

SILVIA FONTANA

CONTACT DETAILS

SUMMARY OF QUALIFICATIONS

Silvia Fontana has extensive experience in managing complex operations and activities for the profit and non-profit sector. She has an integrated profile, with practical involvement in structuring and coordinating initiatives in international organizations accompanied by strong managerial skills, high competence in Human Resources Management, and interpersonal and communication abilities. Since September 2019, she is supporting MSF Italy's strategic and organizational change; in early 2020 she was responsible for the organization of the response of MSF to the COVID-19 emergency for all HR and financial matters. Later in the same year, she was appointed Head of HR HQ.

Leading up to her current engagements, she has worked as a consultant for strategic planning and grant writing for a major INGO, which followed a deployment for 9 months in the DR Congo as a project coordinator for the World Bank. In 2014, at Duke University, she earned her Master's degree in International Development Policy. Before her masters, she worked for MSF as Human Resources and Administrative Coordinator in 2012 and as an Administrator in 2011. 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.

PROFESSIONAL EXPERIENCE

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

- Drive and deliver Human Resources (HR) projects as per the strategic agenda defined with the management team. Lead a team of 9 (HR professionals and secretarial support).
- Ensure strong delivery of yearly operational processes in terms of HR management for all the staff of the HQ of MSF Italy (ca. 200 staff) with an employee centric approach (recruitment, contracting, payroll, compensation and benefits, legal and administrative compliance, L&D programs, performance management).
- Responsible for the HR budget of the organization.
- Advise and strategize on the development of effective employment policies and procedures across the organization.
- Representative of MSF Italy in the EDI (Equity, Diversity and Inclusion) Global working group of MSF movement; member of the Italian DEI working group; member of the executive-associative working group on ethics and behavioural commitments, member of the cross administration international platform.
- Most recent achievements
 - ✓ Designed and implemented 2 new policies: Collaboration maximizer & smart working policy (2022-23); public holidays policy (2022).
 - ✓ Supported MSF Holland in the design of the HR Framework for S&R operations in Italy (2022).
 - ✓ Constituted the behavioural committee of MSF Italy (2022).
 - ✓ Successfully implemented a new performance management system through a specialized digital platform (2020).
 - ✓ Designed and implemented the HR strategy of the Programmes Department of MSF Italy (2019, HR Framework, functional grid, salary grid, Ben&Com structure, recruitment policy, health policy).

Visiting Lecturer, University of Milano-Bicocca, Milan, Italy, winter 2020 to present.

- Course on local and international cooperation and humanitarian aid.

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

- Structured the operations of MSF Italy in response to Covid 19.
- 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 of the covid19 response.
- Defined Budget and Financial procedures. Total Budget Euro 2 Million.

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

- Supported and advised the management in the definition and structuring of a new operational department with respect to Human Resources (HR) strategy.
- 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 (INGO), Milan, Italy, from 2017 to 2019.

- Designed project proposals for major institutional donors and specific support for intermediate or final reports 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.

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

- Advised students on the Masters in Project Management for International Cooperation (PMC), Humanitarian Operations (HOPE) and Fundraising management in NGOs (FRAME) on their professional development.
- Designed MIDHA, an 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 and reports to major donors: DG ECHO, DG DEVCO-EuropeAid, MAECI (Italian Ministry of Foreign Affairs and International Cooperation, now AICS), USAID, UNICEF, WFP, UNHCR.
- Provided technical guidance to the staff in the field for project design and follow-up on funded projects.

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

- Responsible for the final phase of an impact evaluation project 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.

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

- Responsible for 450 staff in different projects in the former Ituri and North Kivu Provinces on HR and admin matters.
- Ensured the implementation of HR policies and management guidelines.
- 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 (Ituri province, UN Red Zone), DR Congo, December 2010 to July 2011.

- Responsible for all accounting, budget control, financial reporting and HR management of a staff of 80.

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

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 M&A 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.
- **Master of International Development Policy (MIDP), Duke University**, North Carolina, USA, 2012 to 2014. Rotary Peace Fellowship.
- **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

- **Advanced training course on EDI – Building diverse and inclusive workplaces**. G.Brodolini Foundation and the Worklife, October 2021-April 2022.
- **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.
- **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).
- Advanced user of Microsoft Office and Excel. High level of competency in modelling in Excel.

VOLUNTARY SERVICE and CIVIC ENGAGEMENT

- **Forum della Meritocrazia**, Italy, 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.
- **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.

I hereby authorize the use of my personal data in accordance to the GDPR 679/16 - "European regulation on the protection of personal data".

SUMMARY OF QUALIFICATIONS

The person has extensive international experience in managing complex initiatives for the profit and non-profit sector. Currently Head of HR HQ for MSF Italy, she has an integrated profile, with experience in structuring and implementing organizational changes, very strong managerial skills accompanied by strategic vision, an innovative mindset, and high competences in Project Management, Human Resources Management and Knowledge Sharing.

PROFESSIONAL EXPERIENCE

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

- Drive and deliver Human Resources (HR) projects as per the strategic agenda defined with the management team. Lead a team of 9 (HR professionals and secretarial support).
- 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. 200 staff) with an employee centric approach (recruitment, contracting, payroll, compensation and benefits, legal and administrative compliance, L&D programs, performance management).
- Responsible for the HR budget of the organization.
- Representative of MSF Italy in the D&I Global working group of MSF movement; member of the Italian D&I working group; member of the executive-associative working group on ethics and behavioural commitments, member of the cross administration international platform.
- Focal point for the project "new ways of working".
- Most recent achievements
 - ✓ Supported MSF Holland in the design of the HR Framework for S&R operations in Italy.
 - ✓ Designed and implemented the HR strategy of the Programmes Department.
 - ✓ Successfully implemented a new performance management system through a specialized digital platform (Culture Amp).
 - ✓ Constituted the behavioural committee of MSF Italy.

Lecturer, University of Milano-Bicocca, Milan, Italy, winter 2020 to present.

- Course on National and International cooperation and humanitarian aid.

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

- Structured the operations of MSF Italy in response to Covid 19.
- 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 of the covid19 response.
- Defined Budget and Financial procedures. Total Budget Euro 2 Million.

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

- Supported and advised the management in the definition and structuring of a new operational department with respect to Human Resources (HR) strategy.
- 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 (INGO), Milan, Italy, from 2017 to 2019.

- Designed project proposals for major institutional donors and specific support for intermediate or final reports 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.

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

- Advised students on the Masters in Project Management for International Cooperation (PMC), Humanitarian Operations (HOPE) and Fundraising management in NGOs (FRAME) on their professional development.
- Designed MIDHA, an 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 and reports to major donors: DG ECHO, DG DEVCO-EuropeAid, MAECI (Italian Ministry of Foreign Affairs and International Cooperation, now AICS), USAID, UNICEF, WFP, UNHCR.
- Provided technical guidance to the staff in the field for project design and follow-up on funded projects.

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

- Responsible for the final phase of an impact evaluation project 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.

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

- Responsible for 460 staff in different projects in the former Ituri and North Kivu Provinces on HR and admin matters.
- Ensured the implementation of HR policies and management guidelines.
- 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 (Ituri province, UN Red Zone), DR Congo, December 2010 to July 2011.

- Responsible for all accounting, budget control, financial reporting and HR management of a staff of 80.

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

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 M&A 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.
- **Master of International Development Policy (MIDP), Duke University, North Carolina, USA, 2012 to 2014.** Rotary Peace Fellowship.
- **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

- **Advanced training course in D&EI – Building diverse and inclusive workplaces.** G.Brodolini Foundation and the Worklife, ongoing, October 2021-April 2022 (expected).
- **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.
- **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 S1 2023: B2 certification).
- Advanced user of Microsoft Office and Excel. High level of competency in modelling in Excel, knowledge of STATA and CPro.

LECTURES, RESEARCH, PUBLICATIONS (a selection)

- **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.
 - **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.
 - **Lausanne University, UThink, speaker on the chronic crisis facing the DRC with a focus on the eastern region and conflict minerals,** Lausanne, Switzerland, October 2016.
 - **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**
- 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.

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.
- **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.