



POLITECNICO
MILANO 1863

DIPARTIMENTO DI ARCHITETTURA
E STUDI URBANI
DEPARTMENT OF ARCHITECTURE
AND URBAN STUDIES

PERMANENT TRAINING COURSE

COMMUNITY INVESTMENT FOR A SUSTAINABLE DEVELOPMENT

**CRITERIA, TOOLS AND CASES
TO IMPROVE THE CAPACITY
OF PARTNERS TO DEVELOP
EFFECTIVE STRATEGIES AND ACTIONS**

26th, 27th, 28th October 2016

in collaboration with



and with



issued by

DEPARTMENT OF ARCHITECTURE AND URBAN STUDIES (DASU)

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ERM

ENVIRONMENTAL RESOURCES MANAGEMENT

ERM is a leading global provider of environmental, health, safety, risk and social consulting services and sustainability related services.

Key sectors include Oil & Gas, Mining, Power, Manufacturing, Chemicals and Pharmaceuticals. All face critical sustainability challenges and our clients in these key sectors and many others rely on ERM's ability to assist them in operating more sustainably, thereby having a positive impact on the planet.

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POLIEDRA

POLITECNICO DI MILANO

Poliedra is a consortium at Politecnico di Milano that provides technical assistance and consulting services and carries out applied research and training activities with a strong interdisciplinary approach.

The priority is the promotion of sustainability and participation in decision-making processes affecting environment, mobility of people and goods, promotion of natural and cultural heritage, using innovative solutions and decision support tools.

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and

INDABA.COOP

Indaba.Coop is a Geneva-based cooperative of consultants offering services to organizations, institutions and enterprises in four main areas: - Organizational Development - Sustainable Social Development - Education & Knowledge Management - Publishing and ICT development. Its multinational and multicultural roots, and its wide network of affiliate consultants in over 20 countries give Indaba.Coop the ability to respond effectively in a variety of cultural environments with a command of several languages, using the innovative 3EC approach©: Expertise, Experience, Enthusiasm and Creativity. Indaba.Coop experience in education programs and cooperative learning methods enables it to provide efficient services in the fields of learning, tutoring, coaching and developing relevant educational tools.

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PROGRAMME

Community Investment (CI) is a key instrument for companies to promote development and benefits to local communities and for developing mutually beneficial relationships between the company and its stakeholders. It is important that investment in local communities is aligned with local development strategies. In order to coordinate local development strategies adopted by countries with funding initiatives implemented by investors and operators, companies are required to identify tools with increased effectiveness to meet local communities' needs.

The objective of this course is to provide the practical knowledge necessary to develop effective approach and actions, in order to maximize investment benefits and improve the companies' reputation and image.

This 24-hour course is organized in 5 modules of 4 hours. Each module adopts a different perspective on Community Investment management: functionality, operational elements and tools, transnational partnership mechanisms for sustainable local development and strategic land planning, socio-environmental assessment, legal aspects and good practices.

In order to facilitate the comprehension of concepts and methodologies analyzed, each module includes a theoretical part and a practical exemplification using case studies.

Wednesday, 26th October 2016

Module 1

Characters of Community Investment

9.00-12.00 **Community Investment definition, objectives, guiding principles and benefits**

MARCOS GALLEGO, ERM

Coffe break

12.00-13.00 **Principles for the performance of Community Investment programs**

CARLA CORLATTI, ERM

Light lunch

Module 2

Transnational partnering for local sustainable development

14.00-15.00 **Concepts, principles and strategies for sustainable development**

EDUARDO MISSONI, Indaba.Coop

15.00-17.00 **Strengths and limitations of global multistakeholder initiatives and financial mechanisms**

LODOVICA LONGINOTTI, Indaba.Coop

Coffe break

17.00-18.00 **The new Companies' role**

MARCELLO GELORMINI, Indaba.Coop

Social dinner

Thursday, 27th October 2016

Module 3

Tools for Community Investment

9.00-11.00 **Community Investment Strategy**
TRACEY DRAPER, ERM

Coffe break

11.00-13.00 **Community Mapping and Youth Involvement**
DOMINIQUE BÉNARD, Indaba.Coop

Light lunch

Module 4

Planning and Assessment Tools for Community Investment

14.00-15.00 **The main phases in a planning process**
MARCELLO MAGONI, DASTU - Politecnico di Milano

Coffe break

15.00-18.00 **Building the monitoring system**
SIMONA MURATORI, Poliedra - Politecnico di Milano

Friday, 28th October 2016

Module 5

Legal Aspects of Community Investment

9.00-11.00 **International Investment Law and the Environment**
GIOVANNA LANDI, Studio Legale Landi

Coffe break

11.00-13.00 **Impact investing tool and markets**
ROBERTO RANDAZZO, R&P Legal

Light lunch

Module 6

Case studies

14.00-18.00 **Case studies**

Coffe break

CONTENTS

Module 1

Characters of Community Investment

Coordinated by CARLA CORLATTI, ERM

The main objective of this session is to provide participants with an introduction to Community Investment including a definition, key objectives and important guiding principles. Moreover, an analysis will be carried out on the benefits companies can get from the implementation of Community Investment programs in terms of reduction of reputational and other social risk, gaining a social licence to operate and meeting national government requirements.

The session will also include a presentation on the principles for implementing and monitoring the performance of Community Investment programs, aimed at achieving long-term, positive community development impacts. Good practice principles will be focused on the preparatory assessments of business and local contexts, engagement on Community Investment, screening the investment options as a decision making-tool, measuring the results and communicating them.

Module 2

Transnational partnering for local sustainable development

Coordinated by EDUARDO MISSONI, Indaba.Coop

This session will introduce participants to general concepts, principles and strategies adopted at international level regarding initiatives in support of sustainable development, and their effectiveness. It will provide a general view about the complex international development architecture, and will introduce to multiple and diverse actors (both state and non-state actors), and their role and participation in transnational partnerships and initiatives for local sustainable development. Strengths and limitations of global multistakeholder initiatives will be presented, as well as current development of innovative financial mechanisms. A strategic approach to community investment will be proposed with specific reference to the role that transnational and major national companies may play at national and local level with a social responsible approach.

Module 3a

Tools for Community Investment

Coordinated by CARLA CORLATTI, ERM

The module is divided into two parts.

The first part is about Community Investment Strategy.

This session will focus on the approaches and methods that can be used to support the preparation of an effective Community Investment Strategy. A Community Investment Strategy is a high level strategic document outlining important commitments and an approach to supporting local development needs. The development of a Community Investment Strategy is a crucial component for planning and delivering a successful Community Investment program, where benefits can be leveraged and maximised to support local development needs and generate business value for the company.

The key elements of a strategic Community Investment include: understanding business objectives, internal and external alignment, multi-stakeholder partnerships, sustainability and results measurement. The session's main objective will be the presentation of a methodology, including key process steps to achieve important elements of Community Investment.

The session will include an approach for the identification of Community Investment program areas and the selection of a suitable implementation model. Implementation planning and engagement processes with communities and other stakeholders will also be considered. The importance of the stakeholder engagement effort in Community Investment will be outlined, with particular regards to the integration of Community Investment with other company programs involving communities.

The second part is about Community Mapping and Youth Involvement.

Community Mapping is a people centred participatory development strategy that engages different groups in a population (youth, workers, housewives, children, etc.) in canvassing their communities to identify and document community-based resources, needs, and opportunities.

This module will specifically focus on youth. Seeing the community through the eyes of young people is a comprehensive assessment of what a community has to offer.

Youth mapping is grounded in two constructive assumptions:

1. Too often development projects are built on assessing the problems and needs of a community. Instead, every community has also its own resources and assets. Thus, a community assessment should help to uncover not only needs but also resources, encouraging community members to consider the community's assets and how to use them, as well as the community's needs and how to address them. This represents the first step in the learning process about best use of communities own resources to solve problems and improve community's life.
2. Youth mapping is grounded in positive youth development principles and practices, in which young people are not only active participants in their learning but also work in partnership with adults to lead community development projects. This also represents a shift toward viewing youth as assets in community development. From this viewpoint, youth are collectively and individually seen as partners and leaders in development at the local, national, regional and international levels, rather than a problem to be addressed.

Collected information represents an invaluable resource in areas such as: Community Services Planning, Development of income generating activities; Vocational training programs, Fighting against trafficking

This module will provide participants with the basic elements to implement Community/Youth Mapping as an integrated and essential component of Community Investment initiatives.

Module 4

Planning and Assessment Tools for Community Investment

Coordinated by MARCELLO MAGONI, DASTU - Politecnico di Milano

The objective of the module is to provide some guidance on the role of planning in supporting the process of government and the implementation of interventions in the framework of a Community Investment.

The module is divided into two parts.

The first part describes briefly the main phases of a planning process characterized by a systemic vision and oriented to find solutions that take into account the urban, socio-economic, and landscape dimensions. These stages consist of: an analysis of the territorial system that is affected by an action; the identification of the critical elements to consider and opportunities to catch; the identification and sharing of objectives; the development of coherent and effective strategies and actions and their evaluation; the proper and flexible implementation of interventions supported by adequate monitoring to promptly highlight the unwanted deviations.

The second part of the module deals with the monitoring of the effects of the foreseen Community Investment actions in the socio-environmental context and their efficiency in comparison to the set goals.

The section will describe the methodology for the construction of the monitoring system, including the following main activities:

- identification and measurement over time of context indicators and performance indicators, and assessment of the contribution of plan activities on their variation,
- analysis of the degree of achievement of targets, comparing the indicators values with foreseen estimates, identification of the causes of possible differences, and, if needed, of directions to reorient the actions, the goals, and the strategy.

Through the description of a case study, the session will highlight various features of the monitoring system and its interaction with the other phases and tools of the planning process.

Module 5

Legal Aspects of Community Investment

Coordinated by GIOVANNA LANDI, Studio Legale Landi

The main objective of this module is to provide legal references to the international laws which regulate the process of management and fulfilment of the operations foreseen within the Community Investment.

The module is divided in two parts.

During the first part the main international laws will be synthetically shown (Conventions, Agreements, Guidelines, etc.). These include regulations and criteria of the investments with particular reference to the assessment and safeguard of the environmental ones, of the local communities (including their values and traditions) and of the relationship with the authorities and with the interested stakeholders. This phase will also assess the minimum criteria

implemented and/or shared and required by the main banks and international institutes (World Bank and OECD) in the field of Community Investment, as other principles shared at international level (Equator Principles and IFC Fund).

The second part will examine the topics related to the funding of the business activities, included in the community investment structured plan, which shall produce a positive social outcome to benefit the community and the territory. Therefore, impact investing mechanisms will be examined not only for the benefit of attracting direct funding (as equities and loans) but also for the possibility to trigger mechanisms to attract further investments. The subject is obtaining more and more importance considering the increasing attention towards the social impact caused by the investments in the emergent economies by the philanthropic investors and by the supranational institutions, including the multilateral banks. The in-depth analysis of this topic will be supported by the consideration of practical case studies.

The choice of the topics to be presented and their level of definition will occur after a discussion with the other speakers, also with reference to the case studies that will be presented and to the interests of the participants collected by the speakers that will open the workshop. Information materials can be distributed (Conventions, guidelines, jurisdictional cases, etc.) in addition to the slides that will accompany the module.

CURRICULA

Course Director



ANGELA POLETTI, DASTU - Politecnico di Milano

She is associate professor of Project Appraisal at DASTU, Politecnico di Milano. She graduated from the same Politecnico in Civil Engineering, and since then she has performed academic research. She has more than 30 years of experience in environmental assessment of infrastructural works, plans and programs, coordinator of European, national and regional research groups. Her primary research has focused on developing the role of valuation to encourage sustainability of territorial transformations and conventional high impact functions. The experiences have touched (in terms of methodology and application) GIS and ICT components. They are concerned not only in the sense of hardware and software, but of data structures, applications, and human component. The disciplinary interest spans both environmental economics and projects feasibility.

Course Co-Director



MARCELLO MAGONI, DASTU - Politecnico di Milano

He has been working for over 30 years in the environmental, spatial and urban evaluation and planning. He teaches, makes researches and consulting at DASTU, where he is the scientific coordinator of the Observatory of Resilience Practices. The main topics of the where he has participated are: the environmental assessment of projects and plans, the sustainable development in territorial systems, the energy landscapes, and the resilient strategies. He wrote around 100 articles in national and international journals and he has written and edited some monographs.

Other Lecturers



DOMINIQUE BÉNARD, Indaba.Coop

He is Indaba.Coop Founding Partner. He is a school psychologist and vocational guidance adviser, has held senior positions in several youth organizations. His work is focused on collaborative learning and the transition from adolescence to adulthood. He is developing non-formal educational programs for young people, especially in developing countries, in conjunction with NGOs and international organizations such as the Refugee Education Trust, FAO and the International Youth Foundation. As a consultant in development projects, he focuses his work on the involvement of the community and he is using community mapping as a tool to involve stakeholders in assessing the resources and needs of the community.



PAOLA BERTOLINI, ERM

She is the IAP (Impact Assessment & Planning) and Permitting Practice Leader of the ERM Team based in Milan. She has extensive experience in Environmental Social and Health Impact (ESHIA) assessment related to Power and Oil&Gas projects and in general in the authorization process. Paola has over 17 years' experience in permitting process for Oil&Gas, power and renewable energy sectors and, recently, in nuclear sector too. During her career, she worked for several major Power Companies (E.ON, Falck Renewables) as Head of Development of Renewable Energies and as HSE Manager. From 1997 to 2010, she has been lecturer at Politecnico di Milano.



CARLA CORLATTI, ERM

She is a Senior Consultant with ERM with more than 16 years of experience in managing and performing environmental and social consultancy projects. She is particularly experienced in project management of complex multi-disciplinary programs/assignments across ERM Business Units and geographies. She provides specialist advice on Sustainable Development and Corporate Responsibility and she has a significant experience in sustainable finance. She worked also in the sector of international development with multilateral organizations and development banks on institutional strengthening and capacity building projects.



TRACEY DRAPER, ERM

She is a Principal Consultant with ERM with over 15 years' experience working in Africa and advising the private sector on social performance and community investment. Her experience includes social impact assessment, developing corporate/community engagement programmes, institution development and governance. She has worked with government, NGOs and the corporate sector and has experience in training oil and gas sector staff and development practitioners in community engagement, governance and sustainable development. She has also partnered with bi-lateral and multi-lateral agencies such as the World Bank and UNICEF to design and / or implement community investment programmes. Tracey also has five years' experience living and working in the Niger Delta implementing community investment. She has also conducted social impact assessments of the oil and gas, renewable energy and mining sectors in other African geographies and more recently has supported the implementation of community investment in eastern Europe.



MARCOS GALLEGO, ERM

He has a PhD in geochemistry and petrology, complemented by a postgraduate Diploma in Environmental Management and Engineering (EOI Spain), and an Executive Management Course at INSEAD (France). He has over 20 years of experience in environmental management and he has developed several projects in helping companies defining sustainability/corporate social responsibility policies, programs and public reports, as well as for the definition of strategies and public positions on emerging risks (biodiversity, social risks, corporate citizenship, etc.).



MARCELLO GELORMINI, Indaba.Coop

He is an international development expert with an extensive academic and professional experience in the field of global health in resource-limited settings. He has obtained an MSc in Management of Public and International Institutions at Bocconi University (Milan) and an MPH at the "Ecole des hautes études en santé publique" (Paris). He has been involved in a diversity of activities within development projects, advising International Organization, Governmental and Non-Governmental organizations in Africa, South America and Central Asia. He is also collaborating with a cross-disciplinary team at the Politecnico di Milano on formulating new urban policies for improving the well-being among elderly people.

**GIOVANNA LANDI, Studio Legale Landi**

She is a lawyer specialized in administrative, energy and environmental law. She gives her assistance to international and domestic clients on environmental permitting procedures, energy and energy efficiency law, pharma law and other related topics. She is teacher of environmental law and town planning law at the Politecnico di Milano and author of many publications regarding environmental, energy and occupational safety fields.

**LODOVICA LONGINOTTI, Indaba.Coop**

She is a political scientist with over 30 years of experience in the field of development cooperation working with both multilateral organizations and bilateral development institutions. She has worked extensively both at the international level and in developing countries in the field of strategic planning, policy analysis and design, management, monitoring and evaluation of economic and social development programmes. She is currently working at the Italian Agency for Development Cooperation.

**EDUARDO MISSONI, Indaba.Coop**

He is Indaba.Coop Founding Partner and President and he is currently a professor at the Bocconi University and SDA-Bocconi. His teachings and research activities include Management of International Institutions and Non-profit Organizations, Global Health and Development related Policy-making and Management. From 1987 to 2002, he was an Advisor to the Directorate General for Development Cooperation in the Italian Ministry of Foreign Affairs. During the same period, he acted as the liaison officer with WHO and PAHO. He was a UNICEF officer in Mexico and a medical volunteer in Nicaragua. Between 2004 and 2007, he was the Secretary General of the World Organization of the Scout Movement.

**SIMONA MURATORI, Poliedra - Politecnico di Milano**

Environmental engineer, she is research fellow at the Italian National Research Council (CNR-IEIT) and a lecturer in "Strategic Environmental Assessment" at the "MEDEA Master in Energy and Environmental Management and Economics" at the ENI Corporate University. She collaborates with Poliedra since 1996 on projects concerning decision support systems and environmental assessment. She has been associate professor of System Analysis, has taken part in the Technical Commission on environmental assessment at the Italian Environment Ministry, has been senior program officer of the Environmental department at Fondazione Cariplo (a major grantmaking foundation).

**ROBERTO RANDAZZO, R&P Legal**

He moved his first steps as a lawyer operating in corporate and business law gaining high experiences in international contracts. Over the past 20 years, he then consolidated his expertise in the charity and social business sector deepening new areas of legal advice in innovation field both entrepreneurial and social. He gained solid experience in innovative startup and not-for-profit entities advices. He now advises several major entities from the social business sector on their development and management, as well as on fundraising, extraordinary transactions, tax and accounting matters both in Europe and in emerging countries. He's now Social Innovation lecturer Polytechnic of Milan.

INFO

WHO SHOULD ATTEND

The course is aimed at Community Investment managers and Social Performance managers as well as planners, engineers, architects, economists, legal experts and decision makers who are involved in implementing Community Investment and who would like to improve their understanding of the processes and role of Community Investment in social risk management.

VENUE

**Politecnico di Milano
Campus Leonardo**
SPAZIO EDUCAFÉ

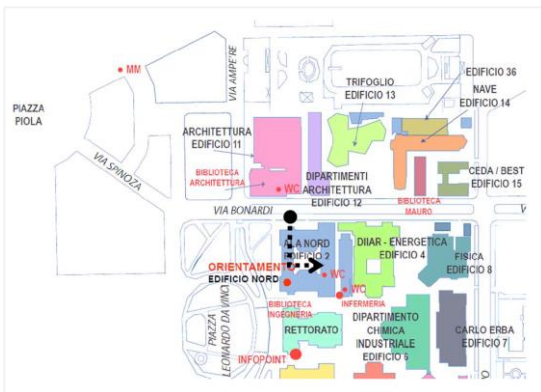
Building 2, Ground floor
via Bonardi 2, 20133 Milano

DURATION

24 hours, 8 hours for 3 days
9.00-13.00 and 14.00-18.00

LANGUAGE

The Course will be held in English



REGISTRATION

REGISTRATION FEE € 1.100

The registration fee includes 2 daily coffee breaks, 1 daily light lunch and 1 social dinner.
(The registration fee for the course is tax exempt pursuant to art. 10 of Presidential Decree no. 633 of 26/10/1972, as amended).

After the registration, you will receive the bank details for making the wire transfer payment.
The organizers reserve the right to cancel the Course if the minimum required number of participants is not reached.

REGISTRATION DEADLINES

**The REGISTRATION FORM is to be filled on www.citrainingcourse.ermitalia.it
NO LATER THAN 30th SEPTEMBER 2016**

CONTACT

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