Synopsis

Marco Lorenzoni is a senior evaluator of public policies, legislation, programmes, organisations and projects. His areas of expertise include ex-ante, on-going, final, ex-post and meta-evaluations in different domains and policy areas.

He has conducted evaluations for the European Commission (13 different DGs), the Council of Europe, the Organisation for Security and Cooperation in Europe –OSCE, the UN Democracy Fund –UNDEF, the Internet Corporation for Assigned Names and Numbers -ICANN, 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, the UN Conference on Trade and Development –UNCTAD, the UN Industrial Development Organisation –UNIDO, the EU Delegation to China, the Luxembourg Ministry for Foreign and European Affairs, the Czech Ministry for Education Youth and Sport, the Czech Ministry for Labour and Social Affairs and other private and public bodies. He has supervised and quality assured evaluation work for different international institutions.

Recently he was Team Leader at the Evaluation Support Service, a Technical Assistance to DG International Partnership (INTPA, previously DEVCO) of the European Commission. He resigned from the function and the full-time collaboration to resume direct evaluation work.

In December 2021 he has been elected Board member of the European Evaluation Society.

Family Name	Lorenzoni	
First Name	Marco	
Date of birth	19/05/1956	
Citizenship	Italian and European	
Civil Status	Married, one child	
Education	 ✓ University of Bologna (I); full Degree in Law (Dott.Mag.), March 1982 ✓ United Nations; training 'Basic security in the field; staff safety, health and welfare', June 2006 ✓ UNDSS - UN Department of Safety and Security; training 'Information Security Awareness' (3 modules: Foundational, Advanced, Additional), February 2016 	
Present position Professional experience	Independent evaluator, Managing Partner of Bridges consulting, scs 39 years (23 in the evaluation sector)	

Main qualifications:

- Evaluation of legislation, policies, programmes, networks, organizations, and projects in numerous policy fields.
- Quality assurance of evaluation assignments.
- Results-oriented monitoring (ROM).

Language skills: (from 1 –basic to 5 –excellent)

Language	Reading	Speaking	Writing
Italian		Mother languag	е
English	5	5	5
French	5	5	5
Spanish	5	1	0

Skype: marco lorenzoni

Membership of professional bodies:

- o European Evaluation Society (EES), Board member 2022-25.
- International Development Evaluation Association (IDEAS), member of the working group 'Evaluating in contexts of fragility, conflict and violence' (EVALFCV)
- EvalYouth, pro-bono mentor in the 2021-22 Global Mentoring Programme (EY-GMP)

Present occupation

Date	06.97 to present
Location	Brussels (Belgium)
Position	Independent evaluator, Managing Partner of Bridges Consulting scs

Main assignments: i) Evaluations, Monitoring, Studies

- Evaluation Support Service (ESS), a Technical Assistance to DG International Partnership (INTPA, previously DEVCO) of the European Commission / Unit 'Performance, Results and Evaluation'. The ESS aims at fostering the development of evaluation skills in DG INTPA and the EU Delegations through:
 - The provision of methodological advice to evaluation managers in 98 EU
 Delegations and the HQs; this includes on-demand quality assurance work of the intervention-level evaluations managed in INTPA (about 170/year).
 - The development of evaluation methodologies and tools, and the production and delivery of webinars and on-site seminars to EU Delegations and implementing partners on evaluation-related topics.
 - The exchange of knowledge and best practices. This included the promotion and management of global initiatives such as Evaluation in Hard-to-Reach Areas (2019), to share practices on conducting evaluation in situations of fragility and difficult field access; Evaluation in Crisis (2020), to produce and share resources on adaptation of practices in situations of global crisis such as the C-19 pandemic; Disseminating Evaluations (2020), on the dissemination of evaluation results through the production of videos, blogs, infographics, briefs and podcasts¹.

The contract, originally foreseen for a 4-year duration (February 2017 to January 2021) was extended to January 2023 in reason of the excellent results of the ESS work.

From September 2019 to January 2022 Marco was Team Leader (from February 2017 to August 2019, Senior Evaluation Expert and deputy Team Leader), coordinating a team of 7 consultants and providing direct inputs, leadership and guidance in all the ESS streams of action.

In September 2021, he resigned (effective, January 2022) to resume direct evaluation work. (Contractor: Landell-Mills consortium).

- Council of Europe (CoE) / Department of Internal Oversight (DiO) Provision of quality advice on the Evaluation of the CoE Programme on Democracy through Law (Venice Commission); June 2021 (Direct contract)
- CoE/DiO Provision of quality advice on the Evaluation of the CoE Conference of International Non-Governmental Organisations (INGOs); December 2020 (Direct contract)
- o International Development Evaluation Association (IDEAS). Co-author of the book "Evaluation in Contexts of Fragility, Conflict and Violence²" (June 2021, pro-bono activity).
- UN Peacebuilding Fund Evaluability Assessment of the Peacebuilding Fund Project Portfolio in Ivory Coast. October 2016 to March 2017, Quality Assurance Director (Contractor: Transtec).

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¹ The three initiatives are available at https://europa.eu/capacity4dev/devco-ess

² The book can be downloaded for free or ordered at https://ideas-global.org/ideas-book-on-evaluation-in-contexts-of-fragility-conflict-and-violence-is-now-available-to-order/

- European Commission, DG Migration and Home Affairs Ex-post evaluation of the 'Prevention and fight against crime' programme (ISEC) and the 'Prevention, preparedness and consequence management of terrorism and other security-related risks' (CIPS). September 2016 to April 2017, Senior Evaluation adviser. (Contractor: ICF Consulting Services)
- Luxembourg Ministry for Foreign and European Affairs Evaluation of the cooperation between Luxembourg and Vietnam 2002-2015. June to December 2016, Team Leader (Direct contract)
- CoE / CEPEJ (European Commission for the Efficiency of Justice) Mid-term evaluation of the programme "Developing Mediation Practices in Civil Disputes in Turkey" financed by SIDA. March to May 2016, Senior Evaluator (Direct contract)
- Transtec sa, Head M&E Practices (December 2014 to January 2016). Active in more than 120 countries worldwide, Transtec (now merged into Cowater international) was a consulting firm operating in the areas of humanitarian aid and development assistance. Marco supported Transtec in further consolidating its M&E portfolio and ensuring the quality of the company's work in the area of M&E. Among his achievements:
 - ✓ NORAD Evaluation of Norwegian support to the promotion of human rights (June 2016 - January 2017) - Development methodology, contract awarding
 - ✓ European Commission Framework Contract COM 2015 Lot 1: Evaluation Consortium building, contract awarding (consortium leader: Economisti Associati)
 - ✓ DFID Independent Monitoring and Evaluation of the humanitarian interventions of the UK Government in Syria (October 2015 October 2018) Development methodology, contract awarding
 - ✓ UN Secretariat Evaluation Peace Building-funded interventions in Guatemala (October 2015 – February 2016) - Development methodology, contract awarding, and quality assurance
 - ✓ WFP Burundi country evaluation (November 2015 February 2016) -Development methodology, contract awarding, and quality assurance
 - ✓ European Commission, DG Echo Evaluation of the EU humanitarian portfolio in Pakistan (Aug 2015 March 2016) Development methodology, contract awarding, and quality assurance
 - ✓ Luxembourg Ministry for Foreign Affairs Evaluation of 6 NGOs active in India and Bangladesh (May-December 2015) Development methodology, contract awarding, and quality assurance
 - ✓ LuxDev Mali, evaluation of a EU-financed programme aiming at facilitating the return of state administration in post-occupation regions (Feb-May 2015) Development methodology, contract awarding, and quality assurance
- CoE, DG Human Rights and Rule of Law Evaluation of the EU/CoE Joint Programme 'Improving the effectiveness of the Turkish Criminal Justice System'. October to December 2014, Senior Evaluator (Direct contract)
- Czech Republic / Ministry of Education, Youth and Sport Evaluation of the Institute of Clean Technologies for Mining and Utilization of Raw Materials for Energy Use at the Technical University in Ostrava. September to December 2014. Team Leader (Direct contract)
- UN Democracy Fund (UNDEF) Evaluation of the project 'Judicial Reform: empowering magistrate-civil society collaboration for Guinea's new democratic future.' Team Leader (Contractor: Transtec) June-July 2014
- UNDEF Evaluation of the Regional project 'Deepening Local Democratic Governance through Social Accountability in Asia - Cambodia and Bangladesh.' Team Leader (Contractor: Transtec) April-May 2014
- EC/ (former) DG Development Cooperation (DEVCO) Evaluation of the European Report on Development initiative. January to September 2014. Team Leader (Contractor: consortium IBF / STEM-VCR)

Skype: marco lorenzoni

- Organization for Security and Co-operation in Europe, Office for Democratic Institutions and Human Rights (OSCE/ODIHR) – Evaluation of the programme TAHCLE (Training Against Hate Crimes for Law Enforcement). November 2013 to February 2014. Senior Evaluator (Direct contract)
- Czech Republic / Ministry of Education, Youth and Sport (ESF funds) Evaluation of the NETME Centre (New Technologies for Mechanical Engineering) of the Brno University of Technology. October 2013 to January 2014. Team Leader (Direct contract)
- Czech Republic / Ministry of Education, Youth and Sport (ESF funds) Evaluation of the Material Research Centre at the Faculty of Chemistry of the Brno University of Technology.
 September to December 2013. Team Leader (Direct contract)
- Millennium Challenge Corporation (MCC) Evaluation of the programmes 'Handicraft and Medina in Fez' and 'Functional Literacy and Vocational Training' implemented in Morocco.
 April to October 2013. Definition of the methodology of evaluation; responsible for quality control of evaluation reports. April to October 2013 (Contractor: TRANSTEC).
- CoE / Department of Internal Oversight (DiO) Evaluation of the Global Effectiveness of the Action Plan for Ukraine 2008 2011. Deputy Team Leader, senior evaluator November 2012 to June 2013 (Contractor: ITAD).
- CoE / DIO Within the frame of the Evaluation of the AP for Ukraine Marco was the leading evaluator of the *ex-post evaluation* of the following joint EU/CoE programmes (case studies):
 - ✓ Promotion of European Standards in the Ukrainian Media Environment;
 - ✓ Support to good governance: project against corruption (UPAC);
 - ✓ Transparency and Efficiency of the Judicial System (TEJSU).

December 2012 to April 2013 (Contractor: ITAD).

- CoE Evaluation of the project Human Rights Trust Fund 1 (pilot initiative for strengthening implementation of judgments of the European Court of Human Rights in Albania, Azerbaijan, Bosnia and Herzegovina, Moldova, Serbia and Ukraine). July 2012 - January 2013 (Direct contract)
- ICANN (the Internet Corporation for Assigned Names and Numbers), Meta evaluation of the Accountability and Transparency Review of ICANN following the Affirmation of Commitments between ICANN and the US Government – May-June 2012 (Direct contract)
- CoE Evaluation of the EC/CoE Joint Programme 'Turkey training of military Judges and Prosecutors on Human Rights Issues' February – March 2012 (Direct contract)
- CoE / DIO Evaluation of the European Commission against Racism and Intolerance (ECRI).
 Senior evaluator October 2011 January 2012
- European Union Delegation to China Final Evaluation of the 'EU-China Policy Dialogue Support Facility'. Team Leader - September-October 2011 (Contractor: Consortium Stem-Vcr / Eco)
- CoE Interim evaluation of the EC-CoE Joint Programme 'Armenia Access to Justice.' June August 2011 (Direct contract)
- EC, (former) DG DEVCO- Results Oriented Monitoring of EU Projects and Programmes, ENPI Area. Setting up the Quality Assurance function and processes. February June 2011.
 (Contractor: Consortium led by IBM Belgium)
- EC, (former) 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). June December 2010. (Contractor: Consortium The Evaluation Partnership Economisti Associati)
- o ICANN, *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;

- ✓ coordinating the evaluation of key structures of ICANN. From September 2008 to May 2010 (Direct contract).
- EC, DG Education and Culture Interim evaluation of the Education, Audiovisual and Culture Executive Agency. Year 2008 (Contractor: Consortium COWI / CSIL)
- EC, (former) 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 Economisti Associati)
- CoE Accompanying evaluation of the EC-CoE Joint Programme 'Turkey Support to the Court Management System'. Years 2008-2009 (Direct contract).
- Czech Ministry for Labour and Social Affairs. Evaluation of EQUAL transnational partnerships. Senior Evaluator. Year 2008 (Contractor: Navreme Bohemia)
- EC (former) DG EuropeAid. Evaluation proposals call "Non state actors and local authorities – At the grassroots". Proposal assessor. Year 2008 (Contractor: Consortium Italtrend / Sopex)
- EC/DG Education and Culture. External evaluation of the European Commission Traineeship Scheme. Team Leader. Years 2007-2008 (Contractor: Consortium COWI / CSIL)
- EC/ (former) DG EuropeAid. Tacis Monitoring Programme. Senior monitor (Contractor: Integration). Monitoring of BUMAD 3 (Belarus, Ukraine, Moldova Action Drug Programme). Year 2007.
- CoE. Evaluation of the CoE-EC Joint Programme for Moldova "Support to continued democratic reforms 2004-2006"; Team Leader. 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, (former) 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)
- EBR (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, (former) DG Employment, Social Affairs and Equal Opportunities (EMPL). Improving the information and communication on the social inclusion process. Accompanying evaluation. Year 2006 (Contractor: Gellis communication)
- EC, (former) DG EMPL. 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)
- International Finance Corporation (IFC) World Bank Group. Meta-evaluation of the Monitoring and Evaluation system in use by SEED (Southeast Europe Enterprise Development). Year 2005 (Direct contract)
- EC (former) DG Information Society and Media; Various assignments: programme IST (Information Society Technologies) under the 6th FP for Research and Technological Development. Proposal assessment (rapporteur), 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) 2004-2005.
- o EC/(former) DG 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)
 Year 2004.
- EC/(former) DG Transport and Energy. Ex-post evaluation of specific interventions funded under the Sustainable Mobility Policy. Project Manager (Contractor: The European Evaluation Consortium) 2004.
- EC/Secretariat General. Evaluation of the Spring Day in Europe initiative. Contractor (Project Manager and evaluator). 2003-2004
- EC/(former) DG Enterprise. Evaluation of the application of the Lifts Directive (95/16/EC).
 Evaluator (Contractor: The European Evaluation Consortium) 2004
- EC/(former) DG Health and Consumer Protection (SANCO). Evaluation of the Food Labelling Legislation. Evaluator (Contractor: The European Evaluation Consortium) 2003
- EC/(former) DG Administration: Evaluation of language training courses targeted to EC Officers. Evaluator (Contractor: The Evaluation Partnership). 2003
- EC/(former) DG SANCO. Establishing an evaluation process for the EC Public Health Programme. Member of the Team (Contractor: Economisti Associati) 2003
- European Agency for Safety and Health at Work (OSHA): Evaluation of the European Week
 2002. Evaluator (Contractor: Economisti Associati) 2002-2003
- EC/(former) 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) 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). 2002
- o EC/(former) DG Justice and Home Affairs: Assessment of the Joint Action on New Synthetic Drugs. Evaluator (Contractor: The Evaluation Partnership). 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). 2001-2002
- EC/(former) DG SANCO. Ex-ante impact assessment of the new Consumer Policy Strategy.
 Evaluator (Contractor: The Evaluation Partnership). 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). 2001.
- EC/DG Research: Evaluation of the publication "RTD Info". Evaluator (Contractor: The Evaluation Partnership –UK). 2001
- EC/(former) DG SANCO. Evaluation of European consumer associations. Evaluator. (Contractor: consortium The Evaluation Partnership, Bridges, Economisti Associati). 2000-2001
- EC/(former) 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/(former) DG SANCO. Ex-ante evaluation of the Public Health Framework Programme.
 (Direct contract) 2000.
- EC/(former) DG 1a; Ex-post evaluation of Tacis Enterprise Restructuring, Investment and Private Sector Development Program in Russian Federation 1991 to 1995. Evaluator (Contractor: Economisti Associati). 1998

Other activities: Project Management, Training

- CoE/Office of the Director General of Programmes, South Mediterranean Programme –
 Training to CoE Officers on programme monitoring techniques (2 modules). December 2012 and June 2013 (Direct contract)
- EC/DG Information Society: EBR-ON, European Business Register Open Network (an IST takeup measure). Advisor to the Project Manager (previously: proposal manager). (Contractor: EBR eeig –EUR) September 2001 to October 2003.
- EC/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 December 2003.
- 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).
- Politecnico University of Turin (I); Euromaster (Post-degree Master on European Projects planning and management), October 1999 to March 2001. Teacher on International Cooperation project management.
- University of Palermo (I); Post-degree Master on European Projects planning and management, September 2000 – March 2001. Teacher on International Cooperation project management.
- 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.

Previous occupations

Date	03.94 to 07.97	
Location	Brussels	
Company	Cerved International (international branch of the ICT group of the Italian Chambers of Commerce.)	
Position	Director, International Cooperation & Assistance Department	
Main projects	 EC-Phare: Bulgaria: Technical Assistance for the transformation of Bulgarian Customs Administration (project co-ordination) 	
	 EC-Phare: Slovak Republic: Technical Specifications of the National Commercial Register (project co-ordination) 	
	 EC-Phare: Study on the availability of Legal Business Registers in Central and Eastern European Countries (project co-ordination) 	
	 Romania: Integration of the National Trade Register into the 	

Marco Lorenzoni

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European Business Register (project co-ordination)

Date	12.90 - 03.94
Location	Bologna (Italy)
Company	Cerved
Position	Relation Manager
Description	Organisational support to the Chambers of Commerce of the Emilia-
	Romagna Region.
Date	02.90 - 12.90
Location	Bologna (Italy)
Company	Trefin Group
Position	Advisor to the General Manager
Description	Provision of advice on internal reporting, procedures and information
	systems from the controlled companies to the leading organization.
Date	02.89 - 04.90
Location	
	Bologna (Italy)
Company Position	Sicurconsult (Trefin Group) Senior Consultant
Description	Responsible for vocational training in the Service Sector (Insurance companies, Banks)
	companies, banks)
Date	08.87 - 02.89
Location	Bologna (Italy)
Company	Generali Insurance Group
Position	Commercial Inspector (commercial and organizational support to the
	sales network)
Date	06.82 - 08.87
Location	Bologna (Italy)
Company	Italia Insurance (Montedison Group)
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Position	Internal Auditor (06.82 to 07.86); Technical Inspector (08.86 to 08.87)

Passions:

- Photography.
- o Biking, swimming.
- o Music: jazz, classical (mainly baroque), rock.
- Reading.

Further information:

Fully vaccinated against SARS-Cov-19.