





Harnessing territorial CSR
to respond to urban needs

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CITIES4CSR

MILAN INTEGRATED ACTION PLAN

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CITIES4CSR MILAN:

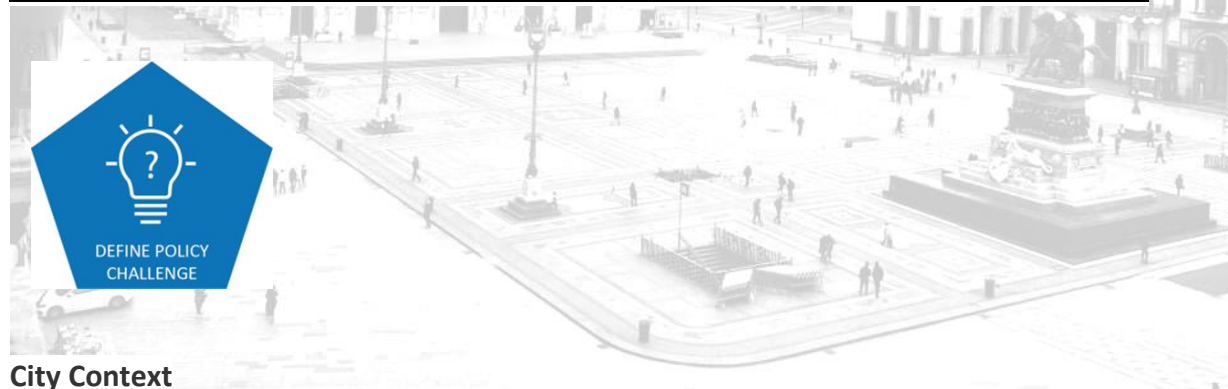
A unique contact point for Private/Public Partnerships

A - Part 1 - Presentation of Context and Process

Milan's main aim is to build a stronger, reliable and centralized interface in between the Municipality of Milan and the vibrant Milan CSR-community, resulting in improved and more efficient intra-municipal processes and structures.

Namely, Milan is keen on understanding, endorsing and facilitating CSR engagement, specifically in the social policy area, by putting together a toolkit of administrative, legal and financial tools to systematise Public/Private processes and procedures, highlighting ongoing needs/opportunities within the municipality and discussing/tackling the issues at local level involving local stakeholders. Using a co-creation and horizontal approach, Milan wants to maximise results and projects by minimising the efforts and time to implement them, thus helping the city and its citizens to thrive.

Part 1a City Context and Definition of the initial Policy Challenge



City Context

In our urbanising societies, it is cities where dynamic and contradictory processes accelerate. Today cities are facing multiple crises and often lack the resources to provide necessary public services; making the need for a more collaborative urban leadership obvious. As Public Administrations lack resources, partnerships could become crucial for policy making and the business sector would be a key actor in this sense.

Milan has a draft strategy to develop deprived urban areas, providing greater opportunities for vulnerable communities connecting CSR decisions with the city's strategic goals in urban

development. By matching complementary needs the City of Milan would like to maximise benefits and beneficiaries without needing to spend extra budget.

But, while CSR is a strong practice among leading businesses, municipal mobilisation and coordination is still poorly developed. Different departments within the Municipality of Milan are dealing with CSR individually and there is not yet a long-term integrated plan or comprehensive strategy regarding CSR activities, nor a procedure to engage with the business sector. On one hand there is not a common approach, nor language amongst departments when it comes to CSR, on the other hand the City of Milan is working on surveying needs internally (from different departments) and externally (from citizens and neighborhoods).

Policy Challenge Definition

Our main policy challenge is to build a stronger, reliable and centralized interface in between the Municipality of Milan and the vibrant Milan CSR-community, resulting in improved intra-municipal processes and structures.

Namely, we are keen on understanding, endorsing and facilitating CSR engagement specifically in the social policy area by putting together a toolkit of administrative, legal and financial tools to systematise this process (procedures), highlighting ongoing needs/opportunities within the municipality and discussing/tackling the issues at local level involving local stakeholders using a co-creation approach.

The specific need of prioritizing social policies came up quite strongly after the beginning of the Pandemic and the consequences that it had on social inequalities and the most fragile part of the Milanese population. Namely, a new need emerged as most primary school pupils had to study from home and not all of them had access to a good internet connection and digital devices. This is why it became clear we had to focus on providing underprivileged families with the necessary tools for their kids to be able to follow online classes and not lack behind with their education. Luckily on the other hand many companies had to equip their employees with new laptops in order to allow them to work remotely and this created the perfect match in between the Public Administration's needs and our private stakeholders' ones: the laptops no longer used by private companies could be regenerated and donated to families in need.

Moreover, while working on our policy challenge and SSA, we realized that we could expand our focus beyond CSR activities and include Public Engagement activities from universities (there are 7 universities based in Milan), Foundations, NGOs and local Associations. This particular mix of local actors can, in fact, support collaborations among private stakeholders and in between teams of local stakeholders and the Public Administration, maximising the impact for the whole city.

In general we decided to focus on social issues because the Pandemic highlighted the need to invest more on decreasing differences in society rather than increasing them. We did talk extensively with our ULG about possible SSA and we all agreed on the social policy focus also,

but not only, because we came to the conclusion that social issues are cross-cutting issues influencing the whole city development.

In particular, we chose schools because we realized that schools are somehow an overarching theme, allowing our team to work on different challenges at the same time: greening, digital and circular economy.

Part 1b IAP-Focus



Strategic Goal or Vision or Need

The City of Milan would like to create a web platform and/or a unique contact point inspired by the approach used by the city of Nantes to match city and stakeholders' needs/priorities. In particular we would like to:

- Develop and support a team of “account managers” who can lead and take care of different stakeholders and projects acting as “guides” through the bureaucracy and procedures
- Create a unique contact point for companies, associations and foundations that want to collaborate with the city of Milan
- Create a focus group of mixed stakeholders (including key people from the Municipality of Milan) who can identify areas of intervention/survey needs and keep them up to date
- While proceeding with structuring a stakeholder engagement strategy and procedure, the municipality of Milan is also planning to discuss possible CSR activities with other internal departments in order to foster internal cooperation and maximize end results. In this sense we put together a *Vademecum on CSR procedures and contracts* (a list of possible legal agreements to use at different engagement levels)
- Thanks to a close cooperation with [Bloomberg Associates](#) we also drafted an impact matrix to evaluate the social impact of our SSAs and possible future projects.

Intervention Focus

In the beginning, the City of Milan and its ULG identified 4 main policy areas of intervention:

- Food poverty;

- Digital poverty;
- 15 minutes neighbourhood (all available services should be reachable within a 15 min distance);
- Underprivileged schools.

After discussing these different priorities internally and with our ULG, we agreed that “Schools” could be a good “umbrella topic” encompassing all the other intervention’s areas.

Schools in deprived areas of Milan are, in fact, increasingly at risk of developing white flight issues, worsening their attractiveness and increasing inequalities. The Pandemic accelerated this process, making it paramount for the Municipality of Milan to take action both with hard interventions (such as murales, refurbishments, creative learning spaces and so forth) and soft ones (through implementing innovative learning methods and classes).

Specifically, the Municipality of Milan is in charge of the well-being and well-functioning of primary schools (attended by pupils aged 6 till 10 years old).

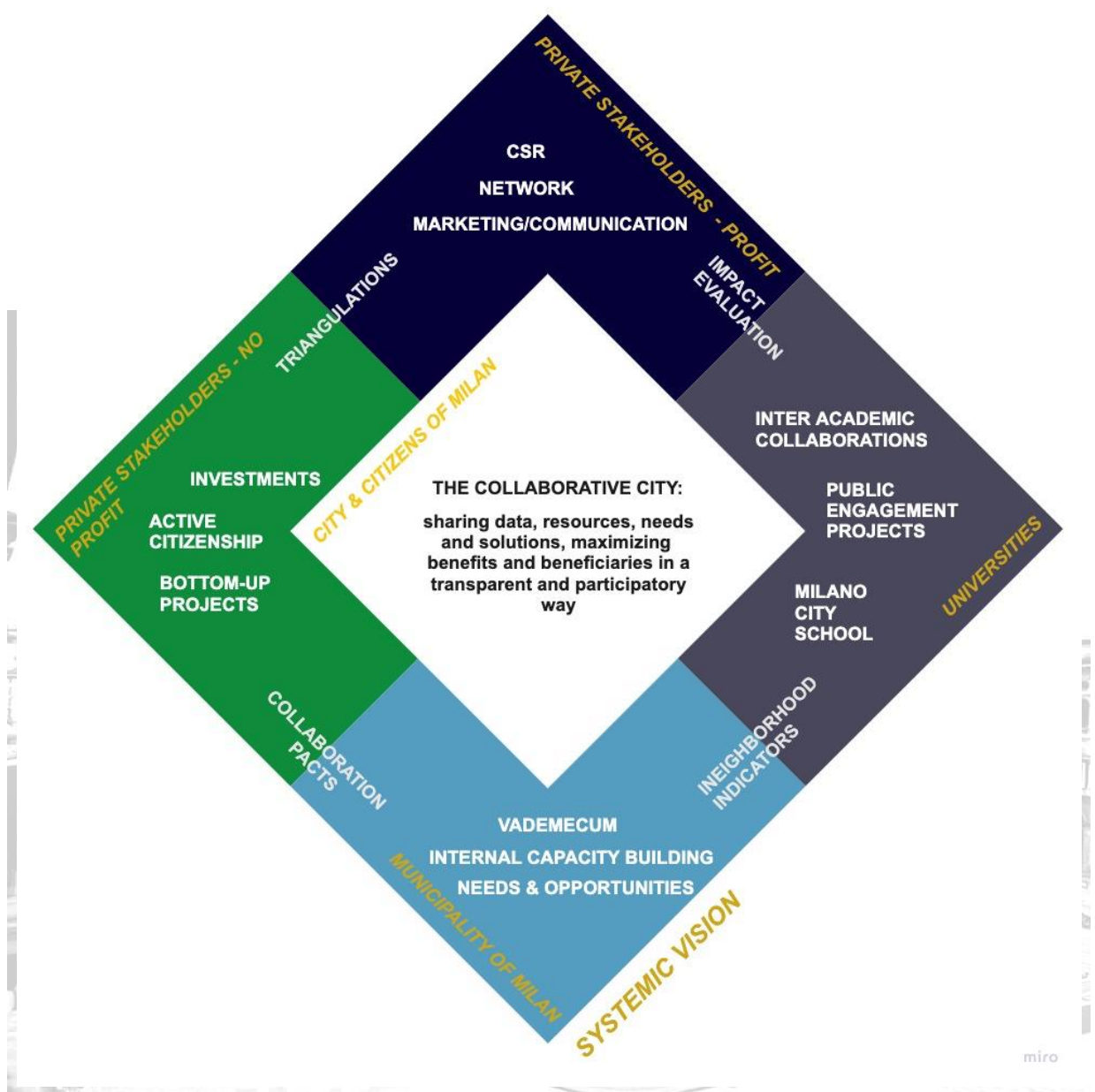
Milan's ULG focus has been summed up as following: *improving the attractiveness of schools in deprived areas of Milan.*

We then proceeded with harvesting proposals from our stakeholders and working with them using a co-creation approach on how to match those proposals with the needs we surveyed. This led us to multiple SSAs, namely: STEM laboratories/travelling Sky; digital inclusion/Computer supply chain; Enhancing Neighbourhood’ Schools/Play Streets.

Aspirations for the Integrated Action Plan

Our ideal goal in the long term is to foster a collaborative city where all stakeholders (private, public, philanthropic, academic and business) collaborate harmonically and holistically generating win-win projects with the least investment and the maximum return.

The collaborating city represents an attempt to optimize the available resources and to systematize the engagement of private actors operating on the local territory where the Municipality of Milan represents a hypothetical single point of contact able to direct the efforts of the private sector (corporate, philanthropic, academic) towards policies, thus connecting complementary needs and creating win-win collaborations.



Simplified systemic vision of the Collaborative City

Namely, in the collaborating city:

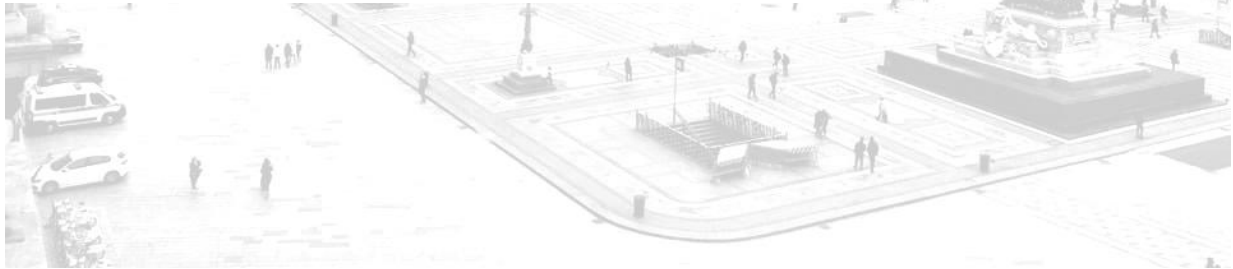
> the Municipality of Milan collects the needs of the territory through both the direct relationship with its citizens and with neighborhood indicators that can offer an objective integrated reading on a precise basis by combining data and cross-cutting resources. It also acts as a single point of contact capable of acting as a matchmaker between the offers of the private

sector and the needs of the PA/city and handing over the various projects to the relevant Departments. In doing so, the City of Milan optimizes the efforts of private individuals, guiding them through bureaucracy, contractual forms and legal obligations (*vademecum*) and ensuring a return in terms of communication/image/reputation commensurate with the effort/result. Analyses carried out in collaboration with the Social Policies Department and the Mayor's Office (International Relations Department) have shown that, at present, the Municipality of Milan does not have sufficient trained and available personnel to ensure that the engagement of private stakeholders is systematized and optimized.

> Profit and non-profit private stakeholders offer expertise, resources, funding, etc... responding to the needs of the city and its citizens, involving citizens wherever possible (schools, corporate volunteering, associations, etc.) and initiating projects that do not involve financial investments for the City of Milan and that can also, but not only, result in collaborations between different actors, formalized without the direct involvement of the City, but still following its guidance (triangulations) thus shortening the time to ground projects / donations / collaborations.

> The Universities work together on the study and implementation of neighborhood indicators that - based on data - are an objective and transparent guide to the needs of the territory and present updated quantitative and qualitative analyses.

In this vision, universities take part in the harmonious development of the city not only through inter-academic collaborations and the exchange of knowledge, but also in a concrete way on the territory by directing their Public Engagement projects in a similar way to what a corporate stakeholder might do with its CSR (Corporate Social Responsibility). Together with private stakeholders and the Municipality of Milan, the Universities can also contribute to the measurement of the impact of public-private collaboration projects.



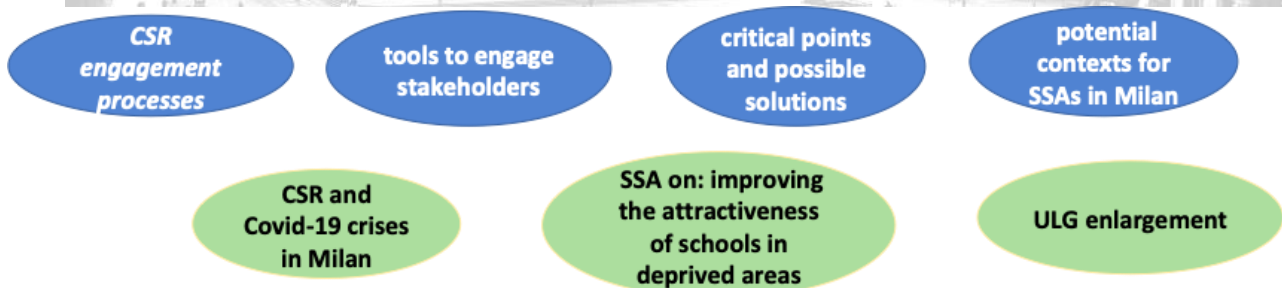
Part 1c Description of the Process



Composition and Role of URBACT Local Group (ULG)

We set up our URBACT Local Group as a group of local stakeholders who can take part in co-producing the city strategies and action plans together with the city administration. We tried to have our ULG composition as comprehensive and integrated as possible including companies, networks of networks, foundations, citizens' associations and academics. We realized, in fact, that by collaborating among each other, stakeholders can have a bigger pool of resources and can thus support the co-creation of bigger and wider projects using the municipality of Milan as the main coordinator of needs/opportunities and neighbourhoods for interventions. The Municipality also acts as a facilitator for bureaucratic processes, permissions and institutional communications.

Brainstorming about how to develop our private/public collaboration projects we discussed these main topics:

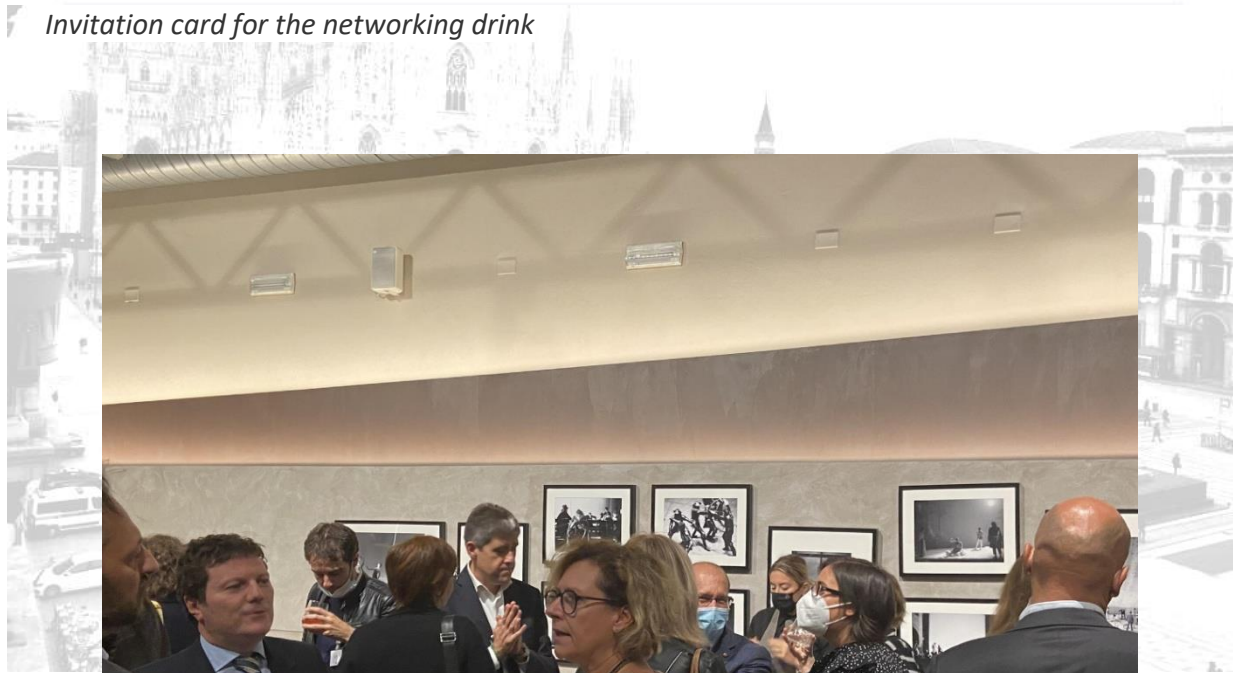


We are using this list as general guidelines for our present and future developments, e.g. we are still thinking about how we could enlarge our pool of stakeholders and how to integrate possible new ones with the established team.

In this regard we organized the first networking drink on the 20th October 2021: we invited around 20 external stakeholders and about 15 colleagues in order to get to know each other, mingle and connect in an informal/relaxed way. The feedback we received both from our colleagues and the participating stakeholders was very positive and highlighted the need of having such meeting opportunities more often and possibly on a thematic basis (social issues, green/environmental issues, schools, deprived neighbourhoods and so on). Here is the invitation we sent to our stakeholders to the networking drink:

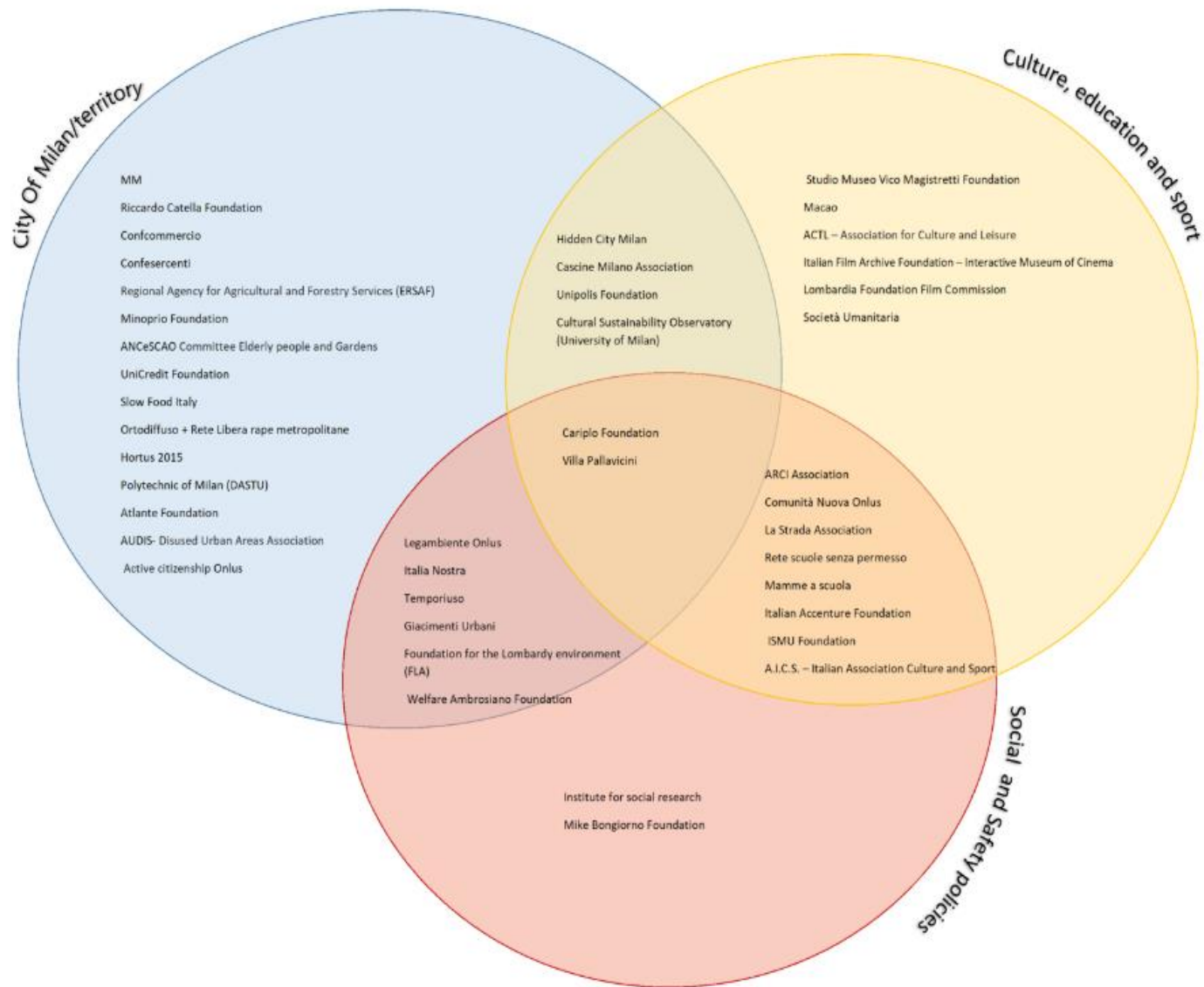


Invitation card for the networking drink



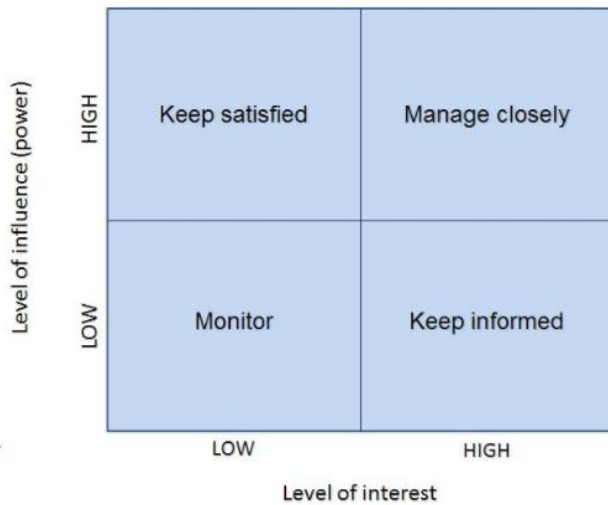
Picture of the networking drink





Milan's Stakeholders Mapping based main thematic clusters

Structure of the URBACT Local Group (ULG)



We tried to include a wide variety of stakeholders (private, public, philanthropic, academic and business) also keeping into consideration previous experiences of public/private collaborations and informal contacts. We strategically chose to include networks of networks to ideally tap into their affiliates/resources and start new collaborations when/if needed.

Some of our stakeholders already knew each other beforehand. On a hindsight this has been very useful since it fostered ULG internal collaborations and trust and team building.



Who is part of Milan's ULG:

[Assolombarda](#) 
 (This is the association of companies of Lombardy region)

[Sodalitas Foundation](#) 
 (This is the CSR focussed initiative of [Assolombarda](#))

[Bracco](#) 
 LIFE FROM INSIDE

[Cariplo Foundation](#) 

[Fondazione Pellegrini](#) 
 (This is the foundation of the [Pellegrini Group](#))

[CSR Manager Network](#) 

[Retake Milano](#) 
 (Active citizens' association)

[University of Milan](#) 
 LA STATALE

Composition of the URBACT Local Group

#	ULG-Target Composition	Mobilised	Name Stakeholders/Organisations
1	Different departments within the local administration	X	Social Policies, Education, Resilient Cities, Neighborhoods plan
2	Elected people responsible for policies connected to challenge	O	
3	Different tiers of government in the relevant policy area	X	City and metropolitan level
4	Beneficiaries of the policies	O	
5	Private sector, business community, employers	X	Assolombarda, Bracco
6	Business associations, advocacy groups, unions	X	CSR Manager Network,
7	Third sector, NGOs, social enterprises, foundations	X	Cariplo Foundation, Bracco Foundation, Pellegrini Foundation, Retake, Sodalitas
8	Knowledge/research centres, universities, education providers	X	University of Milan, Bloomberg Associates
9	Media/Communication (traditional, social), Influencers	O	
10	Potential funders	O	

Role / Impact of Transnational Exchange and Learning on local Progress

Local Learning/Exchanging Transnational

General

Milan's ULG has been shaped considering the present and future potential of the stakeholders taking part into it. For this reason, we have chosen to work with Networks of Networks such as [CSR manager network](#), [Sodalitas Foundation](#) and [Assolombarda](#). This way we can tap into hundreds of companies, by interacting with just a few people/business representatives that act as multipliers/spillovers of our project and approach.

The most relevant themes to be addressed locally resulted to be: sustainability, environment and social issues.

Since the starting of CITIES4CSR, the Municipality always involved local actors and ULG members in the exchange of the activities implemented at network level, keeping them informed on good and best practices of other cities, results of the network, inputs and trainings from the URBACT Secretariat in order to improve the knowledge exchange and share interesting and useful examples related to the topic

of CSR. In this regard, CSR Academies organized with the support of URBACT ad-hoc experts were of great interest also for local actors to shape local activities and priorities, as well as the exchange of experiences with other cities thanks to Transnational meetings: the URBACT Local Group benefited a lot from all these resources.

Input ('What have we learnt from Others')

Milan collected lots of important inputs from the exchange with:

- the Lead Expert
- the URBACT Secretariat through the participation to online training sessions and webinars
- the transfer of knowledge, experiences and good practices with other cities during Transnational and Bilateral meetings
- the exchange with ad-hoc expertes during the CSR Academies that were organized on the themes of: green and social topics of CSR, sustainable and strategic public procurement and of "Shared Value" approach.

On a local basis Milan got a better insight on the business approach thanks to the many ULG meetings we organised. Our ULG has been very supportive of CitiesCSR, confirming the interest of private stakeholders in working with the municipality of Milan. They also started spontaneously to work together on SSAs creating horizontal collaborations that have been very inspiring for the PA.

Our ULG gave us feedback that they understood much better how the Municipality of Milan works internally and that it has been very useful for them to have a chance of meeting with different departments and stakeholders, sharing knowledge and experiences.

This is the result of a peculiar work carried out at internal level in the Municipality thanks to the impulse of CITIES4CSR project that brought different Departments interacting, sharing knowledge and experience to write a *CSR Vademecum* analyzing tools and methods for the creation of Public Private Partnerships.

Thanks to one-to-one exchange and bilateral meetings (in particular to the one with Nantes), Milan had the chance of switching mindset from the perspective of CSR4cities to the one of Cities4CSR, enlarging the point of view to a more inclusive approach to CSR and of cooperation with local actors and stakeholders.

Output ('What have we taught to others')

Thanks to the implementation of the CITIES4CSR project, Milan had the chance to:

- share knowledge and experience on many CSR topics with other interested cities of the network. For example, linked to the green topic of CSR, Milan organized some bilateral meetings to transfer knowledge and good practices to Bratislava, that decided to focus its interventions of CSR and SSAs on tree planting to make the city more sustainable and environmentally friendly.

- In the framework of SSAs implementation, also Budaors decided to work on green issues and tree planting, inspired also by the experience of Milan.

Due to the breakout of the Covid-19 pandemic, Milan experienced a so called “Golden Age” of CSR, as in the city many CSR-related initiatives took place (mostly spontaneously) to support and help citizens in need, healthcare staff and elderly people during the lockdown and the first Covid-19 wave. This was another example of good practice and initiative implemented in the city that was shared with partners during transnational meetings that created some interesting knowledge links between partners and was also disseminated outside the network.



B - Part 2 - Action Plan

Part 2a Objectives, Actions and Schedule



After the internal reorganization of the Municipality that took place from October 2021 due to the second mandate of the Mayor Giuseppe Sala, many internal assets of the city changed so that also priorities and project actions were slightly reshaped and adapted to the updated new city context and new staff of the municipality were involved in the project implementation.

This experience made us realize the importance of having a detailed and approved action plan to proceed with the project activities. This situation brought also the issue of appointing and involving the right and skilled people in the implementation of the actions within the Municipality to whom allocate specific identified steps of CITIES4CSR activities. The whole process of identifying new key people and people responsible for CITIES4CSR processes will be completed approximately in September 2022.

In the meantime, intermediary steps were reached and important people of the city staff were identified, in particular for the co-design and implementation of the small scale actions together with CITIES4CSR ULG.

The first steps taken towards the definition of a strategic action plan of Milan started with a brainstorming exercise that was developed with other partner cities.

Through this exercise, the different types of integration proposed by URBACT were analyzed from the point of view of: Policy Sector, the development of local partnership (horizontal approach), the integration of different policy levels (vertical integration), the territorial and the integration of soft and hard investments through CITIES4CSR project. Here a summary of the current situation of our city and the progress that can be made:



TYPES OF INTEGRATION	DESCRIPTION	WHAT IS THE CURRENT SITUATION?	TO WHAT EXTENT CAN PROGRESS BE MADE
Policy/Sector	<ul style="list-style-type: none"> Integrate economic, social and environmental challenges Join up solutions and minimise the effects of negative externalities 	<p>ULG is working in an integrated way, Municipality needs to catch up</p>	<p>We had the Mayor's elections yesterday, plans for the next 5 years need to be made still.</p>
Horizontal	<ul style="list-style-type: none"> Develop partnerships at local level Bring together all of the main actors around a challenge 	<p>In our ULG actors started collaborating kind of spontaneously</p>	<p>We should work on making our ULG more fluid</p>
Vertical	<ul style="list-style-type: none"> Align policies, interventions and funding upwards Vertical chain of governance Ensure coherence and build scale 	<p>We are working on a unique contact point for private SH, but this needs quite some work internally</p>	<p>We are planning internal capacity building sessions for our colleagues who will be involved in public/private partnerships</p>
Territorial	<ul style="list-style-type: none"> Ensure cooperation takes place between adjacent municipalities in functional urban areas Minimise edge affects and displacement of problems 	<p>Milan is quite a big city and at the moment we are not collaborating with the metropolitan area</p>	<p>We might be able to work with other municipalities if we have exceeding resources</p>
Hard and soft investments	<ul style="list-style-type: none"> Integrate physical investments with human resources in urban regeneration For instance, ERDF + ESF Avoid silos 	<p>We keep in mind trainings and we give special attention to underprivileged citizens</p>	<p>priority is given to identified areas and territories (but we do not have an integrated plan yet)</p>

General

Following the three steps of action table definition, Milan worked on the following 3 stages together with the established URBACT local group:



Milan is working on collecting needs from the city and its citizens through its different agencies and communicating those needs to private stakeholders (ULG members but not only) hoping to spark long term fruitful cooperations. The city of Milan is also pitching the idea of creating a unique contact point for private stakeholders: a dedicated office and personnel to welcome and guide through bureaucracy private actors, thus directing their efforts and maximising their impact.

Another area the Municipality of Milan is working on is the alignment of public procurement to the city's needs. In this sense the city is moving towards sustainable/green procurement and gender balance procurement, but further political and technical engagement is needed, at the moment strategic procurement remains on the agenda of the City of Milan, but it is not a priority.

Here is the result of a mapping exercise of possible SSAs implementations/surveyed needs that Milan elaborated with the ULG to detect possible interventions and areas for the SSAs implementation:



Link Transformation - Objectives – Action

In order to change the way the Municipality of Milan is handling private/public partnerships, we need to work on different levels:

- Internal capacity building
- Creating a unique contact point/office dedicated to private actors
- Implementing internal and external guidelines/procedures/contracts
- Keeping “demands and offers” up to date
- Communicating and promoting (both internally and externally) this new approach



The stakeholder engagement process has several phases, the first of which is communicating the needs and goals of the City of Milan and listening to stakeholders’ needs and interests (demands and offers). On a one to one basis the Municipality of Milan proceeds then to match offers from private stakeholders with needs harvested from the territory. Once this is done (hopefully through a unique contact

point/office), the project and the collaboration will depend on the knowledge, skills, and availability of each stakeholder and of the Public Administration.

Key Transformation Areas and Integrated Capacity Building Actions (ICBAs)

Key Envisaged Overall Transformation

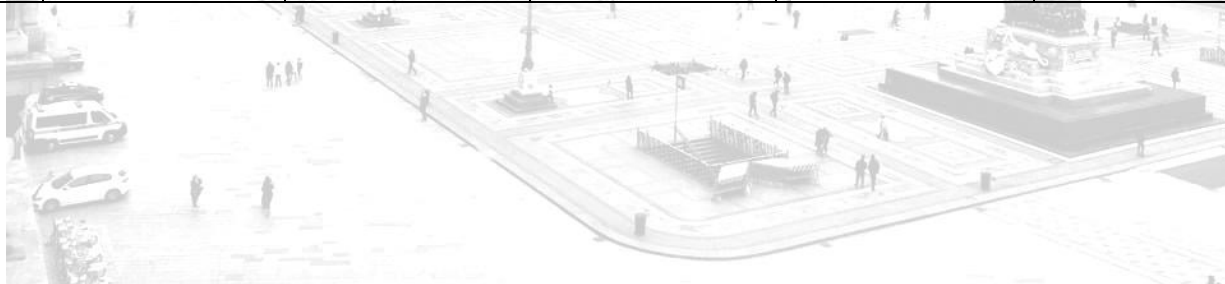
Number	Key Transformation Areas – What will URBACT specifically change in our city?
1	Municipal internal cooperation – Help agencies to work together on common goals: behavioral/mentality change
2	Capacity Building – Help civil servants to engage in CSR activities: have at least one person trained in stakeholder engagement in each agency
3	Stakeholder focus group on CSR topics
4	A toolkit of procedures and contracts: embed new knowledge

Key Transformation Areas

Key Transformation Areas	CAPACITY BUILDING – MUNICIPALITY Municipal CSR-Attitudes, Interfaces, Toolbox and Strategies	CAPACITY BUILDING – BUSINESSES and NON-PROFITS Local CSR-Sector, Activities, Initiatives, Campaigns....	CAPACITY BUILDING – CIVIC SOCIETY Citizens, Communities, Neighbourhoods, Networks, Associations, Movements...
1	T4T: training for trainers	External communication on internal procedures	Trust building with the PA
2	Workshops, training modules and peer 2 peer learning	Raising awareness on PA timing and procedures and on how needs are surveyed	Raising awareness on PA timing and procedures and on how needs are surveyed
3	Ongoing collection of needs	Providing needs and possible actions to the focus group	Making civil society voices heard and considered within the group
4	Working closely with the legal agency to develop a contracts' toolkit	Sharing the toolkit, collecting feedback and ideas for improvements of contracts and procedures	Sharing the toolkit and collecting feedback and ideas for improvements

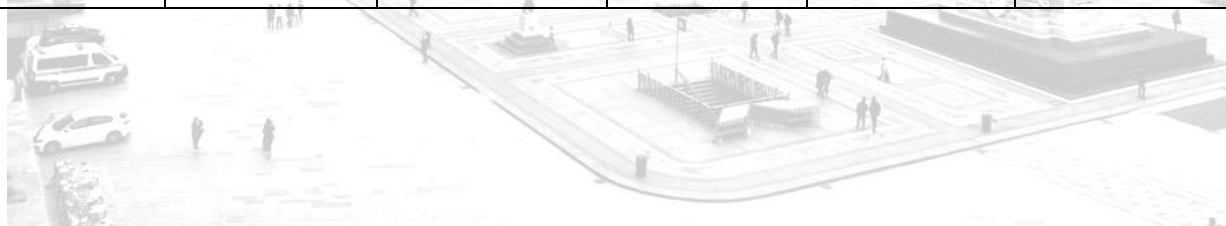
Changing the Status-Quo (Describe in one sentence how – for each Key Transformation Area - the status-quo for each of the four outcome areas will change/improve because of the URBACT intervention (see also IAP-Roadmap (Section3))

	Key Transformation Areas	SOFT: Relationships	SOFT: Data, Information and Knowledge	HARD: Plans and Contracts	HARD: Institutions and Practices
1	Municipal internal cooperation	Leading by example	"Show & Tell" approach	Behavioral change takes long time	A change in mindset can require a whole new generation of Civil Servants
2	Help civil servants to engage in CSR activities	Different thematic modules of trainings	Survey and assessment on lessons learnt	At least one person in each department (min. 15 ppl)	Knowledge transfer and spill over
3	Stakeholder focus group on CSR topics	Networking events to foster exchanges	Cooperation with academics to get objective needs	Platform/web page with up-to-date needs	Matching needs and opportunities
4	A toolkit of procedures and contracts	Internal collaboration to do the most out of a project	A unique contact point with a clear chain of communication (internal & external)	Toolkit in place and public on the website (easy to read and understand for public and private SH)	Clear and shared responsibilities



Action Table for Key Transformation Area 1 - Municipal internal cooperation

ACTION	Intended Result/s	Resources /Assets	Lead Agency	Key partners	Timescale (short-term, medium-term, long-term)
1 Workshops	Inspiring/engaging key colleagues	Good practices and political support	Mayor's Cabinet	External facilitators	Very long term
2 Pilot projects	Concrete results	Surveyed needs + CSR	Social Policies	Companies/Private actors	Medium term
3 Monitoring and evaluation	Areas for improvements	Interns to disseminate and analyze results	Social Policies	Other departments and agencies within the Municipality	Short/medium term
4 Hand over (skills and objectives)	Ensure continuation through different mandates	Trained colleagues	Mayor's Cabinet	Colleagues and consultants	Long term



Action Table for Key Transformation Area 2 - Help civil servants to engage in CSR activities

ACTION	Intended Result/s	Resources /Assets	Lead Agency	Key partners	Timescale (short-term, medium-term, long-term)
1 Workshops	Inspiring/engaging key colleagues	Good practices and political support	Mayor's Cabinet	External facilitators	Very long term
2 Pilot projects	Concrete results	Surveyed needs + CSR	Social Policies	Companies/Private actors	Medium term
3 Monitoring and evaluation	Areas for improvements	Interns to disseminate and analyze results	Social Policies	Other departments and agencies within the Municipality	Short/medium term
4 Hand over (skills and objectives)	Ensure continuation through different mandates	Trained colleagues	Mayor's Cabinet	Colleagues and consultants	Long term
5 Network building	A pool of private actors willing to cooperate	ULG, networks of networks, LinkedIn, word of mouth	Mayor's Cabinet	Existing private stakeholders	Short term

Action Table for Key Transformation Area 3 - Stakeholder reference group for CSR-topic prioritisation

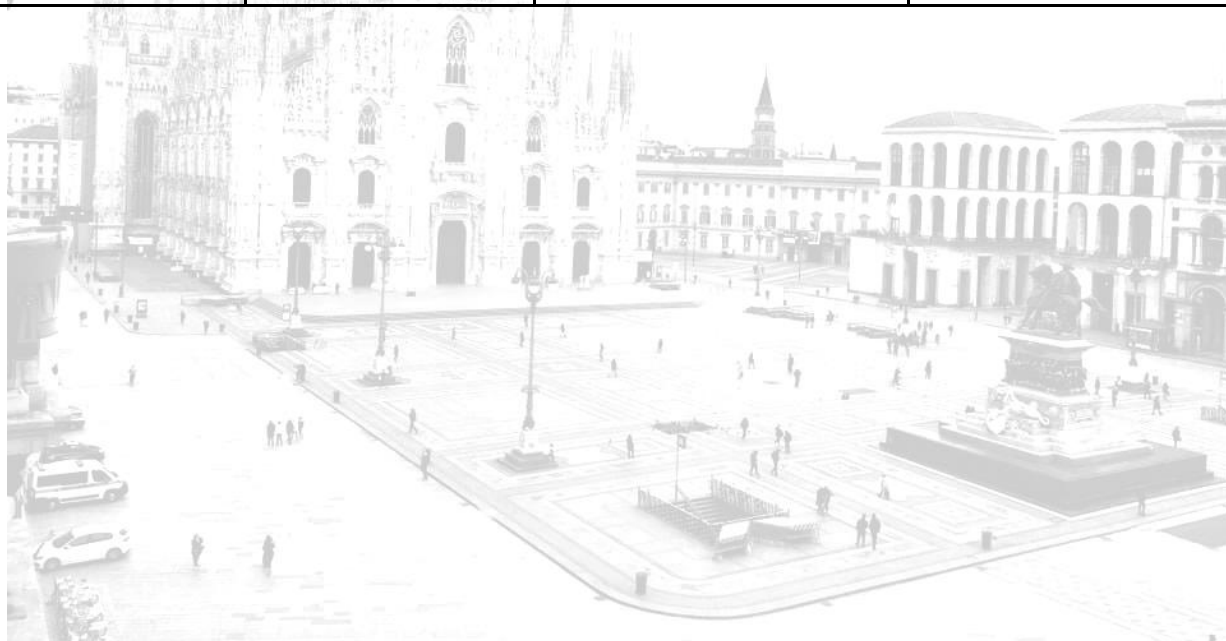
ACTION	Intended Result/s	Resources /Assets	Lead Agency	Key partners	Timescale (short-term, medium-term, long-term)
<p>1</p> <p>Decide on the composition of the group, communication channels, decision-making process and procedures of the stakeholder focus group</p>	<p>Having a stable but flexible stakeholders focus group</p>	<p>Existing UGL</p>	<p>Managing Authority Department</p>	<p>Other interested municipal departments</p>	<p>Short term</p>
<p>2</p> <p>Annual customised survey for the municipality and stakeholders on current state of engagement, need/topic assessment and resource requirements</p>	<p>Updated list of needs, topics and resources</p>	<p>Collaborations with academics</p>	<p>Managing Authority Department</p>	<p>Other interested municipal departments and universities</p>	<p>medium term</p>
<p>3</p> <p>Public annual communication event that introduces new 12-months priorities and acknowledges last year's actions/improvements/achievements</p>	<p>Refreshing motivation, engagement, new network members and ideas/priorities</p>	<p>Internal municipality resources and private ones (sponsorships)</p>	<p>Managing Authority Department</p>	<p>Stakeholders focus group, academics and interested municipal departments</p>	<p>medium term</p>

Action Table for Key Transformation Area 4 - A toolkit of procedures and contracts

ACTION	Intended Result/s	Resources /Assets	Lead Agency	Key partners	Timescale (short-term, medium-term, long-term)
1 Finalization of a vademecum	An easy to read/understand and implement document	A private legal firm (Jones Day)'s advice on the document	Social Policies and Legal department	Jones Day	Short term
2 Dissemination of the vademecum	Raising awareness on possibilities and procedures	No specific resources available at the moment	Social Policies	Different departments across the Municipality	Medium term
3 Keeping the vademecum up to date	Having a document everybody can refer to	No specific resources available at the moment	Social Policies	Legal office of the City of Milan	Long term
4 Preparing a similar vademecum for the private sector	Support and facilitate private/public operations	No specific resources available at the moment	Mayor's Cabinet	Some private actors as sounding board	Medium/Long term

Short-term Scheduling Table (Year 2023)

Scheduled action	What?	Which month?	Who is in charge?
Sponsorship dedicated office	Establishing a structure and hiring dedicated personnel	October 2022-February 2023	Managing Authority Department
Making the Vademecum accessible for the wider public	Creating a web page on the City of Milan website	January 2023	Social policies department
Stakeholders meeting	Long-term strategy for engagement and activation of private resources	January - December 2023	Managing Authority Department and other interested city departments



Part 2b Small Scale Actions (SSA)



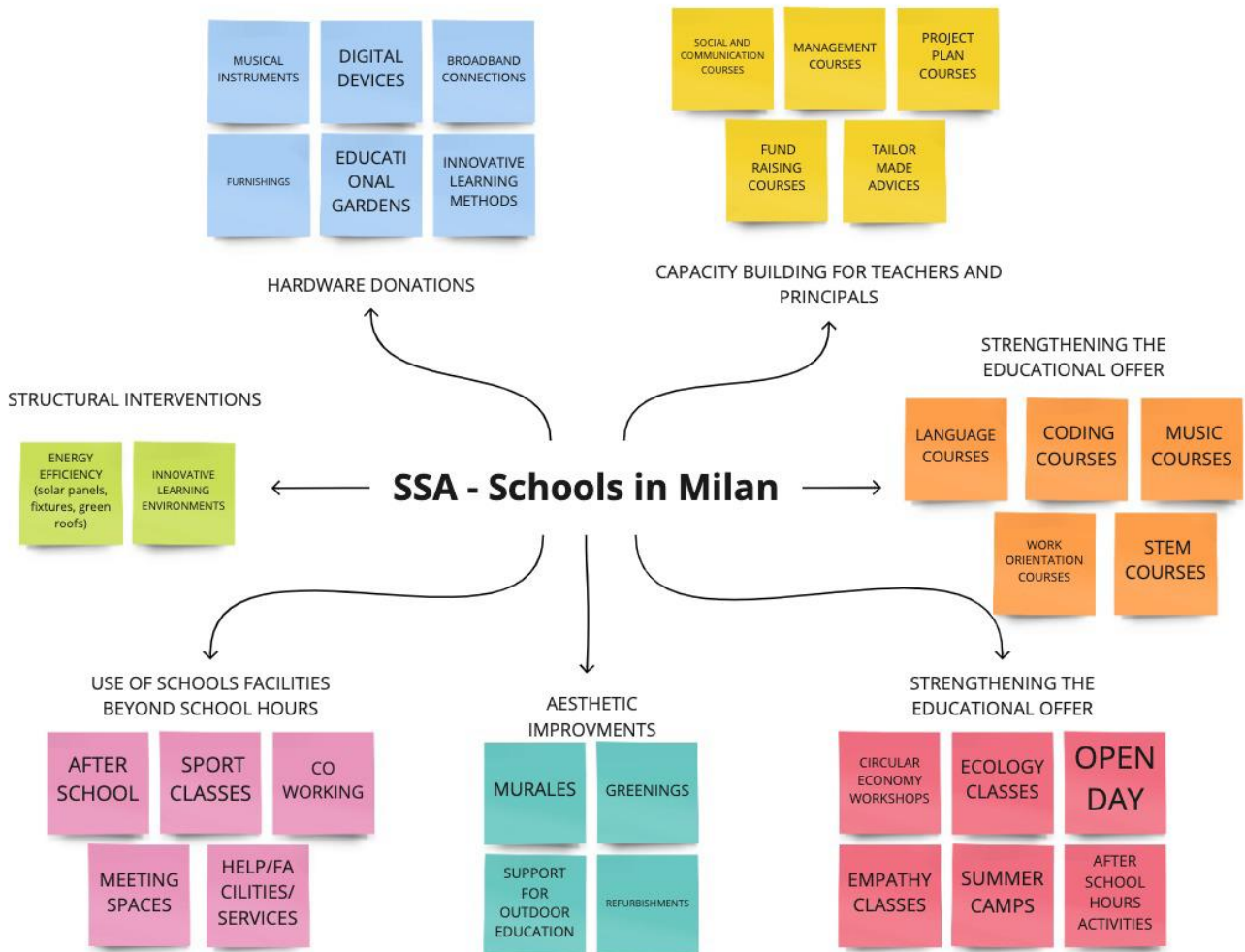
SSA-Logic

Through our ULG and SSA we tested what we imagined as a possible unique contact point for the private sector. In the co-creation of the SSA and their implementation, the Municipality of Milan acted as a matchmaker in between the surveyed needs and offered opportunities, helping stakeholders navigating procedures and bureaucracies, thus maximizing efficiency and results. This approach has been suggested and strongly supported by our ULG and the numerous SSA we implemented together are already proving it as the right way forward.

We focused on more than one SSA as a result of our participatory approach during ULG meetings: stakeholders have been initiating collaborations among themselves on common SSA. This is helping the City of Milan to maximize the impact of private/public partnerships while keeping low the amount of bureaucracy and procedures.

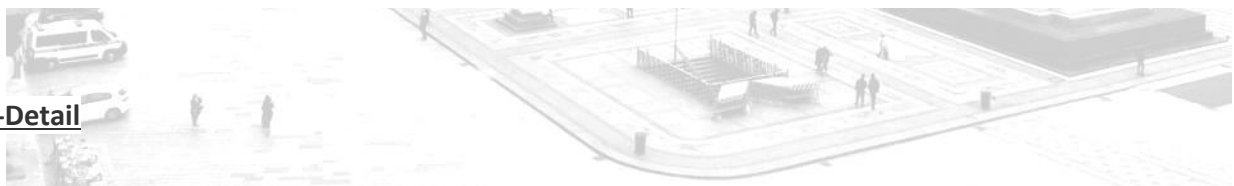
Moreover the SSA set up by the City of Milan are attempts to set up long term projects/partnerships, rather than one off events/interventions.





miro

SSA-Detail



> Enhancing Neighbourhood' Schools (Overcome disparities between 'center - suburbs' and turn schools into attractive neighbourhood landmarks). In June 2021, a two-day mural project at Scuola Sottocorno (Rogoredo) was the result of a collaboration of no profit stakeholders (1 Foundation, 1 Association and the Municipality of Milan) organized within the frame of the “play street” festival.



Before and after the mural

In September 2021 STEM laboratories (*the travelling sky*) were organized in 2 other non central schools, involving more or less 100 pupils and offering them a non-formal opportunity to learn about the sky above us, stars and the solar system using a hands-on and interactive approach. Because of the great success of this initiative, the involved stakeholders decided to replicate it in 2022 with 6 other workshops in 6 different schools.

Partners include: Bracco Foundation, Cariplo Foundation, Association “un muro in movimento”, Pasquinelli Foundation.



> **Digital Inclusion/Poverty** (Give access to computers and internet to citizens, especially school students)
 The pandemic dramatically challenged teaching and learning, and highlighted a need to increase the supply chain of digital devices for students. This is why we supported the collaboration of different profit and no profit stakeholders in order to collect, regenerate and distribute as many digital devices as possible. The Municipality of Milan is not only acting as the main coordinator for this SSA, but it also gave permission to use its own storage place and delivery service when needed.
 Partners include: Fondazione Sodalitas; Fondazione Cariplo; Assolombarda; City Department of Education.



A donation of 40 desktop PC stored at the Municipality's warehouse

The other two main areas of intervention for SSAs (food Poverty - Ensure access to healthy food to children and families and the 15 minutes neighbourhood - Foster the development of live-work-play neighbourhoods, where people can find services, leisure and work at walking distances from their homes) have been somehow included in the digital poverty and enhancing neighborhood schools areas.

SSA-Lesson learnt (Reflection on Testing)

Although we knew stakeholders are mainly willing to engage with the Municipality of Milan in order to receive visibility for their brand and invest in their reputation, while working on promoting the SSA it

became clear that external communication has a crucial role and therefore a detailed communication plan and agreements should be done beforehand.

On a more general note, the Municipality of Milan has learnt that needs to be more efficient in mapping and keeping up to date the City's priorities, needs and areas for interventions because private stakeholders often have very tight schedules for their projects and the City needs to be on the same pace as the private sector (especially, but non only) during the initial planning and co-creation phase.

Main obstacles we faced while developing the SSA:

- Lengthy and complicated bureaucracy
- Internal priorities not set
- Decentralized structure
- Benefits for private investments are not clear, nor transparent
- Non existing overall coordination and monitoring across different municipal agencies
- Lack of transparency and accountability.

Part 2c Resourcing



Resources

Brainstorming on potential resources that could be considered suitable and useful for the financing of Milan IAP, we started from mapping resources within the municipality to understand how to make the most out of them and how these can be used to meet the goals of the Municipality in relation to CSR strategy for the City.

One of the most important assets to search for available funds is the EU Affairs Office, the *control room* of EU funds opportunities, in particular considering the task of exploring and monitoring potential calls, bids for financing and co-financing the strategic projects to be implemented by the city.

Moreover, the City of Milan has an office dedicated to the NOP Metro funds which the City is recipient as Intermediate Managing Authority. The implementation of projects within this National Operational Programme, financed by the ERDF and ESF funds, cover a wide range of activities and topics aimed at meeting the challenges of smart, inclusive and sustainable growth that are closely linked to CSR topic.

In response to the need to support the economic and social recovery of cities, the NOP Metro Programme has been integrated, by means of the changes approved by the European Commission Decision C (2021) 6028 of 9 August 2021, by additional and important financial resources provided as part of the Next Generation EU recovery plan and in the framework of ReactEU (€ 122.265.663,02).

Milan is also intermediate managing authority of a part of the Regional Operational Programme, financed by the ESF and ERDF funds (Managing Authority: Lombardy Region): all these sources are valuable tools to guarantee the sustainability of the Integrated Action Plan.

In this regard, it is important to underline the commitment of the city on green issues and environmental themes: in order to achieve a sustainable and inclusive growth by pursuing the European Green Deal's objectives related to environmental transition, social inclusion and digitalization, Milan has focused its attention on the implementation of projects in the urban context that could be relevant also in view of the development and funding of a CSR strategy in terms of sustainability of the CSR actions (for example the "Air and Climate Plan").

Sources of Funding

Most of Milan's SSAs were implemented with in-kind resources coming from the Municipality thanks to the involvement of the staff of the Municipality i.e. ULG coordinator, Cities4CSR project coordinator and internal collaborations with colleagues and different Departments that supported ULG members in the activation of local pilot projects.

From our initial feasibility study on private/public partnerships, we realised that accepting financial donations is not an easy path for Italian Public Administrations, also in view of the sustainability of project activities in a long term perspective.

Considering the identified Key Transformation Areas, here some potential funding resources for the detected activities:

- *European Social Fund* mainly for the training of municipal staff and the activities of capacity building;
- *Municipal budget/internal resources* to train civil servants on how to work in building public-private partnerships and also for the support in the creation of a unique CSR contact point within the municipality;
- *external resources or counselling services* offered also by law firms in the framework of their CSR activities or also by other local stakeholders.

Links to other European Programs

In order to proceed at local and European level with the activities on CSR and the implementation of Public Private Partnerships (PPP), with reference to the detected Key Transformation Areas and activities, the following potential funding sources were identified:



- **Horizon Europe calls** aiming at the creation of different types of partnership: <https://www.era-learn.eu/partnerships-in-a-nutshell/type-of-networks>
- Resources from the **European Investment Bank** <https://www.eib.org/epec/>
- **Potential supports and offers from the World Bank**: <https://ppp.worldbank.org/public-private-partnership/library/eu-funds-ppps-project-stocktake-and-case-studies>
- Funding sources of the **Recovery and Resilience Plan**, specifically dedicated to the Public Private Partnerships:

Mission 4: Education and research

Component 2: From research to enterprise.

- Investment 1.3 Expanded partnerships extended to universities, research centers, businesses and financing basic research projects
- Investment 1.4 Strengthening research facilities and creating "national R&D champions" on certain Key Enabling Technologies
- Investment 1.5 Creation and strengthening of "innovation ecosystems," construction of "territorial R&D leaders"



Part 2d Framework for Delivery

Who will deliver Actions? – Roles and Responsibilities of Stakeholders

At the moment the Municipality of Milan does not have a clear structure in place yet as it is still undergoing a massive reorganization due to the new mandate of the Mayor Giuseppe Sala and the implementation of policies and projects linked to the Next Generation EU Fund.



Part 2e Monitoring



Monitoring Framework - Describe how to measure general progress of how actions change output and outcomes?

We are trying to develop an impact monitoring matrix based on quantitative and qualitative data. Qualitative data in particular are quite difficult and time consuming to survey, but we are thinking of including monitoring and evaluation indicators at the beginning of the private/public collaboration process in order to make it a shared goal.

The Municipality of Milan also hopes to prove the value of CSR actions in the city through objective data and evaluations.

Key Output Indicators

Action	Definition	Baseline Value	Target Value	Source of Information
Capacity Building	Training for management	0	20	People attending the training
Toolkit implementation	Starting projects with different engagement methods	0	8 per year	PR/Communications department
Stakeholders' database	Compile a list of SH and their priorities	Information is scattered	Organized and centralized information (shared database)	Mayor's cabinet

Key Results Indicators

Specific Objective	Definition	Baseline Value	Target Value	Source of Information
Value for Money	Systemic Impact evaluation	Evaluations are not part of the standard project management cycle	Evaluations as part of the standard project management cycle	Mayor's Cabinet
Horizontal Collaborations	Cross departmental collaborations	Departments work very independently	Implementing procedures with shared responsibilities	Different departments
Change of mentality	Employees collaborating internally and externally	-	-	-

Evaluation of Monitoring

The Evaluation of monitoring will be done using a quantitative approach only: collecting data and results and comparing them with the previous ones to evaluate the trend.



Part 2f Risk Analysis



Description of Type of Risk

We discussed with our ULG and internally the kind of risks we think we faced while implementing the SSA and, more in general, during the whole project. We tried to look at the risk analysis from both the Municipality of Milan point of view and the private stakeholders point of view, without assessing risks in terms of low, medium, high, but considering them all as possibilities of improvement and thus suggesting possible future/long-term solutions/learning opportunities. We used google docs to write down the results: a translated copy

of the exercise can be found hereunder.

We are aware that there are many more risks/opportunities to be tackled and we asked our ULG to keep an eye open on monitoring them and sharing them with us.

Categorisation into Low, Medium or High Risk

- Political risks: different agendas/priorities and lack of endorsement -> **High**
- Technical/Admin risks: not enough skilled management, change of staff -> **High**
- Behavioural risks: a change of mentality is very difficult to achieve and to measure -> **High**
- Unforeseen risks such as Pandemic, War, Climate Change and other possible sudden emergencies -> **High**
- Financial risks: frozen/not enough budget to support running costs -> **Medium**
- Disengagement/change of mind of key stakeholders -> **Medium**

Risk Mitigation Strategies

- Financial risks: diversify sources of income (financial/in kind)
- Political risks: co create a long term strategy and priorities involving key political figures
- Technical/Admin risks: consider hiring ad hoc consultants and invest in training for management
- Behavioral risks: lead by example
- Unforeseen risks: try to turn them into opportunities for collaborations and new projects



Risks and pitfalls

ULG

1. List and highlight clearly needs and opportunities for private stakeholders
2. Be more aware of longer timings due to the collaborative approach used for complex/multi stakeholders projects
3. Be able to react promptly to urgent needs (e.g. Cov.-19 pandemic)

Possible Solutions

1. The Municipality needs to keep up to date with needs and opportunities coming from people and places of the city of Milan.
2. Clear timeline and project development steps, with shared responsibilities and agreed roles.
3. We must abide by certain timings and bureaucratic steps, but we can also think of working in phases and work more efficiently with a step by step approach, rather than waiting until the whole picture is clear.

Municipality of Milan

1. Formalise engagements with private stakeholders asap
2. More and better internal collaborations both on a technical and political level
3. Communication Plans to be agreed beforehand as PR/return in communication/reputation is key for private stakeholders

Possible Solutions

1. Get clear/transparent/shared procedures and contract templates
2. Capacity building for colleagues in management/decision-making positions
3. Include Communication Plans into the engagement procedures/contracts (before the implementation phase of a project)

