Fast Forward Foundation

New generation welfare

Strategic and Operational Plan

Fast Forward Foundation

Fast Forward Foundation – Philanthropic Entity – Italian ETS

Index

01. Elements of the Strategic Plan

02. Elements of the Operational Plan

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01.

Elements of the Strategic Plan

Overview of the Strategic Plan

To foster a shared vision of the project, we started out by "mapping" the Strategic Plan

BENCHMARKING AGAINST NATIONAL AND INTERNATIONAL FOUNDATIONS

PURPOSE 2032

Foster the sustainable and inclusive transformation of welfare for the protection of individuals and communities

CONTEXT ANALYSIS

STAKEHOLDER ANALYSIS

STRATEGIC PLAN 2023-27
"Now for the Future"

CORE STRATEGY 2027

STRATEGIC OBJECTIVES

Thinking in **international terms** and maintaining a **constant dialogue with stakeholders**, enable a **network of actors** which can facilitate the **sustainable and inclusive** transformation of integrated welfare systems:

- **Health**
- **Supplementary social protection**
- **Digital payment for financial inclusion**

through mechanisms such as:

- **Context analysis**
- **"In-vivo" experiments**
- **Awareness and advocacy**

PLAN OBJECTIVES

HEALTHCARE
Promoting equitable access to healthcare and contribute to the sustainability of healthcare systems.

SOCIAL PROTECTION
Expediting conscious access to integrated welfare systems.

DIGITAL PAYMENTS FOR FINANCIAL INCLUSION
Accelerating the adoption of digital payment methods to enhance financial inclusion within welfare systems, with a focus on vulnerable groups.

ENABLING PROJECTS

OPERATIONAL PLAN 2023-26

OPERATIONAL OBJECTIVES

PROJECT AREAS

BUSINESS PLAN

TIMETABLE

KPIs

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Strategic areas

The Strategic Plan focuses on three main areas, closely interrelated to the concept of integrated welfare:

Healthcare

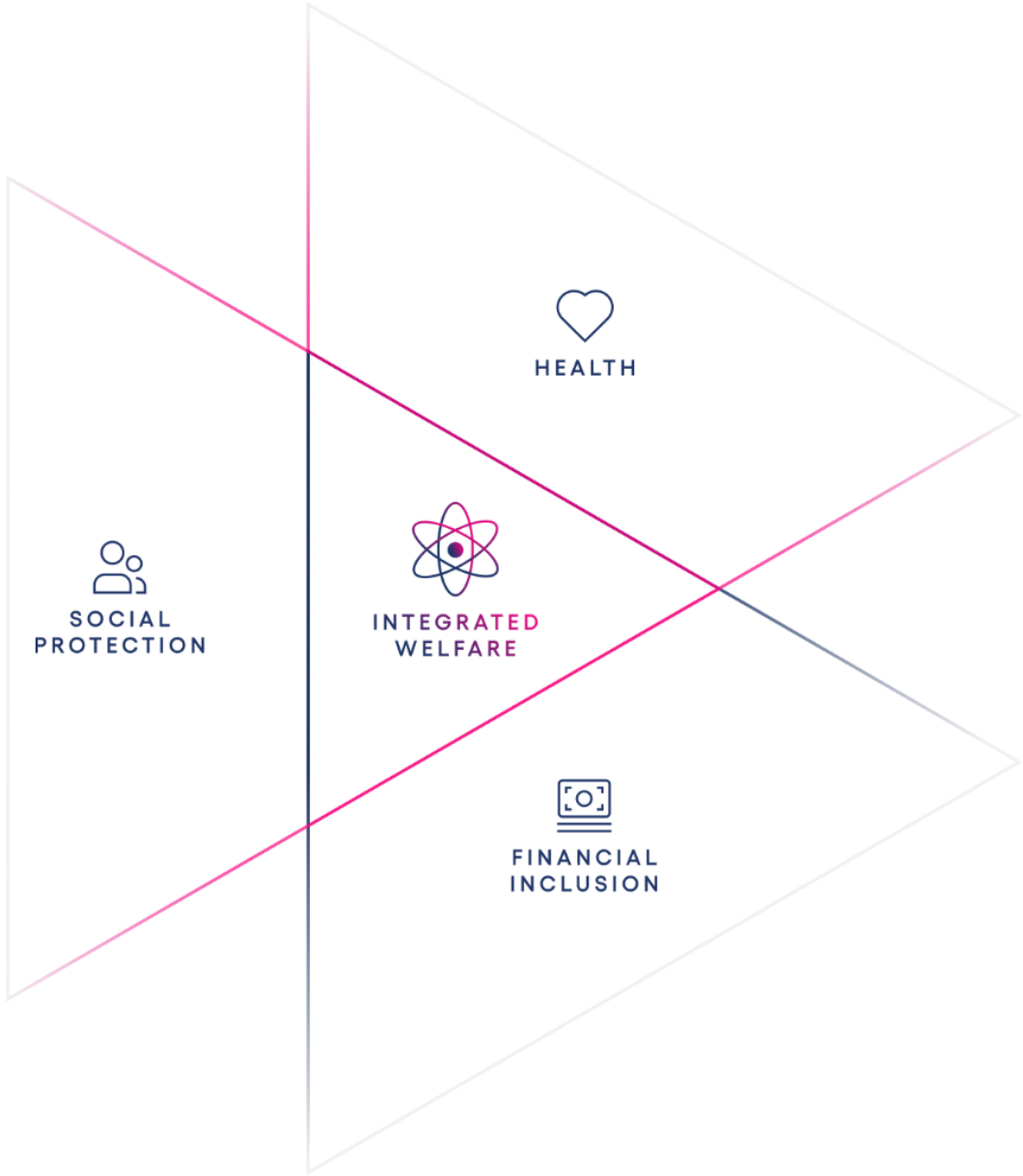
Promoting equitable access to healthcare and contribute to the sustainability of healthcare systems.

Social protection

Expediting conscious access to integrated welfare systems.

Digital Payments for Financial Inclusion

Accelerating the adoption of digital payment methods to enhance financial inclusion within welfare systems, with a focus on vulnerable groups.



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Integrated welfare: a definition

Integrated welfare systems are designed to streamline the delivery of social services to individuals and families in need.

By “integrated welfare” the Foundation means welfare services offered to the citizens by public and private entities, provided within an “integrated perspective”. In other words, comprehensive services that are tailored to the individual’s needs throughout their lifecycle.

Specifically, these services fall under the following areas:

- **Healthcare**
- **Income support**
- **Assistance to those in need**
- **Lifelong learning**

Integrated welfare systems include but do not SOLELY involve supplementary welfare

The suppliers of these services may be various government agencies, non-profit organizations and other private entities.

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Integrated welfare: main challenges and possible solutions

We will work on the main issues of the current welfare systems to drive change

	Challenges	Solutions
	Lack of Coordination between different providers may lead to service duplication, gaps in service provision, and confusion for clients	Strong leadership, clear communication channels, and effective data-sharing systems
	Funding from multiple sources – including federal, state, and local governments, as well as private foundations – is often very fragmented	Sustainable funding models that take into account the needs of the main stakeholders
	Recruiting professionals with a range of fundamental skills – including social work, healthcare, and education – can be very challenging	Investments in staff training and development; competitive compensation packages to attract and retain skilled staff
	Technology is key to managing data, communicating with clients, and delivering services, but many systems lack the technological infrastructure to support these functions.	Investments in IT infrastructure and training to ensure that staff and clients can access the services they need
	Stigma associated with accessing social services, thus deterring individuals from seeking the help they need	Reduce stigma through public education campaigns and by providing services in a supportive environment

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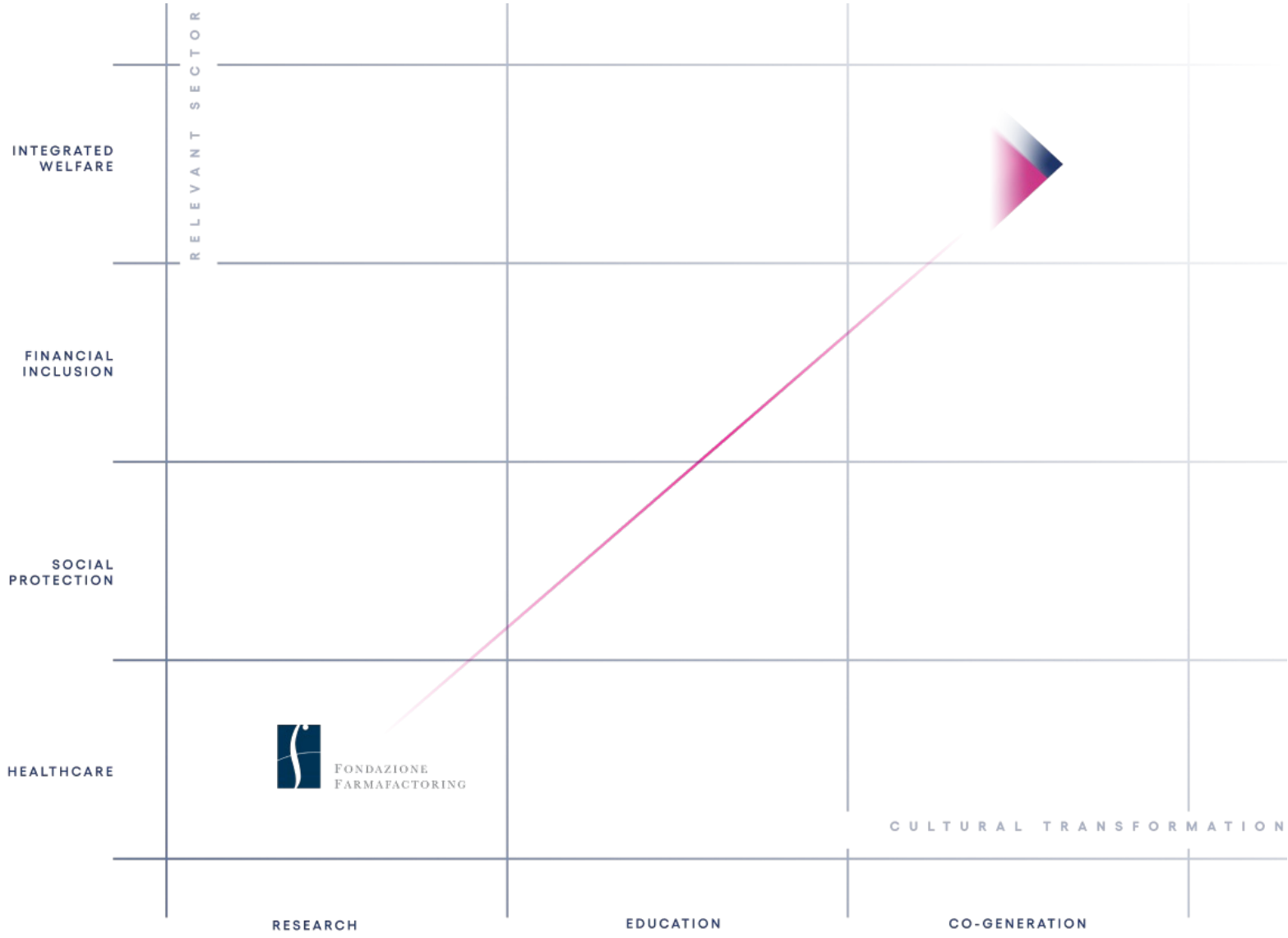
Strategic Positioning

Our positioning in 2027: from research to co-generation in a brand-new field



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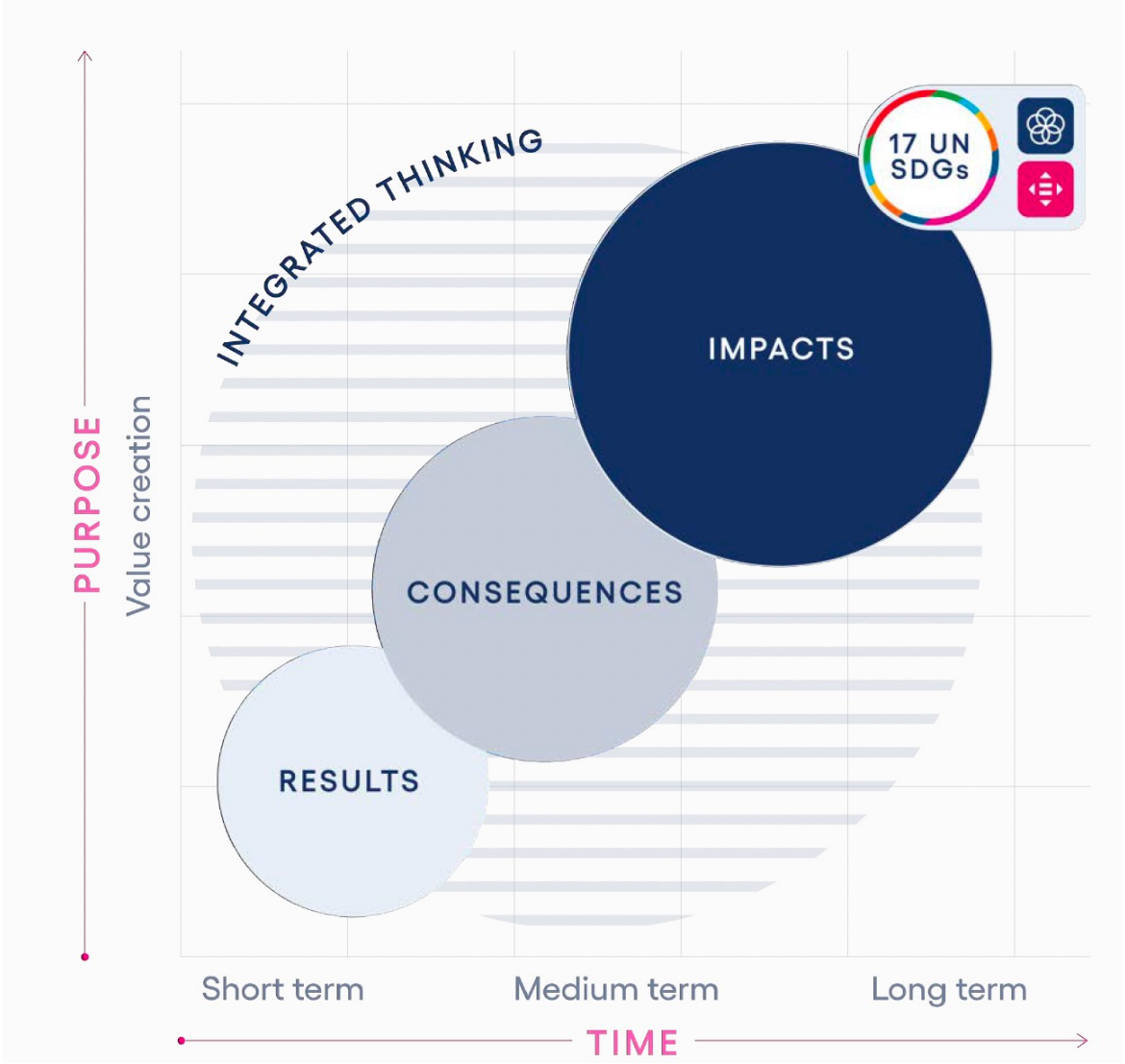
Integrated Thinking as a pivotal path

"Integrated Thinking" is the pivotal path to follow with a view to achieving long-term impact

- This decision-making process allows the Foundation **to plan its projects in view of their overall long-term impacts** (strictly linked to the UN 2030 SDGs)
- Once the long-term goals are clear, the Foundation can define its medium- and short-term objectives through **a backward-induction reasoning process**.
- This approach will allow the Foundation to act directly towards its purpose, **fostering the transformation of integrated welfare systems.**



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Integrated Thinking & SDGs

Out of the UN Agenda 2030 for Sustainable Developmentm, these are the goals that the Foundation will act upon to produce long-term impact.

02.

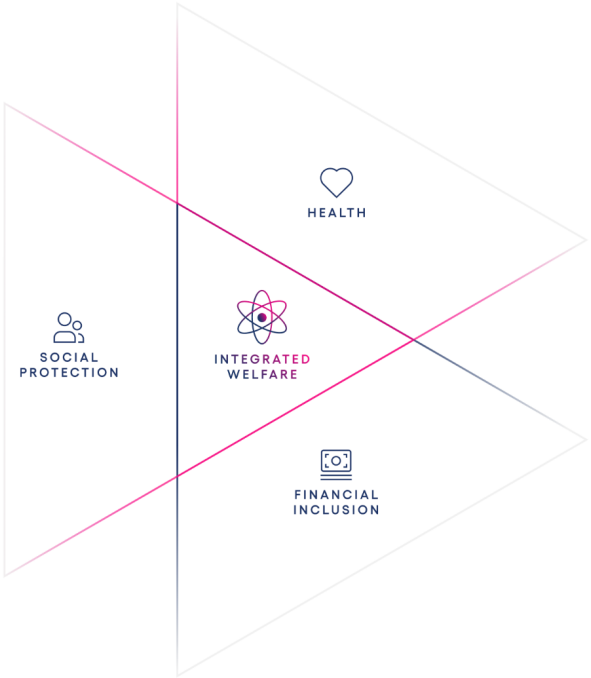
Elements of the Operational Plan

Plan Overview

Thank to the **co-generative work** with our team of Experts, we have been able to identify **seven project areas**.

These areas have been chosen because:

- They are representative of the main issues in the healthcare, supplementary pension and digital payments/financial access sectors;
- They can allow us to work in synergy and to move towards an integrated welfare perspective.



Team of Experts →

- Prevention
- Digital access to healthcare
- Long-term care
- Patient empowerment
- Access to integrated pensions
- Promotion of digital payments
- Digital paymente to enhance integrated welfare

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Team of Experts

Francesca Lecci

Associate Professor at SDA Bocconi – Coordinator of the Healthcare Management Research Center CERGAS
Director of the Executive Master in Healthcare and Social Care Management
Expert in Healthcare

PEER REVIEW: Michele Perrino, Vice President Western Europe Medtronic

Francesco Briganti

Secretary General of the Cross Border Benefits Alliance – Europe
CEO and Founder of the Employee Benefits and Welfare Institute (EBWE)
Member of the Occupational Pensions Stakeholder Group (OPSG)
Expert in Supplementary Pensions

PEER REVIEW: Luigi Ballanti, CEO - MEFOP

Massimo Cirasino

Global Advisor on Payments and Market Infrastructures and Co-Founder and CEO of the Payment System, Academy
World BanK Payment Systems Development Group, Head and Global Lead for Payments and Market Infrastructures, former Manager of the Financial Inclusion and Infrastructure Department

Expert in Financial Inclusion through digital payments

PEER REVIEW: Magda Bianco, Bank of Italy, Co-Chair G20 Global Partnership for Financial Inclusion

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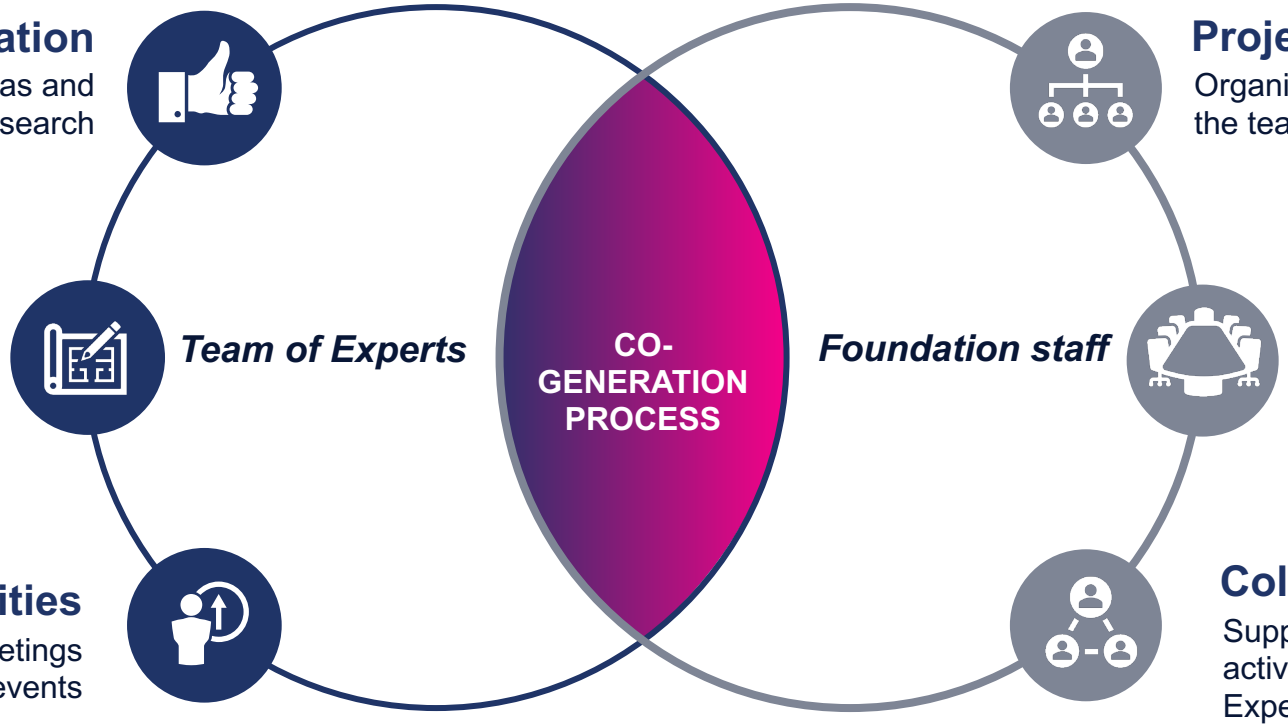
Co-generative process between the Foundation and its team of Experts

Validation & Systematization
Validation of project areas and systematization of existing research

Project definition
Definition of projects, project formalization, introduction to strakeholders and support on the project implementation

Participation in activities
Participation in one-to-one meetings and multi-stakeholder events



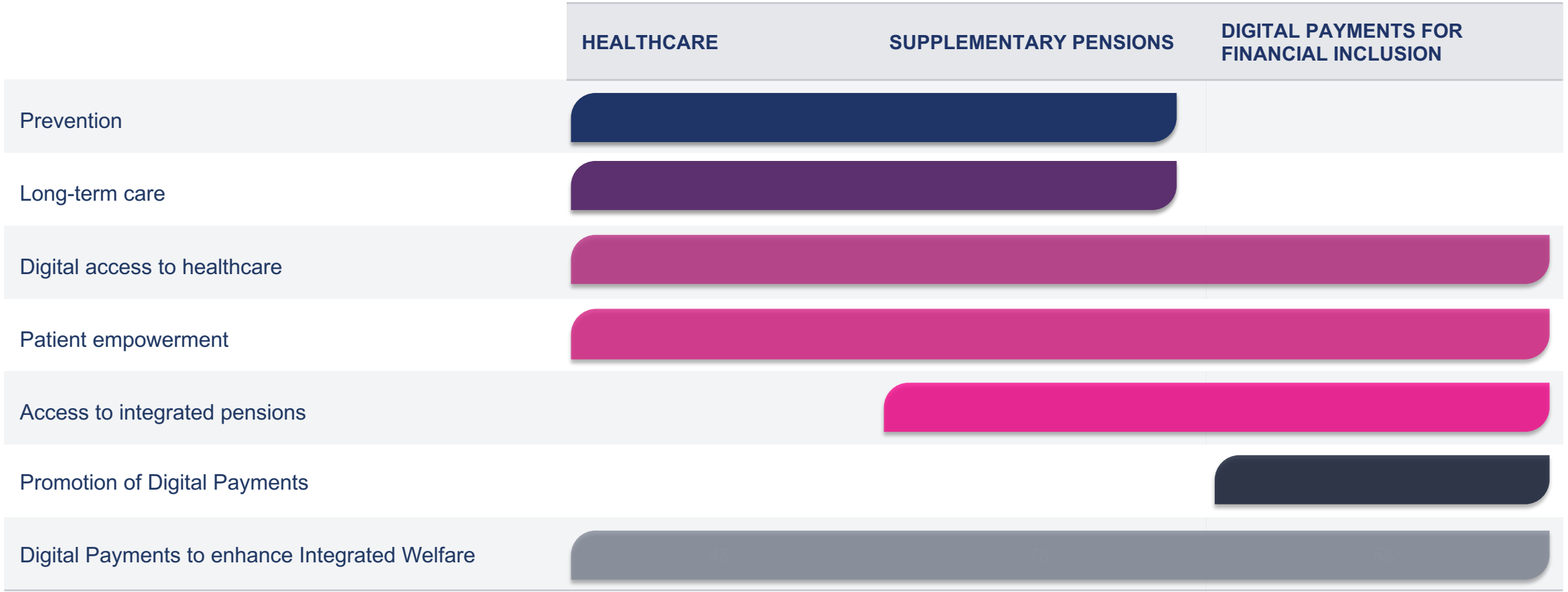
Project Management
Organization and coordination of the team and the projects

Workshop Organization
Organization of multi-stakeholder activities and workshops

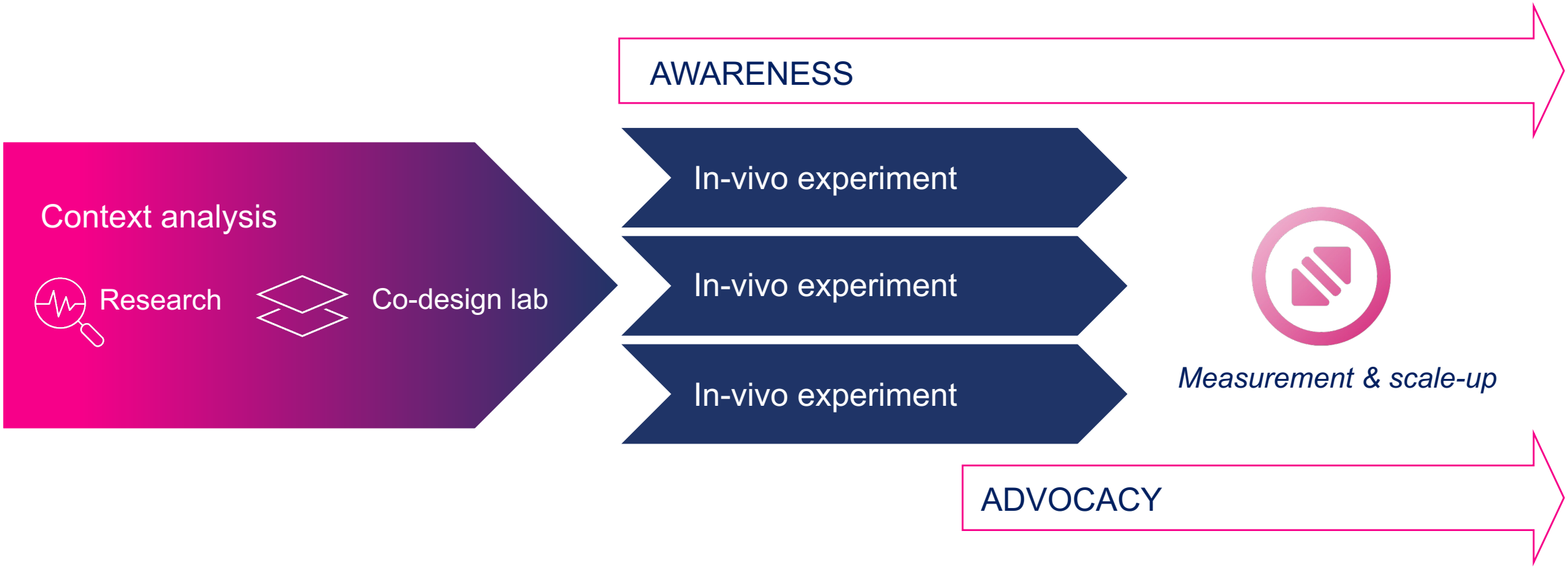
Collaborative approach
Support and cooperation on all the activities of which the team of Experts is in charge

Project areas

Synergies between the project areas in an integrated welfare perspective



Methodology



Methodology: context analysis

The comprehensive research and workshops conducted for each project area will serve as a critical foundation for our project cycle.

Research

Through meticulous **desk analysis**, we will dig into the intricacies of the context, **identifying potential challenges, opportunities, and areas for improvement**. A comparative and benchmarking analysis will help to orient our activities, providing us with valuable insights into the key factors of the context and making it easier for us to set realistic goals.

Moreover, to glean a comprehensive understanding of the project areas, we will engage in fieldwork, comprising **surveys and in-depth interviews**. This in-field approach will allow us to obtain qualitative feedback directly from individuals and organizations involved in the target countries, and will afford us an opportunity to build partnerships with, and to secure support from, potential collaborators.

Co-design lab

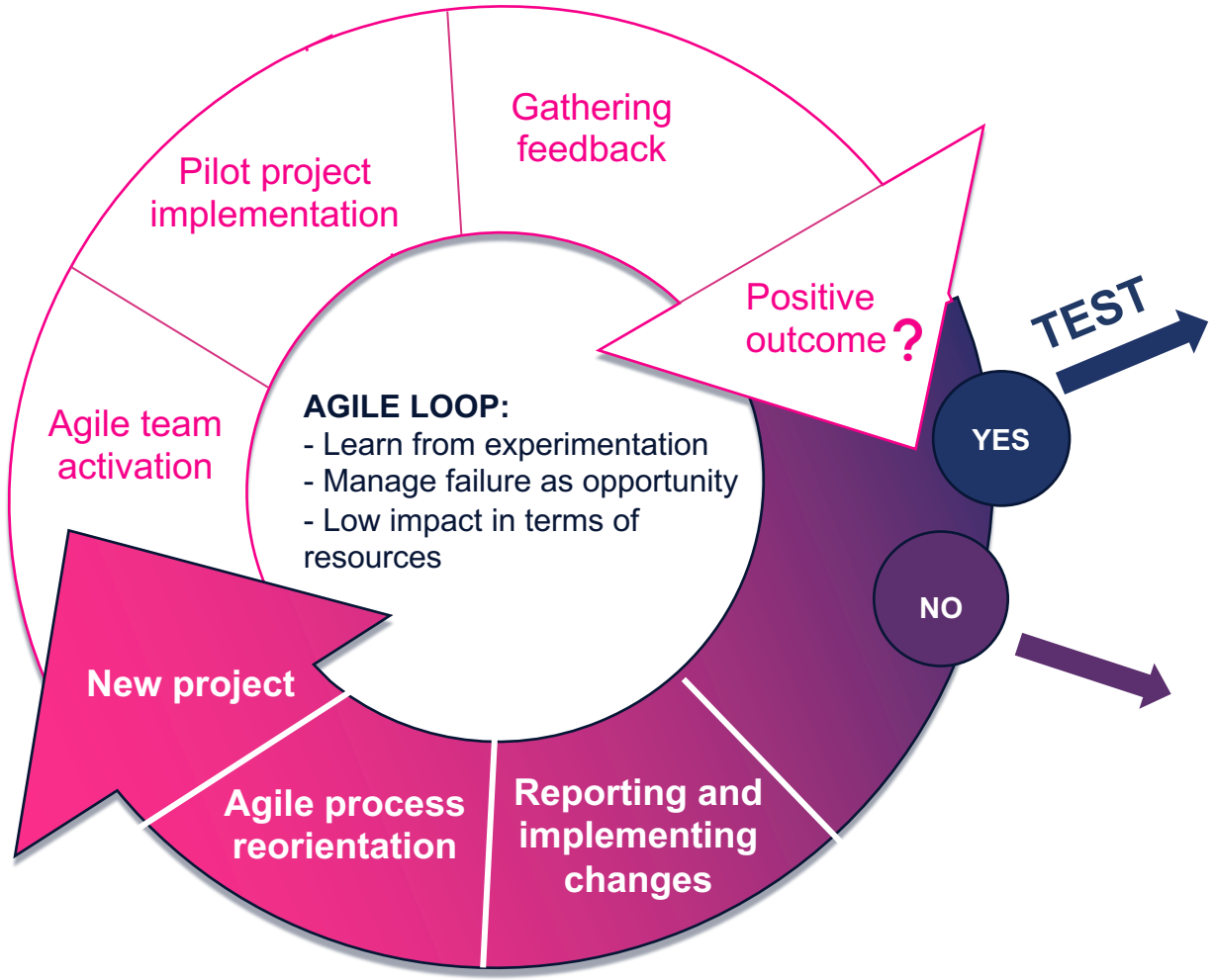
By bringing together experts in a **collaborative setting**, we can foster meaningful discussions and delve into the main topic at hand. The co-design workshop (ideally in multiple meetings) will serve as a platform for **open dialogue**, enabling participants to share their **diverse perspectives and insights**. Through interactive sessions and brainstorming activities, we aim to harness the collective expertise of the attendees to **generate innovative ideas and solutions**.

The workshop's primary objective is to establish guidelines for the **design of a small-scale in-vivo experiment**. The brainstorming activities will facilitate the exploration of different approaches and of potential outcomes, enabling us to refine our experiment's design and to ensure its effectiveness.

Methodology: in-vivo experiments

IDEA:

Thanks to the results of the context analysis (research & co-design workshop) the next step is to **test the outputs in a small-scale in-vivo experiment**.



SCALING UP:

Starting from the tested level, **the project is extended to become a more complex system**, involving new actors on a larger scale. This phase will not be directly managed by the Foundation itself.

REFORMULATION:

A negative result is **not to be interpreted as a failure** of the experiment, but rather as a useful evidence to be leveraged in order to (i) **show that a given approach does not work well** (ii) elaborate an **alternative approach to the selected issue**

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Methodology: advocacy and awareness

Advocacy

We engage in advocacy activities to share the results of our work with institutions and private companies, **aiming to drive policy changes and promote sustainable practices**.

Through strategic outreach efforts:

- We want to communicate the impact of our initiatives to decision-makers, utilizing various channels such as reports, presentations, and digital media.
- By fostering partnerships and collaborations, we advocate change, working closely with stakeholders to build consensus and influence decision-making processes.

Awareness

We aim to raising awareness about the topics addressed in our research, workshops, and experiments, with the objective of reaching out to targeted and fragile groups.

Through various awareness-raising initiatives such as **public campaigns**, **educational programs**, and **community outreach**, we want to:

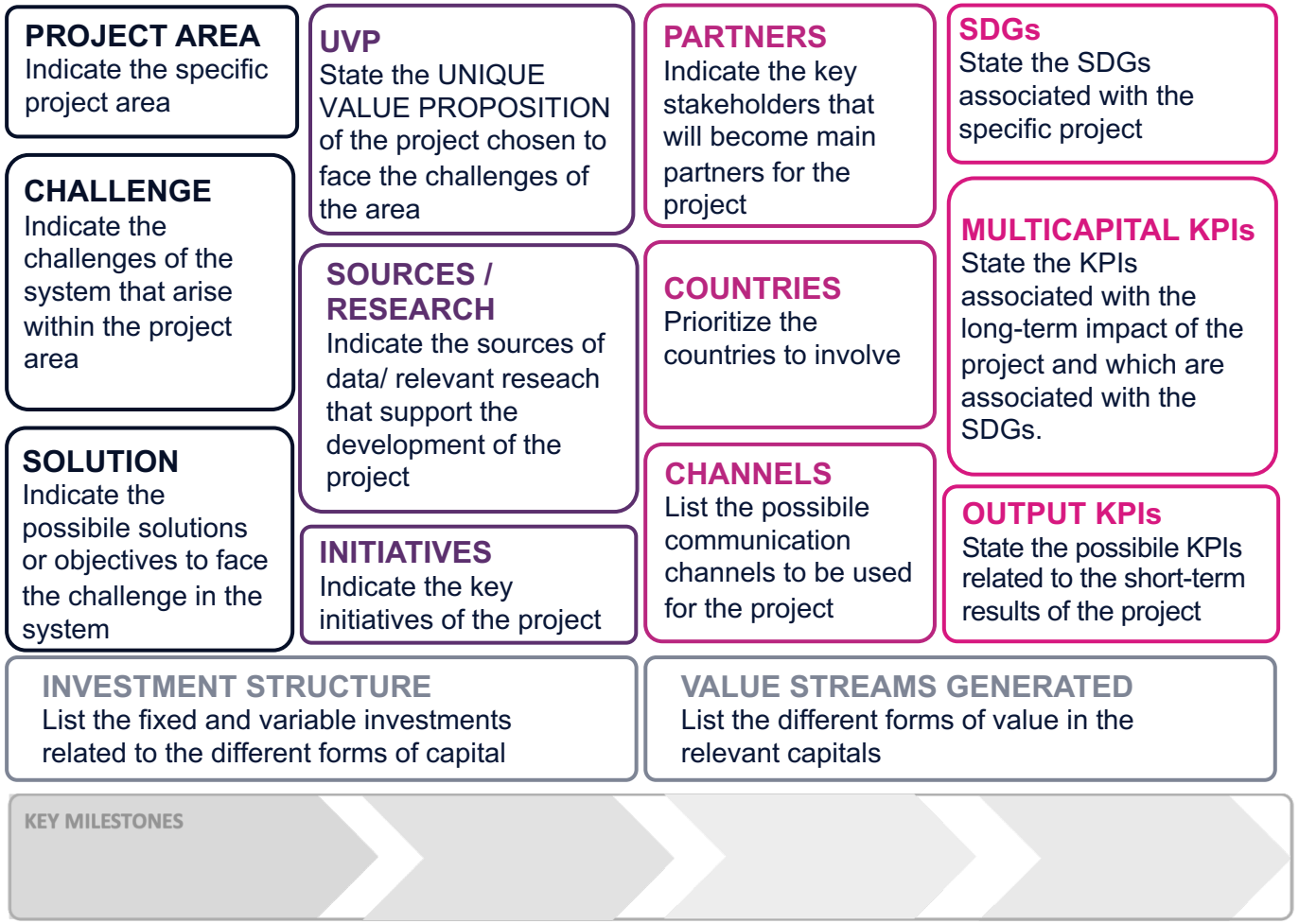
- Inform and engage our targets, empowering them with knowledge and resources to improve their wellbeing.
- Create positive change and enhance the quality of life of those in vulnerable circumstances.

Integrated project framework

Starting from the **sustainable business model canvas** and thanks to the **collaboration of our Team of Experts**, we have developed a project framework that takes into consideration the **long-term impact of each project** within a **multi-capital dimension**.

Each initial project will be composed of the following sections:

- Context
- Objective
- Methodology
- Core partners & countries involved
- SDGs impacted
- Long-term, short-term and project KPIs
- Timeline and milestones
- Budget



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