

**PROFILE:**

6 years in public social services  
15 years in international development, recovery and emergencies

**SKILLS & QUALIFICATIONS:**

- Participatory monitoring and evaluation of complex initiatives using traditional (Logical Frame Approach, Results Based Management) and new methodologies (Outcome Mapping, Outcome Harvesting, Most Significant Changes, Theory of Change)
- Program management with difficult clients/counterparts, contracts, budgets, time-frames, risks, purchasing, limited resources (including availability of electricity and banking services) and communications in multiple languages, respecting strict procedural requirements with high level of accountability
- Grants assessment and evaluation in donor position
- Capacity building, trainer
- Provision of advices and technical assistance to Governments
- Institutional representation, liaison and mediation with high profile institutions (Ministries, Aid Agencies, Diplomatic Missions, UN Agencies);
- Identification, appraisal and project design according to aid effectiveness principles

**AREA OF EXPERTISE:**

- Children Rights (primary education, education in emergencies, ECCD, Non Formal and alternative education, inclusive education)
- Social inclusion (community mobilization, CSOs networking)
- Emergency preparedness and response
- Food Security

**WORK EXPERIENCE OVERSEAS:**

1 year Balkans (Kosovo)

8 years Middle East (long term in Palestinian Territories, field visits to Lebanon, Jordan, Morocco, Saudi Arabia, Egypt),

2 years and half Africa (long term in Uganda, Rwanda, Burundi, field visits in DRC, Angola)

**LANGUAGES**

**Italian:** Native, **English:** Fluent, **French:** Fluent, **Arabic:** Notion (Learning)

**IT SKILLS**

Office suite (Word, Excel, PowerPoint), iWorks suite (Pages, Numbers, Keynote), basic CMS admin, basic HTML5 use

**REFERENCES:**

**Terry Smutylo:** independent consultant for M&E, Tel (613) 729-6844, Mobile (613) 402 4744, Fax (613) 288-8993, [tsmutylo@magma.ca](mailto:tsmutylo@magma.ca)

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**Carlotta Sami:** Senior Regional Public Information Officer, UNHCR Regional Representation Southern Europe, mob. +393477491277, mail: [sami@unhcr.org](mailto:sami@unhcr.org)

**EDUCATION:**

June 2012

**University of Bologna:** CID Summer School on Planning, Monitoring and evaluation for complex International development Programs (focus of the training on Outcome mapping, Outcome harvesting and Developmental Evaluation, trainers: Terry Smutylo of IDRC and Ricardo Wilson-Grau)

Jan – June 2007

**International Foundation Lelio Basso:** XII training professional course on information rights and citizen rights in areas of international crisis

August 2005

**University of Essex:** 38th Essex Summer School in Social Science Data Analysis and Collection: Mathematics for Social Science, Participatory methods for social research with marginal and hidden population

Sept 2003 – June 2004

**University of Bologna:** Master: “International Cooperation in Education” *Main topics:* human rights programming, PCM with a special focus on education, pedagogy, conflict resolution and anthropology. Highest honor

Sep 1988 - Feb 1995

**University of Genoa:** Bachelor in Philosophy. *Main topics:* analytical philosophy, moral philosophy, philosophy of science, ethnology, social sciences. Highest honor

## PROFESSIONAL EXPERIENCES

Save the Children (International NGO)

**Education Specialist**

*Location: Kosovo*

May 2014 - till now

- Support and advise SMT and PDQ manager of SCI in Kosovo on the development of proposals, concept notes and needs assessments for inclusive education, ECCD and other education-related initiatives.
- Facilitate technical dialogue with relevant stakeholders of inclusive education in Kosovo, overseeing education program implementation with a specific focus on Index for inclusion use and dissemination
- Contribute to the monitoring and evaluation of education programs
- Document and share best practices, lessons learned and researches of education program to feed into SCI annual planning exercise and to fund-raise for future initiatives.

GVC (Italian NGO)

**Planning, Monitoring and Evaluation  
Senior Advisor**

*Location: Lebanon*

November 2013 – February 2014

- Technical advices to the Country Director to set up of an M&E system for a pilot project on inclusive education (inclusion of children with special needs in public education system)
- Planning the development of the education portfolio in Lebanon in emergency areas (Bekaa Valley)
- Proposals' writing addressing major donors (EU, UNICEF, Ministry for Foreign Affairs of Italy)

Self-employed

**Freelance consultant for Planning,  
Monitoring and Evaluation**

*Location: Europe, Africa, Middle East*

Example of clients: Bioversity International (CGIAR consortium), Ministry of Foreign Affairs of Italy, Various Italian NGO, Agenzia Liguria Lavoro (Local Government), Well\_B-Lab (Spin Off University of Modena), EFA Equipe Formatori Associati (Associated Firm for training)

July 2010 – November 2013

(3 years and 4 months)

- Trainer of research-for-development International Institute on Outcome Mapping for developing, adapting and testing new methodologies for impact assessment;
- Independent evaluator to monitor and evaluate public donor's bilateral emergency initiatives;
- Independent consultant for formative evaluation of NGO socio-educational programs using Outcome Mapping as M&E methodology;
- Fundraiser and project designer for NGOs (EU funding lines, Italian Ministry for foreign affairs development and emergency funding lines, private Foundations and private company grants);
- Trainer on conflict resolution within changing organizations for private companies
- Corporate social responsibility plan development.

Ministry of Foreign Affairs of Italy  
Directorate General for Cooperation and  
Development  
(Italian Governmental Aid Agency)

**East Africa Post emergency/recovery  
Program Director**

*Location: Uganda, Rwanda, Burundi*

April 2008 – July 2010

(2 years)

- Identified and designed a policy of cooperation based upon aid effectiveness principles focused on supporting National Governments of the Great Lakes Region for the transition from emergency crisis to early reconstruction and development;
- Coordinated and supervised 4 emergency initiatives (total portfolio 13 mil. € for FY 2008-2009 and FY 2009-2010: education, food security, road rehabilitation, basic services provision) setting and following up M&E system;
- Managed and supervised international (4) and local (5) staff in charge of implementation and administration;
- Represented Italian Country director in major donors' *fora* and liaised with other European donors for aid effectiveness and EU division of labour.

### *Achievements:*

- Increase of 1000% total portfolio of Italian bilateral and multilateral grants for emergency aid;
- Support to the Prime Minister Office of Uganda for emergency preparedness (establishment of the *North Uganda Data Center* in charge of setting up procedures, standards and indicators to monitor the *Peace, Recovery and Development Plan – PRDP* for North Uganda);
- Assessed and evaluated 20 multi-sectorial project proposals to be funded to international NGOs, (provided training and capacity building to applicants on use of M&E tools and international indicators such as MSEE and SPHERE);
- Design and start up of a new project proposal (1.5 million €) for securing primary education opportunities in remote areas of Uganda - Karamoja.

MedChild Institute (private Foundation)

**Children rights senior advisor**

*Location: Italy*

July 2004 – April 2008  
(3 years and a half)

- Supported the Foundation Board of Directors in drafting 4 annual strategic plans focused on children rights;
- Created partnership networks (Jordan River Foundation, Royal Scientific Society, Arab Urban Development Institute, MENA-CPI) and represented the Foundation in seminars, conferences and workshops in the whole MENA region;
- Analysis and research on children issues (children's rights, education, health).

*Accomplishments:*

- Introduced human rights-programming as planning methodology of the Foundation;
- Contributor to several scientific publications (digital edition available upon request) on child well-being index (with World Bank support), Mediterranean child-friendly best practices, use of advanced health technologies in developing countries;
- Analysis and review of Palestinian legislation to strengthen the juvenile judicial system;
- Initiated a public-private partnership to pilot ECCD services in Jordan (Amman Greater Municipality) according to World Bank guidelines.

Save the Children Italy (international NGO)

**Policy and advocacy advisor /editor  
(occasional consultancies)**

*Location: Italy*

January 2005 - March 2008  
(3 years )

- Edited several policy and advocacy publications addressing CSOs and Public Institutions on unaccompanied minors' rights;
- Advices and recommendations on policies for rights of migrant children, unaccompanied minors and Roma minority;
- Advocacy with the Italian Ministry for Foreign Affairs to introduce specific guidelines for development projects focused on children rights.

Save the Children Alliance

**Project manager for ECCD in  
emergencies**

*Location: Palestinian Territories with field  
visits to Lebanon*

Dec. 2003 – June 2004, Dec. 2004  
(8 months)

- Research, analysis and definition of innovative model to provide ECCD services during emergencies by local kindergartens and parents' circles;
- Managed through local team (2 local project officer, 1 admin person, 6 social workers) the implementation of the model in 4 crisis areas and liaised with relevant Palestinian Ministries to feed lessons learnt into governmental education policies.

*Achievements:*

- Identified advocacy-tools for the replication of the model in other crisis area by Save the Children
- Local staff participated to the Middle East exercise to identify MSEE for the INEE Middle East group.

Un Ponte per...  
(Coordination organism of NGO network)

**Campaign director**

*Location: Italy*

June 2004, Nov. 2004  
(6 months)

- Coordinated advocacy and fundraising campaign for emergency and humanitarian projects supported by a network of more than 40 Italian CSOs and NGOs;
- Managed the executive bodies of network
- Administration and reporting

*Achievements:*

- More than 20.000 citizens signed the campaign petition to stop participation to Iraqi war in the first 2 months of activity
- Country Strategy Plan assessed and monitored for the programs funded through the campaign.

CIES  
(Italian NGO seconded by UNICRI)

**Children Rights consultant**

*Location: Angola*

October 2002  
(1 month)

- Assessed the Angolan Government human resources and skills needed for creating a national Ombudsman on children's rights.

*Achievements:*

- Training sessions planned for updating and upgrading professional skills of INAC (National Institute of Angola for Children) human resources on children rights.
- Strategic document produced with recommendations for INAC.

Ministry of Foreign Affairs of Italy  
Directorate General for Cooperation and  
Development  
(Italian Governmental Aid Agency)

**Project officer**  
**Education Advisor**  
**Liaison officer**

*Location: Palestinian Territories*

Jan 2001 – Mar. 2003  
(2 years)

- Managed and monitored the education program portfolio funded by the Italian Government through multilateral and bilateral grants;
- Coordinated and supervised Italian NGOs network operational in the Palestinian Territories;
- Liaised with major international donors and Palestinian authorities for assessing and responding to crisis arisen in 2000;
- Supported the Italian Country director in administration and reporting.

*Achievements:*

- Significant role in reshaping the Primary Education Curriculum of the Ministry of Education and Higher Education of the Palestinian Authority, by reviewing the Italian contribution to several multilateral projects funded through UNDP, World Bank and UNESCO (Italian total contribution 20 € mil.) and providing technical assistance to relevant Palestinian Ministries;
- Partnership with Bethlehem University for setting up the M&E system of the Italian Cooperation bilateral education program (main indicators focused on quality education and rights-based approach).
- More than 40 projects submitted to the Italian Cooperation by NGOs technically evaluated according to EU Project Cycle Management Framework.
- Start up and follow up the “Emergency Response Program” (ERP) funded by the Italian Cooperation with 8.5 millions USD and implemented by the UNDP in Bethlehem District (rehabilitation of basic public services);
- Team coordination in Bethlehem District for the “Damages Assessment” of the World Bank (after 2000/2001 military events);
- Supported director’s office in drafting the organizational chart for the multimillion program (25 million euro) Ali della Colomba (the Dove Wings) promoting partnership Palestinian Local Authorities/Italian Local Authorities to improve basic services provision in West Bank and Gaza Strip;
- Elaborated country briefings and reports on development and humanitarian aid to be addressed to the Italian Parliament;
- Improved public communication campaign on Italian Cooperation in the Palestinian Territories through newsletter and publications.

ARCS  
(Italian NGO)

**Country representative**  
**Project Manager**

*Location: Palestinian Territories*

Mar. 1999 – Dec. 2000  
(2 years)

- Managed a development project focused on children rights, targeting the refugee community of Hebron refugee camp (Al Fawwar RC): education and recreational services, social and education work training, networking.
- Project staff managed (1 local Project Officer, 2 local Community Activator, 2 local nurses, 1 local Psychologist);
- Administration of the funding budget (800.000 USD);
- Reporting to donor and stakeholders’ liaison.

*Achievements:*

- Local community created a branch of the Red Crescent Society and a new health clinic in the refugee camp.
- Elaborated a module of formal training on children rights for social activists to be implemented by the Bethlehem University.

Genoa Municipality  
(Public Social Services)

**Educator/Social worker**

*Location: Italy*

Sep. 1993 – Feb. 1999  
(5 years and a half)

- Managed a residential facility, hosting eight minors at risk in charge of the Public Social Service of Genoa Municipality;
- Monitored and supervised the administration of monthly budget for the running cost (4000 USD approx.);
- Management and supervision of the 8 professionals educators working in the residential facility;
- Follow up of individual cases of children at risk and families;
- Coordinated an action-oriented research for prevention of drug-addiction.

*Achievements:*

- Increase of 100% of cost coverage by the Municipality Social Services in last 2 years of activity.
- A social community Centre for a marginalized area of Genoa Municipality was established through social action-research, non-formal education programs, recreational activities and networking within the local community.

MARCO GRAZIA

03-02-2015

