

Mita Marra

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Education

- 2018 **Qualified as Full Professor of Social Science (Sociology, SPS-07)**
- 2014 **Qualified as Associate Professor of Political Economy (SECS-P02), Political Science (SPS-04), and Sociology (SPS-07)**
- 2007 **European School on New Institutional Economics (ESNIE), France**
Post-Doc Fellow on Institutional Development
Presented research paper on: *"Issues of Coordination Across Bottom-Up Economic Policies: Some Examples of Structural Fund Programs from the South of Italy"*
- 1999-2003 **The George Washington University, Washington DC, USA**
Trachtenberg School of Public Policy and Public Administration (SSPPA)
Doctor of Philosophy (PhD) in Public Policy
Field of concentration: Economic Development and Public Policy Analysis
Dissertation Title: *"Dynamics of Evaluation Use as Organizational Knowledge. The Case of the World Bank."*
- 1996-1998 **The Johns Hopkins University, Washington DC, USA**
Paul Nitze School for Advanced International Studies (SAIS)
MA in International Relations
Field of concentration: International Economics and Development
- 1991-95 **University of Naples, Naples, Italy**
Laurea cum summa laude in Economics (MA equivalent)
Honors and distinction for thesis: *"Putting Citizens First. A Comparison Between USA and Italy for the Public Sector Reform. The Role of Consumer Associations"*

Academic Positions

- December 2018 **University of Naples "Federico II" - Department of Social Sciences**
Associate Professor of Political Economy
present State reform and behavioral public administration and economics.
- June 2016 - present **The George Washington University, Trachtenberg School of Public Policy and Public Administration - Washington DC, US**
Visiting Professor of Comparative Public Policy
Public administration reform and evaluation policy
- May 2016 present **University of Salerno – Department of Political, Social and Media Science**
Associate Professor of Public Policy and Public Administration
Policy evaluation and governance reform.
- March 2011 **University of Salerno – Department of Political, Social and Media Science**
April 2016 **Tenured Assistant Professor of Public Policy and Public Administration**
Researching on policy evaluation on territorial governance, welfare transformations, and gender equity.

- September 2010 - **The George Washington University, Washington DC, USA**
Trachtenberg School of Public Policy and Public Administration (TSSPPA)
- March 2011 **Visiting Scholar**
 Conducting research project: “Welfare Transformation for Active Social Inclusion: A Comparative Analysis of Change Mechanisms Against Poverty Traps in Italy and in the US
- May 2000 – **Italian National Council of Research (CNR)**
 February 2011 **Institute for the Study of Mediterranean Societies (ISSM), Naples – Italy**
Senior Research Fellow (open-ended position)
 Main research interests: (i) The evaluation and multi-level governance of the European Social Cohesion Policy; (ii) Public administration reform across Mediterranean countries; (iii) Informal sector regularization policies; (v) The accreditation and evaluation systems in the health care quasi market; and (vi) The transformation of public procurement.
- January – **Maastricht University – Department of Political Science**
 June 2006 **Faculty of Arts and Culture**
Visiting Professor of Public Policy
 Conducted research on the European Social Cohesion Policy across European Convergence Regions. Taught modules on European Cohesion Policy, Monetary Policy, and Policy Paper Writing Methodology.
- May 1996 - **Italian Institute for Philosophical Studies, Naples – Italy**
 Apr.1997 **Researcher**
 Undertook a study on comparative public sector reform programs between USA and Italy.

Memberships and Affiliations

Editor in Chief of *Evaluation and Program Planning (EPP)* (since July 2015) 5-year impact factor: 1.32 (ISI, SCOPUS); <http://www.journals.elsevier.com/evaluation-and-program-planning/editorial-board/>

Editor in Chief - *RIV - Rassegna Italiana di Valutazione* (since May 2017)

Associate Editor of *Politiche Sociali/Social Policies*, Il Mulino (since September 2013); <http://www.espanet-italia.net/riviste-di-riferimento.html>

Board Member of **ESPANET** - Italy (Network of European Social Policy Analysis) (since September 2013); <http://www.espanet-italia.net/comitato-scientifico.html>

Director of the Observatory for Public Administration, University of Salerno (2016-2018).

Past President of the Italian Evaluation Association (AIV) (2013-2017)
www.valutazioneitaliana.it

Served on the Journal Review Task Force of the American Evaluation Association and on the International Committee for 2017 Annual Conference chaired by Dr. Kathy Newcomer (March 2016 - November 2017).

Member of the Editorial board of *Rassegna Italiana di Valutazione*, Franco Angeli (2003-2013), <https://www.francoangeli.it/Riviste/sommario.asp?IDRivista=109>

Member of: International Evaluation Research Group (INTEVAL/Transactions Publishers, US); International Conference of Public Policy (ICPP); European Evaluation Society (EES); American Evaluation Association (AEA); Italian Society of Political Science (SISP); A Colomni-Hirschman International Institute (Rome)

Research Grants and Participation in Research Projects

- 2017 **Ministry of Scientific Research and University**
Recipient of funds for basic research (FFARB)

- 2016 **Campania Region
Project ConciliaZIONI**
Research grant (CUP B59G13000330007 - Regional Operational Program CAMPANIA European Social Fund 2007-2013 - Axis II Employability - Objective f.) <http://www.politicheconciliazioni.it>
Co-directed the research project on the time use analysis of a sample of women working within social coops, public sector organizations and firms within the province of Salerno.
- 2014 - 2015 **Istituto di Studi Politici San Pio V - Rome**
Research grant for the study of governance within Naples' metropolitan city in time of crisis. Participated in the research project coordinated by Prof. P. De Nardis on "Global city and local crisis."
- 2011-2012 **Istituto di Studi Politici San Pio V - Rome**
Research grant for the study of urban transformation of Naples' metropolitan area. Coordinated research team reconstructing both governance and social dimensions of Naples' metropolitan city.
- 2010-2011 **National Endowment for Humanities (USA) - Italy's National Research Council**
Research grant for the project: "Welfare Transformation for Active Social Inclusion: A Comparative Analysis of Change Mechanisms Against Poverty Traps in Italy and in the US" to be conducted at the School for Public Policy and Public Administration of the George Washington University, Washington DC, US.
- 2009 **Department for Cohesion and Development Policies of the Italian Ministry of Development
Nuval-Formez Research Project for the Analysis and Evaluation of Public Investments**
Research grant for the study of labor regularization policies and active social inclusion strategies within the Italian Mezzogiorno (January – December, 2009).
- 2006 **Italy's National Research Council
Short Term Mobility Program**
Grant for conducting the research project on "The study of multi-level governance of EU Structural Funds".
- 2004 **Center for the Business of Government - Washington DC (USA)**
Grant for research project on "The Italian reform of public e-procurement." <http://www.businessofgovernment.org/bio/mita-marra>
- 2000-2001 **The Italian Embassy in Washington DC (USA)**
Research grant for comparing public valuation systems in Italy and in the US.

Scholarships and Awards

- 2018 **European Court of Auditors (ECA) Jan O. Karlsson Award for excellent research on public sector auditing**
Won ex aequo with another applicant the 2018 edition for the 2017 book that translates from the original Italian as "Evaluating Evaluation: Compliance, Ambiguities, and Learning in Italy's Public Administration."
- 2005 **Italy's National Research Council – Young Researchers**
Special award for the monograph "Il mercato nella PA. Coordinamento, valutazione, responsabilità" Carocci, Roma.
- 1999-2001 **The George Washington University, School of Public Policy and Public Administration**
Tuition award for the first and second years of the Ph.D. program in Public Policy.
- 1998-1999 **International Rotary Foundation**
Scholarship for attending the 2nd year of the MA in International Relations at the Johns Hopkins University, Washington, DC - USA.
- 1997-1998 **Foundation Einaudi, Turin, Italy**
Research grant for a comparative study project on "*New Public Management*" in US and Italy.
- 1996-1997 **SAIS - Johns Hopkins University - Bologna Center,**
Tuition award for the first year of the Master program in International Relations.
- 1997 **Fulbright - Commission for Cultural Exchanges – USA-Italy, stipend.**

1996 **Italian Institute for Philosophical Studies**, grant for the study mission to Washington, DC and Cambridge, MA, USA, April/May 1996.

Teaching and Training

- 2019 - present **University of Naples - Department of Social Sciences**
Undergraduate course in Political Economy
- 2016 - present **The George Washington University, Trachtenberg School of Public Policy and Public Administration - Washington DC, US**
Visiting Professor
Teaching graduate course in Comparative Public Policy (summer semester)
- 2003-2018 **University of Salerno – Department of Political, Social and Media Science**
Undergraduate course on Public Administration
Graduate course on Public Policy Analysis and Evaluation
- July 2014 **Carlton University and the World Bank - Ottawa, Canada**
July 2015 **International Program for Development Evaluation Training (IPDET)**
June 2016 Co-teaching with Dr. Michael Bamberger the module: “Assessing the Outcomes and Impacts of Complex Programs.”
Teaching two modules within core courses: “Considering Evaluation Approaches,” and “Integrating Gender into Evaluations.”
- 2005-2014 **University of Naples “Federico II” – Department of Philosophy**
Adjunct Professor
Graduate course of “Economic Policy for Social Service”
- 2010 **University of Pisa - Department of Social Sciences**
Master on Evaluation Approaches to Assessing Social Policy
Adjunct Professor
Graduate course of “Economic Approaches to Public Policy Evaluation”
- 2003-2009 **University of Molise – Department of Economics**
Adjunct Professor
Graduate course of “Accreditation and Certification of Public Service Quality”
- 2007 **University of Bologna**
Master in International Studies on Philanthropy (MISP)
Teaching module on: “The Social Dimensions of Sustainable Development: Theory, Facts, and Policies”
- 2006 **University of Maastricht, The Netherlands**
Department of Political Science
Visiting Assistant Professor
Taught modules on European Cohesion Policy, Monetary Policy, and Policy Paper Writing Methodology.
- 2004 **George Washington University, Washington DC, USA**
School of Public Policy and Public Administration
Adjunct Professor
Graduate course of “Methodology for Public Policy”
- 2003-2004 **University of Naples “L’Orientale” – Department of Political Science, Italy**
Master of Art in Planning and Evaluation of Public Investments
Series of special lectures on “Evaluating Institutional Performance of International Development: What Indicators for Measuring the Quality of Local Governance?”
- 2003 **University of Naples “Federico II” and High School for Business Administration “Luca Pacioli” of Sant’Anastasia, Italy**
Graduate course on “Evaluation Methods for Assessing Public Expenditure”

- 2002 **Prime Minister's Council – Superior School of Public Administration (SSPA), Rome Italy**
Teaching four modules on Program Evaluation, Cost-Benefit Analysis, and EU Structural Funds for Italian public managers.
- 2001-2002 **Ministry of Finance – Superior School of Economics and Finance, Rome, Italy**
(a) Designing and teaching training modules on new public management for Italian civil servants.
(b) Organizing a training program exchange with the Institute for Excellence of the George Washington University

Professional Activities

- 2018 - **European Commission - Joint Research Council**
present Enlightenment 2.0 initiative
Contributing author for Enlightenment 2.0 Flagship Report
- 2017 - **European Commission for the Evaluation of Innovation and Research**
present Marie-Sklodowska-Curie Action, Individual Fellowships
Expert/evaluator/rapporteur
- 2014- **President of the Independent Evaluation Organism of the Municipality of Avellino**
present Conducting organizational and managerial performance evaluation.
- 2014- 2016 **Member of the Independent Evaluation Organism of the Umbria Region's Environmental Protection Agency**
Conducting organizational and managerial performance evaluation.
- June 2007 **Foundation G. Brodolini and the European Commission - DG Employment**
January **Consultant**
2010 Designed a study on the assessment of the European Social Fund support for gender equality promotion throughout the European Union (27 Member States). (2) Formulated a training offering on gender evaluation and auditing and conducted an on the job training with civil servants of Region Lazio in Italy. (3) Conducted document analysis and evaluation of EU-funded programs for gender equality, social inclusion and local development implemented in Bulgaria, Greece, and Italy.
- March **United Nations – Department for Economic and Social Affairs**
2008 **Office of the Special Advice for Gender Issues and the Advancement of Women, Geneva,**
October **Switzerland.**
2009 **Consultant**
Wrote a discussion paper on “*Mainstreaming gender equality in economic policies in Central Asian and Caucasian countries.*” Participated in the international seminar: “*The Challenges of Engendering Economics. Way Towards Social Justice and Equal Opportunities*”, Tbilisi, Georgia, April 2008, organize by Tbilisi University, UNDP, UNECE, OSCE.
- November **International Evaluation Group (IEG, then Operations Evaluation Department) – The World**
1999 **Bank Group, Washington DC, US**
June 2005 **Consultant**
Formulated a case study on the evaluation of large dams and its utilization for subsequent lending projects. (2) Conducted a retrospective assessment of OED Country Assistance Evaluation, in order to systematically review evaluation design, methodology, findings, and dissemination strategies. (3) Conducted an assessment of OED evaluation impact on World Bank's practices and policies. Finalized a the tracer study on four OED Evaluations included within the Annual Review of Operations Evaluation (AROE). (4) Reviewed the methodology for the assessment of Institutional Development Impact at the project level. (5) Wrote a paper on the Bank's institutional capacity building success stories for the Annual Review of Development Effectiveness (ARDE), and participated in the ARDE 2000 Team. (6) Collaborated with Dr. Anwar Shah on the OED Anticorruption and Governance Study. Evaluating Country Assistance Strategies and FY99-00 lending projects.

- January 1998
November 1999
- The World Bank Institute (WBI) – The World Bank Group, Washington DC, US**
Evaluation Analyst
- (1) Evaluated WBI Program of Partnership with the University of San Paolo (USP) and the School of Public Administration (ESAF), in Brazil. Elaborated the evaluation design, assessed the program logic, did data collection and in depth interviewing in the field (Rio de Janeiro, Brasilia, and San Paolo, March, 1999), wrote two case studies and drafted the conceptual and descriptive section of the evaluation report.
- (2) Evaluated technical assistance program supporting NGO network in Latin America. Elaborated the evaluation design, assessed the program logic, did data collection and in depth interviewing in the field (Costa Rica, El Salvador, and Guatemala, July 1998), and drafted the conceptual and descriptive section of the evaluation report.
- (3) Wrote a paper on the utilization of evaluation of WBI anti-corruption initiatives, and on the WBI Training on Trainers on Agricultural Institutional Reform in Africa.
- June 1997
October 1997
- European Commission – Directorate General for Regional Policy, Brussels, Belgium**
- Six month internship at Direction C - Regional Policy in Italy, Spain, Ireland and Northern Ireland. Conducted research on the Initiative Community Program “Urban” in Italy. Participated in the organization of the international seminar on structural funds planning and management systems held in November 1997, Matera (Italy).
- November 1995
December 1996
- Prime Minister’s Council - Department of Public Function, Rome, Italy**
Consultant
- Participated in the pilot project “100 Initiatives at the Service of Citizens” (the award for the best performing public agencies): defined program’s objectives and evaluation criteria, evaluated projects in the field, and wrote reports.

International Conferences

- Oct. 2018 Presenting the paper: *A behavioral design for evaluation policy reform in Italy*, at the 2018 Conference of the European Evaluation Society, Oct. 3-5, Thessaloniki, Greece.
- June 2018 Presented the paper: *Does the evaluative thinking support policy learning?* at the International Public Policy Workshop, at the University of Pittsburgh, June 25-28, Pittsburgh, US.
- Nov. 2017 Chaired the session: “South to North Learning: Can Evaluation Models from the South have lessons learned for the North?” presenting the paper: “Italian Evaluation Policy Between Centralization and Judicially-Enforced Accountability,” Washington DC, Nov. 7-11, 2017.
- Sept. 2016 Chaired the sessions: “Systems-based Evaluation” and “Complexity in Evaluation: critical issues and solutions” at the 12th Conference of the European Evaluation Society, Maastricht, 26-30 September, 2016.
- June 2016 Chaired the session: *Current transformations of territorial governance in light of local interests and transnational challenges, perceptions of efficiency and demands for social equity*, 8th Pan-European Conference of the ECPR Standing Group on the EU, Trento SGEU Conference, University of Trento, Italy 16 - 18 June 2016.
- Nov. 2015 Chaired the Presidential Session: *Exemplary Approaches to Equity and Gender Responsive Evaluation*, of the Annual Conference of the American Evaluation Association (AEA), November 11-14, Chicago, US.
- Sept. 2015 Organized the 8th Conference of ESPANET-Italy at the Department of Political, Social and Media Science of the University of Salerno, Sept 17-19, Fisciano, Italy. Co-chaired the session: *Il rapporto problematico tra valutazione e dati nella governance delle politiche sociali* with prof. Dora Gambardella.
- Aug. 2015 Presented the paper: *The Policy Dilemma: Incrementalism, Possibilism and Complexity Theory*, at the Conference “Governing the Anthropocene: the Greatest Challenge for Systems Thinking in Practice?,” of the International Society for the Systems Sciences (ISSS, iss.org) to be held in Berlin.
- Jul. 2015 Co-chaired the session: T08P13 - *What’s new in policy evaluation? Exploring theoretical and methodological approaches to assess complex programs*, at the International Conference on Public Policy (ICPP), Milan, July 1-3, Italy.

- Oct. 2014 Presented the co-edited volume: *Speaking Justice to Power. Ethical and Methodological Challenges for Evaluators*, at the Biennial Conference of the European Evaluation Society, Dublin, Ireland.
- Mar. 2013 Presented the paper: *Monti's Spending Review at Cross Purposes: Macroeconomic Pressures for Fiscal Consolidation vs. Local Accountability Tensions Against Pervasive Corruption*, at the Annual Conference of Political Studies Association (PSA), Cardiff, UK.
- May 2011 Presented the paper: *Shifting Economic Paradigms: Can Evaluation Help Solve the European Dilemma of Public Spending?* at the annual meeting of the International Evaluation Research Group - IERG, Inteval, at the Bellagio Center of the Rockefeller Foundation, Bellagio, Italy.
- Mar. 2011 Presented the paper: *What Coordination Mechanisms Work to Manage Regional Development Programs? Insights from Southern Italian Regions*, at the international conference "What Future for Cohesion Policy?" An Academic and Policy Debate," organized by the Association for Regional Studies, held in Bled, Slovenia.
- July 2010 Presented the paper: "*Female Labor Regularization Through Cultural Change: The Role of Social Coops*" with M.R. Garofalo, at the annual conference of the International Association for Feminist Economics (IAFFE), Buenos Aires, Argentina.
- June 2010 Presented the paper: "*Female Labor Regularization Through Cultural Change: The Role of Social Coops*" with M.R. Garofalo, at the annual international conference of the Association for Social Economics (ASE), Montreal, Canada.
- June 2009 Presented the paper with M.R. Garofalo "*Female Work Regularization Patterns Within Social Cooperatives in the South of Italy*" at the Conference of the International Association for Feminist Economics (IAFFE), Boston, US.
- Nov. 2008 Presented the paper "*Micro, Meso and Macro Dimensions of Embedded Processes of Change: A New Agenda for the Evaluation of Structural Policies*" at the International Conference of the European Association of Evolutionary Political Economy (EAEPE), Rome, Italy.
- June 2008 Presented the paper "*Work-life Reconciliation as Propagation Mechanisms for Regularizing Informal Work*" at the Conference of the International Association of Feminist Economics (IAFFE), Turin, Italy.
- Sept. 2007 Presented the paper (with M.R. Garofalo): "*Reconciliation Policies from Well-Being to Development: Rethinking EU Gender Mainstreaming*" at the Annual Conference of the Association of Human Development and Capability Approach (HDCA), New York.
- Sept. 2006 Presented the paper "*From a Supply-Side To a Demand-Side Approach to Public E-procurement Reform: The Experience of Consip SpA*", Annual Meeting of the Italian Society of Public Economics, Pavia, Italy
- Sept. 2006 Presented the paper "*Dilemmas of Delegation and Policy Integration: Findings from Comparative Case Studies in the South of Italy*", Annual Meeting of the European Regional Science Association (ERSA), Volos, Greece.
- July 2005 Presented the paper "*Delegation and Policy Integration across Structural Fund Programs*", at the Annual Meeting of the Society for the Advancement of Socio-economics (SASE), Budapest, Hungary.
- Oct. 2004 Presented the paper "*Tracing Accountability Lines. Organizational versus Individual Performance Evaluation*" at the Annual Meeting of the European Evaluation Society (EES), Berlin, Germany.
- Sept. 2004 Presented the paper "*The Tensions Between Accountability and Learning in the Evaluation Function of the World Bank*" at the Annual Conference of the American Political Science Association (APSA) 2004.
- July 2004 Presented the paper "*Economic change in the HEART of Naples. A Knowledge Network Approach*" at the Annual Meeting of the Society for the Advancement of Socio-economics (SASE), Washington DC.

- June 2003 Presented the paper on: “*Patterns of Organizational Knowledge Creation Through Evaluation*” at the Annual Meeting of the Society for the Advancement of Socio-economics (SASE), Aix-en-Provence, France.
- Nov. 2002 Presented the paper: “*Evaluation as an Instrument of New Public Management: An Empirical Study of the Utilization of World Bank Evaluations*” Fall Conference of the Association for Public Policy and Management (APPAM), Dallas, , USA.
- Nov. 2001 Presented the paper: “*How Is Evaluation Used to Support Change? Perceptions of Policy Makers in the Development Community*” at the Annual Conference of the American Evaluation Association (AEA), St. Louis, MI, US.
- Nov. 2001 Poster Presentation of the paper “*How Is Evaluation Used to Support Change? Perceptions of Policy Makers in the Development Community*” at the Fall Conference of the Association for Public Policy and Management (APPAM), Washington DC, USA
- Nov. 2000 Presented the paper: “*How Much Does Evaluation Matter? Collecting Evidence of Instrumental and Enlightening Use at the World Bank*” at the Annual Conference of American Evaluation Association (AEA), Hawaii, USA.
- Oct. 2000 Presented a paper: “*Knowledge Partnerships for Development: What Challenges for Evaluation?*” at the IV Conference of the European Evaluation Society (EES), Lausanne, Switzerland.
- Feb.2000 Participated in the International Seminar Exchange of Experience on the Quality of Education in Cuba, Havana, Cuba.
- Feb. 2000 Participated in the North-East Regional Conference on Equality of Educational Opportunity, organized by Columbia University, Harvard Graduate School of Education and UNESCO. Presented the paper: “*Partnering for Change. Lessons Learned from a Training Partnership between the World Bank and the University of San Paolo, Brazil*”, New York, US.

Invited Lectures and Seminars

- April 2019 *Some Thoughts on the Use of Evaluation for Policy Making* at the international workshop titled: *Evidence-based Policy 2.0: Findings, Issues and Prospects*, University College London (UCL), School of Public Policy - Global Governance Institute.
- September 2018 Presenting the book that translates *Evaluating Evaluation. Compliance, Ambiguities, and Learning within the Italian Public Administration* at the Award giving ceremony of the European Court of Auditors, Luxembourg, Sept. 18, 2018.
- April 2018 Chairing the session *Policy and Training Needs* of the High-Level Expert Meeting *From Data to European Policy-Making: The Use of Metrics to Reframe Policies*, 19 – 20 April 2018. Sala del Capitolo, Badia Fiesolana, European University Institute (EUI).
- Jan. 2018 *Behavioral Insights into Italy’s Evaluation Policy*, invited presentation at the workshop “Policy Evaluation in the EU”, 25-26 January 2018. Campus Brussels (Maastricht University), Brussels.
- May 2017 *A few issues on complex evaluations in complex settings*, invited lecture, National Audit Office, London, UK
- Oct. 2015 *The Gender Budgeting in Italy*, Department of Equal Opportunity, Italy’s Council of Ministries, Rome, Oct. 28th, 2015
- Nov. 2010 *Evaluating Gender Sensitive and Allegedly Gender Neutral Policies*, seminar held within the course of Program Evaluation by Prof. Kathy Newcomer, Trachtenberg School of Public Policy and Public Administration, The George Washington University, Washington DC, USA.
- Nov. 2010 *The European Social Cohesion Policy and Its Evaluation Implications*, lecture held within the Beyond the Classroom Serie, Trachtenberg School of Public Policy and Public Administration, The George Washington University, Washington DC, USA.
- Oct. 2010 *Issues in Procuring E-Health Services*, high-level seminar on “Procurement and E-Health Solutions” held by the European Commission, Brussels, Belgium

- March 2009 *The Evaluation of Public Policies: Needs for Coordination and Analysis of Expectations and Social Aspirations*, three lectures held within the Doctorate Program in Applied Social Sciences of the University of Rome “La Sapienza”.
- Sept. 2008 *Micro and Macro Dimensions in Assessing Structural Policies*, seminar held at the Department of Public Management of Bocconi University, Milan.
- April 2008 *The Missing Links of Gender Mainstreaming and the Equal Opportunity Plan for the City of Naples*, two seminars held at the Parliament of Georgia, organized by the Tbilisi State University and the Office of the Special Advice for Gender Issues and the Advancement of Women of the United Nations, Tbilisi, Georgia.
- April 2008 *Aspirations, Ethics and Development. The Challenge of Reconciling Work and Family*, seminar held with M.R. Garofalo at the Center for Public Policy Analysis of the University of Modena
- March 2008 *How and Why Indicators Co-evolve with Objectives and Instruments of Public Policies*, lecture (in Italian) held within the workshop organized by the Italian Evaluation Society in collaboration with the Doctorate Program in Applied Social Sciences of the University of Rome “La Sapienza” and the Doctorate Program in Evaluation of Education Systems and Processes of the University of Genoa.
- March 2006 *Administrative Change Patterns at the Regional Level: Assessing EU Structural Fund Programs Across Four Italian Objective 1 Regions*, seminar held at the Department of Political Science of the University of Maastricht, The Netherlands.
- June 2003 *The Institutional Dimensions of Evaluation Use: Suggestions from the Case of the World Bank* seminar held at the Department for Cohesion and Economic Development of the Italian Ministry of Economy, Rome Italy.
- March 2003 *Dynamics of Evaluation Use as Organizational Knowledge. Implications for Evaluation Practice* seminar held at the General Accountability Office (GAO), Washington DC, USA.
- March 2003 *Dynamics of Evaluation Use within the World Bank* held a seminar at the Operations Evaluation Department of the World Bank, Washington DC, USA.

Publications

Edited Volumes

- 2014 *Speaking Justice to Power. Ethical and Methodological Challenges for Evaluators*, co-edited with K. Forss, Transaction Publishers, New Brunswick, USA.
- 2011 *Evaluating the Complex, Beyond Attribution and Contribution* co-edited with R. Schwartz, and K. Forss, Transaction Publishers, New Brunswick, USA.

Chapters

- 2019 *Italian Evaluation Policy: Centralization and Judicially Enforced Accountability*, in Furubo, J-E, Stame, N. (Eds.) *The Evaluation Enterprise, A Critical View*, New York: Routledge, Francis & Taylor pp. 147-165.
- 2014 *Beyond Feminist and Gender-Based Approaches: Evaluating Cooperation between Men and Women for Gender Equity*. In Forss, K and M. Marra (Eds.), *Speaking Justice to Power. Ethical and Methodological Challenges for Evaluators* - ISBN:9781412854764 vol. 21, pp.89-111.
- 2013 *Shifting Economic Paradigms: Can Evaluation Help Solve the European Dilemma of Public Spending?..* In Furubo, J-E, Rist, R.C., and S. Speer (Eds.), *Evaluation and Turbulent Times* - ISBN: 978-1-4128-5174-9, pp.109-129
- 2011 *Some Insights from Complexity Science for the Evaluation of Complex Policies*. In Forss, K., Marra, M. and R. Schwartz (Eds.), *Evaluating the Complex, Attribution, Contribution and Beyond* - ISBN: 9781412818469, pp.315-334.

- 2011 *Micro, Meso, and Macro Dimensions of Change: A New Agenda for the Evaluation of Structural Policies*. In: Kim Forss, Mita Marra, Robert Schwartz. (a cura di): Evaluating the Complex, Attribution, Contribution and Beyond. Comparative Policy Evaluation vol. 18, p. 315-334, New Brunswick: Transaction Publishers, US. ISBN: 9781412818469
- 2010 *Brunetta Effect: Evaluation and Accountability in Federal Italy*, in Giuliani, M., Jones, E. (Eds.) Managing Uncertainty. Italian Politics 2009, Berghan Books.
- 2010 *Business transformation: From a Supply-Driven To a Demand-Driven Approach in The Experience of Consip SpA* in MCIS, with P. Adinolfi and R. Adinolfi, MCIS 2010 Proceedings, available at <http://aisel.aisnet.org/mcis2010/2/>, Springer.
- 2007 *How Does Evaluation Foster Accountability for Performance? Tracing Accountability Lines and Evaluation Impact Within the World Bank and the Italian Local Health-Care Providers*, in Bemelmans-Videc. M.L., Perrin, B., Lonsdale, J. Making Accountability Work: New Dilemmas for Audit and Evaluation, Transaction Publishers, Newhampshire, USA.
- 2006 *Patterns of Evaluative Knowledge Creation and Utilization Within the World Bank*, in Rist C. R. and N. Stame [Eds.] From Studies to Stream: Managing Evaluative Knowledge, Transaction Publishers, Newhampshire, USA.
- 2003 *Dynamics of Evaluation Use as Organizational Knowledge. The Case of the World Bank*, PhD Dissertation, The George Washington University, Washington DC: 1-253.

Articles in International Peer-Reviewed Journals

- 2018 *Behavioral Insights into Italy's Performance Regimes*, under review in American Journal of Evaluation.
- 2018 *Intersectionality and Emergence in Time Use Analysis: Possible Pathways for Gender Research and Work-Family Reconciliation Policy in Italy*, Community, Work and Family, pp. 1-28, doi 10.1080/13668803.2018.1462146
- 2017 *The Ambiguities of Performance-Based Governance Reforms in Italy: Reviving the Fortunes of Evaluation and Performance Measurement*, in Evaluation and Program Planning, p. 1-10, ISSN: 0149-7189, doi: <https://doi.org/10.1016/j.evalprogplan.2017.02.006>
- 2017 *Social Return On Investment (SROI): Problems, solutions . . . and is SROI a good investment?* with Brian Yates, in Evaluation and Program Planning, p. 1-9, ISSN: 0149-7189, doi: <http://dx.doi.org/10.1016/j.evalprogplan.2016.11.009>
- 2016 *Toward Systemic Evaluation*, Systems Research and Behavioral Science Syst. Res 33, 662–673 with Reynolds, Gates, Hummelbrunner, and Williams.
- 2015 *Cooperating For A More Egalitarian Society: Complexity Theory To Evaluate Gender Equity*, in Evaluation, Vol. 21(1) 32-46.
- 2014 *What Coordination Mechanisms Work to Manage Regional Development Programs? Insights from Southern Italian Regions*, European Urban and Regional Studies, Vol. 21(3) 254–271.
- 2013 *Centralistic and Technocratic Threats to Italy's Spending Review: Fiscal Consolidation VS. Accountability for Democratic Federalism*, International Relations and Diplomacy, ISSN 2328-2134, Vol. 1(3), 161-176.
- 2012 *The Missing Links of the European Gender Mainstreaming Approach Assessing Work-Family Reconciliation Policies in the Italian Mezzogiorno*, European Journal of Women's Studies, 19(3): 349-370.
- 2011 *Formalizing Women's Work within Social Cooperatives: A Route to Social Equity in the South of Italy*, (with M.R. Garofalo), in Giving, 2: 25-38.
- 2006 *Changer les organisations publiques de l'intérieur. Le cas de l'évaluation à la Banque mondiale*, in Télescope. Revue d'analyse comparée en administration publique, Vol. 13 (1) : 64-85.

- 2004 *Knowledge Partnerships for Development: What Challenges for Evaluation?*, Evaluation and Program Planning, 27(2): 151-160.
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Languages

Italian: mother tongue; **English:** fluent; **French:** fluent; **Spanish:** intermediate; **Portuguese:** reading.

I authorize the treatment of my personal data.

February 25th, 2019.

Mita Marra