

MISSIONE 4
ISTRUZIONE
RICERCA

SCHEMA DI PROPOSTA PROGETTUALE

ALLEGATO 2



Finanziato
dall'Unione europea
NextGenerationEU



Ministero
dell'Università
e della Ricerca



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PIANO NAZIONALE
DI RIPRESA E RESILIENZA

AVVISO PER LA CONCESSIONE DI FINANZIAMENTI DESTINATI ALLA INTERNAZIONALIZZAZIONE DEGLI ISTITUTI DI ISTRUZIONE SUPERIORE ARTISTICA E MUSICALE (AFAM) – D.D. n. 124 del 19 luglio 2023 e s.m.i.

Piano Nazionale di Ripresa e Resilienza (PNRR) – Missione 4 – Componente 1 “Potenziamento dell’offerta dei servizi all’istruzione: dagli asili nido all’università” – Investimento 3.4 “Didattica e competenze universitarie avanzate”, sotto-investimento T5 “Partenariati strategici/iniziative per innovare la dimensione internazionale del sistema AFAM”, finanziato dall’Unione europea – NextGenerationEU.

PROJECT PROPOSAL

(art. 8, par. 4 of the Notice)

Structure of the Proposal

As to the participation in the selection process the Project Proposal must be completed as follows.

The Proposal consists in two parts:

- **Part A** describes the framework of the Initiative including a clear description of:
 - Objectives and expected results;
 - Planned activities;
 - Economic-financial sustainability profile.
- **Part B** describes the implementation of the Initiative in terms of:
 - Partnership characteristics;
 - Activity timeframe;
 - Economic - financial plan.

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GENERAL AND ADMINISTRATIVE INFORMATION

1.Participants

List of participating members of the Partnership: AFAM, private or public University(s), Research Entity (s).

<i>N.</i>	<i>Partnership member Name</i>	<i>Type (AFAM, private or public University(s), Research entity (s))</i>	<i>Role in the Partnership (leader/member)</i>
1	Conservatorio “G. Verdi”, Torino	AFAM	Leader
2	University of Torino	Public University	member
3	Polytechnic of Torino	Public University	member
4	Accademia Albertina di Belle Arti	AFAM	member
5	IAAD	AFAM (private)	member
6	Conservatorio “G. F. Ghedini”, Cuneo	AFAM	member
7	Conservatorio “G. Cantelli”, Novara	AFAM	member

Please indicate the details of the possible associate members (non-beneficiaries) of the Partnership below:

<i>N.</i>	<i>Name of the associate member</i>	<i>Type of the associate member</i>	<i>Additional information (if any)</i>
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1	Città di Torino	Municipality	Associated partner
2	Gallerie d'Italia	Private Museum	Associated partner
3	MRT – Musei Reali Torino	Public Museum	Associated partner
4	Uni-Italia	Private association	Associated partner
5	Royal Conservatory – Then Hague, Institute of Sonology (NE)	Higher Education Institution, public	Associated partner
6	Huddersfield University (UK)	Higher Education Institution, public	Associated partner
7	Istituto Italiano di Cultura - Wien	Public body, cultural center	Associated partner
8	Istituto Italiano di Cultura - Zurich	Public body, cultural center	Associated partner
9	Istituto Italiano di Cultura - Montreal	Public body, cultural center	Associated partner
10	Istituto Italiano di Cultura - Tokyo	Public body, cultural center	Associated partner
11	Festival Les nuits romantiques, Aix les Bains (FR)	Private association	Associated partner
12	Athens University, Georgia (USA)	University, public	Associated partner
13	Meadows School of Arts, Dallas (USA)	University, private	Associated partner

2. General Information of the Project

Project Title INTERNATIONAL ROUTES: ARTS CREATING FUTURE
Acronym IRACF
Duration in months 24
Start date of the Project MARCH, 2024
Project total amount (euro/€) 5.993.741,96

APPLICATION FORM – PART A

Project description

In section A, the partnership has to declare: the objectives and expected results of the project (*see section A.1*), the planned activities with reference to the methodology involved in the process and the description of Work packages (*see section A.2*). In addition, there is a section (*see section A.3*) dedicated to the financial and economic sustainability profile.

A.1 Objectives and expected results

Please, refer to evaluation criterion n.1 (see art. 9, par. 6, of the Notice), describe and motivate the objectives of the project and highlight the expected results in terms of innovation, internationalization, cooperation and promotion of the artistic and musical Italian cultural heritage. In addition, please also indicate the interactions with other national or international initiatives related to the project as well as the presence of interconnections as to the PhD activities part of the project proposal. (Max 5.000 characters)

Can the arts and artistic training play a role in addressing major contemporary challenges? Can artistic training and the production system dialogue constructively? Arts are a relational asset, a system for perceiving and reading a part of society and its behaviors. In an era of financial restriction, society and the productive world can find in art and artistic training an engine of sustainable development and not just a way to boost up its communication. Italian artistic training can and must become one of the keys to the urban, economic and social renewal of our cities. Recently the Turin Institutions of Higher Education system have launched a pioneering project that goes to this direction with the restauration of Cavallerizza Reale Unesco asset which will become the home of innovation in artistic training designed to create a network among the main cultural players in the area, from Teatro Regio to the RAI National Orchestra, from Teatro Stabile to the National Cinema Museum: a project that could become a case study and its consolidation at the international level could be a model for other countries.

The construction of multidisciplinary and international artistic networks and the implementation of shared artistic productions exported abroad are the most effective tools to be used.

Central axis of the project is the starting of doctoral studies shared together with the

Polytechnic and the University of Turin, which enter as partners through two PhD programs that merge the knowledge of all partner institutions with a sure impact on the development of new skills. The first PhD (Polytechnic) is about Urban and Social Development through culture, aimed to bring to the scientific community the consideration on the role of artistic training for the creating pattern of strategic city and territory planning. This PhD, supported also by additional research grants, accompanies a second PhD program in Cultural Heritage and Historical-Artistic, Audiovisual and Multimedia Production (University), which focuses on the integration of digital humanities with arts disciplines, with a research on digital transition in the arts, on possible innovations in artistic fruition and the most innovative performance expressions.

The first expected result of this project is a first innovative collaboration between Institutions of higher education active in the region, able to start new studies and research, but also to positioning on a national and international area thanks to the doctoral studies and their applications, and thanks to the internationalization action implemented by the project. A second output is the study of possible link between digital transition and artistic fruition, and on the other side the study of artistic training and production as an engine of social and economic development of a city, a territory and a country, projecting Italian artistic training in an international dimension as a model of best practices and a flywheel for the role that Italy still has in the world as the house of the arts. All actions will have a focus to innovation in content and also in the design mode, where unprecedented collaborations with European and overseas Institutions will be activated, generating innovative outputs.

Another tangible expected result is an unprecedented promotion of the AFAM system thanks to the planning and implementation of studies and artistic activities especially created for the XXXII Winter World University Games in Turin in 2025, which will project the artistic production and research promoted by partners on a worldwide level. Further result is the implementation of the multi-year collaboration agreement signed on the 06/13/2023 by the City of Turin with the Municipality of Gwangju (Korea) to carry out cultural and academic collaboration activities between Universities and artistic Institutions: this agreement will start with in/out mobilities, with students' and artists' residencies for short training periods and artistic productions promoted by our network, and that will continue after March 2026, creating a strong link with the Korean Institutions with which specific agreements will be signed. The role played by Uni-Italia will be particularly strategic for the scouting partner actions in countries not yet reached by our network. Thanks to especially allocated resources for the digitalization of the musical heritage preserved in the Library of the Turin Conservatory, never-valued pages of musical repertoire will be made available for a world-wide public during the in/out artistic production actions, contributing to place this repertoire in an international stage. A special attention will be given to enhancing the instrumental heritage of the partner Conservatories among which the Stradivari violin owned by the Turin Conservatory stands out, for productions of excellence abroad: these last actions are a true driving force at the international level of the institutions participating in the project.

A.2 Planned activities

A.2.1 Topics

The Project fosters *[Please, flag one or more of the following topics]:*

- ⇒ **Mobility and cultural exchange paths**, promoting study opportunities and internship, for students, PhD, administrative staff and teachers;
- ⇒ **Creation and strengthening of international networks** between partner institutions to promote common training paths – including doctoral courses, seminars, workshops, events and webinar, for the empowerment of artistic and cultural education;
- ⇒ **Mutual learning paths**, aimed at promoting knowledge exchange activities between institutes that develop internationalization projects in European and non-European countries;
- X Actions of research, innovation and artistic production**, in order to promote the culture of research and enhance academic excellence through the development of scientific and artistic research projects, as well as support and promotion of PhD activities in the field of digital and environmental transitions.

In order to promote multidisciplinary, the actions should cover one or more of the following clusters, as indicate in Directorial Decree n. 124 of the 19 July 2023, Article 5, paragraph 4 *[Please, flag one or more of the following clusters]:*

- X** Design and Applied Arts;
- X** Arts and Technology;
- Theatre, Acting, Dance and Performatives Arts;
- X** Cinema and Audiovisual;
- X** Visual Arts;
- X** Music.

Please, refer to evaluation criterion n.2 (see art. 9, par. 6, of the Notice), describe the cross-sector approach, by highlighting the ability to exploit synergies between different clusters, also taking into account the different types of AFAM institutions, in order to promote the interdisciplinary nature of the proposed initiatives. (Max 5.000 characters)

The network applying for this project includes Institutions operating in different fields; this network -making itself the promoter of a broad reflection on the cultural fruition transformation also through the use of new artistic languages, and on the role and impact that artistic training could have on society, on the productive world and generally within the urban, social and economic development policies of a territory- wants to operate in a transversal and joint way, respecting the specifics of the different academic and artistic languages. The international dimension, then, is guaranteed precisely thanks to the interdisciplinary nature of the network and especially of the activities it promotes in foreign countries with associated partners, where made in Italy is a guarantee of success and liking all over the world.

The network therefore opens a study on contemporaneity, to understand how much artistic disciplines today know how to interpret it, how they deal with it and what they return to the community; but above all, it does so by investigating how art training contributes to the

process of digital transition, starting some new creative processes and perhaps landing at new ways of enjoying culture, at a new and complex artistic production, really able to positioning itself in an international market.

Since the project includes a long and wide schedule of training and production activities carried out in Europe and overseas, the starting point will be the creation within the partner institutions of a shared knowledge: for this reason Institutions here represented will each introduce within their own educational offerings of academic and university courses disciplines and transversal teachings open to the students of the partner institutions. The extra-sectoral approach, however, runs through the entire project: since the backbone of the general structure are the doctoral programs which are effectively a research on the arts and start from artistic training, teaching taught by professors of AFAM Institutions will also be part of the doctoral programs just to create not only a synergy among all the participating Institutions, but above all a complementarity of knowledge.

During the period of drafting of this application, arrangements have been made with foreign Institutions that are themselves requesting training projects and interdisciplinary artistic production: interconnections between music and graphic arts, between fashion and visual arts are just opening the doors to the network being set up, and this will really allow an international audience to be brought in.

Interdisciplinarity, and thus cross-over between clusters, will be the most suitable tool to address, even within the doctoral program, topical issues such as the application of artificial intelligence and digitalization processes to artistic languages. The following are examples of interactions that deserve attention and study within the cluster crossover: in the world of fashion, innovation is the engine that continuously fuels the industry, expanding the boundaries of creativity and style. One of the innovations that is redefining the fashion landscape is the intersection between computational photography and fashion, a combination that is giving rise to a new aesthetic, a new approach to visual storytelling able to transform the way we perceive and interact with fashion itself. At its base, moreover, the relationship between fashion and music is decidedly close: suffice it to say that as early as the 1940s musical artists began to dictate trends, and as musical trends changed, outfits around the streets changed, and the biggest stars became veritable fashion gurus.

Visual arts and music, then, increasingly consolidate their interaction nowadays: just think what a great example are museum itineraries where the sound element becomes a narrative key to the exhibition. Just in Turin an app that uses artificial intelligence to visit the main museums of the City and the territory has been tested, able to improve and enhance the viewer's experience.

Therefore, the project presented here is intended to be a full experimentation of innovative research, education and artistic production action achieved precisely thanks of its extra-sectoriality.

A.2.2 Project model and Work Package

Please, refer to evaluation criterion n.3 (see art. 9, par. 6, of the Notice), describe the overall project model in order to explain how this will enable to reach the project's objectives. Refer to possible important challenges that may occur due to the chosen methodology and feasible solutions. (Max 5.000 characters)

The overall structure of the project includes three macro actions areas which play a specific role within the project:

- Structural actions. They are the management, coordination and communication actions;
- Development actions. They are the doctoral and research activities: they run through the entire project and generate input for the specific actions;
- Specific actions. They are the *in/out* artistic production activities and the training projects carried out in the form of short residencies abroad.

These actions are divided into:

- XXXII Winter World University Games, Turin: planning/scheduling artistic activities *in*;
- XXXII Winter World University Games, Turin: scheduling artistic activities *out*: Europe;
- *In/out* residencies for research/study/artistic productions: Asia, United States, Canada;
- Experimental and excellence productions *in*.

This project model conceives the artistic production as a practical application and result of the PhD program and at the same time a case study for the implementation of observation and sampling activity, ensures that the focus of the project is always maintained on artistic production as a result of the training activity, the investigation and conception allowing for innovative outputs to be brought back to the area of academic and university training.

Functional to achieve the goals, however, are the two main macro actions: management and communication. In the area of management, in order to ensure the achievement of goals, special care will be given to two key success factor of management: people and processes. In a so complex project in which the human factor has a very strong impact, identifying the right professionals to lead is the first step that the network must take. Focusing on strong and well-structured processes to manage and control the actions: this is the second winning strategy for the proper management of complex actions, concentrated moreover in 24 months frame, even considering a so relevant economic commitment and resources. Communication activities are part of the structural actions: on one side they are functional for the realization of the objectives, but on the other side they allow monitoring of the level of change that PNRR resource use warrants: the most realistic tool for measuring the success of a project, in fact, is to understand if project generated any change. Therefore, the most important challenge will be the consolidation of an innovative Higher Education network capable of leaving a mark in the field of artistic training and fruition, able to identify new routes in artistic research and production, able to set in motion changes and innovations in the mode of cultural fruition, contributing with new skills and knowledge to make its territory more and more a center of attraction and activator of cultural processes on an international scale.

A second challenge that the project will address is the positioning of the AFAM system abroad thank to research, study and artistic production activities in Europe and overseas. The actions promoted within the project, starting with the two PhD programs, are capable of bringing to the attention of an international audience the experimentation planned in Turin: the project aims to promote the territorial system to which it belongs so that the "Turin model" can be studied and used as best practices in Italy and abroad.

Two extremely effective tools that will enable the implementation of the project and the

achievement of results will be the artistic recruitment process and international in/out mobility. The kick-off will be the University Olympic Games on January 2025: a world-wide event that will have students from all over the world in the spotlight and their home Institutions with them. Therefore, a serious selection of students and artists will begin in order to carry out artistic production activities by young people and for young people, capable of dialoguing with the younger generations and making them talk about them, projecting Italian artists into an international dimension built through a work in progress. Also students coming from European partner within Erasmus program will be involved in this international stage supported by Erasmus grant. Incoming and outgoing mobility actions will be the second tool to implement the project: for this, agreement are being stipulated with Uni-Italia, engaged in a wide-ranging action of partner scouting, and with foreign partners -especially some Italian Institutes of Culture and with the municipality of Gwangju (Korea)- who will play the role of liaison with local educational institutions (Universities, Faculty of Arts, etc) exactly because in&out residencies, teaching and workshop activities, and the production activity itself will be carried out in connection within a local educational frame.

A.2.2.1 Work Packages

This section contains a list of Work Packages in which the activities are declined.

A Work Packages (WP) is identified as a set of activities aimed at achieving a specific objective of the project. Each WP is composed of one or more activity(s).

<i>WP N.</i>	<i>WP title</i>	<i>Participant(s) name</i>	<i>Start month</i>	<i>End month</i>	<i>Cluster(s) identificati on</i>
1	Managem ent and coordinati on	ALL PARTNERS	March 2024	February 2026	Design and applied arts; Arts and technology; audiovisual ; visual art; Music; University
2	Comunica tion and disseminat ion	Conservatorio Torino, University of Torino, IAAD, Accademia Albertina	March 2024	February 2026	Design and applied arts; Arts and technology; audiovisual ; visual art; Music; University

3	Doctoral studies and research: Polytechnic	Polytechnic of Torino	March 2024	February 2026	University
3.1	Doctoral studies and research: Conservatorio of Torino and University	University of Torino, Conservatorio of Torino	November 2024	February 2026	Music, University
4	Torino XXXII Winter World University Games: artistic activities scheduling	Conservatorio of Torino, University of Torino, Accademia Albertina, IAAD	April 2024	December 2025	Design and applied arts; Arts and technology; audiovisual; visual art; Music; University
5	In/out residencies for research, studies, artistic productions: Corea, Japan, USA, Canada	Conservatorio of Torino, Conservatorio of Cuneo, Conservatorio of Novara, University of Torino, Accademia Albertina, IAAD	April 2024	February 2026	Design and applied arts; Arts and technology; audiovisual; visual art; Music; University
6	Artistic productions of excellence and experimental in Torino	Conservatorio of Torino University of Torino Accademia Albertina IAAD Conservatorio of Cuneo	July 2024	October 2025	Design and applied arts; Arts and technology; audiovisual; visual art; Music; University

		Conservatorio of Novara			
7	Torino XXXII Winter World University Games: scheduling outgoing production ns - Europe	Conservatorio of Torino University of Torino Accademia Albertina IAAD Conservatorio of Cuneo Conservatorio of Novara	January 2025	February 2026	Design and applied arts; Arts and technology; audiovisual; visual art; Music; University

A.2.2.2 Work Packages details

Work package number	1
Work package title	MANAGEMENT AND COORDINATION

Goal: Identify management structure and activation of financial strategies for managing the project. This WP includes the following actions:

- establishment of the project management board, guidelines for resource management in relation to the internal regulations of each institution, and activation of financial strategies to ensure the sustainability of the project;
- actions for recruiting ad-hoc hired staff with planning of timing and mode of selection;
- identification of human resources responsible for communication actions;
- consolidation of the interdisciplinary network through the scheduling of research and artistic production activities, with identification of criteria for recruiting students for mobility projects and participation in production actions;
- design of in-house interdisciplinary training segments with scheduling of teaching activities that partners will mutually host within their institutions by placing these teachings within the student's choice disciplines in their respective curricula.

Work package number	2
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Work package title	COMUNICATION AND DISSEMINATION
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This WP is strongly strategic and spans the entire life of the project and allows for the return of research results to the community, as well as continuous information on the actions produced by the network, both those carried out in Italy and especially the activities promoted and implemented abroad. Specific resources will be deployed for the management of communication, as well as falling under this WP the publication activities resulting from the research studies promoted within the project. Special emphasis will be placed on changes that have occurred as a result of the actions implementation. All actions will be coordinated by a professional figure identified in WP 1.

Work package number	3.1
Work package title	Doctoral studies and research. Polytechnic

In this WP the research studies that are the transversal axis of the entire project starts, thanks to the activation of the PhD program within the Polytechnic on the theme of urban and regional development thanks to culture. Art in general could be today the strategic key to understand the way society acts and how people relate to themselves, to each other and to the environment, in order to be able to conceive other and more sustainable ways, allowing society to emerge stronger and better from the great economic, social, health, and environmental shocks. Italian artistic training could become one of the keys to the urban, economic and social renewal of our cities.

The goal of this WP is to overturn the contemporary paradigm by experimenting with artistic training and production as an engine of social and economic development of a city, a territory and a country.

Polytechnic supports PhD with additional and specific research grants.

Work package number	3.2
Work package title	Doctoral studies and research. Conservatorio of Torino and University

In November 2024 it is added to the Polytechnic's doctoral program a PhD managed by the University of Turin and related to: Cultural Heritage and Historical-Artistic, Audiovisual and Multimedia Production, which will be simultaneous with the creation of a Research Center within the Conservatory.

For the first time, professors from the AFAM Institutions present in Turin (Conservatorio, Accademia and IAAD) will also be part of the Doctoral School, engaged in teaching modules on their respective artistic disciplines in order to study and plan innovative ways of artistic fruition, projecting Italian artistic education into an international dimension as a model of best practices and a flywheel for Italy's continuing role in the world as a house of the arts. Together with doctoral studies, the Turin Conservatory will be able to announce research grants for studies on the theme of urban and territorial development starting from culture and artistic production: all this will take shape within the broader project of creating within the Conservatory a research center that, in addition to publication activities, will launch a project of digitization of its library holdings, which will be transformed into an unpublished repertoire for some artistic productions made abroad.

Work package number	4
Work package title	Torino XXXII Winter World University Games: artistic activities scheduling

The goal of this WP is to convey, together with the value contents of Winter World University Games, the image of young Italian artists engaged in performances and artistic productions of different artistic languages, creating a sort of brand of the Italian AFAM system that young sportsmen from all over the world will be able to transfer to their home countries, thanks to international media that will follow the event.

In collaboration with the cultural program manager of the XXXII Winter World University Games to be held in Turin in early 2025, here starts the scheduling of artistic activities which will be planned in Turin for the Winter University Games. This WP includes actions to select and train students and artists for artistic production projects and international mobilities, as well as artistic production activities planned in Italy, mainly in Turin and also hosted in partner Conservatories.

A video on the productions of the young artists will be produced: it will become the launching product of the artistic campaign that will mark the production events held in Turin during the games, as well as gadgets that will convey the message of the AFAM system engaged in this general plan. Also selected students coming from the European Institutions which are partner within the Erasmus frame will take part to the events: these individual and short mobilities will be supported by the OS item of the Erasmus budget.

Work package number	5
Work package title	In/out residencies for research, studies, artistic productions: Corea, Japan, USA, Canada

The goal of this WP is to carry out artistic and training activities with Institutions from non-EU countries whose educational system is very different from the Italian and European one, in order to convey the image of the Italian system of higher education and at the same time enhance and strengthen the already existing relationships with American and Asian University Institutions.

In this WP the great part of educational actions carried out in the form of residencies outside Europe will begin; this WP is characterized by starting collaboration with the University and Art Institutions of Gwangju in Korea, in application of the Memorandum of Understanding signed with the Asian city by the City of Turin to carry out cultural and academic cooperation activities between Universities and Institutions of artistic training in Torino and in Gwangju

The training actions will also be carried out in the United States: mostly at the University of Georgia in Athens and at the Meadows School of Arts in Dallas, Institutions with which inter-institutional collaboration agreements are already active, with in&out mobility projects carried out in recent years (Athens).

Italian, Asian and American students will be offered the opportunity of short residencies, with incoming and outgoing mobility laying the foundations for possible future academic collaboration projects. For an effective communication action on the Italian value of the musical heritage and aiming at the made in Italy brand, thanks to specific agreements with the Superintendence, special attention will be given to an artistic production hosted by the Italian Cultural Institute of Tokyo to be scheduled during the period of the Osaka Expo: in that event the Stradivari violin owned by the Turin Conservatory will be played. The Italian Cultural Institute of Montreal, on the other hand, will host an experimental artistic production focusing on the use of information technology and technology applied to art.

Work package number	6
Work package title	

The goal of this WP is to give back to the city of Turin and other musical partners the results of what has been set in motion with an international range project, creating and achieving artistic productions of excellence.

This WP is being carried out in order to host in Turin avant-garde and excellent artistic productions built also with the contribution of foreign artists, professionals or students, also recruited during the actions planned and completed abroad. Particularly speaking it is about the achieving of "To Listen To: Festival dell'Ascolto sperimentale" in cooperation with Gallerie d'Italia: a two editions event with a great impact on public that explores contemporary artistic languages, attracting an audience of young people who love the experimentation and crossover

between artistic languages and mostly between art and technology.

Not only contemporary language will be part of this package: this WP also features a season of Concerts achieved in collaboration with the Royal Museums of Turin, which celebrates in 2024 the 300th anniversary of its foundation and promotes for a whole year a schedule of artistic and cultural activities of excellence.

Both programs will also be accomplished by involving young international artists recruited during the mobilities and productions abroad implemented by the project.

Work package number	7
Work package title	Torino XXXII Winter World University Games: scheduling outgoing productions - Europe

The goal of this WP is to initiate international mobility actions in order to give maximum visibility to the Italian AFAM system, through a set of artistic productions touching different expressive languages.

In this WP a wide schedule of artistic production activities will start: productions will be achieved mostly in Europe and that are the direct consequence of the actions planned and implemented in Turin during Universities Winter games. In this WP multidisciplinary artistic productions are being circulated abroad for an extensive period of time, which will mainly involve Institutions operating in Turin. All actions will convey through the video and gadgets made for the previous WP the message of the Turin 2025 Winter Olympic University Games. Classic productions and experimental productions are assumed: here contemporary languages of information technology applied to art and artistic production meet.

For an effective communication action on the Italian value of the musical heritage and focusing on the made in Italy brand, after agreements with the Superintendence, also in this WP musical events can be planned by exporting abroad the Stradivari Violin owned by the Conservatory of Turin.

A.3 Economic and Financial sustainability profile

Please, refer to evaluation criterion n. 5 (see art. 9, par. 6, of the Notice), indicate the Economic-Financial sustainability profile of the initiative in terms of implementation and feasibility of the interventions, focusing on the adequacy of financed interventions to guarantee the continuity of the project. (Max 5.000 characters)

As highlighted in WP structure the project has been built with 3 kinds of actions that are across the entire project and 4 kinds of specific actions that do not have a 24-month life span. The research activities (PhD programs and research grants) live throughout the entire project structure, but in detail not all of them are spread over 24 months, since the PhD program at the University of Turin starts in November 2024. This allows for a differentiation in the timing of grant disbursements and thus cash outflows.

This structure has been conceived for the purpose of distributing individual activities over time while being able to control and especially manage cash flows.

The Conservatory of Turin, lead partner in the network, will request an initial disbursement as an advance in an amount greater than 10% of the total amount. This is an additional element that will generate a necessary cash flow especially for the start-up of the project and also serves as a solid financial reserve for the proper economic stability of the project.

As highlighted within WP1 great attention is given to management and coordination actions, creating from the first moment an efficient management structure capable of managing the actions over the 24-month period also by recruiting ad-hoc staff or activating consultancies in the area of management. All this will be done with a view to streamlining processes so that it will be easy to send to the Ministry every two months the documentation related to project activities carried out in order to be able, step by step, to submit the application for reimbursement of the expenses incurred during the reference period.

The Conservatory of Turin will make appropriate assessment to decide whether to draw on external financing, which will demonstrate the solvency of the Conservatory, although this is not a reportable cost item, but which the lead institution considers it can use against the benefit it can derive for the orderly management of the project.

Financial sustainability is of considerable importance in the overall frame of the project, which is proposed with the primary objective of enhancing the visibility and scope of AFAM network.

The project aims to expand didactic programs internationally with the underlying target of increasing the enrollment base from other international institutions thanks to the attractiveness that the project will bring as a positive spillover; this brings with it the declared interest in generating additional contribution income and reducing in scale operational and management costs. After all, precisely the activation of mobility and international students exchanges, with study and residency opportunities, is an extraordinary element of attraction that will serve to open the Italian AFAM world to Europe and overseas also through this initiative, bringing in new economic resources of considerable importance.

The implementation of scholarships also for international incoming students for short periods of residence in the partner institutions of this network are a tool of great visibility in order to attract foreign talents and make our excellence stay: all this justifies the economic sustainability of the project in absolute terms.

The Conservatory's internal control system will be implemented in order to constantly monitor and evaluate initiatives to quickly detect elements of inefficiency also to measure project performance.

In this perspective it is a strong element of sustainability both the professors staff as well as the administrative staff of the lead Institution: here we have 11 assistants, 8 collaborators, 1 accounting, and an administrative director with an average age of less than 40 years and a university specialization rate above 80%.

The decision to create a network that includes universities of great international standing

Universities, together with other AFAM Institutions makes it possible to harmonize some expenses and costs, with concrete supports in promoting the educational offerings of Piedmont's AFAMs, also for the purpose of better economic sustainability of the project. A further element of economic sustainability is the application of DNSH standards, which the Conservatory undertakes not only to formalize with the Declaration of Fulfilment, but also to make its own with a view also to standardizing the European standards applied also by the foreign Institutions with which the Conservatory and the project partners will have relationships.

APPLICATION FORM – PART B

In part B, the partnership provides information about the implementation of the initiative, with a precise description (*see section B.1*) of the partnership scope and quality: (i) adequacy of human and organizational resources; (ii) capacity as to activation and collaboration with other European and international organizations.

Part B also includes a section (*see section B.2*) related to the activities implementation time and monitoring as well as a section (*see section B.3*) dedicated to the financial plan as to the attached file excel *Allegato 2.1 Economic-Financial Plan*.

B.1 Partnership characteristics

Please, refer to evaluation criterion n. 4 (see art. 9, par.6, of the Notice), describe the partnership organization features as foreseen in the following subsections (i).

- (i) *Please, describe the organization model in terms of: human resources; relevant professional experiences and competences of the personnel involved in the implementation of the project. (Max. 3.000 characters)*

After the approval of the application a project board will be set up: here the key figures for the implementation of the actions will converge, representing all necessary professional skills for the project achievement.

In WP 1 described above the internal resources in charge of coordination and management actions will be identified, also starting necessary actions to recruit ad-hoc staff, while remaining the management of the entire project in charge of the internal Institutions' staff which is I the board.

Each Institution will be represented in the board with the following professional figures:

PM project manager: general management of the project selected within a kick-off meeting by resorting to external contract/temporary employment;

SM scientific manager: coordinating research activities and liaising with the doctoral track of the Polytechnic and the University, as well as being supervisor of the scientific

publications produced;

AM academic manager: liaison with the governing bodies of each Institution, having in particular to manage the relationships with the Academic Council and the Board of Directors for the necessary deliberations and the academic monitoring of the students involved in the project, especially in reference to mobility. AM is responsible for ensuring a constant relationship and connection between the actions implemented by the project and the teaching of the Institution;

APM artistic production manager: identifying students who will take part to production actions in Italy and abroad;

EM economic manager: bursar and accounting office contact person. He is responsible for each institution for monitoring revenue and expenditure flows related to the project and is in charge of preparing documentation and tables to be submitted to its board for the management of the actions.

The board will identify within each Institution of the working group responsible for the selection of students eligible for mobility programs by adopting its own internal regulations, mostly for recognitions credits after returning at home Institution.

Partners will after proceed with the structuring of the board ensuring a full representativeness of involved institutions and the presence of the different skills operating in each Institution: management, economic, academic, artistic and scientific skills.

Turin University and Polytechnic have a consolidated experience in managing complex projects and have specific administrative staff. Thanks to the recent expansion of the administrative staff, regional AFAM Institutions have now highly skilled staff with an innovative cross-cutting organizational structure: these Institutions are now sharing actions in terms of administration and management. The recent new procedures for the professors recruitment is being managed by Piedmont Conservatories within a consortium, with centralization of administrative structures and implementing shared procedures both administrative and academic, for the first time.

(ii) *Please, describe the existing infrastructures and the synergies in order to improve the international organization model/collaboration. (Max. 2.000 characters)*

All the project partners have a strong organizational and infrastructural solidity capable of withstanding the impact of the actions that make up the project.

While Polytechnic and Turin University need no special introduction here, the solidity of the AFAM Institutions is perhaps not as well known. Italian AFAM Institutions have recently been renewed in terms of both faculty and administrative staff: after that Piedmont's AFAM Institutions immediately intended to initiate inter-institutional collaborations for the shared management of daily activities that in a few years will become more pressing and onerous. Indeed Conservatories of the Piedmont Region are going to set up cross-cutting offices with centralized tasks, able to manage problems and common administrative procedures. This cooperation is being currently implemented as for the first time professors recruitment actions are being decentralized, passed on to individual

Institutions. These procedures are carried out in a consortial manner within the region identifying for each partner a lead institution to be entrusted with the specific procedures management.

Over the next year the Institutions taking part to this project will complete recruitment efforts for administrative staff and will create regional offices organized by areas and expertise.

The Accademia Albertina and the Conservatory of Turin, then, have for some years now been setting up the “Polo delle Arti”, a hub of higher education extremely specialized in the future design and management of master's and doctoral programs.

Within the project partners the presence of IAAD stands out, as it's the only private Institution of the network and therefore doesn't have the same characteristics as the others; however, the partner Institutions see this as a great strength since the management form of a private Institution is more streamlined than that of a public body as well as a harbinger of lessons and suggestions for the smooth management of certain actions.

B.2 Activity timeframe

Please for each WP insert an X in the cells referring to the corresponding semester in which the project will be implemented.

	YEAR 1		YEAR 2	
Activities (WP)	I sem.	II sem.	I sem.	II sem.
WP 1	X	X	X	X
WP 2	X	X	X	X
WP 3	X	X	X	X
WP 3.1		X	X	X
WP 4	X	X	X	X
WP 5	X	X	X	X
WP 6	X	X	X	

WP 7		X	X	X
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Please, refer to evaluation criterion n. 3 (see art. 9, par. 6, of the Notice), describe the ability to monitor the progress of the project and measure the achievement of the expected impacts of the different activities. (Max. 5.000 characters)

Participation in this project will place partner institutions in the position of observing activities from a different point of view, analyzing the entire project as a process. Strongly characterized as artistic, most of the partner Institution represented here are certainly accustomed to evaluating the cultural product as an act in itself, from an aesthetic point of view, assessing its meaning within an artistic context.

Instead, what the board is being called upon to do will be to effect a shift in perspective because project management will have to be impact-oriented: this means placing the change one wishes to generate at the center of one's activity and attention. It is therefore necessary to make the evaluation of the actions implemented and the results achieved a project logic: this is a real revolution in the way of thinking as opposed to an ordinary evaluation action, often carried out separately from the activity and certainly detached from it (and generally carried out at the end of all actions).

Impact assessment will be an integrated process from the beginning.

Evaluation as part of management: this is the change it is intended to achieve and this is the methodology that will be adopted by the board. Follow-up and monitoring activities, carried out with constant data collection throughout the life of the process and on the basis of very precise sets of objectives, will make it possible to understand not only the results themselves, but also the effectiveness of individual actions.

This approach is all the more necessary because the Institutions of the network, as much as they will engage in artistic production actions that are sure to have an impact on a very wide audience, are not artistic production entities but are first and foremost training Institutions, thus not marked oriented. Here the focus on the process, even before the result, is all the more necessary to develop new skills and management abilities within not only the board but the Institutions. Indeed, it is deemed proper to mention here the importance of the transfer of this know-how that the board will build up for the management of the project within each of the administrations that make up the network.

The experts mentioned before (paragraph of project model) will be key figures in the evaluation process. The implementation of the project will be evaluated from different perspectives by assessing: scientific impact, academic impact, artistic impact, and economic impact.

Scientific impact: evaluation of the scientific production on the topics studied in PhD programs programs and the ability of this scientific production to bring about a change in the life of institutions involved.

Academic impact: assessment of the impact on the academic life of all partner Institutions, particularly given the activation of cross-curricular teachings in students' curricula within the network.

Economic impact: assessment on the ability of involved institutions, mostly the lead institution, to manage the financial flows related to actions' implementation.

Artistic impact: evaluation on the ability to stably promote multidisciplinary artistic productions, also evaluating audience reception.

To all this is added the evaluation on the network internationalization process of the network thanks to planned and carried out activities.

This is a very difficult assessment because it is a process that lasts more than the 24 months life cycle of the project, but it is the most important one because “International routes: arts creating future” was conceived exactly to promote the AFAM system abroad: the ability of the network to continue for at least 5 years the international mobilities implemented for the project, the strengthening of the network of international partners able to promoting and fostering the circulation and exchange of young artists and artistic productions in a decidedly broad market, and even more the ability to transform the experimentation started by the Institutions of Higher Education in Turin into a case study at an international level are the real challenges that the network wants to face and are the parameters for assessing the impact of its work and verifying whether the project has generated a real change.

B.3 Economic-Financial plan

Please refer to evaluation criterion n.5 (see art. 9, par. 6, of the Notice), provide using the attached file Excel Allegato 2.1 Economic-Financial Plan, the amounts (in Euros) for each type of expected expense included in the Economic-Financial plan, as described in Article 7 (Eligible Expenses) of the Notice.

Torino, 31st october 2023

*The Legal Representative of
the Lead Institution*

Prot. 5289
del 31/10/2023

Institution name	Istitution Acronym	Type of implementing entity	Territorial areas	a. Fixed term personnel specifically hired for the project	b. Didactic and technological equipment for the project
CONSERVATORIO TORINO	CONSTO	Higher Education in Art, Music and Dance	Centre-North of Italy	352.500,00 €	505.000,00 €
TORINO UNIVERSITY	UNITO	University	Centre-North of Italy	42.012,00 €	- €
POLYTECHNIC TORINO	POLITO	University	Centre-North of Italy	119.376,00 €	- €
ACCADEMIA ALBERTINA	AABAT	Higher Education in Art, Music and Dance	Centre-North of Italy	- €	- €
IAAD	IAAD	Higher Education in Art, Music and Dance	Centre-North of Italy	- €	70.000,00 €
CONSERVATORIO CUNEO	CONSCN	Higher Education in Art, Music and Dance	Centre-North of Italy	- €	- €
CONSERVATORIO NOVARA	CONSNO	Higher Education in Art, Music and Dance	Centre-North of Italy	- €	- €
Total				513.888,00 €	575.000,00 €

Costs included in the request for funding (art. 7, par. 1 of the Notice)

c. Costs of promotion and communication campaigns	d. Mobility program (cost of exchange programs and scholarships)	e. Training programs, workshop, festival, etc.	f. Consulting costs	g. Production, distribution, digitalization and publications activities
197.000,00 €	353.560,00 €	380.000,00 €	463.000,00 €	887.000,00 €
107.000,00 €	110.240,00 €	- €	- €	143.000,00 €
- €	- €	- €	- €	- €
- €	101.760,00 €	30.000,00 €	- €	65.000,00 €
- €	80.820,00 €	35.000,00 €	20.000,00 €	45.000,00 €
- €	39.560,00 €	55.000,00 €	- €	- €
- €	39.440,00 €	55.000,00 €	- €	- €
304.000,00 €	725.380,00 €	555.000,00 €	483.000,00 €	1.140.000,00 €

h. Costs for location: investment costs aimed at the expenses necessary for the acquisition - purchase, leasing - of premises (max 20% of the total), furniture, equipment, materials and infrastructure including digital infrastructure functional to the project	i. Other costs: services, supplies, (max 20% of total costs)	Max general costs (up to a maximum of 7% of eligible direct costs)	Total
714.000,00 €	295.040,00 €	290.297,00 €	4.437.397,00 €
- €	21.260,00 €	29.645,84 €	453.157,84 €
- €	- €	8.356,32 €	127.732,32 €
60.000,00 €	6.240,00 €	18.410,00 €	281.410,00 €
60.000,00 €	37.560,00 €	24.386,60 €	372.766,60 €
50.000,00 €	5.020,00 €	10.470,60 €	160.050,60 €
50.000,00 €	6.240,00 €	10.547,60 €	161.227,60 €
934.000,00 €	371.360,00 €	392.113,96 €	5.993.741,96 €