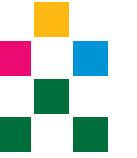
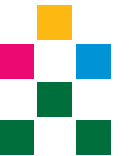


Fondazione  
Compagnia  
di San Paolo

# Annual Planning Document 2024



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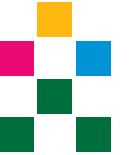
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# Introduction

At Fondazione Compagnia di San Paolo, 2024 marks the end of a planning cycle - the cycle that opened with the publication of the Multi-Year Planning Document (MYPD) 2021-2024 - and the end of the General Council's term of office established and governed by that document.

It is therefore natural that the Annual Planning Document that follows is designed around the objective of bringing the strategy for the four-year period to a conclusion, by completing numerous activities that were launched in previous years, under a multi-year strategy. It is equally natural, however, that this document also includes principles and projects that have emerged from the outputs and innovative reflection generated by the initiatives in progress, and therefore already herald, or at least propose, prospects for future development, thereby feeding the strategy-development phase that Compagnia is set to open in 2024, when the new governing bodies take office. By its nature, the work of an entity such as Compagnia is continuous and cannot be paused or interrupted.

This document therefore confirms the main points of the MYPD 2021-2024, first and foremost Compagnia's commitment to improving processes and monitoring the funded projects (whose aims and, more particularly, operating mechanisms are consistently examined). It reflects the strategic framework as a whole, however, including Compagnia's alignment with systemic paradigms - from the United Nations' 2030 Agenda for Sustainable Development, to the European Union's planning and Italy's National Recovery and Resilience Plan (NRRP); it also reflects the expansion of its "tool-kit" of intervention instruments, and its emphasis on evaluating the effects and impact of the actions it supports and/or manages.

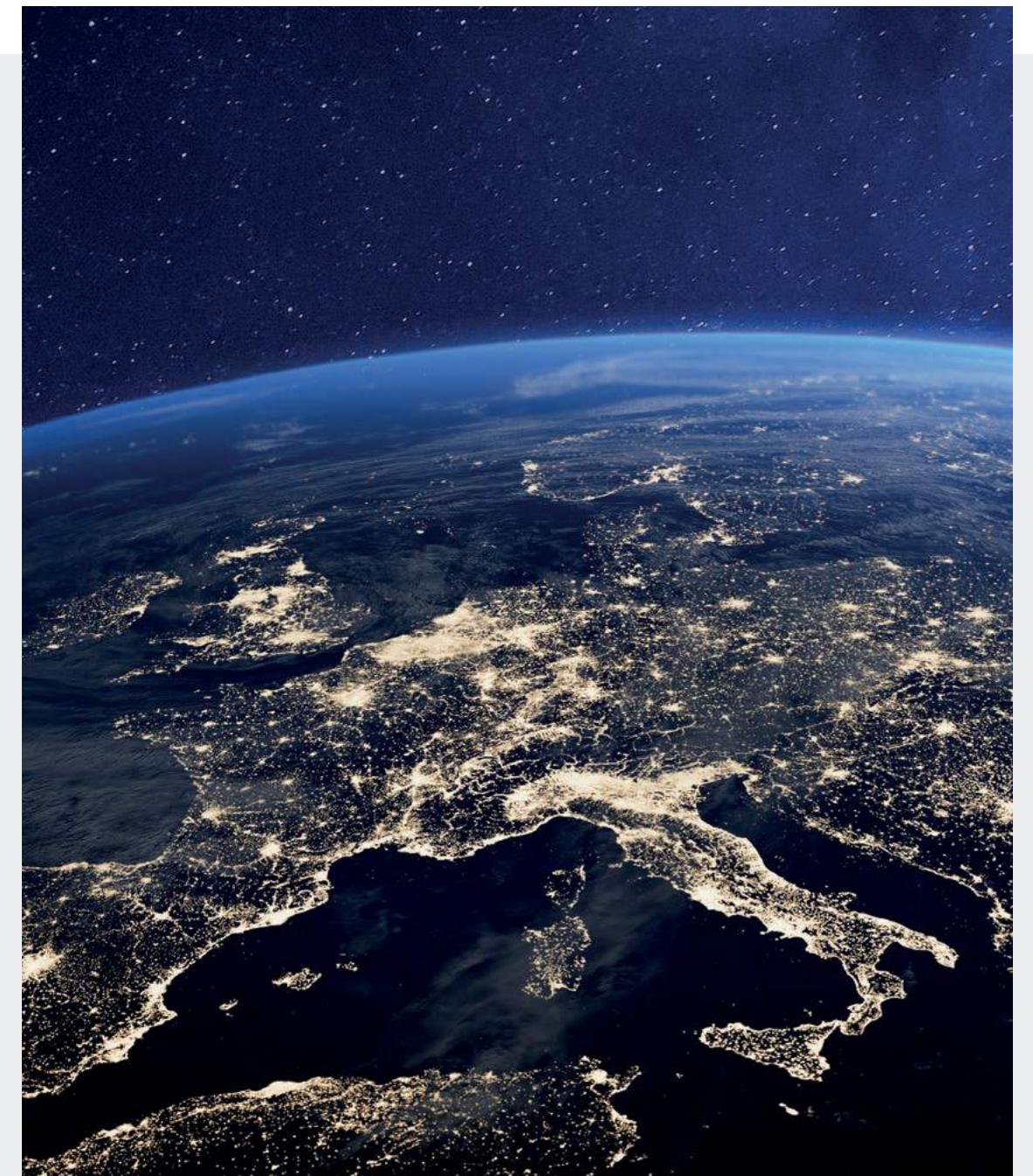
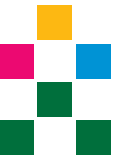
As well as providing as clear and succinct a presentation as possible of the 2024 work programmes of the grant-making units called Goals (Culture, People, Planet) and their 14 Missions, this document also outlines the operational objectives of the major organisational functions (Finance - Impact Innovation - Planning, Research and Evaluation - Operations - Communication) that serve Compagnia di San Paolo's institutional mission. When appropriate, as has been the case in the recent years, Missions will be cooperate on individual projects or initiatives, by co-designing, sharing expertise and pooling funding.

The tracks that Compagnia has laid down in its planning documents correspond to the options open to a foundation that has substantial means but cannot meet all the needs and proposals submitted to it. The only honest way to address this problem of "excess demand" is to inform stakeholders as precisely as possible of the options that Compagnia embraces, the dimensions of the "common good" it intends to cover, and the reasons behind such choices. That is what we intend to do in the pages that follow, as we have in the MYPD 2021- 2024 ([Multi-year Planning Documents - Fondazione Compagnia di San Paolo](#)).



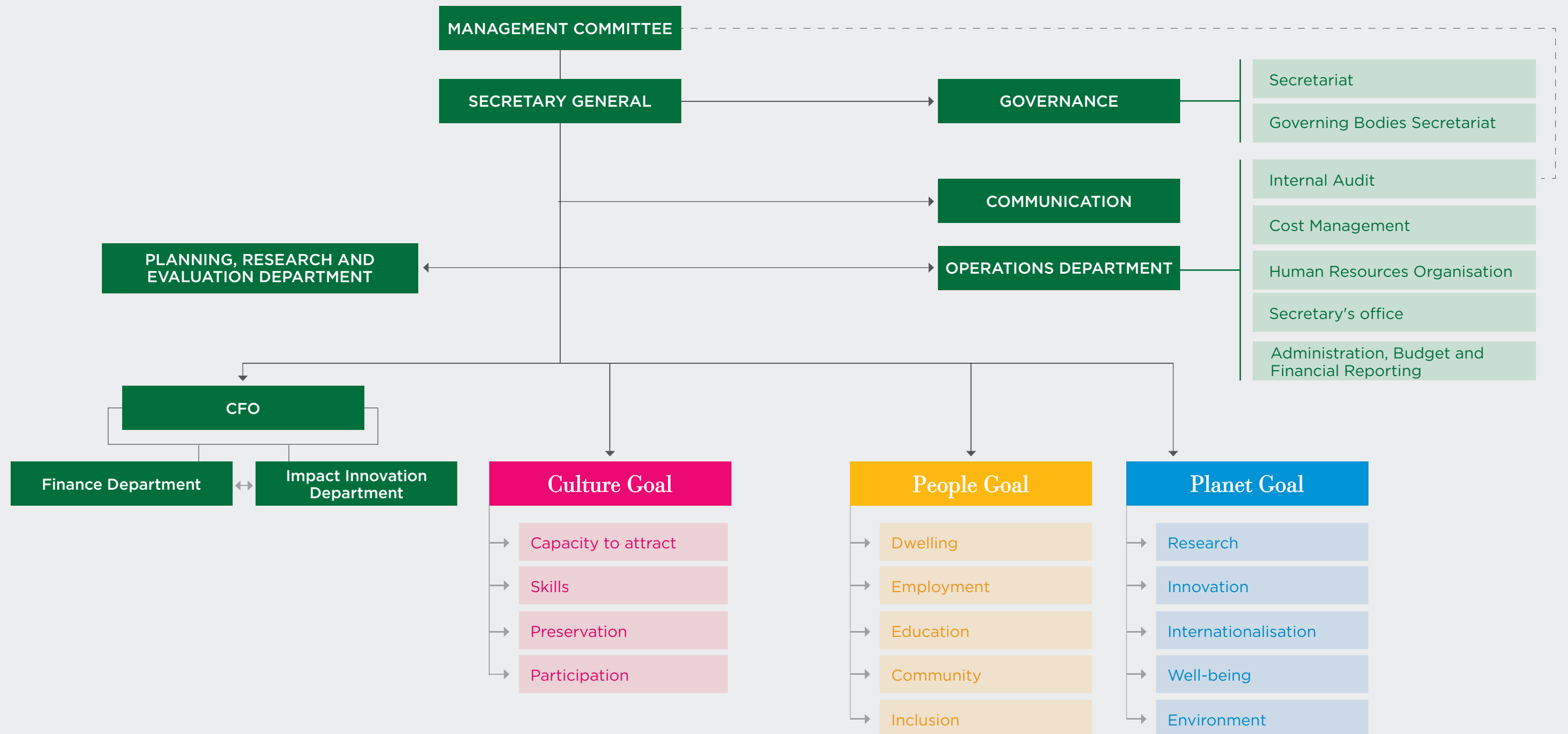
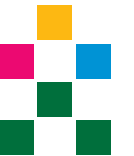
# Alignments and operating strategy

of Fondazione Compagnia di San Paolo.



# Structure

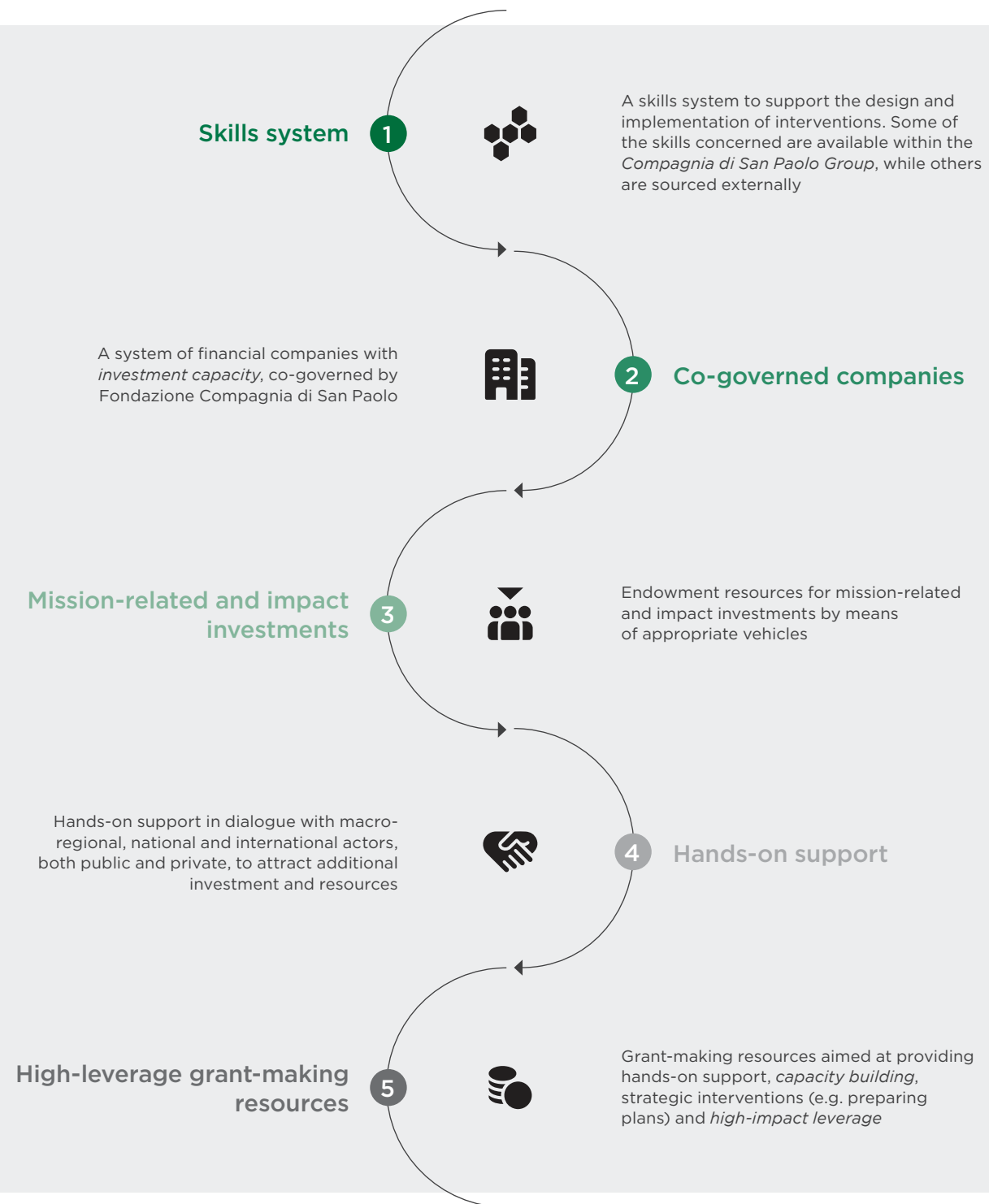
of Fondazione Compagnia di San Paolo.





# Action

of Fondazione Compagnia di San Paolo.







# Culture.

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



# The strategic framework.

2024 will see the completion of the work programmes set out in the MYPD 2021-2024, which outlines Compagnia's intention to use the Culture Goal to promote culture, creativity, heritage and participation as central planks in the development, education, well-being and inclusion of citizens and in the development of the geographical area in which they live. These are the aims that Compagnia's support for culture is designed to achieve, hence the reference to various sustainable development goals outlined in the United Nations' Agenda 2030 (which does not explicitly set out the role of culture as such). The division of the Goal into Missions does not therefore correspond to thematic or disciplinary fields, but indicates the objectives to be achieved through coherent actions.

The work to be done in 2024 will be guided by analysis of the data. In the wake of the pandemic, which had major repercussions on the various cultural worlds and communities, data now reveals tentative signs of recovery, albeit with very different dynamics across the different sectors, practices and geographical areas. This is the rationale behind the re-orientation of our "emergency" lines and the addition of new focus areas.

Efforts still need to be made to strengthen the cultural system by fostering forms of development and organisational processes that make activities more economically sustainable, while also boosting their impact. Creativity must be converted into products that engage citizens and arouse the interest of wider, more inclusive audiences, and into economically sustainable actions designed to stimulate development and enhance capacity to attract.

Compagnia will continue its relationship with the major cultural institutions in the catchment area – such as museums, theatres and cultural heritage sites – in whose management it plays an active role. This is carried out by specifically allocating some of its resources to actions in the field of innovation and sustainability. Particular efforts will be made to foster the organic, coordinated development of the network of the Savoy Royal Residences. Action will also be taken to implement the strategic projects identified in the multi-year framework protocols established with the Municipalities of Turin and Genoa and the Region of Piedmont.

2024 will see the completion of the cycle of what we have termed "strategic" calls for proposals, as set out in the Mission-specific sections that follow. Calls for proposals and intervention programmes will be backed up by capacity-building pathways, with opportunities for training and mentoring: there will be a special emphasis on the creation of communities of practice, designed to facilitate the exchange and development of the projects and organisations involved, whose effects we hope will continue beyond the conclusion of the initiatives.

Efforts will be made to boost the ability of cultural bodies to gain access to resources made available under NRRP programmes and European planning, as well as to other funding



opportunities. Similarly, attention will be focused on thematic and geographical areas that receive less funding coverage.

The digital dimension will be addressed with regard to innovation processes among cultural bodies, opportunities for educational work and participation. We are interested in encouraging and supporting wide-ranging, well-informed, critical reflection, especially among young people, on the effects that digitalisation may have at a societal, cultural, political and anthropological level. In line with Compagnia's general approach, the role and expectations of young people in the cultural space will be the focus of both dedicated actions by the Goal and integrated, multi-sectoral initiatives implemented by multiple Goals.

Fondazione 1563, the auxiliary body connected with the Goal, will continue to promote and/or host research initiatives and implement systemic actions.

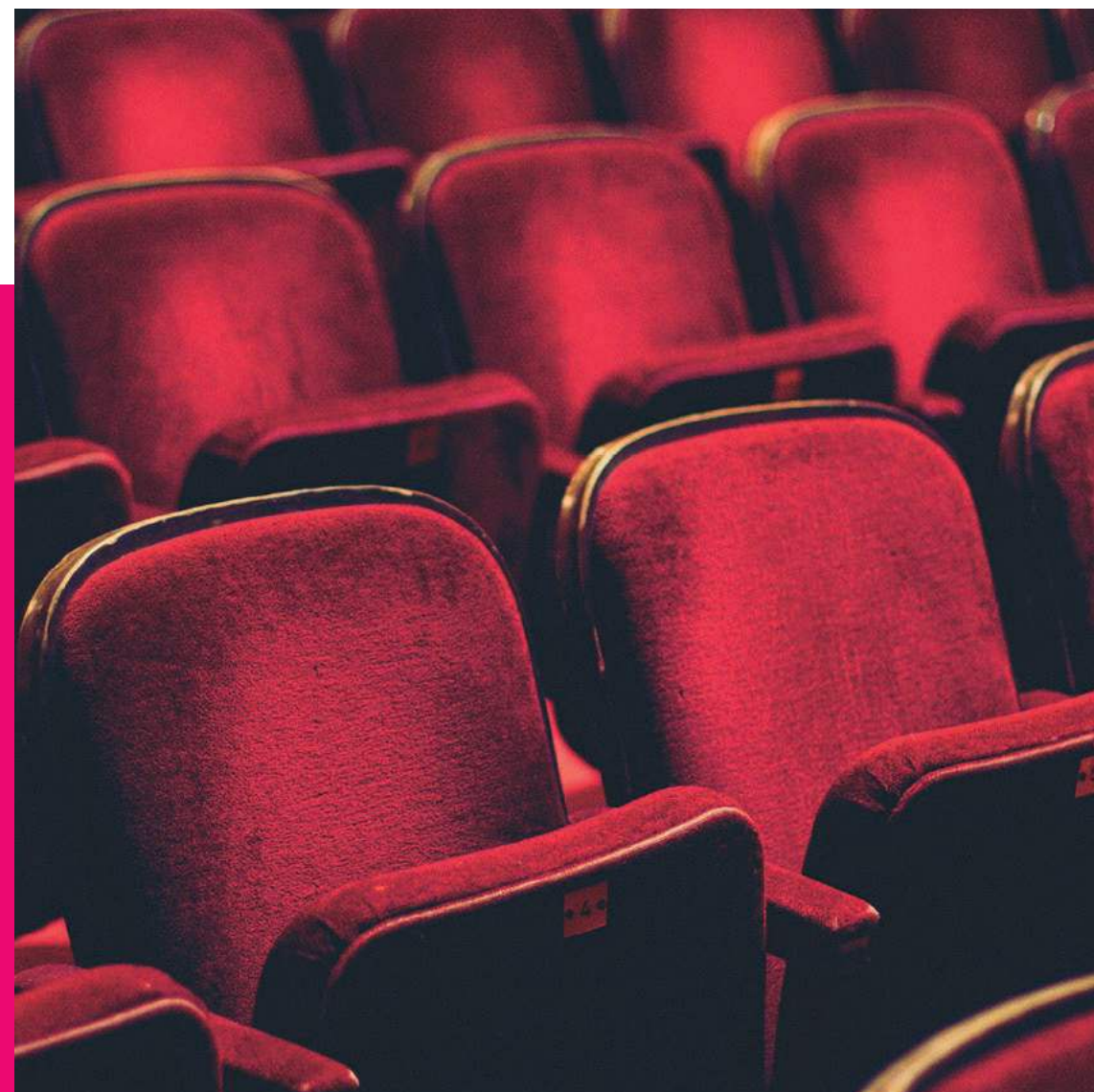
All of the Goal's Missions will play an active role in the "Cavallerizza Project" by contributing to the process of redeveloping the complex and establishing it as a cultural hub in Turin and as Compagnia's new headquarters.

Over the course of 2023, the Policy-Making and Coordination Committee (established as a forum for discussion between bodies and consortia in July 2021, as directed by the Multi-Year Planning Document 2021-24 ) focused mainly on the strategy of innovation in the museum system and this experience laid the foundation for additional projects.

Compagnia's cross-cutting approach to the cultural arena will further consolidate various projects involving inter-Goal collaboration for cross-cutting purposes (environment, innovation, well-being, education, community, research).



Lastly, the process of evaluating the Goal's most significant projects and actions will come to an end during the year, thus providing a basis for the new planning phase.



Mission

# Building Capacity to Attract

## Alignments





# Building Capacity to Attract

## Components of strategy

FOR THE FOUR-YEAR PERIOD

To generate value from the recognised cultural identities of the geographical areas concerned, by positioning them in such a way as to extend the cultural infrastructure of the organisations and foster an integrated relationship between the worlds of culture and tourism.

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

## Planning framework

2024

■ *Over the course of the year, the Mission will work in conjunction with local organisations to implement systemic actions designed to develop the cultural identities and heritage located across the catchment area and to promote it for the purposes of tourism. Projects aimed at enhancing and showcasing Piedmont's fortifications and the network of museums in the province of Savona will be put into practice. A small number of projects funded under the two-year call for proposals "In luce\_valorizzare e raccontare le identità culturali dei territori" may benefit from a further empowerment programme aimed at consolidating the positioning achieved in recent years from the point of view of tourism. An analysis of the impact of this call for proposals will also be the starting point for drawing up future strategies for enhancing and showcasing cultural heritage in the long term and in close connection with the development and consolidation of opportunities for sustainable tourism. The Mission will publish the first results of the impact assessment of both the "In Luce" and the "Territori" calls for proposals, which were carried out in parallel.*

■ *The Mission's commitment to the cultural heritage and identities of Piedmont, Liguria and Valle d'Aosta will find tangible expression in the second edition of the "Territori in Luce" call for proposals relating to enhancement projects promoted by local networks, also involving entities from the local tourism sector, and aimed at creating growth and development opportunities by means of cultural attractions and opportunities for sustainable and accessible tourism.*



## Components of strategy

FOR THE FOUR-YEAR PERIOD

To support cultural planning and production and encourage cultural and pioneering research.

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

## Planning framework

2024

■ *The Mission will continue to support the catchment area's cultural and creative opportunities through the second year of guidelines for contemporary culture projects, by focusing specifically on talent, the development of sectoral networks and supply chains and the internationalisation of cultural attractions. An analysis of the experience and results of the call for proposals "Art-waves". Per la creatività, dall'idea alla scena and of the guidelines will form the starting point for reflection meant to boost the positioning and capacity to attract, both nationally and internationally, of cultural projects in the Compagnia's catchment area.*

■ *The Mission will design systems relating to cultural themes and identities that are recognised as strategic for our catchment area, such as cinema - with a second year of support for the Turin Piedmont Film Commission's Development Fund - and Photography - with a commitment to support the first edition of the Turin International Festival of Photography. The Mission will continue to focus on highly attractive cultural proposals aimed at increasing the supply and positioning of cultural actors in local and sectoral contexts. The follow-on of several projects selected under the call for proposals "Wonder\_Sperimentazione nel design per l'innovazione sociale" will reach completion and networking projects with the catchment area's leading cultural stakeholders may be launched in order to enhance local creativity and cultural production.*



# Building Capacity to Attract

## Components of strategy

FOR THE FOUR-YEAR PERIOD

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

## Planning framework

2024

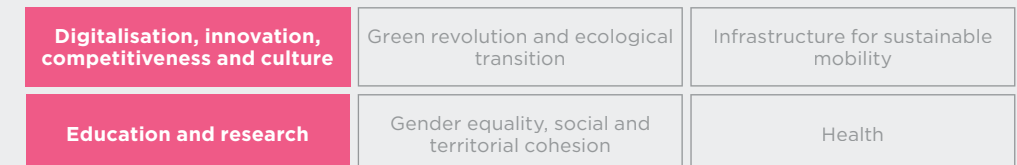
- *The guidelines for digital transformation in the cultural sector will remain in effect. Based on the experience gained from the call for **proposals “Switch\_Strategie strumenti per la digital transformation nella cultura”**, action will be taken to formulate tools designed to help cultural institutions overcome the most demanding challenges of the digital transition, such as hybridisation with the technology sector and the deployment of digital skills.*





## Mission Developing Skills

### Alignments





# Developing Skills

## Components of strategy

FOR THE FOUR-YEAR PERIOD

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

## Planning framework

2024

- *The Mission's commitment will focus on fostering educational communities and encouraging cultural bodies to make an active contribution to the educational development of children. In Turin, the Mission will work on developing experiences deriving from **La Bella Stagione**, in conjunction with hands-on support for Turin-based relevant bodies, and in relation to the challenge concerning "Città dell'Educazione" and the Education Strategy.*
- *The Mission will continue its work on "**Consonanze – educazione musicale per le competenze e le relazioni di domani**", together with Fondazione per la Scuola, and on developing the two-year "Cultura per Crescere" call for proposals, in which economic support for the projects concerned will be backed up by capacity-building initiatives aimed at consolidating local public-private networks geared towards **cultural welfare** in early childhood, based on the historic experience of the programme Nati per Leggere Piemonte shared with the Regional Council.*
- *All the aforementioned actions help the Goal achieve its childhood education target in the form of a 20% increase, over the four-year period, in the number of children and young people involved in initiatives promoted by Compagnia to encourage cultural and heritage-based education and exposure to cultural experiences as a means of personal development.*



## Components of strategy

FOR THE FOUR-YEAR PERIOD

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

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

## Planning framework

2024

- *2024 will mark the end of the three-year trial period of application of **the guidelines for training and starting a career in the cultural sector**, first published in 2022. The organisations involved will be supported in their efforts to facilitate the career pathways of young artists and creative talents, and the short- and medium-term results of the initiatives will be monitored.*
- *At the same time, efforts will continue to be made to interlink the bodies concerned into a network, with a view to fostering a more ecosystemic approach to career training and guidance.*
- *The network of training providers launched in late 2022 around the guidelines for training and starting a career in the cultural sector, which has been extended to academic entities, institutions and the world of employment in North-West Italy, will be put to the test in 2024. Co-designed network actions will be launched, with the common objective of increasing the fluidity, convergence and effectiveness of processes, tools and activities at the intersection between training and employment, also in relation to the European context. Developments in this area, both during and after the four-year period, will also be considered in line with the challenges involved in establishing the Cavallerizza Reale's identity as a cultural and educational hub.*

# Developing Skills

## Components of strategy

FOR THE FOUR-YEAR PERIOD

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

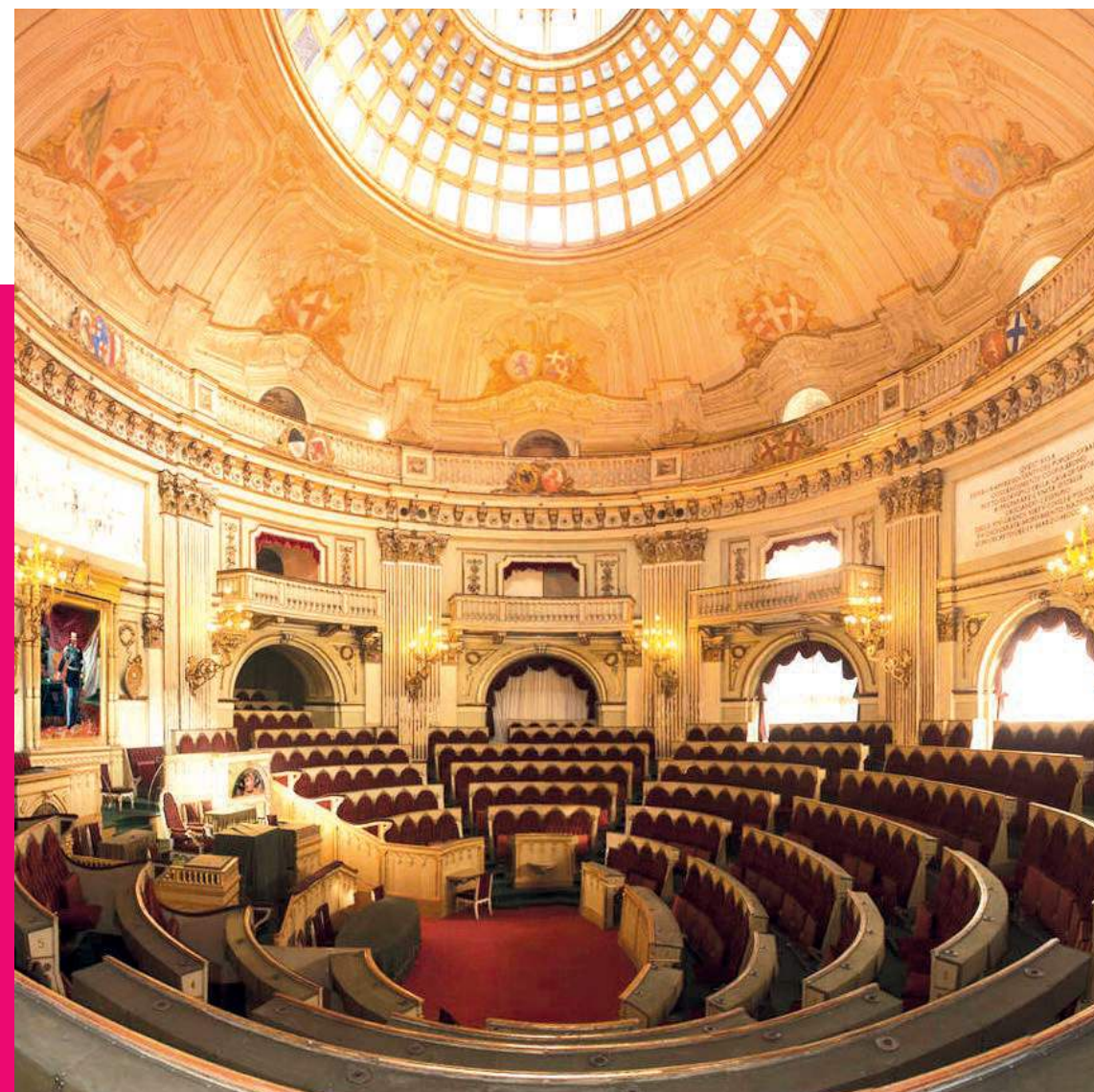
## Planning framework

2024

- *The Mission will continue its initiatives to help the relevant bodies gain access to European, national and NRRP funding channels, with a focus on sustainable development, social responsibility, social reporting and public-private alliances. A prime example of this is the collaboration with Fondazione Piemonte dal Vivo – Hangar Piemonte, which will continue to provide economic support and guidance for local bodies and networks on local cultural regeneration, co-design and tapping into new funding channels, and the experimental adoption of shared and tested methodologies of social reporting for cultural bodies and its impact on their activities.*
- *The capacity-building initiatives delivered under the Cultura per Crescere call for proposals will also focus on strengthening local networks as enablers of lasting, sustainable, ecosystemic change.*







Mission

# Preserving Beauty

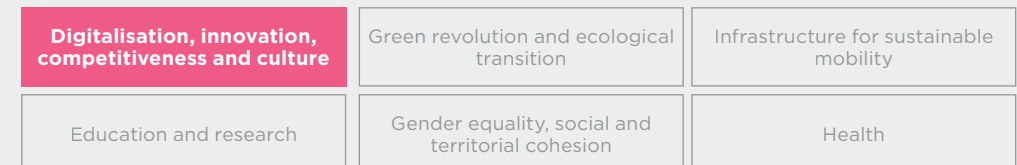
## Alignments



Next  
Generation EU



National  
Recovery &  
Resilience  
Plan



Cross-cutting  
missions



# Preserving Beauty

## Components of strategy

FOR THE FOUR-YEAR PERIOD

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

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

## Planning framework

2024

■ *Recourse to any regulatory or operational instrument that fosters and formalises institutional coordination lies at the root of the Mission's work. Faced with substantial commitments in terms of the necessary resources, the Mission has no choice but to plan its activity in conjunction with the other entities responsible for conserving cultural heritage. It will therefore continue to uphold its shared commitment through the protocols and agreements in place with the Region of Piedmont and the Municipality of Genoa, as well as through projects involving specific agreements aimed at undertaking the recovery of monumental complexes of special interest, with institutions such as the Ministry of Culture's Regional Museums Directorate, the Musei Reali, Fondazione Torino Musei, FAI and the Metropolitan City of Turin. The Mission will continue to support the Back Office Cultura, set up at the Centro Conservazione e Restauro della Venaria Reale, in pursuit of the objective of making strategic use of resources.*

■ *2024 will see the publication of the results of the second edition of the **PRIMA** call for proposals, an instrument designed to promote a culture of preventive maintenance and conservation instead of emergency intervention. The projects supported will increase the number of experiences across Piedmont and Liguria which exemplify how heritage conservation activities constitute fully fledged management tools. At the same time, Fondazione 1563 will conduct a major research project on the heritage of fountains and monuments in the city of Turin, in close collaboration with the Culture Goal. Interventions will still be carried out in 2024, however, on a necessarily limited number of heritage assets that require emergency conservation work.*



## Components of strategy

FOR THE FOUR-YEAR PERIOD

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

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

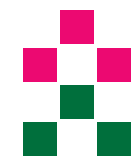
## Planning framework

2024

■ *The third phase of the trial implementation of the **Piedmont Regional Landscape Plan (RLP)** will be launched in 2024. The plan is the result of an agreement with the Ministry of Culture and Piedmont Regional Council and will provide methodological support for the delivery of local planning documents based on the value of the landscape, by building upon all the strategic criteria set out in the RLP. This trial phase will take place in the Langhe area and is a continuation of the fruitful collaboration with the Alta Val Bormida area, with an extension to the Langhe, which in 2024 will celebrate the 10th anniversary of its addition to the UNESCO World Heritage List. The relationship between new energy sources and the value of the landscape will be one of the cornerstones of the trial, which is aimed at finding innovative, useful solutions for developing our catchment area without sacrificing its quality and recognisability.*

■ *Our archives and libraries are a central pillar of our cultural heritage and a vital resource for research. These initiatives will be carried out in partnership with **Fondazione 1563**. A convention is scheduled to take place in 2024. This is the result of a series of meetings held with representatives of the main research libraries in Turin. It will focus on the role of spaces, functions and deposits, especially in relation to the new challenges posed by digitalisation. As far as archives are concerned, collaboration will continue on the basis of a specific institutional platform.*





Fondazione  
**1563**  
Arte e Cultura

#### AUXILIARY BODIES

## Fondazione 1563 per l'Arte e la Cultura.

Fondazione 1563 will continue its activities in 2024 in close cooperation with the Culture Goal and in accordance with the policy directions shared with the Policy-Making and Coordination Committee of Compagnia di San Paolo Group. According to its mission, the central planks of the Fondazione's work will involve managing, enhancing and making productive use of Compagnia's historical archive. In addition to the normal conservation processes, this work will culminate in the release of two publications on banking history, the continuation of the major project to boost and harness the value of the EGELI fund (which is about the management of the Jewish people's properties in the Fascist period) by means of a specific collaboration with Intesa Sanpaolo and, most importantly, the second year of the project "Remember House, an educational KIT to raise awareness on the Holocaust and promote knowledge of civil rights and EU values". Still in relation to the history of Compagnia di San Paolo, the foundation will continue to oversee the development of content for Brand Heritage projects and on the Cavallerizza Reale complex in Turin. The focus on Compagnia's archive also covers the contemporary era, so Fondazione 1563 will therefore oversee the task of records management for the benefit of the whole group. On the recommendation of Compagnia di San Paolo, there will be a specific focus on archives and libraries, which will see the coordination of the two subject-specific platforms set up with local actors and aimed at concentrating and optimising the efforts to address



systemic problems, especially in relation to the new challenges posed the digital transition. The Foundation will continue working towards gaining accreditation as a humanities research institution, thanks to its affiliation with the national CHANGES project group of institutions supported by the Ministry of Research, using NRRP resources. Also in relation to humanities research, the Turin Humanities Programme (THP) will continue in 2024, in view of the gratifying results achieved in the first three-year period. The THP is a historical research programme with an international profile and is intended to provide a forum for the discussion of ideas about history and culture with a view to enhancing our long-term understanding of the challenges of the present and offering new perspectives on the transformations affecting contemporary society. As regards the Baroque programme, which is one of the cornerstones of the Foundation, following up on the success of recent projects, 2024 will see the implementation of research projects focusing on case studies to support Compagnia di San Paolo's grant-making activity, in line with the task of developing content to support operational projects by the Culture Goal and certain activities of individual Missions.

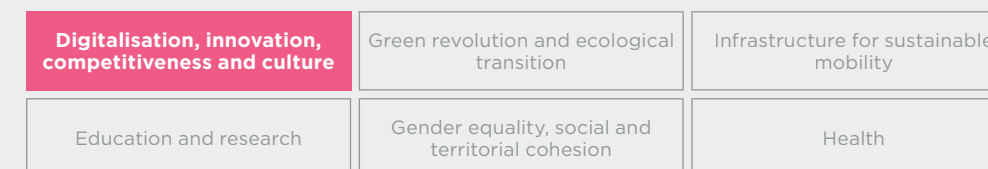
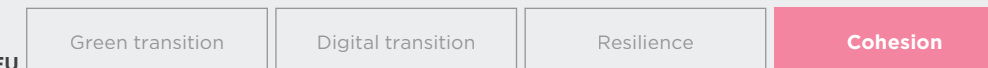
The Foundation's research work now also benefits from an additional physical home, in the centre of Turin, at Palazzo d'Azeglio, part of which is now occupied by the Foundation, as a result of a substantial mission-related investment.



Mission

# Encouraging Active Participation

## Alignments





# Encouraging Active Participation

## Components of strategy

FOR THE FOUR-YEAR PERIOD

Developing **alliances** and networks with strategic players.

Strengthening **cultural and civic centres** in North-West Italy.

## Planning framework

2024

■ *The mapping and consolidation of a network of stakeholder organisations whose work fosters active public participation made it possible to build subject-specific and/or geographically-based networks and alliances in the three-year period 21-23, to facilitate the co-building of more effective tools and actions. The participatory process launched in late 2023 and involving more than 70 of these local and national public and private institutions facilitated interaction between policy-makers and the leading bodies on the one hand and professionals involved in participation in all its dimensions in Italy on the other. The results of this will be published in 2024, in terms of shared vocabulary, lessons learned, possible tools and future directions. The three-year development plans of eight “strategic allies” (cultural institutions singled out for their particular roles), aimed at strengthening their organisational structures, will undergo verification, partly with a view to extending their application to other allied partners.*

■ *The Mission will continue to support North-West Italy’s civic and cultural infrastructure of participation spaces. Spring 2024 will see the release of the data from the overall impact analysis of the prior 3-year commitment, under which the Foundation has invested over 5 million euros within the framework of the SPACE call for proposals. The findings will provide valuable insights into the new needs of a highly dynamic sector that has been gaining a revitalised public-private role in the wake of the pandemic. We will share them with the other national actors who are studying this phenomenon from the bottom up, starting with the Department for Social Cohesion of the Council Presidency and Fondazione Scuola dei Beni e delle Attività Culturali.*

## Components of strategy

FOR THE FOUR-YEAR PERIOD

Strengthening **cultural and civic centres** in North-West Italy. (continues)

Supporting second-tier players operating within the four strands of participation identified.

To identify, test, evaluate and scale up **best practices** that foster cultural, civic and democratic participation, especially among young people.

## Planning framework

2024

■ *The community of practice meetings of the managers of over 150 new and old cultural and civic centres in North-West Italy will continue.*

■ *Priority will continue to be given to supporting and creating second-tier players and networks whose main purpose is participation.*

■ *We will continue to support cultural participation initiatives, including scientific participation, by pursuing our endeavours on developing demand for culture and broadening its social base.*

■ *Current trends suggest that participatory festivals (festivals whose aims include triggering the active involvement of local bodies and communities in various ways) are an important vehicle for the spread of culture. Compagnia therefore intends to step up its efforts in this direction by means of a structured line of intervention.*

■ *The Mission will also continue its work aimed at combating inequalities, based on the experience of the project “La Cultura dietro l’angolo”. The 2024 edition will be marked by new developments in the policies of Turin City Council.*

■ *Following an impact assessment of four pilot projects focusing on the relationship between culture and health, some of the recently tested experiences will be scaled up. Furthermore, in view of national and European opportunities, territorial empowerment initiatives will be taken, in order to boost North-West Italy’s competitiveness in attracting dedicated funds.*

# Encouraging Active Participation

## Components of strategy

FOR THE FOUR-YEAR PERIOD

To identify, test, evaluate and scale up best practices that foster cultural, civic and democratic participation, especially among young people. (continues)

## Planning framework

2024

- *The Mission will also continue its work on fostering active civic participation by publishing guidelines to support projects on collaborative practices and active citizenship.*
- *Special attention will be paid to participatory processes with a view to gaining a clearer understanding of the mechanisms involved, their varying degrees of effectiveness, and the factors that either facilitate or obstruct such processes.*
- *There will continue to be a specific focus on the management of assets confiscated from organised crime, in conjunction with Piedmont Regional Council.*
- *The two-year analysis of the impact of universal civil service on young people and organisations will reach completion, thus enabling us to plan possible follow-up actions.*
- *In relation to active democratic participation, efforts will be made to improve the guidelines on non-partisan schools of politics/policy, with a specific focus on gender equity, involving the monitoring of individual initiatives in such a way as enhance our understanding of what is emerging.*
- *There are also plans for a specific initiative relating o the 2024 European elections and encouraging young people to vote.*
- *Youth participation will be the central focus of a specific call for proposals on active participation, aimed at informal groupings of young people, their associations, their social enterprises and student representatives. These activities will enable us to continue to foster dialogue with the under-30s by building relationships with the spaces and communities they habitually frequent and encouraging them to see themselves as agents of change and co-protagonists in solutions to the problems of our time.*

## Components of strategy

FOR THE FOUR-YEAR PERIOD

System building – for local ecosystems and specific focal points for urban areas, provinces and internal areas.

## Planning framework

2024

- *The development plan on participation in hinterland and mountainous areas will continue. Its implementation will focus on specific initiatives to strengthen the co-design skills of local actors in collaboration with public policy directorates of Regions and their capacity-building for more effective use of SNAI funds and increased competitiveness in public calls for proposals. Further specific initiatives will be launched to create and support youth enterprise in these areas, in both the Alps and Apennines.*
- *Lastly, active participation will be the focus of a specific call for action designed and implemented in close collaboration with Genoa City Council in relation to the historic centre.*



# People.

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



# The strategic framework.

While indicating a broadly unchanged or slightly improved picture compared with the previous period, the latest data on the predominant social and educational phenomena in North-West Italy continues to reveal scenarios of considerable vulnerability and inequality, due partly to continuing instability and insecurity in the wake of the pandemic, and partly to the spreading economic and inflationary crisis and the consequences of the war in Ukraine.

Specific groups of people are particularly hard-hit. These include children and adolescents, young people, women with care burdens, people with disabilities, people from migrant backgrounds, single-parent families, people serving custodial sentences and people facing extreme marginalisation.

The People Goal, which works in close collaboration with Compagnia's auxiliary and co-governed bodies – primarily Fondazione per la Scuola, Ufficio Pio and Consorzio Xké Zerotredici – will continue to take account of these specific features of the social and educational scenario. As such, it will address and, where possible, anticipate emergencies, while also helping to challenge the underlying causes of the long-term structural phenomena that particularly affect the groups of people who are most vulnerable and at greatest risk of marginalisation.

It is increasingly clear to us that the most effective approach is to recognise the multiple, complex and interconnected causes of people's vulnerability and therefore to provide solutions aimed at taking simultaneous action on people's economic, educational, relational, employment-related and housing-related poverty, or on their health problems and lack of access to services. We will consolidate various existing programmes in 2024, while also launching a range of new, integrated actions.

2024 will mark the preparatory phase, "phase zero", of the "Città dell'Educazione" programme, one of the main initiatives that Compagnia has put forward in partnership with four cities in Liguria and Piedmont. Its aim is to promote a broad, multi-year plan in the educational arena (with programmes aimed at the 0-6 age group, children aged 6 to 16 and young people over the age of 16). Partly in response to the serious difficulties recently manifested by the youngest children, it is clearly of high priority to invest in education – and Compagnia di San Paolo certainly sees this as one of its specific responsibilities – with a view to re-injecting meaning into the educational experience at all levels, in both formal and less formal contexts. The preparatory phase of "Città dell'Educazione" involves substantial investment in collecting, managing and using data about school students to formulate predictive models for personalised mentoring and to shape efforts focusing on training and refresher programmes for school leaders, teachers, educators and families, the launch of initial, local-scale trials designed to extend early-years educational opportunities and youth dynamism, and put in place rigorous impact-assessment projects, with a view to producing models with the potential to be scaled up.

The rigorous, systematic collection, management and use of data is now a structured *modus operandi* that we apply to all our initiatives and an approach that we share with the actors who implement the projects that Compagnia supports.



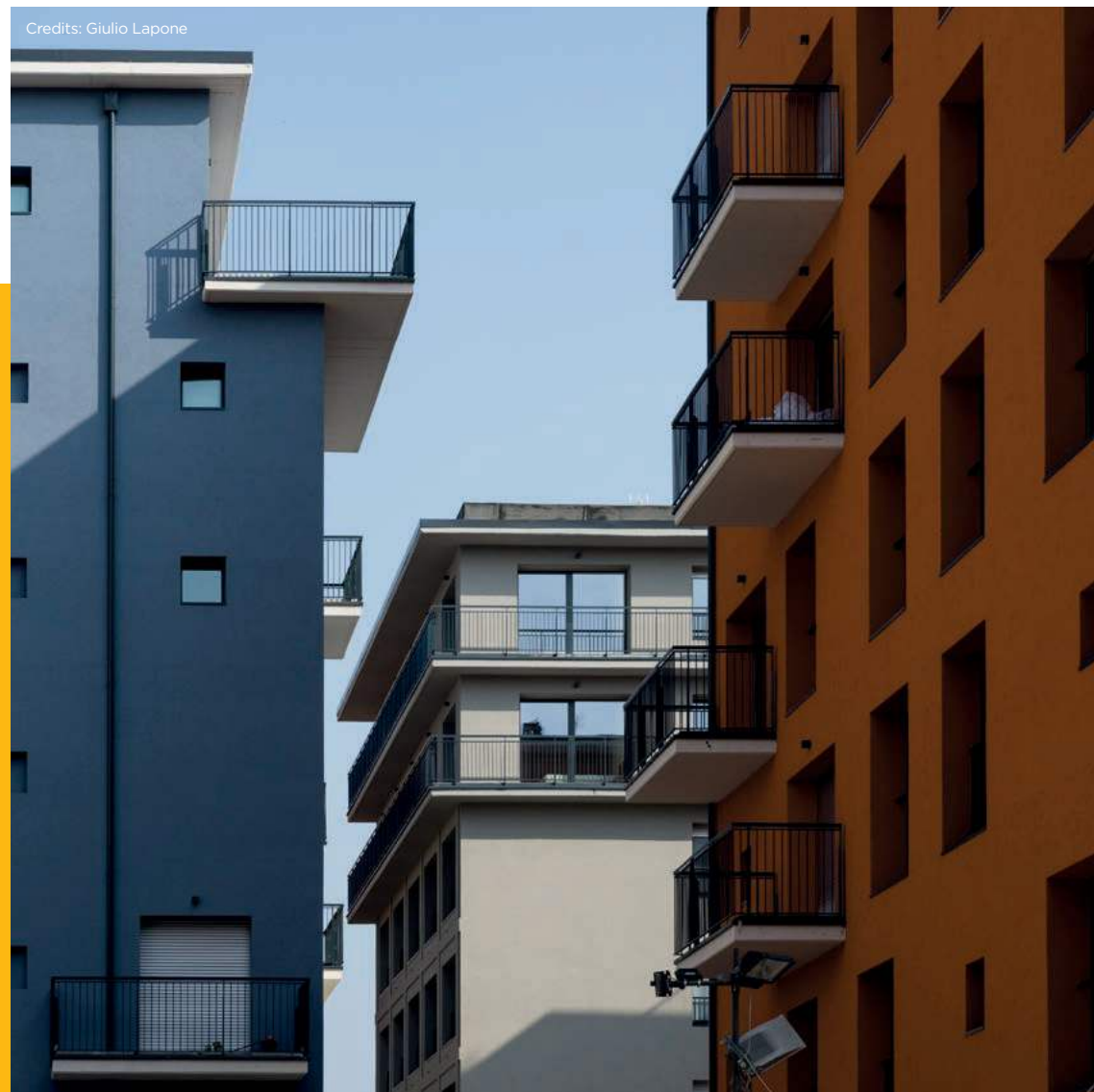
This makes it possible to manage projects and evaluate their outcomes more effectively. It is a prerequisite for formulating more informed, up-to-date, integrated and cost-effective local projects and programmes, in the hope that they will continue to flourish even after the interventions directly supported by Compagnia have come to an end.

Many of our programmes are based on alliances or local cooperative systems, made up of public institutions, third-sector bodies, businesses, various local actors and organised, informal groups of people who take responsibility for tackling social and educational issues that require integrated, complementary, systematic and long-term responses and policies.

Recognising the skills and resources that everyone can express – including people in situations of vulnerability or at risk of vulnerability – and recognising that the right course of action is to help them make choices as independently as possible and to take responsibility for their own life plans remains one of Compagnia's defining principles. We see it as crucial to step up this approach by enabling the people who form the target of our interventions to take active part in drawing up, monitoring and evaluating the projects that relate to them. We believe it is important to involve them in the information, awareness-raising and advocacy actions that we promote on issues that require more than merely rhetorical responses, such as mental health, the active role of young people, disability, migration, inter-generational dialogue and combating everyday and latent manifestations of discrimination and racism, from which our society is not free: all these issues require time; continuous, patient action, and sensitivity to even the weakest signals, in order to generate effective cultural changes.



Credits: Giulio Lapone



Mission

# Reinventing Dwelling Systems and Regenerating Neighbourhoods

## Alignments



SDGs



Next  
Generation EU



National  
Recovery &  
Resilience  
Plan



Cross-cutting  
missions





# Reinventing Dwelling Systems and Regenerating Neighbourhoods



## Components of strategy

FOR THE FOUR-YEAR PERIOD

To develop scattered-site social housing systems, with a view to increasing the availability of affordable housing, using economically sustainable and socially inclusive models.

To explore ways of promoting urban regeneration initiatives to ensure social inclusion and generate a positive social, economic and environmental impact on parts of the catchment area.

## Planning framework

2024

- *The Mission will continue to analyse and support the development of scattered-site social housing initiatives and monitor the results of the trials already launched.*
- *The Mission will continue to take part in co-design processes and carry out urban regeneration initiatives with a view to developing social housing interventions that it has already supported – such as the buildings on the ex-MOI site – in order to maximise their social and environmental impact and their ability to foster dynamics of neighbourly support.*
- *A new initiative will be promoted on the relationship between schools and participatory urban regeneration processes in Turin's outskirts, in collaboration with the NOE educational community.*
- *Our efforts will be aimed at further developing and consolidating the commercial district Regional programme in Piedmont that has been supported since its inception, , with a view to reinforcing commercial districts as contributors to local development, including in relation to social cohesion and innovation within the catchment area.*
- *Compagnia will also be taking part in a joint trial aimed at formulating a methodology for certifying the value of social impact, in terms of the extent to which an enterprise meets the social needs of the local area in which it is situated, in order to make the sale, rental and transformation of property more attractive and feasible.*

## Components of strategy

FOR THE FOUR-YEAR PERIOD

To design initiatives, in conjunction with other Missions where appropriate, to promote environmental sustainability in urban settings.

The Mission will continue to support active housing services (temporary accommodation, social condominiums, social housing agencies, social co-housing initiatives, etc.)

## Planning framework

2024

- *The Mission will continue to provide professional technical support, alongside monetary grants, to support energy-efficiency programmes and building upgrades by third-sector bodies that own or manage social housing facilities, to complement state support measures, while also running awareness-raising campaigns on environmental sustainability (continuation of the benEfficientiamo initiative launched in 2022).*
- *The Mission will also maintain its efforts to combat energy poverty and develop effective tools for doing so, such as social-impact renewable energy communities. It will therefore seek further progress on integrated actions to support entities interested in setting up Renewable energy Communities (RECs), encompassing capacity-building programmes, information documents, help-desk services and economic support (continuation of the Sinergie initiative launched in 2022).*
- *In parallel with its ongoing support for active and well-established housing services, the Mission will continue to study, support and promote new and more effective tools and models for housing inclusion of specific target groups facing different forms of poverty and inequality (young students and workers, elderly people, vulnerable people, large families and people from migrant backgrounds).*
- *This work also includes the housing-oriented initiatives supported under the Territori Inclusivi call for proposals, which will help develop and consolidate local social protection networks in 2024, aimed at people who are vulnerable or at risk of marginalisation.*

# Reinventing Dwelling Systems and Regenerating Neighbourhoods



## Components of strategy

FOR THE FOUR-YEAR PERIOD

The Mission will continue to support active housing services. (continues)

To reinforce an innovative, collaborative culture of social housing.

To strive to connect local entities and initiatives with regional, national and European resources, with a view to scaling up the capacity of local areas.

## Planning framework

2024

- *The related research completes the framework of the Foundation's actions in relation to housing for young people, and marks a step towards a possible initiative aimed at them.*
- *The Mission will continue to develop and support events and actions that promote a better understanding of social housing and urban regeneration, including by raising awareness of environmental issues and energy poverty.*
- *It will then focus on road-testing specific initiatives to promote active longevity and senior housing as a social and cultural challenge stemming from demographic change.*
- *The first half of the year will see the completion of the project "Abitare fluido. Un percorso di indagine, dibattito e disseminazione sulle culture, esigenze e prospettive giovanili sui temi dell'abitare", in which Compagnia takes part alongside other foundations.*
- *The year will see the completion of the various initiatives supported under calls for proposals for the previous two-year period, aimed at mentoring and supporting public and private actors, to help them gain access to public resources for projects aimed at urban regeneration, social housing and the related environmental and energy issues.*







Mission

# Promoting Decent Work

## Alignments



# Promoting Decent Work



## Components of strategy

FOR THE FOUR-YEAR PERIOD

Employability and employment.

## Planning framework

2024

- *The Mission will continue to focus on people in the 15 to 29 age-group who are not in education, employment or training (**NEET**), with a special emphasis on people who are economically inactive, and on young people manifesting particular forms of difficulty and vulnerability, including children at risk of dropping out of school. This will be done through the launch of the preparatory phase of the “**Città dell'Educazione**” macro-intervention, encompassing prevention, activation, support and helping people into employment, in collaboration with local public bodies, training agencies and third-sector bodies, with the ultimate aim of designing places capable of triggering change and innovation on the basis of education. The programme for young people not in education, employment or training (NEET) in the metropolitan city of Genoa will also be relaunched on the basis of the lessons learned from the initiatives currently in progress (**Articolo+1**).*
- *The Mission will also monitor labour market trends and the recovery of employment levels, while pursuing and stepping up its interventions aimed at vulnerable people, to complement the programmes promoted under the NRRP and other national and regional schemes.*

Skills for work.

- *The Mission will continue to subscribe to the Digital Republic Fund, which will maintain its support for projects aimed at training and digital inclusion, under a protocol of understanding between the Government and the banking foundations association (ACRI), with a view to boosting the digital skills of the population and enhancing the country's digital transition.*
- *This Mission will also continue to focus on training and upskilling to get people into or back into the labour market, by means of an approach that cuts across all the initiatives that the Mission promotes.*

## Components of strategy

FOR THE FOUR-YEAR PERIOD

Social inclusion and combating in-work poverty.

Local synergies and alliances for employment.

## Planning framework

2024

- *The Equilibri initiative will continue in 2024, with the aim of supporting three local welfare systems in Piedmont that are road-testing the integration of active employment policy interventions for women with care burdens, measures aimed at maintaining a manageable work-life balance and high-quality educational programmes for their children.*
- *We will continue to support pathways towards the social and employment-related inclusion of people from migrant backgrounds and people at high risk of social exclusion (people with disabilities, people serving custodial sentences, people at risk of poverty, etc.) to encourage their full and active participation in the labour market. Furthermore, several initiatives aimed at young people with disabilities will come into operation, to facilitate the transition from school to work and promote independent living.*
- *We will continue to support, albeit decreasingly, the LEI project - Lavoro Emancipazione Inclusionone – aimed at women serving custodial sentences in Turin prison, to promote their social and employment-related inclusion both in and out of prison. We will also capitalise on the results of the Erasmus + “CUP - Convicts Upskilling Pathways” project, a pan-European trial aimed at designing and validating innovative training modules to boost the employability of prisoners and former prisoners. Feasibility studies were carried out in 2022-2023 on several interventions aimed at integrating people serving custodial sentences back into society and the labour-market. The executive design of these initiatives, which include actions to improve quality of life in prisons, will be completed this year.*
- *Work will also continue on strengthening local systems and building alliances between public and private, profit and non-profit actors in order to reduce unemployment among people in or at risk of falling into vulnerable situations.*





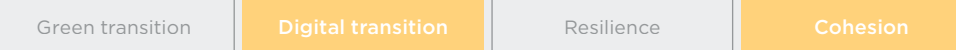
Mission

# Educating for Collective Development

## Alignments



Next  
Generation EU



National  
Recovery &  
Resilience  
Plan



Cross-cutting  
missions



# Educating for Collective Development

## Components of strategy

FOR THE FOUR-YEAR PERIOD

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

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

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

## Planning framework

2024

- *The first trials of interventions under the “Città dell'Educazione” initiative will get under way in four cities (Turin, Genoa, Savona and Vercelli) also to promote local and national strategies that treat education as a driver of change in local communities and as a means of countering falling birth rates.*
- *Efforts to develop the Compagnia Group's shared strategy in the educational arena will continue, in the form of actions already being taken by the bodies and Missions that make up the Group, as well as new initiatives originating from the joint work of the participants in the process.*

- *Technical and scientific mentoring programmes and initiatives to promote communities of practice relating to education and the alleviation of educational poverty will undergo further consolidation.*
- *The Mission will continue to support the delivery of training and capacity-building initiatives relating to co-design and educational planning for local authorities in Piedmont, Liguria and Valle d'Aosta that have been awarded NRRP resources for new schools, pre-schools and infant schools.*
- *The interdisciplinary group recently promoted several trials focusing on the relationship between education, training, guidance and employment for young people with disabilities, after a period of training, exchange and experience-sharing between stakeholders. The first results of these trials will become available during the year.*

- *The Mission will consolidate various projects aimed at enhancing young people's ability to take a critical approach to interpreting reality, and promoting the empowerment and dynamism of young people, including at European level, as part of the Group's strategy on education.*



## Components of strategy

FOR THE FOUR-YEAR PERIOD

To introduce initiatives that promote leadership and dynamism among families and the younger generations.  
(continues)

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

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

## Planning framework

2024

- *We will launch an initial participatory trial of urban regeneration in high-complexity areas that encourages the participation of families and children of all ages and has an impact on the educational community, in synergy with the local plans put in place at city level.*

- *Under the Equilibri initiative, three local systems in Piedmont will be able to start evaluating the results of trials aimed at integrating active employment policy interventions for women with care burdens, with measures aimed at maintaining a manageable work-life balance and educational programmes for their children.*
- *We will study and plan on results of actions designed to develop competent, generative educational communities in the most vulnerable geographical areas with high levels of educational poverty, in synergy with the various national and local measures.*

- *In collaboration with “Con i Bambini”, the social enterprise managing the National Fund to Combat Juvenile Educational Poverty we will consolidate the initiative aimed at providing methodological and scientific guidance on the projects supported under the Fund, also with a view to fostering further synergies between educational policies and practices within the catchment area.*
- *We will further develop initiatives of advocacy, value enhancement and capitalisation of early-years culture and practices that involve multi-dimensional approaches and promote the dynamism of families, by various means, including new forms of mutuality.*



AUXILIARY BODIES

# Fondazione per la Scuola e Consorzio Xké? ZeroTredici.

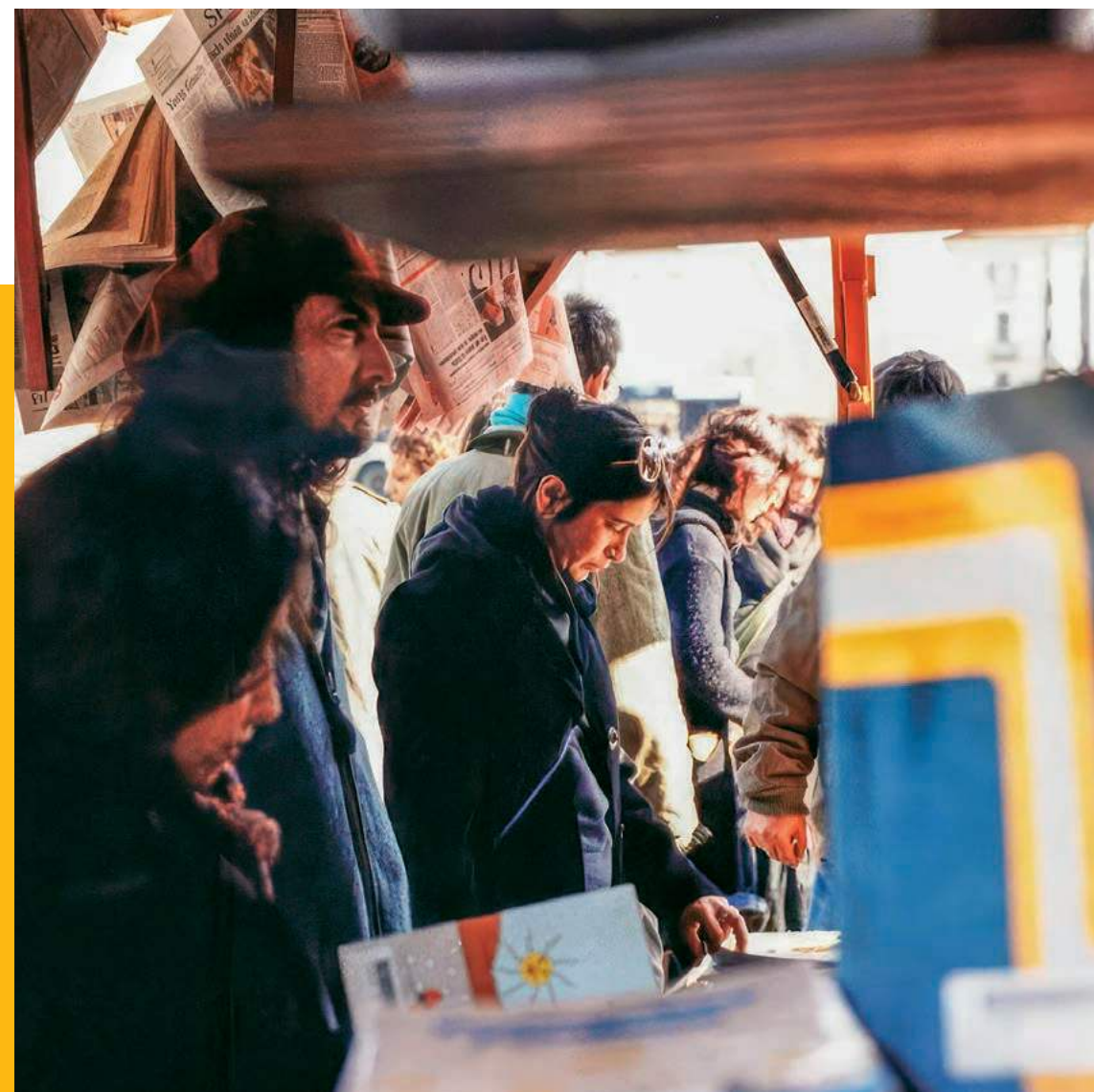
Innovation in teaching methods and the organisation of schooling, the potential of data to help put in place timely, personalised interventions for everyone, and the development of social, emotional and other skills, alongside an aptitude for decision-making, are the central themes around which our collaboration with Fondazione per la Scuola will develop – a collaboration that will be put into practice and reinforced within the framework of the “Città dell’Educazione” intervention. Innovating in informal education initiatives, promoting early-years care and educational interventions and strengthening the dynamism of families are the main areas in which our Foundation will collaborate with Consorzio Xké? ZeroTredici. All of the above will take place within the framework of the “Compagnia Group’s” coordinated strategy on Education.



Fondazione  
*per la*  
**Scuola**

Inclusione e Innovazione.





Mission

# Rediscovering Community

## Alignments





# Rediscovering Community

## Components of strategy

FOR THE FOUR-YEAR PERIOD

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

## Planning framework

2024

- *Community health remains a high priority and lies at the heart of the lessons learned and experience gained through innovative initiatives promoted by Compagnia on Integrated Community Care and home care, with reference to key concepts such as the local nature of services and responses, co-production, participation and the resilience of local communities.*
- *With this in mind, Compagnia will consolidate its commitment to promoting mental health and raising awareness of its importance both for the individual and the community, by launching several interventions under the new edition of the “Salute, effetto comune” call for proposals aimed at promoting mental health for adolescents and young people, by building innovative, integrated responses to mental distress and implementing personalised projects and initiatives of ill-health prevention and health promotion, with the collaboration of public, third-sector and civil-society bodies.*
- *We will also develop pathways for capacity-building, subject-specific analysis and communities of practice, in order to promote the construction of interdisciplinary languages, skills and knowledge, and the dissemination of innovative tools and methods to foster individual dynamism, building on people's ability to build their own life plans, and striving to reconfigure the service supply system around individuals, in their capacity as holders of rights and contributors of resources, for themselves and for other members of the community.*
- *We will also continue to facilitate access to health services by vulnerable people.*



## Components of strategy

FOR THE FOUR-YEAR PERIOD

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

## Planning framework

2024

- *We will provide support aimed at boosting the social capital and dynamism of local communities, with an emphasis on inclusion, to help them play their vital role in building collective well-being and more integrated responses to the needs of people, especially the most vulnerable, within the framework of relationships of neighbourly support.*
  - *The aim will be to develop and consolidate initiatives designed to support local cooperation systems for collecting and redistributing essential goods, which, over time, have proved to be an effective way of identifying and combating old and new forms of poverty, strengthening multi-level networks between local actors, integrating different support measures and developing alliances between social justice and environmental sustainability bodies.*
  - *We will also promote initiatives to counter forms of socio-spatial segregation.*
  - *In view of the important role that neighbourly support networks can play in tackling loneliness and helping people through difficult times, efforts will be made, to promote conviviality and the cultural benefits of neighbourly support as tools for personal engagement and social cohesion.*
- 
- *We will promote the development of the role of community foundations in North-West Italy, by facilitating their growth, recognition and independence by various means, including targeted guidance and continuous dialogue with organisations in possession of relevant experience in the local area. We will promote gift culture, the culture of solidarity and volunteering, especially in more innovative and advanced forms.*



# Rediscovering Community

## Components of strategy

FOR THE FOUR-YEAR PERIOD

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

## Planning framework

2024

- *Work will continue on consolidating and extending effective partnerships between the various local actors. By cooperating with the Mirafiori community foundation (Turin) and local public bodies, and with the help of other entities operating in the area, we will conduct a feasibility **study for a possible programme of attraction of families and young people to the Mirafiori neighbourhood in southern Turin**, in response to clear signs of gradual depopulation and the rapid ageing of the population of that specific part of the city, in concert with other local programmes, by various means, including the remodulation of services.*
- *With regard to the prison system, the results of feasibility studies we have been carrying out will form the basis for implementing initiatives relating to social and labour-market integration and improving the quality of life of people serving custodial sentences, by launching projects designed to foster a closer connection between communities, local agencies, **the voluntary sector and prisons**.*





AUXILIARY BODIES

## Fondazione Ufficio Pio.

Compagnia di San Paolo and Ufficio Pio will continue to pool and coordinate their efforts to counter the various forms of poverty, reduce inequalities and promote the inclusion of disadvantaged people. In 2024, Ufficio Pio will launch its new three-year plan for 2024-2026, which involves designing interventions aimed at promoting a fairer, more sustainable and more resilient society, where people are able to fully exercise their rights of citizenship; focusing on various priority issues (education, boosting the role of volunteering in social and second-welfare actions, public participation and countering relational poverty); launching specific trials aimed at promoting longevity and senior housing, and interventions to promote independent living for people with disabilities, including by means of setting up specific philanthropic funds; and designing innovative pilot projects that include systematic impact assessments.



Fondazione  
**Ufficio Pio**

Solidarietà e Cambiamento sociale



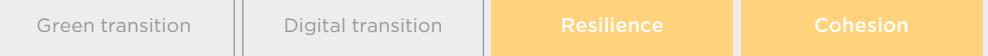
Mission

# Working Together for Inclusion

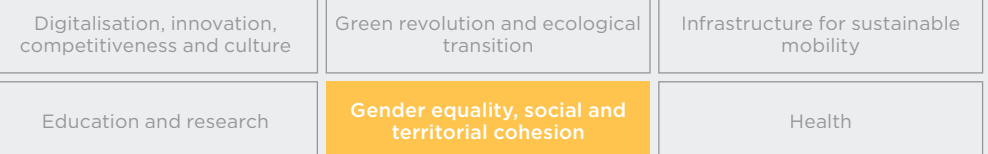
## Alignments



Next  
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National  
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Resilience  
Plan



Cross-cutting  
missions





# Working Together for Inclusion



## Components of strategy

FOR THE FOUR-YEAR PERIOD

## Planning framework

2024

To provide support, guidance and assistance to victims of crime, with a specific emphasis on women who fall victim to violence.

■ We will support initiatives for victims of crime, especially gender-based violence, integrated with local, national and European public programmes, and we will promote the analysis of opportunities for advocacy initiatives on these issues.

To make young people active protagonists of change and well-informed, responsible citizens, by building participatory processes with local communities, including with people in difficulty.

■ Initiatives to promote the empowerment and independence of young people will evolve as a result of the formulation and launch of a new call for proposals. Furthermore, actions will be developed within the framework of Compagnia Group's education strategy. Our commitment to the participation of young people in decision-making processes will find tangible expression both in the continuation of the role and activities of the Young Advisory Board within the Foundation, and through initiatives aimed at external organisations with which Compagnia interacts.

To help organisations and local communities build integrated responses to the needs of vulnerable people, especially people from migrant backgrounds.

■ We will launch and consolidate interventions in collaboration with local public-private systems for the purpose of responding more effectively to the needs of people in precarious situations and facing the risk of marginalisation, especially people from migrant backgrounds, by enhancing the skills of the organisations involved, evaluating the results of the initiatives carried out and capitalising on tools and practices developed through projects in progress under the Territori Inclusivi call for proposals. We will use this initiative to promote interventions on specific subjects (independence in terms of housing and employment; educational integration, access to services, etc.) by building stable relationships between the bodies concerned, involving local communities and beneficiaries, and striving to achieve sustainability over time. The initiatives will complement existing and nascent interventions at local level and may have the effect of attracting other additional funding.

## Components of strategy

FOR THE FOUR-YEAR PERIOD

## Planning framework

2024

To increase the capacity of organisations and operators to ensure access to and use of services and opportunities for people from migrant background.

■ We will develop a national narrative-changing initiative on migration, designed to help overcome divisive narratives through the dynamism of educating communities and, above all, young people. We will step up our support for initiatives aimed at ensuring that people from migrant backgrounds have access to services and opportunities, by boosting the skills of public and private social institutions and facilitating synergies between them.

To support the launch of a new sustainable development initiative in Africa, in conjunction with institutional and civil-society actors.

■ Steps will be taken to formulate a new system initiative in Africa in collaboration with other Italian foundations, ACRI (the nationwide Association of Foundations of banking origin) and other Italian actors involved in the same geographical areas. Further Italo-African partnerships will also be developed in conjunction with local public agencies and other European and international foundations.

To support local partnership initiatives between the Global North and South, aimed at promoting sustainable development by enhancing skills and knowledge.

■ The "Innovazione per lo Sviluppo" (a programme to match technological resources, organisational innovation concepts and international development projects) initiative is expected to evolve, with a view to scaling it up and replicating it in other contexts and in collaboration with new co-funders.





# Planet.

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



Goal

Planet

# The strategic framework.

The Planet Goal will consolidate the positive experiences of the first three years of the multi-year plan, and replicate its execution in the light of lessons learned. The five Missions propose “experimental” initiatives from which to obtain feedback that can be drawn upon for future planning. The cross-cutting feature and common thread joining these is Torino Smart City, which elicits practical action to meet the challenge of Torino Climate-Neutral & Smart City 2030.

Bringing academic research results into contact with the market, attracting players from the early-stage finance community to the Turin ecosystem, and creating new opportunities for national and international talent will help develop the underpinnings and experiences that have already been put in place.

This commitment will be pursued by implementing the PoC (Proof of Concept) Instrument call for proposals, extending the European Innovation Council PoC model to the national level and launching strategic, subject-specific actions associated with the research ecosystem (e.g. a new edition of the Intelligenza Artificiale subject-specific call for proposals). Through agreements with our five partner universities (UniTo, PoliTo, UniGe, UPO, UniNa), we will continue to support initiatives geared towards local development and the so called third mission of universities (development of the economy, quality of life and environmental sustainability).

Our efforts to consolidate the innovation ecosystem will bear further fruit in 2024: we will promote the empowerment of local connection and international visibility platforms (ToTeM – Torino Tech Map, Torino Social Impact and Genova Blue District), thereby putting in place impact-finance instruments, such as blending mechanisms and revolving grant funds.

We will make available support for training and education in entrepreneurship for young people and systemic actions connected with the country’s digitalisation. With regard to the Digital Republic Fund, we will consolidate a range of actions designed to raise awareness and support entities within the catchment area that are capable of proposing high-quality actions aligned with the outcome indicators set down in the Foundation’s Multi-Year Planning Document 2021-2024.

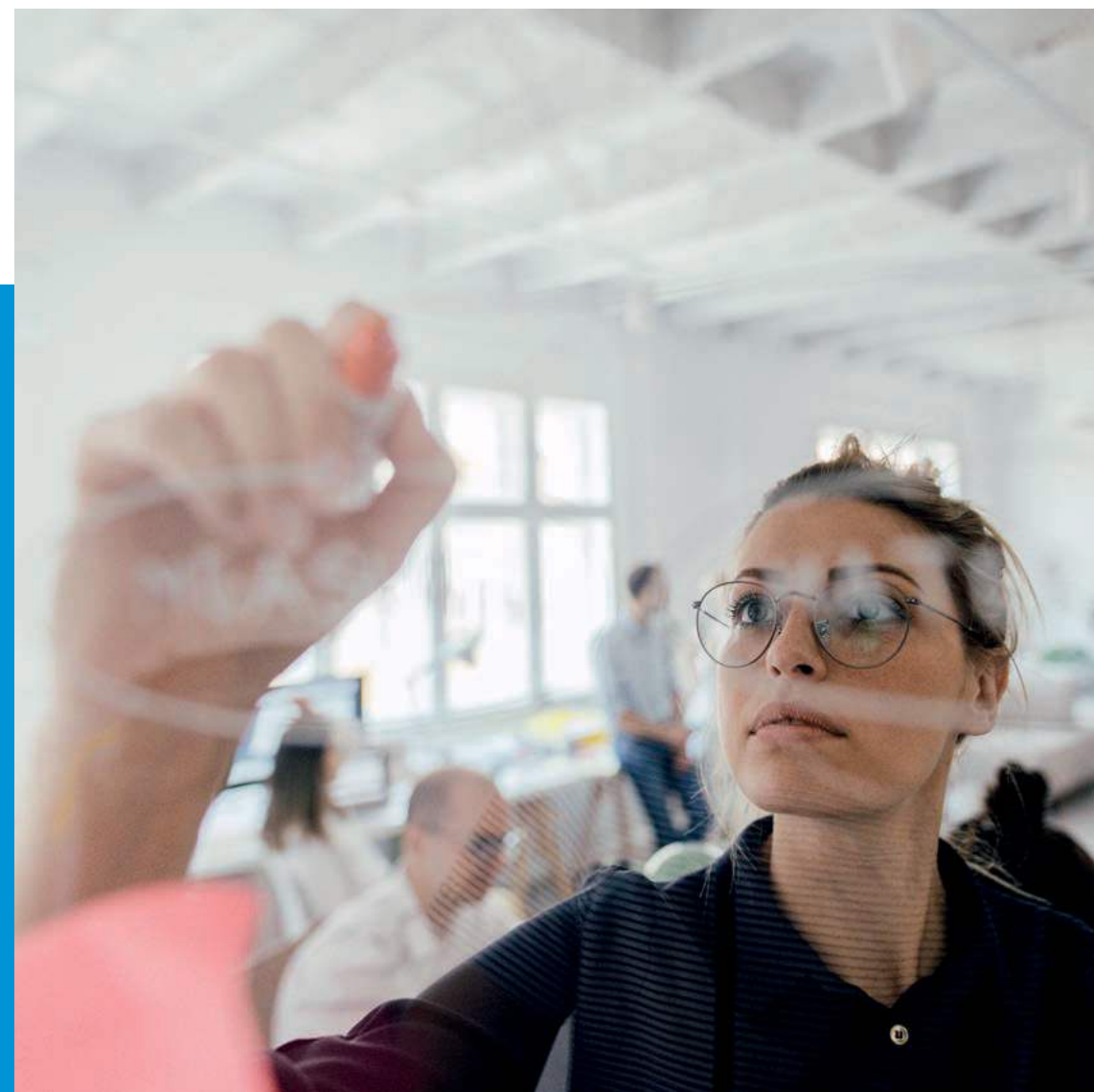
We will also undertake PoC-type operations focusing on social procurement, by conducting trials designed to help formulate an intervention model for the benefit of the social economy. Health and well-being remain central to our plans for 2024. The second year of implementation of the framework protocol between the Region of Piedmont and Compagnia di San Paolo will yield support for the digitalisation of the public health service and applied Artificial Intelligence (including the advanced management of health data) and the launch of initiatives designed to support the purchase of equipment/infrastructure. Alongside these interventions of an organisational and infrastructural nature with the public sector, we will continue to promote healthy lifestyles among individuals and communities.



The One Health principle (the substantial interdependence between the health of all life forms and the environment) will be a priority for the Goal in 2024. The Goal will promote initiatives aimed at investigating the impact of environmental degradation and climate change on human health, and initiatives that examine the applicability of this principle to physical activity and nutrition. The Goal also intends to enhance the processes involved in developing Social-Impact Energy Communities, promote trial-initiatives designed to make valuable use of natural capital and regenerate ecosystems, while stimulating environmental innovation in the third sector, and promote education/awareness-raising initiatives relating to healthy, sustainable diets, alongside experimental actions with an emphasis on social issues and green procurement.

In light of the cross-cutting quality of the strategic policy directions, the Planet Goal will continue its project collaboration with the Culture and People Goals, while also involving the skills system made available by the auxiliary bodies and consolidating institutional partnerships (e.g. UN-ILO, F. Cariplo, F. Accenture, CDP Venture, Fondazione CDP, Exor Seed, LIFTT, IAI, etc.) that facilitate the promotion of international knowledge, ecosystem actions, the involvement of talented young people in international issues and the attainment of the Goal's targets.





Mission

# Harnessing the Value of Research

## Alignments



# Harnessing the Value of Research



## Components of strategy

FOR THE FOUR-YEAR PERIOD

**To support universities** in European competition and foster the attraction and retention of talent by means of a variety of integrated actions.

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

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

## Planning framework

2024

- *Driving further progress for the projects outlined in the 2022-2024 agreements with our partner universities: the University and the Polytechnic University of Turin, the University of Eastern Piedmont, the Federico II University of Naples and the University of Genoa.*
  - *Monitoring the universities' European Innovation Council programmes, launching a systematic coaching programme for Compagnia's partner universities in the design of capacity-building initiatives aimed at training research personnel in relation to the funding opportunities available within the framework of the European Innovation Council.*
  - *Support for the implementation of the Pollenzo University of Gastronomic Science's strategic plan for 2023-2027.*
- 
- *Implementation of the three lines of the PoC Instrument call for proposals (PoC Launchpad, Transition and EIC).*
  - *Dissemination of best practices among universities, venture studio/building and organising Investor Days.*
- 
- *Skills enhancement actions, including for Compagnia's stakeholders, launch of programmes designed to bring talented recent graduates and Ph.Ds into contact with the innovation ecosystem (talent-match).*
  - *Support for university services by deploying specific tools from Compagnia's tool-kit.*

## Components of strategy

FOR THE FOUR-YEAR PERIOD

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

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

## Planning framework

2024

- *Innovative teaching initiatives in the catchment area geared towards training and matching skills with market needs.*
- 
- *Thematic/strategic actions associated with the research ecosystem (e.g. Artificial Intelligence) in partnership with major national institutions.*
  - *Alignment with policies designed to support regional research programmes (structural funds, S3 strategy and NRRP), fostering and attracting talent (new **TRAPEZIO** call for proposals).*
  - *Scaling up the EIC PoC model nationally by supporting progress in Technology Readiness Level and the European competitiveness of Italian universities and research institutions within the framework of the EIC, by means of collaborative action with other major Italian foundations operating in research and innovation.*



AUXILIARY BODIES

# Fondazione Collegio Carlo Alberto.

Collegio Carlo Alberto will continue to operate as a beacon of attraction for talented economics and social-science researchers in 2024, and as a centre of higher education and scientific dissemination. These three mission areas provide the basis for strategic initiatives aimed at combining scientific quality and innovation with the ability to improve its economic sustainability. These initiatives include the development of the CCA DataLab, a skills and services hub for both the Compagnia di San Paolo Group and institutional and private-sector partners, and the expansion of the Impact Evaluation Unit into new areas of research and market opportunities. Furthermore, the College's outreach and dissemination activities will culminate in the staging of the third edition of the International Festival of Economics, which is rated to have had a major impact on the local area and significant effects in terms of visibility, international reputation and business development opportunities.



Research  
Education  
Outreach

# CCA



Mission

# Boosting Innovation

## Alignments





# Boosting Innovation

## Components of strategy

FOR THE FOUR-YEAR PERIOD

Promoting actions aimed at consolidating the innovation ecosystem, by acting as a local hub.

## Planning framework

2024

- *Fulfilling the local area's potential and vocations by means of incubation and acceleration programmes capable of 1) creating business opportunities with a positive social and environmental impact (Social Proof of Concept), including in hinterland and mountainous areas, 2) attracting skills and partnerships at a global level and 3) consolidating the innovation ecosystem. This action will be pursued in cooperation with CDP Cassa Depositi e Prestiti Venture. The end-goal is to launch at least two large innovative business accelerators in sectors with high social, environmental and technological impact: welfare tech (Personae), aerospace (ESA BIC), IoT and artificial intelligence, cooperative enterprises (Coopstartup Piemonte), hinterland and mountainous areas (Progetto Appennino).*
- *Development of business ideas and involvement of young talents by means of venture-building and pre-incubation initiatives in the Turin and Genoa areas, in line with our KPI on the 25% increase in the number of innovative start-ups, including by incorporating impact modules into training programmes: Vento - Venture Originator, Blue Factory.*
- *Empowerment of local connection and international visibility platforms in order to increase the ecosystem's opportunities and endorse its services: ToTeM - Torino Tech Map and possible expansion of the model, Torino Social impact and Genova Blue District to enable local ecosystems to take part in European Commission initiatives.*

Promoting actions to foster resilience and renewal; increasing the impact capacity and enhancing the efficiency of social enterprises.

- *Developing the potential of the social economy, in line with the three priorities set down in the Social Economy Action Plan of the European Commission (creating an appropriate framework, generating development opportunities, increasing recognition of potential), including as a continuation of existing pathways, by means of initiatives aimed at improving organisation and developing management skills, to be endorsed with digital awards to international standards: call for proposals for social-economy organisations, trial initiatives concerning Digital Open Badges.*



## Components of strategy

FOR THE FOUR-YEAR PERIOD

Promoting actions to foster resilience and renewal; increasing the impact capacity and enhancing the efficiency of social enterprises. (continues)

Supporting cultural training and acceleration to empower a new generation of impact-oriented innovators and entrepreneurs.

## Planning framework

2024

- *Actions designed to increase the economic sustainability of social-economy entities, by means of interventions that foster transformative processes towards better market positioning and sustainable supply chains, including with the collaboration with for-profit enterprises and representative bodies: green & social procurement intervention, Impact Gate.*
  - *Measures designed to facilitate access to impact-finance instruments with blending mechanisms (i.e. a combination of multiple financial instruments), partly for the purpose of facilitating the capitalisation of organisations: Borsa dell'Impatto Sociale, Rigenera project on recoverable grants, project to facilitate access to credit with Intesa Sanpaolo, Cooperfidi Italia and Fondazione Social Venture Giordano Dell'Amore.*
- 
- *Facilitating the creation of a new generation of innovators and entrepreneurs who care about their social and environmental impact, including with reference to new business styles (ESG, SDGs, diversity & inclusion, purpose, impact measurement), and enabling them to develop the right aptitudes, knowledge and skills to succeed in any field of work or active corporate responsibility. This will be pursued by means of serious gaming, training and entrepreneurship education for young people, which may also be integrated into university pathways and incubation and acceleration programmes: applications of the Wecoop model in different contexts, and BCorp School in hinterland and mountainous areas.*
  - *Creating opportunities for meeting and collaboration between talented students and third-sector bodies, start-ups and SMEs, aimed at developing leadership skills, presenting entrepreneurship as a practical way of entering the employment market, providing businesses with opportunities for talent acquisition and stimulating generational transition processes: initiative for talented young graduates, Collective Projects.*

# Boosting Innovation

## Components of strategy

FOR THE FOUR-YEAR PERIOD

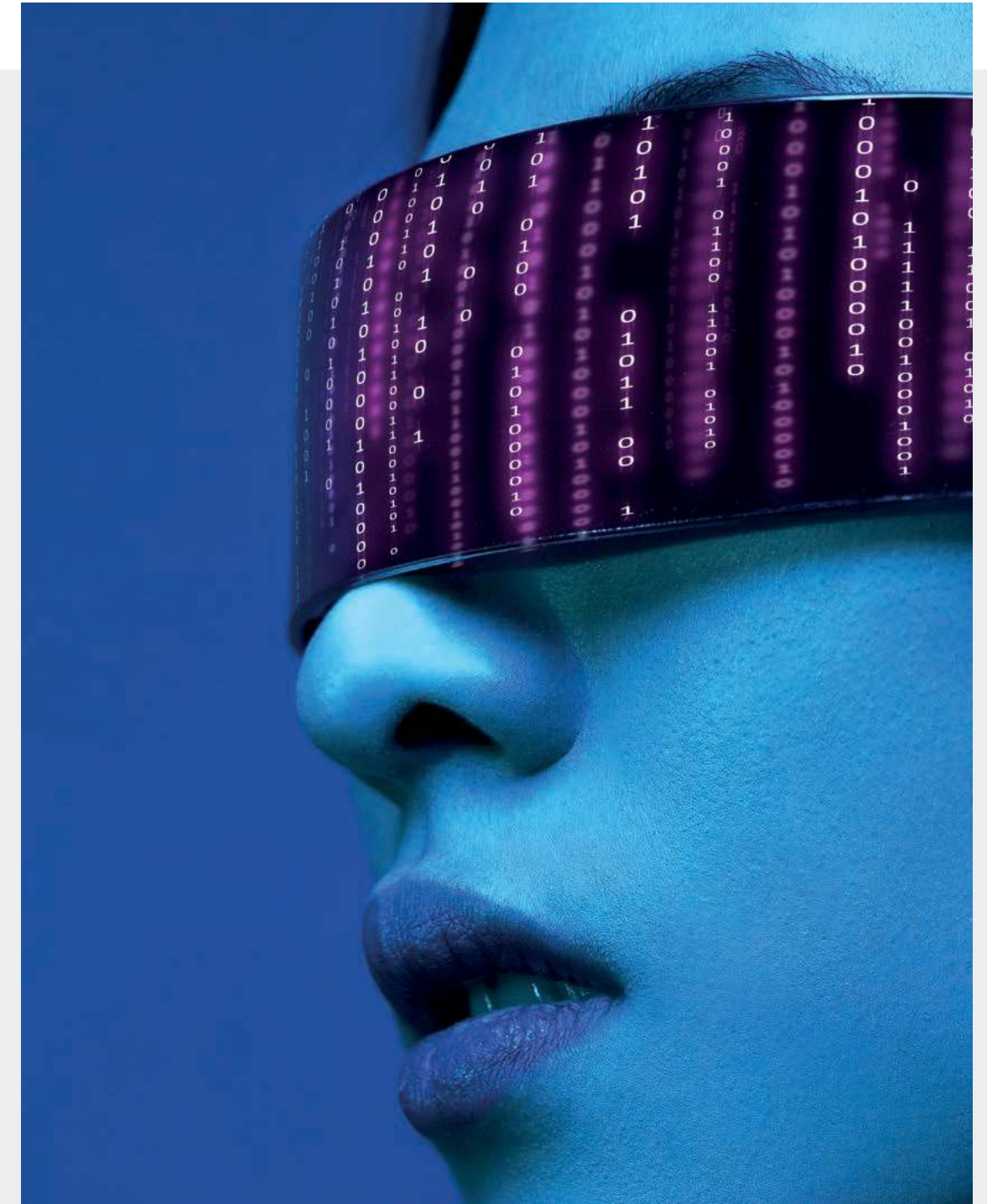
Promoting initiatives relating to digital transformation and data management.

Consolidating the skills system on the basis of initiatives and opportunities associated with innovation deriving from the European Commission, as a building block for local development.

## Planning framework

2024

- *Digital culture and developing its transformative power for organisations, businesses, institutions and the private and social life of citizens. The Mission will promote local and systemic actions aimed at enhancing the digital skills of professionals and facilitating the digital transition of public and private organisations, including through the use of mediators to foster contact and dialogue between bodies and technological partners: new Evoluzioni call for proposals, a cross-cutting digital assessment and training tool to facilitate the Twin Transition (Green + Digital).*
  - *Exploitation of data to generate innovation and boost the social-impact economy and to design and evaluate social and cultural interventions, by means of an open-data platform for the common good within the framework of Compagnia's data strategy and in line with the European Strategy for Data and the EU Data Governance Act.*
  - *Systemic actions relating to the country's digitalisation: Digital Republic Fund, in line with the KPI on the 20% increase in the European Commission's DESI index.*
- 
- *Consolidation and expansion of institutional and private partnerships with international networks and European foundations (EVPA European Venture Philanthropy Association, IWEC International Women's Entrepreneurial Challenge).*
  - *Local promotion of interventions designed to implement European Social Innovation plans, such as the European Social Innovation Catalyst Fund (ESIC Fund), and support aimed at increasing access, fostering successful participation and boosting the impact of interventions.*



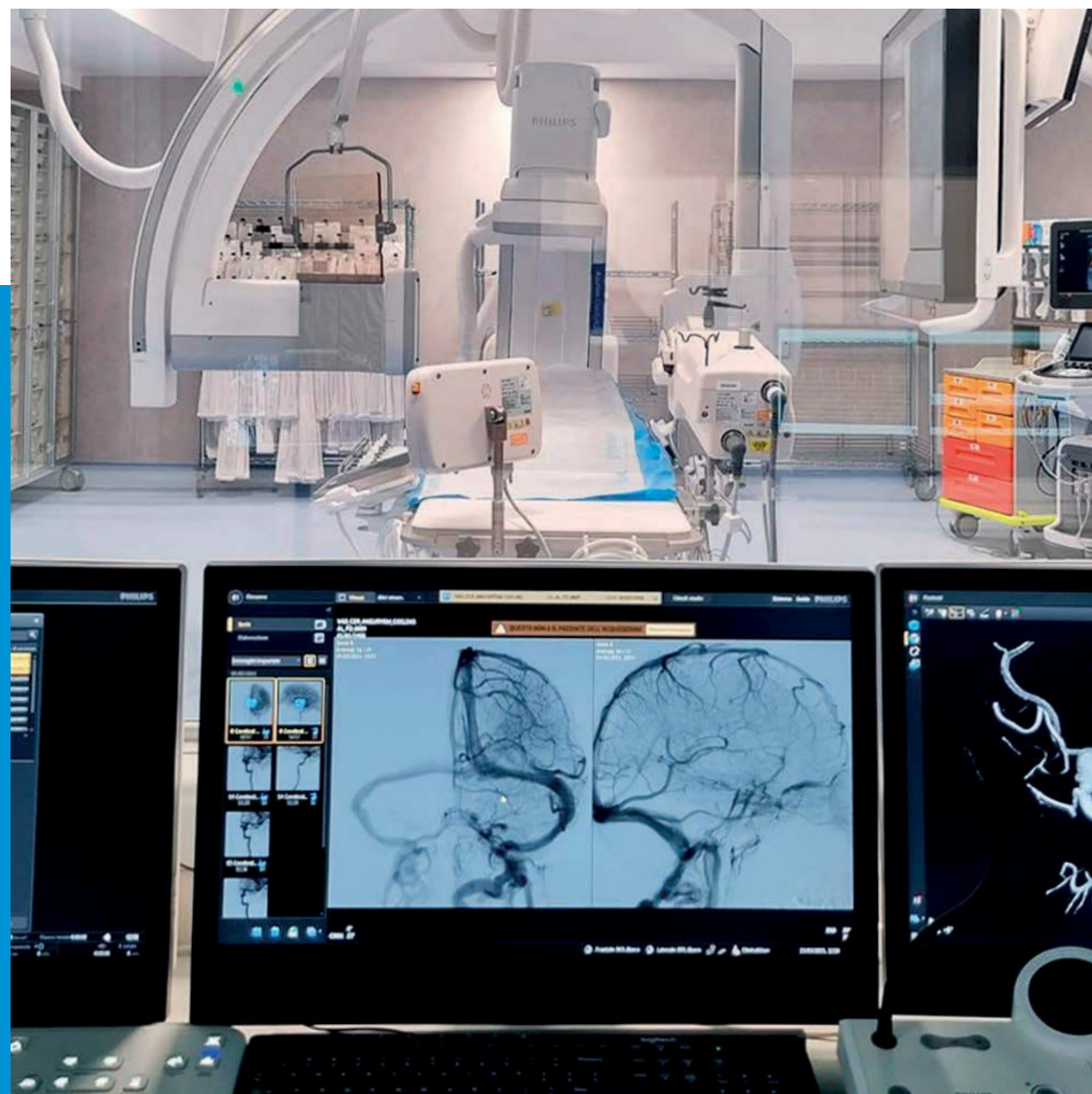


AUXILIARY BODIES

# Fondazione LINKS.

LINKS will carry out a considerable amount of work on behalf of Compagnia di San Paolo in 2024. The three pillars of its Strategic Plan 2021-2024 are to bring innovation into business and encourage dialogue between businesses and research bodies; to generate impact by using technology and innovation to enhance processes in public administration, education, the third sector and culture; and to create a hub for generating ideas, vision and talent.





## Mission Promoting Well-Being

### Alignments



SDGs



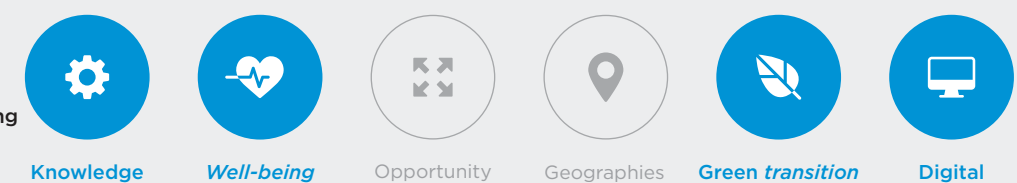
Next  
Generation EU



National  
Recovery &  
Resilience  
Plan



Cross-cutting  
missions





# Promoting Well-Being

## Components of strategy

FOR THE FOUR-YEAR PERIOD

Encouraging **organisational and management innovation**, especially if associated with a digital and technological dimension.

Facilitating the **implementation of the chronic** disease management plan, partly with the aid of digital transformation, under the agreement with Piedmont Regional Council.

Forging **links between research and practical healthcare applications**.

## Planning framework

2024

- *The Mission will continue to support the regional health system, by means that complement the funds made available under Mission 6 of the NRRP and align with the initiatives undertaken at regional level by the Piedmont Region's "Azienda Zero". Specifically, these include:*
  - *Second year of the framework protocol between the Region of Piedmont and Compagnia di San Paolo for the implementation of development programmes for 2023-2026 in the field of health and well-being (with the implementation of certain initiatives launched in the first year, such as the creation of the Head and Neck Cancer Unit).*
  - *Launching a call for proposals designed to support the purchase of medical equipment/infrastructure by health trusts or associations, and generate significant leverage, like the experimental Hospedal initiative.*
  - *Focusing on the management of data relating to interventions supported within the health system.*

- *Following on from previous years' interventions on infrastructure and organisational models relating to digital health and in conjunction with NRRP funds, the Mission will support remote health monitoring projects (with particular reference to chronic disease management and boosting local medical provision) and projects designed to facilitate the digital evolution of hospital departments.*

- *Support for scientific research:*
  - *Helping strengthen IIGM by launching strategic projects (including through the implementation of the Neogen project) and developing collaborations with stakeholders.*



## Components of strategy

FOR THE FOUR-YEAR PERIOD

Supporting actions aimed at **promoting healthy lifestyles**.

## Planning framework

2024

- *The initiatives sponsored by the Mission for the purpose of promoting physical activity, well-being and healthy life-styles are intended to raise public awareness of the benefits of sport and physical activity in terms of health promotion and ill-health prevention. Effective use will be made of the knowledge acquired from previous calls for proposals relating to the sport system.*
- *A number of cross-cutting initiatives will be developed:*
  - *design and subsequent launch of an awareness-raising/training initiative on the impact of environmental degradation and climate change on human health;*
  - *continuation of the One Health approach, with reference to both physical activity (with a new edition of the Sportivi per Natura call for proposals) and nutrition (with the launch of new collaborations with leading partners in the sector);*
  - *implementation of a joint project on circular health.*
- *In all of these fields, as in others, the Mission will give high priority to sourcing and managing data, to enable it to monitor the outcomes of interventions more effectively and enhance its future planning.*



AUXILIARY BODIES

IIGM.

In line with its Strategic Plan 2023-2024, the Italian Institute for Genomic Medicine - IIGM, will continue to pursue the objective of positioning itself as a flagship research body in the field of genomic studies on translational, personalised and regenerative medicine, mainly relating to oncology. The investments made in recent years to upgrade the Foundation's facilities will make it possible to carry out large-scale genomic studies in close partnership with institutions and leading local partners. At the same time, work will start on a plan to identify and develop projects with high potential for profitable application, in order to boost the Foundation's medium- to long-term sustainability. IIGM will continue to take part in the Neogen project, by conducting genetic analyses, by means of Whole Exome Sequencing (WES), to identify, in a large cohort of newborn babies, about 500 paediatric diseases whose early or pre-symptomatic identification can affect clinical evolution, and creating a database containing the sequencing data of the newborn babies enrolled in the study, so that it can be re-analysed if clinically indicated, i.e. in the event of onset of diseases attributable to genetic pathology, so as to facilitate and speed up their diagnosis.



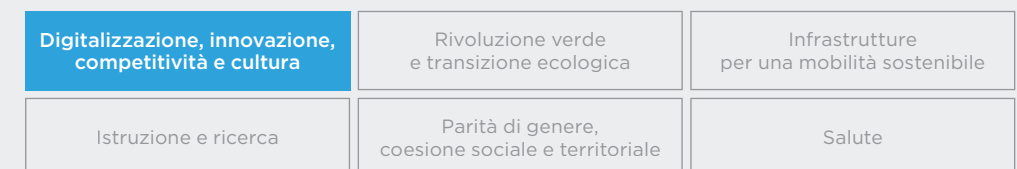
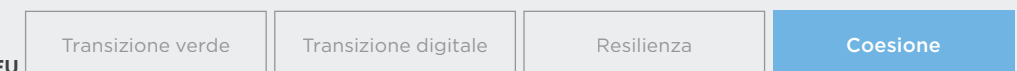




Mission

# Fostering International Opportunities

## Alignments



# Fostering International Opportunities



## Components of strategy

FOR THE FOUR-YEAR PERIOD

## Planning framework

2024

Promoting the impact of initiatives on the **strengthening of local system actors** involved in Compagnia's **network of international partners**.

- *Implementing the projects selected under the Geopolitica e Tecnologia call for proposals, establishing synergies in the form of subject-specific clusters and undertaking communication campaigns both on digital channels and on a face-to-face basis in Turin.*
- *Taking special initiatives to promote international knowledge as a crucial factor in every field of policy-making.*

Improving the **quality and increasing the number of people involved**, by supporting **diversity of gender and age** in the bodies and initiatives supported.

- *Taking initiatives to support the ability of the network of internationalist organisations supported to involve a wider and more diversified audience.*

Raising the **quality of scientific production**, monitoring its dissemination in the **academic and institutional** world and its impact on **public opinion and decision-makers**.

- *Enhancing the scientific quality of the research and benchmarking work undertaken by the supported centres and the extent to which it penetrates into public debate.*
- *In line with the positioning of Italy, these activities will focus on European policy areas, transatlantic relations and the Mediterranean: to relaunch the process of European integration, partly in response to the new international tensions and the conflict in Ukraine; to consolidate transatlantic relations against the backdrop of recent changes in the geopolitical climate; and to foster cooperation and prosperity in the Mediterranean region.*

## Components of strategy

FOR THE FOUR-YEAR PERIOD

## Planning framework

2024

Promoting international training and **capacity-building** initiatives, thus providing young people at the start of their careers with opportunities for participation.

- *Creating opportunities for training and international experience for young people, whether still studying or in employment, generated by the supported entities, with a thematic focus on multi-lateralism, respect for the rule of law and the protection of human rights.*

Helping boost and diversify revenue streams, thereby supporting the gradual economic independence of the beneficiary bodies and reducing their dependence on Compagnia.

- *Enhancing the quality and independence of local research centres by promoting operational relations with Compagnia's international network.*
- *Delivering projects that provide the supported centres with bespoke technical and organisational guidance on how to build more sustainable, more independent operating and funding models.*

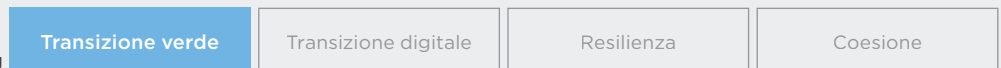




Mission

# Protecting the Environment

## Alignments



# Protecting the Environment



## Components of strategy

FOR THE FOUR-YEAR PERIOD

Protecting, improving and harnessing the value of **natural capital** through specific interventions.

Supporting processes designed to accelerate the **energy transition** to renewable sources.

## Planning framework

2024

- *Road-testing of initiatives focusing on natural capital and the regeneration of natural ecosystems, aimed at incentivising environmental innovation in the third sector, by promoting collaboration with the innovation ecosystem (businesses/start-ups/artificial intelligence) and the application of practical solutions to environmental problems.*
- *Cross-cutting initiatives relating to the One Health approach, with regard to both physical activity (Sportivi per Natura call for proposals) and food.*
- *An experimental initiative on social and green procurement.*

- *Continuing the Sinergie and Next Generation We initiative on the development of social-impact energy communities, including by establishing an innovative information/training aid.*
- *Extending experimental initiatives on Energy Communities to other geographical areas.*
- *Monitoring and supporting the European Mission Torino Climate Neutral and Smart City 2030, on environment and energy transition.*

## Components of strategy

FOR THE FOUR-YEAR PERIOD

Promoting actions aimed at the sustainable intensification of farming practices, through **green innovation** initiatives.

Supporting activities aimed at improving understanding of the risks associated with **climate change**.

## Planning framework

2024

- *Road-testing education/awareness-raising initiatives designed to encourage people to adopt healthy, environmentally sustainable diets, by targeting the food ecosystem, with a possible focus on eating disorders.*
- *Initiatives aimed at examining the impact of environmental degradation and climate change on human health.*
- *Cross-cutting initiatives to support the mitigation of the environmental impact of selected third-sector bodies.*
- *Initiatives aimed at raising awareness and boosting people's sense of responsibility for road safety, with a possible focus on sustainable mobility.*





# Indicators of *expected impact* in 2024



# Indicators of *expected impact* in 2024.



In addition to other criteria, Compagnia di San Paolo bases the monitoring of its activity on a set of KPIs (*Key Performance Indicators*) that record the transverse or vertical output data associated with the various initiatives. For the purposes of the 2024 planning framework, the highest weighting, including in the project selection phase, will be given to the KPIs shown in the table below. This framework may help organisations that intend to submit projects and/or take part in Compagnia's calls for proposals to set appropriate quantitative targets for their proposals.

## Culture.

MISSION	INDICATORS WITH THE HIGHEST WEIGHTING IN 2024
BUILDING CAPACITY TO ATTRACT	Number of territorial and subject-specific networks set up to enhance the area concerned and build its capacity to attract.
	Audience (national and international) of cultural institutions and initiatives designed to showcase artistic output.
DEVELOPING SKILLS	Number of children in the 0-5 and 6-14 age-ranges who will be involved in initiatives promoted by the Foundation for the purpose of promoting the function of cultural experience in personal development.
	Number of artists, creatives and cultural operators trained within the framework of the supported projects.

MISSION	INDICATORS WITH THE HIGHEST WEIGHTING IN 2024
PRESERVING BEAUTY	Number of agreements/conventions signed in order to play a proactive role in promoting strategic use of economic resources.
	Number of preventive conservation projects for systems of assets.
ENCOURAGING ACTIVE PARTICIPATION	Number of attendees of the supported cultural and civic spaces.
	Number of people who play an active role in cultural and civic spaces or active citizenship channels (e.g. volunteering, civil service, community concierges, etc.).

## People

MISSION	INDICATORS WITH THE HIGHEST WEIGHTING IN 2024
REINVENTING DWELLING SYSTEMS AND REGENERATING NEIGHBOURHOODS	Number of households that make use of the housing solutions and/or inclusive spaces and services associated with the social housing or urban regeneration initiatives covered by the project.
	Number of initiatives that combine social inclusion and the promotion of environmental sustainability.



# Indicators of *expected impact* in 2024.



## MISSION

## INDICATORS WITH THE HIGHEST WEIGHTING IN 2024

### PROMOTING DECENT WORK

Number of people from vulnerable population groups helped into permanent employment as a result of the actions implemented under the proposed project (e.g. young NEETs, women in situations of vulnerability or at risk of vulnerability with care burdens, people from migrant backgrounds and/or who have been out of work for more than 24 months).

Number of people involved in training and/or preparation for employment.

### EDUCATING FOR COLLECTIVE DEVELOPMENT

Number of children and adolescents who benefit from the educational initiatives proposed in the project.

Number of teachers involved.

### REDISCOVERING COMMUNITY

Number of local systems for combating food poverty and poverty of basic necessities in Piedmont and Liguria, and number of families reached.

Number of people involved in care pathways and life plans.

### WORKING TOGETHER FOR INCLUSION

Number of people from migrant backgrounds reached by project initiatives.

Number of international cooperation bodies involved in the development of innovative technological solutions.

## Planet.

## MISSION

## INDICATORS WITH THE HIGHEST WEIGHTING IN 2024

### HARNESSING THE VALUE OF RESEARCH

Number of winners of ERC grants or MSCA scholarships thanks o co-funded university support programmes.

Number of post-graduate scholarships awarded by Collegio Carlo Alberto and IIGM.

Number of doctoral scholarships awarded as a result of grants from Compagnia.

Number of start-ups accelerated.

Number of start-ups created.

### BOOSTING INNOVATION

Number of third-sector bodies involved in innovation processes and pathways.

Number of third-sector bodies involved in digital transition and digital skills training pathway.

Number of initiatives and hours dedicated to training and education in entrepreneurship, innovation and impact.

Number of professionals and consultants who have provided services to entities involved in innovation pathways.

Number of third-sector bodies involved in digital transition and digital skills training pathways.

# Indicators of *expected impact* in 2024.



## MISSION

## INDICATORS WITH THE HIGHEST WEIGHTING IN 2024

### PROMOTING WELL-BEING

- Number of remote health monitoring projects launched in Piedmont and Liguria.
- Number of digital services implemented, upgraded or integrated.
- Number of initiatives implemented in relation to the chronic disease management plan.
- Number of participants in supported health promotion activities.

### FOSTERING INTERNATIONAL OPPORTUNITIES

- Number of international initiatives delivered (webinars, training courses, events etc.).
- Number of under-35s involved in international initiatives within the scope of the projects.
- Number of local system institutions involved in the activities.
- Number of scientific publications produced.

### PROTECTING THE ENVIRONMENT

- Number of people involved in awareness-raising and training actions relating to the green transition.
- Number of bodies given support on green issues, in the form of training/consulting.
- Number of Renewable Energy Communities (RECs) under construction.
- Number of square metres of land subject to environmental intervention.
- Number of bodies given support on green issues, in the form of training/consulting.





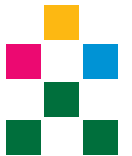


# Next Generation programme: non-profits, municipalities, efficiency and the NRRP.



# Next Generation programme:

non-profits, municipalities, efficiency and the NRRP.



One of the means of implementing the support strategy designed to reinforce partner bodies is the “Next Generation” line, which came into being in the wake of the European Next Generation Facility. “Next Generation” is Compagnia’s main response to the need for consolidation and professionalisation of third-sector organisations and local bodies, as illustrated by the difficulties faced by such entities in accessing the resources made available under the aforementioned European Plan transposed into the National Recovery and Resilience Plan (NRRP).

The organisation of third-sector bodies can be strengthened by means of analyses and multi-year plans for the development of technical and managerial skills, as well as functions such as management control, marketing, Research & Development and digitalisation. This is done through the various editions of the “Next Generation You” call for proposals.

The interventions aimed at local municipalities and public entities and the “Next Generation We” and “We-Schools” calls for proposals relate to boosting the skills of the staff of municipalities, and enabling municipalities to involve external technical experts for the purpose of formulating competitive NRRP projects.

Thanks to the lessons learned from the first edition, dating back to 2021, several changes were made to the two calls for proposals for their second and third editions, the latter of which was launched in 2023. These changes include keeping a help-desk open on an ongoing basis, extending the range of eligible entities, refining the proposed tools and methods and developing the project management skills of local bodies. These features will be maintained in 2024. Until 2023, 267 third-sector bodies and 153 public bodies (municipal councils, associations of municipal councils, schools) successfully participated in the programme.

While the short-term impact of these initiatives is to improve the design and implementation capacities of bodies and organisations, partly by making them better equipped to obtain NRRP funding, the focus on rationalisation, growth, economic sustainability and independence, and the development of innovation capacity, help improve the quality, effectiveness and efficiency of the social, cultural and educational sector in the catchment area. In line with the “projects to processes” logic that is implicit in the MYPD 2021-2024, greater efficiency leads to greater effectiveness. In view of these long-term impacts, capacity-building initiatives will remain an important part of Compagnia’s tool-kit in 2024.





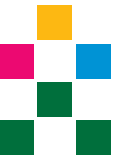


# The cross-cutting functions.



The cross-cutting functions.

## Finance Department and Impact Innovation Department



The Finance Department (FD) and the Impact Innovation Department (IID), both of which report to the CFO, will step up the synergy between them in 2024. This joint action takes the form of convergences between the Finance and Innovation dimensions, which serve the Foundation's ability to act in every dimension – from grant-making to investment, via capacity-building – of modern philanthropic action geared towards local development.

The integrated and coordinated action of the two departments will be directed towards ecosystem development for the purpose of promoting entrepreneurship in Turin, while at the same time attracting high-performers from all over the world to settle and grow in our catchment area. The evolution of the Techstars acceleration programme forms part of this vision: having successfully completed four editions of the programme and achieved outstanding portfolio results Compagnia will continue to cooperate with Intesa Sanpaolo Innovation Center and Fondazione CRT. For the Techstars programme, 2024 will be a transformative year devoted to a thematic evolution along the lines of ESG and Net Zero, which aligns the accelerator even more closely with Compagnia's planning priorities. Alongside this, the Foundation will introduce advanced forms of capacity-building that will make it possible to transfer the tried-and-tested start-up acceleration skills currently held by the Techstars team, in its various forms, to the local ecosystem. 2024 also marks a turning point for ESA BIC Turin: thanks to increased support from the Foundation, the new year will see an increase in size (with a rise in the target number of start-ups to be supported over the five-year period from 25 to 37) as well as geographical expansion (three more ESA BIC centres will open in Italy, in Padua, Milan and Brindisi, which will operate according to a hub&spoke logic, with the Turin centre acting as the hub).

Still on the subject of acceleration, in order to integrate the acceleration of start-ups into its local development tool-kit to an increasing degree, in 2024 Compagnia will continue to support Personae, Magic Spectrum and Magic mind. Furthermore, there will be a special emphasis on venture building in 2024 in order to strengthen the origination channels: as well as confirming its support for VENTO, the Foundation is on the verge of launching another initiative of this type, this time with a geographical focus on Genoa: by means of a partnership with leading players (CDP, Genoa City Council, Intesa Sanpaolo, Fincantieri and PSA), the new programme is intended to spawn large numbers of high-potential start-ups in the Blue Economy on a continuous basis. Completing the picture is the consolidation of synergies with proven financial partners (Banca Etica, Istituto Credito Sportivo and Intesa Sanpaolo Direzione Impatto) to enable innovative financial instruments for the benefit of cultural and social-economy organisations, as well as the new edition of Collective Projects in partnership

with ESCP and Réseau Entreprendre Piemonte, whose call for applications will be launched for the first time through the ToTeM innovation portal in Turin, thereby confirming the strategic value that the Foundation attributes to this ecosystem initiative.

In close collaboration with the Impact Innovation Department, the Finance Department will also be responsible for evaluating investments in related organisations geared towards the ecosystem development initiatives supported by Compagnia.

At the same time, strategic guidance and operational support will be given to Compagnia in general and the Planet Goal in particular in relation to their grant-making and the construction of initiatives aimed at enhancing the quality of applications to the European Innovation Council (EIC): by acting on locally-sourced proposals, the aim is to strengthen the deep-tech technology transfer chain to give the catchment area a competitive advantage. This action is geared towards both universities (for EIC Pathfinder and EIC Transition, within the framework of the current agreements and also with a view to scaling the initiative up to national level in partnership with other leading foundations) and local start-ups (for EIC Accelerator, through synergies with incubators, accelerators and other specialist operators).

On the portfolio management front, the department will continue its work on implementing the responsible investment policy, with a special emphasis on applying the policy to the review of diversified portfolio equity managers. Efforts will also be made in 2024 to achieve the target of aligning the listed investments of corporate issuers with certain SDGs (SDG 5 - gender equality, SDG 8 - decent work and economic growth, SDG 10 - reduced inequalities, SDG 13 - climate action). The policy for alignment with the SDGs involves a process of benchmarking against a range of Principal Adverse Impact Indicators (PAIs). The process of applying this point will have to take account of changes in legislation governing mandatory reporting for managers and the actual availability and reliability of the data concerned.

As regards developments in the mission-related investment portfolio, as well as continuing to assess new investments in the three lines currently in the portfolio (innovation and research, urban regeneration and infrastructure, and social impact), the Finance Department will focus on the structure of this portfolio, primarily on the basis of the guidance on mission-related investment set down in Compagnia di San Paolo's new constitution, while also making a detailed analysis of each component of this portfolio, with particular reference to investments in innovation and research.





In view of the essential role that data plays in the governance of complex organisations, the IID will continue to channel a lot of its work in 2024 into orchestrating the effort to make Compagnia a data-driven Foundation. The cornerstone of this strand of activity is the adoption of the *CSP Data Strategy* and its extension to the “Compagnia Group”. Putting this strategy into practice spawns a wide range of initiatives associated with the management and exploitation of the Foundation’s information assets. Plans are in place to expand the CSP Data Hub again in 2024, by means of both insourcing of new internal/external data sources and the release of new dashboards. On a parallel but related track, development work will continue on the “Open data for citizens” platform, which links up with the Climate-Neutral and Smart Cities Mission launched by the European Commission within the framework of Horizon Europe, and the implementation of the start-up dashboard in which Compagnia has invested indirectly through investee companies, funds or vehicles. With regard to experimentation, the department is continuing its search for new ways of acquiring data from major grant-making projects.

The IID is on the front line of managing high-complexity “beacon” work programmes, which require specific expertise relating to the European dimension, digital transformation and new management paradigms. As part of this role, it is currently overseeing the design, business planning and go-to-market activities of the nascent local innovation hubs of Palazzo del Lavoro (Turin) and Waterfront di Levante (Genoa). The provision of specialist skills is also channelled into grant-making projects, supported both for strategic purposes (implementation of the 2023-2027 Strategic Plan of the University of Gastronomic Science) and at project management level (CLICC Project – Climate City Contract Torino 2030 and Energy Center of the Polytechnic University of Turin). Also in relation to grant-making projects, plans are in place for the implementation of AI systems in 2024 for managing automated information desks for calls for proposals.

As in previous years, the IID will step up its role in 2024 as advisor to the governing bodies and operational arm, starting from the consolidation of the management control system currently in use by the auxiliary bodies and its extension to strategic cultural entities.



The cross-cutting functions.

# Planning, Research and Evaluation Department

Like every year of transition between two planning cycles, 2024 will be an extra busy period for the department, as it attends to a wide range of activities specifically linked to this phase. In periods like these, the three spheres of competence of the Planning, Research and Evaluation Department interact most visibly, as the work they do for Compagnia's governing bodies and operational arm converges in the preparation of reports and explanatory documents on institutional activity carried out during the term coming to a close, and the preparation of materials to help formulate the strategic policy directions for the following four-year period, which in this case runs from 2025 to 2028. The concept of "impact" plays a key role in both reporting and planning: it is a concept that Compagnia adopts in a multi-dimensional logic, either on a project-specific or an aggregated basis, according to the chosen methodology. Depending on the case in question and the cost-to-benefit ratio, this may be counterfactual, it may involve monitoring outputs and effects or it may involve benchmarking the "theories of change" adopted by the various projects against the real-world situation. From Compagnia's point of view, the aim of impact assessment is to bring useful insights to the various communities of stakeholders involved – whether internal, such as Compagnia's governing bodies and operational arm, or external, such as the bodies that implement the projects, the project beneficiaries and sector experts in general – but of course it also provides a clear view of the action that Compagnia undertakes. This is a constantly evolving and methodologically complex exercise (partly because it depends on the availability and quality of data, which requires constant care and is mainly provided by the Impact Innovation Department) but it plays an important role in the process of reflection that any policy-making body must undertake, whether for the purposes of planning or self-assessment. The evaluation and planning cycle, which is always both logical and ethical, is one of the aspects of Compagnia's work to which the department makes its largest contribution.

For the sake of clarity, we present the three areas of the department's work and their main objectives separately and concisely.

## Planning

- Preparation of an extensive corpus of information relating to Compagnia's work in the period 2021 to 2023 (and estimates for 2024) in preparation for the closure of the 2021-2024 planning cycle, for use at the pivotal "Giornata della Compagnia 2024" (Compagnia Day) and in the drafting of the End-of-Tenure Report, which is perhaps Compagnia's most important institutional document.

- Support for the governing bodies in the preparation of the Multi-Year Planning Document 2025-2028 and the Annual Planning Document 2025; design of the induction activities for new governing bodies (when new appointees are introduced to the institutional life and context of Compagnia, including the philanthropic community).
- Collaboration in the fine-tuning and implementation of the new data collection system for data from the routine monitoring of Compagnia's grant-making and project activities, originating from the 2022-2023 review.

## Research

- Studies and in-depth examinations directly linked with project work, as required by the General Secretariat or Missions; background studies and forecasts of prospects linked with the needs of multi-year planning; analytical insights regarding Compagnia's work methods (types of grant-making, own projects, non-financial support to entities, etc.) and surveys/research on the relationship between Compagnia and the third-sector bodies that apply to it for support.
- Management of grant-making to qualified research centres that are not strictly academic, especially in relation to the Foundation's information requirements. In particular: common goods as a factor of social development; Turin's economy and society; migration dynamics.
- Developing the line of study on contemporary philanthropy, especially at European and international level, in connection with Compagnia's active involvement in European philanthropy networks.
- Publication of "Numeri&Filantropia", Compagnia's internal newsletter, which directly serves the background and context information needs of the Foundation's departments.

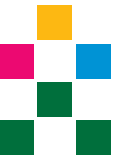
## Evaluation

- There are no interruptions in Compagnia's grant-making and project activity, so the impact assessment of individual projects is therefore also continuous. Operating in collaboration with the Missions in 2024, the department intends to increase the number of projects it evaluates, using appropriate techniques, to over 20 complex evaluation studies on an annual basis.
- The special programme dedicated to examining the operation and effects of the Next Generation line of initiatives (You, We, We-Schools) will be continued and explored in greater depth.
- The critical sharing of evaluation results and the lessons learned from them – with all colleagues and now fully operational – will remain the remit of the CSP Academy, alongside the more extensive and more rationally organised system of access to materials – final reports, summary papers, presentations – in the form of the Evaluation Library (on the website, accessible to everyone: summary papers setting out lessons learned) and Evaluation Bookshop (on the Intranet, accessible primarily to internal users: evaluation research materials, data used, Academy workshop records).



The cross-cutting functions.

## Operations Department



In line with the Multi-Year Planning Document 2021-2024, the Operations Department is tasked with organising and overseeing the processes that enable the Foundation to carry out its institutional activity, and strengthening, streamlining, sharing and ensuring the sustainability of those processes.

Following on from the recently completed updating of our process-mapping, we will continue to monitor the correct ramp-up of processes within the organisation in 2024, while also deploying a simplified system for updating them. As part of these efforts, we will also continue and refine the work of enriching and conserving the documentary assets produced by the Foundation, by implementing, continuously updating and improving a database for managing and storing this documentation, in such a way as to make it easier to trace and use on the basis of workflow.

This also includes the task of simplifying the administrative monitoring tools and the management practices put in place with beneficiary bodies, partly by revising the user interface and management flows deployed in the application in use at the Foundation, on a co-design basis with the external vendor and the Foundations that use the same application.

Following the adoption of the Foundation's new constitution in June 2023, we will also start and complete the task of aligning the internal regulations and guidelines for their application, while also aligning the constitutions of the auxiliary bodies and their regulations, so that the whole system works systemically and synergistically.

With regard to the oversight and reinforcement of controls, with particular reference to the measures adopted on whistle-blowing, we will continue to monitor the correct operation of the measures taken for the purposes of alignment with Italian legislative decree 24/2023 and the launch of the related internal training courses. As far as certifications are concerned, the department will continue to ensure that the quality requirements specified in the recently obtained ISO 9001 quality certification are adhered to over time, while also embarking on the process of obtaining further certifications.

Regarding personnel, in line with the medium-term strategic objective, set out in the aforementioned planning document, of promoting well-being and equity, we will continue to deliver awareness-raising programmes in 2024 for Compagnia personnel on the subjects of diversity, equity and inclusion (DEI), by means of information and training initiatives, organised by



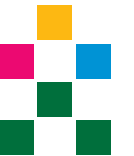
Associazione Valore D, to which the Foundation has subscribed since 2022, in order to encourage the continuous adoption of welcoming and inclusive behaviours.

As we continue the process of extending and harmonising the Group's human resource management policies, we will launch a project to map both the soft and specialist skills of staff, with a view to identifying the specific professional skills that individuals have, in order to manage, develop and make productive use of the skills and talents of individuals, facilitate internal mobility and encourage the establishment of multi-disciplinary working teams that draw upon the wide range of available skills and specialisations. As a natural progression from this project, we may subsequently launch a review of the main human resource management processes, such as the performance management system, with a view to making it more equitable and inclusive.

Efforts will also be made to strengthen internal communication, by devising a more structured and integrated process and organising new initiatives aimed at fostering and strengthening a sense of belonging among employees and encouraging them to share the Foundation's values, while also offering insights into issues of particular relevance to the Foundation at present (diversity, environmental sustainability, alternative mobility, etc.).

The cross-cutting functions.

## Communication



Although today's media are ever more focused on the present and ever less focused on the past, it must not be forgotten that without history and without memory there can be no future. Memory is an integral part of our being and an essential tool for building personal and collective identity. The trend among innovators in digital communication and new technologies, however, is to press the accelerator and “chase” the future. Since Compagnia believes in the value of innovation, it will continue to look to the future and seek the best pathways to embrace and manage change. In 2024, as we draw to the close of one multi-year cycle and prepare for the next, we will strive to communicate in a way that not only emphasises society's collective responsibility for the future, but also views the past, whether recent or distant, as a source of awareness – in the hope of reaching even that very young audience that needs to be shown how to break free from digital hyper-consumption and be invited to try more reflective forms of communication.

Having said that, the importance of digital communication will continue to grow in 2024, with increased use of social media, messaging apps and streaming platforms. The trend towards more engaging and interactive content will also carry on growing. We will step up our use of engaging videos, surveys, quizzes and social media communications to capture public attention and encourage public engagement. Advanced technologies such as artificial intelligence could enable us to personalise our messages and communications and adapt them to the specific preferences and interests of our audience. There will be a close focus on this 2024, as we strive to present the first projects supported in this area with the right forms of communication. Communication by means of messaging apps may also become an increasingly important channel in 2024, because it provides an instant and direct way to interact with audiences. We will extend our use of podcasts, which achieved gratifying numbers of listeners and levels of engagement in 2023, especially among people who are looking for quality content – a target audience that is very dear to us: out of more than 9 million listeners in Italy, 44% are under the age of 35 and a high percentage are educated to degree level.

Sustainability, impact and data will be core features of our narrative, as we set out how we are addressing global challenges and contributing to positive change. Engaging stories will remain powerful vehicles for communicating our work and helping people understand its purpose and mission.



Last but not least, trust, transparency and reliability will be the bedrock on which all of Compagnia's communications are built. Trust and reliability will be key factors, partly because the public will demand more transparency about the work of organisations, the results of initiatives and the use of resources, and partly because 2024 will mark the end of a cycle that began eight years ago, with many innovations. The Foundation's “Giornata della Compagnia” (Compagnia Day) to be held in January will be dedicated to this narrative. A new Council will also take office this year, and will need the support of effective communication to enable it to carry on acting as an agent for the sustainable development of the catchment area for the common good, by means of interventions, investments and support actions whose central focus is on people, their potential, their responsibilities and their rights.





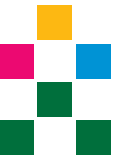
# Cavallerizza Reale.

From the international competition  
to the design, from the release of planning  
permission to the opening of the construction site.



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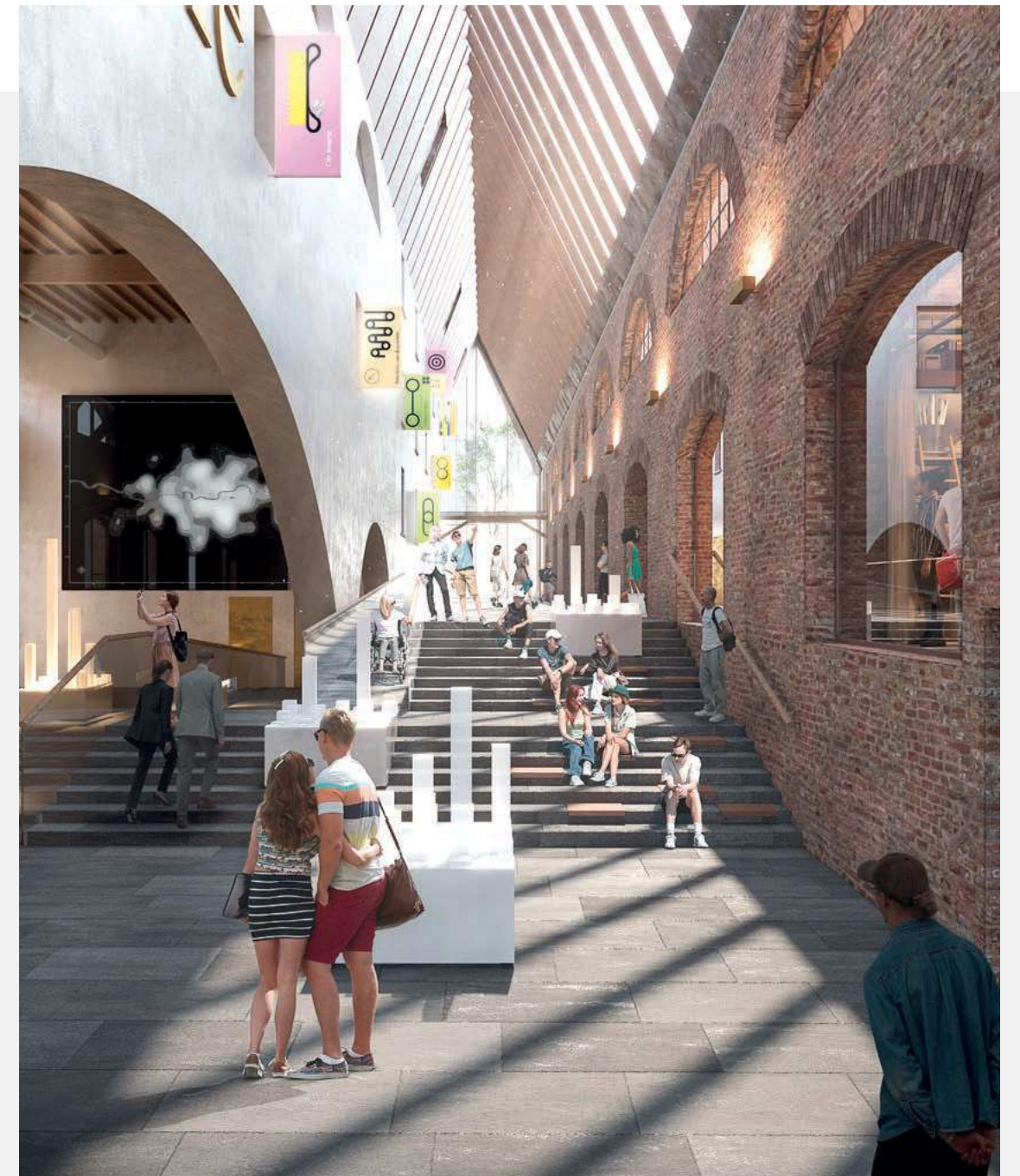


Compagnia di San Paolo purchased the Manica del Mosca and Pagliere buildings within the Cavallerizza Reale complex in February 2022, the same year in which an international design competition was promoted by Compagnia and held, resulting in the selection of the grouping consisting of Cino Zucchi Architetti and Politecnica Ingegneria in early 2023.

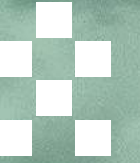
The design by CZA Architetti and Politecnica demonstrates that in the historic and stately fabric of Turin there is room for contemporary interventions that support the transformation of individual and social behaviour. The design interprets current changes and has the features required to adapt to future ones, including emerging cultural, educational, environmental and energy needs.

While the international competition was taking place, the Foundation, alongside its project partners – Turin Municipal Council, the University of Turin and Cassa Depositi e Prestiti – put on a full programme of cultural activities within the 18th-century complex, with a view to engaging local citizens and stakeholders on the future redevelopment. This event brought over 70,000 people face to face with the transformation, by means of exhibitions, concerts, live performances and activities in the adjacent Royal Gardens, which were reopened for the occasion, after a long period of closure. Furthermore, the decision to use long-abandoned spaces for cultural purposes provided the project partners – Compagnia di San Paolo, Turin Municipal Council, the University of Turin and Cassa Depositi e Prestiti – with useful information about the potential and usability of the spaces.

As from the second half of 2023, the design phase (final and executive) and the application for planning permission for the redevelopment of the Manica Mosca and Pagliere buildings picked up pace. While this work was going on, an initial construction site, authorised by Turin City Council and the Superintendence, opened in August 2023 for the purpose of carrying out geognostic, stratigraphic, archaeological and structural surveys. The results of these surveys will be particularly useful for the activities planned for 2024, namely the completion of the design phase, the release of planning permission and the tender procedure for selecting a contractor to carry out the redevelopment, which is expected to start within the year.







# Economic & Financial resources allocated for fy 2024.



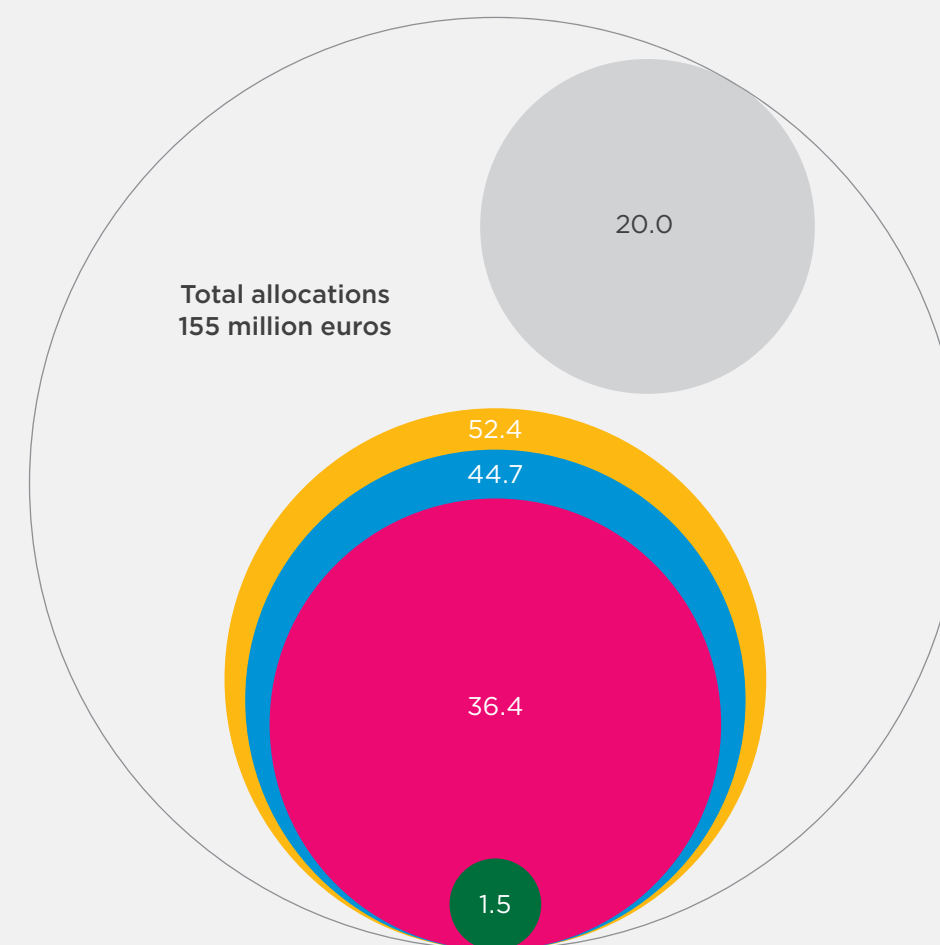
# Economic & Financial resources allocated for fy 2024



For financial year 2024, interventions for institutional purposes relating to resolutions to be adopted have an estimated total value of 135 million euros on the basis of the 2023 preliminary statement, to be drawn from funds for grants in the key sectors (Operational Planning 2024). There is also an assumed additional figure of 20 million euros for resolutions to be drawn from funds for institutional activities. On the basis of the assumptions made for the end of financial year 2023, funds for institutional activities, with particular reference to funds pending earmarking and the grant-making fund specified in art. 1, para. 47 of Italian law 178/2020, net of commitments and usage, would reach the approximate amounts of 58 million euros and 72.1 million euros respectively. The hypothetical allocation of resources for institutional activities for financial year 2024 between the major constitutional areas is set out below. This allocation – with reference to the figure of 135 million euros – remains subject to change due to the fact that major grant-making interventions are still being finalised.

ALLOCATIONS	IMPORTO (€)
<b>Major areas (under art. 3.1 of the constitution)</b>	
<b>Culture</b> (Art, cultural heritage and cultural activities)	36.400.000
<b>People</b> (Social policy)	52.400.000
<b>Planet</b> (Research and education; health)	44.700.000
<b>Planning, Research and Evaluation Department</b>	1.500.000
<b>Total for major areas</b>	<b>135.000.000</b>
<b>Additional interventions</b> within the framework of the major areas to be drawn from funds for institutional activity	20.000.000
<b>Total</b>	<b>155.000.000</b>

The resources for institutional activities for financial year 2024 are supplemented by the allocation to special funds for voluntary work envisaged in Italian legislative decree 117/2017 and the allocation to the national foundations' joint initiatives fund.



- Culture (Art, cultural heritage and cultural activities)
- People (Social policy)
- Planet (Research and education, health)
- Planning, Research and Evaluation Department
- Additional interventions within the framework of the major areas to be drawn from funds for institutional activity





**Reclassification of operational sectors according to the terms used by Fondazione Compagnia di San Paolo and according to the categories laid down in art. 11 of Italian Law 448/2001**

(Figures in thousands of €)

*Major areas envisaged in Fondazione Compagnia di San Paolo's constitution and availability of resources as per the Planning Document 2023*

↓ Sectors indicated in Art. 11 of law 448 of 28 December 2001	Major areas envisaged in Fondazione Compagnia di San Paolo's constitution and availability of resources as per the Planning Document 2023				Total	Proportion %
	Culture (Art, cultural heritage and cultural activities)	People (Social policy)	Planet (Research and education, health)	Planning, Research and Evaluation Department		
Art, cultural heritage and cultural activities*	36,400				36,400	<div><div></div></div> 26.96
Scientific research and technological innovation*			28,800	700	29,500	<div><div></div></div> 21.85
Education and training*		2,500	10,600		13,100	<div><div></div></div> 9.70
Public health, preventive medicine*			5,300		5,300	<div><div></div></div> 3.93
Voluntary work, philanthropy, charity*		29,300			29,300	<div><div></div></div> 21.70
Care for seniors		2,400			2,400	<div><div></div></div> 1.78
Youth training and development*		6,400			6,400	<div><div></div></div> 4.74
Psychological and mental illnesses and disorders		2,400			2,400	<div><div></div></div> 1.78
Family		3,200		300	3,500	<div><div></div></div> 2.59
Crime prevention		1,600			1,600	<div><div></div></div> 1.19
Prevention of and rehabilitation from drug addiction		800			800	<div><div></div></div> 0.59
Local development and local social housing		3,800		500	4,300	<div><div></div></div> 3.19
<b>Total</b>	<b>36,400</b>	<b>52,400</b>	<b>44,700</b>	<b>1,500</b>	<b>135,000</b>	<div><div></div></div> <b>100.00</b>

*\*The five sectors as defined in Art. 11 of Law 448/2001 account for approximately 84.9% of the total resources allocated to the pursuit of Fondazione Compagnia di San Paolo's institutional purposes.*

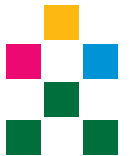


## Appendix

# The Fondazione Compagnia di San Paolo Tool-Kit.



# The Fondazione Compagnia di San Paolo Tool-Kit



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

## Organisational development



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

## Financial/managerial efficiency enhancement



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

## Quasi-recoverable grants



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

## Maximising the performance of existing assets

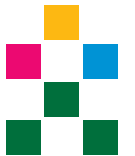


For financial assets, Compagnia offers access to professionally managed funds of funds with investment scales and consulting services that would be otherwise unattainable by individual organisations: the expected result is better portfolio performance and safer risk control (operational, reputational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

## Performance bonuses



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



### Complex projects



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

### Fund-raising



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

### Challenge prizes



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

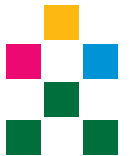
### Customised skills deployment



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







### Thematic platforms



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

### Multi-year calls for proposals



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

### Vertical (thematic) calls for proposals



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

### Two-stage calls for proposals



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

### Contribution to feasibility analysis and initial experimentation



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

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

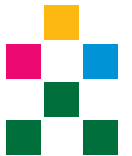


This form of support could be scheduled ahead of major European calls for proposals relating to issues of particular interest to Compagnia. It involves guiding organisations through the process of submitting projects and covering a share of the co-funding required for a defined number of proposals if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

### Targeted training in accessing funding



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



### Enhancing relations with local administrations



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

### Context and scenario analysis, formulation of sustainability plans and models



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

### Targeted geographical division



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

### Philanthropic funds

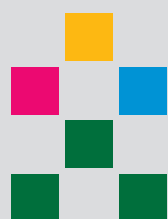


Fondazione Compagnia di San Paolo is designed to be an open philanthropic infrastructure for the management of philanthropic funds deriving from donations and legacies. Three thematic funds (Culture, People and Planet) have been established as receptacles for these contributions, with the yield on these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





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