

SUBSIDIARITY,
INNOVATION,
SUPPORT TO NONPROFIT
ORGANIZATIONS



fondazione
cariplo

GIVING IDEAS A FUTURE



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**SUBSIDIARITY, INNOVATION,
SUPPORT TO NONPROFIT ORGANIZATIONS**

Private grantmaking foundations are a fundamental resource to support the social, cultural, political and economic development of a country since they deal with needs left unattended by the public administration, the market or other nonprofit organizations or take an innovative approach to addressing the needs these entities tried but failed to satisfy.

It is precisely in this context that one should view the activities carried out by **Fondazione Cariplo**, one of the world's main philanthropic organizations, which took over the long-standing philanthropic tradition of Cassa di Risparmio delle Provincie Lombarde and now manages the assets the latter accumulated over 180 years.

**A LONG-STANDING TRADITION
AT THE SERVICE OF MODERN PHILANTHROPY**

Fondazione Cariplo represents the historical continuation of Cassa di Risparmio delle Provincie Lombarde, which was established in Milan on **June 12, 1823** to promote household savings in Lombardy, at the time one of the most flourishing regions of the Austrian Empire.

Officially, Fondazione Cariplo was set up in December 1991 when the "Amato-Carli" legislation laid the groundwork for the reorganization of Italy's banking system. Under the Amato-Carli Act, Italian Savings Banks had to segregate lending from their philanthropic activities by establishing dedicated foundations. Philanthropy thus became the mission of the newly established foundations.



MISSION



A RESOURCE THAT HELPS SOCIAL AND CIVIL ORGANIZATIONS BETTER SERVE THEIR OWN COMMUNITY

The Foundation operates based on the principle of subsidiarity and does not aim at taking the place of other public or private organizations. Conversely, the Foundation sees itself as an entity that anticipates emerging needs and is capable of providing novel responses to the needs that other players either failed to satisfy or just can't meet.

Fondazione Cariplo is thus a 'go-between' organization - between public and private - that has the ability to respond to unmet need.

MAIN OBJECTIVES

The Foundation has three main objectives:

1) contribute to the development of local communities, especially by funding innovative projects geared to the development of the community's human capital. Hence, Fondazione Cariplo gives priority to funding specific projects rather than providing general aid to organizations.

2) foster the formation and consolidation of independent social entities that can autonomously take care of community needs. Fondazione Cariplo funds organizations that later on may take off on their own by gathering funds from other sources or operating in the market.

3) contribute to solving the community's problems acting as a **catalyst** for the parties involved.

The Foundation therefore pays special attention to projects and initiatives that leverage synergies through networks and alliances.

The modernization process undergone by Fondazione Cariplo in the last few years turned it into an organization that is in keeping with the times, staffed with young, specialized personnel, equipped with specific operational strategies and the appropriate structures, tools and processes to guarantee high accountability and transparency standards in the implementation of the modern philanthropy projects that can *give ideas a future*.

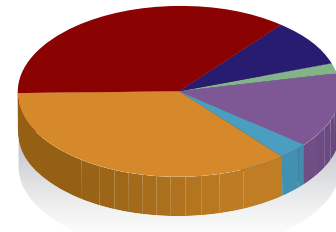
FINANCIALS

Since its establishment in 1991 Fondazione Cariplo has funded about **20 thousand projects** with total grants in excess of €1.7 billion to nonprofit organizations.

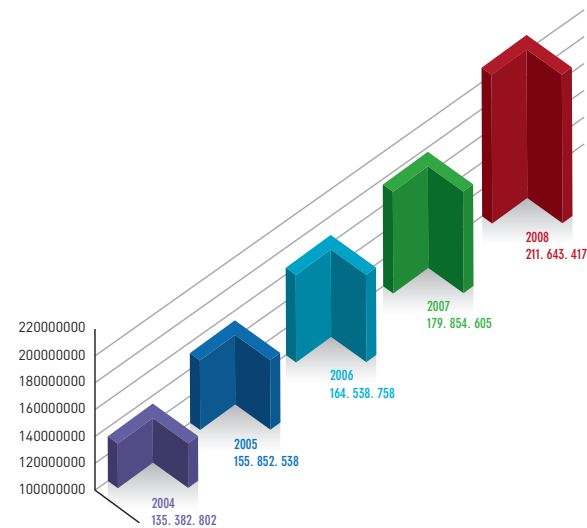
These are significant figures, which are testament to the **Foundation's generous philanthropic commitment** in its various program areas. Specifically 36% of grants were made in the Social Services area, about 36% in the Arts and Culture area, about 9% in the Scientific Research area, 2% in the Environment area, 14% in philanthropy and volunteer work, plus grants made in other areas.

Currently the Foundation is funding about one thousand projects per year that were selected from among all the applications for grants received based on their viability and consistency with the strategies outlined in the Foundation's **Action Plans**, i.e., the practical guidelines that orientate the Foundation's grantmaking. The projects submitted to the Foundation undergo a rigorous selection and assessment process, entailing also an international peer-review.

Over the last five years, total grants increased by almost 50%, with a steady growth also in scientific research and the environment that had always been program areas receiving a smaller share of grants.



ENVIRONMENT	2%
ARTS AND CULTURE	36%
SCIENTIFIC RESEARCH	9%
SOCIAL SERVICES	36%
OTHER SECTORS	3%
PHILANTHROPY AND VOLUNTEERISM	14%



MONITORING AND ASSESSMENT

The Foundation is working also to set up a process a useful tool to assess the effectiveness of the projects to assess the implementation of the projects it funded. implemented and work out future strategies. This is a brand new concept for Foundations as well as

2008 GRANTMAKING ACTIVITY

PROGRAM AREAS	n. grants	millions euro	%
ENVIRONMENT	175	13,7	6,5
ARTS AND CULTURE	512	55,5	26,2
SCIENTIFIC RESEARCH	149	41,7	19,7
SOCIAL SERVICES	330	66,7	31,4
OTHER SECTORS	15	5,5	2,6
PHILANTHROPY AND VOLUNTEERISM	79	28,7	13,6
TOTAL	1.260	211,6	100



FOUR PROGRAM AREAS, A SINGLE OBJECTIVE

To outline its overall strategy Fondazione Cariplo relies on a strategic planning support team named **Osservatorio** whose objective is to capture society's changes and evolving needs and to identify the Foundation's next steps. The general strategy is then set out in the Multi-year Framework Plan and broken down into the specific objectives set out in the Action Plans. To

better respond to its stakeholders' needs, the Foundation designed its organization around four main areas of activity, each one with dedicated staff. These four areas are the Environment, Arts and Culture, Scientific Research and Technology Transfer, and Social Services.



THE ENVIRONMENT

In this program area, the Foundation promotes new project models based on the principles of environmental sustainability and favors a participatory approach to establishing and implementing said models. In the last few years, the Foundation's work in this area revolved around conserving and capitalizing on environmental resources at the local level, the rational use of

energy, renewable energy sources, and sustainable mobility in urban centers. An additional objective is to develop, organize and spread knowledge in this area for policy-making, citizen/consumer lifestyles as well as business production and innovation processes to become more sustainability oriented.

THE ENVIRONMENT AREA'S DATA

2006	2007	2008	Total
108 > grants	166 > grants	175 > grants	449 > grants
6,8 > millions €	8,3 > millions €	13,7 > millions €	28,9 > millions €

ARTS AND CULTURE

This program area relates to the cultural heritage in general, i.e. archeological, artistic, architectural and environmental assets, libraries, historical archives and museums. Due to the magnitude of the problems in this field, the Foundation gears its action to promoting "best practices", which set an example. In the per-

forming arts field, the Foundation's goal is to increase opportunities for artistic expression for people of all backgrounds and broaden public participation, especially among the underprivileged.

ARTS AND CULTURE AREA'S DATA

2006	2007	2008	Total
395 > grants	506 > grants	512 > grants	1413 > grants
53,5 > millions €	52,5 > millions €	55,5 > millions €	161,5 > millions €

SOCIAL SERVICES

Supporting social innovation means taking care of the individual as a whole, taking care of the diverse needs they have. In the area of social services, the Foundation resolved to commit to certain focus areas such as the protection of children, access to the la-

bor market, the disabled, social housing, intercultural education, International cooperation, social cohesion and inclusion.

SOCIAL SERVICES AREA'S DATA

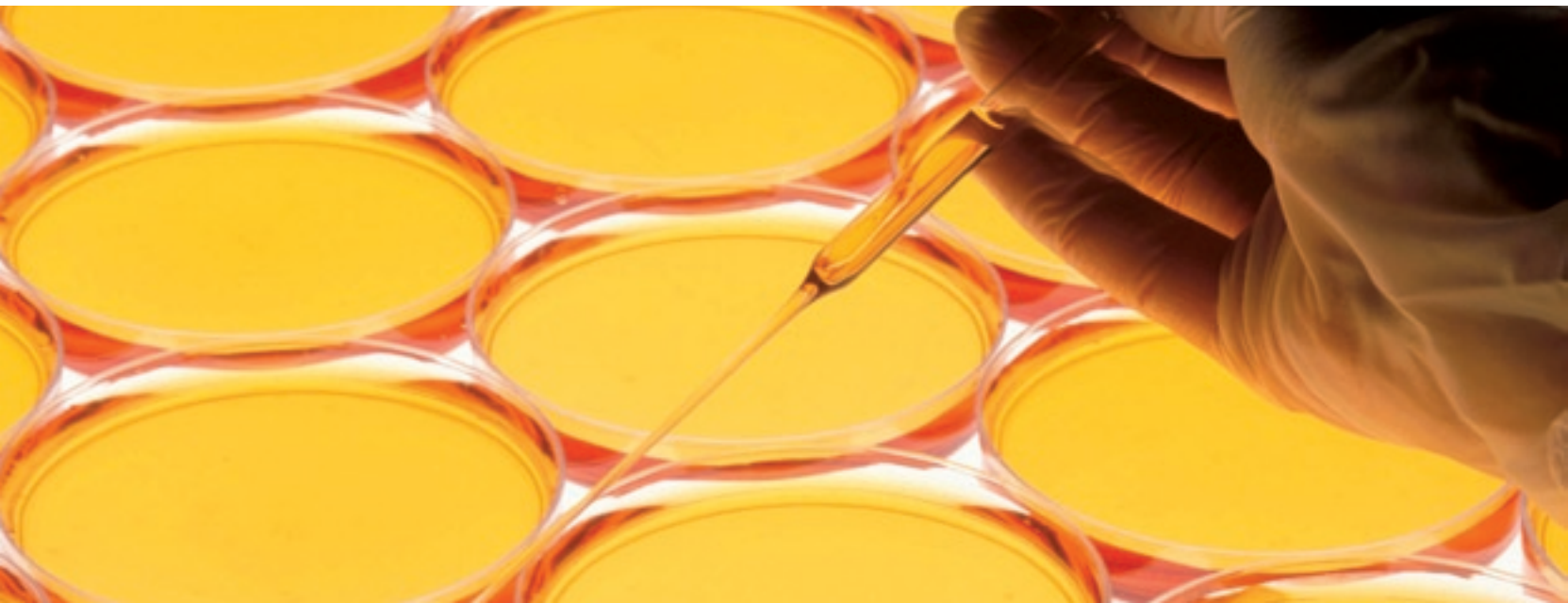
2006	2007	2008	Total
205 > grants	230 > grants	330 > grants	765 > grants
33,5 > millions €	42,9 > millions €	66,4 > millions €	142,8 > millions €

SCIENTIFIC RESEARCH

The Foundation aims at creating a favorable environment for scientific research, technology transfer and the development of applied research findings, by backing synergic actions geared to the creation of networks and partnerships, the participation in international projects, the development of human capital, the production of better knowledge and improved scientific communication. Thus, the Foundation can warrant none of its projects is a duplicate and it fulfills its role as a catalyst, multiplying resources and their effectiveness.

SCIENTIFIC RESEARCH AREA'S DATA

2006	2007	2008	Total
60 > grants	181 > grants	149 > grants	390 > grants
22,9 > millions €	48,5 > millions €	41,7 > millions €	113,1 > millions €



FIXED-DEADLINE CALLS FOR PROPOSALS

These are the main vehicle to solicit applications for grants annually. These calls set out a deadline for the presentation of grant applications by nonprofit organizations.

OPEN-DEADLINE CALLS FOR PROPOSALS

These are calls under grantmaking lines which span at least 3 years. Applications can be submitted at any time. This gives organizations time to design projects that are more innovative and in line with the Foundation's groundbreaking intent. Prior to submitting the application, applicants are required to present a preliminary project that is to be examined and discussed with the relevant Program Officer. The organization then decides whether to accept the recommended changes, if any, and amend the project accordingly, withhold the application or submit the application for the project in its original version.

MAJOR LANDMARK GRANTS

These are grants whereby Fondazione Cariplo co-funds key initiatives in Lombardy and the provinces of Novara and Verbania. Each year two different provinces are selected as grantees in accordance with a specific schedule. The Foundation earmarks €7.5 million to each of the two provinces annually.

MINOR LANDMARK GRANTS

These are grants that fund local projects handled by local Community Foundations. The local Community Foundation issues calls for proposals, examines applications and finally proposes selected grantees. The ultimate decision on grantees and grant amount is made by Fondazione Cariplo.

CONTRIBUTIONS TO LOCAL PROJECTS

These are contributions to small projects. Fondazione Cariplo assigned the management of these grants to Community Foundations and still directly manages only contributions to the city of Milan (and part of the Milan province).

PERMANENT GRANT LINES

These are grants made to support the activities of key local nonprofit organizations, which embody excellence in their respective field.

SPONSORSHIPS

Sponsorships are decided directly by the Foundation President to support cultural initiatives or events. Sponsorships may involve the pledging of money or be mere endorsements. If money is pledged, the amount is generally modest.

Though still pursuing its philanthropic mission by funding nonprofit organizations, Fondazione Cariplo has gone beyond traditional grant-making. In fact, some time ago the **Foundation resolved to promote, design and implement its own projects** in partnership with other entities and acting as a catalyst for financial resources. Because of their significance, originality or specificity, these projects are given special importance among the various activities carried out by the Foundation and involve large financial and human resources

for their design, management and assessment. Some projects entail cross-functional, multi-disciplinary team work.

From being a 'passive' grant-making entity Fondazione Cariplo has thus become an active player pioneering innovative projects that create knowledge and offer duplicable models.



Cultural Districts. A project that aims at capitalizing on cultural assets at the local level as a lever to promote the economic, social and cultural development in the region by creating cultural districts.

www.fondazionecriplo.it/distretticulturali



EST - Educating to Science and Technology is a project conducted in cooperation with local science museums aiming at sparking an interest in science in elementary and middle school students in Lombardy and in the provinces of Novara and Verbania.

www.progettoest.it



Être - Italian acronym for "A project with resident theaters". This project aims at 'giving



a home' to Lombardy's emergent performance companies specializing in theater production, resulting in establishing new Resident Theaters.

www.progettoetre.it



Interculture. This project aims at promoting the integration of foreign students in local schools by experimenting and assessing solutions as well as disseminating best practices through the networking of schools and organizations.

www.fondazionecriplo.it/interculture

Malawi. This long-term project carried out in cooperation with IntesaSanPaolo aims at eradicating the plague of AIDS and at promoting development in one of the world's poorest country.

www.projectmalawi.it



LAIV - Italian acronym for "Live Performing Art Lab". This project aims at fostering the learning and practicing of performing arts by getting Lombardy's senior secondary schools closer to music and theatre organizations.

www.progettolaiv.it



Mobility Management project for Milan's universities. This project promotes awareness of alternative mobility solutions and offers a concrete proposal to help solving traffic and pollution problems.

www.mobilitastudenti.it



NOBEL - Operational Network for Excellence in Lombardy's Biomedicine. €12 million in three years for the networking of the best technology and talents and thus boost biomedical research. The project is carried out in collaboration with Fondazione CariTRO.



Social Housing. This project aims at providing a tangible solution to the housing needs of the less fortunate by giving them a chance to live independently on their own. To pursue this project, Fondazione Housing Sociale was established.

www.fhs.it



ART GATE. A project designed to facilitate people's enjoyment of the large Fondazione Cariplo's art collection through an innovative interactive virtual gallery.

www.artgate-cariplo.it



Work and Psyche. A project aimed at developing and disseminating an innovative model to help an increasing number of people with psychiatric disorders find and hold a job.

www.fondazionecriplo.it/lavoroepsiche



Ager - Agro-food and Research. This project was promoted by a partnership among Foundations of banking origin that over a three-year period will allocate €23 million to fund scientific research in the agro-food sector (fruits & vegetables, cereal crops, grape-growing and wine-making, animal husbandry).

www.progettoager.it



Fondazioni4Africa. Under this project, €10 million will be allocated to promote development in Senegal and Uganda. The project will be conducted jointly with three other foundations of banking origin and in cooperation with major NGOs operating in the two African countries.

www.fondazionecriplo.it/fondazioni4africa

FOUNDATION'S OWN PROJECTS



Housing Emergency. A project testing a new approach in the provision of emergency accommodation as an alternative to dormitories with the objective of rehabilitation and social inclusion of the individuals in need.



TTventure. This technology transfer vehicle aims at funding the transfer of research breakthroughs to businesses with the objective to bring together research centers, businesses and investors and provide financial backing to high-tech projects developed under joint ventures formed between universities and businesses.



Scuola 21. This project targeted to secondary schools aims at leveraging education to provide a new response to the problems of sustainability engendered by the man-environment interaction.

www.fondazionecriplo.it/scuola21

Audit GIS. A project geared to promote energy savings by raising people's awareness by making publicly available the outcome of the energy audits of small and medium-sized buildings (previously funded by the Foundation under a dedicated call for proposals) of small and medium-sized buildings via online interactive maps.

www.webgis.fondazionecriplo.it



COMMUNITY FOUNDATIONS

Through community foundations Fondazione Criplo intends to foster the development of independent entities that promote philanthropy and the culture of giving locally. That is why in 1998 Fondazione Criplo launched the Community Foundations project which led to establishing these foundations in all of Lombardy's provincial capital cities, as well as in Verbania and Novara. Since the launch of the project in 1998,

Community Foundations have spread rapidly and as many as 19 were established in our country, of which 15 set up by Fondazione Criplo itself. Community Foundations serve the public good by promoting innovative projects in the program areas identified by Fondazione Criplo and by getting other public and private institutions to co-fund the projects.



Fondazione Criplo won the 2008 Annual Report Oscar, the prestigious award organized by FERPI (Federazione Relazioni Pubbliche Italiana) that in the last 45 years has been given to organizations that achieved excellence in communication and transparency.



Fondazione Criplo was granted the C2E, "Committed to Excellence", certification by the European Foundation for Quality Management (EFQM). C2E is the first of the three steps in the journey to excellence that was initiated by the Foundation with the launch of a number of continuous improvement projects.



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