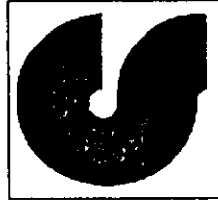


الجمهورية اللبنانية
مكتب وزير الدولة لشؤون التنمية الإدارية
مركز مشاريع ودراسات القطاع العام



CENSIS

Centre for Social Investment Studies

Rome

ITALY

Republic of Lebanon
Office of the Minister of State for Administrative Reform
Center for Public Sector Projects and Studies
(C.P.S.P.S.)

Proposal for World Bank project

**"Institutional Strengthening of the Ministry of Higher
Education and Culture in Lebanon"**

Rome, September 15th, 1995

INDEX

Background and objectives	"	1
1. The Censis rationale	"	4
1.1. The structure	"	4
1.2. Research and publications	"	5
1.3. Research conducted on developing countries and the Mediterranean Area	"	6
1.4. Research and Assistance activities at the European level	"	6
1.5. Resources	"	7
1.6. List of the main research activities carried out in the field of education	"	7
2. Comments and suggestions on TOR	"	9
3. Composition of the team	"	18
4. Curricula vitae	"	19
4.1. Project responsible	"	19
4.2. Experts	"	19
4.2.1. Educational planner and specialist:	"	19
4.2.2. University Management and Organisation	"	19
4.2.3. Institutional and Legal Specialists	"	19
4.2.4. Budgeting and Accounting System	"	19
4.2.5. University Spatial Organisation	"	19
4.3. Team in Lebanon	"	20
4.4. Letters of agreement	"	20
5. Time schedule	"	73

BACKGROUND AND OBJECTIVES

The “Institutional Strengthening of the Ministry of the Higher Education and Culture (MHEC) in Lebanon” project aims at identifying intervention strategies as well as organizational, management and control models to improve the Lebanese higher education and university system and in particular, to propose organizational and regulation solutions to strengthen the Lebanese university.

It is, therefore, essential to propose operations schemes that would improve higher and university education as an essential component for the country development and leadership training.

The project presented by Censis proposes an intervention methodology aimed at providing solutions to support Lebanese institutions and Community parties in the re-organization of the Lebanese higher education and university system (SIL).

The project plans to fully tap local resources and stimulate, whenever possible, the different local economic, institutional and Community groups in order to involve them directly in a process to support higher education and culture as *paramount objective for national development*.

The methods to be used and in particular the workshop activities planned in the project aim at:

- Looking for solutions that will guarantee the highest degree of consensus on and social participation in the new higher education and university system. re-organization model.
- Setting up decisional models, policies, monitoring methods and mechanisms, information flow management schemes and diagnosis models all to be tested, wherever possible, during the planning phase of the system. These need to be readily used by local experts once the re-structuration plan is implemented.

The country complex cultural growth can be achieved only if the solutions proposed stress the connections existing between education quality, teachers qualifications, research contributions, the coordination among the different education levels, the use of human resources in the economic and institutional system and, finally, the complementary principle between public and private financial resources so that the Lebanese university may become the leader of the whole higher education system.

Strengthening the ministry of Higher Education and Culture

Paramount condition for increased organizational and programming capabilities of MHEC and other higher education and university institutions is the creation of an effective system of information flow capable of monitoring, assessing and fore-casting the organizational, social and financial development of the Lebanese higher education and university system.

The project intends to pay special attention to the planning of a national assessment system capable of evaluating higher and university education quality. In particular, the project aims at developing indicators and criteria for performance standards to measure productivity and education quality levels as well as tap potential resources for both teaching and research activities.

Most recent European and information systems as well as monitoring, assessment and control systems will be studied and analysed, particularly those developed in Italy, the U.K. and France.

In view of a gradual development of institutional autonomy of Lebanese universities both from a managerial/administrative and a financial point of view and in view of the important functions the public Lebanese University serves, the creation of truly functional data bases and a National Assessment System will undoubtedly constitute a strategic resource for improving higher education quality and serve as well as a control mechanism to insure that investments effectively provide educational opportunities to poorer population groups.

All higher education and university institutions, i.e. MHEC, CHE, and the entity for relations between public and private institutions should be provided with offices in charge of handling transparent information on education performance as well as the administrative aspects of the system.

A further fundamental objective of the present proposal is to create a slim and extremely flexible regulatory system where rules, bureaucracy and procedure are reduced to a minimum. Legislative principles, policies, and regulation framework will be drawn on the basis of the Rolling Reforms model. This would permit the Legislator and MHEC to improve and strengthen the organization, management and programming schemes of the different institutional bodies on the basis of performance and a flexible secondary regulation set. This means the creation of an open organizational set up that while maintaining its public mission and function, would be able to respond readily to the development process present in Lebanon.

A greater flexibility could be obtained - just to give an example - by reducing to a minimum the number of institutions involved. Council (CHE) members could be nominated, in different numbers, by the legislative, executive powers (i.e. Government and MHEC) and cultural leaders, while the entity for relations between public and private institutions could be constituted by economic, Community and institutional representatives. Programming, consulting, controlling and obligatory advisory functions could be attributed to CHE, while the second organism could promote collaboration between the higher and university system and the economic and Community worlds in terms of teaching, financial and research activities activities.

Within such framework Lebanon University and other higher education institutions and universities should enjoy a high level of organizational, teaching, managerial and financial autonomy.

1. THE CENSIS RATIONALE

Censis Foundation: Centro Studi Investimenti Sociali

Secretary General: Dr. Giuseppe De Rita

Director: Dr. Giuseppe Roma

Censis Foundation is a research institute for educational and socio-economic studies. It was founded in 1964 and became a Foundation in 1973, being approved by Presidential Decree (712/11 October 1973).

It carries out study, research and consulting activities in key sectors of Italian society and culture. It is increasingly extending its efforts to identify and study comparable phenomena in other countries. Censis deals with such fields as education and training processes, labour market and industrial relations, health and welfare, local economy and development, economic sectoral studies, development of new technologies, networks and environment, social behaviours, public administration.

From its beginning Censis has pursued a constant effort to enhance its capability in interpreting the social reality in Italy, with particular attention to emerging phenomena and social change. This activity, throughout the years, has obtained a continuous acknowledgement of status and authority, pointed out in numerous references from mass media, social observers as well as Italian and international institutions.

This is mainly due to the elaboration of the *Annual report on the Social Situation of Italy* (available since 1967), which provides a comprehensive analysis of the most relevant and socio-economic phenomena, with a unique repertory of indicators in the main sectors of social policy, and has become a central point of reference in the national debate.

1.1. The structure

Censis Foundation is managed by an executive board, composed by institutional members, which defines strategic and scientific orientations.

It is organised in 7 research departments, a staff unit in charge of the coordination of "strategic projects" (in particular for the EEC) and an Edp (Electronic Data processing) centre, which has its own databases, at different territorial levels, and develops comparative systems of indicators on social processes in Italy and Europe.

1.2. Research and publications

In its 30 years' activity, Censis has carried out more than 800 studies. More than 300 books have been published, in particular by F. Angeli Editor. Among the most relevant annual publications, it is worth to mention the Social Report, The Month of Social Issues, Censis Annals and Italy Today (in English). Moreover, the Foundation has its own review, Note e Commenti Censis (6 issues a year), delivered by subscription on more than 5000 copies.

Censis "Education and Training" Unit has published over 100 research studies on educational matters investigating a variety of themes ranging from the development of monitoring and assessment models and indicators to measure efficacy of curricula, management, personnel work load, administrative procedures; physical planning framework for new campuses; higher education and labour; further and permanent education schemes; the development of new qualifications; the use of multimedia tools in education, software for student counselling.

These studies have been commissioned by a variety of institutional bodies, among which The Ministry of Public Education, Universities, the Ministry of Labour, Regional Authorities, industrial groups, professional associations...

Among the studies conducted in recent years, the following may be mentioned:

- **On higher education management and administrative procedures:** *"Analysis of management structure, administrative procedures, technological equipment and use, financial and human resources"* for the Universities of Trieste, Siena, Viterbo, La Sissa (Trieste), Perugia (1995) and the Polytechnic Institute of Bari (to be completed). The studies include recommendations for the reorganisation of the institutions; *"Strategy for Developing the Educational System in Sardinia"* (Sardinia Regional Authority, 1989-91). The three year study includes an analysis of the Region educational physical plants, financial and human resources, management structure and administrative procedures; *"Rationalising Management Human and Financial Resources in Universities"* (Italian University Council, 1990), *"Analysis of management, Administrative Procedures, Financial and Humans Resources"* (International University for Social Studies, Rome, 1990); *"A National Management model to be used as Reference Tool by Italian Universities"* The software was developed for the Italian University Council (88-90).
- **On assessment:** *"Measuring the output of the National high school system"* for National Council for Economy and Labour (1995); evaluation and monitoring of the *"Primary School Reform Scheme"* for the Ministry

of Education (1992-1994); evaluation ex-ante of the Italian vocational training programmes financed by the ESF, objectives 3&4 (Ministry of Labour and European Commission, DGV, 1994); a *“Feasibility Study for the creation of a National Evaluation Service of the entire Public Educational System in Italy”* (Ministry of Education, 1990) including a comparative analysis of school assessment policies and indicators used in 7 countries; *“Evaluation of an experimental distance training program”* for the staff of the Ministry of Labour (1990), *“Evaluation of the two programs on transition from school to active life”* of the European Community.

On physical plants and campus location: *“Feasibility Study for the creation of a University in Taranto”*. The study included an analysis of educational demand, human resources supply, organisational set-up, costs, and campus location (Chamber of Commerce, Taranto, 1988/90); *“Analysis of Plant Needs for the University of Florence Expansion. Its Urban Impact”*. The study includes an assessment model for plants university needs, (University of Florence, 1990). *“A new campus for the LUISS University”* (LUISS University, Rome, 1989).

Censis Education Unit has also been working on more operational projects on counselling and improvement of Regional training systems.

In 1992 the Unit has conducted an in-depth study on engineering education and curricula in Italy at university and post graduate levels. The study was commissioned by the National Association of Italian Engineers.

1.3. Research conducted on developing countries and the Mediterranean Area

Censis Foundation has also conducted studies involving developing countries and countries in the Mediterranean Area. In particular, in 1992 it published a book *“The Role of Women in Co-operation Programs”*; from 1990 to 1992 it conducted a study on *“Mediterranean Scenarios: state of the arts and perspectives of countries south of Europe”*; in 1987 an assessment study on the *“Impact of the Italian co-operation at the Somali University”* (Ministry of foreign Affairs)

1.4. Research and Assistance activities at the European level

Censis Foundation has participated in a number of Community Programs conducting studies on very different areas such as education and training

(Petra, Youth for Europe, Force, Eurotecnet), telecommunication (Star, Telematics, Telematics for Urban Areas), technology (Fast Programme), regional development (Structural Funds, Eurocities), economic scenarios (Perspective Cell).

Censis has also a consolidated experience in the field of technical assistance and evaluation within the framework of European Programs in particular in the area of Education and training (ex ante evaluation of National Programmes FSE - Obj. 3 and 4) as well as technology impacts (Technology Assessment).

1.5. Resources

Censis Foundation does not receive public subsidies, though a great part of its budget, which is about 10 billion lira in 1993 (5.0 MECU), comes from research activities carried out for institutional bodies (about 60%). The other commissioning bodies are professional associations and public and private corporations.

The personnel is formed by 48 full time employees of which 25 permanent researchers and 23 administrative and documentation staff, 23 associate researchers assist Censis regularly in its research activity.

Other internal resources are a Documentation centre, an Edp centre and a Public Relations Office.

1.6. List of the main research activities carried out in the field of education

- The employment chances enjoyed by graduates from technical schools, 1977
- Identification of the policies for university entrance and the entry into working life of university graduates, 1978.
- The University of Rome: social and cultural characteristics and employment opportunities, Rome, 1981.
- Guidelines for the quadriennial university programme of the Ministry of Education, 1984.
- Co-operation strategies for the National University of Somalia, 1985.

- The housing patrimony needs of universities, survey methodologies, 1985.
- Localization project for the Libera Università Internazionale degli Studi Sociali di Roma, 1987.
- The right to university education, 1988.
- Localization project for the University of Taranto, 1988.
- Organizational analysis for the management of the non-teaching staff of the Libera Università Internazionale degli Studi Sociali di Roma, 1990.
- “Innovation and Assistance”, analysis of the areas characterised by educational deficits and policies for the right to education in Sardinia, published by Franco Angeli, 1990.
- Planning of the national evaluation model for the of non-teaching university staff, 1990.
- University of Florence: analysis of the housing patrimony and town-planning schemes, 1990.
- Development strategies for the training system in Sardinia: analysis of the school system and the educational services offered, training needs and school drop-out rates, reorganization of school transports, a model for the evaluation of the housing patrimony of schools 1990-91.
- Perspective developments and possible integration policies for the Mediterranean countries: EU and non-EU policies in the field of education, 1992.
- Vocational guides for students, 1993-94.
- The performance of the school system in Tuscany, an evaluation model, 1994.
- Triennial planning of vocational training initiatives, Marche, 1994.
- Vocational training in Southern Italy: triennial updating plan, 1994.
- Non-teaching staff of the Universities of Trieste, Perugia, Tuscia and Siena: organizational analysis and definition of the tasks, 1995.
- Non-teaching staff of the University for Foreigners of Siena, redefinition of the management model, 1995.

C E N S I S

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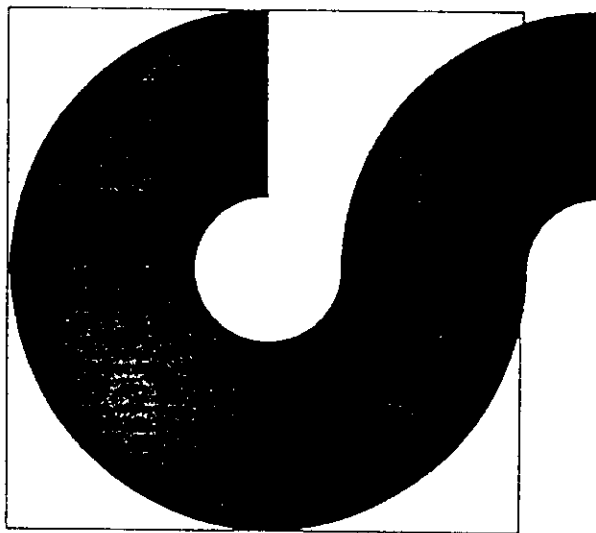
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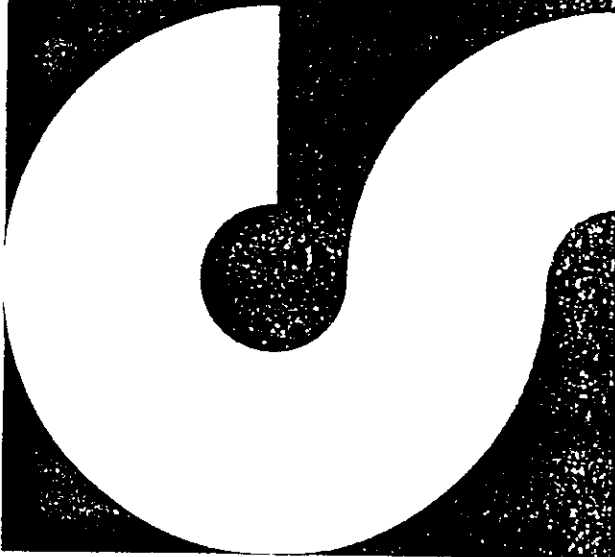
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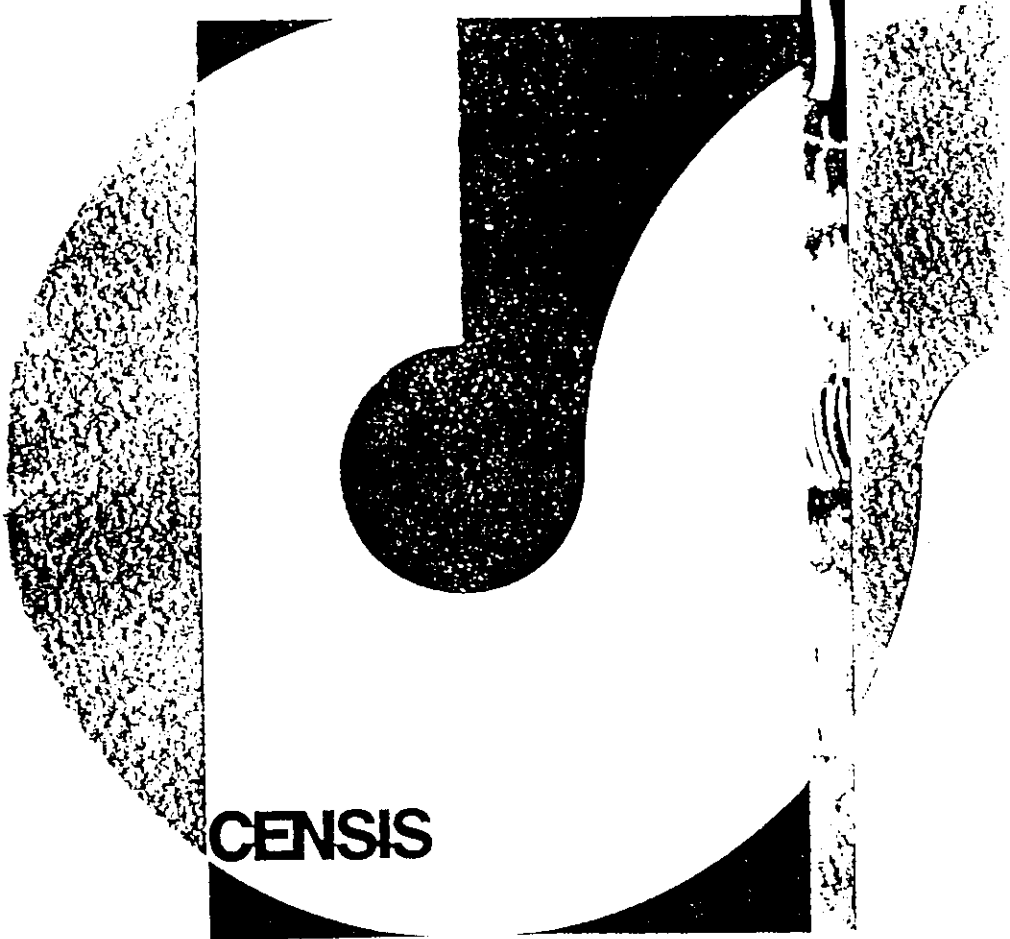
CENSIS



FRANCO ANGELI

SOCIAL EUROPE

IN SEARCH OF A COMMON CULTURE
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CENSIS

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NOTE E COMMENTI

Anno XXXI/Numero 1-2
gennaio-febbraio 1995

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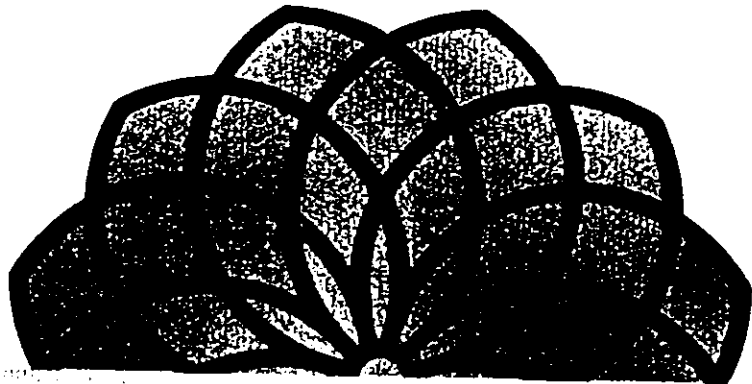
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2. COMMENTS AND SUGGESTIONS ON TOR

Comments and suggestions of Censis Foundation to support the strengthening of the institutional and analytical capacity in the Ministry of Higher Education and Culture (MHEC) in Lebanon and the rehabilitation of the Lebanese University (LU).

A) Sector Management

A1) *Establishment of a Council for higher education*

The aim of the workshop - national and international consultants will participate in - is to suggest and outline the structure and role of the CHE:

- a collective body on a national level with the participation of institutions and other organisations - namely, the representatives of higher education and university boards, of the teaching body, of the users, and of the world of work;
- an institutional body formed of a board of government officials and political representatives;
- an international committee of experts from the academic and professional worlds both nationally and internationally.

The CHE will play an advisory role and provide guidelines for ministerial policies concerning:

- the annual and pluriannual scheduling of teaching and research activities;
- the general co-ordination of the administrative activities of the various departments;
- staff programming;
- allocation of funds among the various actors within the educational system.

In order to fulfil this role, the Council will carry out a series of qualitative monitoring projects on educational needs and produce a descriptive report containing suggestions for further steps to be taken.

A2) Establishment for an entity for relations between public and private universities

The same workshop will decide how the institutional body responsible for relations between public and private universities is to operate.

The workshop will take place with the participation of specialists in the field of education policies, and experts in educational and institutional organisation.

A team of local consultants will produce a descriptive report on the structure of the Lebanese higher education system governing bodies, and a qualitative and quantitative analysis of the characteristics of the national public and private university education offer.

The international consultants will have the task of presenting and analysing various education system management models present in Europe. They will then collaborate with the national team in order to create organisational and functional hypotheses corresponding to the characteristics and needs of the local system.

A3) Budgetary control mechanism for the public University system

A second workshop will examine the potential of applying the most recent budget creation and control mechanisms to the public university sector with the aim of increasing the transparency and productivity of the financing of university didactic and research activities.

The next step will be to study how to construct a network linking the public structures undergoing control of the legitimacy of administrative acts, of financial management, and of the efficiency of the activities carried out.

A4) Co-ordinating mechanism for pre-university and university systems

The local consultants will have the task of identifying the main problems and needs linked to the school-university transition, while the international consultants will be required to point out:

- the organisational and operative models for the didactic and communicational co-ordination between the two educational sub-systems;
- the regulatory models governing access to university education (selective/open access, specialised/general courses)
- the educational and vocational guidance structures existing for students in the transition phase.

The workshop will take place with the participation of local and national

consultants with expert knowledge relating both to didactic scheduling as well as problems linked to the world of work. These experts will carry out a qualitative and quantitative analysis of school and university curricula and of their correspondence as far as subjects are concerned, of the consistency and efficiency of the educational itineraries and the drop-out levels, of professional openings available to students and the correspondence of qualifications and abilities to the demands of the labour market.

The workshop aims to design a didactic and organisational co-ordinating mechanism for pre-university and university systems.

B) MHEC institution-building

This work stage aims at carrying out three study tours. The first study tour is directed at exploring and describing the real state and potential of the MHEC computer system.

The international consultants (experts in the national evaluation system of the Italian higher education and university system) will have the task of creating eventual development models for the Ministry's computer system, and designing the architecture of a network of the various school and university structures, as well as data gathering, processing, archiving and communication methods.

In addition to carrying out a feasibility study of previous instruments and structures, the consultants will also have to outline the way in which the technical training of computer system operators will take place.

A second study tour will be dedicated to creating an *in loco* definition - in particular as far as economic and accounting implications are concerned - of the Ministry structures responsible for:

- control of didactic and research activity carried out by the university in relation to the funds transferred by the Ministry and the verification of the results obtained using this same funds;
- training of staff working for the ministerial committee responsible for directly promoting and controlling didactic activities and university research.

A complementary third study tour will deal with the processing of procedures and system evaluation criteria by central institutions as a decision-making and guidance instrument for educational policy planning.

The evaluation of the system will be aimed at confirming the efficiency of education policies and will be based on quantitative as well as qualitative assumptions.

The consultants will have the task of using the data collected during the study tour to define the qualitative and quantitative structural indicator system for monitoring and evaluation.

The qualitative evaluation will involve the (*ex ante* or *ex post*) verification of social consensus levels relating to education policies planned or implemented by the Ministry. The monitoring could take place with the assistance of a panel of key actors and observers.

Following to the analysis of the reports resulting from the three above-mentioned study tours, a final workshop will take place leading to the creation of a reference plan of the regulation structure which will define the duties of the authority responsible for the evaluation and regulation of data communication and system performance control and verification procedures.

In the course of this workshop, an outline will be drawn up of the composition, the characteristics, the functions and operative procedures of a permanent CHE secretariat responsible for the system evaluation activities.

C) University mapping

The creation of a cognitive framework for the needs of the university structures, integrating the data available from the census of the structures with the inherent functions:

- the current configuration of the university structure;
- the distribution throughout the territory of the various universities and their characteristics with respect to social, productive and external environmental context;
- the management and maintenance costs of the buildings;
- the conditions of the service plants within the buildings;
- the description of the distribution of the physical spaces according to scope and function (didactic, research, administrative offices, spaces for logistics and services, etc.);
- the characteristics of the education demand within the reference area;

- the way in which the structures are exploited by the users with particular reference to mobility flows and commuting;

On the basis of the description of the actual state of the structures and their analysis according to structure and functions, the consultants will proceed to a definition of their inadequacies and of an action plan based on a model setting out dimensional and qualitative reference standards for the structures thus pinpointing the areas most urgently requiring attention.

This model should represent a decisional support planning instrument enabling the action strategies to be finalised and rationalised, and dictating optimum reference parameters and acceptability thresholds described via quantitative and qualitative indicators.

This model should also bear in mind the limits present and the resources effectively available, which will be indicated and described by the local consultant.

The work-group shall collect and catalogue material already available, integrate missing data with data collected in the field, create cartographic maps of the structures and draw up qualitative reports on the state of the structures, and realise a parametric model with optimum reference standards.

D) LU management and administration

Using the field surveys carried out during the study tours, the consultants will analyse the situation of the management system and the efficiency of the administrative procedures of the university system.

Using the data collected, the consultants will create administration development hypotheses, defining the fundamental activities for each of the following areas:

- General Affairs
- Economic
- Staff
- Technical-legal

In the **General Affairs Area**, the activity could centre around the following tasks:

- guaranteeing widespread access to higher education,

- promoting cultural initiatives,
- creating and intensifying international relations and cultural exchange.

In the **Economic Area**, the activity could centre around the following aims:

- rationalisation and control of the use of economic resources available,
- effective and efficient management of the human resources available (teaching and non teaching staff),
- efficient management of the funds available.

In the **Staff Area**, the activity could centre around the following aims:

- creating technical and administrative professionalism training and development courses (non teaching staff),
- organise efficiently teaching and non teaching staff turnover.

In the **Technical-Legal Area**, the activity could centre around the following aims:

- action plan for the university structures in the light of an expansion of services linked to research and didactic activities and of the progressive improvement of the administration activities,
- maintenance and control of the functionality of the structures,
- organisation of the logistic services,
- internal guarantee of legitimacy of administrative acts, purchase management and contracts drawn up with outside parties.

E) LU governance

E1) Academic commissions

The role, the functions and the organisation of the Academic Commissions will be laid down during a workshop utilising the results of an analysis of the evaluations and the proposals of a panel of teachers and didactic heads of the university system consulted using the Delphi method.

E2) Administrative structures

The project foresees the development of a redefinition proposal for the administrative structure on the basis of previously defined management tasks

(point D), including the following functions organised according to field of activity outlined above:

General Affairs Area:

- guidance in and right to study
- promotion of cultural initiatives
- international relations.

Economic Area

- budget management
- economic management of (teaching and non teaching) staff
- fund management

Staff Area

- training and development
- turnover management

Technical-Legal Area

- planning
- maintenance and control of functionality of structures
- logistic services
- legal affairs

The redefinition model for the administrative structure will also have to refer to staff structures at the head of university management:

- an organisational management office (control of management, internal processes, work functions);
- a planning office (for planning of long-term objectives);
- an office for the management of internal and external data flows (procedures and processing);
- an office for internal and external communication (external relations, press, public relations, internal information channels).

These structures will be explicitly called upon to pursue the following objectives:

- **develop planning and scheduling of activities** with the specific aim of rationalising and increasing the internal and external resources flow
- **develop administrative activity organisation** with the aim of increasing the efficiency of administrative actions, using increasingly sophisticated administration instruments, developing internal human resources, diffusing innovative work culture aimed at achieving results and objectives and unhampered by bureaucratic procedures
- **develop evaluation and control** of a service quality in favour of students, teachers, technical and administrative staff, and, above all, in favour of the community and a civil society
- **develop internal and external communication** with the aim of involving internal staff and the community in the important role the Lebanese University can fill for the moral and cultural reconstruction of the country.

The redefinition of the administrative structure will be dealt with in a special workshop during which international consultants will present a critical analysis of the main administrative models currently used abroad.

E3) LU physical planning framework

The international consultants will examine the current university geography outlined by local experts in order to pinpoint the need for renewal, maintenance and construction of university buildings and evaluating the need for redistribution throughout the territory in the light of the new organisational model and of the educational needs revealed by the work of the previous workshop.

The evaluation and planning activities will be carried out in the context of a workshop which will produce a model of qualitative and quantitative parameters allowing normative standards to be defined for university structures.

E4) Relations business /LU

A workshop will study the ways in which co-operative relations can be developed between the business community and the university which will have the task of exploring the possibilities of :

- organising programmes incentivising and supporting collaboration between university and the business community in the field of scientific and technological research;

- defining the rules regulating forms of private financing of university activities on the part of the business community;
- planning joint research activities of real service to the companies on the part of the university for the promotion of technological innovations and managerial culture;
- planning of permanent observatories in which experts from the university system and from the world of work will participate in order to ensure that the programming of didactic activities responds to the needs of the production system and the labour market.

3. COMPOSITION OF THE TEAM

The project group will be composed as follow:

Team in Lebanon

- Maurizio Sorcioni, Coordinator for Field Activities
- Fabrizio Arosio, Financial and MIS Analysis
- Claudia Donati, Physical Planner
- Cesare Zucconi, Institutional DVT Specialist
- Valeria Mazzacane, Educational Planner

The team in Lebanon will be supported by a permanent standing committee working at Censis composed as follow:

- Prof. Giuseppe Roma, Project Responsible
- Dott. Pier Luigi Malesani, Manager (Censis's Senior Associate)
- Dott. Giorgio Allulli, Director of National Training Institute
- Dott. Maurizio Sorcioni, Censis
- Dott.a Maria Pia Camusi, Censis
- Prof.a Luisa Ribolzi, University of Genoa
- Prof. Luciano Benadusi, University of Rome - La Sapienza
- Dott. Carlo Conte, The Treasury
- Prof. Pier Luigi Spadolini, Professor Emeritus University of Florence
- Prof. Romano Del Nord, University of Florence

The Director of Censis Foundation, Giuseppe Roma, will be responsible for the supervision of the team.

4. CURRICULA VITAE

4.1. Project responsible

Prof. Giuseppe Roma

4.2. Experts

4.2.1. Educational planner and specialist:

Dott. Pier Luigi Malesani, Manager (Censis's Senior Associate)

Dott. Giorgio Allulli, Director of National Training Institute

Dott. Maurizio Sorcioni, Censis

4.2.2. University Management and Organisation

- Dott.a Maria Pia Camusi. Censis
- Prof.a Luisa Ribolzi, University of Genoa

4.2.3. Institutional and Legal Specialists

- Prof. Luciano Benadusi, University of Rome - La Sapienza

4.2.4. Budgeting and Accounting System

- Dott. Carlo Conte, The Treasury

4.2.5. University Spatial Organisation

- Prof. Pier Luigi Spadolini, Professor Emeritus University of Florence
- Prof. Romano Del Nord, University of Florence

4.3. Team in Lebanon

- Maurizio Sorcioni, Censis
- Fabrizio Arosio, Censis
- Claudia Donati, Censis
- Cesare Zucconi, Censis
- Valeria Mazzacane

4.4. Letters of agreement

- University of Florence
- (University of Tor Vergata, Rome - to be completed)

CURRICULUM VITAE
SCIENTIFIC EXPERIENCE AND TEACHING HISTORY

GIUSEPPE ROMA

Rome - P.zza di Novella 2

Tel. 06/860911

Fax. 06/86091292

Giuseppe Roma

Brindisi 20.12.1949

SUMMARY

1. Current position

General Director of the "Censis Foundation" (Censis - Centro Studi Investimenti Sociali - Research Center on Social Investments, legally recognized pursuantly to the DPR 11.10.1973, n° 712 since 1993)

2. Education background

Degree in Regional Planning, University of Rome - Institute of Urban studies (Professors: Prof. G. Scimeni and Pietro L. Fano - Grade points: 110/110; Honors: Summa cum laude, Academic Year: 1973-1974).

Diploma of Specialization in "Territorial Planning Applied to Metropolitan Area", University of Rome - Faculty of Engineering (Rome, 1976);

3. Scientific experience and past professional position

- Deputy Director of Censis Foundation (1989-1993);
- Director of the Department of Urban studies at Censis (1983-1989);
- Research Director, at Censis in the fields of urban services (education, health care, transport and impact of social policies) and environment (1981-1983);
- Scientific consultant for public institutions (1975-80).

4. Professional accreditations and Associations

- Secretary General of Italian Association for the cities Rur (Urban Network for local development) (since 1989)
- Member of the Italian section of the Regional Science Association, (since 1980);

5. Institutional experience

- Member of Committee for evaluation of public policies (National Council for Economy and Labour 1993-1995)
- Member of Italian Committee for the UN Conference on "Population and Development" (1993 - 1994)
- Member of User's Advisory Council of European Commission, Dg (since 1994)

6. University teaching experience

- Professor at the University of Rome - School of Specialization in "Methodology of urban and regional planning" since 1992
- Professor at the University of Rome "La Sapienza", Academic Year: 1989-1990, 1990-1991.
- Assistant Professor at the Columbia University - Summer Session (Venice, 1980-Rome 1979);
- Visiting Professor, DTU - Delft University of Technology (Delft - Netherlands, 1979).

7. Main research program in the field of higher education

- Methodology for diagnostic of university needs (Ministry of University, 1985)
- The new LUISS University feasibility study (Luiss, 1987)
- Project for a new University located in Taranto (Chamber of Commerce, 1988)
- A national evaluation model for the management of university personell (Ministry of University, 1990)
- Rehabilitation of the spatial organization of the University of Florence (University of Florence, 1990)
- Mediterranean Scenario: cultural integration and exchange" (Iri, 1992)

8. Main publications

- Evaluation of public policies: a new approach to social development (Cnel, 1995)
- Infrastrutture per la ripresa (Networks for recovery and employment), Rur, 1993
- Città & Impresa (City & Enterprise), Rur, 1993
- Ambiente e società (The Environment and Society), Censis, 1989;
- Mercato e Prospettive dell'Industria Verde, (The Market and Perspectives for Environmental Industries), F. Angeli, 1989;
- Economia perversa e vulnerabilità del patrimonio culturale, (A Perverse Economy and the Vulnerability of the Cultural Heritage), in Memorabilia, Laterza, Bari, 1987;
- Lo shock edilizio, (The Building Shock), Franco Angeli Ed., Milan, 1984;

- The new geography of population and its economic consequences in a low development area: Southern Italy, RSA, Groningen, 1982

CURRICULUM VITAE

Pier Luigi Malesani

Born in Vinci (Florence) on June 12th, 1943

Home address: Via della Maddalena, 42 - 00186 Rome - Tel.: 06/6782772

Degree in Political Sciences at the University of Rome (april 1968)

Degree of the post-university school on economic development (1969)

1970-1973: researcher at the Censis Foundation

1973: he was appointed member of the Commission created by the Ministry of Education for the location of the new university seats

October 1973: he was appointed by the COMERIT (ENI group) and went to Somalia where he remained until July 1975 to contribute to the creation of the National University of Somalia.

Afterwards, always on behalf of COMERIT he was responsible for various projects in the fields of industrial training (Algeria and Nigeria) and of post-university specialization (Venezuela)

1980: appointed by the Department for Cooperation and Development of the Ministry of Foreign Affairs as responsible for the projects of university training and cooperation abroad

October 7th, 1982: engaged by the Ministry of Foreign Affairs to direct the IX Office (educational training, university cooperation and training in Italy) of the same Department, made up of 30 members

While playing such a role and up to 1989 he managed the various projects financed by the Italian Cooperation (bilateral and multilateral) in Italy and abroad within the field of educational training

He has been representing the Ministry of Foreign Affairs in various official missions in the developing countries and by the international organizations also as Chief-Committee (bilateral Commissions, international Conferences, Oecd, Unesco and Eec meetings).

On January 1st, 1990 he was appointed by IRI as Deputy Director for the International Affairs and Technological Innovation and responsible for the Office of International Technical Cooperation of the Institute

In 1993 he was appointed Deputy Director of IRITECNA SpA and since February 1st 1994 he is Director of the Institutional Relations of FINTECNA SpA

He is also President of the Companies ITALSOCOTEC and AUTOSTRADE INTERNATIONAL

1981-1984: professor of "Regional Economics" at the University of Reggio Calabria

1984-1985: professor of "Social Building" at the Faculty of Architecture of the University of Rome - "La Sapienza"

1988-1989: professor of "Economics of Development", at the Faculty of Agriculture of the University of Florence

He has been collaborating with various specialized reviews as: *Politica Internazionale*, *Technology Review*, *Cooperazione*, *Universitas*, *Quindicinale di Note e Commenti*, *Orientamenti Sociali*, *Promozione Sociale*.

الجمهورية اللبنانية

مكتب وزير الدولة لشؤون التنمية الإدارية
مركز مشاريع ودراسات القطاع العام

dr. Giorgio Allulli

CURRICULUM DELLA ATTIVITA' SCIENTIFICA E PROFESSIONALE

1) Curriculum vitae

- Sono nato a Roma il 27/1/1950, dove risiedo in via G.Vasi 43 (tel.+39 6 86321327).

- Ho conseguito la laurea in Filosofia presso la facoltà di Lettere e Filosofia dell'Università di Roma il 27/7/1973 con il voto di 110/110 e lode (relatore il prof. Aldo Visalberghi), discutendo una tesi su "Motivazioni e sbocchi professionali degli studenti di Lettere e Filosofia".

- Dopo la laurea ho iniziato una attività di ricerca scientifica ottenendo una borsa di studio del CNR nel campo delle discipline afferenti al Comitato Nazionale per le Scienze Economiche, Sociologiche e Statistiche.

- Nel 1974 sono entrato a far parte della Fondazione Censis, prima in qualità di borsista, poi come ricercatore all'interno del settore formazione.
Nel 1984 sono divenuto responsabile del settore formazione del Censis. Come responsabile del settore ho coordinato numerose ricerche nel campo della scuola, della formazione professionale e dell'università. Le principali aree tematiche coperte sono state:
 - gestione strategica di sistema;
 - integrazione dei sistemi formativi;
 - valutazione e certificazione;
 - rapporti scuola-mondo del lavoro, sbocchi professionali, orientamento;
 - formazione a favore dei paesi in via di sviluppo;
 - formazione a distanza;
 - svantaggio e dispersione scolastica;
 - personale docente;
 - autonomia delle sedi formative.

- I risultati di tale attività sono stati pubblicati su rapporti di ricerca Censis, a stampa oppure ciclostilati, e su riviste scientifiche e di settore (l'elenco è riportato in allegato).

- Nel 1981 ho ottenuto l'idoneità a ricercatore universitario per l'inquadramento in ruolo dei ricercatori Universitari confermati (Gruppo n°53).

- Nel 1993 ho lasciato il Censis per assumere l'incarico di Direttore della Conferenza Permanente dei Rettori delle Università Italiane.

2) Partecipazione a Comitati

- Nel 1991 sono stato nominato Presidente del Comitato di Valutazione del sistema scolastico della Provincia di Trento.
- Sono stato componente della Commissione Nazionale per la valutazione istituita dal Ministero della Pubblica Istruzione in base all'art.8 d.l.35/93 (1994).
- Sono stato componente del Comitato tecnico-scientifico costituito dall'ISFOL per la valutazione ex-post dei programmi FSE (1994).
- Nel 1992 sono stato nominato rappresentante italiano al gruppo di lavoro della Comunità Europea sulla valutazione della qualità dell'insegnamento superiore, incarico che ricopro tuttora.
- Sono membro dell' AIS (Associazione Italiana di Sociologia); faccio parte del Comitato scientifico del CIRSES (Centro di iniziativa e di ricerca sul sistema educativo e scientifico), del Comitato direttivo della rivista "Scuola democratica" e del Comitato scientifico delle riviste "Formazione e Innovazione" e "Edilizia scolastica e culturale".

3) Attività internazionale

L'attività di ricerca è sempre stata svolta con una forte attenzione alla dimensione internazionale. Questa si è sostanziata:

- attraverso la partecipazione al coordinamento del primo e del secondo programma CEE sulla transizione dalla scuola al mondo del lavoro (1978/83-1984/88) ed alla prima fase del programma PETRA (1989/91); in particolare nel secondo programma sono stato membro del Gruppo Centrale di animazione e reporting, ed ho curato l'assistenza tecnica del Programma Petra per l'Italia.
- attraverso l'assistenza tecnica al Ministero della Pubblica Istruzione in occasione del semestre di presidenza italiana del Comitato Istruzione della Comunità Europea (1991);

- attraverso l'attività di consulenza svolta per l'OCSE sui flussi scolastici (1982) e sull'istruzione post-obbligatoria (1988).
- attraverso la partecipazione, come relatore, a numerosi Convegni internazionali;
- attraverso lo svolgimento di numerose ricerche con dimensione internazionale.

4) Principali attività di consulenza

- Ho coordinato per la Commissione d'inchiesta sulla condizione giovanile della Camera dei Deputati la predisposizione del Rapporto sulla condizione giovanile (1991). Sono stato consulente del Servizio Bilancio della Camera dei Deputati per l'analisi dei costi finanziari dei progetti di legge sull'istruzione (1991-92).
- Ho coordinato, per conto del CNEL, la predisposizione del "Libro Bianco sulla formazione professionale" (1991). Sempre per il CNEL ho predisposto il rapporto sull'abbandono universitario in Italia (1993).
- Sono stato consulente del Ministero della Pubblica Istruzione e del Ministero del Lavoro per la predisposizione della risposta italiana al Memorandum sulla formazione professionale (1992).
- Sono stato consulente dell'IRI sul collegamento tra sistema formativo e attività produttive (1991/92).
- Ho svolto altre numerose attività di consulenza per organizzazioni nazionali (Fond. Rui, Fond. Brodolini, Enciclopedia Italiana, Rai, ecc.).
- Collaboro regolarmente, con articoli, con le principali testate giornalistiche (Repubblica, Corriere della Sera, La Stampa, Il Sole 24 ore) e con le principali riviste di settore (Annali della Pubblica Istruzione, Scuola e città, Riforma della Scuola, Tuttoscuola ecc.).

5) Lingue straniere

- Buona conoscenza della lingua inglese letta, parlata e scritta.
- Discreta conoscenza della lingua francese letta e parlata.

Elenco delle pubblicazioni

- 1) Libro Bianco sulla gestione del personale insegnante, poligrafico dello Stato, Roma 1975
 - 2) Scuola e partecipazione sociale, Edigraf, Roma 1975
 - 3) Aggiornamento a distanza e programmazione didattica, in "Censis Contributi", Roma 1980
 - 4) La questione insegnante in "La documentazione educativa" n° 8, Enc. it., Roma 1983
 - 5) Educazione Italia '84: Il big bang formativo, Franco Angeli, Milano 1985
 - 6) Aree prioritarie nell'istruzione, Enciclopedia Italiana, Roma 1985
 - 7) Educazione Italia '85 - Voglia di scuola, Franco Angeli, Milano 1986
 - 8) Educazione Italia '86 - I sentieri della qualità, Franco Angeli, Milano 1987
 - 9) Rapporto sulla Università Nazionale Somala, Palombi, Roma 1986
 - 10) Per un sistema culturale in Campania, Franco Angeli, Milano 1987
 - 11) Educazione Italia '87: Tra eccellenza e tutela, Franco Angeli, Milano 1988
 - 12) La scuola dei paradossi, Franco Angeli, Milano 1989
 - 13) Norma e progetto: indagine sui modelli organizzativi della scuola italiana, Franco Angeli, Milano 1989
 - 14) Quando assistere non basta più: indagine sul diritto allo studio universitario, Franco Angeli, Milano 1990
 - 15) Nuovo ciclo, nuove sfide, Franco Angeli, Milano 1990
 - 16) L'introduzione delle tecnologie informatiche nella gestione della scuola italiana, Le Monnier, Firenze 1990
 - 17) Libro bianco sulla formazione professionale, CNEL, 1991
 - 18) Per un servizio nazionale di valutazione, Le Monnier, 1991
 - 19) L'abbandono universitario, CNEL, 1993
 - 20) La qualità parziale, secondo rapporto del Comitato di valutazione sul sistema scolastico trentino, in "Didascalie", Trento 1993
- B) Saggi contenuti su volumi collettivi

- 21) "Orientamenti nelle metodologie di distrettualizzazione" in A. Visalberghi, Il distretto scolastico, La Nuova Italia, 1975
 - 22) "Lettere e Filosofia: una facoltà alla deriva" in M. Corda Costa A. Visalberghi, Ricerche pedagogiche nella didattica universitaria, La Nuova Italia, 1975
 - 23) "Partnership between school and industry", in Report of the first european conference of the european secondary heads association, Maastricht 1988
 - 24) "Italy: the territorio approach", in A. Kruger e C. Poster Comunity education in the western world, Routledge, London, New York 1989
 - 25) "Nuove professioni e nuova formazione", in R. Moscati, La Sociologia dell'educazione in Italia, Zanichelli, 1989
 - 26) "L'autonomia delle unità scolastiche", in Scuola, le riforme possibili, Franco Angeli, 1988
 - 27) "Evoluzione dell'Università e domanda sociale" in L'Università italiana dalla Costituzione ad oggi, Quaderni di Universitas, n° 7, Edium Coopergion, 1990
 - 28) "Il problema degli indicatori di produttività nella scuola" in Centralità e qualità dell'istruzione, La Nuova Italia, 1990
 - 29) "La domanda di scuola tra qualità e quantità", in Una scuola per tutta la vita, La Nuova Italia, Firenze, 1991
 - 30) "Sistemi formativi e professionalità nel Mezzogiorno", in Atti del convegno di studi: l'occupazione nel Mezzogiorno: organizzazione, lavoro, professionalità, Napoli 1992
 - 31) "La formazione", in Rapporto di Primavera 1992, Euritalia, 1992
 - 32) "La formazione professionale", in Rapporto di Primavera 1993, Euritalia, 1993
- C) Articoli pubblicati su riviste
- 33) "Università: dagli studenti lavoratori alle 150 ore", in Scuola e città, n° 7-8, 1975
 - 34) "Il rapporto studio lavoro all'Università"; in Scuola e città, n° 7, 1976
 - 35) (Con M. Basiglio) "L'evoluzione della condizione studentesca universitaria: analisi di due successive rilevazioni", in Scuola e città, n° 4, 1977
 - 36) "L'alternanza scuola lavoro: realtà, miti, prospettive", in Scuola e città, n° 6-7, 1978
 - 37) "Riforma della secondaria e domanda sociale di istruzione", in Economia, istruzione, formazione professionale, n°10, 1980

- 38) "Il primo anno di partecipazione scolastica: elementi per un bilancio", in Annali della Pubblica Istruzione, n° 3, 1976
- 39) "Il personale insegnante: una diversa gestione per una nuova professionalità", in Annali della Pubblica Istruzione, n° 2, 1978
- 40) "Autonomia della scuola e centri di qualità", in Annali della Pubblica Istruzione, n° 2-3, 1987
- 41) "Comportamenti sociali ed evoluzione della scolarità", in Annali della Pubblica Istruzione, n° 4-5, 1989
- 42) "Scuola media: unica non vuol dire uguale", in Scuola democratica, n° 4, 1984
- 43) "L'organizzazione nascosta", in Scuola democratica, n° 4, 1987
- 44) "Ipotesi per un servizio nazionale di valutazione", in Scuola democratica, n° 1-2, 1989
- 45) "La produttività nella scuola", in Riforma della scuola, n° 6, 1986
- 46) "Per valutare la scuola", in Riforma della scuola, n° 2-3, 1990
- 47) "La valutazione dei sistemi educativi, come risposta all'esigenza della qualità", in Educazione comparata, n° 1, 1990
- 48) "Introduzione" e "Per un Servizio Nazionale di Valutazione", in Politiche pubbliche e controllo di qualità, Note e Commenti, nn. 1-2, 1991
- 49) "La valutazione e la certificazione come strumenti di integrazione europea", in Annali della Pubblica Istruzione, n° 5-6, 1991
- 50) "L'Europa della scuola" in Annali della Pubblica Istruzione, n° 5-6, 1991
- 51) "La qualità del sistema istruzione", in Note e Commenti, n° 7, 1992
- 52) "La valutazione dei sistemi educativi complessi", in Scuola democratica, n° 1-2, 1992
- 53) "I modelli possibili", in Universitas, 1992

D) Articoli pubblicati su quotidiani (alcuni esempi)

- 54) "Il sistema duale c'è ma non si vede", in Sole 24 ore, febbraio 1993
- 55) "Identikit di un Italiano con laurea", in Repubblica, ottobre 1987
- 56) "Una laurea per pochi con i soldi di tutti", in Repubblica, ottobre 1989

E) Altri lavori

- 57) Materiali per la discussione sul Memorandum Formazione professionale della Comunità Europea (per i Ministeri del Lavoro e della P.I., 1992)

- 58) Risposta italiana al Memorandum della Commissione europea sulla Formazione Professionale nella Comunità per gli anni '90 (per i Ministeri del Lavoro e della P.I., 1992, testo scritto con Luciano Forlani)
- 59) La valutazione dell'attività di orientamento, CENSIS, 1991

CURRICULUM VITAE

- **Maurizio Sorcioni**, was born in Rome on february18th, 1956; he has a University Degree in Statistics and Demographical Science (Università La Sapienza Rome).

Since 1986 he has been working for Censis Foundation.

Since 1991 he has been the Head of the Censis Education Department.

He is currently responsible for the Censis Evaluation Department.

European main activities

1986 - 1987 **EC consultant for II transition program of Young people from school to adulthood and working life- DGV**

1988-1991 **EC Task Force consultant for Petra program in the field of Youth initiative projects.**

1991 -1992 **As Censis senior researcher, member of the Technical Assistance Unit for Petra Program -National Unit.**

1992-1993 **Member of the european study equipe on continuos training in the agro-food sector. Force Program .**

Research activities

He has been involved in a large number of Foundation's research programs. Since 1991 he has been directing all the Foundation's research programs in the field of education. Particularly as regards training in Europe he has been coordinating the following research studies:

1994 - **Regional operative program for objective 3-4 -2-5b on training activities (Social Funds)- Regione Marche .following research studies:**

1993 - Training in the agro-food sector : a survey of the Force Program

In the field of transport he has been taking part in the following research activities, with particular attention to the evaluation methodology of decision-making:

- La stazione del prossimo futuro: domanda e offerta di servizi nelle stazioni ferroviarie, 1987;
- Ricerca sul marketing strategico per i servizi ferroviari ad alta velocità, 1987;
- La qualità del viaggiare: elementi conoscitivi per l'azione della funzione qualità nel servizio ferroviario passeggeri, 1991;
- SARTRE Project "Social attitudes to road traffic risk in Europe", in collaboration with Italy, Germany, Spain, France, Portugal, Hungary, Great Britain, Denmark, 1994;
- C.A.P.A. Cities Project "Consolidated actions of public authorities for european cities in the new information society, in collaboration with Urba 2000 (France), Empiriche (Germany), New Castle University, Great Britain, 1995.

Main publications (Books and Monographies)

- **Valutare la scuola** - Bollettino Cisem Gennaio 1995 Cisem Edizioni Milano
- **Giovani e servizio di leva** Osservatorio della gioventù Gennaio 1995- Facoltà di scienze dell' educazione Ateneo Salesiano Roma
- **Il nuovo paradigma delle responsabilità** - Bollettino Cisem Milano 1994. The monography is on methodology of evaluation in the italian school system .
- **Obiettivo Giovani** - Edizioni Cell 1993:.. A handbook on social policy for young people

- **Sport e Servizi** Franco Angeli 1993. An analysis on sport as social phenomenon in the city of Rome
- **Giovani Europei: alla ricerca di identità-** Facoltà di scienze dell'educazione Educazione dell' Ateneo Salesiano di Roma - Osservatorio sulla condizione giovanile 1992
- **La qualità nella scuola** Bollettino Censis di Note e Commenti n 11 . 1992 . The monography is dedicated to an analysis on quality in the Italian school system .
- **L' Europa dei giovani** - Annali del Ministero della Pubblica Istruzione n. 5-6 1991 - Edizioni Le Monnier

CURRICULUM VITAE ET STUDIORUM

Maria Pia Camusi

Born in Rome, 8 January 1958.

During the academic year 1975/76 she graduated in Political Sciences at the Libera Università Internazionale degli Studi Sociali in Rome, with a graduation thesis in the field of Labour Sociology, entitled "Labour professionalism and classification. The case of ENI", with grade 110/110 and honours.

She has a very good written and spoken knowledge of English, and has a diploma from the Regent School in London.

From 1981 to 1985 she collaborated with the Fondazione Giulio Pastore in Rome, where she carried out research on subjects and problems relating to the fields of industrial relations and labour sociology.

In 1981, she helped to gather and analyse bibliographic material for the research "Studio delle difficoltà delle relazioni industriali e sulle possibilità di migliorarle" (Study on the difficulties and possible improvement of industrial relations), carried out by the Fondazione Pastore at the request of the EC Commission.

In 1982 she took part in the research "Tendenze e innovazioni nella formazione continua" (Trends and innovations in permanent education) - carried out for Italy by the Fondazione Pastore as part of a project by the European Centre for the Promotion of Permanent Education in Berlin, together with other EC countries. She collaborated on the drawing up of the final report, as well as on the selection and analysis of significant educational experiences which were added to the report (published by F. Angeli, Milan) in the form of information sheets.

In 1983 she took part in the research "Trasformazioni delle relazioni industriali e comportamenti di base" (Changes in industrial relations and standard behaviour), promoted by ENI and carried out by the Fondazione Pastore, taking care of the organisational aspects, the drawing up of four corporate case studies and a research study on labour qualification within the four examined companies. These contributions were also published in a volume by F. Angeli, Milan.

In 1985 she took part in a research on the subject: "L'impresa pubblica e il dialogo sociale" (Public companies and social dialogue) within the Common Market, carried out by the Fondazione Pastore.

From 1981 to 1986 she was a member of the editorial staff of the magazine "Lavoro e Sindacato", a newspaper and bibliographic periodical bulletin of the Fondazione Pastore; up to 1984 she also worked as editorial secretary.

From 1982 to 1984 she collaborated with CESOS, where she worked on the bibliographic section of the Annual Reports on Union Relations in Italy.

In 1985 she collaborated with ICI, during a cycle of lessons on the subject of "neo-corporativismo" (new corporatism), part of a training programme for young school-leavers and graduate students.

In 1986 she was hired by Censis as an in-house researcher.

Since 1990 she has been in charge of the "Labour Market and Industrial Relations" sector.

Major areas of research are:

- Labour market/employment
- Management of human resources
- New professional profiles
- Social attitudes.

Since 1989 she has been a member, as an external expert, of a CNEL (National Council of Economy and Labour) working party, on the subject of problems linked to intellectual professions, for which she has written the following texts:

La domanda di certificazione pubblica delle categorie professionali (The request for public certification of the professional categories);

- Libro bianco sulle professioni in Europa (White Paper on professions in Europe);
- Rapporto di monitoraggio sulle professioni non regolamentate. (Monitoring report on non-regulated professions)

Since 1992 she has been a member, as an external expert, of a CNEL (National Council of Economy and Labour) working party, on the relationship between women and the labour market, for which she wrote the text: "Percorsi professionali emergenti per le donne" (Emerging professional opportunities for women).

MAIN PUBLICATIONS

Tendenze innovative nella formazione professionale continua in Italia (1978-1981). Schede, in L. Osbat (a cura di), Tendenze innovative nella formazione continua, F. Angeli, Milano, 1985, pp.21-56 e pp.57-86

I sistemi di qualificazione del lavoro: aspetti e problemi dell'esperienza italiana, in "Studi in sociologia", XXI, 1983, n. 1, gennaio-marzo, pp.54-64

La politica contrattuale dell'Intersind dal 1969 al 1979, in "Annali" della Fondazione G.Pastore, XI, 1982, pp.293-326

Bibliografia, in Cesos, Le relazioni sindacali in Italia. Rapporto 1980, Ed. Lavoro, Roma, pp.481-512

Bibliografia, in Cesos, Le relazioni sindacali in Italia. Rapporto 1981-82, Ed. Lavoro, Roma pp.593-614

Bibliografia, in Cesos, Le relazioni sindacali in Italia. Rapporto 1982-83, Ed. Lavoro, Roma, pp.591-616

La rilevanza dei fattori ambientali sulle relazioni industriali di impresa: il caso di un'azienda tessile calabrese, in "Annali" della Fondazione G.Pastore, XII, 1983, pp.152-176

La classificazione del lavoro, in M.Colasanto-M.Ambrosini-M.P.Camusi-G.Pirzio Ammassari, Relazionalità e localismo. Relazioni industriali a livello di impresa, F.Angeli, Milano, 1985, pp.40-60

Il rafforzamento dei soggetti semplici nelle relazioni industriali, in "Quindicinale di Note e Commenti", XXI, 1985, n.15-16, p.28

L'identità del disoccupato in provincia di Ancona, in "Quindicinale di Note e Commenti", in "Quindicinale di Note e Commenti", XXII, 1986, n.13-14, pp.3-21

Le nuove forme della rappresentanza professionale, in "Quindicinale di Note e Commenti", XXII, 1986, n. 15-16, pp.i-XII

Il processo di professionalizzazione, in "Il perito industriale", XIII, 1987, n. 6, pp. 14-16

Le professioni intellettuali negli anni '80: soggetti, problemi e prospettive, in "Lavoro e Sindacato", 1987, n. 6, pp. 7-19

Come cambiano le relazioni industriali, in "Industria Privata", XLIII, 1989, n. 10, pp.56-58

Meno conflitti, più dialogo, in "Industria Privata", XLIII, 1989, n.12, pp.8-10

Il lavoro femminile alle soglie degli anni '90, in "Donne e Società", 1990, n. 93

La flessibilità nel sistema aziendale italiano, in "Industria e Sindacato", 1991, n.28, pp.3-8

Relazioni industriali: le questioni aperte, in "Industria privata", XLV, 1991, n.6-7, pp.16-17

La ricerca di flessibilità, in "Industria Privata", XLXI, 1992, n. 5, pp.56-57

Fenomenologia del cambiamento nel sistema lavoristico italiano, in "Notiziario del Lavoro", X, 1992, n.52, pp.9-12

Linee di sviluppo per il governo delle risorse umane nel breve-medio termine, in "Personale e lavoro", XXIX, 1993 n.4, pp.3-6

Il disagio occupazionale, in "Industria Privata", XLVIII, 1994, n.1, pp.14-15

La crescita di complessità nel medio, in "Notiziario del Lavoro", XII, 1994, n.65, pp.10-14

Le vie d'uscita della crisi del lavoro, in "Summa", X, 1994, pp.69-70

La donna tra famiglia e lavoro, in "Famiglia Oggi", in corso di pubblicazione

CURRICULUM VITAE LUISA RIBOLZI

Associate Professor in Sociology of Education - University of Genova

Home address: Via Stefini 2 - 20125 Milano - Italy

University: University of Genoa, Department of Sciences and Learning Processes (DISCIPROCO), Via Lomellini 3, 16100 Genova

Curriculum vitae

- 1968 degree in Humanities, Catholic University, Milano
- 1969-70 Master in sociology, 1969-1970, University of Milano
- 1975-76 Researcher in the Department of Education, University of Trento
- 1977-86 Researcher in the Institute of Sociology, Catholic University, Milano, Department of Education
- 1988-91 Associate professor in Sociology of Education, Faculty of Philosophy, University of Bari
- 1991 Associate professor in Sociology of Education, Faculty of Educational Sciences, University of Genova
- member of EAIR, European Higher Education Society
 - member of CHER, Center for Higher Education Research
 - member of NESA, Network of Educational Sciences, Amsterdam

Research activity main themes:

- transition to work

- vocational education
- management of education
- school failures, dropouts, rentability in school systems
- third level education
- assessment and quality in education

International projects involvement

- Continuing vocational training in Italy, CEDEFOP 1988
- The process of acquiring skills and qualification in the workplace, CEDEFOP 1993
- Multilevel teaching of economics in Russia, SEDR 1995

Main publications 1987-1994 in the field of Higher Education

A) Volumes

- *L'università flessibile*, Etas Kompass, Milano 1991 (con R. Jannaccone Pazzi), capp. I, IV e V
- *L'offerta di formazione qualificata nel settore chimico e I percorsi di studio e lavoro dei laureati nel settore chimico*, in Federchimica, *Scuola e chimica*, Hoepli, Milano 1992, pp. 1-70

B) Essays and articles

- *La programmazione degli accessi all'università: la situazione dell'Italia nel contesto internazionale*, in "Annali della Pubblica Istruzione", XXXIV, 1988, n. 1, pp. 49-63

- *La trasformazione dei processi formativi*, in AA.VV. *Le nuove dimensioni del lavoro*, IPSOA, Milano, 1988, pp. 497-585
- *L'istruzione superiore nei paesi industriali avanzati e il problema del livello intermedio*, in "Annali della Pubblica Istruzione, XXXVI, 1990, n. 4, luglio-ag., pp. 408-417
- *The financing of continuing training in Italy* (ed.), CEDEFOP, Berlin 1991
- *Qualità e produttività della scuola: riflessioni su un tema aperto*, in Confindustria, *Cultura dello sviluppo e politica delle risorse umane*, Roma 1993, pp. 65-80
- *Autonomy and Educational Equality in Italy in an European Perspective*, in K. Narshima Reddy (ed) *Public and Private Education*, Academic Services, Hyderabad 1994, pp. 140-151
- *L'università come sistema autogovernato. Il confronto internazionale*, in Confindustria, *Università e industria*, SIPI, Roma 1994, pp. 35-62

C) Recent International Conferences Communications

- *Social research and educational policy: the case of Italy*, Midterm Conference, Research Group 04, Sociology of education, Amsterdam, July 1992
- *The winning bureaucracy: models of management in Italian school*. International meeting on "Governing school in Europe" Barcelona, september 1992
- *Enseignement d'élite, enseignement de masse: le cas italien*, colloque européen sur "Systemes éducatifs comparés & actions culturelles dans les universités européennes", Paris juin 1995

CURRICULUM VITAE
PROF. LUCIANO BENADUSI

1. Personal details

- Born in Rome, July 2nd 1937
- Graduated in LAW, in the academic year 1961-62, University of Rome.

2. Current position

- Full Professor at the University of Rome, "La Sapienza", in charge of the Sociology of Education course.

3. Academic experience and main scientific roles

- Coordinator in the doctorate of research on "Social Systems and Public Policies", organized by the Department of Sociology, University of Rome, "La Sapienza".
- Coordinator of the "Social Policy" specialization in the degree course in Sociology, University of Rome "La Sapienza".
- Member of the scientific committee of the "Sociology of Education" department of AIS (Italian Association of Sociology).
- Director of the quarterly publication on social research and education strategies "Scuola Democratica", published by Le Monnier.
- Member of the scientific committee of the four-monthly publication "Sociologia e ricerca sociale", published by F. Angeli.
- Director of the series "Alta formazione" published by F. Angeli.
- Scientific coordinator of the multi year CNR - A.F. FORUM research programme on Education & Training for research and technological innovation.
- Member of the scientific committee of the "continuing education" laboratory of the "Scuola Superiore per la Pubblica Amministrazione".

- Member of the Steering Group of the EEC (TACIS) project for consultancy service to the Government of the Russian Republic, for the reorganization of its Education & Training system.
- Scientific coordinator for the MURST (Ministry of Universities and Scientific and Technological Research) - A.F. Forum research regarding the monitoring of the implementation of the new legislation introducing the 1st level university diploma (Law n. 341, 1990).
- Coordinator of the inter-university research (Rome, Milan, Naples) on universities as organizations.
- Member of the scientific committee (1992-93) of the FORMEZ-ASFOR project for the establishment of a network of schools for managerial training in the Mezzogiorno.
- Full Professor (academic years 1990-91 to 1993-94), in charge of the course on "Sociology of Education", first at the University of Aquila, and then at the University of Rome "La Sapienza".
- Associate Professor (academic years 1979-80 to 1990-91), and then Full Professor, in charge of the course "Sociology of Education", first at the University of Urbino and then at Rome University "La Sapienza".
- Voluntary assistant at the Chair of Administrative Law at the Law School, University of Rome "La Sapienza", from 1962 to 1970.

4. Professional experience

- President of A.F. FORUM (Association for Higher Education & Training), an institution promoted by universities, by public bodies, departments of Education & Training of important enterprises, with the mission of operating in the fields of research, planning and direct intervention in the areas of higher education and professional E&T at medium-high level (1987 to date).
- Vice - President of FORMEZ - State agency for the educational, training and cultural development of the Mezzogiorno - (1989-1993), in charge of coordinating the 'Higher Education and Scientific and Technological Research' department.
- member of several committees with study and planning duties, Amongst these particularly relevant is the the Committee created by the Ministry of Universities and Scientific and Technological Research for the definition of the framework law on the autonomy of universities and State Research bodies (1988-89).
- Department Head and Director of ISPE (Institute of studies for economic planning), coordinator of education, training, culture and scientific research sectors (1967-1975).

- Collaborator in the Planning Office, at the Treasury (1964-1968).

5. Publications

- Author of six volumes and many other publications, both Italian and foreign, on Education and Training.

Many of these publications regard the areas of Higher Education and Research. Amongst these the two most recent volumes are L'istruzione superiore di primo livello. La riforma italiana nel contesto europeo ed internazionale (edited by), F. Angeli publisher, 1993, Una fabbrica senza mura. Organizzazione, formazione e management nel CNR (edited by), F. Angeli publisher, 1994.

6. Spoken languages

Italian, French, English

CURRICULUM VITAE

Carlo Conte

Born in Rome on June 12th, 1947

Home address: Viale Cesare Pavese, 101 - 00144 Rome - Tel. 06/50510564

1974: Degree in Economic and Business Sciences at the Faculty of Economics of the University of Rome

He is a high officer in the State General Accounting Office (Ragioneria Generale dello Stato) in charge of the Cost Analysis and Management Control Unit in the General Budgetary Auditing Department.

Rappresenta l'amministrazione in diverse Commissioni interorganiche e interministeriali (riforma bilanci pubblici, raccordo e armonizzazione, sistemi rilevazioni contabili e verifica investimenti sanitari), Comitati (ricerca e consulenza per la revisione della disciplina della contrattazione pubblica - Presidenza del Consiglio dei Ministri), gruppi di studio e di lavoro (integrazione sistemi informativi RGS - Corte dei conti - Banca d'Italia e definizione parametri produttività aziende municipalizzate di servizi), ed attività sindacali.

Presso l'OCSE rappresenta la Ragioneria Generale tra gli Alti Responsabili del bilancio in tema di bilanci pubblici comparati e le Amministrazioni dello Stato nel Comitato per il miglioramento delle gestioni pubbliche.

E' abilitato all'esercizio della professione di dottore commercialista, nonché Revisore Contabile.

E' professore di Ragioneria delle Aziende Pubbliche presso la Luiss di Roma, - Facoltà di Economia e Commercio. Presso la Facoltà di Economia e Commercio dell'Università di Roma, La Sapienza, svolge attività didattica e di ricerca in tema di Ragioneria Pubblica. Fa parte del corpo docente della

Scuola Superiore della Pubblica Amministrazione per la materia di Contabilità di Stato e degli enti pubblici.

E', infine, autore dei seguenti scritti, studi e pubblicazioni:

- I residui nel bilancio dello Stato nel periodo 1967-1972;
- Analisi della legge 12 agosto 1977, n. 675 concernente provvedimenti per il coordinamento della politica industriale, la ristrutturazione, la riconversione e lo sviluppo del settore;
- O.C.S.E. - Miglioramento della gestione pubblica;
- O.C.S.E. - Processo finanziario di bilancio;
- L'introduzione dell'analisi costi-benefici nel bilancio dello Stato. Problematiche ed applicazioni;
- Legge finanziaria e governo dell'economia;
- I problemi della gestione finanziaria negli ospedali;
- Una proposta di bilancio di esercizio per l'economicità e l'efficienza delle UU.SS.LL.;
- Banca d'Italia e Ragioneria Generale dello Stato: assetto organizzativo ed aspetti gestionali;
- La riforma delle procedure di spesa;
- Prodotti, attualità e prospettive della riforma contabile del 1978;
- Note critiche al bilancio-tipo delle aziende municipalizzate;
- Programmazione e spesa pubblica;
- La riforma del bilancio dello Stato: il bilancio politico e il bilancio amministrativo.

CURRICULUM VITAE

Pierluigi Spadolini

He was born in Florence on April, 5th, 1922.

He is Professor of "Architectural Design " at the Faculty of Architecture of the University of Florence.

He has been directing for many years the "Building Institute" and the "Institute of Design for Industry and Special Technologies".

He is President of the "Central Committee of University Building" of the Ministry of Education.

He has been carrying out a series of research studies on the various European Universities and creating, together with Censis, a system of evaluation on the spatial and organizational deficiencies of university building.

He has been appointed to draw up a project for the New University of Salerno. Such a project is based upon a new principle of interpreting the various systems "environmental, technological, of buildings" that meets the needs of teaching and learning.

He has been appointed by the University of Florence to make part of the Commission for the university settlements that will work in collaboration with the Commune.

1978-1992: member of Censis board of directors. He followed with great interest the social problems and phenomena, often working in collaboration with Censis Foundation.

He has been working as professional since 1952 carrying out many studies, both on his own and as responsible for planning in the various fields of public and private constructions.

PROF. ROMANO DEL NORD, architect

Curriculum Vitae

Academic and professional data

- Professor of "*Tecnologia dell'Architettura*" (Building Technology) within the Faculty of Architecture, University of Florence.
- Director of TESIS, Interuniversity Centre for research on systems and technologies for Healthcare buildings, University of Florence, Rome and Milan.
- President of Educational Course of "Building Technology" at the University of Florence, Faculty of Architecture.
- Member of Permanent monitoring committee on educational buildings for the Ministry of Education.
- Member of the Committee for the assignement of resources for University-buildings of the Ministry of University and Scientific Research.
- Member of "Quality-Cost" Committee on social buildings for the Ministry of Public Works.
- Consultant for Ministry of Health about hospital, guidelines and standards in buildings.
- Scientific Coordinator of the national research with relevant interest for the science development on "Standard and norms for University Buildings" - financed by Ministry of University and Scientific Research.
- Consultant for the Scientific and Technical Committee for Umbria Regional Healthcare building programme.
- Director of magazine "Educational and Cultural Buildings"

- Member of Scientific Committee of the magazine "Technologies for Health"
- Scientific coordinator in charge for "Research Finalised Project" *Intelligent Buildings* for the National Council of research.
- Member of the Professional Association C.S.P.E. in Florence.

Professional commitments in the specific sector of educational buildings

- **University of Florence - Research-Laboratories and classrooms for the Faculty of Medicine.**

Outline and construction drawings design.

- **Documentation Center and Library for the Italian CNR (National Research Council).**
Study, research and project of the intelligent buildings for the D.C. of CNR.

- **University of Salerno.**

Outline and detailed project of the Residential area of the new University Camps.

- **University of Modena.**

Detailed project and construction drawings of the University-Buildings for the Faculty of Engineering.

- **University of Sassari.**

Outline and detailed project for Research laboratories and hospital wards of the Faculty of Medicine.

- **School Building Complex Multifunctional - IPSIA - of Cesena.**

Detailed project and construction drawings.

- **School Building Complex of Le Piagge - Florence.**

Detailed project and construction drawings.

- **Environmental Education Laboratory in Gavorrano.**

Outline and designs schemes.

CURRICULUM VITAE ET STUDIORUM

di

FABRIZIO MARIA AROSIO

- Nato a Roma il 6/10/1964 e ivi residente in Via Italo Panattoni, 4;
- Nel 1982 consegue il diploma di Maturità Classica presso il Liceo Statale "Terenzio Mamiani";
- Nel 1988 collabora ad una indagine Censis sui fabbisogni e le condizioni abitative della città di Roma, effettuando rilevazioni dati per la Codres (Cooperativa Documentazione Ricerca Economico Sociale);
- Nel 1989 collabora con la Datastat nell'ambito della ricerca "Immagini dell'infanzia";
- Nel febbraio 1990, dopo aver sostenuto gli esami del piano di studi "demografico-sociale", si laurea in Scienze Statistiche e Demografiche, presso l'Università degli Studi di Roma "La Sapienza", con la votazione di 110/110, discutendo la Tesi sperimentale: "Gli studenti stranieri dell'Università degli Studi di Roma "La Sapienza": dimensione oggettiva e soggettiva della Qualità della Vita" (una ricerca volta ad esplorare, sulla scorta di dati empirici campionari rilevati personalmente, l'insieme dei fattori culturali e delle caratteristiche strutturali che condizionano i concreti modi soggettivi di vivere e interpretare l'esperienza migratoria);
- Nel 1990 collabora con la Direzione Stampa di "Italia '90" per la gestione computerizzata e l'organizzazione delle tribune-stampa dei Mondiali di Calcio;

- Nel febbraio 1991 si congeda dal Corpo dei Vigili del Fuoco dopo aver svolto il servizio militare di leva in qualità di Volontario Ausiliario;
- Nel febbraio 1991 partecipa al "corso introduttivo al SAS su personal computer", tenuto presso il Centro Interdipartimentale per il Calcolo Scientifico (Cics);
- Dal mese di marzo 1991 al dicembre dello stesso anno collabora continuativamente con la Fondazione Censis, in qualità di ricercatore sociale, partecipando all'attività di ricerca del settore "Processi formativi";
- Dal 1 gennaio 1992 è assunto nell'organico dipendente, in qualità di ricercatore, dalla Fondazione Censis, (Centro studi investimenti sociali), con sede in Roma piazza di Novella 2, dove svolge tuttora attività di ricerca statistica e sociale presso il settore "Processi formativi", diretto dal dott. Maurizio Sorcioni.

Per la Fondazione Censis, svolge attività di studio, di ricerca e consulenza con responsabilità di progettazione, organizzazione e coordinamento dei lavori, occupandosi sia degli aspetti interpretativi che metodologici della ricerca. Inoltre collabora alle numerose iniziative editoriali, convegnistiche e seminariali promosse dalla Fondazione.

In particolare si occupa delle tematiche inerenti alle dinamiche di sviluppo sociale, analizzando il ruolo che rivestono i processi formativi e la valorizzazione delle risorse umane nella evoluzione economica e culturale del Paese e studiando gli atteggiamenti, le istanze ed i comportamenti dei tanti soggetti, individuali e collettivi, che partecipano al sistema scolastico e della formazione professionale.

L'indirizzo delle ricerche svolte è caratterizzato dall'approfondimento delle tecniche di monitoraggio e

di valutazione quantitativa delle prestazioni del sistema scolastico, attraverso la costruzione e l'applicazione di modelli di parametrizzazione delle caratteristiche strutturali della domanda e della offerta di formazione. In particolare, nelle numerose indagini svolte si è cercato di definire attraverso l'analisi multivariata dei modelli di indicatori in grado di misurare la qualità dei servizi offerti e la corrispondenza con le esigenze dell'utenza sociale.

Inoltre, per il settore "Processi formativi" ha realizzato indagini volte all'analisi descrittiva e interpretativa dei comportamenti e dei riferimenti valoriali propri della condizione giovanile, con particolare attenzione ai processi di transizione alla vita adulta.

- Buona conoscenza della lingua inglese, scritta e parlata, perfezionata con un mese di studio presso la Saint George's School of English di Londra, dove ha frequentato un corso di livello "upper intermediate" riconosciuto dal British Council.
- Conoscenza di alcuni strumenti informatici, tra cui elementi di linguaggio Fortran, l'Spss, il Lotus e l'Excel.
- E' coautore con M. Sorcioni e A. Fehr della pubblicazione "Sport e servizi: sviluppare un terziario di qualità per le periferie urbane - il caso di Roma", Franco Angeli, Milano 1993, in cui si analizza il ruolo dell'attività sportiva nei processi di socializzazione in contesto metropolitano e si propone un modello di monitoraggio dell'offerta e della domanda di sport;
- Ha curato la progettazione e la stesura del testo "La formazione come costruzione di nuovi mondi" di G. Bocchi, Collana "Side project - idee", Formez-Censis 1993, realizzando l'intervista all'autore da cui è tratta la pubblicazione: un progetto volto ad indagare e valorizzare la pluralità e la specificità degli itinerari cognitivi attraverso i quali si generano la conoscenza e l'apprendimento.

Roma, 19 gennaio 1994

CURRICULUM VITAE

Cognome: DONATI

Nome: Claudia

Data di nascita: 11 Marzo 1963, Roma-Italia

Stato civile: Nubile

Indirizzo: Via Antonino Lo Surdo, 4 - 00146 Roma
Tel. 39-6-5562889

Nazionalità: Italiana

A. Titolo di studio

1987: Laurea in lettere - Università "La Sapienza" di Roma

B. Esperienze professionali

1987: Insegnamento

- Scuola media "Fantappiè" (Roma): insegnante di italiano e letteratura
- Istituto tecnico industriale "G. Ferraris" (Roma): insegnante di lettere

Dal settembre 1987: collabora con la Fondazione Censis, dalla quale viene assunta nel 1991, in qualità di ricercatore nel settore "Educazione, formazione professionale, Gioventù".

- Attività di ricerca, con compiti di coordinamento e pianificazione delle risorse e delle attività; analisi e della interpretazione di dati e informazioni;
- Responsabile della realizzazione di guide d'orientamento e banche dati sull'offerta di formazione ed educazione in Italia e sui programmi d'azione comunitari;
- Coordinamento dell'attività di aggiornamento per presidi di istituti professionali, cofinanziata dal Fondo sociale europeo, per quanto riguarda le iniziative in materia di formazione e educazione della Comunità europea;
- Assistenza tecnica programma Petra I; progetto pilota della Comunità Europea "Individual Portfolio",
- Coordinamento realizzazione monografie sui sistemi educativi e formativi in alcuni paesi della comunità europea
- Progetto speciale di innovazione nel campo della formazione professionale: coordinamento attività di ricerca sulla domanda e l'offerta

di formazione; realizzazione materiali didattici multimediali e strumenti di supporto ai formatori; sperimentazione e valutazione degli interventi; responsabile della progettazione di centri polifunzionali di servizio al sistema della formazione professionale e di orientamento e counseling;

C. Interventi in convegni e seminari nazionali e internazionali

- “La formazione nel campo della manutenzione industriale- un confronto internazionale” Aiman - Milano, 1992
- “La formazione nel campo della manutenzione” Mostra convegno sulle attività di manutenzione - Bologna, 1992
- “Le funzioni di documentazione e orientamento in un modello agenziale di struttura formativa” - Ciofs ,1993
- “Modelli esemplificativi nel campo dell’orientamento” - aggiornamento per insegnanti sull’orientamento scolastico e sulle fonti informative - Lacedonia, 1993
- “Strategie formative e innovazione tecnologica: materiali didattici multimediali” - Programma Now, Ciofs - Castellammare di Stabia, 1994

D. Partecipazione in comitati scientifici

- Comitato tecnico-scientifico per la progettazione di una proposta organica di istituzione di corsi di livello universitario nel campo della manutenzione. Cnim, Roma 1992-93

E. Principali attività di ricerca:

- Strategie formative ed ipotesi d’intervento in provincia di Bergamo (1989)
- Studio di fattibilità per una presenza universitaria a Taranto (1989)

- Attività di supporto e valutazione dell'intervento della regione Lazio nel campo dell'orientamento (1990)
- Analisi della domanda e dell'offerta di formazione professionale nel Mezzogiorno (1991)
- La formazione nel campo della manutenzione (1992)
- Azione di assistenza tecnica n.2 sull'attuazione dei fondi strutturali-Fondo sociale europeo (1992)
- Monitoraggio e valutazione dei corsi cofinanziati dal Fondo sociale Europeo (1993)
- Indagine per la realizzazione di uno sportello informativo per i giovani in servizio di leva (1993)
- Orientarsi come e dove - indicazioni informative a valenza autorientativa per gli allievi della scuola media inferiore (in corso)

F. Pubblicazioni

C. Donati "L'Europa della Cee" in Annali della Pubblica istruzione, anno XXXVII, n. 5-6

C. Donati "La progettazione del centro di documentazione" in Ciofs, Sperimentazione agenzia formativa Lazio; le funzioni di valutazione e documentazione, Roma 1993

C. Donati "I problemi di allineamento agli standard europei" in Censis - XXIV Rapporto sociale sulla situazione sociale del paese, F. Angeli 1990

C. Donati "Elevare l'obbligo non basta" in Censis - XXV Rapporto sociale, F. Angeli 1991

C. Donati "L'Europa della formazione" in Censis - XXVI Rapporto sociale, F. Angeli 1992

C. Donati "Il peso del deficit formativo intermedio" in Censis - XXVII Rapporto sociale, F. Angeli 1993

C. Donati "L'innovazione dei progetti extracurricolari" in Censis - XXVII Rapporto sociale, F. Angeli 1993

G. Altre attività

- collaborazione alla realizzazione di un manuale d'orientamento e informazione rivolto agli investitori stranieri nel Mezzogiorno, a cura del Censis Servizi Spa, 1990
- collaborazione alla realizzazione di un libro bianco sulla formazione professionale in Italia - CNEL, Consiglio nazionale Economia e lavoro, 1990
- collaborazione al rapporto "Analisi e proposte per un nuovo piano nazionale della scuola", a cura del Centro Studi Euroitalia (1992)
- consulenza alla società Mathesis di Palermo per la realizzazione di una guida regionale di orientamento scolastico (1992)
- attività di tutoring e consulenza per un ente nazionale di formazione professionale, nell'ambito di un progetto sperimentale, cofinanziato dal Fse, per l'agenzializzazione dei centri di formazione professionale

CURRICULUM VITAE OF
CESARE GIACOMO ZUCCONI

1. Personal details

name and surname: Cesare Giacomo Zucconi
date of birth: 12/02/1962
place of birth: London (GB)
address: Censis
Piazza di Novella 2
00199 Roma
Tel. (39-6)860911

2. Current position

Researcher at the Censis Foundation (Censis - Centro Studi
Investimenti Sociali)

3. Education

1982 Secondary level education
German School in Rome

1990 Third level education
University of Rome
Degree in Political Science
Grade points: 110/110

1990-1994 Doctorate in History of International Relations
University of Rome

4. Work experience

- Training of local personnel in the educational area in Morocco, Syria, Turkey, Mozambique;
- Comparative studies on school and university legislation in the following countries: USA, Russia, Poland, Hungary, India, Germany;
- Research work on International Relations in several archives and public record offices in Germany, France, Great Britain, Poland, Hungary, Russia, USA, Belgium;
- Lecturing in History of International Relations in:
University of Rome - Italy
University of Würzburg - Germany
University of Jena - Germany

- Since 1993 researcher at the Censis institute working more specifically in public relations and researching on the following issues:

*planning of the educational system reform in Italy;

*studies about the public administration system in Italy (especially in regard to ministries and central bodies);

*studies on international migration, refugees and repatriation;

*rating and evaluation systems of health, educational and social services;

*comparative studies on welfare policies in Europe;

*studies on italian business communities in foreign countries;

5. Main Publications

-Zucconi, C., The Vatican and Eastern Europe (1914-1930), Rome 1994;

-Zucconi, C., A bibliographical review on the History of European Community, Rome 1992;

-Zucconi, C., The Church in Poland (1914-1922), Rome 1990;

-O.C.S.E. annual report on world immigration (1993-1995);

-collaboration to the annual report of Censis (1993-1995).

6. Languages (other than italian)

-German

-English

-French

-Spanish

CURRICULUM VITAE VALERIA MAZZACANE

Nationality Italian

Place of Birth Palermo, Italy

Date of Birth 28/06/1957

Language skills Italian: native tongue
English: fluent
Arabic: read, written, spoken
French: read, written, spoken
U.N. Proficiency Certificate in English, Arabic and French

Address Vicolo dei Granari, 10/a
00186 ROMA
Tel. +(39-6) 6872701

EDUCATION

1981 University La Sapienza of Rome, Italy, graduated in Classical Studies ("Laurea in Lingue e Letterature Straniere", specialization in Oriental Studies). International Law, Islamic law, English History and Literature

1978-80 Université Sorbonne Nouvelle, Paris. Master's Degree in Arabic Studies. Main subjects: Arabic, Political History of Middle East, Islamic law

1978-80 Bourguiba Institute, Tunis (University of Tunis): Language study courses (Arabic)

1981 American University, Cairo, Egypt: Arabic dialects study course

- 1982-83 Post-graduate course in economics and foreign trade, Istituto per il Commercio Estero (ICE), Rome. Main subjects: development economics, management, business administration
- 1985 Policy and Operations Course, United Nations Development Programme (UNDP), New York. Main subjects: UNDP development policies and interventions
- 1991 Study course on "Food Security in Africa: Policy, Planning and Interventions", Institute of Development Studies (IDS), University of Sussex, United Kingdom. Main subjects: food systems at national levels; information needs and analysis at macro and micro levels; project selection and planning techniques; famine early warning systems.

PUBLICATIONS

The Cost of Food Consumer Subsidies: The Case of Ethiopia. Africa, n. 4, 1991

Corno d'Africa: Conflitti, Tendenze, Cooperazione. Centro Studi di Politica Internazionale, 1993

PROFESSIONAL EXPERIENCE

Since 1994 *Eu/Tacis*: member of tender evaluation committee relative to EU projects in the fields of education/higher education and on the job training

- Since 1988 *Istituto Italo-Africano*, Rome. Programme officer of the special task force in charge of technical and scientific backstopping services relevant to the implementation of the Ethio-Italian Country Programme. Identification, formulation, monitoring and evaluation of projects in the fields of private sector development (SME, agro-industry, etc.), rural development (in the field of training and extension services), higher education and on the job training. Identification of community and entrepreneurial micro-projects in the Arsi and Bale regions (Ethiopia). Preparation of tender documents. Implementation of research and feasibility studies; data gathering and analysis; seminar and workshop organization
- 1991 *Development Researchers' Network (DRN)*, Rome. Consultant in the study of "Integrating employment strategies into Structural Adjustment Policies in the ACP countries". The study has been carried out by DRN on behalf of the EU Consultant in the preparation of a technical proposal on the evaluation of EU-Ethiopia cooperation programmes since 1984
- 1984-87 *UNDP-Ethiopia*. Junior Professional Officer for the UNDP: institution building and training projects executed in the country. Preparation of reports and documents on the formulation of such programmes and the implementation of specific technical assistance projects; planning and follow-up of the implementation of programmes and activities; performance evaluation; preparation of Project Documents including project descriptions, workplans and budgets; monitoring of specific aspects of project preparation; identification of problems and issuing of proposals to expedite project approval

- 1983-84 *Starf Photolito Spa*, Rome. This is an Italian company publishing magazines, periodical publications and books in Arabic. performing duties related to management and administrative matters, assisting in the planning and carrying out of workshops and seminars, preparation of economic, political and cultural articles in Arabic for publication
- 1982 *Teletevere Spa*, Rome. Private television network. Preparation of texts in Arabic for television broadcasting.



Prof. Giuseppe Roma
Director
Fondazione Censis
Piazza di Novella, 2
00199 ROMA

Re: World Bank Project - "Institutional Strengthening of the Ministry of Higher Education and Culture in Lebanon".

Dear Prof. Roma,

the University of Florence - Department of Building Production (Processi e Metodi della Produzione Edilizia) is interested in participating in the project for the reorganization of the Ministry of Higher Education and Culture and the rehabilitation of Lebanese University, through my scientific responsibility.

Should the World Bank assign the contract to Censis Foundation, the University of Florence - Department of Building Production (Processi e Metodi della Produzione Edilizia) is willing to collaborate and provide consulting services concerning the following topics:

- University mapping;
- technical diagnosis of spatial organization and buildings efficiency.

In case of assignment to Censis the relationship between the University of Florence and your Foundation will be regulated by a contract.

Yours sincerely,

Prof. Romano Del Nord
Director of Technology Council

5. TIME SCHEDULE

Sub-components	Activities/Output	Tasks	International Team members (on field)	Time	International consultants (home)
Sector management	Establishment of a Council for Higher Education	<ul style="list-style-type: none"> • Delineation and analysis of options • Drafting legal framework • Defining functions, relationship to other sector entities • Terms of reference for staff 	Sorcioni	1 month	Malesani , Ribolzi
	Establishment of an entity for relations between public and private universities	<ul style="list-style-type: none"> • Delineation and analysis of options; • Drafting of legal and regulatory texts; • Defining functions, relationship to other sector entities; • Terms of reference for staff 	Sorcioni	1 month	Allulli
	Budgetary control mechanism for the public university system	<ul style="list-style-type: none"> • Development of structures for data collection and processing • Drafting of legal texts defining supervisory relationships • Definition of tasks and reporting systems 	Sorcioni Arosio	1 month 1 month	Conte, Camusi
	Coordinating mechanism for pre-university and university systems	<ul style="list-style-type: none"> • Needs assessment • Proposals for appropriate structures • Drafting of legal and regulatory texts 	Mazzacane	1 month	Benadusi, Ribolzi

Sub-components	Activities/Output	Tasks	International Team members (on field)	Time	
MHEC institution-building	Data base	<ul style="list-style-type: none"> Developing an MIS system for the sector, including necessary legislation, Staffing and staff training 	Sorcioni	1 month	
	Budgeting and accounting system	<ul style="list-style-type: none"> Definition of necessary structures, their functions, means and procedures 	Sorcioni	1 month	
	Sector monitoring and evaluation system	<ul style="list-style-type: none"> Development of evaluation procedures and criteria; and processes for decision-making 	Sorcioni	1 month	
	Permanent secretariat for the Council for H.E.	<ul style="list-style-type: none"> Delineation of secretariat, its functions, staffing, operating procedures 	Mazzacane	1 month	
	Three study tours	<ol style="list-style-type: none"> Info systems Accounting and budgeting Monitoring and evaluation 	Sorcioni Comi Allulli	10 days 10 days 10 days	

International consultants (home)
Camusi
Donati
Arosio, Camusi
Allulli
Malesani

Sub-components	Activities/Output	Tasks	International Team members (on field)	Time
University mapping		Development of a physical map for H.E. sector, including criteria for adjustments	Donati	1 month

International consultants (home)
Spadolini, Del Nord

Sub-components	Activities/Output	Tasks	International Team members (on field)	Time
LU mgmt and administration	Diagnosis of and recommendations for improvement of management systems and administrative procedures	<ul style="list-style-type: none"> • Definition of essential management tasks • Planning of organizational design, financing and budgeting, personnel, materials, logistics • Control systems • Development of related administrative procedures 	<p>Sorcioni</p> <p>Sorcioni Mazzacane</p> <p>Sorcioni Arosio</p> <p>Sorcioni Zucconi</p>	<p>1 month</p> <p>1 month 2 months</p> <p>1 month 1 month</p> <p>1 month 1 month</p>

International consultants (home)
Benadusi
Camusi
Allulli
Conte

Sub-components	Activities/Output	Tasks	International Team members (on field)	Time
LU governance	Define academic commissions	<ul style="list-style-type: none"> Determination of role of academic commissions; including regulatory framework, functions, organizational location 	Sorcioni	2 months
	Define administrative structures	<ul style="list-style-type: none"> On the basis of management tasks and related administrative procedures, propose restructuring of LU administration 	Zucconi Sorcioni	2 months 1 month
	LU physical planning framework	<ul style="list-style-type: none"> Development of physical plan for LU 	Arosio Sorcioni	1 month 1 month
	Modalities for relations LU/business	<ul style="list-style-type: none"> Development of modalities for working relations, including contracting, between LU and the business community 	Marzacane Sorcioni	2 months 1 month

International consultants (home)
Ribolzi, Benadusi
Conte
Donati, Spadolini, Del Nord
Malesani

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مركز مشاريع ودراسات القطاع العام

Republic of Lebanon
Office of the Minister of State for Administrative Reform
Center for Public Sector Projects and Studies
(C.F.S.P.S.)