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European Union



Fondazione
Compagnia
di San Paolo



Grantmaking Goes Catalytic

Wednesday, 25 October 2023

Welcome from EVPA!



Peter Cafferkey

Philanthropy/ Foundations Market
Development Lead, *EVPA*

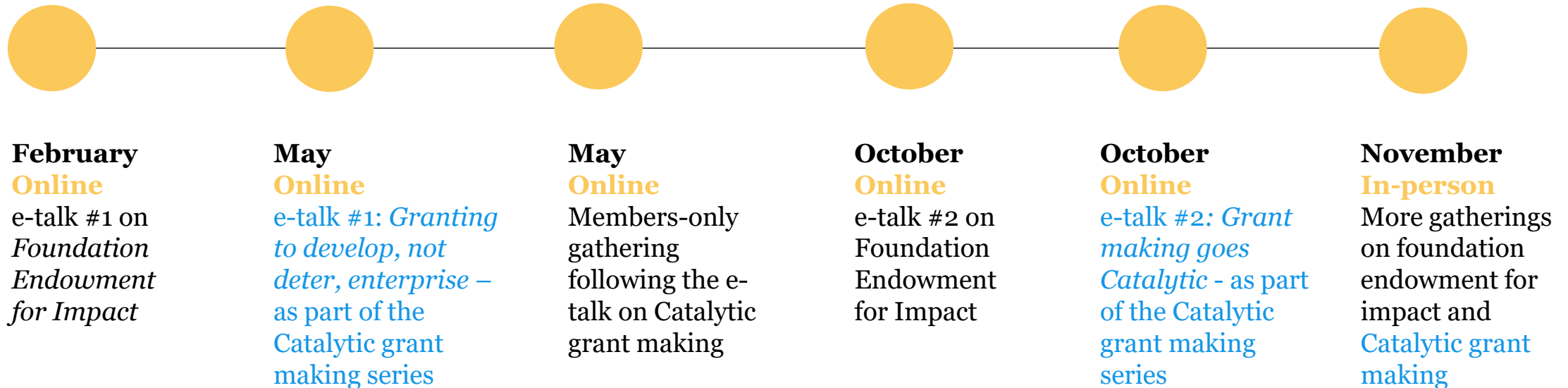


Alessia Gianoncelli

Director of Knowledge and Programs,
EVPA

The EVPA journey

A mix of online and offline occasions to meet, learn and exchange with peers. An opportunity to go beyond traditional grant-making – to accelerate and maximise impact.



Impact Week 2023 in Torino

- 1-year partnership with the **Fondazione Compagnia di San Paolo** to further strengthen the position of foundations within the impact finance community
- Leading towards EVPA Impact Week 2023, in Torino, a joint effort together with other partners, where catalytic capital will be featured as a red thread.



Anchor Partners



Partners



Hosted by



Our Speakers



Daniela Gregnanin

Responsible for the mission accelerate innovation, *Fondazione Compagnia di San Paolo*



Lucia Maria Martina

Senior Manager, *EY Sustainability Services*



Negar Mokarram Dorri

Project Manager, *Réseau Entreprendre*



Claudia Traina

Program Officer, *Fondazione Compagnia di San Paolo*



Franca Maino

Director, Percorsi di *Secondo Welfare*



Silvia Arnaudo

Responsible, Comune di Saluzzo

Next Generation
YOU

Next Generation
WE

Next Generation
YOU

Our Speakers – Next Generation You



Daniela Gregnanin

Responsible for the mission accelerate innovation, *Fondazione Compagnia di San Paolo*



Fondazione
Compagnia
di San Paolo



Lucia Maria Martina

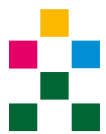
Senior Manager, *EY*
Sustainability Services



Negar Mokarram Dorri

Project Manager, *Réseau
Entreprendre*





Fondazione
Compagnia
di San Paolo

PUTTING STRATEGY IN ACTION: STRENGTHENING THE BENEFICIARIES



Daniela Gregnanin - Boosting Innovation Mission Manager

EVPA Catalytic Grant making e-talk

25 October 2023



Strategic Plan 2021-2024 and reasons to act (why)



In 2020 **Compagnia aligned its strategy** to the UN 2030 Agenda



In-depth background analysis highlighted strengths and weaknesses of the social economy in Europe and in Italy



The Foundation is implementing **multiple tools in addition to the grant**

The call for proposals: identity and purposes (what)



The call

Call, open since 2021 in three editions, addressed to not-for-profit and social economy entities



Mail goal

To invest in the organisational strength of entities through rationalisation and growth processes

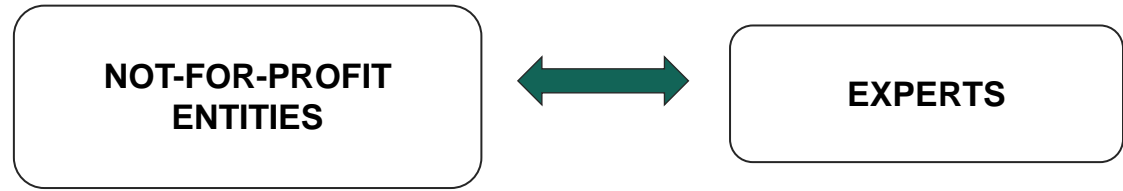


Specific purposes

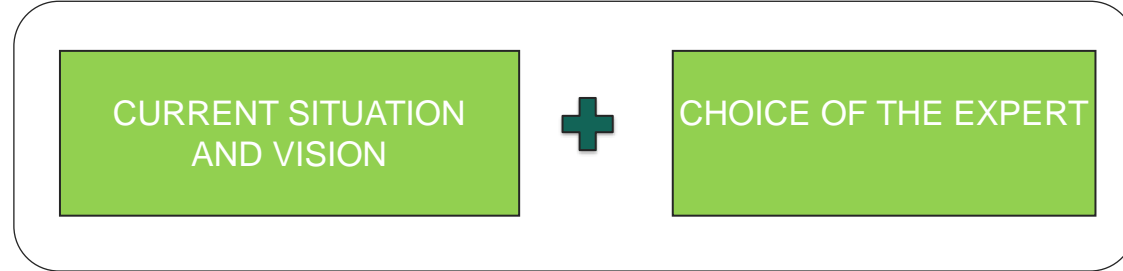
- I. Maximising **efficiency, effectiveness and impact**
- II. Helping to identify **innovative models**
- III. Promoting **cross-contamination**
- IV. Preparing the entities for new **fundraising opportunities**
- V. Improving the opportunities for the Foundation **to get involved in new areas of activity and to meet new people**
- VI. Promoting a general sense of **involvement in the global challenges**



The process and the methodology (how)



STEP 1



Contribution up to **15.000 €** for the design

A STRONG METHODOLOGY

Experts selected by the Foundation or thanks to specifications

Multi-disciplinary referee Commission

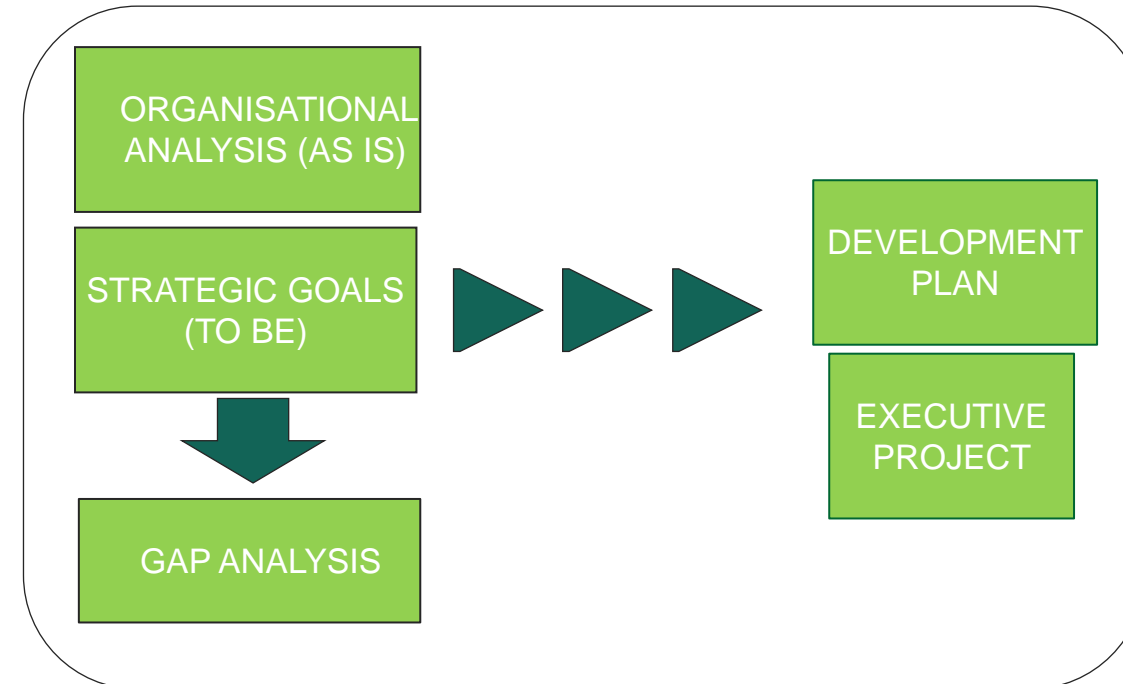
Guidelines for analysis and strategic documents, focus on capacity building

Selection criteria and procedures according to EU best practices

Training dedicated to the Foundation officers

Data collection, monitoring and impact assessment

STEP 2



Contribution up to **50.000 €** For the execution



Focus: Data, Monitoring and Impact Assessment

Monitoring action Every four months

Monitoring the progress of the transformation process

Collection of homogeneous data

Individual meetings between the staff of the foundation, the project managers of the supported institution and their consultants

Last monitoring in July 2023:
97 meetings held
30 Foundation officers and managers involved

Impact assessment

Assessment of the effects of development plans on four areas of expected change

Methodological and scientific support of the National Research Council of Italy

Detection of input (baseline) and final (6-18 months since the end of implementation) values of the identified dimensions

Identification of a control group for social cooperatives and social enterprises

Comparison between the pre-intervention and post-intervention situation for associations and non-profit entities

Increase of credit accessibility assessment

Assessment of the economic and financial sustainability

Partnership with Intesa Sanpaolo Bank

Comparison with a group of organizations not participating in the call for proposals

Comparison between the sustainability of institutions at the end of the planned activities with the beginning of the process

Main results

14,7M €

Total resources
dedicated to
development and
innovation ("catalytic
grantmaking")



A methodologically
strong model, with tools
for innovation and
development

447

Applications
received



Scientific partners
with a close relationship
with the Foundation

312

Design processes
supported



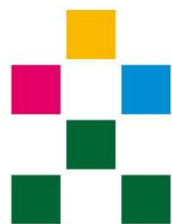
In-depth knowledge of
the not-for-profit sector,
based on organizational
dimensions and their
assets

18

**Management and
organizational development
experts**, aligned and trained
on social economy and not-for-
profit sector



**A more sustainable,
autonomous and innovative
social economy**, to foster
strategic partnerships



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Dal 1563, il bene comune.

Catalytic Grant making e-talk

The role of the consultant in the
Call Next Gen You to strengthen
organisations

Maria Lucia Martina

25th October 2023

**NEXT
GENERATION
YOU**



Sostenibilità,
innovazione,
sviluppo
organizzativo.

EY

Building a better
working world

Next Generation YOU – Grant Objective

Capacity building: from *'as is'* towards *'to be'*

FROM



AS IS

Enhancing and promoting best practices



DOING THINGS BETTER

It's a matter of performance

PLANS AND ACTIVITIES

TO



TO BE

Identifying propositions with unique worth



DOING THINGS DIFFERENTLY

It's a matter of impact

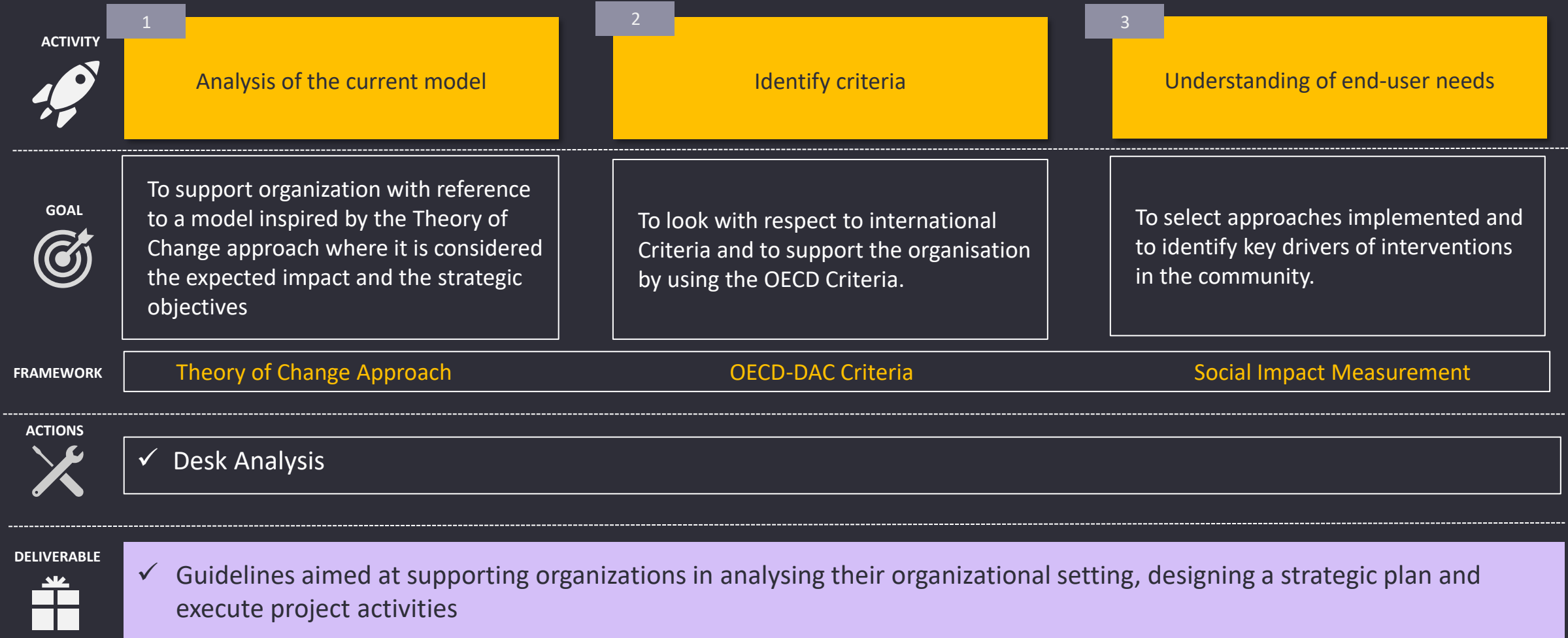
BUSINESS MODEL



Next Generation YOU – Methodological Approach

Framework to support the capacity building of organizations

Next Gen You : the aim of the Call for proposal is to strengthen the organization and to provide access to strategic competences



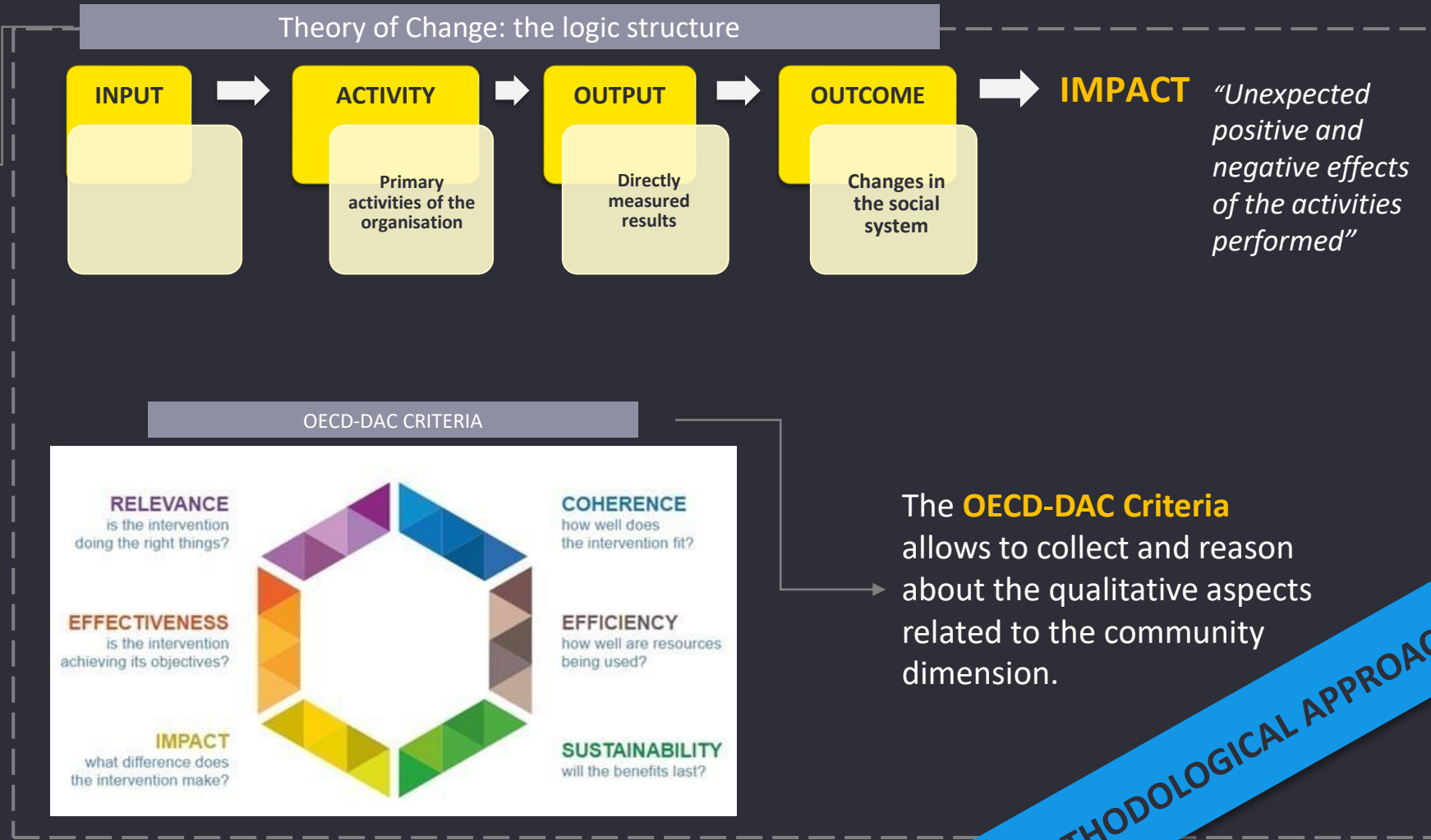
Next Generation YOU – Methodological Approach

Focus: Theory of Change and OECD-DAC

The Approach: Theory of Change

This approach enables to focus on the expected impacts and changes the organization wants to bring about within the target communities, valuing the logic connection among the different levels (INPUT-ACTIVITIES-OUTPUT-OUTCOME).

For example, for each project it is important to view the **relevance** against the beneficiaries needs as well as against the objectives identified by the organization. The same will be done for **efficiency, effectiveness**.....



The **OECD-DAC Criteria** allows to collect and reason about the qualitative aspects related to the community dimension.

METHODOLOGICAL APPROACH



Réseau Entreprendre Piemonte

Negar Dorri – Project Manager

EVPA e-talk on Catalytic grant making

25 October 2023



Réseau Entreprendre Piemonte was very excited to join the **Next Generation You Phase I and Phase II** program by **Fondazione Compagnia di San Paolo**. This opportunity allowed the association to create a plan to make its organization stronger and more effective in its work within its community.

The plan development process, as outlined in the program, also helped Réseau improve its management and organizational skills with the help of experts provided by Fondazione Compagnia di San Paolo. These experts shared their knowledge about planning and organization. For Réseau, the best part of the program was the chance to get help and make positive changes.

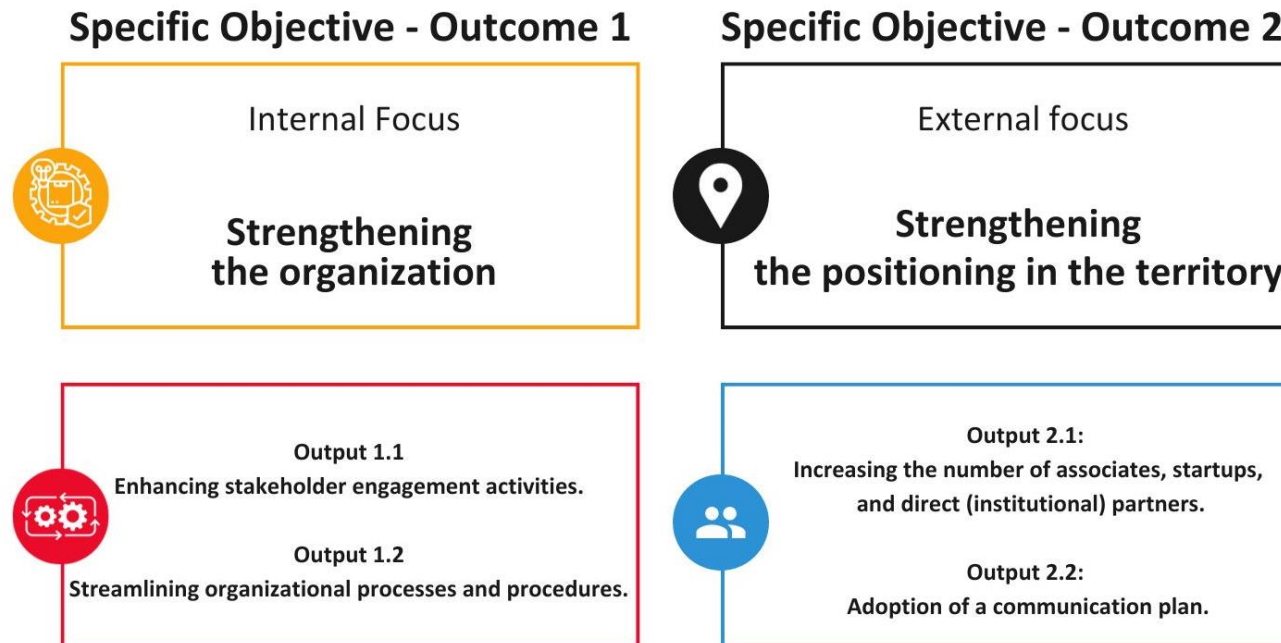
***"Réseau Entreprendre Piemonte: Embracing a Changing World"
A new strategic positioning to address evolving social challenges.***

The title of Réseau's Development Plan



The 4 areas of organizational focus in **REP's Development Plan** are (9 months implementation):

- **Making internal** procedures more efficient and transparent while involving REP's active members (Associates and Startups).
- **Enhancing digital transformation processes** to improve activities and services.
- **Implementing a communication strategy.**
- Strengthening and diversifying **fundraising** efforts to ensure the organization's long-term sustainability.



The plan we made with **Next Generation You** started our organization's growth, and it didn't stop after the nine months of implementation. It led to:

- The creation of a **three-year strategic plan** for Réseau, written with the involvement of members and the startups it supports (beneficiaries of the association's free services)
- **Updating the Bylaws and Regulations** to comply with the revised law regarding the Third Sector.
- Creating a more **inclusive management** system and making the **operational team** stronger.
- Launching new activities in **co-development** with **innovation ecosystem** stakeholders, thanks to the support of Compagnia di San Paolo

**PIANO
STRATEGICO
2023-2026**

Scriviamolo insieme!

OBIETTIVI
IDEE
PROGETTI
PERSONE
RELAZIONI

per voi
che siete REP

Scrivi con noi il PROGETTO STRATEGICO
Partecipa al questionario

Réseau
Entreprendre
PIEMONTE



Thank you for your attention

Next Generation

WE

Our Speakers – Next Generation We



Claudia Traina

Program Officer, *Fondazione
Compagnia di San Paolo*



Fondazione
Compagnia
di San Paolo



Franca Maino

Director, *Percorsi di Secondo
Welfare*



Silvia Arnaudo

Responsible, *Comune di
Saluzzo*





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Claudia Traina - Program Officer
EVPA Catalytic Grant making e-talk
25 October 2023

Goal: Strengthening the Capacities of Public Municipalities



Competenze, strategie, sviluppo
delle Pubbliche Amministrazioni.

- On 13 July 2021, Italy's Recovery Plan (**National Recovery and Resilience Plan – PNRR**), the Italian expression of the package of extraordinary European funding Next Generation EU, was definitively approved by European Commission.



The Plan's budget amounts to overall **€235 billion**, including both European and national resources: **an investment in the future of Europe and its Member States** to restart after the Covid-19 emergency.

Local authorities are expected to play an important role, both in the planning and implementation phase, since the investment measures entrusted to them amount to some €87 billion, accounting for over one third of the PNRR.

Gap – The role of Public Administrations

- The implementation of rigorous legislation to contain personnel costs and limit turnover, caused a sharp reduction in local governments staff and the skill deficit of the employees render them less well equipped to tackle the challenges posed by the PNRR.
- The lack of qualified professional resources - especially regarding the management of complex projects - put at great risk the very implementation of the interventions required by the PNRR.

Mission



- Empower local authorities of the North-West (Piedmont, Liguria and Valle d'Aosta) **acquiring external expertise and strengthening its internal structure** to manage effectively and efficiently the funding opportunities made available by the PNRR and by other national or European financial opportunities.
- Support for **the implementation of the measures financed by the PNRR**, in accordance with the timetable, modalities and constraints provided by it, through the promotion of several training cycles aimed at strengthening the skills of public administrations and qualified consultants/advisors, engaged in the winning projects of PNRR resources.

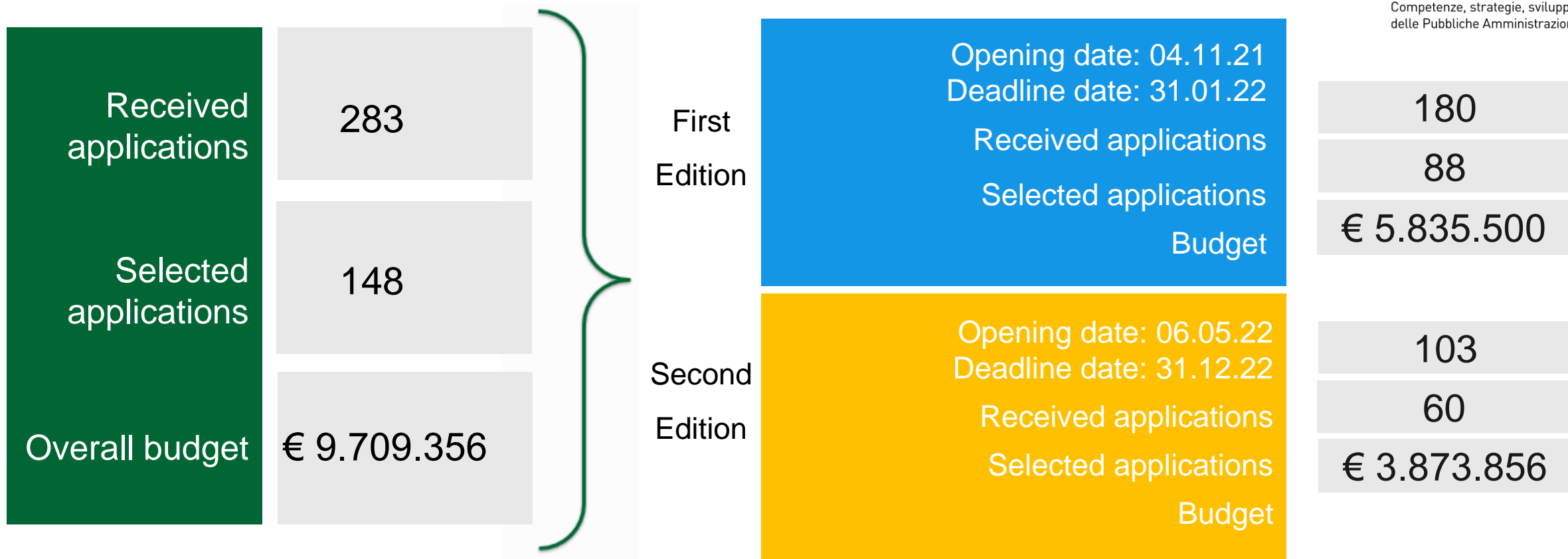


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Numbers of Next Generation WE



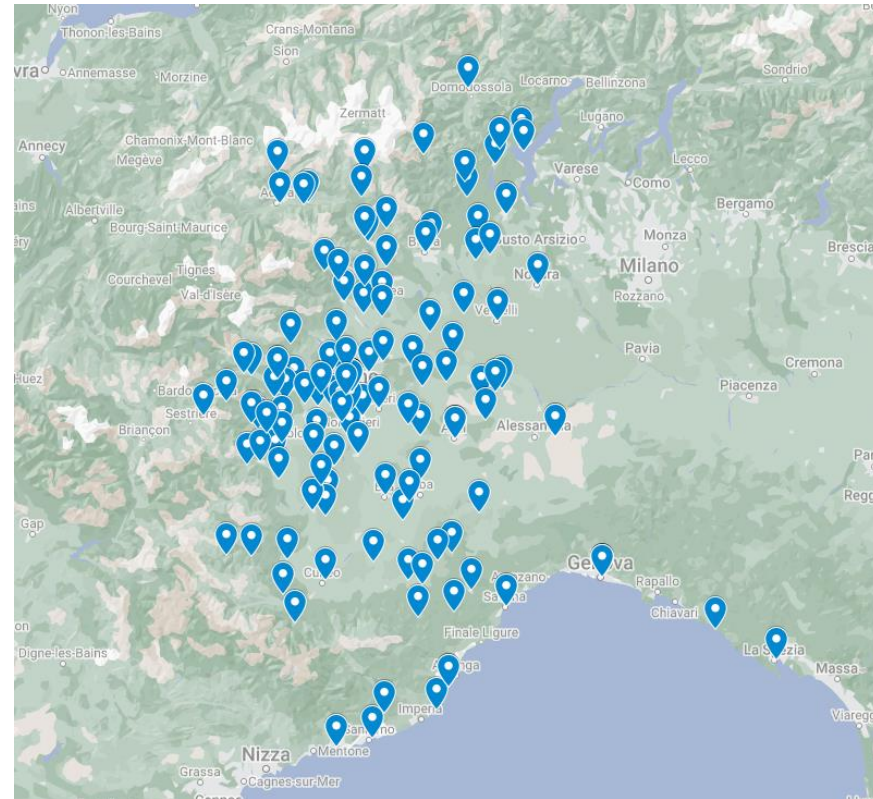
Competenze, strategie, sviluppo delle Pubbliche Amministrazioni.



Fondazione Compagnia di San Paolo

The call of Proposals Next Generation We

- The Call was aimed at **local public bodies** - with exclusive reference to individual Municipalities and Unions of Municipalities (including mountain communities), Metropolitan Cities and Provinces - of Piedmont, Liguria and Valle d'Aosta.
- The call has covered the costs - up to a maximum of **€ 80,000** – related to:
 - the design of interventions relevant to the territory and eligible for the PNRR
 - for the strengthening of competences for the internal staff of local authorities that will be involved in the activities of planning and management of the participations
 - for the citizen engagement during the phases of planning.
- The Call has provided a **path of accompaniment and capacity building** aimed at selected public administrations, managed by consultants and experts identified by the Foundation because of their specific skills



Competenze, strategie, sviluppo delle Pubbliche Amministrazioni.

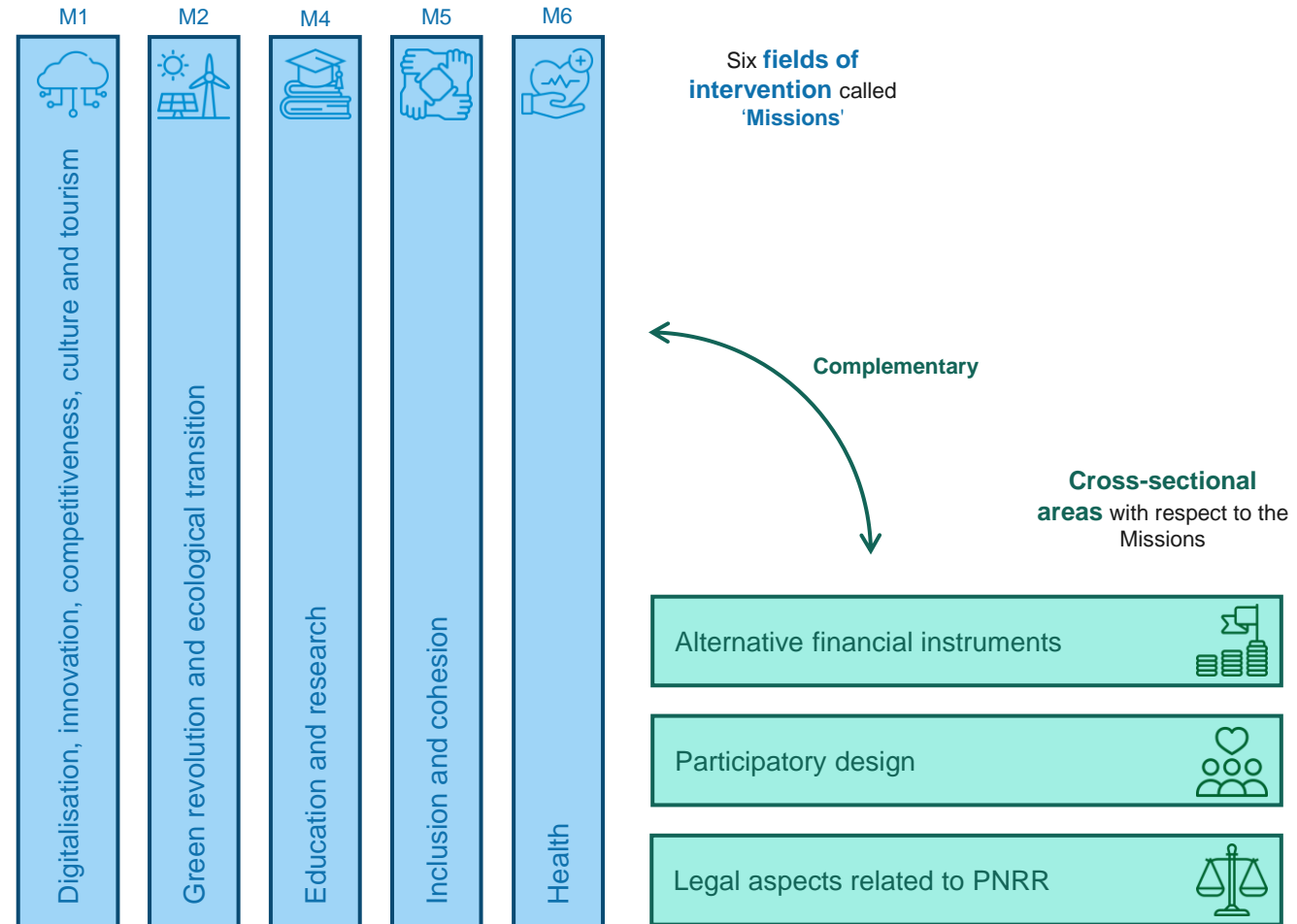


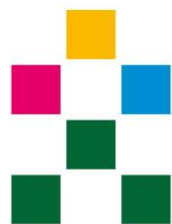
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Capacity building and accompanying path

The accompanying path by the team of experts planned aims to:

- deepen the technical content of the interventions;
- provide food for thought in terms of the innovativeness of the interventions;
- stimulate connections with other national or international experiences;
- identify possible actors/advisors that meet project needs





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Dal 1563, il bene comune.



UNIVERSITÀ
DEGLI STUDI
DI MILANO

Grantmaking Goes Catalytic


Franca Maino - Scientific Director


EVPA e-talk on Catalytic Grant making


25 October 2023

Who we are ●

Percorsi di secondo welfare is a research and information **Observatory linked to the University of Milan**. Thanks to the support of important institutional partners the Observatory led by Franca Maino aims to:

 **Develop Knowledge:** It explores, documents and disseminates second welfare trends, experiences and good practices to fuel an empirically based, plural and accessible debate.

 **Study Welfare Models:** It collects data and empirical evidence to outline new intervention models thanks to a consolidated research methodology in the field of social policies.

 **Drive Actions:** It supports organizations in strategic planning aimed at implementing innovative initiatives and designing the welfare of the future.



The concept

“Second welfare” refers to a **mix of social protection and social investment programs** with **(mostly) non-public funding** and provided by a wide range of economic and **social actors** linked to **territories** and **local communities** open to **trans-local partnerships and collaborations**.

Structure of the coaching for NGWE Municipalities

Three hours together with each Municipality

The coaching of 2W - Goals



Support entities in understanding the thematic priorities of Mission 1 and 5 of the PNRR



Offer insights with respect to the elements of innovation to be considered in the development of project ideas



Stimulate connections with other national or international experiences



Identify possible expertise to meet the needs that emerged within the project network



Provide "light" accompaniment in the path of defining local projects, without replacing the experts selected

The meetings were divided into five main steps:

1. A **framing** of the concept of **social innovation** in local welfare
2. Presentation of the **logics** and **operational tools** for social innovation (declined with respect to the interventions included in the PNRR)
3. National (and international) **good practices**
4. **Group work** and plenary **discussion**
5. **Recommendations** and ideas for moving forward

Insights from the coaching for NGWE Municipalities

Knowledge

Municipalities have defined the **scope** of their interventions and understood the importance of starting with **social needs** analysis

Awareness of the project

Municipalities have become aware of the **strengths** of their project as well as its **weaknesses**, but also of the **opportunities** and **risks** involved in its implementation

Capacity building

Municipalities have learned to place their action in a **long-term strategic perspective** and to carry out **co-design** activities with local stakeholders

Our Speakers – Next Generation We



Silvia Arnaudo

Responsible, Comune di
Saluzzo



**Q&A with the
audience**

Closing remarks

Join our journey at EVPA

Coming up:

- Join us at **EVPA Impact Week 2023** for more gatherings on Catalytic Grantmaking:
 - Session on ‘**Catalytic Capital: Building Organizational Capacity**’ with Fondazione Compagnia di San Paolo, Thursday 23 October 2023, at 14:30
 - Session on ‘**Catalytic Capital – let’s take global action!**’, Thursday 23 October 2023, at 15:45
 - Followed by a session on ‘**Catalytic Capital Showcase**’, Thursday 23 October 2023, at 16:30
- For **more information** on these sessions



Impact Week
22-24 November
Torino

Get involved!

- If you are curious about your current Catalytic Capital knowledge, we encourage you to **take our CC Quiz**: <https://www.evpa.ngo/insights/catalytic-capital-quiz>
- **Reach out to us** if you are a member wishing to showcase your Catalytic Grantmaking journey!
- **Not a member yet? Learn more** about our community and how to join at: www.evpa.ngo/join
- **Your inputs are invaluable to us! Share your feedback** in the evaluation survey.



Share with us your feedback!

Thank you!

With the contribution of:



With the support of:



Any questions? Get in touch with us!



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Alessia Gianoncelli
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