



2018

Annual Report

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Overall Picture



The total allocations made by Compagnia di San Paolo during 2018, the second whole year of the new cycle of 2017-2020 planning, amounted to Euro 17,714,79.52 , for a total of 797 grants decided on the budget funds or earmarked in previous years. The total allocated in 2018 confirms previous years' growth.

How to Read the Data



1. 2015-2018 Allocations per Sectoral Area, figures in thousands of Euro

Areas	2015	2016	2017	2018
Research and Health	44,783	45,014	45,660	48,850
Art, Cultural Activities and Heritage	29,611	29,999	30,188	34,055
Cultural Innovation	5,985	5,710	6,002	8,182
Social Policies	50,270	68,150	78,560	72,050
Philanthropy and Territory	7,990	8,941	11,256	12,224
Programmes	5,000	7,586	5,773	4,353
Total Allocated	143,639	165,400 (**)	177,439 (**)	179,714 (**)
of which allocated on the year's resources	135,872	149,391	150,978	151,290
Special Funds for Voluntary Work (Law 266/91)	6,314	7,132	6,748	6,771
Protocols of Agreement / Extraordinary Grants (*)	503	591	597	609
Number of Grants from budgeted funds	971	1045	914	797

(*) destination of the allocation to the Fund for ACRI's Common Initiatives

(**) according to Acri's orientation, this figure also includes the tax credit connected with the Fund to fight against education poverty, that in 2018 amounts to Euro 16,840,314.

Reading the data regarding Compagnia's institutional activities requires some attention, especially concerning the date of the funds' budgetary origin. All possible precautions have been taken to avoid double entries, although Compagnia's activity naturally comprises initiatives that do not complete the project's whole financial lifecycle in the course of a single calendar year from the first allocation to the last grant installment. Starting from 2015, the use of funds set aside in the budgets of previous years for institutional activities is represented separately in the various areas of destination. Consequently, the figures shown in the tables include these provisions, while they do not include the amounts recovered deriving from re-absorption (due to allocations not entirely used or not used at all) and reallocation from the budgets of recent years. The total number of resources amounting to € 179.4 million also includes the tax credit used by the foundations participating in the Fund to fight against education poverty, a joint initiative between the national government, Acri and numerous foundations of banking origin. These resources were entirely allocated to setting up the selfsame Fund and then transferred to numerous intervention projects implemented throughout Italy.

Decisions regarding grant expenditures depend on the combined and complementary activity of Compagnia's two main governance bodies: the General Council, which establishes strategic guidelines and approves the estimates and final balances, and the Management Committee, to which it is mandated the competence of punctual allocation of institutional resources, among others.

As normally happens to bodies that operate "with continuity", the allocations that are concretely manifested in figures during a given year – that is, the payment of contributions or their division into installments for beneficiaries – can be more numerous and entail a higher total than the

allocations of that year. Some of these can in fact be financially manifested in the years following the budget year, mainly due to the specific features of projects supported, whose implementing logic defines timelines and the amounts of liquidation tranches envisaged for the grants. Taking into consideration the resources actually liquidated in 2018 only, Compagnia's concrete contribution to the "philanthropic basin" can be estimated to be over € 180 million (see Table 2).

It should, however, be noted that not all allocations give rise to a single project intervention: a typical example is the case of contributions allocated through calls, generally depending on a single initial allocation from which a multitude of contributions then stem (assigned to the winners of the call) in the year in question and potentially in subsequent years. The overall figure of the number of interventions (797 in 2018 compared to 914 of the previous year) must be viewed taking into account the evolution in the forms and methodologies of financing adopted by Compagnia. The increasing frequency with which, in the current phase, the call-based approach is preferred to the contribution to "spontaneous" proposals, can underestimate the effective number of interventions managed. If we consider the allocation of funds and projects among Compagnia's main institutional departments, the Social Policies department has absorbed about 40% of the economic resources allocated in 2018, which resulted in support for 182 different projects (23% of total interventions). The following are, in terms of grants, the departments of Research and Health, and Art, Activities and Cultural Heritage, to which 24% and 19% of economic resources have been transferred respectively. In addition, 2017 saw the consolidation of the operational departments now in their third year of activity, *Philanthropy and Territory* and *Cultural Innovation*. With regard to the Programmes, or those coordinated sets of actions

aimed at a specific objective, managed directly by Compagnia and punctuated by their own precise temporal development, in 2018 Turin and Alps and Polo del '900 programmes both came to a close and International Affairs e ZeroSei Programmes were recognised as autonomous lines of intervention. On the other hand, the Housing Programme remains within the Social Policies Department. The detail tables (1.a. and 1.b.) illustrate the activity carried out in the different interventions areas grouped according to sectors.

Size of Grants

2018 confirmed large projects, with a significant growth of those in the €50,000–€500,000 range, which account for 42% in absolute value against 37% in 2017. The percentage increase is at the expense of smaller projects between €10,000 and €50,000 euros, which go from 41% in 2017 to 33% in 2018. (Table 1.c.). Compared to 2017, a shift in resources can be observed (+ 4% of resources compared to 2017) to projects up to € 1 million to the detriment of macro-projects that exceed the million euro threshold (-3% of economic resources compared to 2017). In line with what was observed in 2017, small projects (up to €10,000) carry important weight in absolute terms (16%) but a limited amount (0.5%) in terms of value.

Approved and Rejected Requests

In 2017 Compagnia accepted about 40% of the received requests in terms of number of submitted projects, and 69% in terms of total distributed grants. These percentages show an important increase compared to 2017 in relation to both projects accepted (+ 9%) and the transferred funds (+ 12%). Aside from some natural fluctuations, the figure is completely in line with 2017 when 45% of projects were accepted in terms of absolute value and 70% in terms of resources distributed.

The main reason for rejecting the grant of a contribution, besides the obvious limits of available resources, consists in the insufficient comparative evaluation of the request within a call for proposals or the lack of coherence of the proposed initiative with the priorities expressed in Compagnia's planning guidelines (Tables 2.a. and 3.)

Type of Grants

Although they all concern the general category of non-repayable grant, whose nature is purely philanthropic, ((i.e.: monetary allocations rather than goods and services) the resources decided upon by Compagnia correspond to different intervention criteria, which ensue from type and goals of individual projects and the most efficient methods to support them. . In the activity of Compagnia di San Paolo, the support to institutional activity given to Bodies that have an instrumental nature and to Bodies having qualified competence and territorial reputation is more significant, compared to the practices of other foundations. In 2018, nearly 30% of the resources (as for 2017), however, is dedicated to grant making activities directed to spontaneous planning, that is, the support to projects mainly submitted by private social organisations, separate from structured forms of selections such as Calls. As mentioned, the weight of the *instrumental bodies and participated research bodies* is always important (22% of total resources). These are specialised operative organisations endowed with autonomous legal personality and management capacity, bound to Compagnia not only as their founder and main (and in some cases, exclusive) financial backer; as such Compagnia contributes to defining their governance and strategic guidelines. The latter must be consistent with general Compagnia actions. The funding for the institutional support of said organisations is included in the general grants. Beside the institutional support, additional contributions may be allocated during the year,



if the instrumental bodies take upon themselves the development of additional planning activities, especially if this happens upon Compagnia's request.

Ufficio Pio (<http://www.ufficiopio.it/>) and Fondazione per la Scuola (<http://www.fondazione scuola.it/>) are institutions historically generated by Compagnia (both founded at the end of the 1500s), while Fondazione 1563 per l'Arte e la Cultura (<http://www.fondazione1563.it>) is the result of a re-planning of Fondazione per l'Arte. The other bodies, associations or foundations established since the second half of the 90s are directed to advanced scientific research founded by Compagnia in partnership with University of Turin or the Politecnico di Torino (Istituto Mario Boella <http://www.ismb.it/>, Collegio Carlo Alberto <http://www.carloalberto.org/>, SiTi <http://www.siti.polito.it/>, l'Italian Institute for Genomic Medicine www.iigm.it).

In 2018 the merger between Istituto Superiore Mario Boella and SiTi into a single legal entity called Fondazione Links was completed.

In third place in amounts of allocated resources (17% of the allocated funds) are the agreements. These are multi-year *agreements* with universities or public institutions with which Compagnia establishes joint mid-term objectives – and wholly consistent with the parties' statutory mission, providing financial support for the creation of a constructive partnership.

The other allocation methods are: *support to institutional activity* (wherever the history and overall quality of an organisation's activities, and not the excellence of a single project, are rewarded); commitment towards *organisations in which the Compagnia has a stake or of which it is a partner or founder* (in this case, besides contributing financially, Compagnia can often nominate members of the governing bodies; the participated research bodies listed above are not included in this item); awarding

contributions as a consequence of *calls for proposals*; and, last, a significant share of *operational projects or programmes* that, as has been mentioned, are conceived, planned, and carried out by Compagnia, that chooses to take the leadership of a limited number of initiatives that are considered as strategic or exemplary. Indeed, as from 2014, when the Programmes started, the weight of the operational activities and proactive actions carried out by Compagnia's offices have substantially increased. These – if we add the categories of the operational projects to the programmes – influence the year 2017 by over 12% of the total (Table 2.b.), nell'anno 2018 incidono ormai per più del 13 % del totale, ancora in crescita di un punto percentuale rispetto al 2017 (Table 2.b.). It should be added that the value of the operating contribution that Compagnia's structure adds to its operational projects with its planning and management work remains invisible in this subdivision.

Who Receives the Resources: the Legal Type

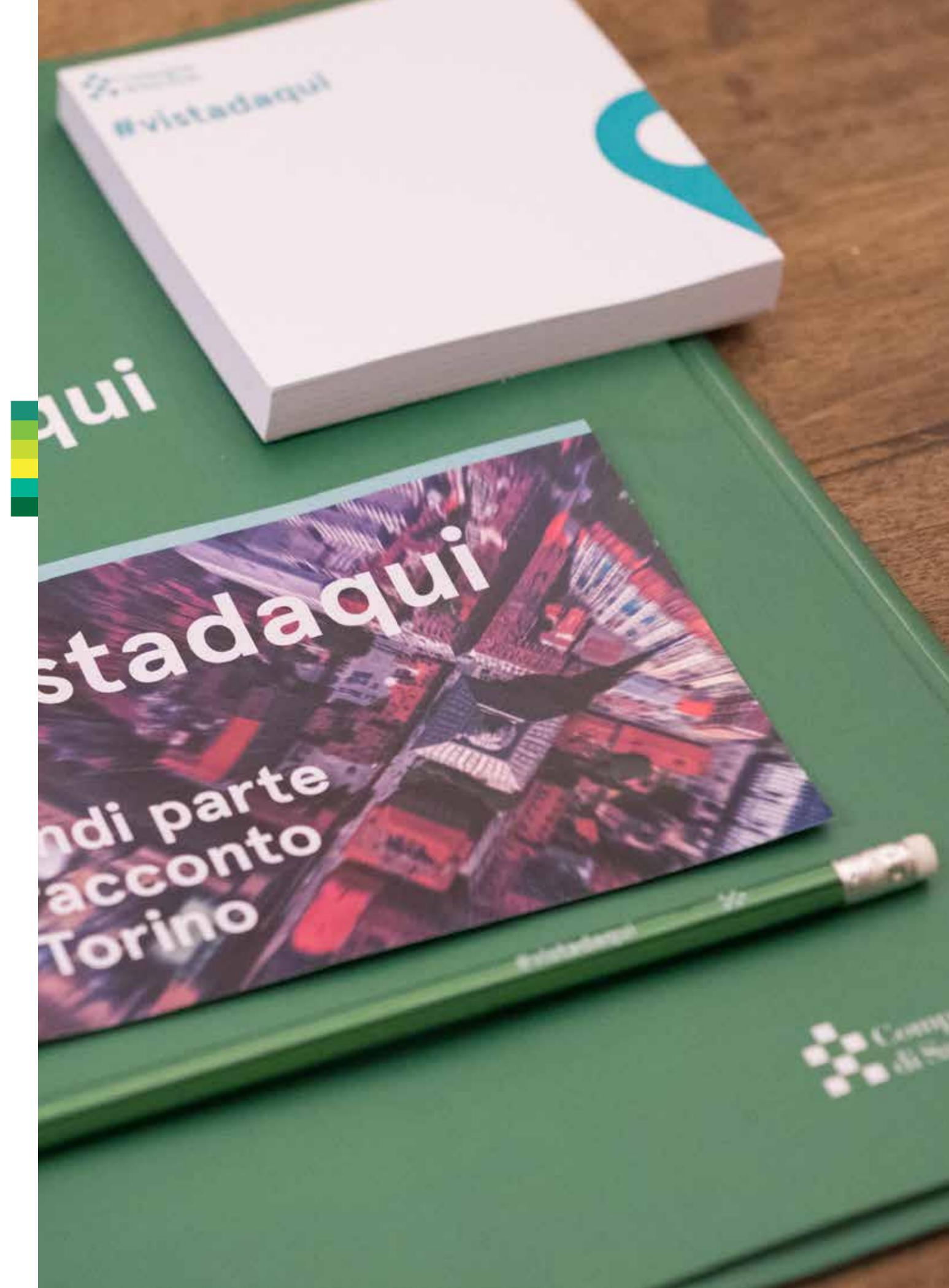
Compagnia can only destine its contributions to non-profit or public organisations, thus excluding, in principle, natural persons and profit-making organisations, such as companies (other specific cases are excluded, such as political parties or initiatives whose nature is to proselytise, as specified in the Rules of Compagnia's Institutional Activities).

In the breakdown, there are no significant differences compared to 2017, with one important exception: the weight of the direct interventions of the Compagnia di San Paolo carried out through the operational projects is growing (11% of the projects in 2018 compared to 2% in 2017, 24 % of economic resources against 0.7% in 2017). This shift in resources has a particular impact on the role of Foundations whose weight drops both in terms of number of projects (17% in 2018 against 21% in 2017) and above all in terms of

economic resources (31% in 2018 against 55 % in 2017). As previously observed this data confirms that Compagnia (according to the DPP 2017-2020, as well) has adopted a portfolio of institutional instruments in which the direct scope of the action has become significant in some areas (Table 4.).

The Geography of Allocations

From a geographical point of view, the distribution of Compagnia's 2018 allocations to the territory sees increased Compagnia investment in the Metropolitan City of Turin again (85.5% of resources in 2018 against 72% in 2017). Distribution of resources in Liguria was stable at 5.6%, as to the city of Naples and southern regions (3%). Lastly, interventions abroad concern, on one side, Europe (European networks) and, on the other, countries in the South of the world (cooperation to development) (Table 5.).



Tables on 2018 institutional activity


Table 1. Analysis of the allocated resources
Table 1.a. By expenditure sector

Resources by sector type	Interventions		Previous Year		Allocated Amount		Previous Year		Multiyear	
	N°	%	N°	%	Euro	%	Euro	%	% n° projects	% amount
Research and Higher Education	106	13.30%	97	10.61%	42,850,000.00	23.84%	39,659,251.69	22.35%	6.60%	6.48%
Art, Cultural Activities and Heritage	252	31.62%	285	31.18%	34,054,956.35	18.95%	30,188,188.81	17.01%	2.16%	4.35%
Health	7	0.88%	10	1.09%	6,000,000.00	3.34%	6,000,000.00	3.38%	14.29%	2.50%
Philanthropy and Territory	86	10.79%	63	6.89%	12,223,994.74	6.80%	11,256,577.76	6.34%	2.56%	2.84%
Social Policies	182	22.84%	274	29.98%	72,049,865.00	40.09%	78,559,460.00	44.27%	8.24%	5.88%
Cultural Innovation	118	14.81%	87	9.52%	8,182,500.00	4.55%	6,002,000.00	3.38%	0.00%	0.00%
"Torino e le Alpi" Programme	0	0.00%	9	0.98%	0.00	0.00%	480,000.00	0.27%	0.00%	0.00%
"Polo del '900" Programme	0	0.00%	24	2.63%	0.00	0.00%	1,593,000.00	0.90%	0.00%	0.00%
"ZeroSei" Programme	40	5.00%	53	5.80%	1,716,482.43	0.96%	1,800,000.00	1.01%	10.00%	12.61%
Housing Programme	1	0.13%	12	1.32%	2,530,000.00	1.41%	1,900,000.00	1.08%		
Experimentation and implementation of strategic plan	5	0.63%	0	0.00%	107,000.00	0.06%	0.00	0.00%		
Total	797	100.00%	914	100.00%	179,714,798.52	100.00%	177,438,478.26	100.00%		

Table 1.b. Allocations by size class

Analysis by amount classes	Interventions		Allocated amount		Interventions previous year		Allocated in previous year	
	N°	%	Euro	%	N°	%	Euro	%
Up to 10,000.00	128	16.06%	943,040.76	0.52%	151	16.52%	1,154,325.13	0.65%
10,000.01 to 50,000.00	268	33.63%	8,807,679.35	4.90%	377	41.25%	10,853,876.12	6.12%
50,000.01 to 500,000.00	338	42.41%	54,693,131.12	30.43%	337	36.87%	54,297,363.16	30.60%
500,000.01 to 1,000,000.00	36	4.52%	25,001,945.82	13.91%	23	2.52%	16,754,339.79	9.44%
1,000,000.01 to 10,000,000.00	25	3.14%	57,216,174.47	31.84%	24	2.63%	61,741,757.06	34.80%
Over 10,000,000.00	2	0.25%	33,052,820.00	18.39%	2	0.22%	32,636,810.00	18.39%
Total	797	100.00%	179,714,478.26	100.00%	914	100.00%	177,438,478.26	100.00%

Tabella 2. Allocations: payments

	Grants applicable to the year 2018		Detail of previous financial years' grants		Total grants year 2018		Total grants previous year	
	n° projects	amount	n° projects	amount	n° projects	amount	n° projects	amount
Research and higher education	57	22,492,505.28	127	24,048,404.22	184	46,367,566.12	190	39,276,597.55
Art, cultural activities and heritage	182	17,457,103.97	424	17,921,829.31	606	32,466,352.35	627	24,565,569.43
Health	1	62,967.02	29	9,811,654.24	30	9,570,491.26	28	3,400,882.30
Philanthropy and Territory	60	3,837,358.62	74	6,205,569.68	134	10,010,844.96	107	10,845,235.14
Social Policies	73	43,866,716.99	519	27,670,485.02	592	70,614,194.18	603	66,260,318.55
Cultural Innovation	60	2,413,240.21	132	3,136,877.22	192	5,511,723.77	192	5,643,347.64
"Torino e le Alpi" Programme	0	0.00	28	338,501.49	28	338,501.49	52	834,987.85
"Polo del '900" Programme	0	0.00	43	958,114.11	43	936,888.51	39	1,452,039.57
"ZeroSei" Programme	7	697,343.16	83	1,136,527.00	90	1,829,210.16	95	1,603,803.63
"Housing" Programme	0	0.00	54	1,838,733.01	54	1,836,421.44	49	1,623,697.06
Experimentation and implementation of strategic plan	2	25,414.01	0	0.00	2	25,414.01	0	0.00
Total	442	90,852,649.26	1,513	93,066,695.30	1,955	183,919,344.56	1,982	155,506,478.72

Table 2.a. By expenditure sector

	RECEIVED REQUESTS				ACCEPTED REQUESTS				RECEIVED REQUESTS
	Projects		Requested amount		Projects		Allocated grants		Average figure
	N°	%	Euro	%	N°	%	Euro	%	Euro
Research and higher education	122	6.12	43,150,533.29	16.59%	106	13.30%	42,850,000.00	23.84%	353,692.89
Art, cultural activities and heritage	756	37.93%	63,276,067.52	24.32%	252	31.62%	34,054,956.35	18.95%	83,698.50
Health	18	0.90%	15,991,200.00	6.15%	7	0.88%	6,000,000.00	3.34%	888,400.00
Philanthropy and Territory	113	5.67%	13,174,171.86	5.06%	86	10.79%	12,223,994.74	6.80%	116,585.59
Social Policies	415	20.82%	82,717,826.63	31.79%	182	22.84%	72,049,865.00	40.09%	199,320.06
Cultural Innovation	456	22.88%	27,023,024.06	10.39%	118	14.81%	8,182,500.00	4.45%	59,261.01
"Torino e le Alpi" Programme	4	0.20%	250,000.00	0.10%	-	-	-	-	62,500.00
"Polo del '900" Programme	34	1.71%	1,383,672.00	0.53%	40	5.02%	1,716,482.43	0.96%	40,696.23
"ZeroSei" Programme	66	3.31%	12,866,018.31	4.95%	1	0.13%	2,530,000.00	1.41%	194,939.67
Experimentation and implementation of strategic plan	9	0.45%	335,150.00	0.13%	5	0.63%	107,000.00	0.06%	32,238.88
Total		100.00%	260,167,663.67	100.00%	797	100.00%	179,714,798.52	100.00%	130,540.72

Table 2.b. By type of intervention

Projects by type of Fund	Projects		Allocated grants		Previous year's projects		Previous year's allocated grants	
	N°	%	Euro	%	N°	%	Euro	%
Grant making (a)	303	38.02%	52,232,091.86	29.06%	301	32.93%	50,065,066.10	28.22%
SAI (b)	68	8.53%	11,465,000.00	6.38%	74	8.10%	11,120,000.00	6.27%
Participated bodies, membership fees (c)	26	3.26%	14,167,476.00	7.88%	23	2.52%	12,402,492.00	6.99%
Instrumental bodies (d)	18	2.26%	39,503,647.69	21.98%	9	0.98%	37,885,143.00	21.35%
Calls for proposals (e)	158	19.82%	10,326,800.00	5.75%	260	28.45%	10,147,095.37	5.72%
Agreements (f)	85	10.66%	27,865,000.00	15.51%	72	7.88%	30,176,000.00	17.01%
Integrated projects, operational activities	81	10.16%	16,118,300.54	8.97%	64	7.00%	16,003,358.00	9.02%
Programmes (h)	58	7.28%	8,036,482.43	4.47%	111	12.14%	9,639,323.79	5.43%
Total	797	100.00%	179,714,798.52	100.00%	914	100.00%	177,438,478.26	100.00%

Table 3. Negative replies

	A	B	C	D	E	F	G	H	I	L	M	N	O	P	Q	TOTAL
Research and higher education	22	-	-	1	-	-	-	-	-	-	-	-	-	-	1	24
Art, cultural activities and heritage	49	25	-	-	2	-	165	130	-	-	-	-	-	-	3	374
Health	9	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9
Philanthropy and Territory	10	-	-	-	-	-	-	-	-	-	-	-	-	-	1	11
Social Policies	80	1	-	-	5	-	1	-	-	-	-	-	-	-	3	90
Cultural Innovation	7	9	1	-	1	-	169	-	-	-	-	1	-	1	1	190
"ZeroSei" Programme	2	1	-	-	-	-	-	-	-	-	-	-	-	-	-	3
"Housing" Programme	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	1
Total	179	36	2	1	8	-	335	130	-	-	-	1	-	1	9	702

A	Non-priority intervention
B	Inconsistency with Planning Guidelines
C	Lack of subjective requirements
D	Not accepted request relevant to the agreement in force with the University of Turin
E	Request referable to a specific call for proposals
F	Inconsistency of the objective requirements with the presentation of the proposals
G	Rejected after comparative evaluation (call for proposals)
H	Request not accepted due to lack of selection requirements for the call for proposals
I	Request rejected by the Management Committee
L	Specialist external refereeing procedure with negative outcome
M	Requested documentation not received
N	The proposing organization has not acquired sufficient co-funding
O	The previous intervention is not complete
P	Relationship with the organization suspended due to its critical/ debt situation
Q	Request presented via unacceptable methods

Table 4. Analysis by legal status and category**Beneficiaries by legal status**

Beneficiaries by legal status	Projects		Allocated grants	
	N°	%	Euro	%
Ministry, peripheral bodies	3	0.38%	2,400,000.00	1.34%
Region	3	0.38%	3,610,000.00	2.01%
Municipality	59	7.40%	9,796,769.00	5.45%
Hill and Mountain Community	2	0.25%	48,600.00	0.03%
Consortium or ass. of local authorities; park authority	10	1.25%	2,886,900.00	1.61%
Supranational organisations	4	0.50%	1,035,000.00	0.58%
Public research and technological transfer institution	9	1.13%	907,600.00	0.51%
Hospital	3	0.38%	364,000.00	0.20%
Local Health Centre	1	0.13%	8,000.00	0.00%
University, Politecnico	43	5.40%	15,609,524.34	8.69%
Non-university inst. or schools of every type or degree	1	0.13%	80,000.00	0.04%
Foundation	141	17.69%	56,492,403.05	31.43%
Legally recognised association	113	14.18%	17,692,214.55	9.84%
Association not legally recognised	106	13.30%	7,164,499.00	3.99%
Association for social promotion	34	4.27%	1,906,550.00	1.06%
Voluntary Work Organisation	15	1.88%	1,322,000.00	0.74%
Not-for-profit consortium	7	0.88%	780,000.00	0.43%
Committee	4	0.50%	118,400.00	0.07%
Recognised NGO (by the law 49/87)	3	0.38%	295,000.00	0.16%
Other private, non-profit-making and non-entrepreneurial organisation	70	8.78%	5,985,827.97	3.33%
Religious organisation	53	6.65%	5,919,000.00	3.29%
Social enterprise	5	0.63%	386,000.00	0.21%
Social solidarity cooperative, type A	6	0.75%	395,000.00	0.22%
Social solidarity cooperative, type B	5	0.63%	447,651.00	0.25%
Social solidarity cooperative, mixed type	6	0.75%	923,000.00	0.51%
Cooperative operating in the entertainment and info sector	5	0.63%	185,000.00	0.10%
Operational Projects (CSPTO)	86	10.79%	42,955,859.61	23.90%
Total	797	100.00%	179,714,798.52	100.00%

N.B. The division corresponds to the list of the options of choice among the legal status forms present in the digital platform of "Online Requests" in which parties requesting contribution can check their status during the application process, plus the group of the operational projects directly managed by the Compagnia.



Table 5. Analysis by geographical area

	Requests received				Requests received in the previous year			
	Project		Requested amount		Project		Requested amount	
	N°	%	Euro	%	N°	%	Euro	%
Turin	820	41.14%	172,315,058.05	66.23%	692	34.24%	129,444,619.23	51.39%
Province of Turin	239	11.99%	23,436,980.51	9.01%	269	13.31%	17,311,353.36	6.87%
Other provinces of Piedmont	418	20.97%	24,259,871.27	9.33%	464	22.96%	26,994,286.93	10.72%
Valle d' Aosta	18	0.90%	967,009.22	0.37%	19	0.94%	1,184,838.48	0.47%
Genoa and its province	217	10.89%	18,497,732.14	7.11%	315	15.59%	38,918,941.72	15.45%
Other provinces of Liguria	92	4.62%	5,227,282.72	2.01%	120	5.94%	5,625,364.02	2.23%
Northern Italy excluding Piedmont	81	4.06%	3,297,145.70	1.27%	56	2.77%	2,180,033.30	0.87%
Central Italy	60	3.01%	2,886,105.44	1.11%	43	2.13%	4,562,279.91	1.81%
Naples and Southern regions	26	1.30%	6,620,683.16	93.45%	26	1.29%	5,634,189.88	2.24%
National framework	-		0.00		1	0.05%	19,436,817.00	7.72%
ABROAD - EU	5	0.25%	570,000.00	0.22%	4	0.20%	125,000.00	0.05%
ABROAD - OTHERS	10	0.50%	1,365,000.00	0.52%	12	0.58%	445,000.00	0.18%
Total	1,986	100%	259,442,868.21	100%	2,021	100%	251,862,723.83	100%

	Requests accepted				Requests accepted in the previous year			
	Project		Requested amount		Project		Requested amount	
	N°	%	Euro	%	N°	%	Euro	%
	456	57.21%	145,576,122.24	81.00%	473	51.75%	120,587,496.78	67.96%
	67	8.41%	8,106,351.00	4.51%	113	12.36%	7,822,246.03	4.41%
	108	13.55%	6,068,100.00	3.38%	150	16.41%	6,902,747.00	3.89%
	8	1.00%	481,000.00	0.27%	8	0.88%	508,000.00	0.29%
	78	9.79%	9,273,278.16	5.16%	91	9.96%	9,479,211.69	5.34%
	18	2.26%	766,000.00	0.43%	26	2.84%	737,100.00	0.42%
	19	2.38%	683,000.00	0.38%	24	2.63%	721,090.00	0.41%
	21	2.63%	1,420,000.00	0.79%	12	1.31%	3,333,577.76	1.88%
	9	1.13%	5,490,947.12	3.06%	8	0.88%	5,925,192.00	3.34%
	-		0.00		1	0.11%	19,436,817.00	10.95%
	4	0.50%	460,000.00	0.26%	1	0.11%	400,000.00	0.23%
	9	1.13%	1,390,000.00	0.77%	7	0.77%	1,585,000.00	0.89%
Total	797	100%	179,714,798.52	100%	914	100%	177,438,478.26	100%

N.B. By "requests received" we intend those registered during the year, while approved applications are all those approved during the year, regardless of the year they were received.

Table 6. Report on approved allocations and grants made during the financial year

Type	Balance 1/1/2018	Provisions	Reallocations	Total increases
ALLOCATED GRANTS				
- Research sector	60,768,006	40,000,000	3,019,672	43,019,672
- Health sector	23,931,132	6,000,000	-	6,000,000.00
- Art, Cultural Activities and Heritage sector	38,824,499	30,399,956	4,434,229	34,834,185
- Philanthropy and Territory sector	7,321,367	10,952,226	1,329,247	12,281,473
- Social Policies sector	69,261,297	51,955,000	20,241,470	72,196,470
- Cultural Innovation sector	6,009,010	7,982,500	340,000	8,322,500
- Housing Programme	4,701,765	2,530,000	-	2,530,000
- Torino e le Alpi Programme	856,237	-	-	-
- Polo del '900 Programme	1,998,336	-	-	-
- ZeroSei Programme	2,197,642	1,470,000	246,482	1,716,482
- Experimentation and implementation of strategic plan	-	-	107,000	107,000
FUNDS FOR THE INSTITUTIONAL ACTIVITY				
- Grants stabilisation fund	340,000,000	10,000,000	-	10,000,000
- Fund yet to be decided	41,544,857	33,946,303	2,600,488	36,546,791
- Fund receiving from sectors to reallocate	-	-	1,331,794	1,331,794
- Other funds of which:	70,204,259	1,109,438	170,013	1,279,361
- Fondazione per il Sud (tied-up)	29,395,556	-	-	-
- Fund for the purchase of works of art (tied-up)	8,598,276	-	-	-
- Fund for interventions at 8, Piazza Arbarello (tied-up)	5,183,948	-	-	-
- Fund for initiatives in micro-credit (tied-up)	3,401	-	-	-
- Fondo iniziative nel microcredito (vincolato)	3,401	-	-	-
- National fund for Common Initiatives Protocol of agreement Acri - Fondazioni	1,525,750	609,438	-	609,438
- Prof. Alfredo Cornaglia inheritance fund	25,497,328	-	-	-
- Funds from third parties for joint projects with Compagnia di San Paolo	-	-	170,013	170,013
- Positions to balance the assets on investments in venture capital funds	-	500,000	-	500,000
Total funds for the institutional activity	451,749,116	45,055,741	4,102,295	49,157,946
- Fund for voluntary work	16,700,759	6,770,529	-	6,770,529

(*) The grants made in 2018 do not correspond to the allocations ("provisions" column), as conditions for grants can occur some time from the relevant resolution. This is even more significant, given the incidence of multi-year interventions.

Availments 2018 resolutions (*)	Availments previous years' resolutions (**)	Reallocations	Total decreases	Balance 31/12/2018
22,492,505	24,048,405	169,671	46,710,581	57,077,097
62,967	9,811,654	35,920	9,910,541	20,056,511
17,457,104	17,921,829	779,229	36,158,162	37,500,522
3,837,359	6,205,570	6,472	10,049,401	9,553,439
43,866,717	27,670,485	393,087	71,930,289	69,527,478
2,413,240	3,136,877	115,141	5,665,258	8,666,252
-	1,838,733	-	1,838,733	5,393,032
-	338,501	51,006	389,507	466,730
-	958,114	24,940	983,054	1,015,282
697,343	1,136,527	2,810	1,836,680	2,077,444
25,414	-	-	25,414	81,586
90,852,649	93,066,695	1,578,276	185,497,620	211,415,373
-	-	-	-	350,000,000
-	-	8,416,551	8,416,551	69,675,097
-	-	1,328,903	1,328,903	2,891
-	385,154	4,404,250	4,789,404	66,694,216
-	-	-	-	29,395,556
-	-	-	-	8,598,276
-	-	3,010,687	3,010,687	2,173,261
-	-	-	-	3,401.00
-	-	97,000	97,000	2,038,098
-	335,910	1,296,563	1,632,473	23,864,855
-	49,244	-	49,244	120,679
-	-	-	-	500,000
-	385,154	14,149,704	14,534,858	486,372,204
-	14,863,255	-	14,863,255	8,608,033

(**) This use occurs with reference to multi-year grants applicable to the same resolution, to grants relevant to allocations for programmes decided upon during previous financial years, or, more in general, to interventions for which implementation occurs after the moment of the relevant resolution.

Operational Departments, Programmes and Instrumental Bodies

What We Have Achieved

Compagnia's composite architecture is based on the integration and interaction of three organisational instruments: the **Operational Departments**, the **Programmes** – specialised task forces focusing on targeted missions – and the **Instrumental Bodies**, especially the “historic” ones, ie those with a longstanding relationship with Compagnia (at times centuries old) and which have evolved as functional institutions. This chapter relates the most prominent aspects of Compagnia's yearly activity in the light of this specific structural subdivision into Departments and Programmes. The Instrumental Bodies, which make their own communications and specific forms of reporting, to which we refer you, are mentioned when relevant.

Therefore, here are Compagnia's main operational divisions/instruments through which its institutional activity is implemented.

The Operational Departments

- Research and Health
- Art, Activities and Cultural Heritage
- Cultural Innovation
- Social Policies
- Philanthropy and Territory

The Programmes

- ZeroSei Programme
- Housing Programme
- International Affairs

The Instrumental Bodies

- Fondazione Ufficio Pio // historic body // www.ufficiopio.it
- Fondazione per la Scuola // historic body // www.fondazione scuola.it
- Fondazione 1563 per l'Arte e la Cultura // historic body
www.fondazione1563.it
- Fondazione Collegio Carlo Alberto // www.carloalberto.org
- Fondazione IIGM // www.iigm.it
- Istituto Superiore Mario Boella // www.ismb.it
- Istituto SiTI // www.siti.polito.it
- Consorzio XkéO-13 // www.laboratoriocuriosita.it
- Consorzio Compagnia di San Paolo Sistema Torino

→ Merger
by incorporation
in Fondazione LINKS
linksfoundation.com

The Operational Departments

N.B.

The data cover the two-year period 2017-2018 in such a way as to allow a more contextualised reading. Here below, a presentation of the main numbers describing Compagnia's allocations in this two-year period (the input) is followed by a description of the main projects which, by means of these resources, Compagnia contributed to bring about (the output). To each operational department is dedicated a section opening with a table of allocations and two other brief sections: one dedicated to projects from the two-year period of special substantial or methodological interest (not necessarily the largest but the most significant), and a second dedicated to the operational principles which proved most productive or most problematic in the project development of the same department; this narrative reconstruction of activities is followed by "route notes" which contain lessons learned, challenges, issues yet to be resolved. The report concludes with a presentation exemplifying the evaluation logic – at project and/or programme level– which Compagnia is developing at this stage.



1. Research and Health Department

Research

Distribution of allocations in "Research" and higher education

Field of Interest	2018 Projects		2018 Allocated Grants		2017 Projects		2017 Allocated Grants	
	N.	%	Euro	%	N.	%	Euro	%
Natural and technological sciences					1	1.03%	145,000.00	0.37%
Universities	41	38.68%	15,421,752.31	35.99%	39	40.21%	15,357,361.69	38.72%
Instrumental research bodies	13	12.26%	20,253,647.69	47.27%	6	6.19%	17,318,000.00	43.67%
Scientific research and technological innovation	16	15.09%	2,395,600.00	5.59%	14	14.43%	2,055,000.00	5.18%
Law hub (Polo giuridico)					1	1.03%	10,000.00	0.03%
Economic and social research	18	16.98%	1,359,000.00	3.17%	20	20.00%	947,890.00	2.32%
International Affairs	17	16.04%	3,420,000.00	7.98%	16	16.49%	3,826,000.00	9.65%
Total	105	100.00%	42,850,000.00	100.0%	97	100.0%	39,659,251.69	100.0%

EMBLEMATIC PROJECTS

• **Completion of the project for the establishment of the Links Foundation**, as an integrated technological research body which performs innovation activities in the fields of engineering and territorial development. To maximise the impact of research by linking the academic

world with the public and private sectors and activating large scale projects and processes which have territorial impacts is the mission of Links, which integrates the Istituto Superiore Mario Boella and the Istituto Siti.

• **Agreements with Universities:** multi-year programmes of integrated shared interventions with





every University intended to increase attractiveness and competitiveness. Euro 15,000,000.

• **Turin C.U.S. (University Sports Centre):** support for the redevelopment of five facilities in Turin: The activities performed by C.U.S. are an integral part of the policies of internationalisation of Turin's university education system. However, it should be noted how such activities are open not only to students but to all citizens. Euro 300,000 for 5 years.

PRINCIPLES AND KEY CONCEPTS

1. From projects to processes, side by side with universities

The goal is to help universities to become innovative, competitive and attractive: this work has been carried out in dialogue with universities in order for Compagnia resources to be allocated consensually in "development" activities with effects on the "ordinary", thus not supporting the ordinary or research projects, even if selected through calls for proposals evaluated by external bodies. Various instruments were proposed for interventions from which universities could choose characteristics and financial means on the basis of their needs. In addition, an evaluation plan will be structured with universities for these agreements, making it possible to monitor the progress of the activities over the three-year period and evaluate its final impact.

2. Integration requires order, and vice versa

The principle that isolated growth of the institutes risks producing fragmentation and limited impact is nowadays taken for granted. A process of reorganisation of the governance of the instrumental research bodies has been set in train above all to facilitate, in a more significant and orderly way, integration with the Universities in terms of competitiveness of research, improvement of the

educational offering, recruitment of talents and enhancement of the intellectual property produced therein.

3. Open calls for proposals

Universities do not exhaust the potential for research into a system. We want to promote research projects which, on the one hand, examine the problems and the social transformations which characterise the territory of the Piedmont region and, on the other, put forward innovative and potentially replicable solutions. In the field of healthcare, the instrument of the call for proposals facilitates the submission of requests for funds for equipment on the part of health centres in the Turin Metropolitan Area. This instrument is functional to improved planning and a more structured evaluation and selection process regarding requests for grants, also in keeping with the priorities of the Regional Health Plan.

RESEARCH: FROM 2017 TO 2018

One of the basic assumptions which have entered Compagnia's research policies in recent years states that the changed relationship between basic research and applied research reduces the time necessary to pass from theory to application, also thanks to appropriate organisational platforms. With this in mind, in the course of the last two years two calls for proposals have been launched: one (into its third edition) addressed to the scientific organisations in Genoa; the second aiming to support initiatives and ideas in the field of socio-demographic research. With reference to the Genoese call for proposals, completed in 2017, out of 142 requests, 23 projects were approved for grants, in accordance with the standard criteria of scientific evaluation. Among the winning organisations were the IRCCS San Martino-IST e Gaslini, the University of Genoa, the Fondazione Istituto Italiano di Tecnologia, the Galliera Hospitals, the Genoese Institutes of the National Research Council (CNR), the



Genoa section of the National Institute of Nuclear Physics. The second call for proposals, currently in progress, is an invitation to submit social research ideas applied to the Piedmontese territory with a cognitive/propositional focus on the peculiarities of the process of demographic change in Piedmont and the challenges which this poses. The call for proposals set out, moreover, to stimulate cooperation among different bodies, by promoting the exchange of knowledge and skills. It is to be pointed out that the field of research activity is Piedmont but the call for proposals is open to the entire national research community, whether academic or not. The idea of a call for proposals of this type arises with the goal of experimenting with a new, more issue-oriented approach and on a "structural" issue such as population shifts, and identifying research bodies which are not already supported by Compagnia.

The participated research bodies, the **Istituto Superiore Mario Boella (ISMB)**, the **Higher Institute for the Territorial Systems for Innovation (SiTI)**, the **Italian Institute for Genomics Medicine Foundation (IIGM)**, the **Leading Innovation and Knowledge for Society (LINKS) Foundation** and the **Collegio Carlo Alberto (CCA) Foundation** have represented, in the last two years, a significant expenditure on the part of Compagnia in benefit of research, particularly the applied form. The process of reorganisation of the Istituto Superiore Mario Boella (ISMB) and of SiTI, promoted in recent years by Compagnia and Politecnico di Torino has led first (2016) to the establishment of the Leading Innovation & Knowledge for Society Foundation – LINKS, with legal recognition in the same year. In the course of 2018 the stages towards the merger for the incorporation of ISMB and SiTI into the LINKS Foundation were completed. LINKS, having assumed the rights and responsibilities of the SiTI and ISMB associations, operates in a logic of continuity, especially with regard to European Projects in which the pre-existing organisations were engaged. The new LINKS foundation can thus count on

the existing synergies between the research divisions of the ISMB and SiTI associations – IT, networks, territory – particularly strategic in the light of the new European framework programme for research and innovation (FP9) 2021-2027, overseeing, in particular, the area of applied research, in complete synergy with Politecnico di Torino, co-founder.

The mission of Collegio Carlo Alberto, a foundation born in 2004 on the initiative of Compagnia di San Paolo and the University of Turin, is research and higher education in social, economic, political and legal sciences. In 2017 it transferred its headquarters from Moncalieri to Turin, to a historic building in the centre of the city. In the College's mission research and higher education figure side by side, since at a high level the two dimensions cannot exist independently. The educational objective is to train graduate and postgraduate students equipped with the right skills to meet the needs of the current labour market, or else capable of facing an academic career in the most qualified PhD programmes in the world. The College's research goal is to contribute to the formulation of policies for the economy or for other sectors of public action by guaranteeing a competitive quality matching the best think tanks and international university departments.

The Italian Institute for Genomic Medicine – IIGM, is a foundation created in 2007 by Compagnia di San Paolo, the University of Turin and the Polytechnic of Turin. In 2016 the Foundation embarked on a path of transformation and renewal which concluded with the approval of a new Statute. The Foundation thus drafted a new strategic plan orientated towards translational medicine /precision medicine and biomedicine. In 2018 the University and the Polytechnic of Turin renounced their roles in the governance and Compagnia di San Paolo was left as the only founding body of reference. IIGM proposes, thanks to a series of reports on construction, to qualify as the research and innovation platform of Parco della Salute (Health Park) of Turin, the main project of creation of a new generation research and medical



care structure in the Northwest, and more generally for the main national and regional clinical centres.

The support for the university system came into effect through the Agreements signed for the three-year period 2016-2018 with the University of Turin, the "Amedeo Avogadro" University of East Piedmont, the Polytechnic of Turin and the "Federico II" University of Naples, Compagnia partners. Through these framework agreements funding was allocated to research projects and activities, didactics and higher education in management innovation and internationalisation, varying according to the priorities of the individual Universities. The agreements are governed by equally-represented bodies between the individual University and Compagnia. Also thanks to Compagnia support, they have invested in projects with broad effects, capable of affecting their overall situation, their internal processes and performance. The agreements with the Universities, which lapsed on 31st December 2018, are undergoing redrafting for the 2019-2021 period, as mentioned in the introduction.

On the basis of the context data drawn from VQR 2011-2014 and the performances of five universities participating in Horizon 2020, a shared reflection on the enhancement of available instruments, in particular in relation to the needs identified by the Ninth Framework Programme. In the wake of the "Mission Oriented Research & Innovation in the European Union" report (Mazzucato, 2018), a "system challenge" was identified (innovative, competitive and attractive universities) and four lines of intervention: 1) to use Compagnia funds to support the universities in European competition after Horizon 2020 with actions functional to FP9; 2) to improve the performance of universities in order to increase ministry rewards through system strategies at a territorial level; 3) to promote innovation in didactics in order to reduce the mismatch between skills taught and market needs; 4) to foster advanced strategies in the management, protection and enhancement of the intellectual property generated.

For each of these lines several instruments that can be activated have been identified. The universities have chiefly concentrated on missions 1 and 3, namely on the European competition and didactics. The Opera project presented by the University of Turin within Digital Education and the Teaching Lab proposed by the Polytechnic appears to be, in this second field, the project with the greatest potential on which the Universities of Turin and East Piedmont might also converge.

Health

EMBLEMATIC PROJECTS

- **Framework agreement for the three-year period 2017 – 2019 with Piedmont Region** for the creation of coordinated development programmes in the field of healthcare (Euro 10,000,000).

In particular:

- Study and experimentation of innovative models of integrated care of the patient with chronic illness.

- Grant for the rebalancing of the three-year administrative situation of the City of Health and Science of Turin;

- **Reorganisation of the children's accident and emergency department of the Regina Margherita Hospital:** intervention directed at the structural and organisational redevelopment of A&E in order to allow Regina Margherita hospital, a centre of excellence in regional healthcare in the field of paediatric care, to respond appropriately to the increasing need for assistance. The intervention, carried out thanks to the co-financing of Compagnia di San Paolo and ADISCO, represents an example of profitable collaboration between private parties and public bodies. Euro 450,000.

Distribution of grants in the “Health” sector

Field of Interest	2018 Projects		2018 Allocated Grants		2017 Projects		2017 Allocated Grants	
	N.	%	Euro	%	N.	%	Euro	%
New management and organisation models in health	4	57.14%	4,180,000.00	69.67%	8	80.00%	4,896,000.00	81.60%
Technological innovation	3	42.86%	1,820,000.00	30.33%	2	20.00%	1,104,000.00	18.40%
Total	7	100.0%	6,000,000.00	100.0%	10	100.0%	6,000,000.00	100.0%

HEALTH: FROM 2017 TO 2018

Considering the ordinary quantity of resources available, Compagnia focused its attention on the support for initiatives designed to promote the introduction of greater economic and organisational rationality in management processes in the Piedmontese health system. To this end, a three-year framework agreement was signed with the Piedmont Region for the creation of coordinated development programmes in the healthcare field. The Region and Compagnia agree on the importance of integrated actions, with objectives of greater equity, greater accessibility, greater efficiency and increased quality of the services provided respecting the economic-financial balance. In particular, two operational macro-areas of mutual interest were identified: 1) the consolidation and implementation of the three-year re-entry plan of the City of Health and Science University Hospital of Turin, intended as fundamental prerequisites in the evolution towards the Health, Research and Innovation Park; 2) the analysis and testing of innovative models of integrated care to support the management of the chronic patients. These models also represent a prerequisite linked to the creation of the Health Park (Parco della Salute). Alongside this important spending commitment,

the Compagnia has confirmed its focus on projects aimed at introducing innovative health technologies and initiatives aimed at spreading organisational methods based on multidisciplinary models, capable of providing the patient with an improved quality of care and a greater efficacy of interventions, but also of rationalising resources, thanks to a more efficient use of the professional figures present in the territory's health structures.

The Parco della Salute e della Ricerca di Torino project represents an important juncture in Compagnia's activities, midway between research and health. The project envisages the creation of four functional centres: 1) Health and clinical training hub; 2) Research hub; 3) Didactics hub dedicated to activities pertaining to master's degree courses, to three-year bachelor's degree courses and to specialist degree courses in medicine or healthcare professions; 4) Residential care hub. The beginning of 2019 saw the launch of the two expected calls for public proposals, both published by the City of Health in its capacity as contracting authority. The first concerns the Health Park directly, through the formula of competitive dialogue, the second regards the reclamation of the ex-Avio area on which the complex will rise. Compagnia, besides having contributed to creating the conditions for the City of Health of Turin to be able to qualify as contracting



authority, is today busy seeking to identify, along with the Region and the University, the spaces for the intervention which, thanks to a philanthropic partner, may facilitate the start-up and the better coordination of a process objectively long in the making, but which, for this very reason, must not lose its operational tempo and capacity for organic upgrading.

ROUTE NOTES

The selection, monitoring and evaluation of interventions represent fundamental and cross-cutting elements of Compagnia's activities. An experience which is gaining in significance has accumulated on this issue. In the field of research and higher education external competencies are crucial, available through referee experts and technical-scientific committees, external research structures and centres promoted by Compagnia. Recourse to external contributions for the selection/evaluation of initiatives (drafted also into the statutes and regulations with reference to the possibility of activating technical/scientific committees) is in fact a normal practice for Compagnia. As concerns the Agreements with the Universities, the parties agreed to include indicators of intermediate monitoring and final evaluation linked to the objectives set. These indicators are elaborated also thanks to the cooperation of third-party experts. The Instrumental Research Bodies precisely because of their characteristic as centres of competencies in specific areas, undergo constant evaluation both by external financiers (EU and other institutions) and by Compagnia, as founding body, which controls their activities through the presence of its own representatives in governance structures. The call for proposal initiatives and projects all undergo external evaluation. A special discussion is merited by the evaluation methods of the health research and the related systems of financing.

Among the evaluation criteria available we also use more innovative requisites compared to traditional scientific publications and their impact factor (always crucial), such as the impact expected on the careers of the researchers, the development of networks of international and multidisciplinary research and the creation of new strands of research. As in many fields, also in health research more advanced indicators of success and significance than mere output are sought. These conflicts with the objective difficulties of measuring the impact effects as more broadly understood. However, it is Compagnia's responsibility and commitment to follow the progress of a methodological debate, with evident political implications, which may have important repercussions on the ways of supporting, encouraging and rewarding scientific research of high quality.



International
Affairs

2. International Affairs



PRINCIPLES AND KEY CONCEPTS

1. European Defence: integration and common security between technological research and dual-use applications

The question of European defence constitutes a thematic focus around which are concentrated various political, economic and technological tendencies, which intertwine with specific competencies present in the territory of Turin. The boundaries between external and internal security have become blurred. Climate changes and the scarcity of resources, associated with demographic growth and with the fragility of States; the resilience and protection of critical and digital infrastructures; the limits on the use of remote-controlled aircraft and UAVs; maritime surveillance and satellite communication: our societies find themselves facing forms of "hybrid threats" which now render irrelevant the boundaries between what is "external" and what "internal". In order to face these hybrid threats it is then increasingly necessary to often know how to develop and apply solutions, competencies and dual-use technologies. These are instruments which may find application both in the civil field and in the military one: from the development of new particularly resistant materials, to technologies applicable in the field of digital security, to cartography, to name but a few.

2. Mediterranean: beyond security, opportunities for a "shared prosperity"

The Mediterranean constitutes an area of primary interest for Europe, and in particular for the Italy as much for historic ties as for the close economic and security relations (starting with energy supplies) which connect among them the societies and countries which look out onto "Mare nostrum". The issue of migrations has thrust to the centre of our attention, both in the European and national debate and in the eyes of public opinion, the importance of the Mediterranean.

INTERNATIONAL AFFAIRS PROGRAMME: FROM 2017 TO 2018

Compagnia di San Paolo has always devoted attention and resources to international issues. Compagnia's objective consists in supporting and integrating a range of organisations, networks and projects, Turin-based or otherwise, capable of linking quality of research and political influence on certain selected issues of importance, creating at one and the same time a "localised" capacity (alternately Italian, North-western, or Turinese) for appropriate analysis and reflection. The activities have one side for research and another for dissemination. The public reached by dissemination and communication initiatives is concentrated in an

intermediate sphere which includes public decision-makers, media operators, economic players and experts. The academy is called upon above all through its research and training activities, while the general public opinion is involved in the discussion through lectures and through the media. Particular attention is paid to the involvement - both in research activities, and in training activities - of young researchers and professionals at the beginning of their professional careers, the so-called "generation Erasmus".

The activities are based on a network of bodies and centres of research which are involved actively. As regards the bodies involved, Compagnia has three strategic partners, the German Marshall Fund of the United States (GMF), the Institute of International Affairs (IAI) and the European Council on Foreign Relations (ECFR). The strategic partnerships interact at a local level with some research centres based in Turin such as the Turin World Affairs Institute (TWAi), the Centro Studi Africani (CSA) and the Centro Studi sul Federalismo (CSF). These centres, all dependent to varying but, in any event, significant degrees on the support of Compagnia, do not exhaust the possible local interfaces. Many of the initiatives involve indeed a plurality of other actors from the local system, such as the various chambers, the most internationalised industrial system, and the training centres of excellence such as the Army Military Academy.

Another element in support of Compagnia's international perspective is the "United Nations complex" present in Turin: the ITC-ILO (International Training Center of the International Labour Organisation), the UNICRI (United Nations Interregional Crime and Justice Research Institute) and the Staff College (UNSSC - United Nations System Staff College), to which we may add ITHACA (Information Technologies for Humanitarian Assistance, Cooperation and Action). This collection of organisations constitutes an important hub for advanced training, also at an international level.

Lastly, Compagnia has developed a number of specific projects of an operational nature and collaborations activated ad hoc, such as the Observatory on Maritime Traffic in the Mediterranean promoted by the Neapolitan association Studi e Ricerche per il Mezzogiorno, or the research project "Platform for Advanced and Emerging Economies Policy Dialogue" launched in collaboration with the Bruegel think tank (Brussels) and the OCP Policy Center (Rabat), or still the support for initiatives promoted by the CeSPI - International Policy Study Centre.

ROUTE NOTES

The objective that the International Affairs Programme set itself in the two-year period was that of facilitating greater opportunities for international projection for those organisations which operate locally in sectors of internationalist importance (Twaì, Ithaca, Centro Studi Africani etc.). But above all that of fostering broader impact in the partnerships with some think tank based elsewhere, such as the Institute of International Affairs in Rome, the European Centre on Foreign Relations in London, the German Marshall Fund in Washington D.C. and, more recently, the International Policy Study Centre in Rome. The many actions promoted in this area, besides the support for activities of research, elaboration and ordinary communication of the organisations, have included opportunities for young graduates and scholars of international relations to undertake certified training and thus to gain professional and academic experience useful for their futures.



3. Art, Activities and Cultural Heritage

Distribution of grants in "Art, cultural activities and heritage" sector

Field of Interest	2018 Projects		2018 Allocated Grants		2017 Projects		2017 Allocated Grants	
	N.	%	Euro	%	N.	%	Euro	%
Performing Arts	63	25.00%	2,597,571.12	7.63%	75	26.32%	2,935,500.00	9.72%
Participated Cultural Institutions	23	9.13%	10,749,382.3	31.56%	22	7.72%	9,884,538.81	32.74%
Important cultural institutions and great attractors	41	16.27%	9,705,000.00	28.50%	40	14.04%	7,229,000.00	23.95%
Cultural heritage - safeguard, knowledge and enhancement	120	47.62%	7,703,000.00	22.62%	142	49.82%	7,739,150.00	25.64%
Landscape, cultural districts and systems	1	0.40%	100,000.00	0.29%	5	1.75%	400,000.00	1.33%
Instrumental Bodies	3	1.19%	3,200,000.00	9.40%	1	0.35%	2,000,000.00	6.63%
Total	251	100.0%	34,054,956,35	100.0%	285	100.0%	30,188,188.81	100.0%

EMBLEMATIC PROJECTS

- **Performing Arts:** a three-year call for proposals which complements the financial support for live performance with initiatives for the enhancement of competencies and consolidation of the system of cooperation. Euro 2,100,000 annually.

- **Enhancement through networks among urban and**

- **territorial cultural resources:** a call for proposals which selects projects for systematising cultural heritage capable of supplementing resources and mobilising the competencies present in the individual territories. Euro 2,400,000.

- **Experimentation of the implementation of the landscaping plan for three areas of Piedmont:** accompaniment project for the technical





implementation of the Piedmontese regional landscaping plan. Euro 400,000.

PRINCIPLES AND KEY CONCEPTS

1. Voluntary work as a resource

Voluntary work is sometimes the only opportunity making it possible to enjoy heritage in a continuous fashion. A resource may, however, risk becoming a double-edged sword when passion is not accompanied by an adequate level of quality in the service offered. It seems opportune to promote initiatives for the improvement and rationalization of the world of the cultural voluntary work by rewarding those institutions committed to improvement. The cases in which the local government assign delicate heritage to weak associations in the area of management and enhancement highlight the need for careful evaluation with regard to the model.

2. Sustainability: paths towards the future

The conditions of fragility to which many cultural institutions are reduced are well-known. The causes are attributable not only to limited availability of sources of public and private financing, but also to governance which is inadequate for today's circumstances, and to a management of institutions which are not always capable of guaranteeing economic, financial and organisational sustainability. Sometimes an individual's understanding of his own role in the system of reference seems to be lacking to say the least. The meagre investments made in internal competencies weigh heavily, as does the difficulty of escaping self-referentiality and working far-sightedly looking towards the future. Compagnia's challenge, then, is to work on these shortcomings, by collaborating with the cultural institutions to enhance their autonomy, their professionalism, their efficiency, the understanding of their surroundings and a propensity for change and cooperation.

3. Maintenance vs restoration

There still appears to be lacking a shared culture of maintenance of heritage understood as an activity designed to prevent restoration interventions, which have invasive effects on the functionality of the heritage itself and represent a substantial additional financial burden. The legal framework requires the drafting of a maintenance plan as part of executive planning: this, however, becomes a formal act devoid of content of value or guidance, also because it does not render compulsory any enactment of the activities planned. It may be said that, even today, the maintenance of cultural heritage is a voluntary activity. Instruments such as maintenance plans and expert reports should be, however, disseminated and enhanced, by acknowledging its role as a theoretical document on which to base the planning of activities for the efficient maintenance of heritage and the containment of costs

ART, ACTIVITIES AND CULTURAL HERITAGE: FROM 2017 TO 2018

Compagnia's efforts in the two-year period 2017/18 have sought to consolidate the role of the great museum attractors, of the most qualified complexes and cultural institutions, also in their function as a driver for development in the local territory.

Among the so-called "great attractors", Compagnia di San Paolo has chosen to dedicate significant resources, in financial and project-planning terms, to the system of Savoy Royal Residences, that is to the establishment and strengthening of the Consortium's capacity to act. In 2017, with the amended statute of the Consortium of Venaria Reale, an organism institutionally dedicated to an integrated cultural promotion of the cultural heritage belonging to the system, whose possessions are somewhat fragmented, was created. In the course of 2018 the Consortium of Savoy Royal Residences was delayed in its development by changes in central and local government as well as by the need to reactivate



the collaboration of territorial intent which had given rise to the starting agreement concerning the regional residence circuit. Today the Consortium has a new statute and needs to activate coherent, organisational and functional strategies; in the two-year period Compagnia has continued to "work collaterally" by developing and supporting system projects which concern the Residences as a whole.

The sector of large participated cultural organisation recorded in the two-year period a diversified trend which highlighted at least three different paths, which have borne fruits thanks to the different strategic capacities of the organisations to manage ever more important problems. The gulf between those who are stuck rigidly in time-honoured but today unsustainable management practices and those who have learned to react in dynamic ways to the challenges posed by current times is widening. Between these extremes there remain organisations still engaged in the transition, in search of a new equilibrium. Even undeniably successful bodies are aware that hard-earned results need re-launching if they are to conserve the positioning gained. 2018 was undoubtedly the most critical year to date. Compagnia found itself on occasion performing emergency interventions through extraordinary grants. These emergency interventions were carried out in order to initiate a logic of structural change. The model applied envisages that the intervention be accompanied by a detailed analysis of the accounts and a comprehensible and realistic multi-year strategic programming, performed also through the engagement of independent third-party experts. This appears to be a reasonable and feasible path to follow – also because it makes it possible to understand what effective resources, apart from institutional grants, may be activated by the cultural institutions.

Compagnia has a tradition of working with many cultural institutions on the territory of the Northwest, whether these are museums, theatres, venues for

dissemination, whether typical or atypical. Compagnia's support for them depends on the assumption that this may bring benefits, both direct and indirect, to the cultural sector as a whole. The 17 bodies benefitting from support for institutional activities – funded that is to say not on the basis of individual projects – were involved in a training activity intended to enhance their competencies and capacities to generate strategic actions for continued improvement. Compagnia has made available training programmes and *peer learning* schemes which draw on a shared analysis of the specific sector, of its positioning in the life cycle and the challenges facing each body. A sensitivity to a suitable culture of data analysis, of monitoring, of management control, and of the evaluation of one's own social and cultural impact, was one of the salient features. This is a process which will exceed the two-year period and will be managed step-by-step by Compagnia departments in collaboration with training service providers, by actively making responsible the staff of the various institutions.

The live performance sector was the subject of the Performing Arts call for proposals, another measure for strengthening the system. In this case, too, experience taught us that support for more qualified bodies can serve to form networks through shared paths. The Performing Arts call for proposals has, in this logic, become from an annual one now a three-year one, with the intent to support for three consecutive years those projects selected in 2018, which distinguish themselves by an increasing degree of complexity and cooperation among the various parties. Once again, Compagnia makes available financial resources and programmes aimed at *capacity building*.

As regards cultural heritage, Compagnia has pursued its efforts in favour of the old town centres of Turin and Genoa according to the logic of systems, acting, that is to say, both through restoration campaigns for buildings of historical and urban significance, and actions designed to create a heritage network, in terms of management



and of access. This is the case, among many others, of the completion of the restoration of the Chapel of the Holy Shroud of Turin, and of its reopening in the ambit of the complex of the Royal Museums. The exhibitions were supported when attractive to the public, but also of great quality from an academic point of view. When possible, we have “accomplished” restoration programmes through the support for exhibitions in which these programmes are presented to the public, as in the case of the Baroque sculptor Maragliano and of his School at the Royal Palace of Genoa.

Compagnia feels a responsibility towards broader cultural quality, the historical, monumental and landscape fabric of the territory, even the minor one. In this, the Luoghi della Cultura call for proposals has played a central role, selecting projects for the enhancement of cultural heritage, by encouraging projects which can blend preservation and enjoyment. In the two-year period the call for proposals has raised standards for qualitative eligibility, focusing on the competent treatment of the territory’s cultural resources and, consequently, on its capacity to attract interest. The call for proposals for restoration works completes the preservation activities, which in the two-year period 2017-18 concerned the history, culture and religious and secular heritage of the Confraternities. As a result of previous activity, in 2017 the “Valorizzazione a rete dei beni culturali” (Network enhancement of cultural heritage) call for proposals, an instrument straddling cultural enhancement and local development was brought to a close while the projects funded are still in large part under implementation.

ROUTE NOTES

The two-year period was characterised by systematization and rationalization “on the go”. During this first half of the enactment of DPP 2017-20120 work was done on honing grant-making instruments conceived in previous years and designed to construct a grant-making method which was both inclusive

and selective. This was achieved by leveraging the background knowledge gained in the previous years and by experimenting with the proposal of new instruments, principally capacity-building ones to our stakeholders. One such example is the aforementioned experience in the ambit of the Performing Arts Call where the objective is to accompany the creation of a community of operators and work with this, by providing support and stimulating the birth of relationships based on cooperation and sharing.

The same basic objective informed the work of systematization and analysis of the 17 bodies which receive grants for their institutional activities in the field of art and of cultural heritage and activities. For each of these data were collected relating to aspects of organisation, functioning, accountability, strategic programming and visibility, leading to a modelling of these bodies and defining a zero hour for the evaluation of future developments of these organisations.

Within these paths towards increasing knowledge and support for organisational improvement, Compagnia is also developing a specific method of intervention, aimed at activating the potential of the territory’s most strategic cultural organisations, in order to improve capacities for self-financing and sustainability. It is a matter, for Compagnia, of acting as an enabling factor, by investing in a coordinated process of strategic actions producing an evolution in management and organisation of the bodies and greater economic and financial autonomy, with consequent reduction then of Compagnia’s own grant-making function. A sine qua non was that the bodies be equipped with a Multi-year Strategic Plan on which to graft an operational Business Plan, the implementation of which leads to an appropriate and measurable increase in operating results, with the aim that this increase of resources be then employed in agreed actions. A model of such an intervention is the support for the implementation of the Business Plan for the Royal Museums of Turin, launched with the Royal Palace project in 2019.



A further significant experience regards the call for proposals on the enhancement of cultural heritage and the landscape according to a networking logic. In the selection phase particular attention was paid to those projects capable of defining, according to an integrated framework, the competencies of the individual parties and of fostering relations with the territory’s economic operators. The Area acted proactively by promoting opportunities for beneficiaries to meet and to compare ideas on relevant questions, contextual or technical problems.

As far as lessons learned are concerned, an ever more thorough analysis of the project-planning proposals sent to Compagnia allowed us to reflect on the role of cultural voluntary work, which often represents the only opportunity to enjoy heritage in a continuous way. This line, moreover, involves a strengthening of the associations of volunteers, in terms of skills and organisational trustworthiness, without forgetting that there exist in every case actions which must be by their very nature entrusted to the intervention of professionals in order for technical and quality standards to be met.

Mention has already been made of the challenges Compagnia had to face with regard to the system of Savoy Royal Residences. The accompanying presence of various levels of weakness, perhaps owing to the absence of a universally-shared mission, blocked the progress of a system project, and of the body intended to interpret it, which was nonetheless considered a qualifying objective by all the institutional parties involved, as well as probably by the citizens. Another so-called great attractor moving from a situation of strongly critical nature, and still in a phase of consolidation in its new organisational configuration, is the Turin Book Fair, a prime cultural project on the territory. Compagnia not intending to overstep its role, revitalised the 2017 and 2018 editions with the Bookstock Project and supported the rehabilitation of the book fair’s brand itself.



4. Cultural Innovation

Distribution of grants in the "Cultural Innovation" sector

Field of Interest	2018 Projects		2018 Allocated Grants		2017 Projects		2017 Allocated Grants	
	N.	%	Euro	%	N.	%	Euro	%
Contemporary languages	48	40.68%	2,347,000.00	28.68%	22	25.29%	1,937,000.00	32.27%
Cultural inclusion and participation	14	11.86%	1,290,000.00	15.77%	17	19.54%	1,365,000.00	22.74%
Science and society	23	19.49%	1,395,500.00	17.05%	23	26.44%	1,542,000.00	25.69%
Cultural enterprises and creative careers	24	20.34%	1,088,000.00	13.30%	25	28.74%	1,158,000.00	19.29%
Civic and cultural innovation	9	7.63%	2,062,000.00	25.20%	-	-	-	-
Totale	118	100.0%	8,182,500.00	100.0%	87	100.0%	6,002,000.00	100.0%

EMBLEMATIC PROJECTS

• **ORA! 2018:** Two calls for proposals dedicated to the best contemporary cultural productions (**ORA!**) and to the development and accompaniment of creative projects amongst under 30s (**ORAIX**) Euro 1,374,000.

• **OPEN:** Calls for proposals, accompaniment schemes, experimental projects, a European project to develop cultural demand, to test new practices, new professions and new competencies Euro 1,950,000.

• **INFINITE CURIOSITY:** An interactive exhibition in Turin

and Genoa realised thanks to the collaboration of the main figures which deal with scientific divulgation joined together in the Sistema Scienza Piemonte (Piedmont Science System) network Euro 269,000.

PRINCIPLES AND KEY CONCEPTS

1. Financial contribution, but there is more

Beyond our mere grant-making activities we have applied strategic directions which envisage the creation of added management, organisational, training value in addition to the financial support for the various





projects (empowerment and accompaniment initiatives, phases of project-planning improvement of the proposals received, occasions for training, capacity-building services). This type of integration of “factors of growth” (financial resources plus capacity building) seems to us to have been very well received by our partner organisations and often has “given form” to unexpressed and not explicitly perceived needs.

2. Advocacy, networking, communication and promotion

Advocacy, networking, communication and promotion on the issues of cultural innovation are (still and always) important. With the direct organisation of public moments, the construction of dedicated instruments of communication, active participation in specific networks, Compagnia thus contributes to the reflection/awareness raising/promotion of questions of cultural innovation in their very context of reference. In this sense, the moments of reflection on contemporary cultural production on the occasion of the communication of the **ORA!** Interventions must be read, the promotion and organisation of moments of public idea sharing on audience development and the promotion of a practising community on the issue, participation in international networks, the sharing with territorial organisations of the culture and civic innovation initiatives and the promotion of territorial networks.

3. Experimentation

New thematic terrains, experimentation of new methods of intervention, new interlocutors. The experimental approach also brings with it an element of risk, on pain of inauthenticity. The control of accepted risk is an important function in the world of cultural innovation. Experimentation may also mean, as happens, transversality among Compagnia's different fields of action: innovative processes generally spring from a number of factors and may regard several fields of application. Hence, an increasing degree of

transversality among Compagnia's different areas of intervention; besides, naturally, those more strictly cultural, also social ones, those relating to philanthropy and social innovation, to research and healthcare.

CULTURAL INNOVATION: FROM 2017 TO 2018

In the course of the two-year period Compagnia has developed its own commitment in gathering and promoting processes of innovation under way in the cultural field, with an often experimental vision and method and a constant intersectionality with various other foundation lines of intervention. Its dimensions and specific objectives are those contemplated by DPP 2017-2020: to foster contemporary production, by supporting research and creativity, to promote new forms of participation in culture in order to broaden and diversify its demand, to promote more efficient and sustainable organisational models and management processes, to promote the development of an ecosystem of creative and cultural enterprises on the territory, to promote opportunities linked to the digital sphere and to that of the new technologies and to the relationship between science and society. The construction of a cultural system in the sector of contemporary expressive languages, in Turin but also in other territories covered by Compagnia, is one of the Foundation's “generative” objectives and this has been expressed, also in the two-year period, in an enhanced and broadened dialogue with the most successful parties in the sector, fostering a more functional strategic reflection and systemic relationship. As regards the Turin autumn dedicated to contemporary culture (Artissima, Club To Club, Paratissima, etc.), and to those actors who promote it, we have methods of intervention designed to promote greater continuity and impact throughout the year. Independently, Compagnia has continued its actions in support of contemporary cultural production with the **ORA!** project, which in the two-year period has had three distinct strands: a call for proposals (**ORA!**) dedicated to cultural productions in avant-garde contemporary expressive languages, addressed to organisations bodies with good project-



planning and management capacities; a project (OraX) dedicated to individuals and teams under the age of 30, bearers of creative innovative ideas, for which a training, refresher course and capacity-building initiative was created, for the drafting of sound and well-articulated proposals, capable of being selected in a final stage of a call for proposals. In parallel – a third line –, a selection of the winners of the previous edition of the **ORA!** call for proposals was offered a pre-acceleration initiative (Ora2) in view of the possible establishment of cultural enterprises eligible for interventions of impact financing. The very issue of participation and cultural inclusion has seen in this two-year period an effort towards experimentation and diffusion of those interventions designed for the development of the demand for culture, grouped together under the **OPEN** umbrella. These actions taken together comprise accompaniment schemes for organisations and operators – in other Compagnia calls for cultural proposals too –, experimental projects, a European project. 2018 saw the issuing of two specific calls for proposals: **OPEN Lab**, dedicated to the search for new models with which to train new audiences, and **OPEN Community**, designed for projects presented by networks of cultural communities and professionals (or cultural enterprises). This second call for proposals seeks to reward initiatives of audience engagement (active involvement of the public) which display the capacity to bring about lasting and sustainable change – whether territorial or sectoral. In addition, the launch of the **OPEN Cinema** project took place, an intervention dedicated to peripheral cinemas, which for their function as social gathering points are recognised as possible epicentres of social and cultural innovation for local communities, even beyond the mere distribution of films or other audiovisual products for collective enjoyment. The question of cultural participation was then central to some advocacy interventions in the sphere of institutional relations, going from a local scale to an international one.

The opportunities linked to the digital sphere and to that of new technologies in relation to culture present

themselves as another field of action. Through a partnership with the Polytechnic of Milan observatory for digital innovation in cultural heritage and activities, an analysis was launched of the digital dimension of cultural heritage and how this informs projects, processes, infrastructures and the very organisational culture of cultural organisations. The question of the relationship between new technologies and cultural production, following a research and mapping project, saw over the course of the year an experimental operational development which is involving a number of Turinese organisations.

The two-year period marked a particular stage in the Sistema Scienza Piemonte (Piedmont Science System) partnership. There was the staging of the exhibition “Infinite curiosity: a journey around the universe with Tullio Regge”, an opportunity for scientific, institutional and operational collaboration among the various bodies. This collective work thus made it possible to identify strengths and weakness in the system, providing Compagnia and the bodies themselves with elements upon which to reflect concerning developments in the partnership; in parallel, relationships with new parties operating in the sector were established, and these prompted ideas of including innovative projects in the field of the communication of science and of the science-society debate.

Completed in 2018 the start-up phase, the Polo del '900 of Turin is supported by Compagnia as a permanent laboratory for civic innovation with a particular focus on an entrepreneurial dimension of the cultural centre. In the course of the two-year period the Foundation was supported in its phase of consolidation and development, and in 2018 the call for proposals Civic dedicated to the relationship between culture and innovation and civic duty was created. Compagnia has taken the lead in promoting the strategic alliance between Polo del '900 and Biennale Democrazia, which has already led to shared planning for the 2019 edition.



ROUTE NOTES

A first batch of actions to highlight regards contemporary culture. If it is true that in the Turin Metropolitan Area there still appears to be a lack of suitable interlocutors in the field of the contemporary performing arts, strategic grant-making did continue to the main players in the sector in the broadest sense. The evaluation of the **ORA!** 2015 experience (with an important data-driven reading of the phenomenon) led to the creation of the two calls for proposals Ora and ORAX. The applications received met the objectives which Compagnia had set itself: to raise the quality levels of the proposals and the levels of solidity of the proponents (ORA), to capture a younger creativity and to foster the culture and practice of cultural planning (**ORAX**), confirming the role of these calls for proposals as vehicles through which to facilitate twinships between independent groups and the main cultural institutions on the territory called upon to co-plan the proposals for productions. It emerged that the Turin urban area was not considered, as it had been in the past, a centre of gravity for the candidate projects from outside the region, just as a certain tiredness and fragility in the proposals from Liguria also manifested itself.

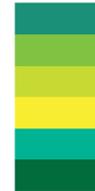
A second axis to note regards the development of cultural demand: Compagnia has worked with **OPEN** on *audience-oriented* approaches through an integrated system of activities, projects and instruments intended to experiment beforehand and disseminate subsequently practices of change intended to broaden and diversify the audience for culture. Choosing to draw inspiration from the European policies of the VIII programme framework in the matter of *audience development* multiplied opportunities for the sharing of experiences of direct action, creating a promising and potentially transferable initiative. One result important in itself was the diffusion of this specific line of cultural work, starting with its specific vocabulary, but also already producing results which “form the basis of the literature” starting from projects funded. The irradiation

effect to which it seems we have contributed, facilitates a greater impact and operates on the permanent legacy of our grants since it spreads new planning processes, new professional capacities and new skills: a “capacitisation” of the sector destined to last and which is being consolidated through the construction and growth of a practising community which may, in future, constitute an autonomous management resource for this type of process.

A third instructive experience was gained within the activities of the Piedmont Science System. The aforementioned exhibition “Infinite curiosity: a journey around the universe with Tullio Regge” was staged at Turin’s Academy of Science from September 2017 to May 2018. The exhibition, made possible also by the direct coordination and oversight of Compagnia, was very successful with the public, saw an extension (32,000 visitors in 6 months of opening) and a new staging was performed from November 2018 to early January 2019 at the Festival of Science of Genoa. After the closure of the exhibition it was highlighted that the structure of this partnership – but perhaps this is more generally true – requires constant actions of insistence and guiding on the part of Compagnia.

This consideration has led us to table the question of the functioning of the partnership and of its rules of engagement. In parallel, Compagnia identified and involved more recently-established local organisations: at the heart of these new relations are the professions of popularization and communication of science and the creation of a permanent observatory on the relationship between science and society.

Lastly, Compagnia’s four-year activities towards the creation of Polo del ‘900, with its baggage of experiences and knowledge generated, opened up new fronts for reflection about the potential relationship between culture, cultural institutions and the dimension of the civic innovation (participation in public debate, co-responsibilisation of citizens in collective



actions displaying solidarity, acquisition of basic knowledge to enact citizenship) which was included in the Compagnia lines for 2018. In this context the **Civica** call for proposals – Projects for culture and civic innovation – was promoted. The objective of the call for proposals is to build initiatives which are capable of responding to needs for civic duty such as coexistence and social cohesion, quality of citizenship, the battle against discrimination and for access to opportunities. Lastly, the question of cultural enterprise arises – both within calls for proposals and in other actions – to test the actual feasibility of organisational solutions of the quasi-market, on the crest of the wave in theoretical terms, but often inadequate in practice. We have, indeed, observed some critical features: on the one hand, the supply of cultural entrepreneurship is somewhat fragmented, with individual initiatives often disconnected from one another; on the other, the difficulty to carry on a dialogue between the world of culture and that of private investors, who continue to reason according to very different logics and parameters which are very often very far apart.

In the digital sphere too, the drive towards systematization and towards the coordination of the diverse lines and actions which Compagnia has activated on the new technologies/culture relationship continues: perhaps because still, at least in our context, we find ourselves in the embryonic stage of a relationship which it will, however, be worthwhile encouraging and promoting.



5. Social Policies

Distribution of grants in the "Social Policies" sector

Field of Interest	2018 Projects		2018 Allocated Grants		2017 Projects		2017 Allocated Grants	
	N.	%	Euro	%	N.	%	Euro	%
Pathways to active inclusion	42	23.08%	7,659,762.18	10.63%	44	15.90%	11,682,123.79	14.83%
Care welfare, independent living and right to health	30	16.48%	5,336,000.00	7.41%	43	15.69%	4,971,242.21	6.33%
Proximity and solidarity networks to fight against poverty	10	5.49%	1,376,000.00	1.91%	27	9.85%	1,524,200.00	1.94%
Instrumental Bodies	2	1.10%	13,200,000.00	18.32%	4	1.46%	18,810,143.00	23.94%
Agreements with local administrations	15	8.24%	3,770,830.36	5.23%	10	3.65%	1,848,038.82	2.35%
Children and adolescents' wellbeing and education	35	19.23%	31,506,551.46	43.73%	87	31.75%	32,359,278.18	41.19%
Youth empowerment and integration	20	10.99%	2,541,170.00	3.53%	35	12.77%	2,652,602.00	3.38%
International cooperation and education to global citizenship	27	14.83%	6,659,551.00	9.24%	24	8.76%	4,711,850	6%
Totale	181	100%	72,049,865.00	100%	274	100%	78,559,460.00	100%

EMBLEMATIC PROJECTS

• **ARTICOLO +1:** a project for tackling unemployment among young people between the ages of 15 and 29 through actions designed to develop job opportunities also for the parties less employable individuals and

to promote self-esteem and taking the lead. Euro 3,750,000.

• **LEI - Work, Emancipation and Inclusion:** A personalised project for women inmates in Turin prison to improve their conditions and their life paths, by broadening their





opportunities for reintegration into the world of work and social relations. Euro 260,000.

• **InTreCCCi - Casa, Cura, Comunità Call:** A call for proposals for initiatives in support of those with limited autonomy wishing to remain in their own homes in Piedmont, Liguria and Valle d'Aosta, with a focus on social inclusion among individuals with care needs and on their central roles in the community and in the various contexts of life. Euro 2,000,000.

PRINCIPLES AND KEY CONCEPTS

1. Caring and inclusive communities

The majority of our interventions are based on processes of activation, mobilization and promotion of community. When we support processes of community welfare, we operate in geographically circumscribed and defined territories and we stimulate dynamics of inclusion and solidarity which, developed from below, succeed in involving in a shared, participated and generative way multiple, and, at times, unexpected parties, such as public institutions, third sector organisations, informal groups, families and individuals. The promotion of the role of the community is an activity which cuts across many of our initiatives, among which those in the field of the welfare of care, of youth empowerment, of the support of the proximity networks for the fight against poverty and for migration.

2. Progressive autonomy

All the interventions promoted and supported have as their end goal the progressive autonomy of individuals: the autonomy of sick people individuals, of those with disabilities, of the elderly, for which reason, we support projects involving jointly and innovatively various public and private actors from their community, so that the right to choice in one's own life project, in relation to care and to the home, is respected, but also because increasingly the welfare paradigm focused

on "users" is being supplanted by that focused on the "citizenship" of the individuals involved. Similarly, we promote schemes for the progressive autonomy of vulnerable individuals (young people with low levels of employability, individuals who have lost their jobs, not in work or unemployed, women and men in prison or recently released from detention, individuals with a background of migration) supporting multidimensional processes of work, housing and social integration but also enhancing the skills and resources which the individuals benefitting from the interventions are capable of deploying, convinced that the outcomes of social inclusion initiatives are all the more effective, the more the active and generative participation of the same individuals involved is guaranteed.

3. Multidimensional approach

Even intelligent actions which concentrate exclusively on one of the dimensions of poverty prove ineffective, while interventions of an integrated and multidimensional type, capable of tackling that dimension at one and the same time economic, occupational, social, cultural and educational, produce permanent and transformative effects. Naturally, this is not easy, both because it requires resources which are not always available, and because the social operators' know-how is still, in practice, quite sectorised. The solution may come from good integration: to this end, we support interventions for strengthening ties and for a progressive integration among social organisations, also to allow mutual learning processes not only among these but also with organisations which display a new interest, such as cultural institutions, informal citizens' associations, enterprises.

SOCIAL POLICIES: FROM 2017 TO 2018

Accompanying and including individuals in difficulty and experimenting with new models of social policy: this the traditional, but ever new, task which Compagnia sets itself with regard to the problems of



poverty, of cohesion, of the respect for and protection of the individual, of the care for the new generations.

A first broad field of intervention is the welfare of care, the promotion of independent life and the right to health. The call for proposals InTreCCCi, centred on the home care, with a focus on the community as a territorial setting, but also as a source of solidarity towards the most fragile of its members, carried out its 2017 edition and launched the 2018 edition. 11 projects were undertaken, involving over 100 organisations and institutions and roughly 800 direct beneficiaries in Piedmont and in the Metropolitan Area of Genoa. An opportunity of research and discussion on Integrated Community Care, TransForm, promoted by 6 European and international foundations, was combined with the fieldwork. Moreover, there was continuity in the activities of the Bandolo, an association sponsored by Compagnia and tackling the issue of mental-health problems in Turin, which involves 7 public and private organisations and which each year performs, in addition to its telephone services of listening and support, more than 1,000 assistance interventions to roughly 700 users. To these must be added the activities of Pluralità di cure (Plurality of Care), which provides psychological support to persons from a migrant background, with over 2,000 interventions regarding the mental-health problems of migrants performed in the two years.

In support of active inclusion, between 2017 and 2018 there took place the first edition of Articolo+1, addressed to 1,850 unemployed young people with a low level of employability. It represents an innovative intervention not only in its model, but also in its having tied the remuneration of projects to the achievement of a particular defined result such as the signing of a contract of work (pay by result). With reference to the adult target, the Formazione per la Mobilità Professionale (Training for Professional Mobility) initiative which, between 2017 and 2018, permitted 183 unemployed adults to join or rejoin the world of work

continued. On the basis of the experience thus gained, in collaboration with the Ufficio Pio, a new project of inclusion and active policy for work named Integro was launched: an experimental intervention intended to provide an integrated response to the multidimensional needs of unemployed individuals and those with social fragilities (guidance and integration into work, training, social accompaniment, home, care loads, etc.). The project will involve 200 adults and will be performed by 4 partnerships among employment agencies, cooperatives and social associations.

Compagnia has long cultivated a programme of promotion of rights, responsibilities and pathways to autonomy for individuals in prison or having previously been in prison condition, not only to foster certain good practices but in the hope that these pervade a national prison system which is often very backwards. The programme was subject to reworking together with the operators, specialised social cooperatives, regarding conditions, including management, organisational and project-planning skills, which make it possible to guarantee sustainability of practices as significant as they are fragile. This programme is complemented by a new initiative for the promotion of the employability of women prison inmates (L. E. I.) and numerous projects inside prisons and in external custody facilities located in Piedmont and in Liguria with resources distributed by the biennial Libero-Reload call for proposals.

In the field of the promotion of proximity networks for tackling poverty, in 2017 17 projects in Piedmont and in the Genoa metropolitan area were supported, 2018 saw the launch of a new edition of the Fatto for Bene call for proposals, dedicated to integrated systems of proximity networks. Furthermore, a very early experimentation was performed focusing on the subject of food sharing and conviviality as effective instruments for creating encounters between individuals in their life settings, including intercultural and intergenerational versions.



Liaising closely with the Fondazione per la Scuola and the Ufficio Pio, Compagnia is developing a programme dedicated to healthy growth and to the education of children and adolescents, which is organised along four main lines: the KIT project Stiamo tutti bene and Extrastrong, for the support of extracurricular activities in support of children and adolescents, Provaci ancora Sam, for the promotion of academic success and the inclusion of girls and boys, the Torino Fa Scuola project, for the experimentation of new pedagogic models and their effects on the spaces of learning through the redesigning and refurbishment of two schools in Turin, and the initiatives supported within the calls for proposals launched in the ambit of the national Fund for the fight against poverty, sponsored by Italian banking foundations coordinated by ACRI, by the Government and by the Third Sector Forum, which has asked Compagnia for an intensive commitment to strategic co-planning. These projects – socio-educational and academic in nature – are complementary to the Zerosei Programme, outlined below.

Autonomy and empowerment of young people have continued to be one of the priorities of Compagnia's strategy in youth policies and, thanks to the 2017 edition of the Giovani call for proposals, 12 projects were supported in Piedmont and in Liguria. In this period the Never Alone initiative, sponsored by Compagnia and by other Italian and European foundations in support of unaccompanied foreign minors has experienced full operativity. In addition, the Nomis initiatives for the support towards autonomy of foreign minors and Yepp, a glocal youth empowerment initiative continued to be active.

In the field of migration, in 2017 the MOI project was launched – Migrants, an Opportunity for Inclusion – created in collaboration with the Municipality of Turin, the Piedmont Region, Turin Metropolitan Area, the Prefecture and the Archdiocese of Turin; a project dictated by an emergency which was at risk of perpetuating itself, and at the same time a model which

seeks to resolve an "urban crisis" due to the wrongful concentrated occupation of a group of buildings by migrants of various origins and varying legal status. The project provides job and housing opportunities which guarantee both human rights and rights to property and repair a condition of illegality through a credible offer of inclusion and legalization. Compagnia is aware of the need to raise awareness, to reduce tensions, to promote dialogue and mutual understanding, through projects on the ground, but also by contributing to a fairer narrative which is more respectful of the realities of the migrant condition. For these reasons too, it was decided that Compagnia would participate in a new initiative dedicated to the inclusion of the EPIM, a network of European foundations, including Compagnia itself, active in the experimentation of solutions, in research, in public debate and in advocacy on the issue of migration. On the basis of the conviction that it is productive to integrate policy in international cooperation and in migration, Compagnia has continued to support a series of projects: Fondazioni per Africa, an initiative sponsored by ACRI, which concerns projects for rural development and for the economic autonomisation of women in Burkina Faso; Innovazione per lo sviluppo (Innovation for Development), a joint initiative of Compagnia di San Paolo and Fondazione Cariplo, which builds bridges between the worlds of innovation (technological and otherwise) and of international cooperation; Prima le mamme e i bambini, nutriamoli! (First the mums and kids, let's feed them!) in support of appropriate levels and behaviours concerning the nutrition of children and of their mothers in 7 African countries.

ROUTE NOTES

The experience of these last two years has also permitted us to focus more clearly on certain challenges which Compagnia must tackle in an informed way. We have become convinced that interventions which tackle phenomena and situations of disadvantage experienced by vulnerable individuals through a one-dimensional



reading – housing poverty, or training, exclusion from employment, conditions of physical disability or illness, family breakdown etc. – with an ensuing mono-sectoral approach to services suffer from a substantial internal weakness and while they may relieve a situation, they do not permit an effective release from the condition of difficulty. Moreover, we observe the persistently weak propensity of local public institutions and third sector organisations to plan beyond the emergency, also due to the difficulties experienced by the organisations with which we work to design and manage interventions with clear and appropriate prospects of sustainability. We must emphasize the sometimes underestimated importance of the time factor, the importance that is to say of an adequate timescale for projects, which often do not produce adequate effects, not for shortcomings in intervention design, but for the impossibility of supporting the intervention for a period of time sufficient to enhance and stabilise its effects. We similarly encounter the difficulty of the bodies with which we collaborate to innovate and the resistance, or simply the lack of preparation, of our interlocutors to analyze the outcomes and impacts of the activities promoted through rigorous evaluation capable of producing clear indications for future actions. All of which involves, on the part of Compagnia, a constant commitment to contribute and stimulate organisational innovations in partner organisations, by providing, explicitly or implicitly, services of capacity building, which often take the form of cooperation in project planning and of informal co-designing.



6. Housing Programme

PRINCIPLES AND KEY CONCEPTS

1. Caring and inclusive communities

Sharing the need and the initiative of individuals in the housing field represents a way to counter neglect and social isolation and to foster the growth of human relations with a view, too, to tackling any existing elements of social and/or physical breakdown in the city. Shared management of actions characterised by inclusivity and innovation, also in technological terms, can facilitate collective use, the regeneration and transformation of physical spaces with positive outcomes for the community involved.

2. Progressive autonomy

Intersecting all the actions of the Housing Programme is the goal of a progressive autonomy, and not merely in terms of housing, of individuals, understood as being the activation of resources, internal and external to the individual, for the construction of a satisfying life project. Through social accompaniment it is intended that there is a transfer to project beneficiaries of those functional capacities and abilities necessary to lead an independent life which is dignified and coherent with personal needs.

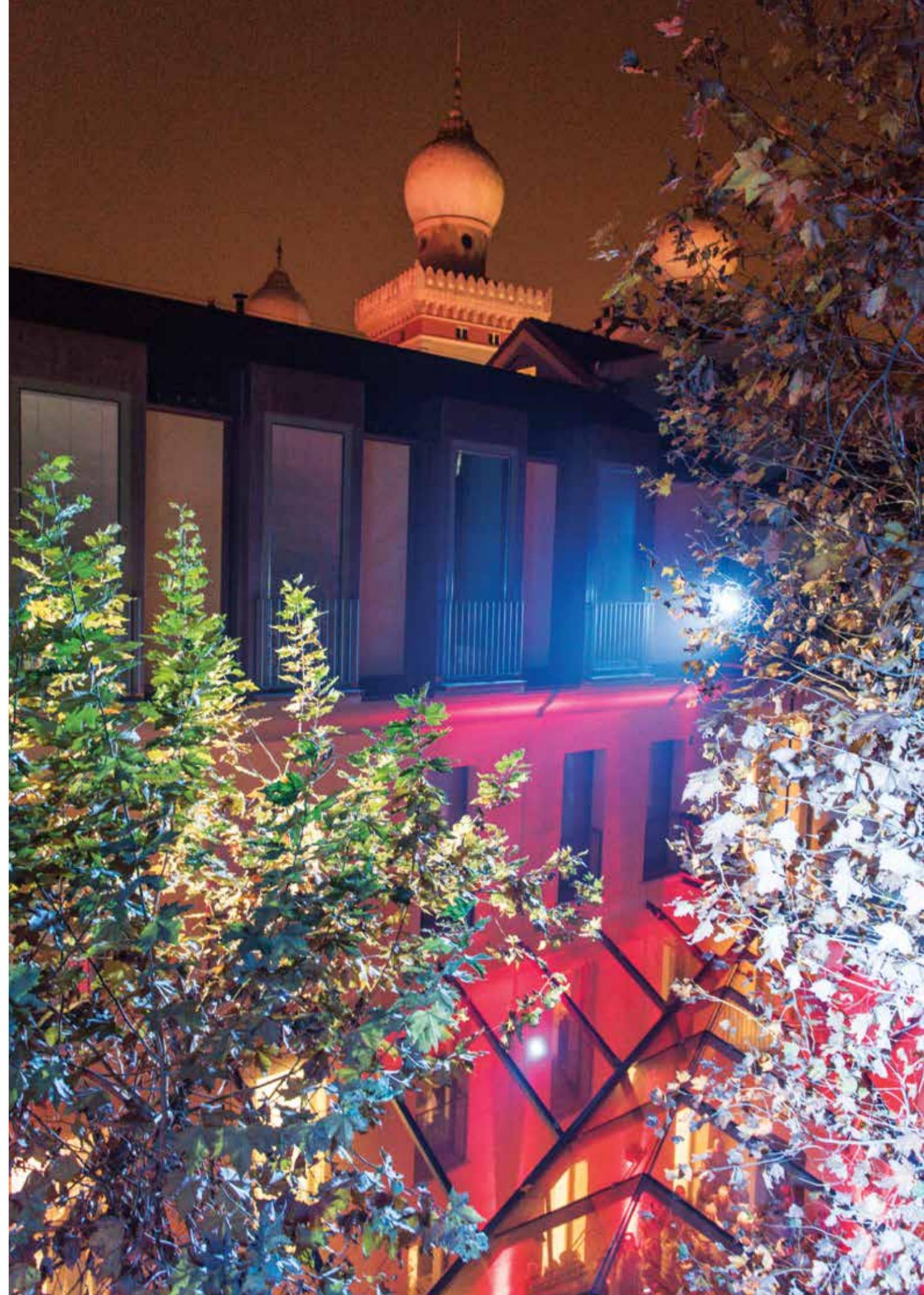
3. Multidimensional approach

The Housing Programme tackles the housing issue in

an integrated way and considers, besides the physical dimension (disposing of adequate space), the time aspect (temporary or long-term need), the economic one (sustainability of housing costs), the social aspect and the territorial one in which the experiences are gained. The methodology employed in the social housing projects thus envisages a multidimensional reading of needs, the integration of responses in relation to the resources available.

HOUSING PROGRAMME: FROM 2017 TO 2018

In the two-year period 2017/18 Compagnia di San Paolo, through its Housing programme, worked directly on new models of social housing, and supported housing projects developed by independent organisations mainly on Piedmontese territory. Compagnia co-planned and funded projects fully active today: this regards of the two Temporary Residences in the Porta Palazzo and San Salvario districts which provide temporary housing solutions with controlled rents to individuals in situations of housing stress and to city users according to the principle of the social mix; it also regards StessoPiano, a social real estate intermediation service which aims to support housing autonomy among young people through co-housing rentals of private apartments where the contracts are guaranteed; it also concerns the Condominio Solidale di via Gessi, a co-housing experience between elderly individuals and mothers





with minor children or single people individuals included in social autonomy schemes; the Coabitazioni Giovanili Solidali (Solidarity Youth Co-housing), social caretaking projects performed by young volunteers within buildings belonging to the ATC (The Turin public housing authority); the Casa delle Opportunità for young people who have been released from detention.

Still in the area of experimentations, work has been done on project planning development for a Municipality of Genoa social housing initiative in a municipally-owned property; on the start-up of two new solidarity youth co-housing schemes open to individuals with disabilities and associated with the co-management of the residential green spaces; on the analysis and development of new actions on “special targets” (young people, migrants, elderly people, individuals with disabilities or mental-health issues); on the construction of a model of broad housing supply capable of boosting the dynamism and efficiency of the rent-controlled property market (UIA call for proposals). A study was then made of the field of specific housing need for sections of the population with particular problems (young people, the elderly, migrants, individuals with disabilities or mental-health issues) and, in concrete terms, scouting for candidatures for the creation of a new caring condominium scheme was initiated.

Compagnia's second line of action envisages, for its part, grants to parties public bodies or private social parties through the periodical publishing of calls for proposals. The projects are always developed through the network collaborations with other public and private parties from the local territory, including the main Piedmontese foundations. Another characteristic is the search for solutions which see the active participation of the beneficiaries and their responsabilisation in the projects themselves. On the question of housing issue, Compagnia also operates – in the form of mission-oriented investment- through two real estate funds dedicated

to social housing (FASP – Fondo Abitare Sostenibile Piemonte and FHSL – Fondo Housing Sociale Liguria) for the creation of housing across Piedmont and Liguria to be assigned with controlled rent to individuals and families with limited incomes. Compagnia has, moreover, pursued its commitment to stimulate the circulation of project ideas and experiences, and to define innovative and effective housing policies for the current social situation and to develop collaborations with parties and national and international networks which deal with social housing.

ROUTE NOTES

All the consolidated actions (the two Temporary Residences, the Condominio Solidale di via Gessi, Stesso Piano, the Coabitazioni Giovanili Solidali (Solidarity youth co-housing), Casa delle opportunità, the two real estate funds in Piedmont and Liguria) were followed up by constant monitoring and accompaniment towards the necessary appropriate adjustments to housing models on the basis of the changes in economic and social conditions. Furthermore, in 2018 the biennial edition of the call for proposals, entitled “Social & Smart Housing” was created. We may highlight a number of topics upon which to reflect: needs analysis has highlighted how, in many critical situations, temporariness is not the exclusive of Social Housing; there is a shortage of opportunities for the segment of young people without income or from problematic family backgrounds. It was against this backdrop that at the end of 2018 a dedicated experiment (“Abito giusto” (“The Right Suit”)) was initiated with the purpose of defining a replicable/scalable model responding to this type of need. The model of the solidarity youth co-housing has proved to be a winning solution from several points of view, and in 2018 work was done on the planning of two new and original experiences. The demand for interventions for the housing emergency tackled through proposals of a traditional nature, as well as through more creative solutions, is both clear and



widespread, probably because the pressure of unmet demand is indeed very strong. One strand concerns instruments promoting access to rentals on the free market and goes in the direction of widespread social housing, also through intergenerational co-housing, a line of intervention on which Compagnia is conducting analyses and pre-operational investigations. The interventions performed with social real estate funds have highlighted very extended timescales and a certain dialectic between technical creators and those responsible for the social configuration of the projects. In 2017 Genoa saw the creation of a training path designed to enhance the planning and initiative management skills for social housing among public parties, private social parties and religious bodies engaged or interested in developing this theme in Liguria. The cycle of 6 meetings, with the active participation of 12 bodies, promoted knowledge, communication and exchange among bodies which have evidenced particular difficulties in building collaborations. The quantity and quality of the Ligurian projects subsequently forthcoming for the 2018 call for proposals has confirmed the usefulness of the capacity building achieved. In the ambit, too, of the “Abitare una casa, Vivere un luogo (Inhabiting a house, Living a place)” call for proposals, a specific capacity-building pathway was activated in the two-year reference period.



7. ZeroSei Programme

PRINCIPLES AND KEY CONCEPTS

1. Multidimensional approach

The ZeroSei Programme operates on the basis of a multidimensional reading of the phenomena and of the problems connected to infancy and translates this holistic reading into actions both contemplating the broadest family systems, and the entirety of services (healthcare, social, educational, cultural) and actors involved (institutions, public bodies, private social parties, research bodies, foundations). Also following this logic it makes available internal multidisciplinary competencies (staff composed of individuals coming from different Areas and Instrumental Bodies within Compagnia di San Paolo, but also specialist skills including communication, evaluation and data management). In particular, all Programme actions operate according to multidisciplinary methods, in particular by means of participatory project planning.

2. Expanding the autonomy of bodies active in the sector of childhood

Capacity building activated in diverse actions has sought to enable in the beneficiaries skills and strategic capacities to face sustainability of a not exclusively financial nature. Alongside training and experimental fund-raising paths, accompaniment

and training activities of suitable lengths (through consultants or external experts) to support project planning and coordination capabilities locally; furthermore, partnerships have been encouraged, linked to the Programme, as required for participation in the Fund's calls for proposals in the fight against underage educational poverty (e.g. Prima Infanzia Call) – a process which has had encouraging outcomes.

3. Caring and inclusive communities

The instrument of participatory project planning, in particular of coordination panels, has represented, locally, a means through which to learn about competencies and to foster bottom-up and informal opportunities for involvement, including the active participation of families. Thus, system interventions at an inter-municipal level seek to integrate all expressions of community, including those most at risk of exclusion. Similarly, for the most vulnerable segments of the population, the activity of divulgation and dissemination of healthy life behaviours seeks to reduce gaps, whether cultural or concerning access to information, as well as to foster the development of sympathetic networks, prerequisites for the activation of path of autonomisation. Likewise, having experimented with interventions for the development among operators (social, educational, healthcare) of an integrated vision of vulnerability or of cogent problems





fosters inclusive practices, which might be taken up as common practice by means of policy and systems both regionally and also at the level of the individual presidium/consortium.

ZEROSEI PROGRAMME: FROM 2017 TO 2018

The ZeroSei Programme of Compagnia has been operating since 2014 to contribute to the balanced development and harmonious well-being of children from 0-6 years of age and of their families in the Turin Metropolitan Area, in Piedmont and with national experimentations through multi-sector, innovative, inclusive, sustainable interventions with a potential for a broad diffusion, realised in collaboration with public players and non-profit organisations, also working in a network, with the objective of raising awareness of how crucial a factor investment in infancy is in influencing the future of our society effectively. The lines of action range over a very broad and varied field: experimenting with innovative services for the development of cognitive and non-cognitive skills in children of 0-6 years of age following a multidimensional logic (Nati per Leggere (Born to Read) Piemonte, Spazio ZeroSei and Spazio Egizio ZeroSei); supporting the development of an educating community through the development and collaboration of institutional and territorial networks, professional networks and participated processes (Orizzonti ZeroSei, Altrotempo ZeroSei, Impresa ZeroSei, Oltre i campi ZeroSei); fostering policies in support of the family through new flexible instruments for access to, and use of educational services and the development of a responsible and informed parenthood (Infanzia Prima, Genitori ZeroSei); promoting healthy behaviours and lifestyles through the training of operators and of families, also by means of activities promoting well-being and the experimentation of new models of welfare (Porta Palazzo ZeroSei, Bimbingamba ZeroSei, Opportunità ZeroSei); facilitating cultural debate on the subject of infancy with interventions in advocacy, policy making

and the diffusion of lessons learned at the heart of the Programme (capitalising on interventions carried out and on those projects supported by the Fund for the fight against underage educational poverty, the European Intesys programme (Together Supporting Vulnerable Children Through Integrated Early Childhood Service).

Twelve actions were developed in the course of the last two-year period of which six were direct with self-managed development of services/interventions/projects while six were indirect with the coordination, accompaniment and monitoring of 71 supported projects. The professional network of parties gravitating around the Programme represents an important social and relational capital. There are 2,761 partners actively involved between/among which bodies public, parties of the third sector, foundations, bodies profit and almost 5,000 the operators active in the educational, healthcare, social and cultural fields.

ROUTE NOTES

Compagnia, through the ZeroSei Programme, has striven to improve its positioning as a knowledge and skills hub for infancy. A regional partnership has been established around Nati per Leggere (Born to Read) Piemonte, with the involvement of the specific regional local government departments as well as of the Regional Education Board, in order to provide the project with strategic orientation and to handle the impact evaluation of the intervention. This agreement was formalised in a Protocol in autumn 2018.

Programme actions have, moreover, involved private social organisations in opportunities for methodological, project planning and management growth, which have led to access to the Fund's grants for the fight against underage educational poverty for 8 projects (as lead organisations) out of 14 Piedmontese ones (ranking A+B) for the Prima Infanzia and Nuove Generazioni calls for proposals. Specific training and



networking interventions were deployed to move towards a sustainability which is not only financial, by means of technical, management and methodological instruments: this is the case for Oltre i Campi and Altrotempo. Compagnia's investment in a progressive autonomy of those parties involved (institutions, public and private social bodies) has highlighted the need to calibrate the challenges assigned by Compagnia with timescales and instruments suitable for the activation of latent resources or of new competencies. It will be a question of verifying in the short-medium period which factors have facilitated, or otherwise, the endurance over time of the processes activated, as well as any changes occurring.

One of the actions promoted by Compagnia is the experimentation of innovative models for the transferral and capitalization of experiences. Together with Collegio Carlo Alberto and Ufficio Pio, an experimentation was set up on the issue of the conditionality of financial grants to families (Opportunità ZeroSei). The Spazio ZeroSei model served for the creation of four analogous centres in as many regions with a Prima Infanzia Call grant from the Fund for the fight against underage educational poverty. The Spazio Egizio ZeroSei was inaugurated in the Egyptian Museum of Turin, as a model for the construction of a relationship between museum and infancy. Through Bimbingamba ZeroSei Compagnia supported the creation of a plan for regional on-line training for healthcare operators (over 2,500) which was both accredited, extensive and cross-cutting, together with a communication intervention on the issue of the prevention of obesity, in close collaboration with the Piedmont Region. The challenge centred on the capitalization of experiences requires that appropriate methodologies and apparatus be available in order to produce a smart "contagion effect" of the innovations learned towards new actors and/or in different territorial settings, together with a willingness to work according to a collaborative logic within a broader dimension of the educating

community. Programme activities, including the numerous collaborations generated, gave rise to guidelines and policy indications. The Programme liaises with the Fund for the fight against underage educational poverty through the accompaniment of the Piedmontese, Ligurian and Aosta Valley projects within the framework of the national experiences. Such an approach will make it possible both to investigate those methodologies and competencies most useful to the Programme for the creation of lines of intervention and projects and to learn how best to measure their effects.



8. Philanthropy and Territory

Distribution of grants in the “Philanthropy and Territory” sector

Field of Interest	2018 Projects		2018 Allocated Grants		2017 Projects		2017 Allocated Grants	
	N.	%	Euro	%	N.	%	Euro	%
Innovation and social entrepreneurship	8	9.30%	1,900,000.00	15.54%	3	4.76%	345,000.00	3.06%
Research and local policies	33	38.37%	3,596,521.90	29.42%	29	46.03%	3,098,000.00	27.52%
Public space and sociality	25	29.07%	2,105,169.00	17.22%	17	26.98%	1,108,251.37	9.85%
Promotion of philanthropy and community foundations	20	23.26%	4,622,303.84	37.81%	14	22.22%	6,705,326.39	59.57%
Total	86	100.0%	12,223,994.74	100.0%	63	100.0%	11,256,577.76	100.0%

EMBLEMATIC PROJECTS

- **SEED 2018_Social Enterprise, Efficiency & Development:** a call to help social cooperatives to develop their enterprises. € 855,000.
- **Recycle initiatives:** a network to develop the social, economic and environmental dynamics of recycling as part of social circular economy. €100,000.
- **2019 GUIDELINES in support of community foundations and community foundation projects:** a way to clarify and order prerequisites and methods of support of community philanthropy. € 620,000.

PRINCIPLES AND KEY CONCEPTS

1. Active citizenship

Without citizens there is no society: even in a phase of fragmentation and apparent unavailability to “go the extra mile” for the well-being of everyone, we have found a desire for social relations and cooperation for the common good among citizens. At the same time a value and an instrument, this is always our starting point in designing and evaluating projects that originate from the territory or that we propose to the territory.





2. Sustainability of social enterprise

What does the future hold for the third sector? Social enterprise, whether non-profit or hybrid, will play a role. Efficiency, profitability and good governance of social cooperatives (today: of social enterprise, tomorrow) are thus crucial. This has been discussed and investment readiness has been proposed i.e.: the level which would ideally allow an organisation to pass a due diligence carried out by a private impact investor (investment readiness). It is both a metaphor and an actual objective: let's not forget that attracting private investment is a now frontier in social entrepreneurship and will continue to be so. Furthermore, private capitals are available which often lie unused, more because of the lack of investment opportunities than a lack of adequate financial instruments or profitability expectations. Compagnia is planning to tackle this through mission related investment instruments (cfr. See Chapter Financial Management).

3. Networks / ecosystems

When not simply and end in itself, networks are a powerful instrument of effective social action; they combine micro-attention to territorial specificity with the effects of economies of scale and learning that a wider and multi-localised dimension allows. The concept, albeit now a traditional and thought by some to be an obsolete part of *social policy-making* is nevertheless still useful if free of the bureaucratic weights that often drag it down: it must be integrated with more modern organisational concepts of social and infrastructure and the ecosystem.

PHILANTHROPY AND TERRITORY: FROM 2017 TO 2018

Compagnia has strategically identified one of the areas of social action in the territory, a territory that is a physical space, a place to cultivate relationships and a project area. Compagnia has – and still is – supervising

a set of policy areas that have a qualifying reference in the territory, meaning that the contextual conditions are decisive in how the intentions of subjects and their modus operandi actually manifest themselves. As previously mentioned moreover, in most of the projects handled or set up the territory is not just a historical vector of previous historical and social experiences; nor does it simply encompass the hopes and civic commitments of new generations, but is in fact the object of improvement, along with the human communities settled there, to which the more or less formalised organisations established in that territory direct their efforts.

Without neglecting collaboration with public bodies – where useful – in this context Compagnia has sought to continue favouring those initiatives that emphasise the autonomous capacity of civil society to build complex projects with clear public repercussions in the broader and more genuine sense. This “social entrepreneurship of the collective good” was indeed our main reference point, whether it expressed itself in actions of community philanthropy (community foundations), collective social action (public space, socially managed reuse), or real social entrepreneurship (cooperation and social enterprise).

In all these cases, Compagnia has tried to offer its contribution to network and social infrastructure projects. Indeed, even the best ideas might be stifled in an environment that is not equipped to receive them, and functioning ecosystems are just as important as group or individual initiative with innovative insights. In pursuing this objective, critical scrutiny of the risks of social “bureaucratisation” has remained high: an ever-present risk, which those who propose to build an “infrastructured territory for solidarity, innovation and attraction” (and as such also populated by functional intermediation organisations) must be ready to run – in a controlled manner. Geographically, action has focused on central-peripheral areas. While “rare” functions (research, acceleration, internationality)



indeed need a metropolitan or at least urban centrality, for other types of initiatives (solidarity, social enterprise, community philanthropy) attention has also gone to “peripheral territories” that are weaker, often due to a mere question of social density, albeit not devoid of their own original capacity for initiative.

In the framework of philanthropy and territory, Compagnia is also developing two partially eccentric themes, only in part linked to it: experimenting with local practices around the relatively new instrument of the so-called administrative barter – an additional measure in fighting poverty – which allows tax payers, under certain conditions and in a legal framework, to honour their tax obligations towards Municipalities through work organised in projects. Alongside this theme is the economic-financial sustainability of the most advanced projects around “independent life” or “after us”. The latter slogan is not completely satisfactory but was incorporated into a recent law dedicated precisely to the adult life of disabled people. These two areas, which go hand in hand regarding the “communal / community” character of the former and the philanthropic solidarity of the latter, a strong horizontal collaboration between Compagnia’s operational departments is necessary.

In many areas we have continued to be responsible for a considerable package of research activities (rectius: co-operating with institutions specialised in territorial research). In this field of action, we have confirmed the usual practice of recognising the need for method and scientific practice for sustained research while at the same time promoting repercussions and applicability to concrete problems and situations. Support has also been given to “public” research projects such as the Rota Report on Turin, as well as for the institutional activity of private social bodies involved in research and development of policies for the territory (with a significant presence of migration issues). During the two-year period the rationalization and consolidation phase of the so-called Strategic Agencies of the

Municipality of Turin continued, thus resulting in the evolution of Urban Lab (formerly Urban Center), The Gate at Porta Palazzo, and Fondazione Contrada Torino, while Torino Internazionale and Torino Smart City were put into liquidation.

New research topics include the first two-year survey on the population of NEET young people (Not in employment, education or training) in the metropolitan city of Turin. The tender “Idee-are Idee per innovare” (demographic problems in Piedmont, see Research and Health Area) was also co-financed and an ongoing study was begun on “Anchor institutions”, those institutions – from universities to theatres, hospitals to museums – closely linked by the very nature of their mission to a particular territory.

The ecosystem of social and impact innovation in the Turin area is one of Compagnia’s policy fields through the Philanthropy and Territory Department. This objective is pursued primarily through the development of the Torino Social Impact network (TSI), an informal coordinator with a strong participation of operators. Based on a Memorandum of Understanding, it has so far seen the adhesion of 52 institutions and organisations with social impact while 200 professionals from the public and private sectors are part of the network. Conditions were also laid down for an agreement between the Chamber of Commerce and Compagnia di San Paolo, with the aim of financing certain system actions. TSI does not overlap with the activities of any existing subject, but, in a subsidiary logic, fills existing gaps – from the expertise on impact measurement to international promotion of the ecosystem. In the first two years of the mandate, it was decided that support would be provided for the start-ups of places that accelerate culture, business and social incubation in the Turin metropolitan area, (SocialFare, Impact Hub and Open Incet), and the engagement in Italy of Ashoka, the largest network of social entrepreneurs in the world.



The objective of organisational strengthening and the evolution of individual social cooperatives was the subject of direct planning through the call for proposals Seed 2018_ Social Enterprises, Efficiency & Development, which was met with appreciation by the community of operators. In this case, Compagnia shifted the focus from “service projects” to “machine operation”. Forty social cooperatives received financial support for in-depth needs analysis and for a strategic-organisational assessment of each one; in the first phase of the call for applications, an estimated 2,560 hours of counselling were planned for social cooperatives and 354 social workers involved. Within the framework of the Turin ecosystem, Compagnia has favoured / enabled the establishment of Nesta (in the form of an independent Foundation of Italian Law Foundation for Social Innovation in Italy, Nesta Italy), one of the most important global promotion centres of social impact innovation, based in London. This strengthens the infrastructure of the Turin system, its Italian and European reputation and mutual learning. The sociality and public space theme was characterised by its specificity referring both to intervention methodology, aimed at assisting the networks supported in the Turin urban area, and to the topics covered. In particular, the existing networks (neighbourhoods, reuse and urban kitchen gardens) were partners of Compagnia that supported community-building or joint planning actions, often integrated with the Municipality of Turin and third parties (profit and non). The complex but promising theme of common goods has also come up through support for Labsus for activities in the Northwest. The co-planning and management of public green areas shared between administrations and civil society was the subject of two calls for tenders for planting portions of urban territory (Cittadino Albero, 1 and 2). Community philanthropy and community foundations are considered in principle values in themselves by Compagnia, which thus assists and supports local projects and initiatives, both in the embryonic phase and in that of consolidation. Seven foundations –

each with a different history – have been supported by Compagnia over the two-year period. Some “community projects” have already been intercepted and assisted and have already materialised or are taking shape.

ROUTE NOTES

As for the innovation and social enterprise strand, the main results of the Social Innovation Center SocialFare with the vehicle SocialFare SEED (the first seed impact fund in Italy) are worth highlighting. In 2017-2018, 10 acceleration programmes for social impact start-ups were promoted and over a thousand applications received. 72 start-ups were accelerated with over 250 new jobs created; over €4.5 million were finally collected by start-ups accelerated by the programme.

With reference to Sociality and public space, the attention and commitment to promote and assist the establishment of networks in the Turin area (Network of Neighbourhood Houses, urban kitchen gardens, reuse) has followed on from social practices in the urban context and deemed by several external observers to be very significant. These experiences are both strong and fragile, rich as they are in dedication and creativity, but also exposed to vulnerability for reasons of context or internal imbalances. The same can be said for community foundations, whose aid is required for a period beyond the three-year start-up: the question, in this case, is how to assist without creating dependency or loss of initiative compared to fundraising in the area. Among the criticalities found in the activities, two specifically refer to the use of calls for proposals: the first refers to the times and procedures for carrying out the projects by the local administrations involved in different ways (as for the call Cittadino Albero) which risk hindering participatory processes of active citizenship. The second critical point refers to reading the complex needs of the territory and the third sector's reaction to the challenges and objectives proposed by Compagnia;



the more ambitious they are, the more expectations they create within the territory for Compagnia to take on a leadership role, and ultimately, responsibility. In this regard, the challenge posed by the Fatto per Bene 2018 call, aimed at supporting projects entirely focused on the development of territorial systems for the recovery and redistribution of surpluses and donations for social solidarity in Piedmont and Liguria, proved complex for the territories: planning by institutions was found to be weak, also due to their inability to collaborate with external professionals, as the Call proposed and made possible.

Another problematic issue is the obsolescence of microcredit models used by Compagnia in the last decade; a new vision on the subject of microfinance is needed which, starting from a radically altered regulatory context, knows how to develop a new social and economic utility.

Evaluation in Compagnia as a specific function



Evaluating impact

Why and how

One of the most direct effects of the DPP 2017-20 philosophy was the creation of a Compagnia Evaluation Unit, now in its first year of activity. The Unit has the mandate to assist in planning and strategic communication at different levels, in addition to verifying the effects of projects. This is a service activity aimed at Compagnia's operational areas, implementing bodies, and governing bodies too. In the design phase, area support is aimed at highlighting the elements of innovation and originality of the proposals. In the implementation phase of the actions, the ambition is to not stop at verifying the achievement of the results, but to achieve evaluation of the outcomes and the real impact of Compagnia's action on the life of institutions and persons. In the same way, the activity for the governing bodies and the address committees is aimed at providing all the necessary evidence for an increasingly informed and targeted planning.

This is achieved through the collection and analysis of reliable (quantitative and qualitative) data suitable for describing in the most precise way the phenomena on which the actions intend to operate, the results progressively achieved and the resulting impact. All this is also done in collaboration with assessment bodies, individual researchers and university departments; the Unit is therefore also the purchaser of valuation transactions.

The activity of the first year developed along three main

lines. The first was aimed at mapping the characteristics and needs of the territory and the characteristics and potential of its main actors. In particular, we have two projects in progress: a working table for systemising all the sources useful to represent the condition and the demand for services from families with children in the 0-6 range in Turin; a mapping of the entities funded by Compagnia regarding their chances of activating fundraising and crowd-funding processes.

The second is related to monitoring programmes that have been introduced from scratch or refinanced since September 2017. The purpose of the monitoring is to document the progress (i.e. the progression of the results) and to start giving indications on their potential effect, based on the change in the outcome indicators from the beginning to the end of the programme. In interpreting the results of outcomes that compare "before" and "after" one must bear in mind the inevitable limits of this approach: it does not allow separation of the contribution of the programme from that of any other potential contributing cause. Imagining a fluid and continuous process of observation of the carrying out of the projects, the monitoring of the outcomes goes beyond the monitoring of the mere results but does not replace an exercise of true "rigorous" impact assessment, that is based on counterfactual type techniques. Monitoring activities are underway for agreements with universities, Open calls, capacity building activities



dedicated to programming and organising the bodies active in contemporary art, capacity building activities on the audience development function of the cultural institutions, the SEED 2018 call for proposals (strengthening and innovation of social cooperatives), the IDEE-ARE call for tenders (applied research in the demographic field), the “Nati per Leggere” (Born to Read) programme (promotion of reading culture) and the Science programme (Science Report – Society).

The third strand – the most ambitious – is aimed at the actual counterfactual evaluation of the impact of projects. The counterfactual evaluation is able to grasp – it is a question of statistical certainty – the real impact of an action, separating its effects from any other possible intervening phenomenology, but it is much more expensive than any other approach and therefore, as a rule, is reserved for those programmes and actions that prove to be of strategic importance or where the experimental aspect is central. In particular, for the social policy area, assessments of two of the three active policy projects for work are underway: INTEGRO and FMP¹. In the light of the debate on citizenship income, the issue is very current and strategic for a territory with high unemployment such as the Piedmontese one. The objective of these assessments is to highlight the specificities and strengths of the two programmes in the field of active labour policies conducted in the area and to understand which can be exported to other realities or be integrated with the public policies dedicated to the same theme. The evaluations of the Mathesis internship programme and the Bimbingamba Zerosei programme are aimed at proving the effects of the trials and then bringing them to the attention of the competent Ministries for their possible extension on the national territory². The study office is also following up some

position papers to explore potential intervention areas in new themes such as “sport and inclusion”, “scientific discourse” and “women and science together”.

“SYSTEMATISE” EVALUATION: THE EVALUATIONS OF THE OPEN SAI CALLS.

The objective of disseminating and systematising evaluation has been incorporated, albeit with different speeds, from almost all institutional areas. At the moment, the greatest advancement is found in the Cultural Innovation Department and the Social Policies Area. The evaluations of the actions financed with the Open SAI Call were the first the Evaluation Unit dedicated itself to. Specifically, two of these are concluded, three are still ongoing. The assessments concluded relate to two actions aimed at audience development for classical music and, as an example, we report the results below. The first evaluation was conducted internally by the Study Planning and Evaluation Office, the second was commissioned to Prof. Enrico Di Bella of the University of Genoa.

“Pubblico di Domani”, Unione Musicale di Torino

The project. The aim of the action is to bring younger and less accustomed audiences closer to classical music. The target population is young people and adults living in Turin and surrounding areas who do not frequent L'Unione Musicale (UM). This gave rise to the Short Track programme, mini 30 minute-concerts for just € 5 in addition to traditional programmes (ie: part of the programme before Short Track): concerts at Teatro Vittoria “including an aperitif” (lasting 1h, tickets at €12 euro) and at the Conservatorio (lasting 2h, tickets at € 25 euro). The programme dates were from December 2017 to March 2018.

Monitoring and evaluation. Monitoring explored the social/demographic characteristics of the audience and how often they went to classical concerts. The evaluation of the initiative used a non-experimental approach, basically comparing characteristics of traditional audiences similar regarding genre and analogous ones of the new Short Track programme audience. Data was collected via questionnaire.

Results of monitoring and evaluation. The Short Track initiative involved 898 spectators. On average it is a younger audience compared to traditional programming living in less central areas, but made up of people who are already lovers of classical music, with a fairly high level of education (degree or post-degree) and who were already acquainted with Unione Musicale. However, there is also 37% of spectators who have not seen any classical music show in the last 12 months and 33% who said they had never previously attended concerts held by Unione Musicale. The initiative also managed to retain its public because 30 percent said they had attended more than one Short Track show.

“Architetture Sonore”

The project. The aim of the action is to bring younger and less accustomed audiences closer to classical music. The target population is young people and adults living in Genoa and the surrounding area who are not familiar with Giovine Orchestra Genovese (GOG). The project intends to bring music to unusual places, normally not used for listening to classical music, through a specially created modular acoustic structure. Eight hour-long classical music concerts were held in spring 2018 in four “unusual places” in the territory of the Municipality of Genoa.

Monitoring and evaluation. Monitoring and evaluation were based on the results of a questionnaire filled in by the public present at the events. The questionnaire explored the socio-demographic characteristics, the origin and distance of the residence from where the concert was held, the type of musical enjoyment, the effectiveness of the communication channels, the

factors leading to attending the concert and willingness to participate in similar initiatives in the future. The evaluation method is not counterfactual.

Results of monitoring and evaluation. Audience attendance was not very high in absolute terms, with an average of 55 spectators per performance. The new public that attended the concerts can be quantified at 26% (112 spectators). Of these, a part (8% of the total, 34 spectators) can be defined a new audience in the absolute sense while another part (the remaining 16%, 78 spectators) can be defined an occasional audience. The concerts with most of the New or Occasional Audience were those in which the performers were young or children: this was a leading attraction for parents and family members in general; the same concerts, however, are those in which the contents are less consistent with the typical GOG offer. Closeness of the concert, the other element that characterises the project, instead proved to be effectively an attractive element for the New or Occasional Public.

General considerations concerning the two programmes

Evaluation results show that the two programmes – albeit with different intensity – effectively intercepted a new audience. However, it must be stated that due to the evaluations not being counterfactual, the results may be due to an external cause, “other” than the actions weighed up. In conclusion, in order to understand whether audience participation in the actions under evaluation could effectively become structural audience development, the audience would have to be monitored even after the end of the project.

¹ Evaluation of INTEGRO by Collegio Carlo Alberto is experimental and carried out by randomising application of treatment in the population of potential beneficiaries. FMP evaluation will be conducted by Ires Piemonte and will be quasi-experimental, ie: based on data from administrative sources and will seek a suitable counterfactual among those who in similar conditions do not take part in the initiative.

² The mathematics internship programme in Bardonecchia (TO) of the cultural innovation area is in its tenth edition. It is characterised by its strong complementarity with ministerial programmes as it targets the most gifted students and is aimed at promoting the study of mathematical disciplines in an applied and innovative way. The evaluation is carried out by our unit with the help of the Carlo Alberto College. The “Bimbingambazerosei” programme is a community project aimed at adopting healthy eating habits and lifestyles from early childhood. The trial will take place in the Piedmont area and will be followed up by us with the support of a group of epidemiologists.

Financial Management 2018



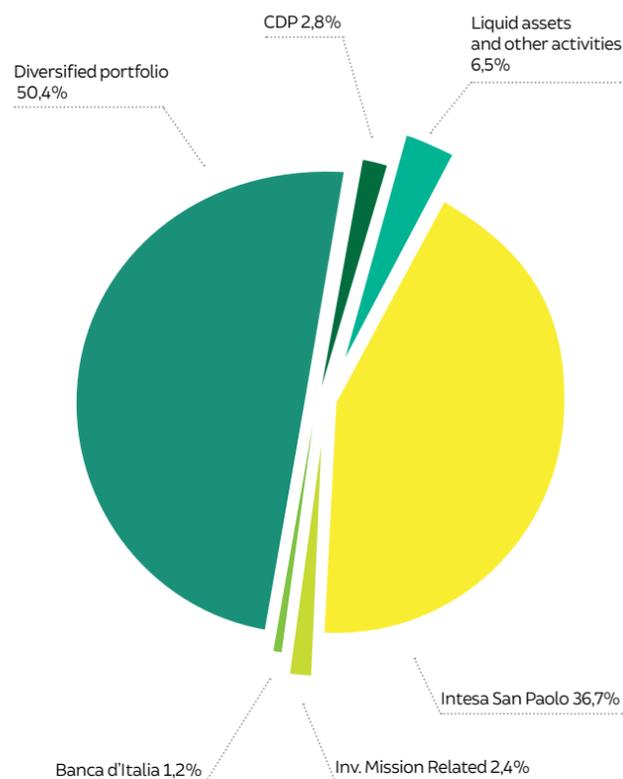
Financial Management 2018

Portfolio Mix

At the end of 2018, the total market value of the financial assets portfolio held by Compagnia di San Paolo amounted to € 6.3 billion. With respect to its structure, on 31/12/2018 the stake in Intesa Sanpaolo (considering both the directly held stake and the managed stake) was about 36.7% of the total financial assets. The "diversified" part of the portfolio, invested in investment funds managed by Fondaco Sgr, formed about 50.4% of the total. The diversified portfolio is mainly composed of two funds of funds managed by Fondaco Sgr: the first, a traditional multi-asset fund and, the second, a fund dedicated to alternative assets. At the end of 2018 investment in Fondaco Multi Asset Income fund represented 32.9% of the total portfolio, Fondaco Growth fund was 16.9% of the total portfolio while Fondaco Euro Cash fund made up the remaining 0.6% of the total portfolio. The total allocation was completed with about 12.9%, represented by the mission-related investment portfolio, by liquidity, and by other stakes and assets.

2018 results

2018 was a markedly negative year for financial markets: negative performances were reported for all activities except global government bonds and those in



the euro area.

In 2018 the European Central Bank kept interest rates unchanged. The ECB Board of Directors has recently declared that rates will remain at levels equal to current ones at least until the end of 2019, with the objective of ensuring that inflation continues to converge at levels close to 2% in the medium term. The Federal Reserve, on the other hand, continued a restrictive monetary policy in 2018, making four interest rate hikes during the year. The last, carried out in December, brought rates to between 2.25% and 2.50%, as widely expected from the market. In mid-March the FED, in addition to keeping interest rates unchanged, indicated that it no longer intends to make any further increases over the course of the entire 2019.

In Japan, the BOJ continued its ultra-expansive monetary policy, taking into account the still too low inflation levels.

At the end of the year the European index Euro Stoxx 600 showed a -13.24 % negative price variation and the S&P500 ended the year down to -6.24%. The European financial sector – and, in particular, the banking sector – after starting the year positively performed negatively for the rest of the year, closing with a variation of -28%.

Intesa Sanpaolo also reported a negative performance of -30% (considering only stock price changes). Concerning Compagnia's portfolio, the shareholding in Intesa Sanpaolo confirmed excellent profitability in terms of dividends the dividend yield of the year (dividend on average 2018 listings) was in fact equal to 7.9%, which meant € 241 million in gross dividends for Compagnia.

Concerning the diversified portfolio, 2018 ended positively for the diversified portfolio, while the traditional component ended negatively. All in all, the share of the portfolio invested in funds managed by Fondaco Sgr (diversified) had a net yield of -2.29%. From a risk/yield point of view, again in 2018 the part invested in funds effectively reduced the portfolio's total volatility: compared to volatility approaching 30% of the investment in Intesa Sanpaolo, the diversified portfolio showed an overall volatility of 2.8%.

2018 Performance Rebased (31/12/2017=100)





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