

SILVIA FONTANA

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SUMMARY OF QUALIFICATIONS

Silvia Fontana has extensive experience in managing complex initiatives for the profit and non-profit sector. She has an **integrated profile**, with (i) practical experience in structuring and coordinating complex initiatives in international organizations, (ii) managerial skills gained as a former advisor in the profit sector and in coordination roles with high competence in **Human Resources Management and Knowledge Sharing**, and (iii) analytical, writing and communication skills as a lecturer and researcher.

In January 2020, she graduated with a PhD on **Human Rights, Society and Multi-level Governance** at University of Padua focusing on the **impact of Multinationals in Sustainable Development and Peace**. From September 2019, she supported MSF Italy on **strategic and organizational change**; in June 2020 she has been appointed **Head of HR HQ**, after the coordination of the Covid19 emergency response of the organization. Moreover, she is a Lecturer for the University of Milano-Bicocca on International and National cooperation.

Prior to this, she worked as a freelance consultant for strategic planning and grant writing for a major INGO, after a period in the DR Congo as a coordinator of an impact evaluation project for the World Bank. In 2014, as a Rotary Peace Fellow at Duke University, she earned her Master's degree in International Development Policy with focus on economic development, peace and conflict studies. Before her master, she held increasingly responsible positions with MSF, including **Human Resources and Administrative Coordinator** in the DR Congo with a staff of 450. Silvia began her career as a financial advisor after earning a bachelor's degree with honours in Business Administration at Bocconi University. She is fluent in English, French and Italian.

ACHIEVEMENTS

Over 15 years progressively challenging experience in the private and public sector, recognized professional in humanitarian assistance and program implementation, and winner of a highly competitive international fellowship award for an advanced degree in international development. Committed citizen, she is an active member of the civil society at national and international level: she has been co-opted treasurer of the board of MSF Italy (till August 2019) and is board member of an Italian association dedicated to youth development initiatives and the promotion of merit and inclusion at Italian level. For her strong civil service commitment in 2014 and in 2019 she has been recognized as a Paul Harris Fellow from Rotary International.

SKILLS

- High level of commitment and motivation concerning poverty eradication and sustainable development.
- Creativity and vision for developing innovative and impactful operational strategies and programs.
- Strong experience in Human Resources (HR) management developed in very complex environments.
- Enthusiastic and committed manager with superior analytical and communication skills.
- Proven ability to plan, design, implement, monitor and evaluate projects.
- Able to structure, analyse and present complex financial operations and related data.
- Able to create opportunities and platforms of dialogue among different actors of the society, from entrepreneurs to academics and institutional representatives on complex challenges.

PROFESSIONAL EXPERIENCE

Head of HR HQ, MSF Italy, from June 2020 to present

- Drive and deliver Human Resources (HR) projects as per the strategic agenda defined with the management team.
- Ensure strong delivery of yearly operational processes in terms of Soft and Hard HR management for all the staff of the HQ of MSF Italy (ca. 170 staff) with an employee centric approach (recruitment, contracting, compensation and benefits, legal and administrative compliance, L&D programs, performance management).
- Responsible for the HR budget of the organization.
- Lead a team of experienced HR professionals along with the secretarial support unit (total people under management: 7).

Transversal initiatives related to major organizational changes

- Representative of MSF Italy in the DEI (Diversity, Equity, Inclusion) Global working group of MSF movement; member of the Italian DEI working group.
- Member of the Digital transformation working group in MSF Italy.

Most recent achievements

- Successfully restructured the Finance department of MSF Italy.
- Designed and implemented the constitution of a new department in MSF Italy: the Programmes Department.
- Successfully implemented a new performance management system through a specialized digital platform.
- Under formal finalization (July 2021): the constitution of a behavioural committee in MSF Italy.

Lecturer, University of Milano-Bicocca, winter 2020 to present

- Seminar on National and International cooperation and humanitarian aid.

Human Resources and Financial Coordinator - Emergency Response Covid19 – Italy, MSF Italy, from March 2020 to June 2020.

- Structured the operations of MSF Italy in response to the Covid 19 in Lombardy (Project Codogno-Lodi, Project Detention centres), in Marche region (Project on Nursing home and GP support), in Sicily (Project on Epidemiologic surveillance), in Lazio (Project in Rome on informal settings).
- Defined the HR policy-of the mission with the recruitment and staffing of ca. 80 staff in less than 2 weeks.
- Wrote 7 MoUs between the organization and institutional/private actors for support in the covid19 response.
- Defined Budget and Financial procedures of the mission in collaboration with Head of Finance. Tot. Budget Euro 2 Million.
- Responsible for the implementation of HR and FIN policies and activities (ie. Organigrams, recruitment process, budget, forecast) in the mission.

Organizational development Support, MSF Italy, teleworking, Italy, from September 2019 to March 2020.

- Supported and advised the management in the definition and structuring of a new operational department with respect to Human Resources (HR) strategy.
- Held a comparative analysis of HR policies at MSF movement level to define the best scenario of implementation for the operations in Italy.
- Designed integrated functional and salary grids in collaboration with HR field and HQ specialists
- Designed the compensation & benefits framework and staffing policy in collaboration with HR specialists.

Advisor (Freelance consultant), COOPI – Cooperazione Internazionale, Milan, Italy, from 2017 to 2019.

- Designed project proposals for major institutional donors and specific support for intermediate or final reports (the most recent: DG ECHO on WatSan South Sudan for Euro 1.4 Million, AICS on Livelihood and Resilience, Protection, Health, WatSan for Euro 1 Million).
- 2017-2018:*
- Supported and advised the organization in its strategic plans at country level (more than 20 countries).

- Revised the tool of strategic planning for the organization.
- Supported the Desk Officers and COOPI Director in the follow-up of strategic plans.
- Grant writing. Successful proposals for institutional donors such as DG ECHO, AICS, Private Foundations, UN Agencies.

Researcher, Parco Scientifico e Tecnologico Galileo s.c.p.a., Padua, Italy, September 2017 to July 2018.

- Collected and analysed data on innovative and social start-ups and innovation systems (Italian case and best practices globally) for Acri, Italian association of bank foundations.
- Reviewed academic literature and specific reports on innovative systems and initiatives.
- Created a specific survey for bank foundations on financing of start-ups and collected information about their main strategies.
- Wrote a final report with recommendations and best practices on how to support innovative and social start-ups. The report has been presented in April 2019 at Cariplo Factory to the representatives of bank foundations.

Professional Development Coordinator, Social Change School, Madrid, Spain, January 2017 to January 2018.

- Advised and assisted students of the Masters in Project Management for International Cooperation (PMC), Humanitarian Operations (HOPE) and Fundraising management in NGOs (FRAME) on their professional development.

Technical Advisor, Social Change School, Madrid, Spain, January 2017 to January 2018.

- Designed MIDHA, e-learning master in project management for international cooperation and humanitarian aid.
- Advised HOPE students on their final projects (project proposals on humanitarian operations).

Lecturer and Moderator, Indire (Erasmus+Indire), research centre linked to MIUR, Italian Ministry of Education, Universities and Research, Italy, February 2017 to May 2017.

- Moderated a discussion with graduates on policy recommendations and initiatives to foster the understanding of the European founding principles of Humanity, Solidarity and Peace in the framework of the European Citizenship.
- Co-Wrote the Manifesto of the Erasmus Generation on initiatives to promote European Citizenship in Italy.

Project Planning Officer, COOPI – Cooperazione Internazionale, Milan, Italy, October 2015 to June 2016.

- Wrote grant proposals to major donors: DG ECHO, DG DEVCO-EuropeAid, MAECI (Italian Ministry of Foreign Affairs and International Cooperation, now AICS), USAID, UNICEF, WFP, UNHCR.
- Drafted narrative and financial reports for donors.
- Provided technical guidance to the staff in the field for project design and follow-up on funded projects.
- Coached and trained staff in the field on donor guidelines, quality assurance and policies.
- Accomplishments (examples of funded projects): North Kivu, DRC, Health, Budget EUR 1 Million (DG ECHO); Multiple countries, Access to Energy in Humanitarian settings, Budget EUR 0.8 Million (ERC, European Research Council).

Field Coordinator, The World Bank, Gemena, DR Congo, October 2014 to June 2015.

- Responsible for the final phase of an impact evaluation project on the adoption of improved seed varieties by PARRSA (Agricultural Rehabilitation and Recovery Support Project), in collaboration with PSE, Paris School of Economics.
- 58 people under management in nine territories of the former province of Equator.
- Conducted interviews in the field and trained staff on interviewing methods.
- Monitored and evaluated the data collection, organized the data entry of more than 3000 household surveys.
- Represented the World Bank and PSE with local authorities.

Human Resources and Administrative Coordinator, *Médecins Sans Frontières Suisse*, (MSF, Doctors Without Borders Switzerland) Bunia, DR Congo, December 2011 to July 2012.

- Responsible for a 460 staff in different projects in the former Ituri and North Kivu Provinces.
- Ensured the implementation of all human resources policies and management guidelines in an INGO serving the needs of civilians in a conflict zone.
- Represented INGO interests with local authorities and NGOs regarding legal and administrative issues.

Administrator and Financial Controller, *Médecins Sans Frontières Suisse* (MSF, Doctors Without Borders Switzerland), Gety (UN Red Zone), DR Congo, December 2010 to July 2011.

- Led 80 staff in providing medical assistance to citizens displaced by violence in the former Ituri province.
- Responsible for all accounting, budget control, financial reporting and HR management.

Volunteer, *Mission Enfance* (INGO dedicated to children in distress), Gyumri, Armenia, April 2010 to July 2010.

- Supported in the organization and implementation of learning and development activities for children in distress (orphans, abused and very poor children) at the Boghossian Educational Center.
- Responsible for teaching activities of the summer camp.

Asset Manager, *AEW Europe S.P.A.*, Milan, Italy, 2009 to 2010.

- Managed assets for a real estate fund with assets of EUR 200 Million.

Financial Advisor, *Pirelli & Co. Real Estate S.P.A.*, Milan, Italy, 2006 to 2009.

- Evaluated and screened investment opportunities.
- Structured operations - joint venture agreements, PPPs, financing – for investments with commitment between EUR 80 and 350 Million.

Business Analyst, Young Professional Program at *Pirelli & Co*, Milan, Italy, 2005 to 2006.

- Managed cash-flows for business plan needs in the asset management division.

EDUCATION

- **PhD in Human Rights, Society and Multi-level Governance, University of Padua**, Italy, October 2016 to January 2020.

Research on the role of multinational enterprises in peace and sustainable development.

- **Certificate in “War, Reconstruction and Establishment of Peace”, CESPIC (European Centre of Peace Science), Catholic University OLG, Tirana, Albania**, September 2017.
- **Certificate in “Engaging Conflict: Prevention, Management, Resolution”, University of Torino**, 2017. Engaging Conflict Summer School, Department of Cultures, Politics and Society and T.wai - Torino World Affairs Institute, Torino, Italy, July 2017.
- **Master of International Development Policy (MIDP), Duke University**, North Carolina, USA, 2012 to 2014. Rotary Peace Fellowship, Concentrations: Economic Development and Governance, Peace and Conflict Resolution. Final thesis on the regional divergence in Italy (the North South Divide) with a focus on NEETs.
- **Certificate in International Peace & Conflict Resolution, University of North Carolina**, NC, USA, 2012 to 2014.
- **B.A. degree in Business Administration, cum laude, Luigi Bocconi University**, Milan, Italy, 2000 to 2005. Majored in Management of International Corporations. Erasmus scholarship for a semester abroad at the *Université Catholique de Louvain*, Belgium, 2003.

PROFESSIONAL DEVELOPMENT

- **Project Management Development** – Advanced master course (4-day course), Quadrifor & The Project Management Lab, online, June – July 2021.
- **Italian Labour Law course** – advanced course (2-day course), Quadrifor & IPSOA, June 2021.
- **SROI practitioner training course on impact evaluation tools** (2-day course), Social Value UK and Human Foundation, Rome, Italy, April 2018.
- **Reversing the Resource Curse: Theory and Practice** (2-week course), NRG (Natural Resource Governance Institute) and SPP (Social Public Policy) - CEU on the political economy of governance in resource-rich states, Budapest, Hungary, May 2017.
- **Conflict Resolution for Peace** of conflict resolution tools (1-week training course), Center for European Initiatives, Sumy, Ukraine, August 2015.
- **Collaborative Listening Program** on what recipients of aid assistance think about the effects of aid efforts (1-day workshop), Collaborative for Development Action (CDA), Durham, NC USA, February 2014.
- **Corporate Engagement Program** on the impact of corporations on individual communities, on management options for developing constructive relationships between companies and local communities, (1-day workshop), CDA, Durham, NC USA, February 2014.
- **Do No Harm Program** on understanding and dealing with the complexities of providing aid and assistance in local communities, (2-day workshop), CDA, Durham, NC USA, October 2013.
- **Human Resources Coordinator course** (2-week intensive training course), *Médecins Sans Frontières* (Doctors without Borders), Geneva, Switzerland, April 2012.

LANGUAGES and IT SKILLS

- Fluent in Italian (mother tongue), English and French; Basic user in Spanish (A2; by 2021 B2 certification).
- Advanced user of Microsoft Office and Excel. High level of competency in modelling in Excel, knowledge of STATA and CPro.

LECTURES, RESEARCH, PRESENTATIONS

- **Festival for the Earth**, speaker on “**Climate Change, Conflicts and Migration: Challenges and Humanitarian Responses**”, Italy, November 2019.
- **CallToEurope panel on Climate Justice**, speaker of the academic panel, Bruxelles, Belgium, June 2019.
- **Sapienza University**, lecturer on the system of the international cooperation and sustainable development, Rome, Italy, April 2018, April 2019.
- **Bicocca University**, lecturer on the system international cooperation with a focus on the job market and opportunities for young professionals, Milan, Italy, March, November and December 2018.
- **University of Salerno**, presented a paper on “Sustainable models and social impact in the fashion districts. Some Italian cases”. Conference “Mode e Modi”, Salerno, Italy, April 2017, April 2018.
- **Bocconi University**, speaker in the conference “Bocconi and Africa” on peace economics and development, Milan, Italy, March 2018.
- **University of Turin**, lecturer of 2 seminars: i) SDG16 and GPI2017 ii) High Value Resources, Global Value Chains and conflict, Turin, Italy, October 2017, 2018, 2019, 2020.
- **Lausanne University**, UThink, speaker on the chronic crisis facing the DRC with a focus on politics and insecurity, Lausanne, Switzerland, October 2016.
- **Bocconi University**, presented at the event “Conflict Minerals: a global connection” and supported the student-led campaign “Conflict Free Campus Initiative”, Milan, Italy, April 2016.

- **Duke-NC Rotary Peace Center**, presented the research: "Integrated Peace and Development, a Local Perspective: The Eastern DRC and Julienne as Agent of Change", NC, USA, Spring 2014 Conference.
- **Visiting Researcher at Centre for Business in Society (CBS), IESE Business School**, Barcelona, Spain and field visit to Anantapur, summer 2013. Impact analysis of the activities of the **Vicente Ferrer Foundation** in Anantapur, India.

PUBLICATIONS

- Garofalo M.R, Fontana S. M., **Religion, Faith-based organizations and development paths**, Edizioni Nuova Cultura, 2021.
- Fontana S. M., Garofalo M. R., Nambalirwa Nkabila H., **Human Development, Religion, and Governance**. (ed.) Global Encyclopedia of Public Administration, Public Policy, and Governance, Springer International Publishing, July 2020.
- Fontana S. M., Garofalo M. R. *Sostenibilità e impatto sociale nel sistema moda di alta gamma in Italia. Alcuni casi di studio* - **Sustainability and social impact in the luxury fashion industry in Italy. Case studies**. Franco Angeli, 2020.
- Minas S., Fontana S.M., Paster T. **How can the EU contribute to better transnational economic governance?** FEPS, 2019.
- Garofalo M. R., Fontana S.M. *"Istituzioni e multi-level governance per lo Sviluppo Sostenibile. SDG16 per l'area del Mediterraneo. Pace e Diritti nei paesi del Mediterraneo. Un percorso interculturale"* - **Institutions and multi-level governance for sustainable development. SDG16 for the Mediterranean area**. Peace and Human Rights in the Mediterranean. An intercultural path. Edited by Curcio G.G., Garofalo M.R., Scalcione V. Aracne Editrice, 2019.
- Garofalo M. R., Avila Hernandez F., Fontana S. M. **Governance and Human Development**. Farazmand A. (ed.) Global Encyclopedia of Public Administration, Public Policy, and Governance, Springer International Publishing, 2017, pp.1-5.

TEACHING EXPERIENCE

- **Lecturer**, Seminar on International and local cooperation, University Milano- Bicocca, Milan, winter 2020-present.
- **Graduate Teaching Assistant** for "Empirical Analysis for Economic Development", Duke University, Sanford School of Public Policy, Durham, North Carolina, USA, spring 2014.
- **Graduate Teaching Assistant** for "Applied Development Economics", Duke University, Sanford School of Public Policy, Durham, North Carolina, USA, fall 2013.

VOLUNTARY SERVICE and CIVIC ENGAGEMENT

- **Forum della Meritocrazia**, Milan, 2019 to present, **board member**. Association dedicated to the development of a culture of merit and inclusion in Italy, with a focus on Youth and its participation in the labour market.
- **Oasis For Peace Monaco**, Principality of Monaco, June 2017 to present, support in the definition and implementation of a **social impact association**, focusing on the supply chain of coffee and youth in Colombia.
- **Sanford School of Public Policy**, Duke University, 2017 to 2020, application reader and evaluator for the Master of International Development Policy.
- **Rotary International**, 2016 to 2020, fellowship reader for the Rotary Peace Fellowship.
- **Valeria Solesin Award**, Italy, June 2016 to present. Coordinator of the scientific committee of the award for graduates with thesis on the role of women in the labour market and in society.

- **Peace Ambassador**, Institute for Economics and Peace (IEP), December 2015 to present. Presentation of Global Peace Index and the drivers of negative and positive peace in Italy and Europe.
- **MSF Italy**, October 2018 to August 2019, Co-opted **treasurer** of the board.
- **NPI**, Robecchetto con Induno (Milan), 2018 to present. **Board member** of a local association dedicated to the **environmental and social protection** of municipality of Robecchetto, a territory in the countryside of Milan, in the Ticino Park.

ADDITIONAL INFORMATION

- Italian nationality, currently based in Milan, Italy.
- CAI (Italian Alpine Club) member: trekking and cross-country skiing.
- FAI (National trust of Italy on environment and cultural heritage) member.
- References available upon request.

In compliance with the GDPR and the Italian Legislative Decree no. 196 dated 30/06/2003, I hereby authorize you to use and process my personal details contained in this document.