy it is designed to serve. These component parts of the structure, in fact, carry out the tasks that make it possible to put the strategy into practice:

- they help shape the strategy-driven objectives that FCSP's governing bodies set for them;
- they follow a *modus operandi* that involves first identifying a need/objective in terms of measurable evidence, and then formulating operational lines that can be applied according to appropriate metrics;
- they implement projects directly or in partnership with the proposers, and deploy the necessary resources for the purpose (cognitive, relational, project-related, training, financial, etc.);
- they rigorously test and evaluate innovative intervention instruments;
- they propose and manage the most appropriate tools for achieving the agreed results;
- they apply an advanced *project/programme management* logic in their approach to funded projects and in their relations with partner/co-governed bodies;
- they conduct evaluations of implementation, efficiency and impact, on projects and instruments alike;
- they analyse the conditions of rigorous evaluability of interventions of a genuinely experimental nature;
- they integrate the objectives of individual actions with strategic communication;
- they share and make effective use of the data that emerges from the implementation of projects and from their support for institutional or research bodies;
- they produce advanced reports, aimed at various types of stakeholder, on the effects of FCSP's action, using KPI systems where applicable;
- they feed the results of these actions back into FCSP's planning and continuous learning cycle, and into the "common pool of knowledge" of the areas concerned.

A new headquarters for FCSP

The major foundations increasingly see their headquarters as meeting places, exhibition centres and activity venues. They are often open to the public, who have access to cultural resources in them, and they continuously interact with their urban setting. Pioneering examples, such as the Gulbenkian Foundation in Lisbon, and more recent ones, such as the Wellcome Trust in London, are outstanding exponents. They are places of cohabitation, designed to be permeable and visitor-friendly, in which the foundation's institutional life reflects a visible dialogue with the community.

FCSP has also drawn inspiration from concepts of this type for the construction of its new headquarters in Turin. As an organisation, FCSP needs workspace with a modern design that facilitates efficient, high-quality work. But it intends to use this undertaking - which is demanding from many points of view - as a lever for *urban innovation*, with benefits in terms of physical regeneration and social opportunities. The decision to build a new headquarters gives FCSP an opportunity to put into practice, on a significant scale, the values and principles that govern its mission and that it endeavours to pass on to others. In this respect, it is an important challenge.

If we work effectively, and the planets align for us, we will succeed in both drawing up and implementing this “urban regeneration project” in the four-year period 2021-2024. FCSP is considering an architectural work that speaks to today's world, but not necessarily in the form of a new-build, because much can be done from the interior and through a contemporary dialogue with the architectural history of Turin. Our vision is of an idea, a sign and a function that receives a welcome in the city and expresses FCSP's identity to the people of Turin and the city's visitors; a place that the urban community can be as proud of as FCSP itself is; a place of equilibrium, care, sharing, participation and that touch of beautiful design that enhances the landscape of a city where beauty is already plentiful.

Section 2

“Cross-cutting
dimensions,
Goals and
Mission
Sheets”

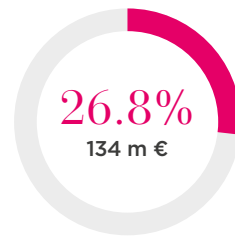
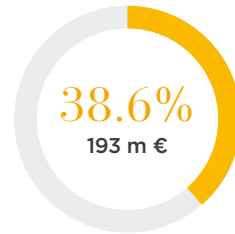
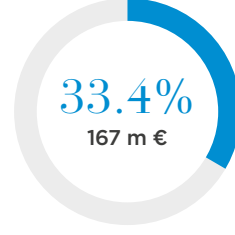

8 A systemic strategy for the common good: thematic configuration

From the point of view of content, FCSP's strategic direction, in operational terms, is shaped by the principle of alignment with the major “dossiers for change” (the United Nations 2030 Agenda, European Policy - 2021-2027 Plan and the *Recovery and Resilience Facility*, and national policies including the National Recovery and Resilience Plan), as well with FCSP's adaptation of these in line with its own specific mission. Hence the “vertical” organisation into three Goals (Culture, People and Planet) and the 14 Missions into which they are divided.

8.1 Resource allocation at Mission level

As previously mentioned, FCSP intends to allocate 500 million euros to institutional activity during the planning period 2021-2024. In today's highly uncertain economic climate, it would be unwise to allocate a specific, definitive budget, spread across the entire period, to FCSP's individual Missions, although this has been done for a single year, in the planning framework for 2021 that is already under way (see the Annual Planning Document 2021, available on www.compagniadisanpaolo.it). The reason for this is that it may become necessary to review and adjust the overall allocation. Nonetheless, it is in keeping with the intent and transparency of this strategic plan to set out the most likely scenario - as at the time of completion of this plan - for the distribution of the 500 million euros of ordinary funding between the 14 Missions (plus the Planning, Research and Evaluation Department, as discussed).

Although only approximate, these distribution figures help quantify the *intensity* of FCSP's action in the various areas of change.

GOALS	MISSIONS	2021-2024 BUDGET		2021 BUDGET	
		K€	%	K€	%
Culture Goal total allocation 2021-2024  26.8% 134 m €	Building capacity to attract	35,000	7.00	9,865	7.31
	Developing skills	14,000	2.80	3,882	2.88
	Preserving beauty	21,000	4.20	5,915	4.38
	Encouraging active participation	26,000	5.20	7,258	5.38
	Strategic relations	38,000	7.60	9,480	7.02
People Goal total allocation 2021-2024  38.6% 193 m €	Reinventing dwelling systems and regenerating neighbourhoods	10,000	2.00	2,786	2.06
	Promoting decent work	30,000	6.00	8,215	6.09
	Educating for collective development	60,000	12.00	16,354	12.11
	Rediscovering community	76,000	15.20	20,334	15.06
	Working together for inclusion	17,000	3.40	4,711	3.49
Planet Goal total allocation 2021-2024  33.4% 167 m €	Harnessing the value of research	82,000	16.40	22,154	16.41
	Boosting innovation	30,000	6.00	7,676	5.69
	Promoting well-being	31,000	6.20	8,900	6.59
	Fostering international opportunities	12,000	2.40	3,040	2.25
	Protecting the environment	12,000	2.40	2,930	2.17
Planning, Research and Evaluation total allocation 2021-2024 1.2% 6 m €	Socio-economic studies	6,000	1.20	1,500	1.11
 Fondazione Compagnia di San Paolo		Total	500,000 100.00	135,000 100.00	

8.2 Systemic “cross-cutting dimensions”

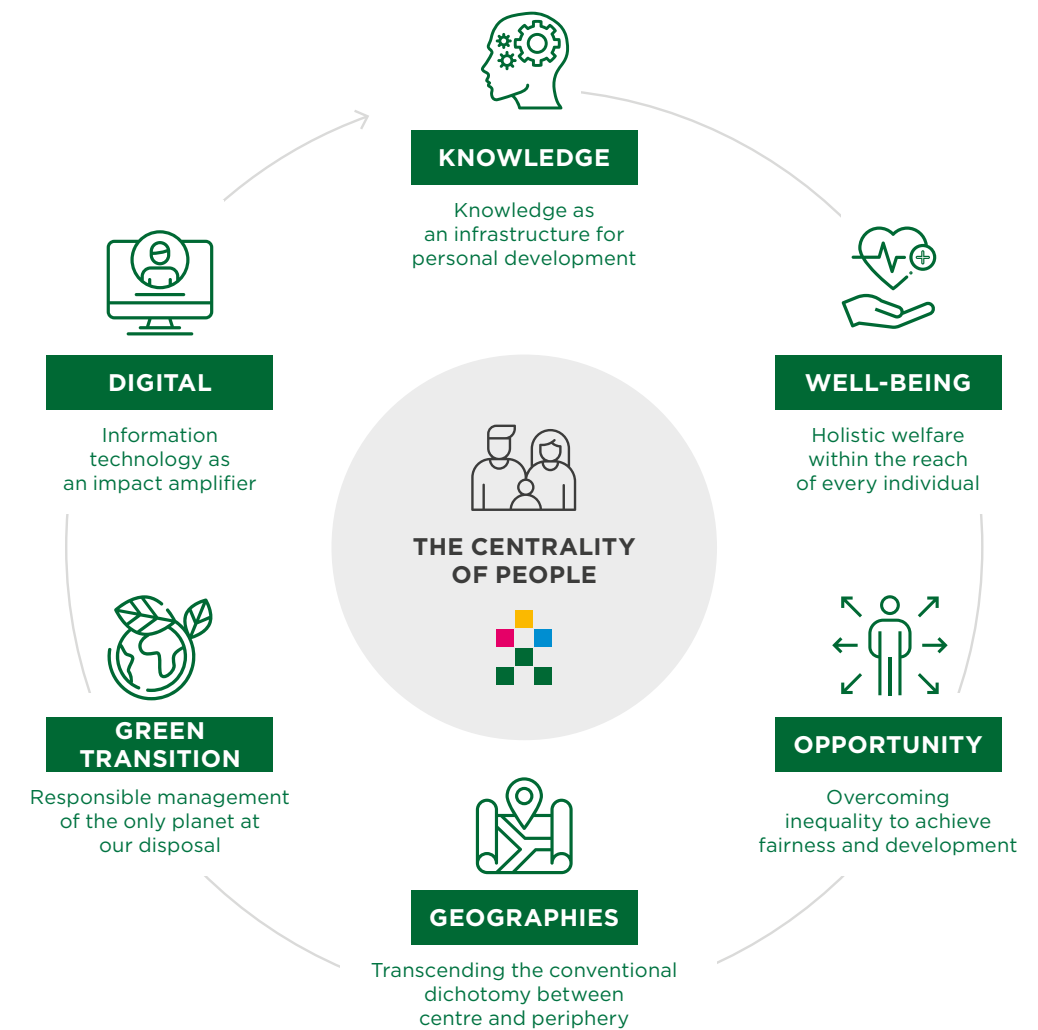
The Missions listed above are formulated on the basis of internal competence and topic homogeneity but should not be seen as separate, self-sufficient units. FCSP is well aware, from experience and research, that the problems faced by any given area rarely, if ever, exist in isolation from each other. Any **systematic approach** therefore needs to be organised along **sectoral** lines, so as to ensure the necessary degree of specialisation and focus. It also requires a **cross-cutting interpretation**, that not only highlights the common aspects of the various work areas, but also - most importantly - makes use of this awareness across multiple spheres in order to pursue the underlying objectives to best effect.

A horizontal vision of Goals/Missions thus brings to light the coexistence of common purposes, even though they are addressed from specific points of view. And there is nothing surprising about this, bearing in mind that all of FCSP’s action revolves around **People, and relationships between People**.

We therefore harness these cross-cutting dimensions, because they clearly and concisely represent the “benefits” that FCSP intends to help create or enhance, for the purposes of **local development**: in other words, we offer **an idea of the common good that originates from generic considerations, before branching out into precise directions of change and improvement that meet the specific needs of the era we live in**. By encompassing the four cornerstones of people, society, the environment and knowledge, this idea of the common good also aims to contribute to quality of life and the development of the local area as a whole.

On the basis of this logic, the **cross-cutting dimensions** that FCSP adopts represent **systematic focal points** that pervade all the projects put into practice by the Missions.

The 2021-2024 pathway towards the common good



The following six cross-cutting dimensions have been identified:

- **Knowledge:** in view of the nature of our social and economic life, learning should not be concentrated exclusively in the first stage of life, but should become an ordinary, constant dimension of human endeavour, in a way that is appropriate to each individual, both in and outside the framework of formal education. Furthermore, we see knowledge development and scientific research as instruments for social evolution, with the potential to overcome problems that require new visions and solutions. Similarly, FCSP recognises that the public sector plays a central role in the life of the nation, and therefore believes it is strategically important to help especially local authorities enhance their skills base, both through training and through strategically interpreted processes of generational transition.
- **Well-being:** food and nutrition, physical and mental well-being, sport and physical activity, looking after one's health and preventing illness are practices and values that should be promoted and disseminated - in every segment of the population and at every stage of life - both individually and collectively. Furthermore, consideration must be given to the complex question of the health system, which needs to evolve in innovative ways in order to generate new models of sustainability and effectiveness.
- **Opportunity:** an active, cohesive society offers all its members, regardless of their characteristics and personal situations, access to the benefits of social citizenship, in the form of the "opportunities" that take pride of place in the Italian Constitution. FCSP takes a proactive approach towards people suffering from or at risk of exclusion and inequality, by embracing the idea that *people* combine needs with resources and life plans for themselves and other members of the community they live in. It also recognises and promotes the value of diversity of all types, starting with gender diversity.
- **Geographies:** society encompasses a vast range of places, where centres and *peripheries* - in which we include internal, hilly and mountainous areas - struggle to find a balance. FCSP takes account of distinctive features, not because it aspires to uniformity, but because it believes that every area should uphold its own cultural and morphological traditions and fully develop its own potential and strengths, whether tangible or cultural. FCSP promotes local development according to a new approach based on networks and relationships, in the knowledge that phenomena such as growth, welfare and inequality are linked with continuously shifting geographies. In the same way that nowhere is guaranteed to remain at the centre, nowhere is condemned to a life on the periphery for all time: the resources of peripheral areas must be helped to express themselves within the framework of local cooperation. At both the intra-urban level and in terms of extended territorial organisation, there are now opportunities to overcome the centre/periphery dichotomy, especially in the kind of places found in large numbers in Italy, where the re-emergence of the functional role of small and medium towns that are well integrated into the infrastructure network have the potential to give rise to a new, polycentric urban fabric.

- **Green transition:** the emphasis on environmental sustainability and the climate challenge - including all its natural and anthropic implications - and the day-to-day practices for achieving it, lie at the heart of every project pursued by FCSP in every field, as human and social values and opportunities for economic and technological progress.
- **Digital:** beyond the myths - and with full awareness of the social and ethical challenges it poses - digital transformation is one of the most powerful resources at our disposal for improving all our systems and inventing new ways of working, participating and creating culture. This is an opportunity that Italy and our local areas needs to grasp skilfully, creatively and with a critical spirit: there is a digital world out there that we should learn to live in more effectively.

In conclusion, the **cross-cutting dimensions**, by definition, can count on the economic resources at the disposal of the Missions (i.e. the 500 million euros allocated to institutional activity): it boils down to two different ways of interpreting the same FCSP intervention policy, which must be geared entirely towards achieving the objectives we have set ourselves in this Plan. As already touched upon, however, if the return on assets in 2021-24 puts FCSP in a position to provide more funding than initially planned, the cross-cutting dimensions will become the criterion by which this surplus - to be channelled into **strategic projects** - is allocated. While it is not possible to make an accurate estimate of this surplus at present, it is fair to assume that it will not exceed a total of **100 million euros** over the four-year period. The task of managing the operational side of these possible additional projects will be delegated to the Goals.

Lastly, while some cross-cutting dimensions may be mainly the domain of a single Mission, others may - and indeed must - be shared by multiple Missions. It is worth stressing, at this point, that they **are intended to permeate everything FCSP does, and therefore endorse its basic aims**. Illustrating how the cross-cutting dimensions interact with the Missions may help clarify the picture before we move onto a more detailed look at the strategic policy directions of the Goals and Missions. In the figure below, each box uses a colour code to indicate the link between the cross-cutting dimension and the Mission.

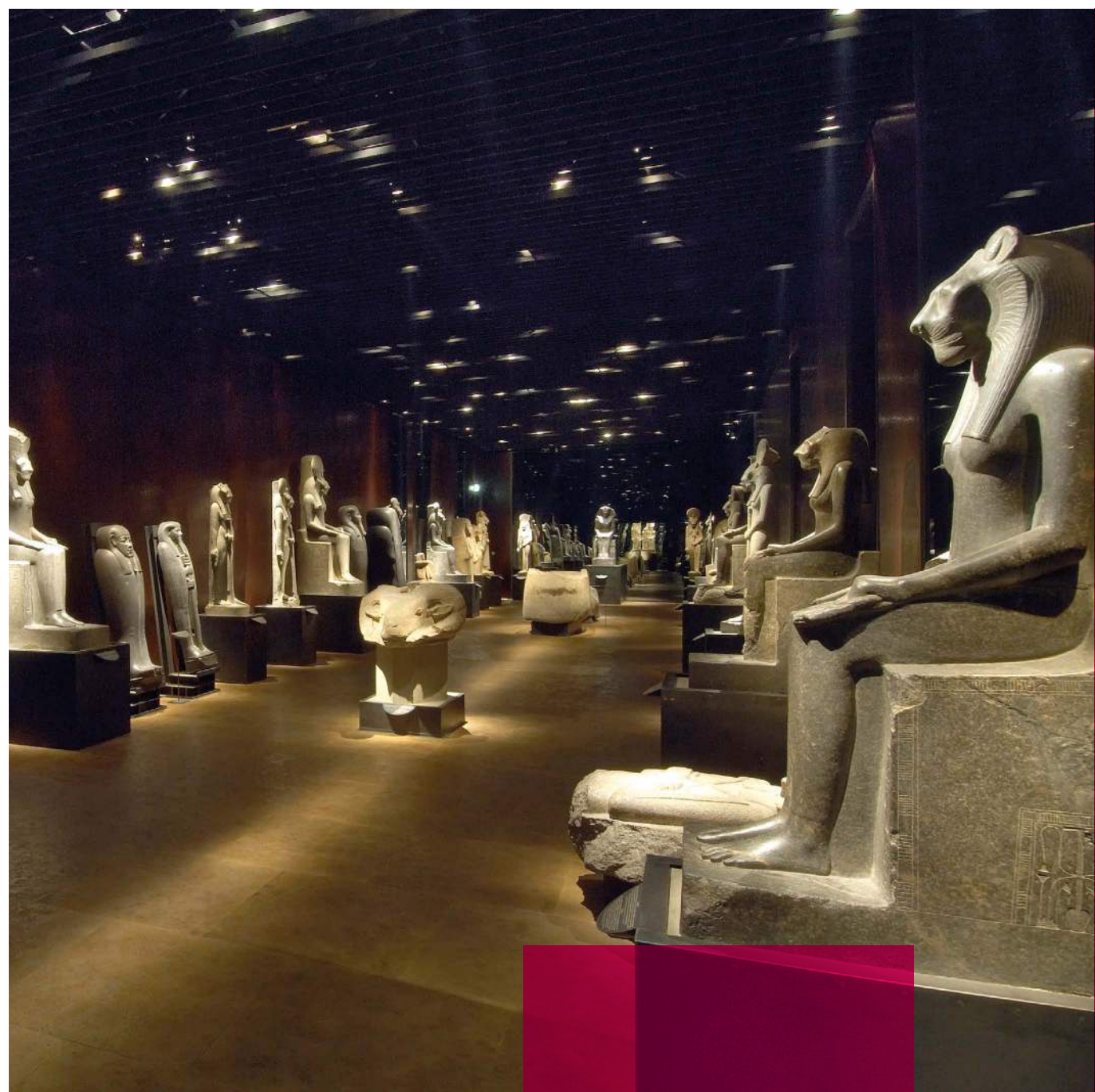


	Knowledge	Well-being	Opportunity	Geographies	Green transition	Digital
CULTURE GOAL						
Building capacity to attract						
Developing skills						
Preserving beauty						
Encouraging active participation						
PEOPLE GOAL						
Reinventing dwelling systems and regenerating neighbourhoods						
Promoting decent work						
Educating for collective development						
Rediscovering community						
Working together for inclusion						
PLANET GOAL						
Harnessing the value of research						
Boosting innovation						
Promoting well-being						
Fostering international opportunities						
Protecting the environment						

8.3 “Cross-cutting dimensions” and Auxiliary Bodies

In line with the “FCSP Group” approach, and in keeping with the space occupied by the Auxiliary Bodies in the work of the Missions, it is worth noting the areas in which each (Fondazione Ufficio Pio, Fondazione per la Scuola, Fondazione 1563, Fondazione Collegio Carlo Alberto, Fondazione IIGM and Fondazione LINKS) contributes to the pursuit of the cross-cutting objectives of this strategic plan. The specialised nature of the Bodies means that they operate in specific fields of action. As the table below shows, however, their impact can be felt across multiple levels and dimensions.

	Knowledge	Well-being	Opportunity	Geographies	Green transition	Digital
CULTURE GOAL						
Fondazione 1563						
PEOPLE GOAL						
Fondazione Ufficio Pio						
Fondazione per la Scuola						
PLANET GOAL						
Fondazione Collegio Carlo Alberto						
Fondazione LINKS						
Fondazione IIGM						



Culture Goal

Section 2

Statement

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 the institutions to promote culture as a means of **building a society that makes people feel welcome and involved**. 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 enables us to harness the power of **art** and **creativity** to make our **local areas more attractive**, conceive and re-design **environments so that people take centre stage**, foster new **skills** and **talents**, and **take due care** of our **cultural heritage**.

Through the Culture Goal, FCSP aims to promote **culture**, creativity, heritage and the active participation of citizens, to enhance the social and economic well-being of local communities. Close analysis of the 2030 Agenda and European policies has strengthened our view that culture plays a leading and **cross-cutting** role in helping **achieve a range of sustainable development goals**. FCSP does not therefore see support for culture exclusively as an end in itself, but also as a crucial means of fostering personal development and well-being, developing local economies, identities and positioning, and building a fairer, more inclusive society. These should therefore be seen as end goals that supporting culture can help achieve. Hence the main innovation in FCSP's cultural policy, i.e. **an arrangement based on four distinct Missions, which do not replicate thematic or disciplinary fields, but are designed to structure these aims in a more focused and strategic way**.

This approach **widens the boundaries of what is traditionally meant by culture**. For example, the active participation of citizens, especially young people, in public space and life; rights and responsibilities, access to and informed use of information, public space and the landscape - including the urban landscape - are all cultural ingredients that make up the overall culture of an area and its communities.

From a methodological and strategic point of view, project-related collaboration between Missions, even from different Goals, will be a necessary approach to achieving the common objectives, using the cross-cutting dimensions identified in the appropriate section of the plan as the main guidelines. The actions in this field will be carried out thanks in part to the contribution of Fondazione 1563, as an Auxiliary Body, and in close coordination with the relevant institutions, of which FCSP intends to be a proactive partner/stakeholder, with an emphasis on creating networks and alliances in the local area and fostering the growth and consolidation of the main interlocutors of each Mission.

Our commitment for 2021-2024

During the four-year period, FCSP aims to boost the impact leverage of the resources used, by striving to increase the existing leverage for projects and relations already under way (such as agreements, multi-year institutional collaborations, etc.), while also using this dimension as a criterion for the design or selection of new initiatives.

With regard to culture, given the shortage of resources allocated to the sector (in which foundations play an increasingly significant role, estimated at around 25% in Piedmont) combined with the opening up of new opportunities, it will be vital to maximise the leverage that FCSP's resources generate in this area, thus increasing their impact. FCSP's involvement in the governance of the main cultural bodies, alongside its protocols and agreements with the public administration, multi-year agreements with appropriate parties and proactive collaborations with other foundations, are all tools that FCSP will use to increase this leverage, while also deploying skills and dedicated *capacity-building programmes*. But an emphasis on new models of cultural enterprise, more geared towards economic sustainability and the mobilisation of private resources, is also an opportunity to experiment with forms of support that have high potential for impact in this respect.

More generally, the key performance indicators identified in the Mission sheets below - which relate to specific components of strategy - represent the quantitative impact on the local area that FCSP aspires to achieve in the next four years, and the *outcomes* to which it is committed. The drafting of the annual planning documents is the phase in which targets are set more precisely and commitments are explained in further detail. The examples of these set out below provide a general model.

Culture.

Goal KPIs

5x 

To mobilise external resources in local areas (target **leverage**: 5 times the input) by promoting collaborations and agreements for targeted interventions involving the maintenance and conservation of cultural heritage.

20 

To kick-start at least 20 **territorial and subject-specific networks** to enhance the individual areas within FCSP's overall catchment area and build their capacity to attract, with a view to increasing their ability to mobilise new resources, thereby reducing the proportion of their funding covered by FCSP.



To increase the **efficiency and autonomy of bodies** through interventions of digital innovation, capacity building and skills provision for cultural bodies.

+20% 

To achieve a 20% increase in the number of **children and young people involved** in initiatives launched by FCSP that promote cultural experience as a factor in personal development.

2 mln 

To reach an attendance figure of at least 2 million **citizens** through the work of cultural and civic centres in the local area.

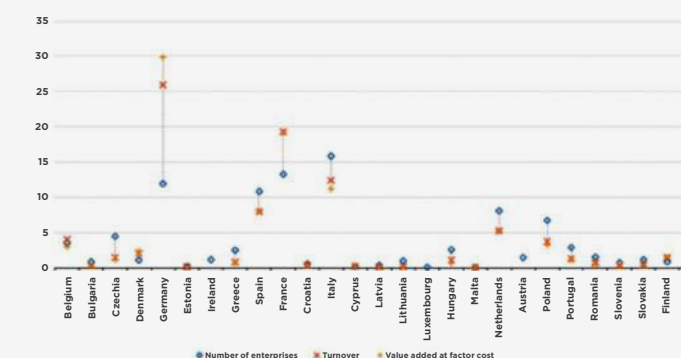
Culture.

9.1 “Building Capacity to Attract” Mission



Context data

There were 1.1 million cultural enterprises in Europe in 2017 (5% of enterprises in the non-financial sector) **and they generated value-added of 145 billion euros** (2.3% of the revenues of the non-financial sector).



15.9% of Europe's cultural enterprises are based in Italy and generate 11.2% of the sector's total revenues at European level.

Source: European Commission

The 2019 Symbola Report estimates that Italy's **Cultural and Creative Production System** as a whole generated **6.1% of GDP in 2018** (equating to 96 billion euros) and employs **1.55 million people**.

The cultural production system generates 7.1% of regional GDP in Piedmont and Valle d'Aosta, and 3.9% in Liguria, and employs 165,000 people.

Source: Symbola Report, "I am culture" 2019

VALUE ADDED AND EMPLOYMENT OF THE CULTURAL AND CREATIVE PRODUCTION SYSTEM in Italy's regions - 2018 (absolute values, percentage of total economy and percentage changes)

	Value added				Employment			
	Millions of €	As a % of Italy's total	As a % of total economy	Change % 2017-2018	Thousands	As a % of Italy's total	As a % of total economy	Change % 2017-2018
Piedmont	8,614.4	9.0	7.1	1.8	121.7	6.5	6.9	2.6
Valle d'Aosta	288.6	0.3	7.1	5.1	4.4	0.3	7.3	2.7
Lombardy	25,371.6	26.5	7.3	3.3	364.8	23.5	7.5	2.0
Trentino-Alto Adige	2,063.2	2.1	5.3	4.7	34.3	2.2	6.2	3.3
Veneto	7,636.3	8.2	5.3	1.1	136.3	6.9	6.1	0.2
Friuli Venezia Giulia	1,850.5	1.9	5.4	3.5	34.0	2.2	6.3	2.3
Liguria	1,771.4	1.8	3.9	0.6	36.0	1.9	4.5	-0.5
Emilia Romagna	8,062.0	8.4	5.6	4.5	137.3	6.9	6.4	3.0
Tuscany	6,145.0	6.4	5.9	2.1	105.5	6.8	6.2	0.2
Umbria	1,020.3	1.1	5.2	2.0	21.0	1.4	5.0	1.0
Marche	2,249.0	2.3	6.0	0.5	41.8	2.7	6.4	-1.0
Lazio	15,526.2	16.2	8.8	2.1	212.2	13.7	7.7	0.9
Abruzzo	1,246.6	1.3	4.2	2.5	24.1	1.6	4.6	2.7
Molise	245.4	0.3	4.4	1.1	5.0	0.3	4.6	4.6
Campania	4,508.3	4.7	4.6	2.4	80.5	5.4	4.4	1.0
Puglia	2,913.4	3.0	4.3	4.0	60.4	3.9	4.1	2.0
Basilicata	404.8	0.4	3.7	6.1	8.5	0.5	4.3	4.8
Calabria	971.3	1.0	3.2	0.6	22.0	1.4	3.4	0.2
Sicily	3,286.7	3.4	4.1	0.3	65.3	4.2	4.2	-0.6
Sardinia	1,429.1	1.5	4.6	6.1	27.0	1.7	4.5	5.0
North-West	36,047.1	37.6	6.9	3.4	530.9	34.2	7.1	2.0
North-East	19,754.5	20.6	5.4	2.1	343.9	22.2	6.2	1.8
Centre	24,951.4	26.1	7.4	1.9	380.6	24.5	7.0	0.5
South	15,005.7	15.7	4.2	2.8	285.7	18.1	4.3	1.8
Italy	95,758.6	100.0	6.1	2.9	1,551.2	100.0	6.1	1.5

Culture and creativity have a multiplier effect on the rest of the economy: Symbola estimates that the cultural production chain as a whole generated 16.9% of value-added in 2018, amounting to 265.4 billion euros.

Tourism is the biggest beneficiary of this flywheel effect. The cultural and creative production system generated 48.7% of tourist spending in Piedmont, 23.9% in Valle d'Aosta and 29.2% in Liguria.

Source: Symbola Report, "I am culture" 2019

Region	Spending induced by the Cultural and Creative Production System		
	Absolute values (millions of euros)	% of national total	% of total tourist spending
Piedmont	2,131.7	6.7	48.7
Valle d'Aosta	219.2	0.7	23.9
Lombardy	4,045.4	12.7	47.7
Trentino-Alto Adige	1,948.6	6.1	27.3
Veneto	3,741.2	11.7	41.2
Friuli Venezia Giulia	886.3	2.8	51.4
Liguria	1,118.0	3.5	29.2
Emilia Romagna	2,986.4	9.4	37.1
Tuscany	2,750.4	8.6	38.4
Umbria	319.7	1.0	37.3
Marche	1,034.0	3.2	51.2
Lazio	3,743.6	11.7	51.2
Abruzzo	721.4	2.3	37.4
Molise	121.7	0.4	34.3
Campania	1,287.9	4.0	30.3
Puglia	1,236.7	3.9	33.9
Basilicata	212.9	0.7	38.5
Calabria	1,141.4	3.6	33.6
Sicily	1,578.4	4.9	27.1
Sardinia	683.7	2.1	23.3
North-West	7,514.3	23.6	42.7
North-East	9,562.5	30.0	36.8
Centre	7,847.7	24.6	45.2
South	6,983.2	21.9	30.5
Italy	31,907.7	100	38.1

Liguria is currently the region that attracts the largest influx of tourists, followed by Piedmont and Valle d'Aosta.

TRAVEL, BY TYPE AND DESTINATION Destination region, in thousands, 2019

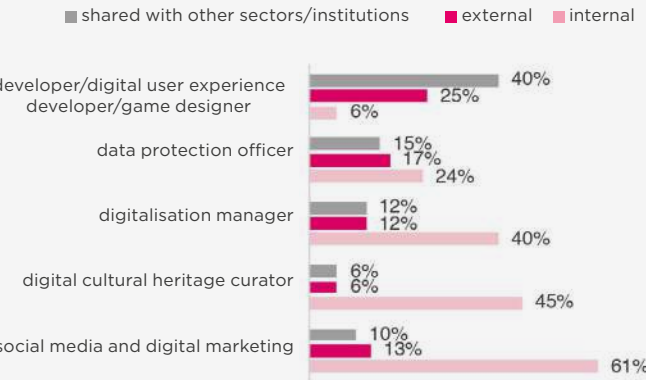
Type of travel	short break (1-3 nights)	holiday (4 nights or more)	holiday travel	business travel	all types of travel
Italy	24,658	23,752	48,410	5843	54,253
Piedmont	1,488	815	2,304	315	2,619
Valle d'Aosta	460	267	728	-	729
Liguria	1,476	1,864	3,340	88	3,429

Source: ISTAT, 2020

Digitalisation boosts the attractiveness of the cultural system, but to date **only 49% of Italian museums have staff assigned** to digital innovation.

Source: Polytechnic University of Milan, 2020, "The pandemic spawns new digital paradigms for culture" covering a sample of 198 museums.

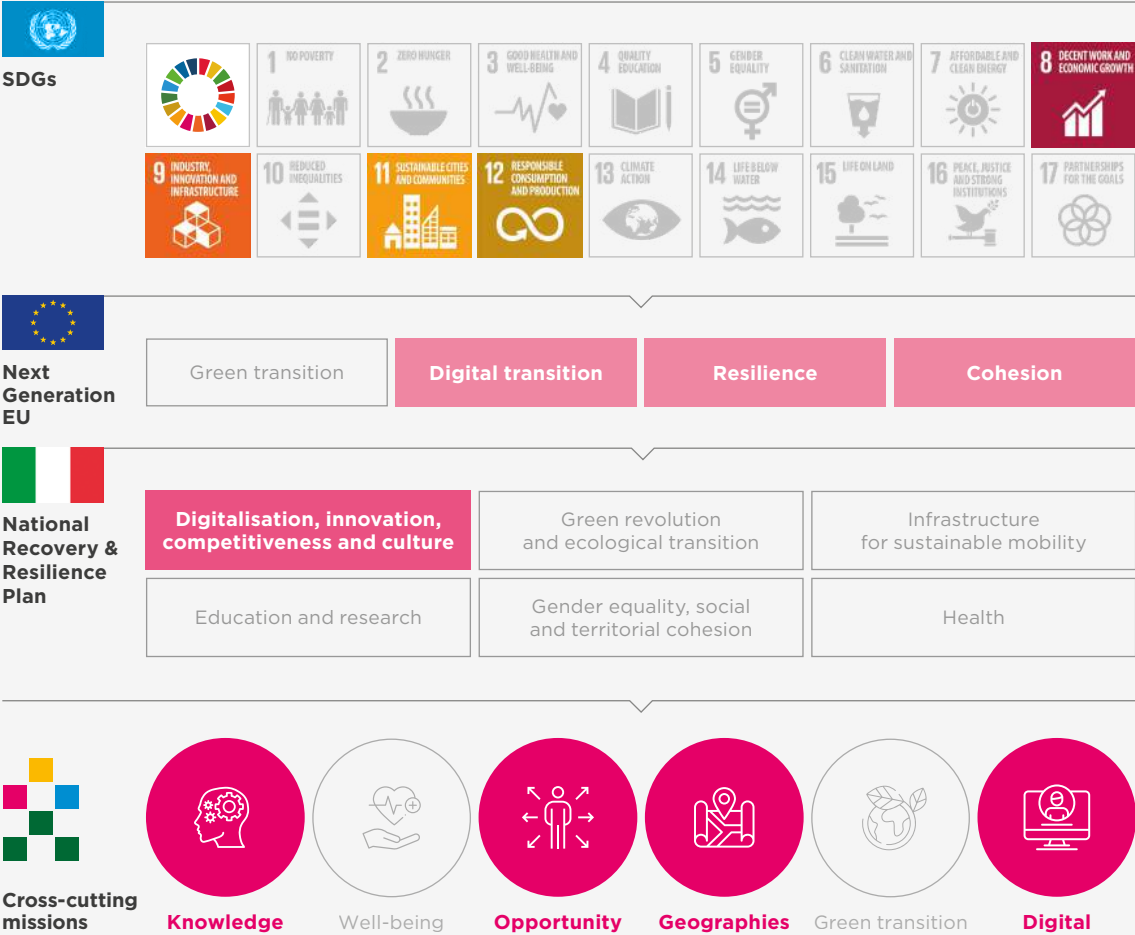
STAFF ASSIGNED TO DIGITALISATION



Mission statement

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.

Alignments



Components of strategy

FOR THE FOUR-YEAR PERIOD

To enhance the **recognised cultural identities of the target areas** in an effort to position them in such a way as to extend the cultural infrastructure of the organisations and foster an integrated relationship between the worlds of culture and tourism.

To enhance and showcase the **artistic and cultural heritage located across the target areas** to create opportunities for economic, social and cultural development.

To support cultural planning and production irrespective of **gender differences** and encourage cultural and pioneering research.

Expected results - KPIs

- No. of **subject areas/identities enhanced**
- No. of **networks kick-started**
- No. of **entities** and initiatives by cluster and total audience
- No. of **appearances in the international press** of each entity and cluster
- **Analytics** of the websites of each entity and network
- No. of cluster **enhancement and promotion projects** implemented
- No. of national and international **visitors** to each institution and thematic tourist circuit

- No. of **initiatives** carried out and average **budget** thereof
- No. of **sites, cultural assets, monuments** and **events** visited
- No. of **tourist arrivals** brought in by each initiative and average length of stay/attendance
- **Environmental footprint** of each initiative
- No. of **resident citizens** involved in the project as culture/tourist sector operators/staff; No. of resident citizens involved in the project as users
- No. of **networks kick-started** as a result of the projects
- No. of creative/cultural **enterprises** and local businesses involved
- **economic volume** of the initiatives as a % of local business

- No. of **seasons** and **festivals** supported
- No. of **national and foreign productions** hosted
- No. of **spectators** per initiative and per unit of cost of the initiative
- No. of **new productions** staged, cross-disciplinary productions staged and initiatives comprising digital or technological content staged
- No. of **alternative spaces/circuits** involved
- No. of **co-productions** (local, regional and international) staged and production entities involved
- No. of **artists** (local and non-local) aged under 35 involved

To consolidate the reference role of the production and research entities that make up the recognised **platforms of cultural identities**.

To support the **digital transformation of the cultural sector** by means of multi-year innovation plans for the bodies concerned, in order to foster the development of their innovation culture and skills, improve their sustainability and increase levels of hybridisation with the technology sector.

- No. of **productions** staged by the entities in the cluster
- No. of **artists/curators/creative talents** (local, non-local, under 35) involved
- No. of **artists/productions supported-trained-incubated** (with specific growth initiatives)
- No. of **co-productions** staged and of productions on national and international circuits
- Presence in **specialist publications** (national and international) and presence in study, research and dissemination activities (conferences, talks, etc.)

- No. of **multi-year innovation plans** proposed and implemented
- No. of **digital transformation projects** supported
- **Average budget** of the digital transformation projects supported
- Average number of skills **training hours** provided in the initiatives
- No. of **people from the cultural body** involved in the training programmes
- **revenues as a % of the actual budget** for the projects carried out
- **savings as a % of the three-year budget** of the proposed body
- No. of tech sector **companies and staff** involved in the initiatives supported

Culture.

9.2 “Developing Skills” Mission

Context data

We base our work on the assumption that:

- A** Boosting skills and breaking down the barriers between them plays a key role in developing the cultural system as a whole. Increasingly, people working in creative occupations are expected to have
1. **support skills** (such as project management, customer services, etc.);
 2. **design and creation** skills;
 3. **technical skills**;
 4. **marketing skills**;
 5. **teaching** skills.

...and Piedmont, in particular, has a high concentration of people employed in the cultural sector

Source: Symbola Report (2019), citing a Nesta UK survey based on data harvested by Burning Glass Technologies from 2012 to 2016

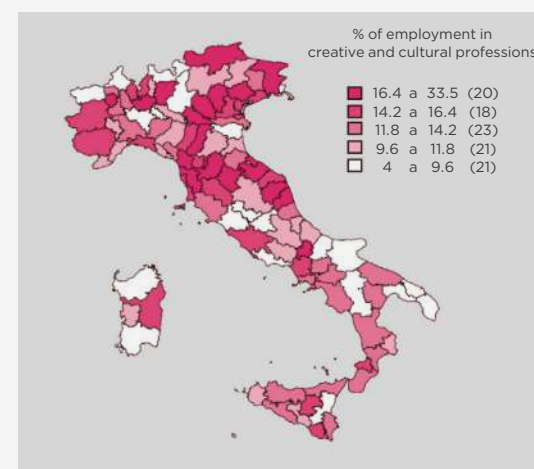
- B** Cultural, artistic and creative skills and experiences play a vital role in the development, education and inclusion pathways of every individual, from the earliest years.

Educational poverty is a serious problem, which also directly involves the world of culture.



PERCENTAGE OF CREATIVE AND CULTURAL PROFESSIONS

out of total non-seasonal recruitment planned by enterprises in 2012, by province (percentage of provincial total)



20%

One in five 15-year-olds in Europe (20%) lives in conditions of educational poverty



28%

More than one child in five (28%) is at risk of poverty and social exclusion in the EU

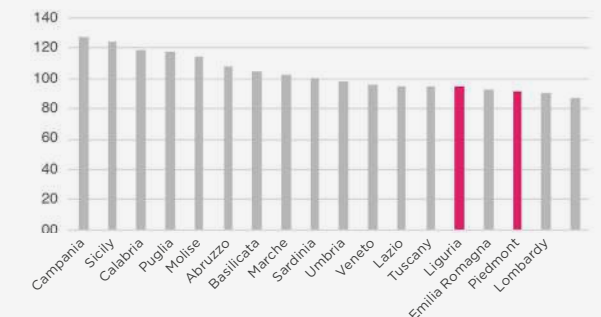


26 million

Over 26 million children are at risk of poverty or social exclusion in Europe

Source: Putting an end to educational poverty Save The Children Report, 2017

EDUCATIONAL POVERTY INDEX IN ITALY'S REGIONS



Source: Swimming Against the Tide, Educational Poverty and Resilience in Europe, Save the Children, 2018

The factors that make up the Educational Poverty Index include the percentage of minors who have **never been to the theatre, a concert or an archaeological site...**

Minors who have	...never been to the theatre	...never been to a museum/exhibition	...never been to a concert	...never visited an archaeological site
Abruzzo	71.2	81.7	75.2	71.5
Basilicata	67.4	81.7	89.8	71.4
Bolzano	50	41	56.8	67.1
Calabria	81.6	78.2	79.3	88.2
Campania	77.9	89.3	84.5	75.9
Emilia Romagna	64.8	46.1	77.4	67.5
Friuli Venezia Giulia	62.9	45.6	72.5	65.3
Lazio	63.5	54.8	75.6	66.2
Liguria	67.8	39.8	71.8	62.5
Lombardy	67	44.7	76.3	64.6
Marche	67.6	52.5	76.1	69.2
Molise	79.5	83.9	79.5	78.5
Piedmont	67.3	42.8	73.7	67.2
Puglia	70.8	89.8	79.4	75.2
Sardinia	71.9	55.7	73.8	60.8
Sicily	73	71.2	82.2	80.2
Tuscany	68	46.4	68.7	64.3
Trento	57.6	25.5	75.1	48.9
Umbria	61.4	49.9	80.3	62.5
Valle d'Aosta	79.2	88.5	82.2	65.7
Veneto	66.5	49.8	79	68.4
ITALY	69	55.1	77.2	69.7

In Italy, 77.2% of minors have never been to a concert, 69.7% have never visited an archaeological site, 69% have never been to the theatre, and 55.1% have never been to a museum or exhibition.

The **percentages in Piedmont and Liguria** are **slightly lower** than the national average (which is a positive sign), whereas the percentages in Valle d'Aosta are higher than the national average (a negative sign).

Source: Swimming Against the Tide, Educational Poverty and Resilience in Europe, Save the Children, 2018

The factors that make up the Educational Poverty Index also include the percentage of minors who have **never read a book.**

Minors who have	...never read a book
Abruzzo	52.8
Basilicata	51.3
Bolzano	42.2
Calabria	66
Campania	69.4
Emilia Romagna	45
Friuli Venezia Giulia	40.3
Lazio	56.3
Liguria	36.9
Lombardy	45.3
Marche	52.5
Molise	58.8
Piedmont	43.8
Puglia	59.9
Sardinia	47.7
Sicily	72.6
Tuscany	46.3
Trento	32.6
Umbria	42.5
Valle d'Aosta	
Veneto	40.4
ITALY	52.8

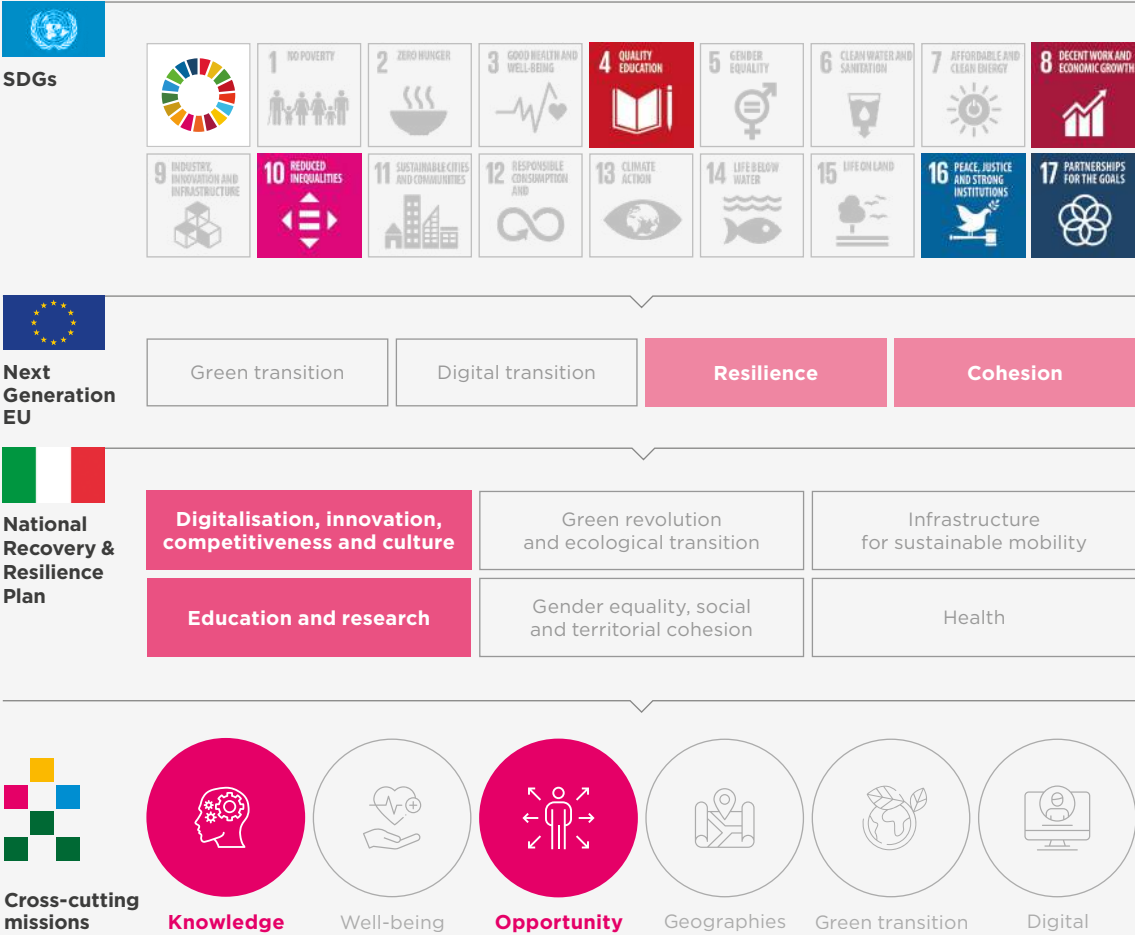
In Italy as a whole, one out of two minors has never read a book. In Piedmont and Liguria this percentage falls to 4 out of 10.

Libraries, in particular, have beneficial effects on the educational development of children, because they provide access to a free book lending service for everyone and, in many cases, access to cultural activities, workshops, and collective readings, as well as offering a place where young people can meet their peers.

Mission statement

We see culture as a powerful **agent of development**. 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.

Alignments



Components of strategy

FOR THE FOUR-YEAR PERIOD

To develop initiatives that promote the **leading role played by cultural experience** in the dissemination of educational communities and multi-dimensional learning contexts, with cultural bodies as value generators.

To develop initiatives aimed at supporting **young artists and creative talents** in building their professional skills and embarking on career paths.

To promote a **composite, interconnected training and incubation system**, based on co-responsibility between academies, institutions, independent entities and training providers specialising in artistic/creative, cultural and auxiliary cultural design skills, that meets all of the field's requirements.

Expected results - KPIs

- No. of **cultural bodies** prompted to develop alliances with the school system
- No. and type of **results** deriving from the teaching enhancement projects launched (e.g. No. of innovation plans launched in relation to teaching, No. of teaching projects developed)
- No. of **children/young people** reached by projects launched in response to FCSP input
- Quantification of the **improvements** achieved in the cognitive and relational skills of children/young people involved in the projects, on the basis of impact evaluation

- No., age and geographical origin of **artists and creative talents** involved in the training and support projects sponsored by FCSP (training courses/residences/masterclasses/mobility)
- % of artists/creative talents whose main area of work is an **artistic/cultural profession**, measured 1 year and 3 years after completing the FCSP-sponsored training courses they attended

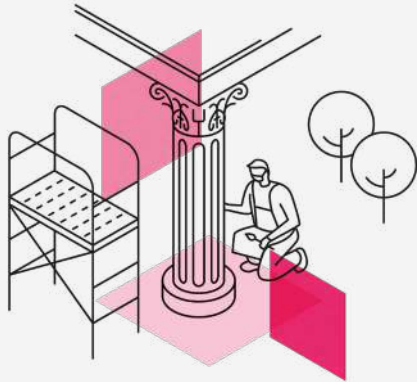
- No. and type of **actions taken** to implement the strategy (e.g. professions and training pathways mapped, training system context analysed)
- No. of **training projects** that have enhanced the activities connected with collaborations with other parties in the training/sectoral system, out of the total number supported by FCSP

To kick-start initiatives aimed at **making cultural actors more sustainable, interconnected, consistent with their strategic planning** and capable of recognising, fostering and embracing the dynamism shown by more advanced, and often flexible and innovative, professionals and entities.

- No. of **entities involved** in *capacity-building* programmes
- % of **resources** allocated to *capacity building* out of total grant funding awarded to the bodies involved
- No. and type of **results** achieved by the *capacity-building* interventions launched (e.g. No. of social accounts completed; No. of strategic planning instruments deployed by the bodies)
- No. of *capacity-building* **modules** modelled for the benefit of the Goal and FCSP
- No., type and working conditions of the **new skills/functions/post-holders** introduced into the activities and management of cultural entities, out of the bodies involved in the *capacity-building* projects

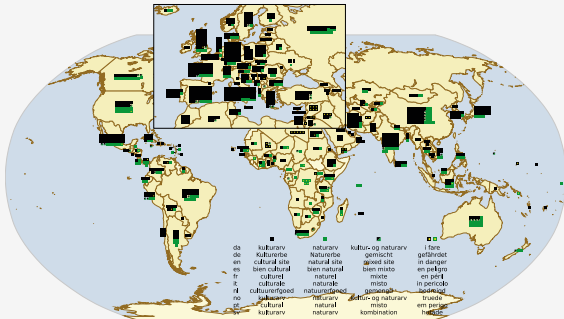
Culture.

9.3 “Preserving Beauty” Mission



Context data

Alongside China, **Italy** has **the highest number of UNESCO World Heritage Sites in the world**, with **55 sites** (out of the 869 cultural, 213 natural and 39 mixed sites listed worldwide).



In 2018, Italy had 4,908 heritage sites open to the public, including museums, archaeological areas, monuments and eco-museums. This heritage is spread across the entire country: **one Italian municipality in three (2,311) has at least one museum of some kind.**

Source: ISTAT, 2019

There are 7 UNESCO World Heritage Sites in Piedmont and Liguria:

The Residences of the Royal House of Savoy in Turin and the surrounding area; the Sacri Monti of Piedmont and Lombardy; the prehistoric pile dwellings around the Alps in Azeglio and Arona; the vineyard landscape of Langhe-Roero and Monferrato; Ivrea, industrial city of the 20th century; Porto Venere, Cinque Terre and the Islands; and Genoa: The Strade Nuove and the system of the Palazzi dei Rolli.

Piedmont is also one of the regions of Italy with the highest concentration of museums, archaeological areas and monuments, which total 411, as against top-ranked Tuscany, which has 553.

MUSEUMS BY TYPE

	Type (%)					Ownership (%)		
	Museum, gallery and/or collection	Archaeological area or park	Monument or monumental complex	Eco-museum	Total	State	Non-state	Total
Piedmont	79.3	2.4	13.4	4.9	100	3.9	96.1	100
Valle d'Aosta	65	10	16.7	8.3	100	-	100	100
Liguria	87.1	2.6	9.8	0.5	100	6.7	93.3	100
Italy	79.1	6.7	12.8	1.4	100	9.4	90.6	100

Of Italy’s major cities, Turin has the 3rd highest number of sites of historical, architectural and archaeological interest, with 49 sites (Rome is first with 121).

Source: ISTAT, The Italy of museums, 2019



It also has a substantial amount of ecclesiastical cultural heritage and other cultural heritage of religious interest...

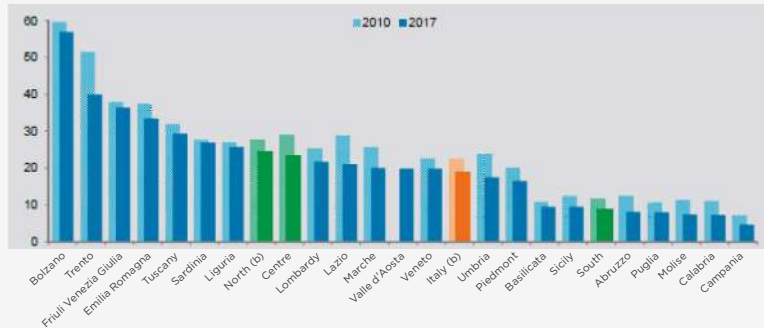
ECCLESIASTICAL CULTURAL HERITAGE Reconstructed on the basis of “Vincoli in Rete” (VIR), a database of Italian cultural heritage

Category of heritage asset	Piedmont	Liguria	V. Aosta	3 regions	Italy	Percentage 3 regions / Italy
Abbey	45	20	0	65	439	15%
Basilica	12	2	0	14	218	6%
Baptistery	12	4	0	16	113	14%
Chapel	493	283	28	804	3037	26%
Cathedral	6	2	1	9	218	4%
Church	1.916	1.576	65	3.557	31.049	11%
Cloister	32	30	2	64	704	9%
Collegiate church	8	1	2	11	107	10%
Convent	86	96	2	184	2.932	6%
Duomo	10	1	0	11	299	4%
Monastery	35	25	0	60	866	7%
Oratory	181	355	0	536	2.833	19%
Parish church	16	2	0	18	281	6%
Synagogue	4	2	0	6	34	18%
Total categories of religious heritage asset	2.856	2.399	100	5.355	43.130	12%

Only a selection of churches and chapels are currently included in the VIR statistics, as shown in the table. By integrating the VIR database with the CEI database, it is estimated that the 3 regions have a total of about 18,000 to 19,000 churches and chapels, and even this is probably an underestimate (A. Longhi, 2020).

Source: Compiled by Prof. Andrea Longhi on the basis of data from the Vincoli in Rete (VIR) cultural heritage database.

CURRENT SPENDING OF MUNICIPAL COUNCILS ON THE PROTECTION AND ENHANCEMENT OF CULTURAL AND LANDSCAPE HERITAGE AND ACTIVITIES (a) Years 2010 and 2017, euro per capita.



But maintaining a large portfolio of heritage sites is costly, and public resources are ever less plentiful.

Source: ISTAT, Local finance: income and expenditure on the financial statements of municipal councils, provincial councils and metropolitan city councils

Mission statement

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.

Alignments



Components of strategy

FOR THE FOUR-YEAR PERIOD

To play a proactive role in **fostering dialogue between the institutions** in order to promote strategic use of the available resources through agreements, conventions and the innovative use of all regulatory instruments.

To promote a culture of **maintenance of cultural heritage**, based on research and design, which takes priority over emergency restoration, and facilitates planning, at least in the medium term, for sustainable heritage management.

To promote **the development of the local area by harnessing the value of its landscape**, starting from the most advanced regulatory instruments, such as the Piedmont Regional Landscape Plan, and using it as a testing ground.

To take a proactive approach to coordinating system-oriented actions aimed at **managing archive assets and research libraries**.

Expected results - KPIs

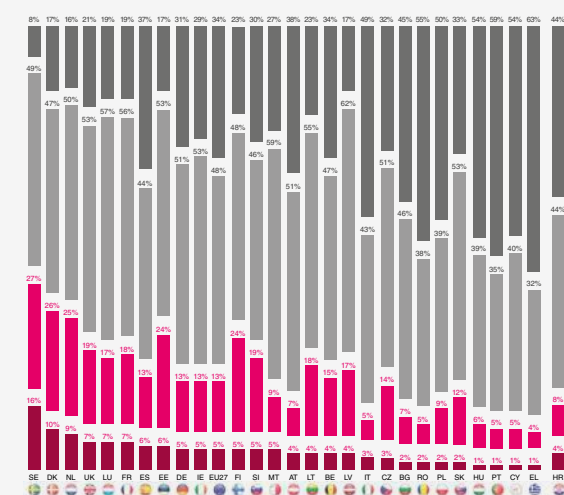
- No. of **agreements/conventions** signed
- No. of **partners** involved
- Amount of **total resources** generated in relation to FCSP's commitment
- No. of **projects** specifically supported in this area and corresponding budget
- No. of **training activities** launched, people involved and hours of training provided
- No. of **research projects** launched and corresponding budget
- **Cost of implementation of the maintenance plan** over the next 10 years compared to the cost of restoration works (using benchmarks)
- No. of **institutions** involved
- No. of economic **operators** involved
- No. of **projects** spawned as a result of experimentation
- No. of **institutions** involved
- No. of **projects** proposed and No. of projects supported
- **Cost of implementing** system-oriented projects compared with the sum of the costs of implementing the same projects individually
- Quantity of **materials on which interventions have been carried out** (No. of volumes, linear metres of documentation, square metres restored to use)

Culture.

9.4 “Encouraging Active Participation” Mission



Context data



INDEX OF CULTURAL PRACTICE

■ Low
■ Medium
■ High
■ Very High

Cultural practice in Italy is not very widespread compared with other European countries.

Eurobarometer data show that, on average, across Europe as a whole, 18% of people have a high or medium-high cultural practice index, whereas the equivalent figure for Italy is just 8%.

Source: SPECIAL EUROBAROMETER 399, 2013

A closer look...

In 2019, only 1 in 10 Italians said they had gone to a classical music concert **in the previous 12 months** (rising to 2 out of 10 for other types of concert). **1 in 2 Italians went to the cinema and fewer than 1 in 3 visited exhibitions or archaeological sites.**

PEOPLE WHO HAVE TAKEN PART IN CULTURAL ACTIVITIES AT LEAST ONCE IN THE PAST 12 MONTHS 2019, %

Region	Classical music concerts	Other concerts	Theatre	Cinema	Museums and exhibitions	Archaeological sites and monuments
Piedmont	9.4	19.3	20.0	47.7	35.7	28.0
Valle d'Aosta	11.2	21.0	14.6	45.1	33.0	31.4
Liguria	8.4	16.4	20.2	45.4	36.0	28.5
Italy	9.9	20.2	20.3	48.5	31.8	27.4

Source: ISTAT, Statistical Yearbook 2020

Piedmont and Liguria show lower percentages of attendance at concerts and theatres, but slightly higher percentages at exhibitions and archaeological sites. Valle d'Aosta has higher percentages of attendance at concerts, museums and exhibitions and lower percentages at theatres and cinemas. It is also true, however, that nowadays people can take part in cultural events on digital platforms and channels and in unconventional spaces that escape official statistics and are attended by a wider social base.

Cultural participation is one of the dimensions of citizens' participation in public life and can contribute to social inclusion and cohesion.

Audience development and community engagement initiatives can also have a positive impact on other dimensions, such as social relations, trust and personal well-being...

Source: ISTAT

INDICATORS FOR THE SOCIAL RELATIONS DOMAIN

Value of the last available year.
Changes compared with previous year and 2010

INDICATOR	Value for latest available year	Change % (on previous year)	Change % (on 2010)
1. Satisfaction with family relationships (%; 2018)	33.2		
2. Satisfaction with friendships (%; 2018)	23.2		
3. People you can count on (%; 2018) (a)	80.8		
4. Social participation (%; 2018)	23.9		
5. Civic and political participation (%; 2018) (b)	58.8		
6. Volunteering (%; 2018)	10.5		
7. Funding of associations (%; 2018)	14.5		
8. Non-profit organisations (per 10,000 inhabitants; 2017) (b)	57.9		
9. General trust (%; 2018)	21.0		

— No comparison available Better Same Worse
(a) 2010 data not available, change based on 2013
(b) 2010 data not available, change based on 2011

...and political participation.

Between 2014 and 2019, the proportion of people aged 14 and over who do not participate in political life rose from 18.9% to 23.2%. Most political participation is indirect, consisting in keeping informed and talking about political issues (74.8%), while only a small share is directly active (8.0%). Young people are the category most involved in active politics: 14% of people aged between 14 and 24 have participated directly, mainly by attending demonstrations (12.8%).

Source: ISTAT, 2020

POPULATION THAT TAKES PART IN POLITICAL LIFE Values %

YEAR AGE GROUP	Talk about politics (a)						Take part in a political assembly (b)	Take part in a demonstration (b)	Listen to a public debate (b)	Free activity for a political party (b)	Donated money to a party (b)
	Every day	A few times a week	Once a week	A few times a month	A few times a year	Never					
2015	10.6	24.9	5.7	16.0	10.7	30.6	4.5	4.2	19.6	1.0	1.8
2016	8.7	22.9	5.4	16.1	12.6	32.8	3.6	4.3	17.7	0.8	1.5
2017	7.5	20.8	5.1	15.8	14.8	34.6	3.8	3.5	16.3	0.7	1.2
2018	8.5	21.8	5.3	16.4	15.7	31.3	4.6	3.2	18.7	0.9	1.5
2019	7.5	20.5	4.9	15.8	14.7	35.5	4.1	3.9	15.0	0.8	1.7

Source: ISTAT, Electoral Statistics, Statistical Yearbook 2020

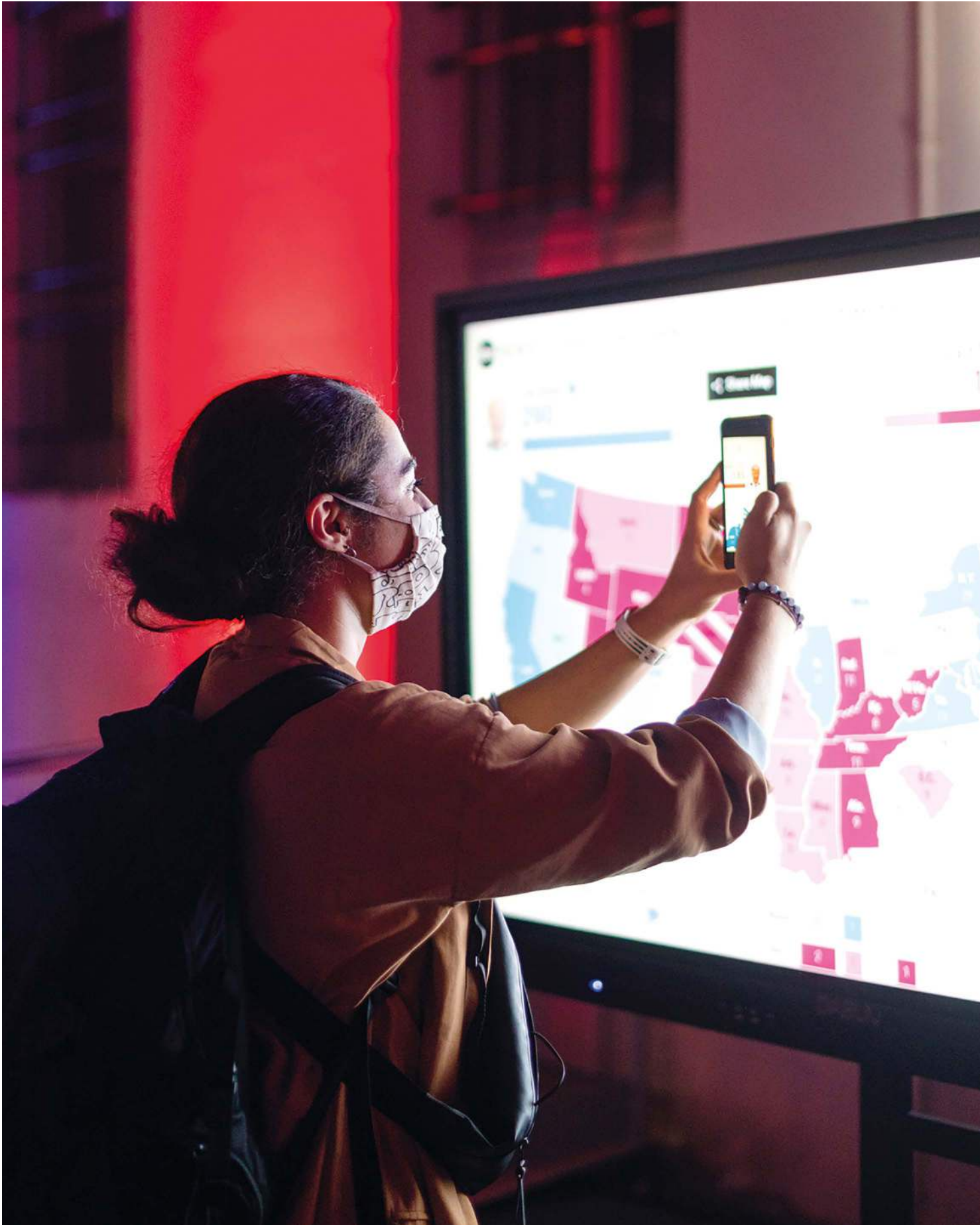
One in three Italians never talks about politics, only 15% listen to political debates and only 4% take part in political assemblies or demonstrations. And on average, one in three Italians do not vote.



Mission statement

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**.

Alignments



Components of strategy

FOR THE FOUR-YEAR PERIOD

To develop **alliances and a corresponding network with strategic entities** whose mission includes helping people take part in collective life and supporting some of them through the phase of change and empowerment, in order to enhance their ability to represent and act on behalf of the local area, in initiatives that are consistent with the Mission.

To harness the value of **cultural and civic centres** by identifying the junction points of this potentially dense network of new cultural centres, independent cultural centres and civic assembly centres in North-West Italy, in order to optimise outstanding strengths and antennae in the local area and launch development programmes for those that show signs of potential.

To develop initiatives aimed at encouraging the **inclusive use of public spaces** intended for the well-being of the inhabitants of the areas in which they are located.

To support **second-tier entities** operating within the four areas of participation identified as cases of both integrated co-management and the exercise of democratic practice; to facilitate their efficient growth, including with a view to developing tools for replicating the project designs and good practices developed in this context.

Expected results - KPIs

- No. of **strategic stakeholders** involved by type and territorial level
- No. of **stakeholders supported** for change/empowerment
- % of **young** people (under 35) and women in top management positions within the stakeholder entities supported
- **Budget** allocated to stakeholders and strategic stakeholders

- No. of **centres and centre management or co-management bodies** supported with grants and other actions (including *capacity building*)
- No. of **operators** involved in actions
- **Average monthly number of users** of the centre
- **Private resources** generated by the supported centres
- % of **young** people (under 35) and women in top management positions within the stakeholder entities supported
- **Budget** allocated to the centres

- No. of second-tier **networks/entities** supported, divided by type
- No. (and age) of **members** of each network
- No. of **networks** taken part in, divided by type
- No. of **communities of practice launched**, hours put in, participants
- **Budget** allocated to second-tier entities

To identify, test, evaluate and scale up actions and centres in the identified areas and specific ad hoc projects; to develop systemic empowerment initiatives and experiences that foster meetings and projects involving **cross-overs between sectors, skills, approaches and disciplines of knowledge**.

To integrate the points deriving from the previous strategic policy directions - for local ecosystems and specific priorities for urban, provincial and internal areas - into a system to **guide future policies**.

- No. of **formats, projects per format, bodies involved**
- No. of **evaluations launched** by FCSP (or the beneficiary) and studies/research papers produced
- No. of **actions scaled up or replicated**
- No. of **oversight actions > bodies involved**
- No. of **research actions** (books, articles, papers, etc.) by official research entities (universities, recognised research centres, etc.) in which the recipients are involved
- **Budget** allocated to evaluation
- **Budget** allocated to oversight actions
- No. of **projects** aimed specifically at young people under 30 and older people over 65

- No. of **spaces/centres, stakeholders, second-tier entities and good practices, by province and specific locality**
- **Geographical distribution** of resources allocated



People Goal

Section 2

10 People Goal

Statement

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 encompasses every aspect of people's life plans: places where they can **live** with peace of mind, **jobs** that bring security and dignity, **education** that fosters awareness and responsibility, resilient **communities** with an aptitude for self-renewal and an **inclusive social fabric** that promotes networks at local and international level.

Against a backdrop of **ever sharper increases** in multiple forms of poverty and inequality - partly, but not only, due to the pandemic - and with a **growing number of people** manifesting **new needs and new forms of vulnerability**, the People Goal endeavours to improve the lives of people facing hardship and the risk of exclusion. **Fostering self-determination and independence, and empowering people to choose** and direct their own life path and take full advantage of their own resources, skills and relationships have long been the principles that guide our work.

Poverty and inequality have a variety of causes, which are often interlinked: the five Missions of the People Goal, in collaboration with the Missions of the other Goals where appropriate (as mentioned in the section of this Plan relating to cross-cutting dimensions), help formulate integrated, cross-cutting solutions to the needs and objectives - spanning employment, housing, education and social inclusion - expressed by the people with whom we work.

In an age when **isolation and relational poverty** are common features of human life, the **role of communities**, networks of people, organisations, institutions and businesses, spontaneous and informal processes of **neighbourly support** and positive experiences of **gift culture and volunteering** is more important than ever.

These factors play a crucial role in countering poverty in its various forms, building **communities that are better equipped to respond to emergency situations** and designing better **prospects for cohesion, solidarity and resilience**, by promoting **local and international partnerships**.

The **skills** in the local ecosystem of organisations engaged in processes and interventions to combat inequalities represent **assets to consolidate and invest in**, with a view to fostering shared reflection, synergies and the harmonisation of their respective plans, resources and strategies. This is why the interventions we support are backed by upskilling programmes for third-sector bodies and local public institutions, rigorous impact evaluations, data collection, analysis and processing exercises and the integration of widely tested practices and instruments into cohesive systems. These activities make it possible to **disseminate, replicate and scale up** certain pilot projects, and sometimes provide useful **input for shaping local and national policies and designing new projects**.

In the social and educational arena, FCSP implements its strategy thanks in part to the skills, experience and projects developed by its Auxiliary Bodies, especially **Fondazione Ufficio Pio, Fondazione per la Scuola** and its co-governed body **Consorzio Xké? ZeroTredici**, in order to provide a shared, coordinated response to current and emerging needs and to maximise the impact of the set of actions taken.

Our commitment for 2021-2024

During the four-year period, FCSP aims to **boost the impact of the resources used**, by striving to increase the existing leverage for projects and relations already under way (such as agreements, multi-year institutional collaborations, etc.), while also using this dimension as a criterion for the design or selection of new initiatives. FCSP will also strive to **increase and multiply the impact** of the resources it makes available in the social and educational arena, by playing an important **support and facilitation role**, reaping maximum benefit from all the synergies opened up by the substantial funds deployed at local, national and European level at this time, and reducing the risks linked with needless duplication, dispersion and inefficiency.

In general, the key performance indicators identified in the Mission sheets below relate to specific components of strategy and represent the quantitative impact on the local area that FCSP aspires to achieve in the next four years, and the outcomes to which it is committed. The drafting of the annual planning documents is the phase in which targets and commitments are set more precisely. Some of these are set out below by way of example.

People.

Goal KPIs

60% 

To exert measurable **leverage** amounting to 60% for *fund-raising actions* carried out by community foundations in Valle d'Aosta, Piedmont and Liguria supported by FCSP.

12,000 

To give at least 12,000 people/families access to **suitable housing solutions** and/or ways of life and access to sustainable and inclusive spaces and services thanks to the social housing and/or urban regeneration initiatives promoted by FCSP.

200,000 

To involve at least 200,000 **children and/or teenagers** and 35,000 **teachers/educators** in at least 100 initiatives that road-test, at local and regional level, an effective, widespread hybrid educational model that integrates face-to-face teaching, use of digital media and formal and informal experiences.

30 

To promote at least 30 **projects conceived and developed by young people** across Piedmont and Liguria, aimed at *empowering* them, fostering their independence and making them active protagonists and recognised drivers of change within their communities; the initiatives promoted achieve an average of at least 70% of the outcomes defined at the start of the project.

40% 


To ensure that at least 40% of the permanent **job placements** achieved within the framework of FCSP-supported initiatives in the field of active employment policy go to **particularly vulnerable categories of people** (e.g. young NEETs, women in situations of vulnerability or at risk of vulnerability with care burdens, people from migrant backgrounds and/or who have been out of work for more than 24 months).

15 

To support up to 15 **local systems** in Piedmont and Liguria made up of public and private employers and actors from the social and solidarity economy engaged in **active labour policy** and **social inclusion** initiatives aimed in particular at people in situations of vulnerability or at risk of vulnerability.

5 

To implement at least 5 **initiatives** aimed at promoting **environmental sustainability** and **social inclusion** in the urban areas in which the interventions sponsored by FCSP will be implemented.

30 

To support at least 30 **local systems** in Piedmont, Liguria and Italy as a whole for the networking of services and solutions for the basic and complex needs of vulnerable people and people at risk of marginalisation, especially from migrant backgrounds.

20 

To support at least 20 **local systems** for **combating food poverty and poverty of basic necessities** in Piedmont and Liguria, capable of serving a total of at least 25,000 families.

50 

To support up to 50 **local partnerships** between Italy and Africa, aimed at promoting sustainable development.

50,000 

To carry out an initial pilot project, in collaboration with Turin City Council, involving the construction of a **database on infancy and adolescence** in the City of Turin for a district of the City with a population of about 50,000, with a possible extension to other data by age group and geographical area.

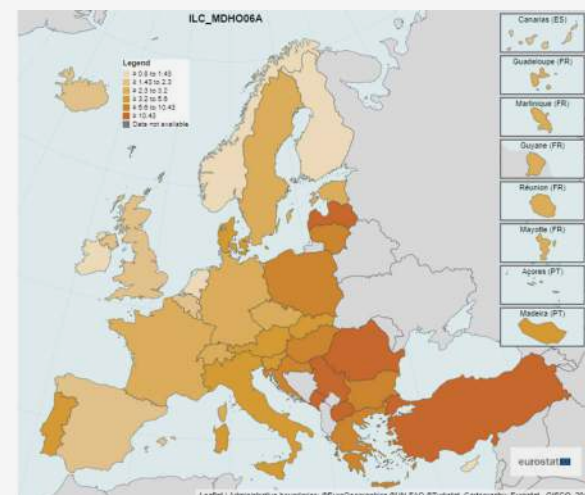
People.

10.1 “Reinventing dwelling systems and regenerating neighbourhoods” Mission

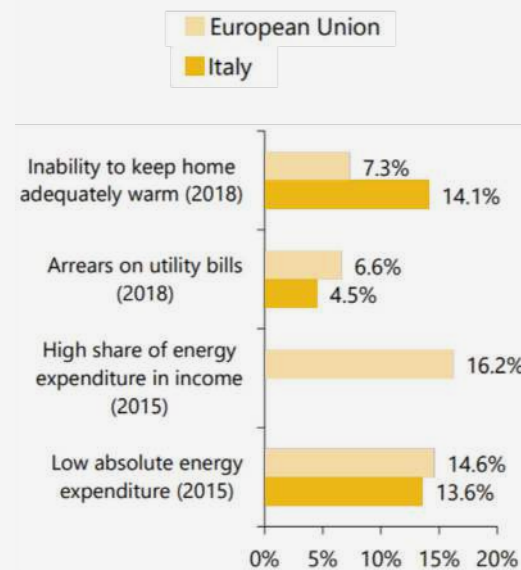
Context data

In Italy, 5.5% of the population live in conditions of severe housing hardship because they live in an overcrowded house, with problems such as: leaking roof, no toilet facilities in the house or house too dark (Eurostat figures 2018). Problems also include heating and being in arrears with bill payments...

POPULATION IN CONDITIONS OF SEVERE HOUSING DEPRIVATION (%), 2018



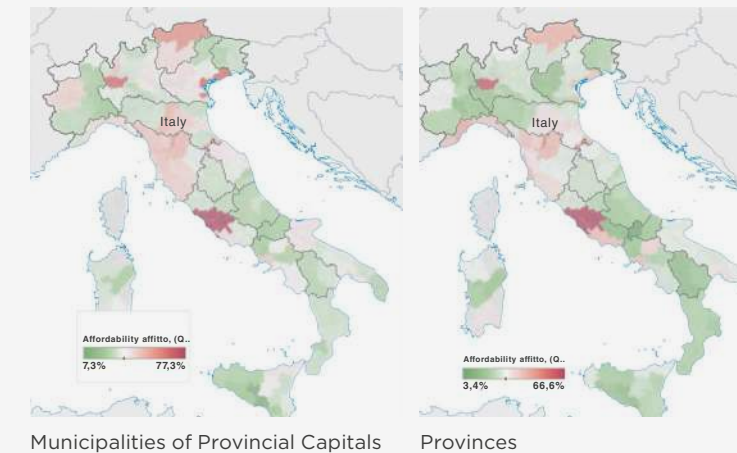
Source: Eurostat, Housing Statistics



Source: EU Energy Poverty Observatory 2020 - Member State Reports on Energy Poverty 2019



In **northern Italy**, the **housing situation is more favourable on average**, but there are families who face housing hardship because housing is too costly...



PERCENTAGE OF INCOME PER TAXPAYER NEEDED TO RENT A 90 m² dwelling
at average rental prices
OMI-Italian Tax Authority

Source: Report on demand for housing in Italy 2018-2038 - CRESME - 2020

EVICITION ORDERS, APPLICATIONS FOR ENFORCEMENT, EVICTIONS CARRIED OUT

Period January to December 2018 and % changes compared with the period January to December 2017

Geo- graphical area	Eviction orders issued due to needs of lessor and discontinuation of rental		Eviction orders issued due to arrears		Total	% change on previous period	Applications for enforcement (*)	Eviictions carried out (**)	Region's share in % of Italy's total (eviction orders issued)
	Prov Cap	Rest of Prov	Prov Cap	Rest of Prov					
PIEDMONT	126	109	2855	2520	5610	12,92%	10111	3378	9,99%
LIGURIA	133	259	1227	1022	2641	14,83%	4029	1218	4,70%
VALLE D'AOSTA	0	0	55	65	120	-4,76%	278	44	0,21%
ITALY	4305	2545	21712	27578	56140	-6,70%	118823	30127	-

(*) Submitted to a Judicial Officer

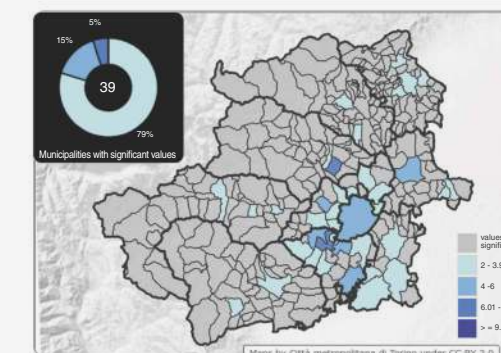
(**) With the intervention of a Judicial Officer

Source: Interior Ministry Official Statistics Yearbook Edited by the Central Statistics Office - 2019 edition

...and because there is still **not enough social housing**.

PERCENTAGE OF WEIGHTED HOUSING REQUIREMENT

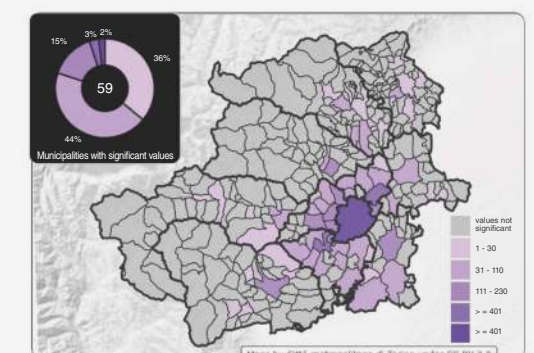
out of the total number of households in the Metropolitan City of Turin



Source: <http://www.cittametropolitana.torino.it/> year: 2019

UNFULFILLED APPLICATIONS FOR SOCIAL HOUSING

since the launch of the last call for proposals in the Metropolitan City of Turin

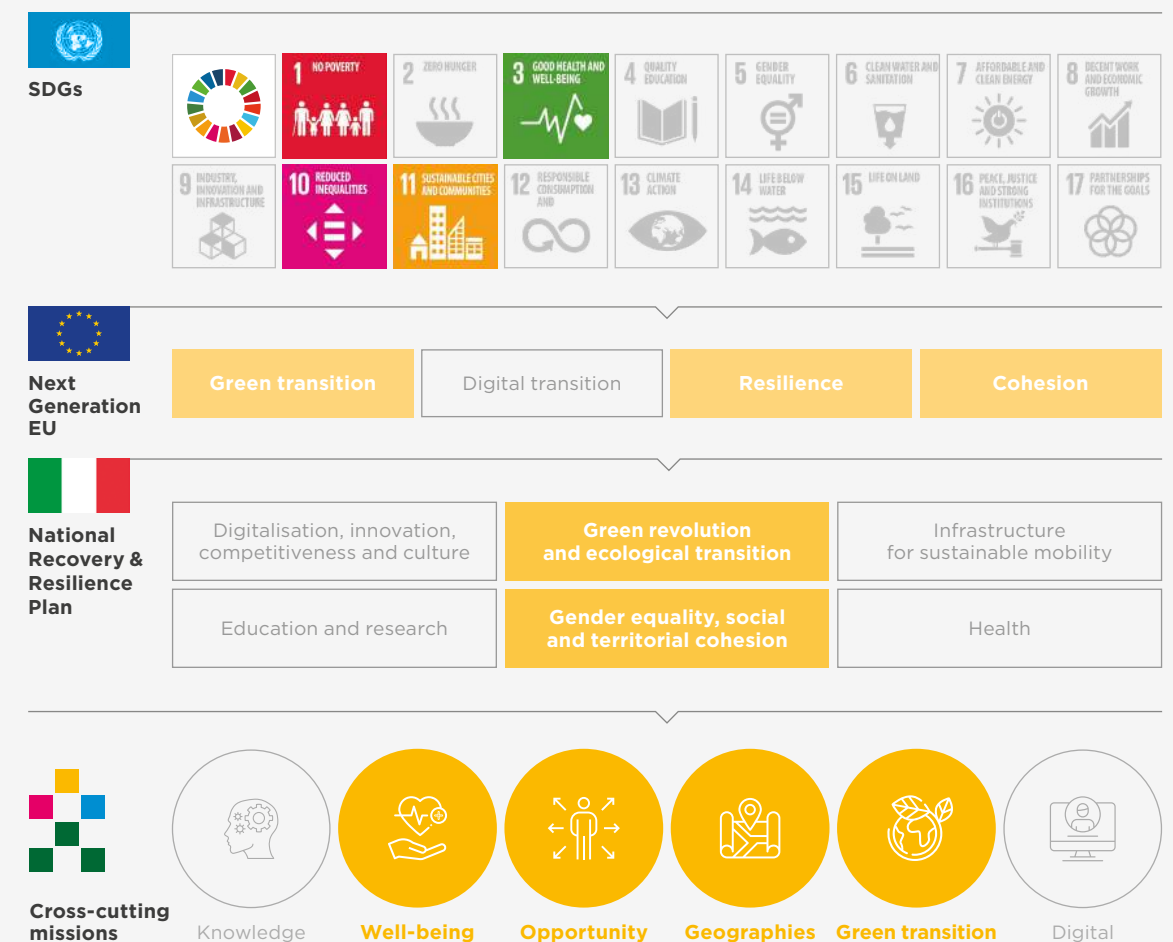




Mission statement

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 housing is an opportunity to transform the local area according to principles of **social and environmental sustainability**.

Alignments



Components of strategy

FOR THE FOUR-YEAR PERIOD

To develop systems of **scattered-site social housing supply** - using vacant private housing stock or stock available to the third sector, *non-performing loans*, and dwelling units for sale by court auction - in order to increase the availability of *affordable housing* through economically sustainable and socially inclusive models.

To explore ways of promoting urban regeneration initiatives where dwelling is combined with infrastructure, logistics, employment, community interaction and socio-cultural considerations to **ensure social inclusion** and have a positive social, economic and environmental impact on parts of the catchment area.

To formulate, in collaboration with other Missions where appropriate, initiatives aimed at promoting **environmental sustainability in urban areas** (from measures to combat energy poverty to the dissemination of energy efficiency models, the use of specific tool-kits and a focus on urban green spaces and urban forestation).

Expected results - KPIs

- No. of **dwelling units** involved in the actions taken and surface area made available
- No. of **bed spaces** made available
- No. of **people/families** (with details of age, gender, etc.) who have found a housing solution
- No. of **partnerships** with third-sector and/or religious bodies, institutions and private citizens involved within the framework of the scattered-site social housing supply system promoted by FCSP
- **Value of the dwelling units** included in the mechanism of scattered-site housing at its launch, and expected value after 8 years
- No. of **initiatives carried out** directly and/or promoted by FCSP in the reference period

- No. of **initiatives supported** in the reference period
- No. of **entities** (public bodies, third-sector bodies, stakeholders) involved in regeneration actions
- **Geographical coverage** of initiatives launched in the FCSP catchment area
- Scale¹ of **urban regeneration initiatives** and complexity of the issues addressed by projects/interventions²
- **Social quality**³
- **Town planning quality**⁴

- No. of **processes** and **instruments** identified to encourage virtuous practices aimed at environmental sustainability
- No. of **entities/bodies/institutions** supported in actions to combat energy poverty
- No. of **entities/bodies/institutions** involved in initiatives aimed at environmental sustainability and improving urban spaces
- Surface area of **cities/places** involved in urban green space initiatives and, in the case of urban forestation initiatives, No. of plants/trees planted
- **Geographical coverage** of the initiatives launched in the FCSP catchment area and type of areas concerned (outskirts/centre, etc.).

To continue to support **active housing services** (temporary accommodation, social condominiums, social housing agencies, social co-housing projects, etc.) aimed at developing the social, housing and relational skills of the beneficiaries, in response to their specific needs.

To strengthen an **innovative, collaborative social housing culture**, by promoting the *dissemination* of models, research, analysis and experiences through seminars, publications, subject-specific reports, etc.

To strive to connect local entities and initiatives with regional, national and European resources, with a view to **scaling up the capacity of local areas** through hands-on support and/or co-funding actions.

- No. of **beneficiaries** (classified by age, gender, nationality, etc.) placed in temporary social housing projects
- **Duration of residence** of people benefiting from active housing services supported by FCSP (calculated on the basis of the conditions of the housing service offered)
- **Occupancy rate** of housing units
- Ability of the supported projects to organise **involvement actions** aimed at the direct beneficiaries and the neighbourhood (how many, what type, for whom, etc.)

- No. of **initiatives/studies** promoted or participated in by FCSP
- No. of **participants** in dissemination and training events
- No. of **initiatives** carried out within the framework of the National Committee for Social housing to promote, disseminate and involve the public and local populations, in order to pursue and achieve the Committee's objectives

- No. of **actions** undertaken to promote this connection
- Percentage of **initiatives** with positive results in response to regional, national or European calls for proposals (and details of position in league table where applicable) and percentage of initiatives with negative results
- Scale of the **resources** attracted from national and European funds (other than FCSP funds) with the aid of FCSP

1. In terms of surface area covered by urban regeneration initiatives and location interventions in peripheral/central areas.
 2. In terms of the number of partnerships and the types of bodies involved in the interventions.
 3. Defined as the projects' capacity to contribute (1) to greater social inclusion of the people living in the regenerated areas; (2) to reduce inequalities (better access and usability of the services promoted).
 4. Defined as the projects' capacity to: (1) help improve the city's form and efficiency by means of a broad balance of homes, services and employment opportunities to build urban areas that are used throughout every period of the day; (2) be built by agreement between public and private sector actors; (3) address the issues of environmental sustainability.

People.

10.2 “Promoting Decent Work” Mission

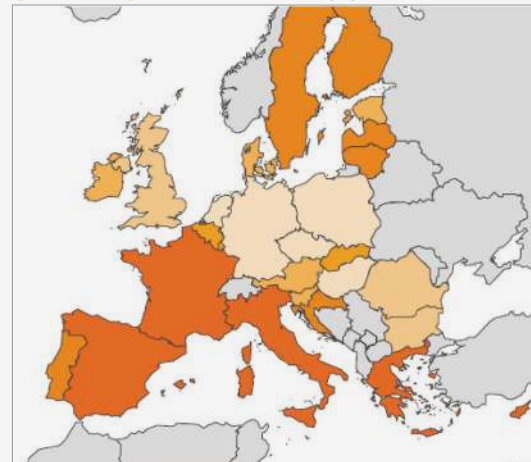


Context data

Italy's labour market has a number of serious problems:

- The **unemployment rate is high**: it stood at 10% in 2019.
- 56% of unemployed people face long-term unemployment.
- There is a **marked gender gap**: male employment exceeds female employment by 18 percentage points.
- There is a considerable **mismatch in skills**: roughly 40% of adults aged 15-64 are over- or under-qualified for the job they do (a higher figure than the OECD average in 2016).

UNEMPLOYMENT RATE 2019



Source: Eurostat, online data code: TIPSUN20

THE STRATEGY

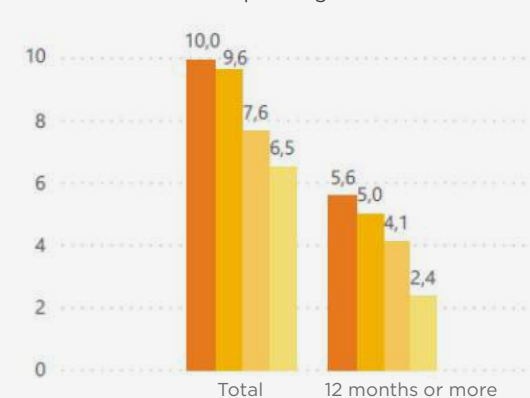
Unemployment rates in **Piedmont, Liguria and Valle d'Aosta** are **below the Italian average**. But they are **higher than in other regions of Northern Italy**.

- Italy
- Liguria
- Piedmont
- Valle d'Aosta

Source: ISTAT, employment and unemployment statistics

UNEMPLOYMENT RATE BY DURATION

%, 2019 / Percentage of people aged 15-74 seeking work out of the corresponding total workforce



There is a clear gender gap in employment.

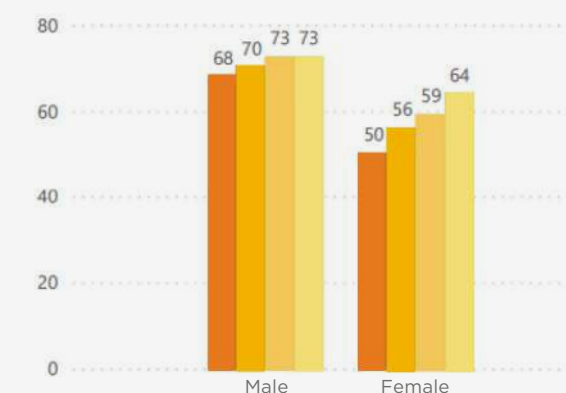
This gap amounts to 14 percentage points in Piedmont and Liguria and 9 in Valle d'Aosta.

- Italy
- Liguria
- Piedmont
- Valle d'Aosta

Source: ISTAT, employment and unemployment statistics

UNEMPLOYMENT RATE BY GENDER

%, 2019 / Percentage of people employed out of corresponding population as a whole



...and there is a clear problem with NEETs

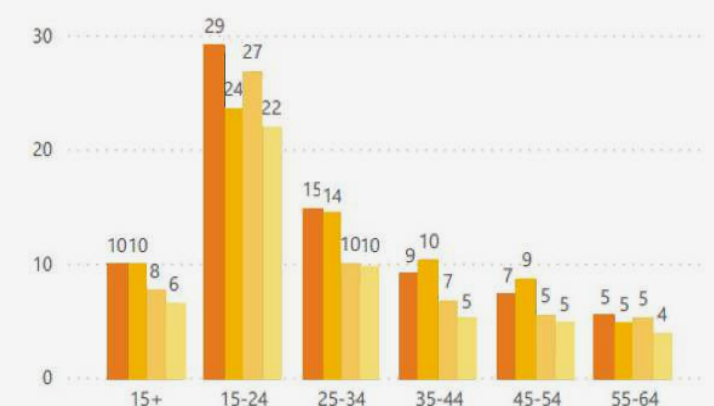
In Piedmont, Liguria and Valle d'Aosta, as in the rest of Italy, young people with a low level of education have been worst hit by the negative consequences of the crisis and suffer the highest rates of unemployment.

- Italia
- Liguria
- Piemonte
- Valle d'Aosta

Source: ISTAT, employment and unemployment statistics

UNEMPLOYMENT RATE BY AGE GROUP

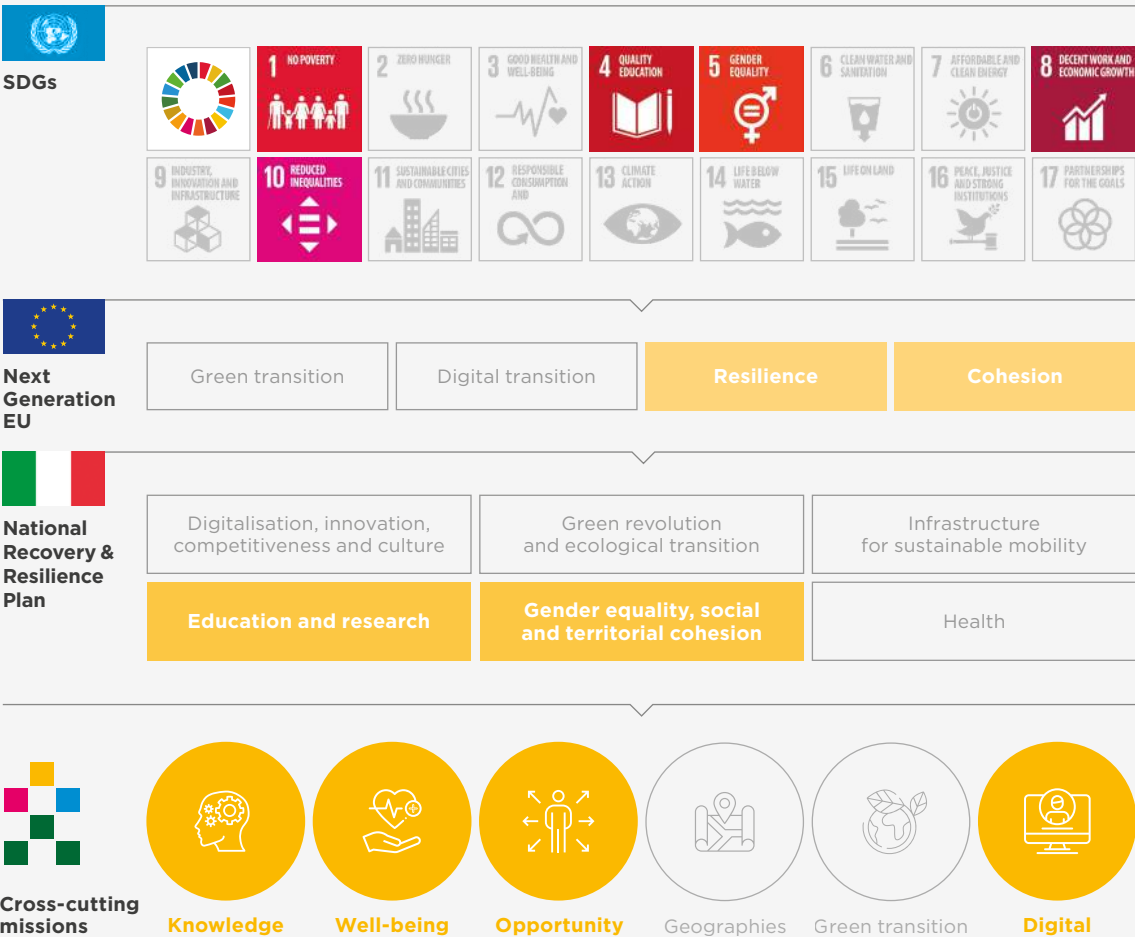
%, 2019 / Percentage of people aged 15-74 seeking work out of the corresponding total workforce



Mission statement

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.

Alignments



Components of strategy

FOR THE FOUR-YEAR PERIOD

To enhance the **employability of people in situations of vulnerability or at risk of vulnerability**, by continuing existing interventions and introducing new experimental initiatives that offer more innovative and efficient active employment policy solutions for vulnerable target groups than have been implemented by public authorities or other local actors.

To teach, develop, recognise and enhance the **present and future key work skills** of beneficiaries of the initiatives, while also making those skills transferable and consolidating the beneficiaries' personal and professional resources, so as to help them find and keep work and cope with potentially complex phases and processes of transition.

Expected results - KPIs

- Total No. of **initiatives funded** and their budget
- No. and budget of **initiatives that target a beneficiary group that does not receive much coverage** from other current public and private policies
- No. and budget of **initiatives that offer more innovative training** or job-seeking pathways or more innovative instruments/mechanisms than other current public and private policies
- No. of **people in situations of vulnerability**⁵ who benefit from projects promoted by FCSP, through adequate employment contracts (e.g. at least 20 hours per week and contracts of at least 4 months)
- No. of **beneficiaries of projects** promoted by FCSP who are still employed 12 and 24 months after being appointed as a result of the projects, both in isolation and in comparison with the number of beneficiaries of public actions with similar objectives
- Cost of the initiative / No. of **beneficiaries** who are still employed after 12 months, both in isolation and in comparison with similar public actions
- No. of **initiatives supported** by FCSP that involve traineeships, other forms of training, guidance and enhancement of key work skills, both in isolation and in comparison with other types of initiative available in the area
- No. of **beneficiaries involved in training**, guidance and enhancement of key work skills as a % of the number of unemployed people in the geographical area covered by the intervention⁶
- Average/median No. of hours of **guidance provided** per beneficiary
- Average/median No. of hours of **training provided** per beneficiary
- % of **beneficiaries** who have been given a traineeship
- % **beneficiaries** who find work as a result of training, traineeships, guidance and upskilling initiatives supported by FCSP

⁵. Classified by gender, length of time out of employment, educational qualifications, family situation, care burden, Italian citizenship or not, age, equivalent economic situation indicator (ISEE) and other relevant indicators to formulating a vulnerability profile.
⁶. Classified by duration of unemployment (less than 24 months, more than 24 months), gender, age, nationality and - in the case of people from migrant backgrounds - time since their arrival in Italy.

To promote **interventions to combat poverty and enhance employability** and to support social inclusion by means of an integrated, multidimensional response, both on the economic front (employability and employment policies) and on the social and educational front (capacity building, combating housing hardship, access to services, including conciliation, and family and relational vulnerability).

To facilitate the construction and reinforcement of synergies, alliances and local systems between public and private employers and actors from the social and solidarity economy in order to develop new, more effective **active employment policy instruments**, aimed in particular at people in situations of vulnerability or at risk of vulnerability, by integrating rather than duplicating skills and interventions, disseminating and making productive use of knowledge to interpret the challenges of the employment market more clearly, and encouraging discussion and debate on these issues.

- No. of **initiatives promoted** by FCSP that include the aim of promoting employability in parallel with other aims of social inclusion (capacity building, combating housing hardship, access to services, including conciliation, access to educational services for children, access to medical care, strengthening of real-world social networks, etc.) and related budget
- No. and **type of services provided to beneficiaries** who, at the time of enrolment in the initiatives promoted by FCSP, have multiple needs/situations of vulnerability/types of risk of vulnerability
- No. of **people in situations of vulnerability** or at risk of vulnerability who benefit from at least three types of service (relating both to enhancing employability and gradually achieving independence in terms of housing, enhanced education of the direct beneficiary and their children, increased access to health services, etc.) within the framework of the projects promoted by FCSP.
- No. of **employment contracts signed by people** who, at the time of enrolment in the initiatives promoted by FCSP, have or are at risk of multiple vulnerabilities
- No. of **partnerships with different types of bodies** (public/private/non-profit sector, by company name, by type of activity) involved by FCSP in active employment and active social inclusion policy initiatives
- No. of **joint training events** and experience-exchange events between bodies/institutions, aimed at boosting the overall capacity of local systems to respond appropriately to the needs of enhanced employability and active inclusion of people at risk of vulnerability
- No. of **instruments/practices/methodologies defined** and tested, individually or jointly, within initiatives promoted by FCSP on topics relating to active employment and active social inclusion policies for disadvantaged people and people at risk of vulnerability
- No. of **policy indications/implications formulated** as a result of the implementation of initiatives promoted by FCSP in the field of active employment and active social inclusion policies for disadvantaged people and people at risk of vulnerability

People.

10.3 “Educating for Collective Development” Mission



Context data

Compared with the European average, the Italian education system has:

- A **high drop-out rate from the school system**
- A **low percentage of graduates**
- A **low employment rate for recent graduates**
- **Low participation in adult education**
- **Low total (public and private) per capita spending on education**

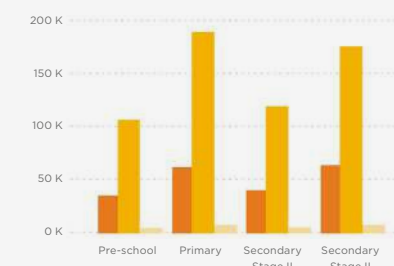
	Italy - 2018	EU average - 2018
School drop-out rate: total	14.5%	10.6%
School drop-out rate: immigrants	35.2%	20.2%
Percentage of graduates	27.8%	40.7%
Percentage attendance in the final year of pre-school	95.1%	91.4%
Employment rate for recent graduates	56.5%	81.6%
Adult education	8.1%	11.1%
Per capita spending per student: ISCED 0	€5.380	€6.111
Per capita spending per student: ISCED 1	€5.814	€6.248
Per capita spending per student: ISCED 2	€6.470	€7.243
Per capita spending per student: ISCED 3-4	€6.822	€7.730
Per capita spending per student: ISCED 5-8	€8.431	€11.431

Source: Education and training monitor, 2019, p.3

Piedmont, Liguria and Valle d'Aosta have a total of almost **800,000 students** across the full range of types and levels.

NUMBER OF STUDENTS BY STAGE OF EDUCATION absolute value, 2018

● Liguria ● Piedmont ● Valle d'Aosta



Source: ISTAT, Education and training statistics, 2019

There is a **high degree of variability between schools and between classes**, which points to an imbalance in the distribution of students and a tendency for the most capable and socially advantaged to be concentrated in certain schools and classes.

INVALSI 2019

Variability between schools, classes and students in Italian



INVALSI 2019

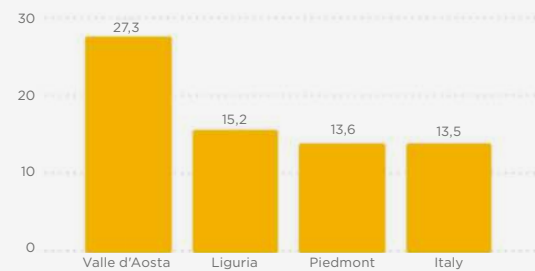
Variability between schools, classes and students in mathematics



Source: Invalsi website

Work to be done on various fronts

A Nursery schools. Nursery schools and supplementary services receive only 13.6% of children in the 0-2 age group in Piedmont, 15.2% in Liguria and 27.3% in Valle d'Aosta.

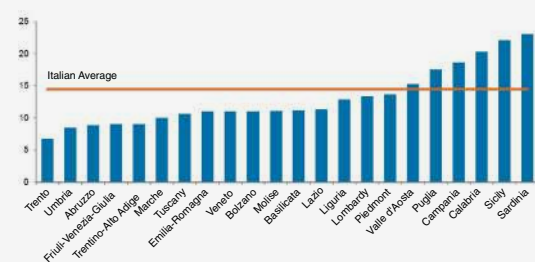


EARLY YEARS SERVICES: USERS BY REGION 2017

Percentage of service users, out of the reference population as a whole, calculated by summing the various forms of management (direct municipal, outsourced municipal, private) and the different forms of service (nursery schools of various sizes, supplementary services).

Source: ISTAT, statistics on early years social and educational services

B School drop-out rate. In 2018, almost 15% of students left the education and training system early.

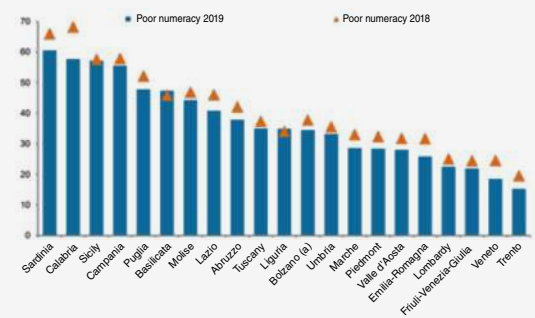


EARLY DROP-OUT FROM THE EDUCATION AND TRAINING SYSTEM IN ITALY'S REGIONS.

2018, percentage values

Source: ISTAT, Fair & Sustainable Welfare (Bes) Report 2019

C Low attainment. In Piedmont, 25% of second-year high school students fail the national attainment test in mathematics. This figure rises to almost 30% in Liguria, while Valle d'Aosta achieves the best result (approximately 17%).

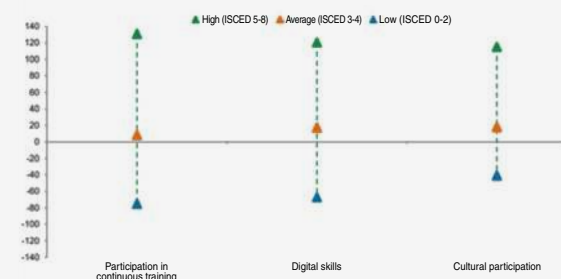


THE PERCENTAGE OF SECOND-YEAR HIGH SCHOOL STUDENTS WITH BELOW-STANDARD ATTAINMENT IN MATHEMATICS (Levels 1 and 2) School years 2017/2018 and 2018/2019

(a) The results relate to the autonomous province of Bolzano (Italian language)

Source: Invalsi

D Digital divide. Almost half (48.5%) of people who have a high level of education also have a high level of digital skills, compared with 25.8% of people with a secondary diploma and 7.2% of people with a lower level of education.



PERCENTAGE VARIATION OF CERTAIN INDICATORS IN THE EDUCATION AND TRAINING DOMAIN

compared with the figure for Italy as a whole, by level of qualification.

Last year available (a) (b)

(a) Low educational qualification: Elementary or lower secondary qualification or no qualification (ISTAT 0-2); Medium educational qualification: Upper secondary qualification (ISTAT 3-4); High educational qualification: Degree or other tertiary qualifications (ISTAT 5-8)

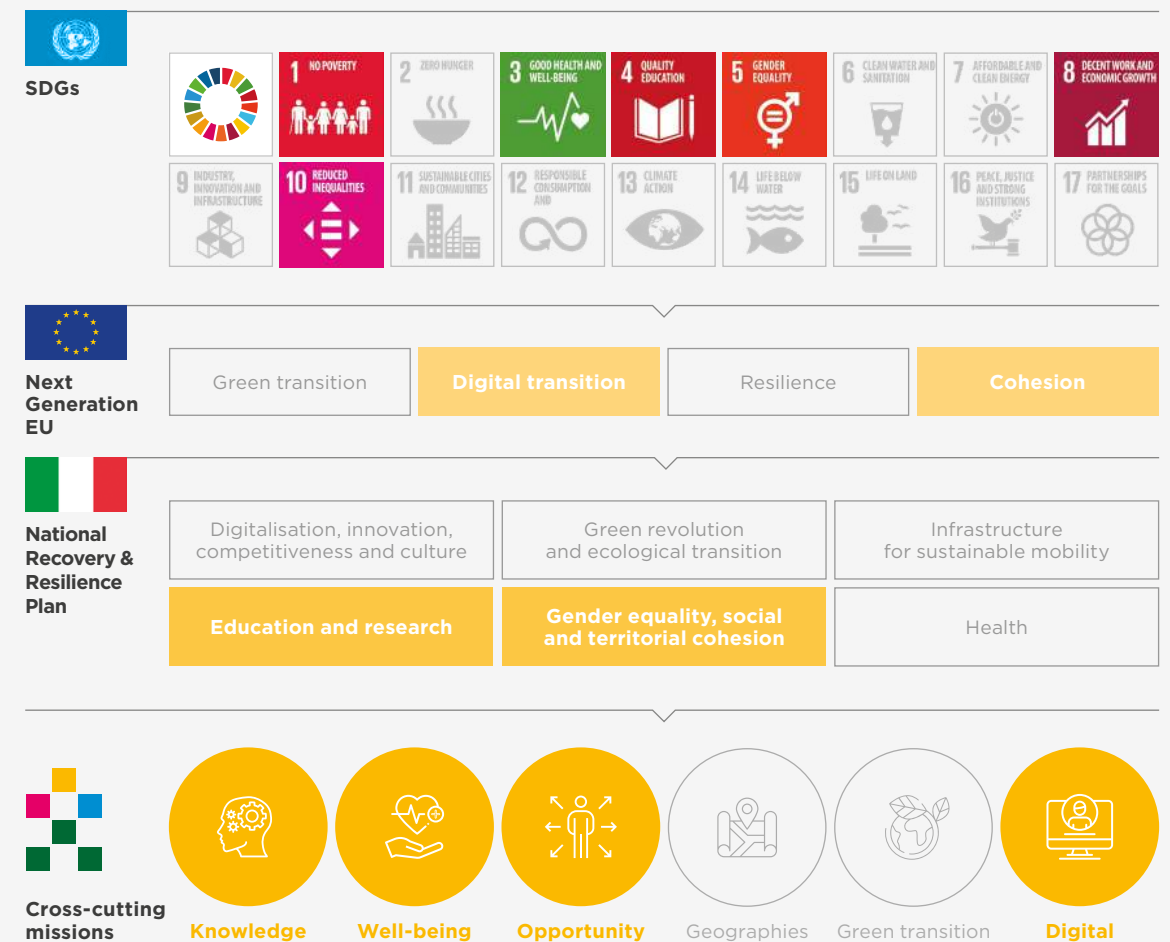
(b) Values above zero correspond to a higher state of well-being than the Italian average; conversely, values below zero correspond to a lower state of well-being. The polarity of the indicator was taken into account in the calculation

Source: ISTAT, Fair & Sustainable Welfare (Bes) Report 2019

Mission statement

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.

Alignments



Components of strategy

FOR THE FOUR-YEAR PERIOD

To introduce initiatives that road-test an effective, widespread **hybrid educational model**, which incorporates face-to-face teaching, use of digital media and formal and informal experiences, within a framework of reflection and strategic coordination, thereby making productive use of the skills available within the FCSP system in synergy with local institutional actors, and taking a leadership position at national and international level.

Expected results - KPIs

- **Strategies** for the implementation of a hybrid local educational model and guidelines for coordinated actions produced and adopted within the framework of an overarching, mission-oriented FCSP strategy on education
- No. of **experimental initiatives** involving hybrid approaches and methodologies designed and implemented, drawing upon the skills of stakeholders and skills available within the FCSP system on an integrated and coordinated basis, with or without the involvement of research and social innovation organisations at local, national and international level; budget for these pilot initiatives
- No. of **proposals for discussion**, study and experimentation on the hybridisation of the educational model put forward by FCSP at inter-institutional work groups in which FCSP and/or its auxiliary bodies take part with other stakeholders at local level (local authorities, regional schools departments, local public institutions, foundations, research bodies/third-sector bodies), national level (ACRI, Ministry of Education, other ministries, national forums and networks) and/or European/international level
- **First pilot project** undertaken for the construction of a database on infancy and adolescence in the City of Turin, in collaboration with Turin City Council, using the research, data implementation and innovative system skills available within the FCSP system, with possible extension to other data by age group.
- No. of **hours of training** and No. of **participants in initiatives aimed at teachers**, educators and social and cultural operators on innovative methodologies and hybrid teaching, developed in close synergy between FCSP auxiliary bodies and co-governed bodies
- No. of **devices, instruments and measures tested** using innovative methodologies and approaches adopted in new or existing actions by the FCSP Group that are suitable for dissemination, transfer or can contribute to positive cross-fertilizations

To promote multi-dimensional, multi-actor experimental initiatives capable of developing a **competent, innovative and inclusive educational ecosystem**, to reduce inequalities and provide quality educational options.

To introduce initiatives that promote **leadership and dynamism** among families and the younger generations.

- No. of **local systems made up of a range of actors**, with complementary skill-sets, supported by FCSP and brought into action through local co-design initiatives, to help overcome the fragmentation of public and private services, ensure access to them, provide adequate responses to needs and put everyone in a position to develop their potential
- No. of **community of practice projects** among operators (teachers, educators, cultural body operators, etc.) supported by FCSP and organised with innovative methodologies to encourage learning and the sharing of innovative practices among peers, cross-fertilization and system building encompassing different disciplines of knowledge, skills and methods, networking, production of planning guidance
- No. of **projects funded by the National Fund to Combat Juvenile Educational Poverty** and/or European resources promoted by bodies that have shared support and system building pathways promoted by FCSP
- No. of **entities included**, since their start, in local co-design actions in the educational arena promoted by FCSP, No. of new entities and/or partners involved in the course of implementation and No. of first-time entities (i.e. not specifically operating in the field of education, including for-profit entities) involved in these pathways
- No. of **initiatives in the field of education** that involve children/teenagers/parents/families, and the budgets thereof
- No. of **children/teenagers/parents/families** (classified by age, gender, etc.) consulted in the preliminary phase, in the course of implementation or during final evaluation with regard to educational initiatives promoted by FCSP involving these specific targets
- A **specific pathway for building a policy** within the FCSP Group which, within the framework of the actions promoted, takes due account of the rights of children and teenagers of both genders, on the basis of good practices learned from participation in national and international networks engaged these issues, and in light of the feedback from consultation and monitoring carried out with families

To contribute to the development of cognitive, cultural, social, emotional and personal skills in children, teenagers and young people of both genders to develop their potential, **support continuous learning** and proactively shape their future in a changing national and European context.

- No. of **experimental actions** aimed at reducing school drop-out rates by applying impact evaluation models to the learning covered by the intervention, thanks in part to the collaboration with INVALSI (the Italian institute for the evaluation of the education system) and Fondazione per la Scuola
- No. of **actions** promoted by FCSP directly or in collaboration with institutions and stakeholders, aimed at supporting integrated local systems of high-quality early years services, which are flexible and ensure access to juveniles in vulnerable situations
- N° of **students with poor attendance** or at risk of dropping out involved in actions to minimise school drop-out rates promoted by FCSP, who increase their school and extra-scholastic activity attendance rate
- No. of **actions supported** by FCSP and/or its auxiliary bodies to promote the development of basic, personal and social skills in children and teenagers of both genders (and No. of students by gender), including in non-formal contexts
- No. of **female students** involved in actions supported by FCSP to promote the development of scientific and technological skills
- No. of **new teachers/educators** involved in innovative teaching pathways (on an annual basis) promoted by FCSP and/or its auxiliary bodies

To support initiatives of advocacy, value enhancement and capitalisation of **early years and adolescence culture and practices**, based on rigorous evidence and development processes.

- No. of **research projects and/or evaluations** carried out by FCSP and/or its auxiliary bodies, alone or in collaboration with research institutes, which highlight the effects of new approaches to learning (hybrid and widespread) on the skills of the younger generations, and can be disseminated and transferred
- No. of **initiatives promoted** by FCSP, alone or in synergy with other institutional actors, to disseminate and encourage cultural reflection on the new model of school and education at local, national and international level, and No. of bodies/institutions that take part in these initiatives
- No. of **initiatives for the dissemination** of early years planning guidance to various stakeholders with roles involving planning and development of innovation processes

People.

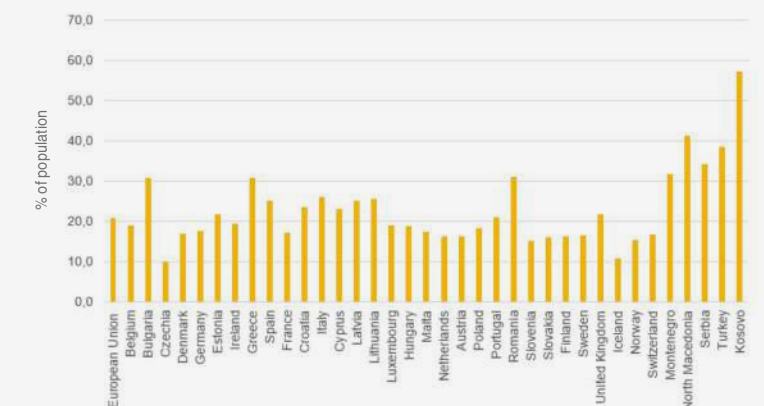
10.4 “Rediscovering Community” Mission



Context data

At 26.1%, the percentage of Italy's population that is at risk of poverty or social exclusion is higher than the European average.

PEOPLE AT RISK OF POVERTY OR SOCIAL EXCLUSION 2018 (%)

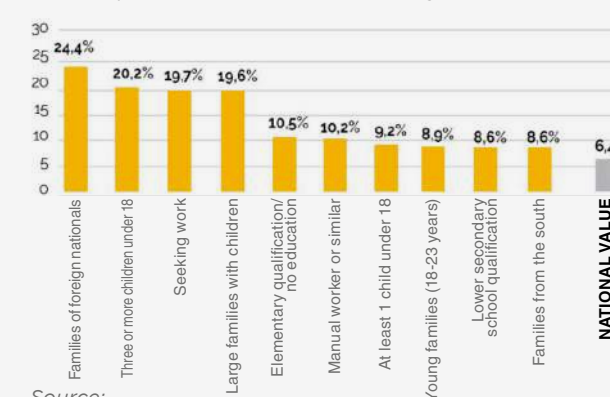


Source: Eurostat

... **the most vulnerable categories** are families of **foreign nationals**, families with **three or more children under 18** and families whose **main breadwinner is seeking work**.

PERCENTAGE OF ABSOLUTE POVERTY IN THE MOST VULNERABLE FAMILIES

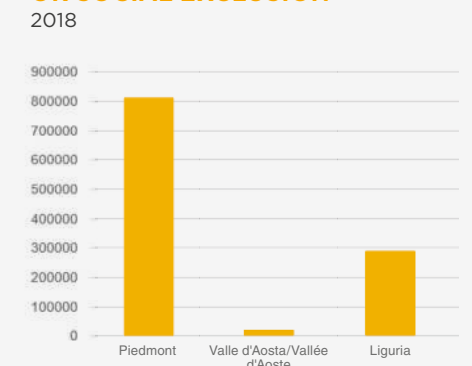
(by type of family or condition of the person concerned) and comparison with the national average - 2019 (%)



Source: ISTAT, 2020

The situation is slightly better in **North-West Italy**, but the area still has over a million people at risk of poverty or social exclusion.

PEOPLE AT RISK OF POVERTY OR SOCIAL EXCLUSION 2018

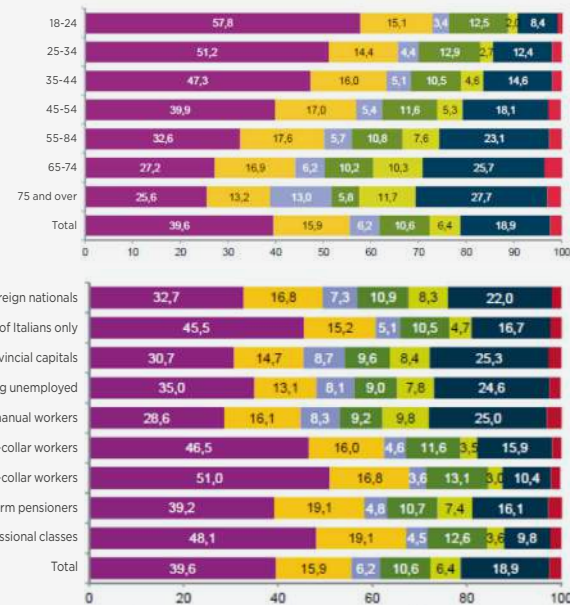


Source: ISTAT, Statistics on poverty and social exclusion

...and loneliness and a lack of support networks are extremely widespread.

OVER-18S BY AGE GROUP AND COMBINATION OF PEOPLE THEY CAN COUNT ON 2016 (percentage values)

- Relatives, friends and/or neighbours
- Friends and neighbours
- Relatives only
- Friends only
- Neighbours only
- No-one to count on
- Question not answered



OVER-18S BY SOCIAL GROUP AND COMBINATION OF PEOPLE THEY CAN COUNT ON 2016 (percentage values)

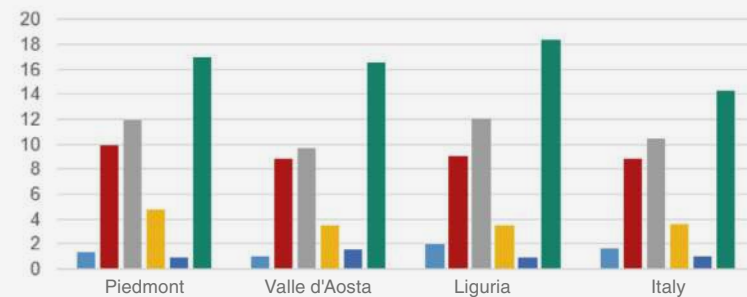
Source: ISTAT, Families, social entities and life-cycle survey

The good news is that FCSP's catchment area is active and receptive:

voluntary organisations, associations and the third sector have multiple actors and attract a good level of participation from the population.

PEOPLE AGED 14 AND OVER WHO HAVE TAKEN PART IN SOCIAL ACTIVITIES in the 12 months preceding the interview

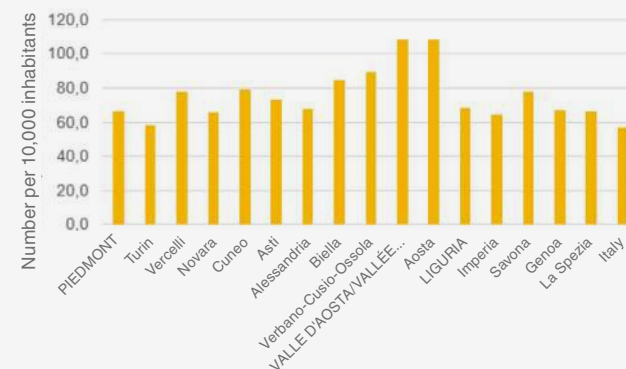
- Environmental association meetings
- Cultural association meetings
- Free activity for volunteering associations
- Free activity for non-volunteering associations
- Free activity for a union
- Money paid to an association



Source: ISTAT, Bes 2019, social relations

NON-PROFIT ORGANISATIONS BY REGION, PROVINCE AND GEOGRAPHICAL DISTRIBUTION 2016 (per 10,000 inhabitants)

Source: ISTAT



Mission statement

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.

Alignments



Components of strategy

FOR THE FOUR-YEAR PERIOD

To introduce **community health promotion initiatives** that impact positively on the organisation of local services, in synergy with the measures implemented at public level.

To help strengthen the **social capital of communities** and combat the rising levels of poverty and inequality, by establishing neighbourly support networks.

Expected results - KPIs

- No. of **initiatives carried out at regional level** and launched on the basis of consultations with key stakeholders for the implementation of interventions to promote community health with a close connection with the existing system of services, and which involve the collection of data relating to the characteristics of the persons involved in the initiatives and the type of area (urban, internal, etc.) they are carried out in, and the respective budgets
- No. of **local co-design pathways** (on a provincial basis) aimed at promoting community health interventions launched and/or supported
- No. of **entities and networks** that, thanks to the contribution of FCSP, road-test the adoption of innovative methodologies, especially in the field of building life plans (health budgets) and promoting community health
- No. of **personalised pathways** (care pathways/life plans) implemented or launched thanks in part to the contribution of FCSP, with an emphasis on the dimensions relevant to inclusion and self-determination (housing, job training and social relations)
- No. of **interventions** instigated by FCSP for the promotion of local systems to combat poverty of basic necessities and reduce inequality, and respective budgets
- No. of **people** (classified by age, gender, family situation, etc.) who benefit from interventions instigated by FCSP for the promotion of local systems to combat poverty and reduce inequality, with No. of people who are benefiting from the interventions for the first time
- No. of **support pathways** for building local systems to combat poverty of basic necessities and promote a culture of neighbourly support, and No. of parties involved in each local system supported

To promote **gift culture and the culture of solidarity** by making more productive use of new and established forms of volunteering.

To help orchestrate local resources into a system by **consolidating networks** that include public institutions, the third sector and civil society in order to build multi-dimensional, multi-level responses aimed at people in situations of vulnerability.

- No. of **interventions** launched, with and without the involvement of Ufficio Pio, that give rise to opportunities to empower recipients and give them the impetus to climb out of conditions of hardship and promote real-world social networks
- No. of **beneficiaries** involved in projects aimed at combating relational poverty, by means of multiple forms and mechanisms
- No. of **new projects** promoted by community foundations supported and assisted by FCSP
- **Leverage:** third-party funds and assets raised by community foundations supported by FCSP in absolute and relative terms
- No. of **trials and instruments** developed, both outside and within existing networks promoted directly by FCSP, which encourage the giving and exchange of goods and services
- No. of **interventions supported** by FCSP aimed at improving coordination, reducing fragmentation and boosting the role of volunteering, including its most innovative forms, with a view to identifying and supporting areas of vulnerability, individually or within networks with the public sector
- No. of **initiatives supported** by and/or involving FCSP that promote co-design, co-management and co-funding between public, third-sector, for-profit and civil-society actors to build projects and processes that offer integrated, multi-dimensional, multi-level responses aimed at people in situations of vulnerability; budget for these initiatives and their geographical coverage
- No. of **local partnerships/alliances** formalised and/or strengthened thanks to the contribution of FCSP on the basis of co-responsibility, which include relevant, competent entities from various sectors (public, third sector, for-profit, civil society, etc.) who are capable of contributing different skill-sets



People.

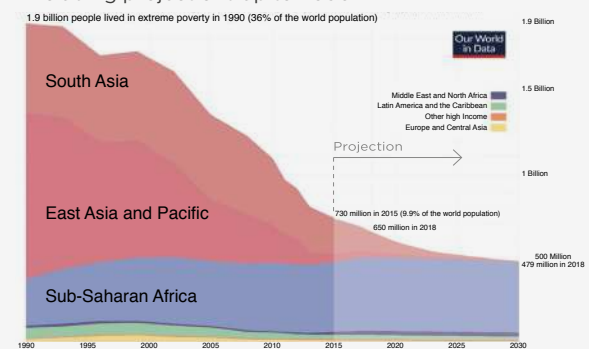
10.5 “Working Together for Inclusion” Mission

Context data

1.9 billion people worldwide are at risk of poverty and social exclusion.
Over 1 million of these live in North-West Italy.

NUMBER OF PEOPLE IN EXTREME POVERTY

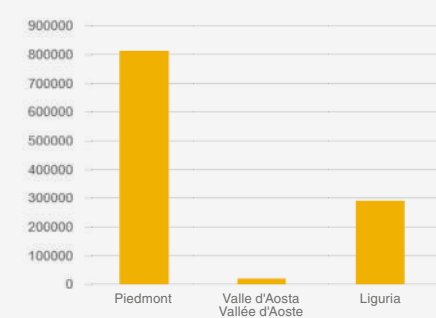
Including projections up to 2030



Source: (1990-2015) World Bank data, (2015-2030) World Bank report “Poverty and Shared Prosperity”, 2018.

PEOPLE AT RISK OF POVERTY OR SOCIAL EXCLUSION

2018



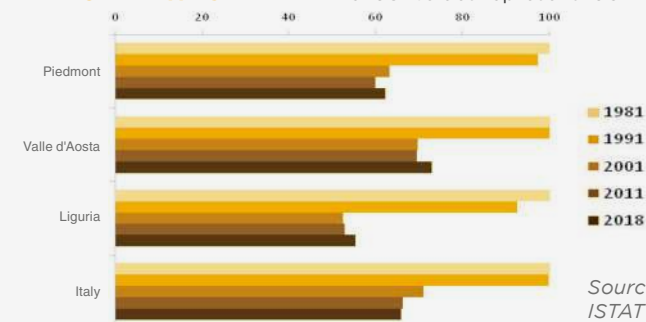
Source: ISTAT, Statistics on poverty or social exclusion

Young people are among the most vulnerable categories...

There are **fewer and fewer young people and, for the first time since the post-war period, conditions are less favourable for them than they were for the previous generation.** For example, their educational qualifications, on average, are higher than those of their parents, but their jobs are more precarious and less well paid.

POPULATION TRENDS IN 15-24-YEAR-OLDS IN NORTH-WEST ITALY

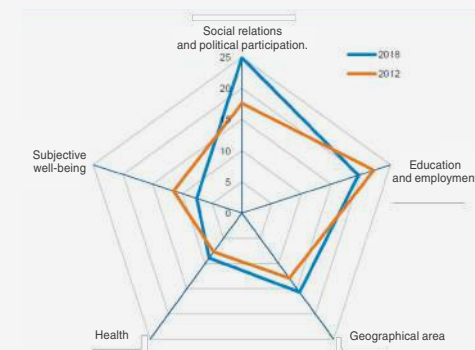
The 1981 values represent 100



Source: ISTAT

Almost **2 million young people** in Italy have one **condition of deprivation** out of several dimensions of well-being.

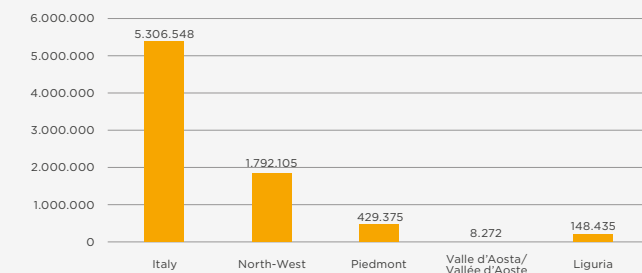
Source: ISTAT, Fair & Sustainable Welfare (Bes) Report 2019.



...and people of foreign origin.

FOREIGN NATIONALS RESIDENT IN ITALY

as at 1 January 2020



Source: ISTAT

As at 1 January 2020, foreign nationals resident in Italy make up **8.8% of the population nationwide** and **9.8% of the population of Piedmont, Liguria and Valle d'Aosta**. There are 371,418 non-EU nationals living in Piedmont, Liguria and Valle d'Aosta. 56.4% of them hold a residence permit for family reasons, 23.5% for work and 13.5% for international/humanitarian protection (*Statistical Immigration Dossier 2020*).

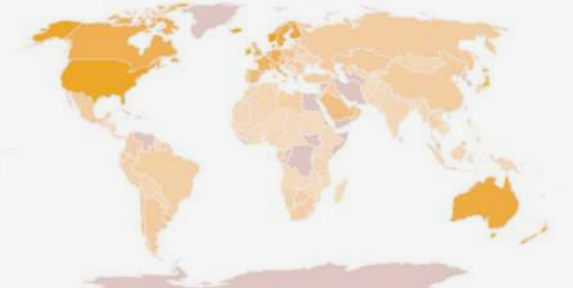
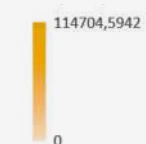
Furthermore, although income inequality between countries is rising, development aid is still limited: Italy donates 0.2% of its GDP to public development aid, as against an OECD average of 0.4% (OECD data 2019).

The share of income that goes to the richest 1% of the world population has increased in 59 of the 100 countries for which data is available for the period 1990-2015.

Source: World Bank

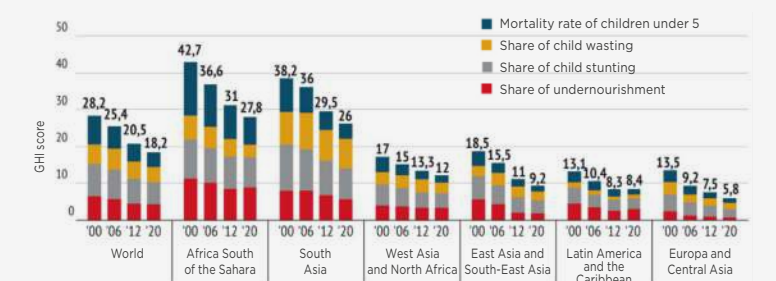
GDP PER CAPITA

2019, US\$



GLOBAL HUNGER INDEX

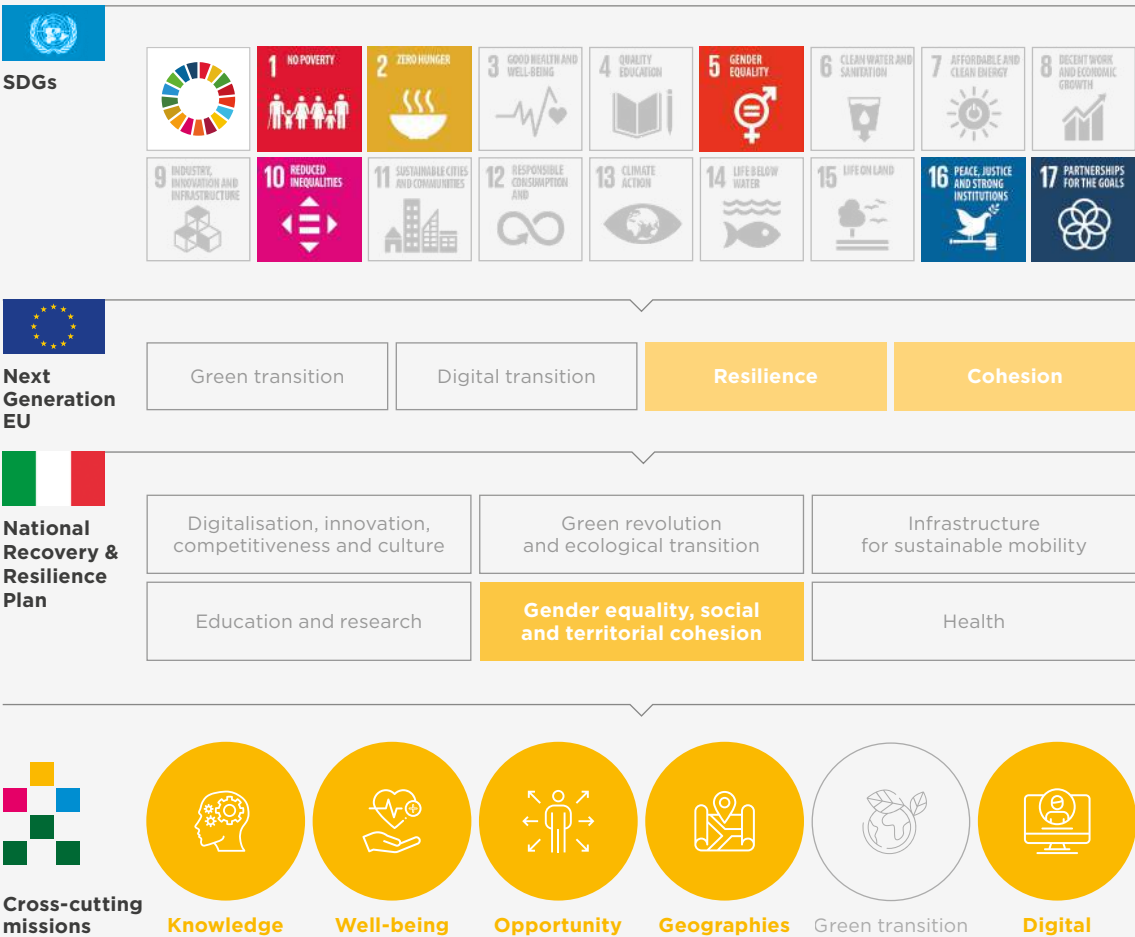
Worldwide and regional global hunger index scores for 2000, 2006, 2012 and 2020 with component factors



Mission statement

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.

Alignments



Components of strategy

FOR THE FOUR-YEAR PERIOD

To offer support, guidance and assistance to **victims of crime**, regardless of the type of crime in question and the subjective condition of the victim, with a specific emphasis on initiatives for women who fall victim to gender-based violence, by boosting the role of public bodies in this type of policy and service, and by eliciting initiatives of advocacy and promotion of a culture of crime victims' rights.

To **empower young people and foster their independence**, with a view to making them active protagonists and a recognised resource within society, and to build - alongside people who are most at risk or in situations of hardship, where appropriate - processes involving local entities, aimed at making young people drivers of change and hence citizens with a high level of awareness and strong sense of responsibility.

Expected results - KPIs

- No. of **crime victims** supported and received thanks to the contribution of the initiatives promoted by FCSP
- No. of **local crime victim support networks** which, thanks to initiatives supported by FCSP, have been launched at regional and national level
- No. of **women victims of violence** received, assisted and protected by initiatives and bodies supported by FCSP
- No. of **people** who, thanks to the contribution of initiatives promoted by FCSP, take part in projects conceived by young people and implemented in partnership with local bodies, to generate change and improve conditions for young people and local communities and No. of partnerships and networks supported
- No. of **initiatives supported** by FCSP that promote co-design, co-management and co-funding between public actors, the third sector and civil society to build projects and processes that provide integrated, multi-dimensional responses for young people, including the most vulnerable, so that they take on an active role in the implementation of the interventions and use their own initiative to contribute to their path to independence, and No. of young people reached (classified by age and gender)



To support specific geographical areas for the networking of services and solutions for the basic and complex needs of **vulnerable people and people at risk of marginalisation**, especially from migrant backgrounds, in order to counter social exclusion in all its forms.

To increase the response capacity of entities and operators in the public service and private-sector social arena that interact with **people from migrant backgrounds**, to ensure that they all have access to locally available services and opportunities, by promoting inclusive processes that recognise and value the pathways of everyone concerned.

To launch a **new initiative in Africa**, based on the development of systemic and complementary intervention models, capable of involving all Italian actors engaged in sustainable development interventions.

To continue **local partnership initiatives between Northern and Southern regions of the world**, in collaboration with specialist actors from our catchment area and with other foundations, involving support for processes that help boost the skills and knowledge that are instrumental to promoting sustainable development, through a multi-dimensional multi-situated approach.

- No. of **initiatives launched within the framework of ACRI**, with the participation of FCSP, to support projects aimed at the initial reception of migrants, especially in border locations and at key points along transit routes, with a view to developing and consolidating humanitarian corridors and mechanisms for targeted rescue operations at sea
- No. of **local partnerships/groupings** made up of relevant, competent and complementary entities, which benefit from reinforcement actions promoted by FCSP
- No. of initiatives that contribute to **changing the narrative** on issues relating to migration and exclusion implemented by entities supported by FCSP

- No. of **public service and private-sector social operators** who interact with people from migrant backgrounds, who have undertaken legal, legal-health and health training thanks to the contribution of initiatives promoted by FCSP
- No. of **institutional (and non-institutional) entities** involved in identifying and constructing a system incorporating good practices designed to promote access to training and employment pathways for people from migrant backgrounds

- A **new system initiative** has been launched in Africa, within the framework of ACRI, with the participation of FCSP, in collaboration with institutional and civil-society actors engaged in sustainable development interventions

- No. of **entities and networks** that, thanks to the contribution of initiatives promoted by FCSP, road-test the adoption of innovative methodologies and technologies, especially in the field of international cooperation
- No. of FCSP-sponsored **local partnerships** between Italy and Africa aimed at promoting sustainable development





Section 2

11 Planet Goal

Statement

It is incumbent upon us to address the overarching challenges facing the **future of the planet and future generations**, through effective action to solve problems with high social, environmental and economic impact. We promote dialogue and encourage people to share their best skills with a view to **achieving excellence**. We generate value in every area of intervention, by harnessing the value of **research** in an increasingly competitive arena, accelerating **innovations** that drive development, protecting the **environment and facilitating a green transition**, promoting a new idea of **human health** - with the aid of efficient health systems and healthy life styles - and fostering **opportunities for international exchange**.

FCSP implements its strategy, through the work of the Planet Goal, by means of initiatives aimed at encouraging **high-quality research** and the transfer of research outcomes to practical applications that generate new enterprise and employment, while attracting and supporting new research talent. Furthermore, the introduction of new paradigms of digital innovation, capable of turning data to account and redesigning processes, plays an instrumental role in strengthening the **social economy sector** by helping consolidate an ecosystem that attracts new opportunities, skills and impact finance. We look at the **health system** in relation to its digital and process-related evolution, and in relation to incentivising prevention and promoting healthy life styles, to which access to sport makes a major contribution, while also fostering inclusion and active involvement. Promoting policies to **protect and enhance our environmental heritage**, within the framework of a sustainable relationship between the socio-economic system and the natural capital (or ecosystems) that support it, is one of the FCSP strategic aims that finds expression in the Planet Goal and in the sensitive approach to action of the various Missions. In the **internationalist arena**, FCSP operates through the Planet Goal to foster opportunities for mutual exchange and learning alongside foundations from other philanthropic cultures and contexts, while also encouraging Italy's contribution to research and thinking on the formation of the European project within a global framework, with a special emphasis on transatlantic dialogue and dialogue between all the Mediterranean countries.

Within this strategic framework, the five Missions take the most ambitious possible action to pave the way for establishing new paradigms, in which innovation, sustainability and equity contribute to the development of our social system.

Through the commitment of the Planet Goal, FCSP also recognises the centrality of the **multi-year planning of the European Union** and other leading national and international institutions that shape development trends. This is done in the knowledge that the Planet Goal's partners and local institutions - especially universities and social enterprises - need to align with this dimension in order to maximise capacity to attract and help the socio-economic system evolve. The actions of the Goal therefore involve close **analysis of internal and context data**, with a view to identifying the weaknesses of the various areas of intervention, defining challenges for each Mission - as ambitiously as possible - and proposing customised actions in response to needs. The strategic aim is to facilitate local operators' access to economic resources and know-how available at national, European and international level, with a commitment to boosting the leverage associated with the Goal's interventions.

Our commitment 2021-2024

During the four-year period, our commitment to *Objectives and Key Results* is based on the aim of **increasing the economic leverage** of the resources used, while also using this dimension as a criterion for the design or selection of new initiatives. From the baseline of the 2020 situation, in which leverage is multiplied by a factor of two, we have set ourselves the target of achieving a leverage multiplication factor of over three within the next two years, rising to five for every euro allocated, by the end of the four-year period.

The **Auxiliary Bodies** (Fondazione IIGM, Fondazione Collegio Carlo Alberto and Fondazione LINKS), will also play a key role in the Goal's work, and aim to increase both their leverage (+25% of co-funding from third parties) and the volume of work they do with the support of the European Commission. This commitment will be combined with renewed efforts to boost capacity to attract research talent (target +25% of talent also supported by third parties) and a 30% increase in the number of person-hours dedicated to Tech&Science for Good initiatives.



Our **Multi-year Agreements with Universities**, which will put forward various instruments involving support for competitiveness and research, will also be geared towards actions designed to multiply leverage and the ability to attract external funding.

On the basis of the OKR (Objectives and Key Results) management approach, the criteria specified in calls for proposals issued by the Goal will include the capacity to **attract additional resources** and skills, as well as to identify specific areas of impact in close liaison with the organisations and institutions that are the final recipients of the outputs.

More generally, the performance indicators identified on an OKR basis in the Mission sheets below refer to the quantitative impact on the catchment area that represents FCSP's ambition for the next four years. The drafting of the annual planning documents is the phase in which targets are set more precisely and commitments are explained in further detail. The examples of these set out here in the Plan provide a general model.

Planet.

Goal KPIs

+5% 

To achieve a 5% increase in the **surface area of green spaces** (biodiversity) in urbanised areas in the main urban areas of Piedmont and Liguria.

1.5 m m² 

To promote **environmental actions** over an area of more than 1,500,000 square metres.

2 m 

To involve at least 2,000,000 **citizens** in **actions relating to environmental sustainability** and the enhancement of our natural capital, in relation to initiatives associated with well-being and healthy life styles.

3x 

To achieve a **leverage multiplication factor** of 3 over the two-year period, with an aggregate leverage multiplication factor of 5 across Goal and FCSP initiatives.

+15% 

To achieve a 15% improvement in the medical attractiveness index (based on the **number of procedures performed in the region for citizens from outside the region and vice versa**) of the health trusts supported by the Goal, thus strengthening the leadership of regional hospital departments.

+20% 

To achieve a 20% increase in **actions** launched by **local health trusts in the region** in relation to the chronic disease management plan, with a view to scaling the model up.

+20% 

To achieve a 20% increase in **digital health services** (including the exchange of medical data) with at least 10 telehealth-related actions run within the framework of initiatives supported by the Goal.

1,000 

To **improve** the **digital skills** (see Human Capital section of DESI Report) of at least 1000 **employees** of social enterprises and cooperatives, by various means, including a 30% increase in the number of hours that the Auxiliary Bodies allocates to Tech & Innovation for Good initiatives.

+20% 

To achieve a 20% increase in the **digitisation index** (with reference to DESI parameters on integration of digital technologies and human capital, in which Italy ranked 25th out of the EU-28 in 2020) and the open data index of social enterprises and cooperatives involved in the Goal's initiatives.

5 

To develop at least 5 **consolidated relationships** with Human Technopole and/or internationally renowned **research institutions** in collaboration with the Auxiliary Bodies.

+30% 

To achieve a 30% increase in **ERC grants** won, retained and/or attracted in the catchment area.

2 

To launch 2 major innovative **enterprise accelerators** - including social enterprises - of national importance on strategic issues for local development, in collaboration with incubators and research bodies.

+25% 

To achieve a 25% increase in the number of innovative **start-ups** launched in the wake of PoC actions.



To develop the **Social Data Warehouse** initiative on a national scale, to make it a strategic asset for the development of social innovation and impact finance.

+20% 

To achieve a 20% increase in the pool of **local system actors** taking part in initiatives proposed by partners operating in the **internationalist arena**.

+30% 

To achieve a 30% increase in the number of **young people** in the catchment area involved in initiatives in the **internationalist arena**.

11.1 “Harnessing the Value of Research” Mission

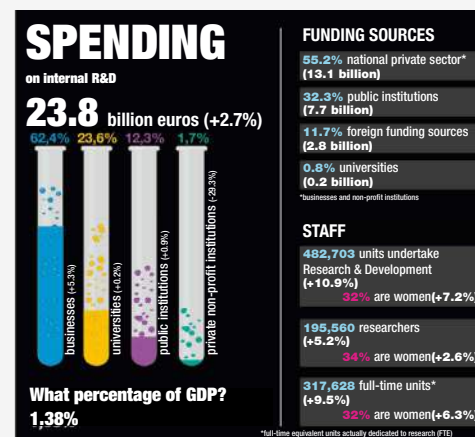


Context data

GENERAL CONTEXT

R&D spending in Italy is growing but still very low compared with other EU countries.

European strategic target:	EU average (2017, Eurostat):	Italy (2017, ISTAT):
3.00% of GDP	2.06% of GDP	1.38% of GDP



Source: ISTAT, Research & Development in Italy, 9 September 2019

R&D in the regions ISTAT, 2018, thousands of euros	Total economy	Businesses (excluding private universities)	Public institutions (excluding public universities)	Universities (public and private)	Private non-profit institutions
Italy	25,232,243	15,934,029	3,146,904	5,753,441	397,869
North-West	8,892,117	6,873,070	479,329	1,365,252	174,466
Piedmont	2,987,464	2,475,788	99,739	361,675	50,262
Valle d'Aosta	23,656	16,290	1,435	3,475	2,456
Liguria	672,716	373,363	159,212	132,260	7,881

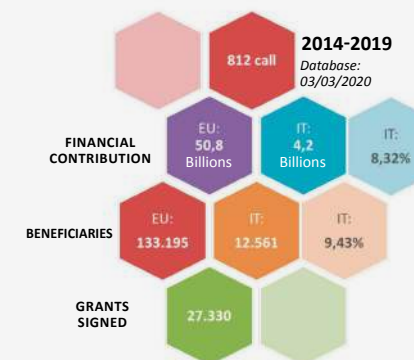
Source: ISTAT, intra-muros Research & Development spending (thousands of euros at current prices)

Italian performance in Horizon 2020

The success rate is below the European average (-2.5 points), but has improved since the first survey (+1.2 points compared to the figure of 11.9% recorded in the period 2014-2016).

OVERVIEW OF HORIZON 2020

calculated on the basis of Grant Agreements signed



CHANGES IN SUCCESS RATES

for the periods 2014-2016, 2014-2017, 2014-2018, 2014-2019

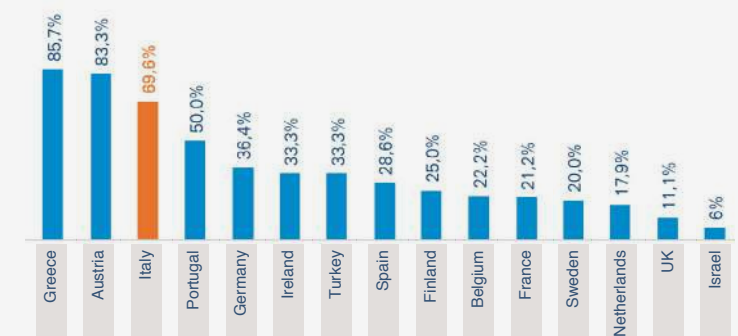
COUNTRY	PARTICIPATION # Instances of participation				€ Financial contribution			
	Tds 2014 - 2016	Tds 2014 - 2017	Tds 2014 - 2018	Tds 2014 - 2019	Tds 2014 - 2016	Tds 2014 - 2017	Tds 2014 - 2018	Tds 2014 - 2019
DE - Germany	16.4%	16.3%	16.9%	17.3%	18.1%	17.7%	18.1%	17.9%
UK - United Kingdom	15.3%	14.9%	15.2%	15.5%	13.8%	13.9%	14.2%	14.1%
FR - France	17.5%	17.0%	17.7%	18.1%	16.3%	16.1%	17.2%	17.5%
ES - Spain	13.9%	13.8%	14.3%	14.6%	12.5%	12.6%	12.8%	12.7%
IT - Italy	11.9%	12.2%	12.8%	13.1%	10.1%	10.3%	11.1%	11.1%
NL - Netherlands	16.9%	16.5%	17.1%	17.6%	16.3%	16.1%	17.5%	17.6%
BE - Belgium	18.1%	17.7%	18.8%	19.3%	17.2%	17.4%	18.4%	18.4%
SE - Sweden	15.9%	15.6%	15.7%	15.9%	13.8%	13.5%	13.6%	13.1%
TOTALE EU-8	15.2%	15.1%	15.7%	16.0%	14.6%	14.5%	15.1%	15.1%
Other EU Members	13.3%	13.3%	14.3%	14.6%	10.9%	11.1%	11.8%	12.0%
TOT EU	14.7%	14.6%	15.3%	15.6%	13.7%	13.7%	14.3%	14.3%
Candidate Countries	10.2%	10.5%	11.3%	11.6%	8.3%	8.7%	8.7%	8.3%
Associate Countries	15.4%	15.3%	16.1%	16.3%	13.4%	13.6%	14.2%	14.1%
Third Countries	18.9%	17.5%	18.4%	19.0%	14.1%	14.1%	16.0%	17.7%
TOT H2020	14.8%	14.7%	15.4%	15.7%	13.6%	13.7%	14.3%	14.3%

Source: APRE, An overview of Italy's participation in Horizon 2020 - 2020 update

One of the country's continuing weaknesses is its ability to retain and attract talent

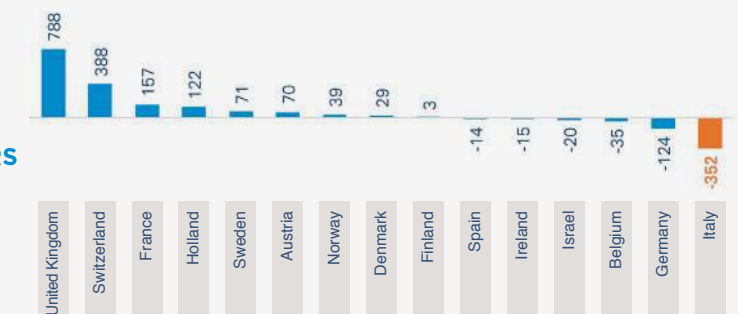
RESEARCHERS USING AN ERC GRANT

in universities in countries other than their country of origin (percentage of the total number of researchers awarded grants), 2018



BALANCE BETWEEN ERC GRANT-WINNING RESEARCHERS WHO EMIGRATED

from their country of residence and foreign grant-winners who entered the country (number), 2007-2018



Source: compiled by The European House - Ambrosetti on the basis of European Research Council data, 2020

SPECIFIC CONTEXT

Focus on the area’s difficulty in retaining talent and attracting research funding.

In **Piedmont**, according to the data for 2018:

- The **total value** of ERC grants won was approximately **34 million euros**.
- **10** Principal Investigators **switched to universities outside the region** after the ERC grant was awarded (the grants awarded to them had a total value of approximately 13 million euros).
- The main **destination** for ERC grant winners who switched university was **Milan**.



CAPACITY TO ATTRACT H2020 FUNDING
(data as at 28/11/2020)

	Piedmont	Liguria	Valle d'Aosta	By comparison: Lombardy
H2020 funding won (thousands of euros)	494,100	275,900	773	961,500
Number of applications	8,357	4,071	102	18,809
Grants signed	949	565	10	2,046

Source: European Commission (data downloaded on 12/01/2021)

Mission statement

We help develop research aimed at **furthering scientific knowledge**, in line with European planning. We foster excellence in training and enhance the knowledge acquired by participating in these programmes, so that the best ideas generate a **positive impact** on an economic, social and environmental level.

Alignments



Components of strategy

FOR THE FOUR-YEAR PERIOD

To support universities

in European competition and foster attraction and *retention* by means of a variety of integrated actions.

To promote **innovation in teaching** in order to reduce the *mismatch* between skills learned and skills needed by the market.

To promote advanced strategies for managing and protecting the **intellectual property generated by universities, and reaping value from it.**

To ensure **fair and inclusive education** that brings out the best in every individual.

To support research by means of **calls for proposals in line with European planning.**

Expected results - KPIs

- Amount of **European funding** won
- No. of **European projects won** (absolute and as a percentage of the number presented, highlighting the ones coordinated)
- No. of **projects** on the reserve lists
- **Position in the league table(s)** of EU funding^{7,8}
- Number of **ERC grants won**
- No. of **ERC grant-winners attracted**

- % of **graduates** employed or enrolled on another course 1 year and 3 years after graduating
- **Position** in the relevant league tables⁹
- **Users of spaces** allocated to innovative teaching

- No. of applications for the **PoC Instrument**
- No. of **proofs of concept** funded
- No. of fundable **proofs of concept**
- Average increase in the **TRL of the projects financed** from start to end of proof of concept
- No. of **start-ups and spin-offs** launched after the proof of concept

- No. of **scholarships** funded
- No. of **doctoral scholarships** funded
- Average annual amount of **scholarships** funded
- Average annual amount of **doctoral scholarships** funded

- No. of **applications** received
- No. of eligible **projects**
- No. of **national and international partners** involved
- Amount of **resources** deployed in the form of co-funding

7. <https://webgate.ec.europa.eu/dashboard/sense/app/eaf1621c-67ce-4972-a07b-dddba31815c1/sheet/3d13a5cb-1ef0-4c26-ac4d-51346b7b3f2d/state/analysis>

8. <http://www.researchranking.org/index.php?action=ranking>

9. QS World University Rankings by Subject (No. top 200), Times Higher Education and US News ranking

Planet.

11.2 “Boosting Innovation” Mission



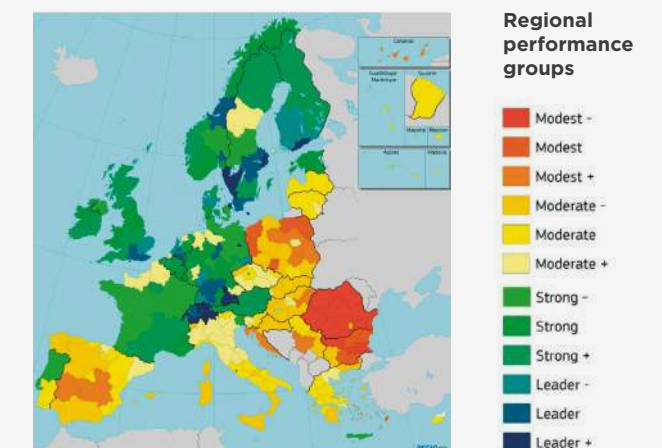
Context data

GENERAL CONTEXT Innovation and Piedmont

In the latest edition of the Regional Innovation Scoreboard, **Piedmont** was classified as a **Moderate+ Innovator**.

Taking the Regional Innovation Index (an aggregated indicator) as a reference metric, Piedmont ranks 7th at national level.

Source: Regional Innovation Scoreboard 2019



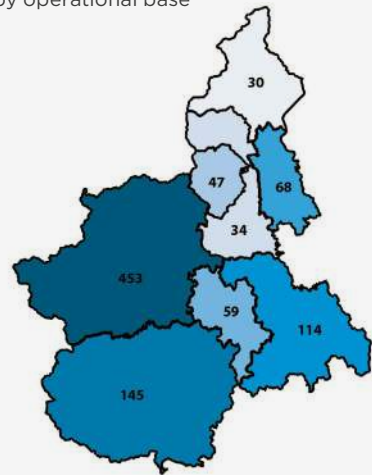
AVERAGE SCORES AT CLUSTER LEVEL

	Innovation Leaders	Strong Innovators	Moderate Innovators	Modest Innovators
Population having completed tertiary education	131	92	80	62
Lifelong learning	191	127	67	28
International scientific co-publications	140	99	68	37
Most-cited scientific publications	114	97	68	41
R&D expenditures in the public sector	125	100	69	41
R&D expenditures in the business sector	128	84	56	33
Non-R&D innovation expenditures	89	113	108	80
SMEs with product or process innovations	128	117	84	36
SMEs with marketing or organisational innovations	130	116	83	35
SMEs innovating in-house	128	117	83	33
Innovative SMEs collaborating with others	118	126	72	26
Public-private co-publications	172	94	46	18
PCT patent applications	149	95	42	17
Trademark applications	134	76	68	43
Design applications	106	84	66	65
Employment in medium/high tech manufacturing and knowledge-intensive services	131	86	78	45
Sales of new-to-market/new-to-firm innovations (SMEs)	100	98	84	51

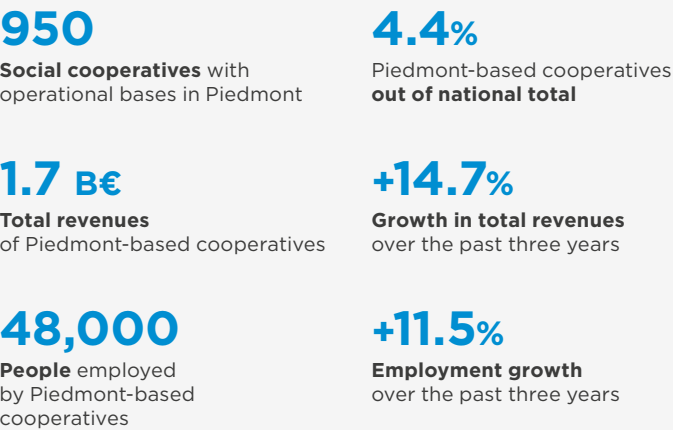
Source: Regional Innovation Scoreboard 2019

SPECIFIC CONTEXT Social cooperatives in Piedmont

NUMBER OF SOCIAL COOPERATIVES by operational base



SOCIAL COOPERATIVES IN PIEDMONT



Source: compiled by IRCRES-CNR on the basis of financial statement and ISTAT data (2017 data)

Piedmont-based social cooperatives in the national context

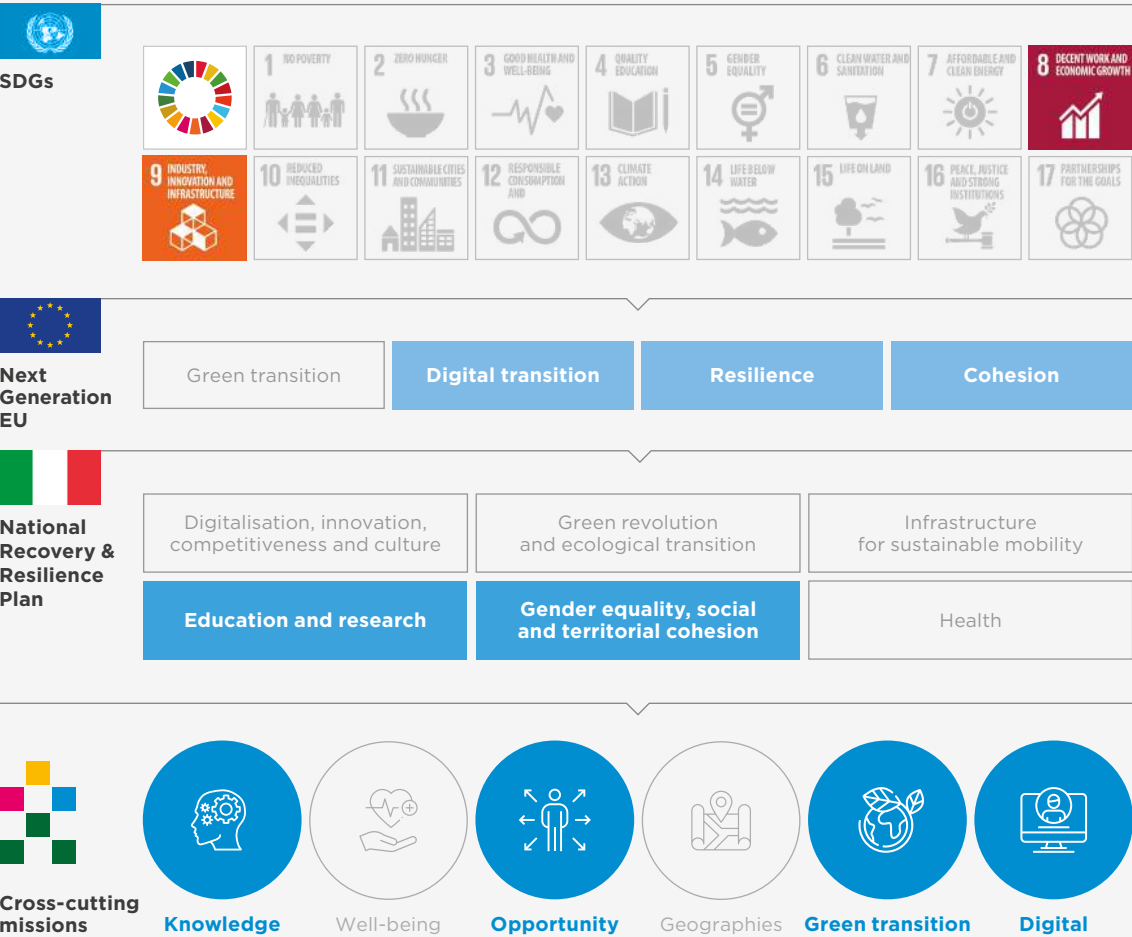
Dimension	Indicator	Piedmont	Italy
Economic impact	Average revenues per cooperative	2.057.030 €	942.288 €
	Value of sector as a percentage of GDP	0,93%	0,61%
Impact on employment	Percentage of total employment	3,4%	2,6%
	Average number of employees per cooperative	56,6	26,4
	Average gross annual pay per employee	15.887 €	14.635 €
Distribution by dimension	Large (revenues > 50 M€)	0,7%	0,1%
	Medium (10 M€ < revenues < 50 M€)	2,6%	1,2%
	Small (2 M€ < revenues < 10 M€)	16,3%	7,9%
	Micro (revenues < 2 M€)	80,4%	90,8%
Distribution by age of entity	Founded before 1991	13,3%	9,4%
	Founded between 1991 and 1999	17,7%	12,6%
	Founded between 2000 and 2009	24,7%	31,2%
	Founded between 2010 and 2014	23,4%	25,6%
	Founded between 2015 and the present	20,9%	21,2%
Distribution by type	Type A	57,7%	51,7%
	Type B	30,2%	28,8%
	Type AB	7,4%	16,7%
	Consortia	4,7%	2,8%

Source: compiled by IRCRES-CNR on the basis of financial statement and ISTAT data (2017 data)

Mission statement

We promote innovation by disseminating knowledge, models and policies, including the ones deriving from European Programmes, capable of **generating necessary and positive changes**. We support the growth of the **social economy** and the innovation ecosystem for the common good, towards a paradigm of inclusive economic development, whose component parts include the reduction of inequalities. We work to improve citizens' and organizations' access to the paradigms of **digital transformation**, as tools for creating decent job opportunities and addressing society's complex challenges.

Alignments



Components of strategy

FOR THE FOUR-YEAR PERIOD

To promote actions aimed at **consolidating the innovation ecosystem**, by serving as a territorial hub within a framework of strategic public-private partnerships and by drawing the attention of policy-makers and the local community to European Commission initiatives aimed at innovation, and technology and skills transfer.

To promote actions to boost the **resilience, renewal and efficiency of social economy enterprises and increase their impact**, by initiating processes of development and organisational transformation, enhancing skills and supporting the formation of an entrepreneurial culture, in line with national measures and EU policies.

Expected results - KPIs

- No. of **initiatives developed** by partnerships within the framework of Torino Social impact
- No. of **start-ups accelerated by incubators/accelerators** thanks in part to FCSP action; attraction of capital to accelerated start-ups; start-up survival rate after three and five years
- No. of **national and international events** brought to the area and/or involving an active role for the local ecosystem
- **Interventions by Fondazione LINKS** and other innovation centres supported by FCSP for the benefit of the innovation ecosystem (e.g. collaborative EU projects), including those aimed at attracting national and international resources; amount of resources attracted
- No. of **social enterprises and impact enterprises** assisted in processes of transformation and organisational consolidation
- No. of **social entrepreneurs** involved in transformation processes and upskilling programmes
- **Level of cognitive**, gender and generational diversity in social enterprises; No. of under-35s employed on a permanent basis
- No. of innovative **products** (goods and services) and **processes** developed by social enterprises
- No. of **social enterprises** that have conducted an analysis of their financial and capital situation and/or been involved in trials of new impact finance instruments, with resource blending

To support cultural training and acceleration actions aimed at **empowering a new generation of impact-oriented entrepreneurs and innovators**, in collaboration with institutions, local actors and Italian universities, in line with innovative teaching and third-mission initiatives.

To promote interventions aimed at **digital transformation and data management**, by creating opportunities to connect technological/process innovation with collective action, so as to help organisations identify new ways of addressing the local area's needs and aggregating demand.

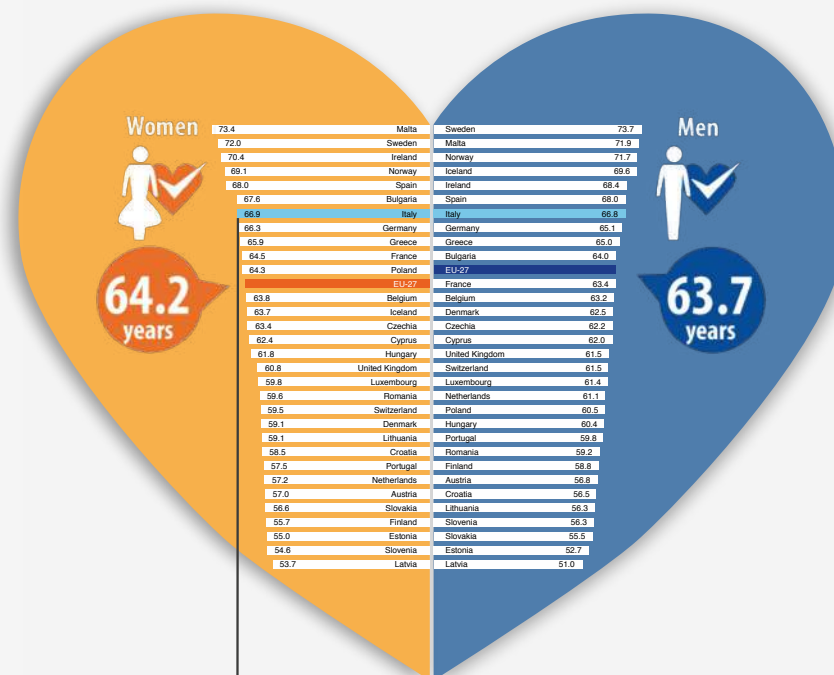
To consolidate the skills system on the basis of initiatives and opportunities associated with **innovation deriving from the European Commission** that can foster local excellence as a building block in local development.

- No. of social/civil economy training and introductory **initiatives supported**
- No. of **schools, youth centres, youth associations and cultural centres** involved
- No. of **participants in the initiatives**
- No. of hours of **training provided**
- **Increased availability** of open data in the impact economy
- No. of **social enterprises** that have launched or developed systems of metrics and/or data management or digital transformation processes for their organisation; partnerships with technological bodies
- No. of **social operators/entrepreneurs** who have taken part in data exploitation and digital transformation processes and/or in training courses on the subject
- No. of **Fondazione LINKS interventions** aimed at increasing technology use in impact enterprises
- No. of **projects carried out** within the framework of the EIC
- No. of **initiatives that can be associated** with the EU in the various FCSP Missions
- No. of **initiatives on Horizon Europe carried out/launched by the Auxiliary Bodies**
- No. of **initiatives launched** by the TSI platform derived from the EU

11.3 “Promoting Well-being” Mission

Context data

GENERAL CONTEXT



HEALTHY LIFE YEARS AT BIRTH

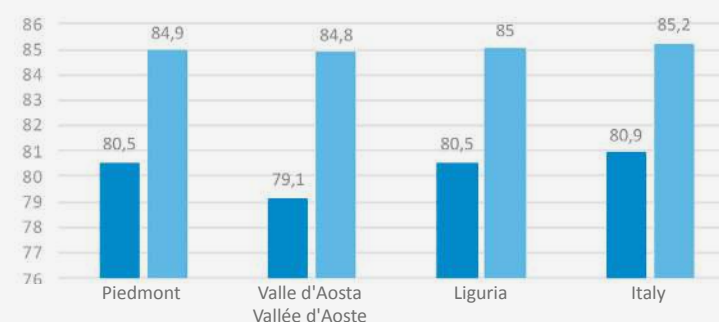
Data refer to 201. UK, Norway, Iceland and Switzerland: non-EU countries. Iceland: data from 2016.



Healthy life years
The number of years that a person is expected to live without an activity limitation (disability).

Source: Eurostat.

LIFE EXPECTANCY AT BIRTH



Source: ISTAT, 2018

Italy ranks 2nd in the EU by life expectancy at birth, but ranks 7th in terms of healthy life years.

There is also a marked gender gap:

The **individual risk factors** that warrant special attention are **obesity, sedentary life styles** and **unhealthy diets**.

% of the population that is **OBESE**



% of the population that has a **SEDENTARY LIFE STYLE**



% of the population that follows a **HEALTHY DIET**



Source: ISTAT, Survey of aspects of everyday life, 2018

SPECIFIC CONTEXT



PIEDMONT'S HEALTH SYSTEM IN FIGURES

12 Local health trusts
approximately 54,000 employees
3 University hospital trusts
annual spending of **approximately 8 bn €**
3 Hospital trusts
annual budget deficit of **approximately € 157 million** in 2019 (forecast to rise in 2020)

Source: Piedmont Region

Focus on chronic diseases

As one of Italy's “oldest” regions, Piedmont has a **higher rate of chronic disease than the national average**: 41.4% of people living in Piedmont reported having at least one chronic disease in 2017.

Source: 2020 IRES annual report

CHRONIC DISEASES REPORTED IN PIEDMONT AND ITALY AS A WHOLE in percentage terms

According to ISTAT data, the most common chronic conditions include **hypertension, arthrosis and allergic conditions**, which together account for almost 44% of the total number of chronic diseases affecting people living in Piedmont.

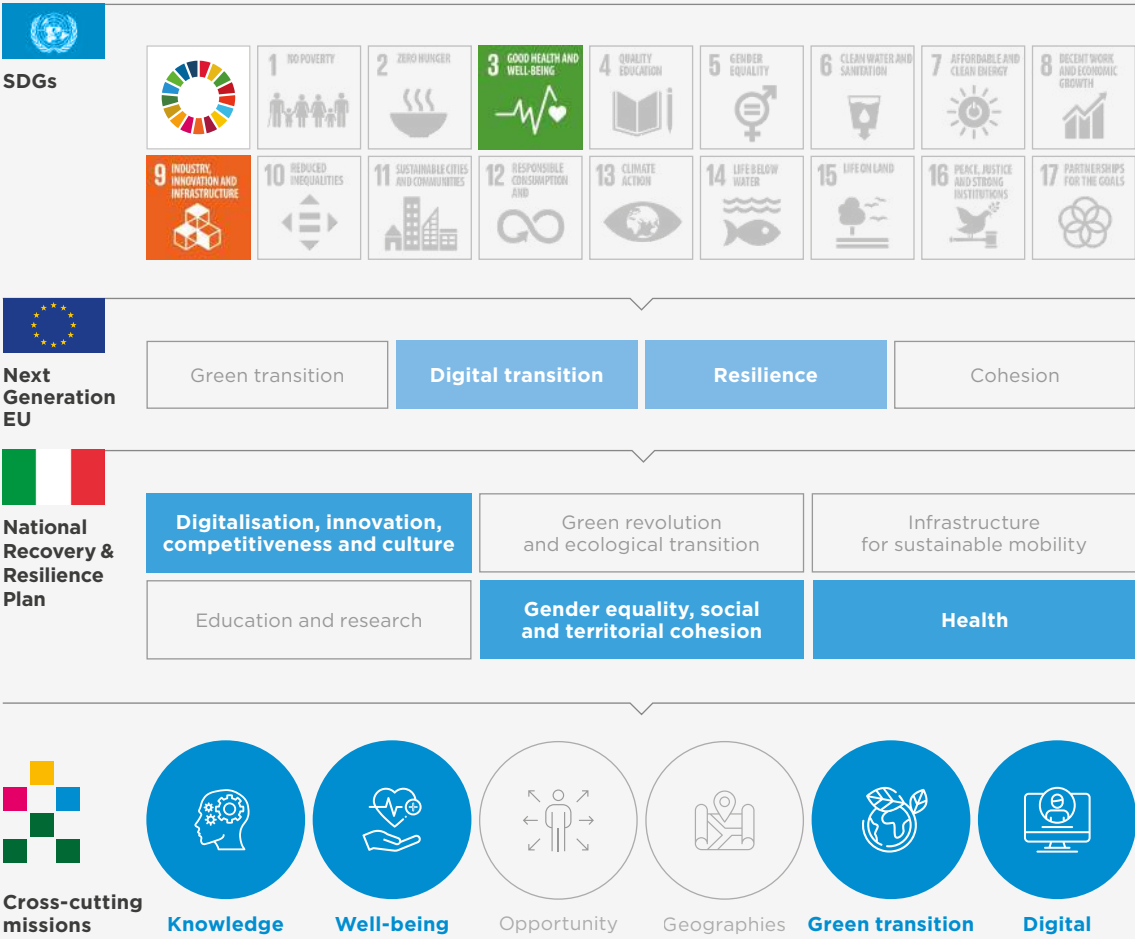
Source: ISTAT Multi-purpose Surveys, 2017

	Piedmont	Italy
One chronic disease or more	41.4	40.9
Hypertension	18.1	17.8
Arthrosis	16.1	15.1
Allergies	9.6	11.5
Osteoporosis	6.6	6.4
COPD	6.4	5.6
Diabetes	6.0	5.3

Mission statement

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

Alignments



Components of strategy

FOR THE FOUR-YEAR PERIOD

To encourage **organisational and management innovation**, especially if associated with a technological dimension. Digital technologies must be capable of changing organisational models and the underlying processes. A strong emphasis on promoting training (operators, patients and caregivers) and managing data.

Possible focus of infrastructure and other interventions on one or two facilities in the catchment area that have **nationally renowned clinical competences**.

To create **connections between research and practical health applications** (translational research and personalised preventive medicine).

To help strengthening the research carried out by **Fondazione IIGM** and reap value from it, thanks in part to collaboration with top scientific institutions (e.g. Human Technopole).

Expected results - KPIs

- **Model scalability** (No. of facilities that adhere to the proposed model)
- **Availability and accessibility** of data (patient and back-office) between professionals and facilities, to improve care quality
- Introduction of proven **E-Health processes**
- Improvement in the **medical attractiveness index** (number of procedures performed in the region for citizens from outside the region and vice versa)

- *Output/outcomes of calls for research proposals*
- No. of initiatives launched in the field of **preventive medicine**
- Participation in **clinical trials and multi-centre studies**
- No. of **publications** in collaboration with other bodies
- **Network of national and international collaborations** and access to databases
- Structured collaboration with **Human Technopole**
- **Attraction and retention** of young researchers

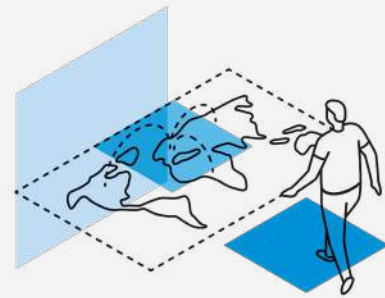
To promote the implementation of the **chronic disease management plan**, which is a new care model - facilitated by digital transformation - based on increased recourse to home care, the creation of care networks, the operational reorganisation of hospitals and clusters and the formulation of personalised care plans, within the framework of the agreement with Piedmont Regional Council.

To support actions aimed at **promoting healthy lifestyles**. Focus on primary and secondary prevention, physical activity, sport and healthy diets, and geared towards sustainable use of natural capital.

- No. of **actions per Local Health Trust launched** in relation to the implementation of the chronic disease management plan
- **Transferability** of actions
- **Census, analysis and identification of good practices** in the models currently in use
- No. of **actions launched** and their transferability
- **Identification and involvement of population groups** at risk of poor knowledge of, access to and opportunity to use prevention activities
- No. of **bodies involved** in health promotion projects
- **Use of public parks/green spaces** for specific wellness-related projects

Planet.

11.4 “Fostering International Opportunities” Mission



Context data

GENERAL CONTEXT The United Nations system in Italy

UN BODIES IN ITALY

Rome

- International Fund for Agricultural Development
- Food and Agriculture Organization of the United Nations
- UN System Network on Rural Development and Food Security
- World Food Programme

Trieste

- Abdus Salam International Centre for Theoretical Physics
- International Centre for Genetic Engineering and Biotechnology
- International Centre for Science and High Technology

Turin

- United Nations Interregional Crime and Justice Research Institute
- International Training Centre of the ILO
- United Nations System Staff College



Italy hosts
13 headquarters
of UN bodies
and 3 of these
are in Turin.



ILO INTERNATIONAL TRAINING CENTRE - DATA ON ACTIVITIES CARRIED IN THE TWO-YEAR PERIOD 2018-19 AND ECONOMIC IMPACT ON THE CATCHMENT AREA



Source: data from Fondazione Fitzcarraldo, Turin Chamber of Commerce

Think-tanks in Italy and Europe

Italy ranks **10th** in the league table of European countries by number of think-tanks (114).

The worldwide league table (excluding the United States) of the most influential think-tanks includes the following Italian institutions:

- 29th - Istituto per gli Studi di Politica Internazionale (ISPI)
- 57th - Istituto Affari Internazionali (IAI)



Example of international positioning
(see TTCSP 2019): Istituto per gli Studi di Politica Internazionale (ISPI)



Example of activities:
European Council on Foreign Relations (ECFR)

SPECIFIC CONTEXT Businesses and students

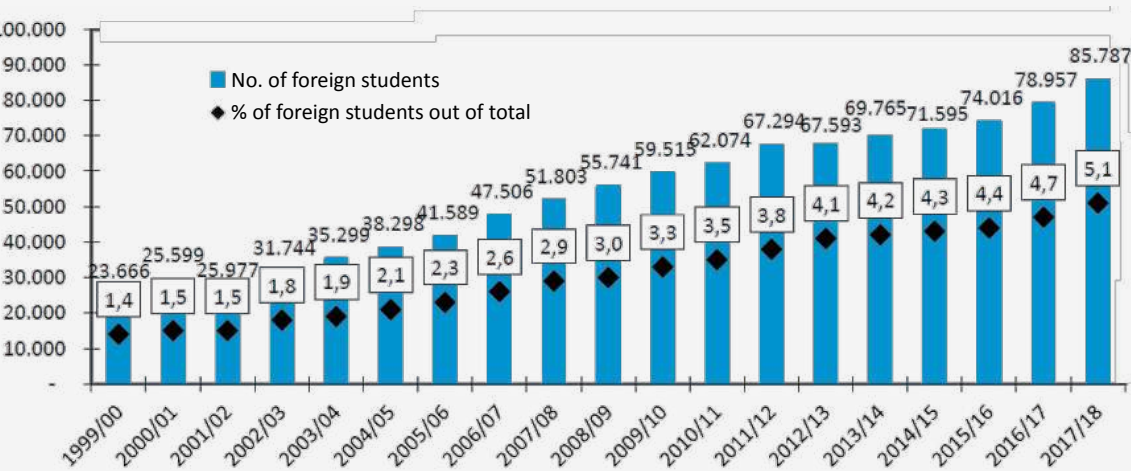
An area that attracts businesses...

A total of 1000 multinationals were based in Piedmont in 2016. And multinationals are the biggest employer in Piedmont, which is the fourth-ranked region in this respect, after Lombardy, Lazio and Emilia Romagna. The United States, France and Germany are the main countries of origin of the companies that have chosen Piedmont as their base for doing business in Italy - with over 2,200 local units across the region. In terms of the sectors they operate in, manufacturing takes first place (51% of multinationals), followed by services (21%), trade (19%) and construction (the remaining 9%). Almost two thirds of the local units based in Piedmont are in the Turin metropolitan area.

Source: CEIP Observatory

...and students.

NUMBERS OF FOREIGN STUDENTS ENROLLED ON UNIVERSITY-LEVEL COURSES IN ITALY
1999/00 - 2017/18

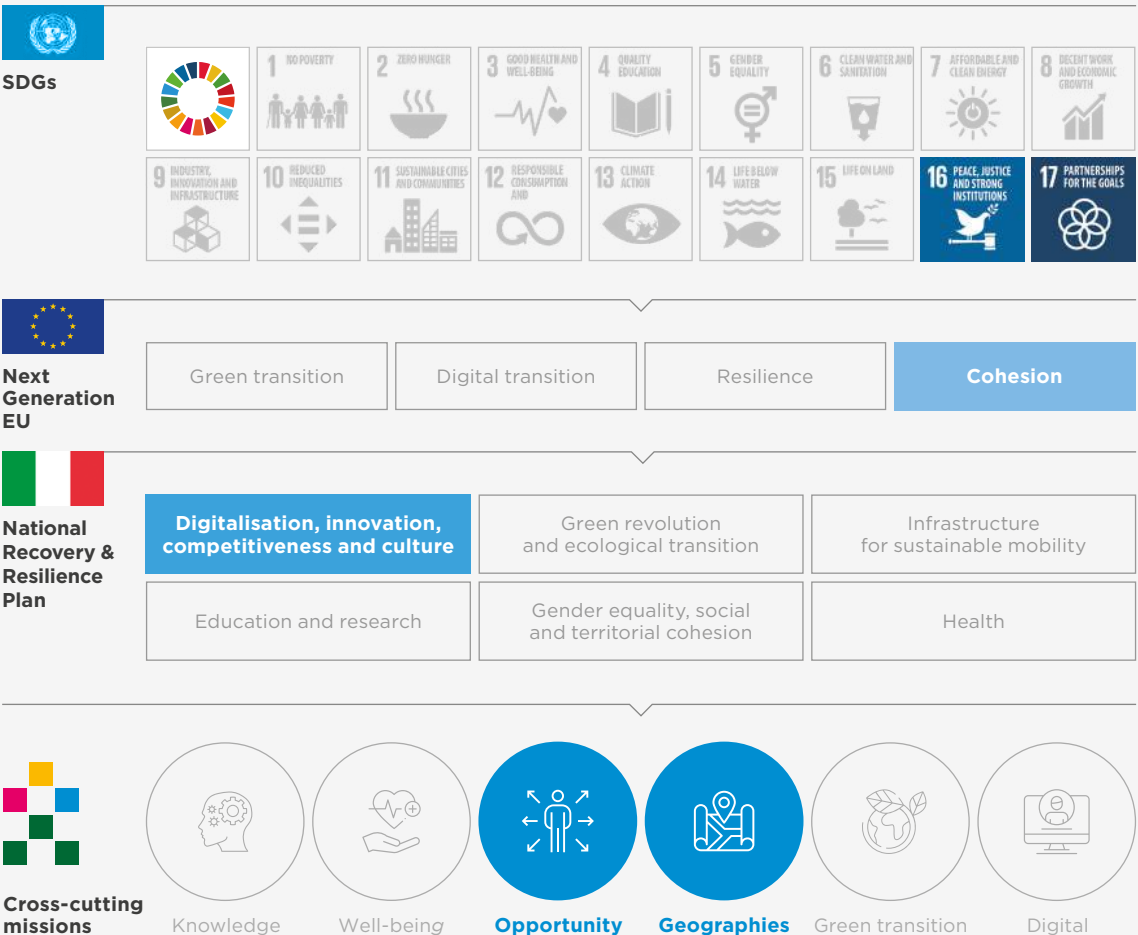


Source: Italian Ministry of Education

Mission statement

We offer local players the opportunity to access an international dimension, to ensure full understanding of the European and global framework in which the organisations they work for operate. This helps **close the gap between local context and international dynamics** and offers a broader outlook on tackling the challenges and opportunities ahead of us.

Alignments



Components of strategy

FOR THE FOUR-YEAR PERIOD

To promote the impact of initiatives aimed at **strengthening local system actors** involved in the research, training and communication initiatives developed and in the networks made available to them by FCSP's international partners.

To increase the **quality and quantity of audiences involved** in the initiatives carried out, with a view to extending the pool of users of the internationalist analysis work carried out by the bodies with which FCSP collaborates, while also promoting **diversity of gender and age** in the bodies and initiatives supported (both at institutional and project level).

To increase the **quality of the scientific and analytical production** of the bodies with which the Mission collaborates, while monitoring its dissemination in **academic**, research, **institutional** and operational contexts, and monitoring the impact of the events and initiatives promoted, both on public opinion and on decision-makers, especially through traditional and online media and communication tools.

Expected results - KPIs

- No. of **local system actors** involved in initiatives made available by international partners
- No. and **budget of initiatives** that promote the enlargement of the pool of local participants (especially towards the pool that is under-served by other existing initiatives)
- No. of **actions aimed at making more effective use** of European and international networks for the exchange of experiences in research and science policies, in order to consolidate expert opinions in complex decision-making processes
- No. and **budget** of initiatives involving a pool of participants (public sector, private sector, think-tanks, the academic world, business) that is under-served by other existing initiatives
- % **men/women**, both at institutional and project level
- % **under 40**, both at institutional and project level
- No. of and **budget allocated** to printed and online publications; dissemination and penetration of publications, both in academic and institutional circles (e.g. studies commissioned by public institutions).
- No. and **budget of initiatives** involving decision-makers and representatives of institutions (public and private)
- Web **positioning** and media coverage associated with the scientific production of the bodies
- Web **positioning** and media coverage for FCSP (image effect)

To promote **training and capacity building initiatives** that increase the human capital of the beneficiaries, by providing opportunities to take part in international education and training programmes, in particular for young people in the early stages of their career path.

To help **increase and differentiate additional revenue streams** to support the initiatives promoted, by fostering the gradual economic independence of the beneficiary bodies, where possible, thus reducing their dependence on support from FCSP.

- No. of and **budget allocated** to printed and online publications; dissemination and penetration of publications, both in academic and institutional circles (e.g. studies commissioned by public institutions)
- No. and **budget of initiatives** involving decision-makers and representatives of institutions (public and private)
- Web **positioning** and media coverage associated with the scientific production of the bodies
- Web **positioning** and media coverage for FCSP (image effect)
- % of **co-funding compared to the budgets** of the supported initiatives, classified by:
 - > percentages from public resources (international, European, national)
 - > percentages from private donors (other foundations, businesses, etc.)
 - > self-generated revenues (e.g. enrolment fees for training courses and activities etc.)

Planet.

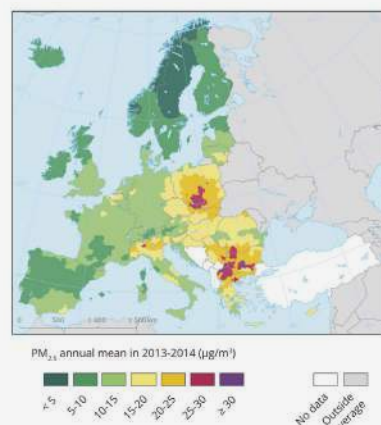
11.5 “Protecting the Environment” Mission



Context data

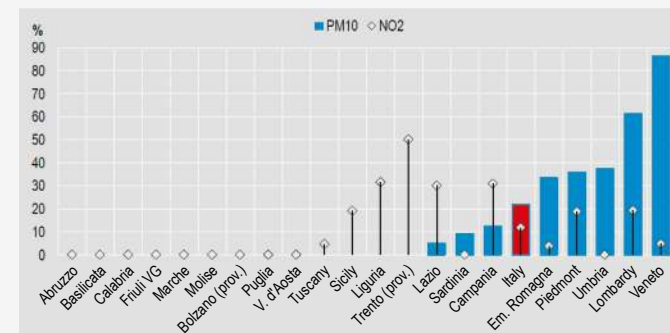
GENERAL CONTEXT A high level of air pollution and...

FINE PARTICULATE LEVEL



Source: EEA Report 2018 No.22

% OF AIR SAMPLERS WITH OVER-THE-LIMIT READINGS



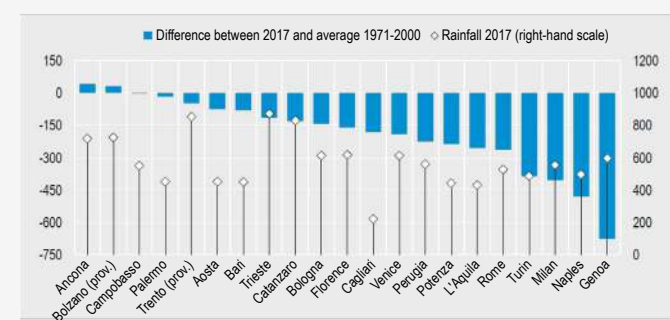
Source: ISTAT, Geographical report, 2020

...obvious effects of climate change

Reduction and concentration of rainfall.

Since 1970, in Turin and Genoa (to cite just two examples), rainfall has decreased by 380 and 650 mm respectively, although episodes of rainfall have become densely concentrated within a few days each year.

Source: ISTAT, Geographical report, 2020



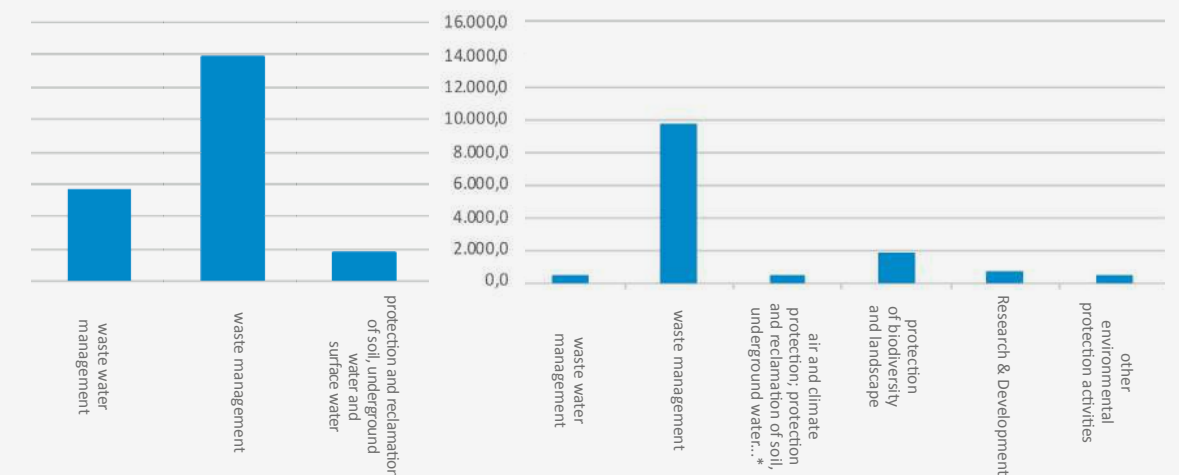
Melting glaciers. Since the end of the Little Ice Age (between about 1300 and 1850, when the Alpine glaciers expanded), the volume of glaciers in the Alps has fallen by about 2/3 in 150 years.

Source: Valle d'Aosta Environment Agency

...suggest the need for real-world action to promote the green economy and the digital circular economy (Giovannini, 2018)

SPENDING ON ENVIRONMENTAL PROTECTION

PRIVATE FOR-PROFIT SECTOR — **PUBLIC AND NON-PROFIT SECTOR**
value of services 2017



*air and climate protection; protection and reclamation of soil, underground water and surface water; noise and vibration abatement; protection against radiation

Source: ISTAT, Spending on environmental protection: Economic aggregates by institutional sector

SPECIFIC CONTEXT

Climate change in Italy

In 2018, Italy's **average temperature anomaly** benchmarked against the period 1961-1991 (1.71°C) was **higher than the global average anomaly** on land (0.98°C). Source: ISPRA

In 2019, there were **1,600 extreme weather events** connected with climate change (gales, hail, heavy rain, tornadoes), representing an increase of 60% compared to the previous year.

Source: European Severe Weather Database

Pollution and health

In 2016, Italy recorded the **highest number of premature deaths in Europe** from nitrogen dioxide (NO₂, 14,600) and ozone (O₃, 3000) and the second highest from fine particulate PM2.5 (58,600). Source: EEA

Land consumption

Land consumption in Italy rose from 2.7% in the 1950s to **7.64%** in 2018.

Land consumption in Piedmont stands at 6.72%. The **European average** is **4.2%**. Source: ISPRA

Green areas in Piedmont's provincial capitals

At **15.3%**, **Turin** has a **higher percentage** of green areas than any other city in the region. Alessandria, with 1.7%, has lowest percentage.

Source: State of the Environment 2020, Piedmont Region



Mission statement

We see care for the environment as a starting point for promoting an idea of **health and prosperity** based on a sustainable and equitable relationship between our socio-economic system and the natural capital (or natural ecosystems) that support it. We strive to tackle **environmental and climate challenges**, support **green innovation** and disseminate a spirit of active environmental awareness among the public and institutions, built on responsibility, participation and an understanding of the facts.

Alignments



Components of strategy

FOR THE FOUR-YEAR PERIOD

To protect, enhance and reap the benefits of our **natural capital**, by means of specific interventions, based on the recognition that the quality and functionality of natural systems are assets for local development and essential components of human health and well-being (including sport, as a way of enjoying natural capital).

To support processes designed to accelerate the **energy transition to renewable sources** and help institutions and other bodies achieve EU decarbonisation targets and combat energy poverty.

Expected results - KPIs

- **Intensity of initiatives** aimed at preserving biodiversity (variety and variability of living organisms and the ecosystems in which they live)
- **Leverage** (financial and involvement of the public) on initiatives aimed at preserving biodiversity
- **Land-area** reconverted or de-impermeabilised and reduction of land consumption
- **Intensity** of CO₂ capture and storage initiatives
- **Intensity of water resource protection initiatives** aimed at contributing to the sustainability of the water requirements of the natural and human system
- **Increase in tree cover** and surface area of green spaces
- No. of **training, promotion and awareness-raising activities** relating to use of natural capital as part of a healthy life style
- **Increase in energy efficiency**, reduction in energy consumption and increase of use of renewable energy in the institutions, as a result of *capacity building* or assistance actions promoted by FCSP
- **Financial leverage** on *capacity building* or assistance actions designed to support the energy transition
- No. of **support and guidance** activities aimed at helping local institutions make the energy transition
- No. of **activities aimed at providing guidance and promoting the adoption** of new sustainable technologies

To promote actions aimed at the sustainable intensification of farming practices, by means of **green innovation** initiatives in synergy with regional measures and EU policies; to promote dietary models that benefit human health and environmental sustainability.

To support activities aimed at improving public and institutional **understanding of the risks associated with climate change** and resilience to these phenomena, and support actions aimed at climate adaptation as a cornerstone of societal transformation

- **Water consumption**, soil (water footprint, ecological footprint), reduction of polluting molecules (use of phytopharmaceuticals and synthetic fertilisers, emissions of nitrates and ammonia), varieties of crops, produced on the basis of state-of-the-art breeding technologies and plant genetic research
- **Reduction in greenhouse gas emissions** (methane, carbon dioxide)
- **Intensity of actions** aimed at promoting healthy, sustainable dietary models (leverage from FCSP's starting grant actions)
- No. of **people/institutions** reached by training and awareness-raising activities promoted by FCSP (cascade effect)
- No. of **hands-on climate adaptation actions** implemented as a result of calls for proposals or specific projects promoted by FCSP
- No. of **synergies promoted by FCSP** with other adaptation or mitigation actions
- No. of **climate risk assessments** carried out
- by institutions in the wake of awareness-raising and training activities promoted by FCSP
- No. of **climate adaptation plans** implemented by public authorities in the wake of awareness-raising and training activities promoted by FCSP



Appendix

Formulating the Multi-year Planning Document: methodology and stages

Under the terms of legal provisions, regulatory acts and the 2015 ACRI-MEF Protocol (a protocol of understanding between the Italian association of bank and savings bank foundations (ACRI) and the Italian Ministry of Finance and the Economy (MEF)), foundations of banking origin, formerly defined as “transferor entities”, are required to carry out formal planning activities on a multi-year basis for strategic purposes and an annual basis for the purposes of implementation. Under the terms of FCSP’s Constitution, the document setting out the organisation’s strategic policy directions – known as the Multi-year Planning Document (MPD) – is applicable for a period of four years. Under other specific requirements of FCSP’s Constitution, the Multi-year Planning document must be approved by the General Council (FCSP’s policy-making body) and drawn up by the Secretary General. The Secretary General is also responsible for coordinating the input to the document, which originates primarily from FCSP’s governing bodies – including the Subject-Specific Committees – its operational structure, any other relevant sources of expertise, and, very importantly, local stakeholders.

Every foundation manages the process of compiling its multi-year planning document according to its own criteria and sequencing, but adheres to the principle of including its basic values, the lessons it has learned from operational experience and input from local actors invited to share their views and interact. The “openness” of the process is therefore measured not only through the contribution of FCSP’s Governing Bodies, which is voluntarily intended to incorporate the voice of key segments of local and national society, but also through dialogue with external bodies.

In the case of FCSP, furthermore, this “social and inter-institutional dialogue” is a constant that is implemented on a permanent basis: it happens on formally appointed occasions – such as the annual “FCSP Day” or the publication of planning and reporting documents – but above all, it happens in the everyday practice of dealing with the wide-ranging input from political and administrative institutions, organised civil society and religious, educational, cultural and scientific communities that constitute FCSP’s partners and interlocutors.

The process of preparing the 2021-2024 Multi-year Planning Document has not been immune to the effects of the Covid-19 pandemic. Nonetheless, it has still been carried out rigorously and in the appropriate sequence, despite the objective limitations, such as on the possibility of holding face-to-face meetings. As an end-note to this document, it is worth providing a concise report of this process. As is systematically the case, due to the institutional deadlines laid down in the organisation’s Constitution, it was intertwined with the process of renewing FCSP’s governing bodies, which also takes place every four years.

■ **May 2020 – October 2020:** formation of FCSP’s governing bodies and Subject-Specific Committees (“Culture”, “People”, “Planet” and “Finance, Innovation and Local Development”).

Preparation of a **topic introduction and study programme**, made up of four study meetings designed to focus more closely on the background issues behind the plan:

1. philanthropy in contemporary Italian and European society;
2. an introduction to FCSP’s history, organisation and operation;
3. market prospects and asset management;
4. Europe, the United Nations 2030 Agenda and sustainable development as the underpinnings of strategy.

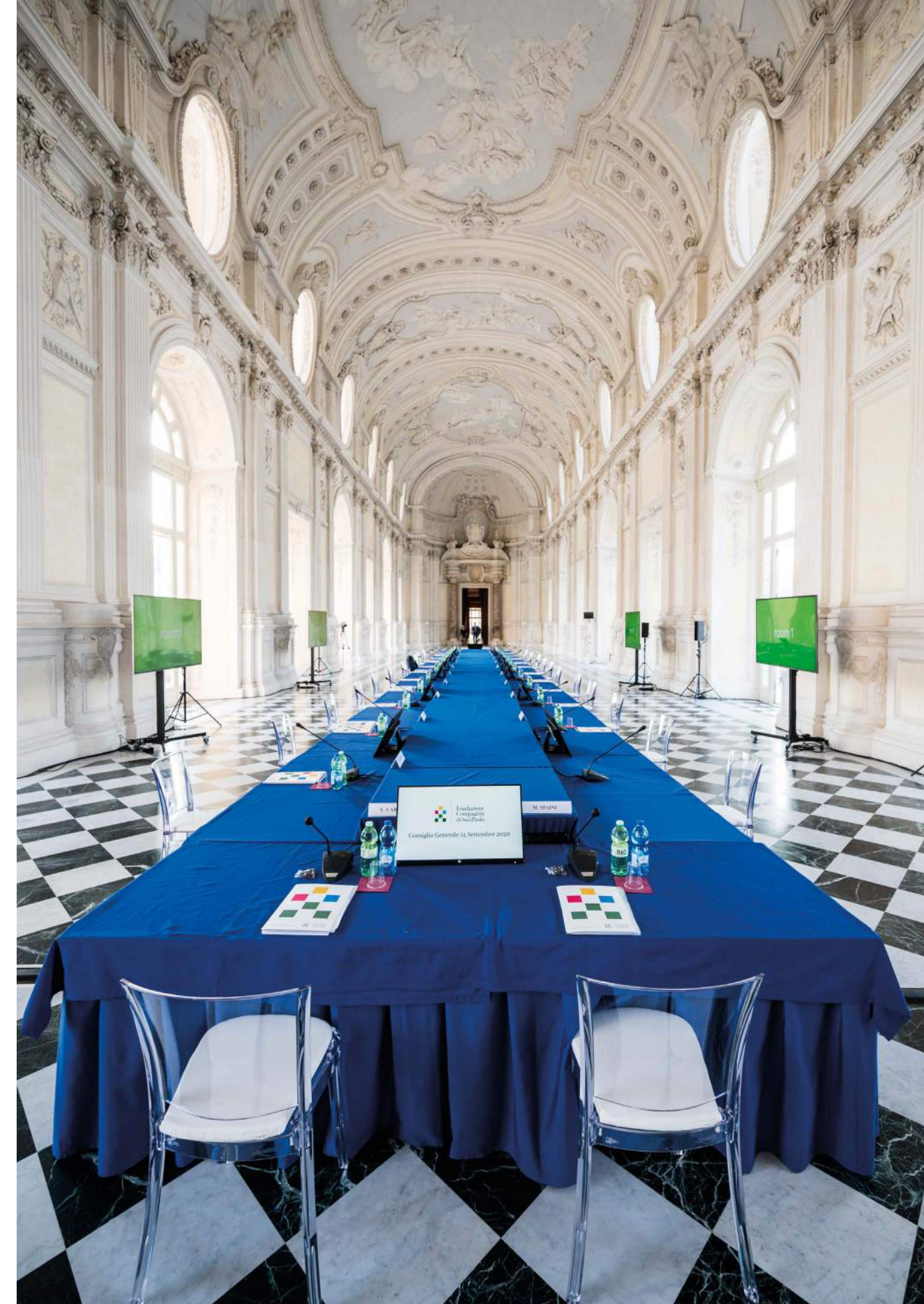
The highlight of the programme was a keynote lecture by the President of Italy’s Constitutional Court on the subject of “Philanthropy and subsidiarity” in the Constitution.

■ **June 2020 – August 2020:** fine-tuning of the work method and preparation of an initial thematic outline by the Chair, the Secretary General and the Operational Structure; preparation of a report by the Operational Structure, comparing strategic plans recently published by a selection of foundations from Italy and the English-speaking world and Italian universities.

■ **14 September 2020:** approval of the method and thematic outline by the General Council (face-to-face and online session).

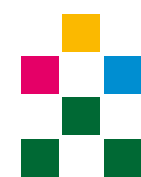
- **October 26, 2020:** presentation and validation of the “reasoned contents” at a joint meeting of the Subject-Specific Committees (online session).
- **November 2020:** first series of discussion and formulation meetings for the relevant areas held by the Subject-Specific Committees (online sessions).
- **November 2020:** online meetings with stakeholders held by the Chair and the Secretary General (5 meetings, about 60 participants in total):
 1. organised civil society, social sector, religious communities;
 2. cultural institutions and bodies;
 3. education, training and scientific research;
 4. young civil-society leaders;
 5. local government institutions from North-West Italy.

Each group of stakeholders was involved in a presentation and discussion of the cornerstones of FCSP strategy, and was asked to submit written comments and suggestions after each meeting.
- **30 November 2020:** further collegial discussion within the General Council and sharing of the preparatory document (online).
- **December 2020:** second series of meetings of the Subject-Specific Committees (online); the Management Board gave the Secretary General its approval to prepare the final version of the text.
- **December 2020 – 11 January 2021:** drafting of the pre-final version of the Multi-year Planning Document, in the light of all contributions, and viewing thereof by the FCSP Management Board.
- **21 January 2021:** approval of the final version of the Multi-year Planning Document by the General Council.





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