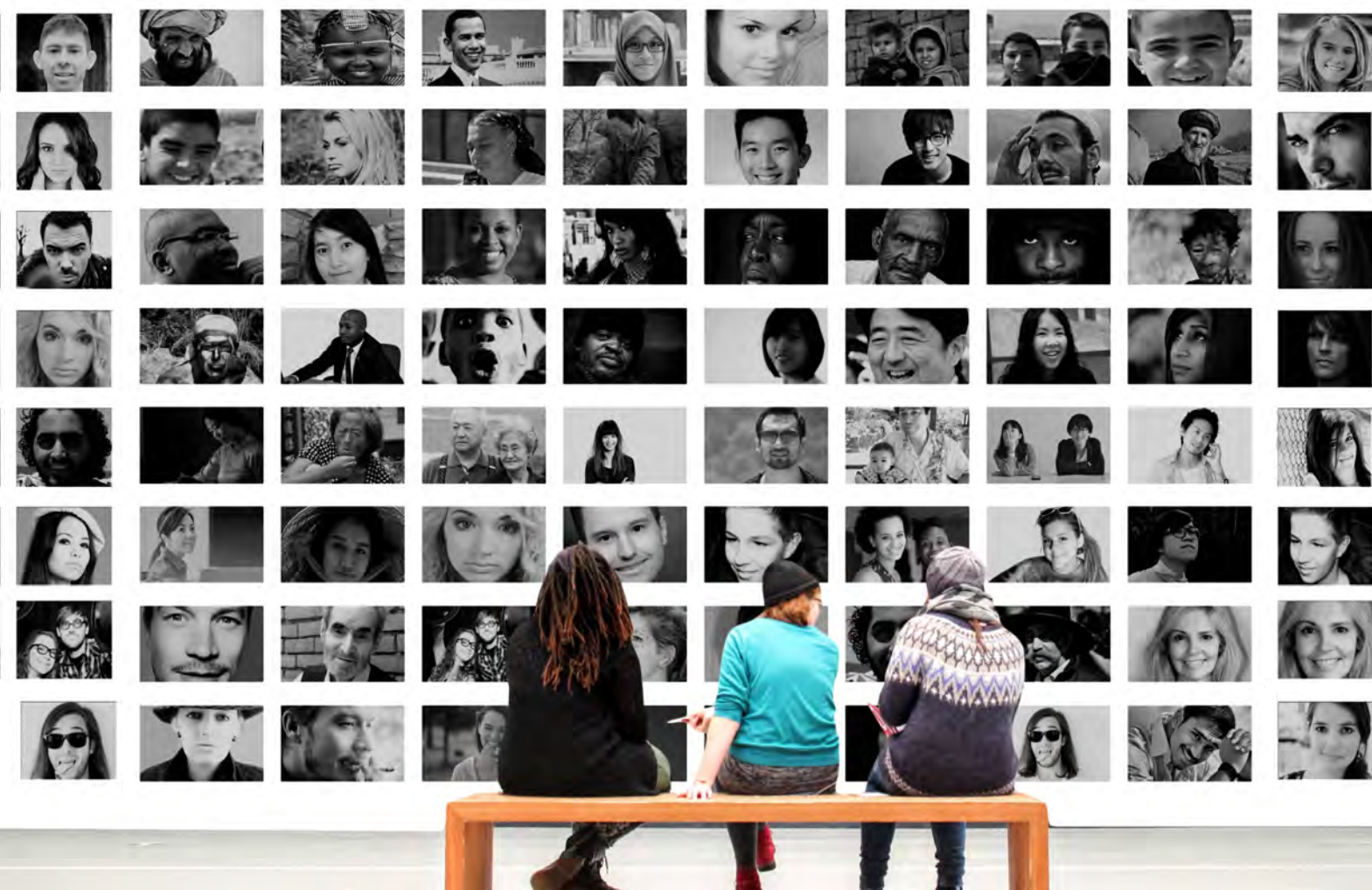


# Social Report 2021

twai | TORINO  
WORLD  
AFFAIRS  
INSTITUTE



**T.wai - Torino World Affairs Institute**

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Association registered as a legal entity in the registry of the Prefecture of Turin on January 7, 2020.

The Torino World Affairs Institute (T.wai) is a non-profit, independent research institute operating in the fields of global politics and security studies. T.wai's mission is to conduct policy-oriented research with a strong theoretical basis, strengthen international networking through research, disseminate knowledge, and support tertiary education and high-level professional training in the field of international affairs.

Located in Turin, the capital city of Italy's north-western Piedmont region and closely connected with Europe's core, T.wai was founded in 2009 through a start-up grant of the Compagnia di San Paolo, Italy's largest banking foundation, which remains T.wai's strategic partner. Turin's cultural milieu has been renowned since the Renaissance for its capacity to generate talents of widespread influence: the likes of Erasmus of Rotterdam, Antonio Gramsci, Norberto Bobbio and several Nobel laureates carried out their studies in this Alpine capital. T.wai upholds this legacy by fostering a young, vibrant community of researchers from a variety of disciplinary backgrounds.

T.wai's name is meant to sound like "Torino's way". It points to a sober, passionate and tenacious way of addressing issues by channelling creativity into innovative projects and substantial outcomes. It speaks of the responsibility of leveraging local resources to address global challenges.

# Key performance indicators in 2021

# 11

## Local partner institutions:

University of Turin

Fondazione CRT

Fondazione Compagnia di San Paolo

Torino Chamber of Commerce

City of Turin

ESCP Business School (Turin)

United Nations System Staff College

Post-Conflict Operations Study Centre of Italian army

Intesa Sanpaolo

Italy-Myanmar Chamber of Commerce

Fondazione Torino Musei

# +6

## National and international partners

# 10,000+

## People engaged every year:

Readers of journals, users of online portals, participants in training programmes and dissemination events

# 45,000+

## Total views of the journals *OrizzonteCina*, RISE and Human Security and T.notes in 2021

# 500+

## Registered participants in training programmes and public dissemination events

# 6

## Contributors:

Fondazione CRT

Fondazione Compagnia di San Paolo

Bank of Italy

Italian Ministry of Foreign Affairs and International Cooperation

Torino Chamber of Commerce

City of Turin

# T.wai's mission

The Torino World Affairs Institute is a think tank dedicated to policy-oriented research, dissemination and training in the field of international relations, whose unique mission is to collaborate with the regional university system in its areas of competence. T.wai operates through various forms of strategic engagement, both national and international, with significant spillovers in its local context in terms of internationalization and capacity building, spillovers of which economic and institutional actors are increasingly aware. The Institute's activity is organized into three programmes – Global China, Asia Prospects and Violence & Security – mobilizing a dynamic network of research fellows.

T.wai publishes important journals that are freely available to scholars, decision-makers, students and the wider public, including enterprises, and, through its seminars and capacity-building programmes, the Institute offers a series of opportunities to study issues of global relevance.

Established in 2009, T.wai is now widely recognized for its policy-oriented research and advanced training programmes on issues related to contemporary China and Southeast Asia, attracting funding for its projects from qualified local and national entities (Italian Ministry of Foreign Affairs and International Cooperation, Bank of Italy, Fondazione Compagnia di San Paolo, Fondazione CRT, Fondazione Cariplo, Torino Chamber of Commerce) and requests for support from decision-makers at the highest levels. Media coverage of projects developed by the three programmes – recently, in particular on China, ASEAN and Ukraine – is a key indicator of the Institute's growing additional impact in terms of raising public awareness. We hope that T.wai's activity will help strengthen public attention to some crucial issues for Europe's future. We are grateful to the institutions, enterprises and individuals that support this activity.

**Anna Caffarena**  
PRESIDENT

**Giovanni B. Andornino**  
VICE-PRESIDENT

# The organizational model

T.wai operates under the coordination of a president and a vice president, and with the support of a treasurer. The Executive Board is composed of a minimum of three to a maximum of seven members. Today, the six founding members and one ordinary member form the board, for a total of seven members. An Advisory & Sounding Board provides a valuable contribution to the design of projects, with the aim of developing activities that are increasingly attentive to the needs of the local and national contexts. The Statutory Auditor regularly verifies accounting records. Elective positions are free of charge and reserved for members of the association, with the exception of the roles of auditor and treasurer and membership of the Advisory & Sounding Board, which can also be accessed by non-members. In the case of the Auditor and the Treasurer, the assignment may be remunerated.

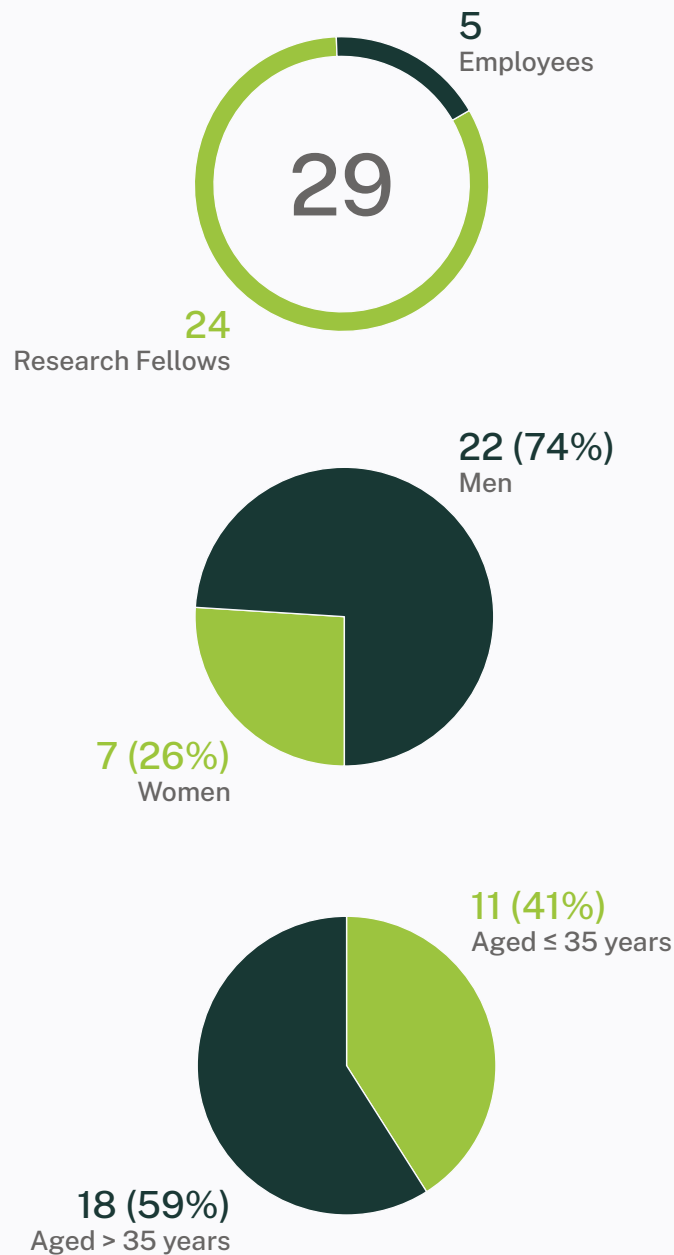
T.wai has five permanent employees, hired in accordance with the relevant National Collective

Employment Contract, and dedicated to the management and administrative functions of the Institute. Twenty-four external collaborators work on research, dissemination and training projects.

As for governance of activities that fall within the mission of T.wai, each of the three research programmes is directed by a head of programme who supervises the various projects incorporated in each programme. Besides external communication, which is entrusted to a dedicated outreach & media manager, projects are managed by research fellows and programme officers. The decision to organize T.wai's activities around the three programmes aligns the Institute with international best practice. At the same time, the entrusting of significant responsibilities to promising junior researchers—who collaborate in scientific research and dissemination activities—is a key requirement that allows them to strengthen their professional profile through hands-on experience.

RESEARCH PROGRAMME	HEAD OF PROGRAMME
 <b>Global China</b>   TORINO WORLD AFFAIRS INSTITUTE	Giovanni B. Andornino
 <b>Asia Prospects</b>   TORINO WORLD AFFAIRS INSTITUTE	Giuseppe Gabusi
 <b>Violence &amp; Security</b>   TORINO WORLD AFFAIRS INSTITUTE	Stefano Ruzza

## Employees and research fellows:



On 7 January 2020, T.wai was granted the recognition of the Prefecture of Turin as an association with legal personality, following the amendment of the Institute's Statute, for which it was necessary to re-establish all elective posts. Therefore, the assignments of the Executive Board, the president, the vice president and the treasurer were renewed, in continuity with their previous

positions, reducing the Board of Auditors to one active member, to achieve a lighter governance structure and align with the practices of other associations of similar size. Furthermore, on the basis of the amended Statute, an Advisory & Sounding Board was established, featuring prestigious figures in the fields relating to T.wai's activities.

# Members of statutory bodies in post until April 2024

## EXECUTIVE BOARD

Anna Caffarena, PRESIDENT

Giovanni B. Andornino, VICE-PRESIDENT

Fabio Armao

Simone Dossi

Giuseppe Gabusi

Giorgio Prodi

Stefano Ruzza

## STATUTORY AUDITOR

Massimo Broccio

## TREASURER

Manuela Poggiali

## MEMBERS OF THE ASSOCIATION

Giovanni Andornino

Giuseppe Gabusi

Fabio Armao

Franco Garelli (honorary member)

Michele Boario

Andrea Gavosto

Michele Bonino

Niu Dayong (honorary member)

Daniele Brigadoi Cologna

Cecilia Pennacini

Anna Caffarena

Silvia Petocchi

Giuseppina De Santis (honorary member)

Giorgio Prodi

Massimo Deandreis

Stefano Ruzza

Simone Dossi

Luca Saporiti

Enrico Fardella

Centro di Ricerca e Documentazione  
Luigi Einaudi (institutional member)

## ADVISORY & SOUNDING BOARD

Pier Ferdinando Casini

Licia Mattioli

Alberto Cogliati

Cesare Onestini

Fabio Gallia

Romano Prodi

Stefano Geuna

Francesco Rattalino

Jean-François Huchet

Franca Roncarolo

Vincenzo Ilotte

# Stakeholders

T.wai's policy-oriented research benefits local and national decision-makers, along with enterprises, through specific strategic foresight and risk assessment tools provided in the Institute's analyses. The areas and themes chosen were selected on the basis of the actual demand for knowledge that has emerged in the country. The Institute aims to become a point of reference for its stakeholders on specific international issues, enhancing the level of external funds it attracts while expanding the networks of actors engaged in its projects.

The research activity is complemented by a significant commitment to dissemination. Through its capacity-building programmes and numerous seminars, T.wai pursues its strategic commitment to the training of young researchers and students,

and to an internationalization of education and interculturality that benefits not only the public but also the country itself, and in particular the region of Piedmont. The development and consolidation of the Institute's foreign relations with academic and policy-oriented research entities, as well as with other organizations, is intended to support national and local institutions, with a growing commitment to track 1.5 activities.

In general, stakeholders are those who have an interest in an organization and who, through their behaviour, can influence its action. Given the wide range of activities that T.wai carries out, the interlocutors with whom it continually engages are numerous. Among these, we have identified the following groups of stakeholders:

## Policy-oriented research

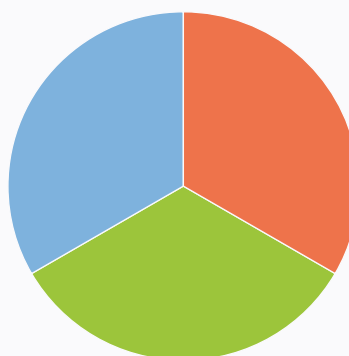
Students and researchers (trainees and senior)

Academic / training institutions

Research institutes

Non-academic public institutions

Businesses and other private organizations with purposes other than research



## Capacity building & advanced training

Students and junior researchers

Professionals

Academic / training institutions

Other public and private organizations with purposes other than training

## Strategic engagement

Researchers (trainees and senior)

Local and national, public and private, academic and non-academic institutions (research centres, ministries, local authorities, companies, philanthropic bodies, etc.)

Scholars, policymakers, economic actors, students (bachelor, master, PhD) and interested members of the Italian and international public



In the following chart, the areas of activity are cross-referenced with stakeholders:

	AREAS OF ACTIVITY		
STAKEHOLDERS	Policy-oriented research	Capacity building & advanced training	Strategic engagement
Students		✓	
Scholars	✓		✓
Researchers	✓	✓	✓
Academic / training institutions (local, national and international)	✓	✓	✓
Research institutes	✓		✓
Non-academic public institutions (local and national)	✓	✓	✓
Enterprises and professionals	✓	✓	✓
Philanthropic institutions	✓	✓	✓
Public and private clients	✓		

# Objectives

## Policy-oriented research

### ADVANCED RESEARCH AND DISSEMINATION

Policy-oriented research  
platforms

Scientific and policy-oriented  
journals

Seminars and dissemination

## Capacity building & advanced training

### ACADEMIC AND PROFESSIONAL TRAINING

For students and researchers in training

For enterprises and professionals

## Strategic engagement

### ATTRACTION TO TURIN

### INTERNATIONAL PROJECTION

Generation of value for  
the local context

Philanthropic dialogue  
platform

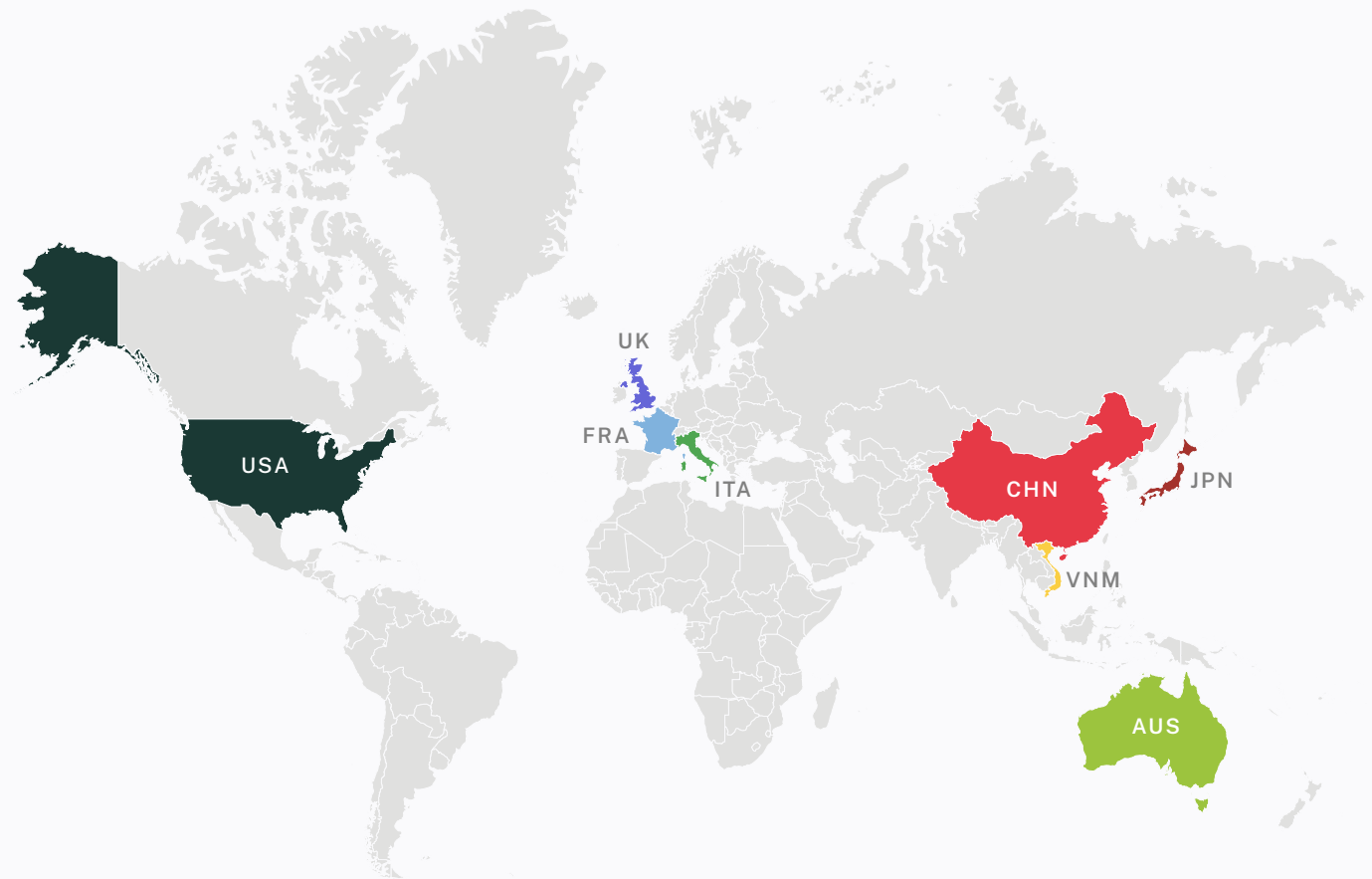
International research  
networks














International training  
programmes

PURSUED SUSTAINABLE  
DEVELOPMENT GOALS:



# Strategic engagement: T.wai's research fellows around the globe



■ Australia (AUS)	 UNIVERSITY of TASMANIA
■ China (CHN)	 PEKING UNIVERSITY 
■ France (FRA)	 ESCP BUSINESS SCHOOL
■ Italy (ITA)	 UNIVERSITÀ DEGLI STUDI DI TORINO  UNIVERSITÀ DEGLI STUDI DI MILANO  Università Ca' Foscari Venezia  UNIVERSITÀ STUDIUM FERRARIENSE  Università degli Studi di Ferrara
■ Japan (JPN)	 INTERNATIONAL PEACE AND SUSTAINABILITY ORGANIZATION
■ United Kingdom (UK)	 LSE Ideas
■ United States of America (USA)	 Woodrow Wilson International Center for Scholars
■ Vietnam (VNM)	 AGENZIA ITALIANA PER LA COOPERAZIONE ALLO SVILUPPO

# Projects promoted by the Institute

## Policy-oriented research and dissemination channels

ChinaMed	<a href="http://www.chinamed.it">www.chinamed.it</a>	Research platform
MyERN	<a href="http://www.myern.org">www.myern.org</a>	Research platform
OrizzonteCina	<a href="http://www.orizzontecina.unito.it">www.orizzontecina.unito.it</a>	Journal
RISE	<a href="http://www.twai.it/journals/rise">www.twai.it/journals/rise</a>	Journal
Human Security	<a href="http://www.humansecurity.it">www.humansecurity.it</a>	Journal
T.notes	<a href="http://www.twai.it/journals/tnote">www.twai.it/journals/tnote</a>	Journal
TOChina Spring Seminars	<a href="http://www.tochina.it/springseminars">www.tochina.it/springseminars</a>	Dissemination
Violence & Security Seminars	<a href="http://www.twai.it/event">www.twai.it/event</a>	Dissemination
ThinkINChina	<a href="http://www.thinkinchina.asia">www.thinkinchina.asia</a>	Dissemination

## Capacity building & advanced training

TOChina Summer School	<a href="http://www.tochina.it/summerschool">www.tochina.it/summerschool</a>	Advanced training
Engaging Conflict Summer School	<a href="http://www.engagingconflict.it">www.engagingconflict.it</a>	Advanced training
Region Europe	<a href="http://www.regioneurope.eu">www.regioneurope.eu</a>	Advanced training
ChinaMed Business Program	<a href="http://www.chinamedbusiness.eu">www.chinamedbusiness.eu</a>	Advanced training
TOAsia Export Training	<a href="http://www.imybc.it/toasia-export-training">www.imybc.it/toasia-export-training</a>	Advanced training
TOAfrica Summer School	<a href="http://www.toafrica.it">www.toafrica.it</a>	Advanced training

## Strategic engagement

<b>TOChina Hub</b> in partnership with University of Turin and ESCP Business School	<a href="http://www.tochina.it">www.tochina.it</a>	Research & engagement platform
<b>China-Italy Philanthropy Forum</b> in partnership with Peking University and China Development Research Foundation	<a href="http://www.chinaitalyphilanthropy.org">www.chinaitalyphilanthropy.org</a>	Research & engagement platform
<b>TOASEAN Business Days</b> in partnership with Torino Chamber of Commerce	<a href="http://www.to.camcom.it/toasean">www.to.camcom.it/toasean</a>	Research & engagement platform
<b>LSE Ideas (Symposium)</b> in partnership with LSE-Ideas	<a href="http://www.twai.it/event">www.twai.it/event</a>	Research & engagement platform

# Social impact

SCOPE OF ACTIVITY	MAIN GOALS	MAIN INITIATIVES IN 2021
Policy-oriented research	Investment in policy-oriented research for the benefit of decision-makers at the national and local levels, but also for enterprises (strategic foresight and risk assessment). The areas and themes chosen were selected on the basis of the actual demand for knowledge that has recently emerged in the country: China and emerging Asian players, non-traditional security, factors of change in world politics. The research activity is complemented by a significant commitment to dissemination.	Book <i>China. Perspectives of a Country in Transformation</i> published by il Mulino; report “Drivers of Global Change: Responding to East Asian Economic and Institutional Innovation”, issued in partnership with the Luigi Bobbio Center of the University of Turin; TO-ASEAN reports “Indonesia: The largest and most challenging market in Southeast Asia” and “China digital: The new frontiers of exports”, in collaboration with the Torino Chamber of Commerce and the Luigi Bobbio Center; research note on the <b>Regional Comprehensive Economic Partnership (RCEP)</b> for the International Politics Observatory of the Italian Parliament; publications dedicated to violence and reconciliation in Uganda, to the fight against maritime piracy and to the social effects of globalization; journals <i>OrizzonteCina</i> , <i>RISE</i> , <i>Human Security</i> and <i>T.notes</i> ; frequent contributions in the media and participation in national and international public conferences; <b>ChinaMed.it</b> , a research portal designed to facilitate the understanding of the complex social, political and economic dynamics between the Euro-Mediterranean area and China.
Capacity building & advanced training	Strategic commitment to the training of young researchers and students (especially graduates). Promotion of the internationalization of education and interculturality, benefiting the public but also the country itself and, in particular, the region of Piedmont.	<b>TOChina Summer School</b> (58 participants from 12 countries), <b>ChinaMed Business Program</b> (37 participants from 6 countries), <b>TOChina Spring Seminars</b> (more than 100 participants in each session), <b>TOAsia Export Training</b> (18 participants, including 16 business professionals), <b>Summer School Engaging Conflict</b> (30 students from nine countries), <b>Violence &amp; Security Seminars</b> (100 participants in each session).
Strategic engagement	Development and consolidation of relations with academic and policy-oriented research bodies, as well as other national and local institutions; commitment to track 1.5 activities.	The <b>China-Italy Philanthropy Forum</b> facilitated the development of initiatives involving Italian and Chinese philanthropic bodies (Renaissance for Children project, designed by Fondazione Zegna and Lao Niu Brother & Sister Foundation; Barolo en primeur charity auction held by Fondazione CRC); <b>TOASEAN project</b> with the Department of Cultures, Politics and Society of the University of Turin and the Torino Chamber of Commerce; support to the COVID-19 Commission of the Holy Sea and the international conference “New Technologies in the Post-covid World”.

# T.wai's public in numbers

During the last year, 11 young researchers and programme officers worked on the Institute's projects, and more than 500 individuals attended training programmes and events offered by T.wai, including participants in the numerous seminars and students enrolled in capacity-building programmes. The opportunities that arise from collaborations with

various national and foreign bodies are difficult to quantify but significant; views of open access publications circulating through mailing lists and social media, as well as on T.wai's website and ChinaMed.it, reached a total of more than 100,000 in 2021.

## 60,000+

Unique viewers of [www.twai.it](http://www.twai.it) in 2021

## 37,000+

Social media followers of T.wai and of projects promoted by the Institute

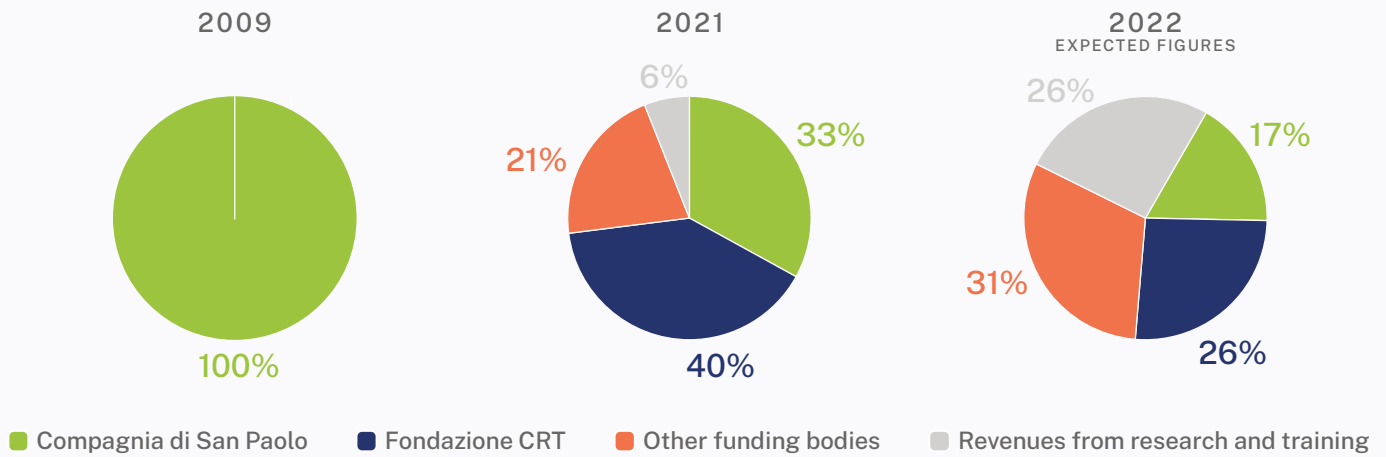
## External communication

All the Institute's publications and initiatives are constantly promoted on the website [www.twai.it](http://www.twai.it), with over 60,000 unique visitors, an increase of almost 30% from the previous year. T.wai researchers are also frequently featured in national and international media outlets.

In 2021, T.wai strengthened its presence on social media platforms – Twitter, Facebook, LinkedIn and Instagram – reaching over 7,000 followers through its main profiles. Since 2020, T.wai's external communication has been further consolidated through the employment of a dedicated outreach & media manager.

# Economic and financial situation

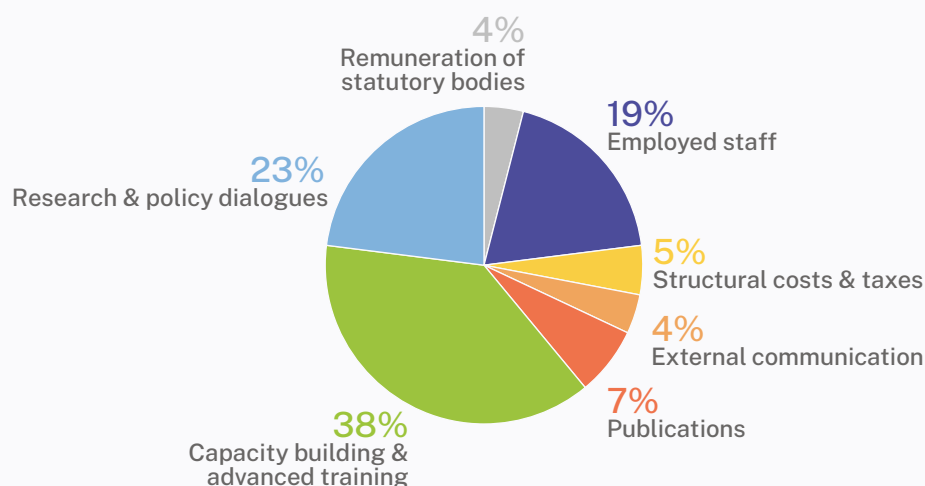
## History of revenues (2009-2022)



In 2021, 67% of revenues, equal to approximately EUR 428,000, was composed of grants from entities other than Fondazione Compagnia di San Paolo, namely Fondazione CRT, the Ministry of Foreign

Affairs and International Cooperation, the Torino Chamber of Commerce and the City of Turin, and revenues generated by research and training projects.

## Resources invested in 2021



In recent years, the share of resources needed to support the organizational structure has remained below the 30% threshold. The projections for 2022 confirm that this is still the case. All other funding is

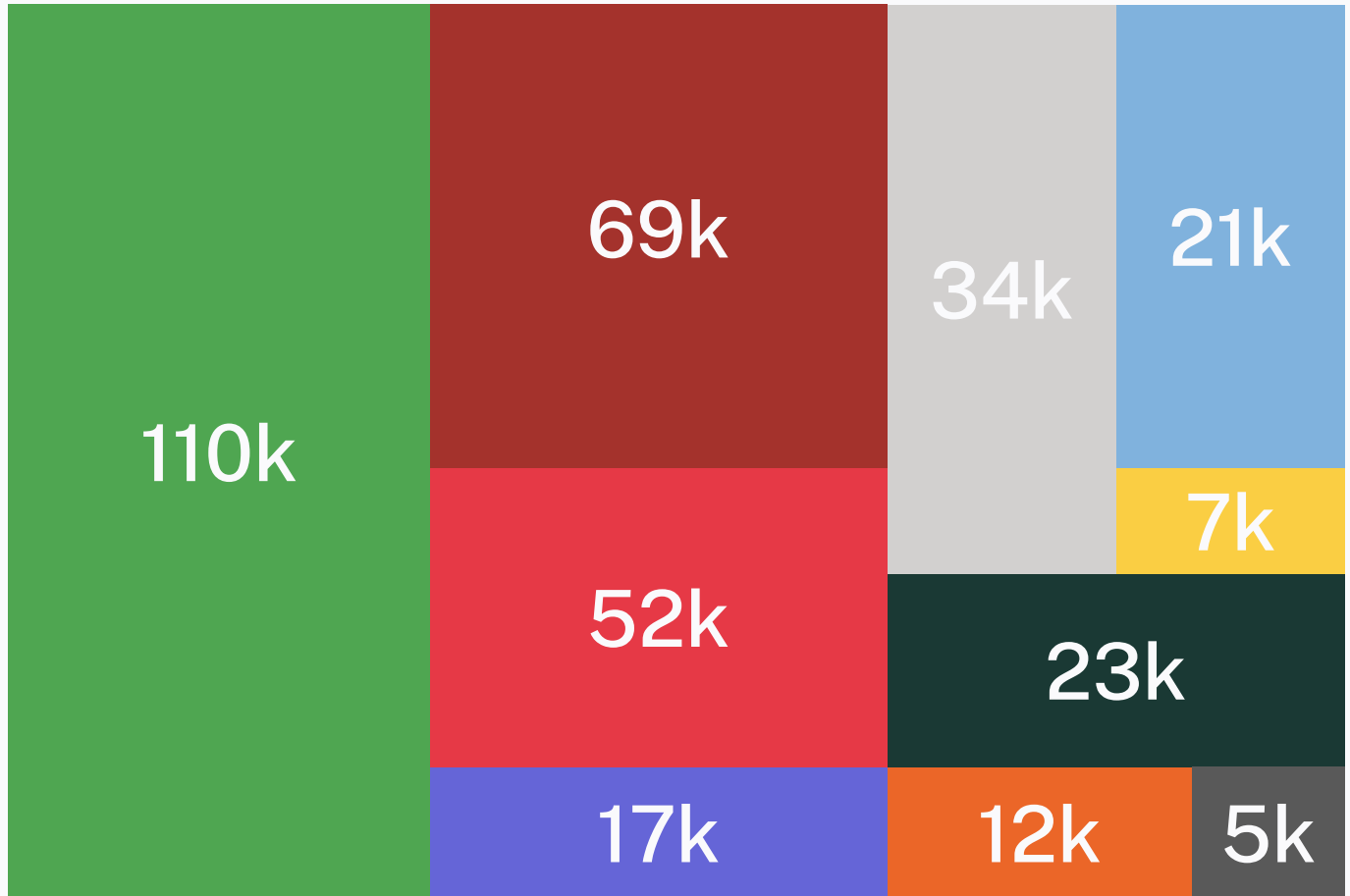
invested directly in research and policy dialogues, capacity building & advanced training, communication and dissemination.

# Funding in 2021

FUNDING ENTITY	NATURE OF THE ORGANIZATION	TOTAL FUNDING
Fondazione CRT	Private foundation	EUR 255,147.54
Fondazione Compagnia di San Paolo	Private foundation	EUR 215,000.00
Bank of Italy	Public body	EUR 25,000.00
Ministry of Foreign Affairs and International Cooperation	Public body	EUR 20,000.00
Torino Chamber of Commerce	Public body	EUR 18,998.00
City of Turin	Public body	EUR 10,000.00
Research commissioned by Parliament	Public body	EUR 2,000.00
Fees from training programmes		EUR 38,950.70
Other income (contributions from alumni, interest, contingencies)		EUR 57,928.47
<b>TOTAL FUNDING</b>		<b>EUR 643,024.71</b>



# Value of major projects in 2021



■ Talenti per l'Impresa (in partnership with Fondazione CRT)	EUR 110,000
■ TOChina Hub	EUR 69,000
■ ChinaMed Business Program	EUR 52,000
■ ChinaMed	EUR 34,000
■ Engaging Conflict Summer School	EUR 23,000
■ Region Europe	EUR 21,000
■ OrizzonteCina	EUR 17,000
■ RISE	EUR 12,000
■ Human Security	EUR 7,000
■ T.notes	EUR 5,000

# Added value in 2021

+ Resources attracted in 2021	EUR 642,489
– Structural and administrative costs	EUR 183,006
= Added value generated by projects	EUR 459,483
VALUE GENERATED	
General and administrative expenses	EUR 183,006
External communication	EUR 27,467
Global China programme	EUR 331,503
Asia Prospects programme	EUR 51,390
Violence & Security programme	EUR 48,800

# T.wai in the COVID-19 pandemic

## 1,500,000 €

Resources mobilized in 2020 to support the China–Italy humanitarian airlift of the Italian Embassy in Beijing

## 500+

Participants in 2021 in dissemination and advanced training activities, delivered online or in hybrid form

# In 2022

The degree of complexity of the international context in which Italy must orient itself is growing sharply. The country emerges from the COVID-19 pandemic having to relaunch its global competitiveness, including through the National Recovery and Resilience Plan (NRRP) funded by the EU. However, structural shortcomings remain in geographical and thematic areas crucial for the country's development. In particular, T.wai aims to strengthen the generation and dissemination of "actionable knowledge" on Asia – starting with China and Southeast Asia – as a region destined to continue driving global growth. At the same time, the Institute aims to spread a culture of human security more consistent with contemporary needs, sensitivities and challenges in the post-pandemic phase.

Furthermore, T.wai is strongly committed to an organizational optimization process promoted by Fondazione Compagnia di San Paolo through the project "Next Generation: You". In particular, research and advanced training on contemporary

China – in synergy with partners TOChina Hub in Turin and EURICS and INALCO in Paris – will act as a driving force for full exploitation of the Institute's potential through the design of executive training and consulting projects within the framework of the China-Italy Philanthropy Forum. At the same time, research and capacity-building activities on South-east Asia will generate growing interest through more robust support of the economic system in the local area.

Last but not least, capacity-building & advanced training programmes will continue: TOChina Summer School; ChinaMed Business Program in partnership with Peking University, ESCP Business School and INALCO; Engaging Conflict Summer School; TOAsia Export Training in partnership with the Italy-Myanmar Chamber of Commerce; and the numerous seminars held with the University of Turin and other organizations with which T.wai has institutionalized relations.

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