

**Synopsis**

Marco Lorenzoni is a senior, professional evaluator of public policies, laws, programmes, organizations and projects; his areas of expertise include ex-ante, on-going (including monitoring), ex-post and meta-evaluations in a large number of different domains and policy areas.

In the last thirteen years he served Customers such as the European Commission; the Council of Europe; the European Agency for Safety and Health at Work –OSHA; the European Monitoring Centre for Drugs and Drug Addiction –EMCDDA; the International Finance Corporation (IFC, WB Group); UNCTAD (United Nations Conference on Trade and Development); UNIDO (United Nations Industrial Development Organization); the Czech Ministry for Labour and Social Affairs; and the European Business Register.

More recently, he was Director for Organizational Review at the Internet Corporation for Assigned Names and Numbers –ICANN. In this role, he supported the Organization in adopting more transparent and accountable evaluation processes of its key structures; coordinated the review of key structures of the Organization; and defined specific evaluation processes required to implement a major agreement signed between the Organization and the US Government.

<b>Family Name</b>	<b>Lorenzoni</b>
<b>First Name</b>	<b>Marco</b>
<b>Date of birth</b>	19/05/1956
<b>Nationality</b>	Italian
<b>Civil Status</b>	Married, one child
<b>Education</b>	<ul style="list-style-type: none"> <li>✓ University of Bologna (I); full Degree in Law, March 1982</li> <li>✓ United Nations; training 'Basic security in the field; staff safety, health and welfare', June 2006</li> </ul>

**Present position:**

- Independent consultant, owner of *Bridges* (B); <http://www.lorenzoni.biz>

**Overall professional experience:** 28 years

**Main qualifications:**

- Evaluation of legislation, public policies, programmes, organizations, projects, and tenders in numerous policy fields. Well versed with evaluation tools and techniques;
- Management of projects with large international organizations: Technical Assistance; Research and Development.

**Language skills:** (from 1 –scarce- to 5 –excellent)

Language	Reading	Speaking	Writing
ITALIAN	<i>Mother language</i>		
ENGLISH	5	5	4
FRENCH	5	5	4
SPANISH	5	1	0
ROMANIAN	4	0	0
PORTUGUESE	4	0	0

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**Membership of professional bodies:**

- o European Evaluation Society (EES).

**Professional experience record: a) present occupation**

<b>Date</b>	<b>06.97 to present</b>
<b>Location</b>	Brussels
<b>Position</b>	Independent consultant, owner of <i>Bridges</i>
<b>Description</b>	Evaluation of public policies, laws, programmes, organizations and projects

**Main activities: i) Evaluations and Studies**

- o EC (European Commission), DG Justice Freedom and Security – Evaluation of the programmes ISEC (Prevention and fight against crime) and CIPS (Prevention, preparedness and consequence management of terrorism and other security related risks). From June 2010 –ongoing. (Contractor: Consortium The Evaluation Partnership UK – Economisti Associati – I)
- o [ICANN](#) (the Internet Corporation for Assigned Names and Numbers), *Director for Organizational Reviews*. ICANN is the global multi-stakeholder organization that coordinates the Internet domain name (DNS) and addressing system worldwide, enabling a single, interoperable Internet. Marco helped the Organization by:
  - ✓ systematising the evaluation processes of its key governing structures by introducing more accountable and transparent review mechanisms;
  - ✓ designed the empowerment mechanisms needed to allow volunteer members of the internet community to evaluate the achievement by the Organization of four of its key objectives, as to implement a major [agreement](#) signed between ICANN and the US Government;
  - ✓ coordinating the evaluation of key structures of ICANN: the Board of Directors, the Security and Stability Advisory Committee, the Nominating Committee, the Country Code Names Supporting Organization, the Root Server System Advisory Committee and others.
 From September 2008 to May 2010 (Direct contract).
- o EC, DG Education and Culture – *Interim evaluation of the Education, Audiovisual and Culture Executive Agency*. Year 2008 (Contractor: Consortium COWI –DK- / CSIL –I-)
- o EC, DG Information Society and Media - *Assessment of the impacts of possible options addressing the issue of Critical Information Infrastructures Protection*. Evaluator. Year 2008. (Contractor: Consortium The Evaluation Partnership UK – Economisti Associati - I)
- o Council of Europe. *Accompanying evaluation of the EC-CoE project 'Turkey – Support to the Court Management System'*. Team Leader and Evaluator. Years 2008-2009 (Direct contract).
- o Czech Ministry for Labour and Social Affairs. *Evaluation of EQUAL transnational partnerships*. Senior Evaluator. Year 2008 (Contractor: Navreme Bohemia –CZ)
- o EC - EuropeAid. *Evaluation proposals call "Non state actors and local authorities – At the grassroots"*. Proposal assessor. Year 2008 (Contractor: Consortium Italtrend –I- / Sopex –B)
- o EC/DG Education and Culture. *External evaluation of the European Commission Traineeship Scheme*. Team Leader. Years 2007-2008 (Contractor: Consortium COWI –DK- / CSIL –I-)
- o EC/EuropeAid. *Tacis Monitoring Programme*. Senior monitor (Contractor: Integration - D). Monitoring of BUMAD 3 (Belarus, Ukraine, Moldova Action Drug Programme). Year 2007.
- o Council of Europe. *Evaluation of the CoE-EC (Tacis) Joint Programme for Moldova "Support to continued democratic reforms 2004-2006"*; Team Leader.

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- Year 2007 (Direct contract)
- UNIDO (United Nations Industrial Development Organization). *Evaluation of the UNIDO Investment and Technology Promotion Offices (ITPOs) in Paris, Marseille and Rome*; Team Leader. Years 2006-2007 (Direct contract)
  - EC, Directorate General (DG) Justice, Liberty and Security. *Ex-ante impact assessment of an upcoming Communication on coordination of fight against cyber crime at EU level*. Year 2006 (Contractor: Yellow Window management consultants -B)
  - EBR eeig (European Business Register). *Definition of the Quality Assessment procedures, writing of the QA manual, coordination of the first full QA exercise involving Trade Registers of 14 European countries*. Year 2006 (Direct contract)
  - UNCTAD (United Nations Conference on Trade and Development). *Evaluation of UNCTAD's Quick Response Window Trust Fund Project*, financed by SECO (Swiss Secretariat for Economic Affairs). Year 2006 (Direct contract)
  - EC, DG Employment, Social Affairs and Equal Opportunities. *Improving the information and communication on the social inclusion process*. Accompanying evaluation. Year 2006 (Contractor: Gellis communication –B)
  - EC, DG Employment, Social Affairs and Equal Opportunities. *Evaluation of the ESF contribution to employment, inclusion and education & training policies through the support to systems and structures*. Evaluator. Years 2005-2006 (Contractor: Idec - GR)
  - IFC (International Finance Corporation) – World Bank Group. *Meta-evaluation of the Monitoring and Evaluation system in use by SEED (Southeast Europe Enterprise Development)*.. Year 2005 (Direct contract)
  - EC – DG Information Society and Media; *Various assignments: programme IST (Information Society Technologies) under the 6th FP for Research and Technological Development*. Marco was proposal evaluator (rapporteur) of the Strategic Objective “ICT research for innovative Government”; and project reviewer (rapporteur) of a major eGovernment research project. Years 2005-2006-2007
  - IFC. *Feasibility study for the setting-up of a public balance-sheet database in Morocco*, in partnership with the National Bank of Morocco. (Contractor: Economisti Associati –I) 2004-2005.
  - EC/EuropeAid. *Tacis and the Balkans / Cards Monitoring Programme*. Senior monitor and mentor (Contractor: consortium IBM/Safege/Itad). Year 2004. Monitoring of the following projects and programmes:
    - ✓ Moldova – SME Development project, a direct investment and investment promotion facility;
    - ✓ BUMAD (Belarus, Ukraine, Moldova Action Drug Programme);
    - ✓ CADAP (Central Asia Drug Action Programme, covering Kazakhstan, Uzbekistan, Kyrgyzstan, Tajikistan, Turkmenistan);
    - ✓ SCAD (South Caucasus Action Drug Programme, covering Georgia, Azerbaijan and Armenia).
  - IFC. *NAED/Morocco; Unique Identifier Number for SMEs* (Contractor: Economisti Associati –I) Year 2004.
  - EC/DG Transport and Energy. *Ex-post evaluation of specific interventions funded under the Sustainable Mobility Policy*. Project Manager (Contractor: The European Evaluation Consortium –EUR) 2004.
  - EC/Secretariat General. *Evaluation of the Spring Day in Europe initiative*. Contractor (Project Manager and evaluator). 2003-2004
  - EC/DG Enterprise. *Evaluation of the application of the Lifts Directive (95/16/EC)*. Evaluator (Contractor: The European Evaluation Consortium –EUR) 2004
  - EC/DG Health and Consumer Protection (SANCO). *Evaluation of the Food Labelling Legislation*. Evaluator (Contractor: The European Evaluation

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- Consortium –EUR) 2003
- EC/DG Administration: *Evaluation of language training courses targeted to EC Officers*. Evaluator (Contractor: The Evaluation Partnership –UK). 2003
  - EC/DG SANCO. *Establishing an evaluation process for the EC Public Health Programme*. Member of the Team (Contractor: Economisti Associati –I) 2003
  - European Agency for Safety and Health at Work (OSHA): *Evaluation of the European Week 2002*. Evaluator (Contractor: Economisti Associati –I) 2002-2003
  - EC/DG Internal Market: *Evaluation of studies launched by DG MARKT 1999 to 2001*. The studies cover a plurality of sectors from financial services to insurance, public opinion pools and many others. Evaluator (Contractor: The European Evaluation Consortium –EUR) 2002-2003
  - European Monitoring Centre for Drugs and Drug Addiction (EMCDDA): *Evaluation of the cooperation EMCDDA-Central and Eastern European Countries*. Evaluator (Contractor: Economisti Associati –I). 2002
  - EC/DG Justice and Home Affairs: *Assessment of the Joint Action on New Synthetic Drugs*. Evaluator (Contractor: The Evaluation Partnership- UK). 2001-2002.
  - EC/DG Education and Culture: *Evaluation of the Naric network*. Project Manager and evaluator, previously proposal manager (Contractor: Pragmatic Network of European Independent Consultants). 2001-2002
  - EC/DG Research: *Pilot study for the dissemination of “RTD info” in schools*. Team member (Contractor: The Evaluation Partnership –UK). 2001-2002
  - EC/DG SANCO. *Ex-ante impact assessment of the new Consumer Policy Strategy*. Evaluator (Contractor: The Evaluation Partnership –UK). 2001
  - EMCDDA: *External evaluation of the activities of the Focal Points of the European Information Network on Drugs and Drug Addiction (REITOX)*. Evaluator (Contractor: Economisti Associati –I). 2001.
  - EC/DG Research: *Evaluation of the publication “RTD Info”*. Evaluator (Contractor: The Evaluation Partnership –UK). 2001
  - EC/DG SANCO. *Evaluation of European consumer associations*. Evaluator. (Contractor: consortium The Evaluation Partnership, Bridges, Economisti Associati). 2000-2001
  - EC/DG SANCO. *Evaluation of activities related to sustainable consumption and financed by the EC 1995-1998*. Team Coordinator and Evaluator (Contractor: consortium Economisti Associati, Bridges, Eco & Eco, Kocks & Meeussen, Chamber of Commerce of Gipuzkoa). 2000.
  - EC/DG SANCO. *Ex-ante evaluation of the Public Health Framework Programme*. (Direct contract) 2000.
  - EC/EuropeAid (previous DG1a); *Ex-post evaluation of Tacis Enterprise Restructuring, Investment and Private Sector Development Program in Russian Federation 1991 to 1995*; subcontractor of Economisti Associati –I-: evaluator. 1998.
  - Secretary, then President of proposal assessment committees of European Commission/Phare public tenders (Bulgaria, 2001, Ministry of Environment)

**Further activities: Project Management, Training**

- European Commission/DG Information Society: *EBR-ON, European Business Register Open Network (an IST take-up measure)*. Advisor to the Project manager (previously: proposal manager). (Contractor: EBR eeig –EUR) September 2001 to October 2003. <http://www.ebr.org/>
- European Commission/DG Information Society: *European Business Register Trust and Internet Confidence Service (a Ten Telecom market validation project)*. Advisor to the Project manager. (Contractor: EBR eeig –EUR) November 2001 to

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- December 2003. <http://www.ebr.org/>
- European Commission/Phare contract BG 9807-01-03: *Bulgaria, National real time air quality information network*. (contractor: consortium Project Automation –I-Sophilco –BG-) Advisor to the Project Director (previously: proposal manager). Year 2001-2002
  - European Business Register (*a project financed by the European Commission-DG XIII*); Final Report and Exploitation Plan definition. June 1998. Previous assignment (1997): peer review of the user interfaces.
  - European Commission-Tacis, contract EES/MO07: *Institutional, Legal and Information Technology requirements for the setting up of a Company Register in Moldova*. (Contractor: Bridges). Project Manager. September 1997 to March 1998.
  - University of Trento (I); Master on local development for Balkans, academic years 2002-2003 and 2003-2004. Teacher (*the Project Cycle Management; elements of proposal assessment, and programme evaluation, lobbying the EC*).
  - Politecnico University of Turin (I); Euromaster (*First post-degree Master on European Projects planning and management*), October 1999 to March 2001. Teacher, responsible for the *Phare/Tacis laboratory* and for training on *Int'l Cooperation project management*.
  - University of Palermo (I); *Post-degree specialisation course on European Projects writing*. Teacher on International Cooperation (Phare, Tacis, Obnova, Meda); September 2000 – March 2001
  - European Commission/Tacis Mercure programme (*an assistance programme to the Chambers of Commerce of the NIS area, managed by Eurochambres*). Uzbekistan, Georgia, Moldova, 1998. Teacher: the economic value of information on companies.

#### Professional experience record: b) previous occupations

<b>Date</b>	<b>03.94 to 07.97</b>
<b>Location</b>	Brussels
<b>Company</b>	Cerved International
<b>Position</b>	Director, International Cooperation & Assistance Department
<b>Description</b>	Responsible for participation in activities of Technical Assistance and Economic Co-operation. The company represented the Information Group of the Italian Chambers of Commerce.
<b>Main projects</b>	<ul style="list-style-type: none"> <li>○ EC-Phare: Bulgaria: Technical Assistance for the transformation of Bulgarian Customs Administration (project co-ordination)</li> <li>○ EC-Phare: Slovak Republic: Technical Specifications of the National Commercial Register (project co-ordination)</li> <li>○ EC-Phare: Study on the availability of Legal Business Registers in CEEC (project co-ordination)</li> <li>○ Poland: Proposal for the realisation of the National Business Register (feasibility).</li> <li>○ Romania: Integration of the National Trade Register into the European Business Register (feasibility)</li> </ul>
<b>Date</b>	<b>12.90 - 03.94</b>
<b>Location</b>	Bologna (Italy)
<b>Company</b>	Cerved
<b>Position</b>	Relation Manager
<b>Description</b>	Organisational support to three main Chambers of Commerce of the Emilia-Romagna Region. Business development.

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<b>Date</b>	<b>02.90 - 12.90</b>
<b>Location</b>	Bologna (Italy)
<b>Company</b>	Trefin Group
<b>Position</b>	Advisor to the General Manager
<b>Description</b>	Internal organisation of Companies within the Group: procedures, information systems.
<b>Date</b>	<b>02.89 - 04.90</b>
<b>Location</b>	Bologna (Italy)
<b>Company</b>	Sicurconsult (Trefin Group)
<b>Position</b>	Senior Consultant
<b>Description</b>	Responsible for vocational training in the Service Sector (Insurance companies, Banks)
<b>Date</b>	<b>08.87 - 02.89</b>
<b>Location</b>	Bologna (Italy)
<b>Company</b>	Generali Insurance Group
<b>Position</b>	Commercial Inspector (commercial and organizational support to the sales network)
<b>Date</b>	<b>06.82 - 08.87</b>
<b>Location</b>	Bologna (Italy)
<b>Company</b>	Italia Insurance (Montedison Group)
<b>Position</b>	Internal Auditor (06.82 to 07.86); Technical Inspector (08.86 to 08.87)

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