



ANVUR PROGRAMME OF ACTIVITIES

2022-2024



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INTRODUCTION

This document is drafted in compliance with the provisions of art. 2, paragraph 2 of Presidential Decree 76/2010, outlining and illustrating the **Agency's strategic guidelines and objectives** for the coming year, 2022, and for 2023 and 2024.

In drawing up the plan, the Agency notes that it has introduced an important methodological innovation, partly to implement the **participatory evaluation** model, as set forth in legislative decree no. 74/2017, with which ANVUR will comply when performing its actions. In order to actively participate in the participatory evaluation laboratory coordinated by the Public Administration Department, ANVUR has initiated intense and fruitful dialogue with its main **stakeholders** on the topics contained in this Plan. Two meetings were held in November 2021, respectively with the chair of the Agency's Advisory Committee and with the Presidents of the Conferences of Presidents of AFAM Institutions, during which the Governing Board, in the presence of the OIV (*Organismo Indipendente di Valutazione* – Independent Evaluation Body), illustrated the progress being made with the strategic objectives contained in the 2021-2023 Plan and outlined those planned for the three-year period 2022-2024. These two important meetings served to share and discuss the activities that the Agency is called upon to carry out, and to check the quality of the path being followed.

Looking back at the year that is about to end and looking ahead to the near future, we should dwell on some important aspects that will inevitably have a bearing on planning for the next three years. Throughout the first half of **2021** the organisation of the Agency's internal and external activities was adversely affected by the COVID-19 crisis and consequent containment measures. This led to the widespread use of **smart working** and the performance of all evaluation activities **remotely**. The situation has slowly been returning to normal during the second half of the year, but this experience – generally with very positive results, thanks in part to the quality of staff – has revealed the possibility of organising evaluation procedures in an alternative but still efficient manner.

The main tasks carried out by the Agency during 2021 include the **conclusion of the first round of periodic accreditation** of all Universities, activities requested by the Ministry for the evaluation of proposed **new non-State Universities** (as part of 2019-2021 planning) and the evaluation of approximately 200 new Study Courses for **initial accreditation** of the academic year 2021/22. It should be recalled that for Medicine and Surgery courses the initial accreditation procedure also involved, for the first time, site visits (albeit carried out remotely). Also on the subject of Universities, we should stress ANVUR's evaluation activity in respect of **three-year University programs** (as part of 2021-2023 planning).

ANVUR was also very involved in ministerial activities regarding training and education in the **medical field**, due to both the contribution made in evaluating the faculties of medical specialisation schools – also considering the possible changes to criteria and indicators for verifying the standards that Schools must come up to – and participation in the Ministry's technical committee on the programming of medical degree courses and in the National Observatory of specialist medical training. The year that is coming to an end has also been marked by the evaluation of committee member candidates for the **2021-2023 ASN (*Abilitazione Scientifica Nazionale* – National Scientific Habilitation)** and above all the complex central phase of the **2015-2019 ERQ (Evaluation of Research Quality)**, which in the first half of the year 2022 will conclude with the publication of results.

Looking further afield, ANVUR has increased its **international presence**, entering into several **programme agreements** with Agencies from other countries (in Europe and beyond), and making important steps forward

with the **ENQA** (European Association for Quality Assurance in Higher Education) **progress visits** - undertaken in September 2021, followed by the submission of a *follow-up report* to the ENQA at the end of the first two-year period after accreditation - and prior to the evaluation for **EQAR** (European Quality Assurance Register) registration, which the Agency will undergo in the spring of 2022. Closely tied up with this objective are the initiatives undertaken by the Agency in relations with the Ministry regarding areas of evaluation taken into account by the *Standards and Guidelines for Quality Assurance (ESG 2015) in the European Higher Education Area (EHEA)*: in this regard, proposals have been put forward by ANVUR for the review of **PhD** accreditation and evaluation regulations and for the transition from **AVA 2** to **AVA 3** (*Autovalutazione, Valutazione periodica, Accreditamento* - Self-Assessment, Periodic Assessment, Accreditation), proposing evaluation areas, criteria and parameters that have led to the drafting and adoption of Ministerial Decree 1154/2021.

In the sphere of higher education in art, music and dance, the **AFAM** evaluation system is gradually coming into line with ESG 2015 standards. In 2021 this sector saw the launch of the **Network of AFAM Evaluation Units**, which in 2022 will help Units to take on an increasingly important role in the internal evaluation mechanisms of Institutions and the achievement of strategic objectives.

Two other strategic objectives should be mentioned here, one of which already included in the 2021-2023 plan and one new and relevant goal. The first objective is the presentation of the **Biennial report on the state of the university and research system**. Originally slated for 2021, this report has had to be put back to 2022. A delay caused by several factors, including, as will be described in greater detail in the last paragraph of the Plan, the imbalance between tasks assigned to the Agency and the human resources available to carry them out. The second objective concerns the **NRRP** (National Recovery and Resilience Plan) and ministerial measures adopted during 2021, with the allocation of resources to the higher education and research system. During 2022 and in subsequent years this will see the Agency engaged in the evaluation of their use and impact in terms of results. This will include, for example, the resources allocated through **NOPs** (National Operational Programmes) and, since the 2015 call, through **PRINs** (*Progetti di Rilevante Interesse Nazionale* - Research Projects of National Interest).

Over the next three years, activities begun in previous years will continue, with due changes deriving from the changing regulatory framework, including, but not limited to, the accreditation of PhDs, the initial and periodic accreditation of study courses and higher education Institutions (Universities and AFAM), the rating and classification of journals, evaluation of the performance of higher education Institutions and research institutes.

Finally, it is deemed important to carry out in 2022 an initial assessment of work done and the contribution made by the Agency to the significant changes in the university and research system over the past decade. Operational since 2011, in these ten years the Agency has played an important role in evaluation activity. Over the next year discussions will be organised with those who have contributed to this activity, holding important institutional roles in the Agency, and with the main actors of the university and research system. This first assessment can also be useful in identifying corrective measures, also in the organisational and institutional sphere, which can allow ANVUR and the system to improve.

This introduction clearly shows that the drafting of the Agency's activity plan is more than just a statutory requirement, it is a fundamental moment to think and rethink the programming and planning of strategic objectives. In keeping with what we did in 2021, and with a view to seeking continuous improvements, this indeed is an opportunity to:

- communicate externally the Agency's mission and its goals in the various areas of evaluation;
- empower the Agency in relations with the Ministry of University and Research, evaluated institutions and all stakeholders;
- develop within the organisation continuous links between the plan of activities and actual performance.

Going into greater detail about the information outlined in the introduction, and in order to provide a general picture of 2022-2024 programmes, we indicate below the **most important planned activities** in the different areas of evaluation coming under the Agency's jurisdiction (**RESEARCH, UNIVERSITY, AFAM**), in particular those activities that ANVUR will be called upon to perform in the **INTERNATIONAL** sphere, **PROJECTS** and **EVALUATION-RELATED RESEARCH** activities (under development) and the most relevant actions regarding the Agency's **in-house ORGANISATION**.

INTERNATIONAL DEVELOPMENT

Carrying on with actions commenced in 2021, the Agency's internationalisation strategy for the next three years has several objectives. In accordance with the provisions of Presidential Decree 76/2010, ANVUR has the task of collaborating with scientific bodies and agencies operating at an international level in the sphere of quality assurance. This requires the Agency to consolidate and further develop its presence in international settings.

With regard to the Agency's international accreditation/recognition, major progress was made on this front in 2021. In September 2021 ENQA carried out a **follow-up evaluation** on **ANVUR**. This review entailed a self-evaluation and external evaluation, coming about 24 months after admission to ENQA in 2019. This allowed the Agency to acquire positive external feedback about the path undertaken over the last two years with regard to the gradual alignment to ESG 2015 in the two specific areas covered by the visit: University PhDs and the AFAM sector. The visit was followed by the submission of a detailed *follow-up report* to the ENQA, summarising and analysing the progress made by the Agency in addressing the recommendations received during the accreditation visit. Pending ENQA's next visit, scheduled for 2024, and trusting that in early 2022 the proposals put forward by the Agency to the Ministry will be accepted, with the adoption of related ministerial regulations, ANVUR intends to undergo in the first half of 2022 a ***focused visit*** for the Agency's inclusion in the **EQAR** register which, approximately two years after the March 2020 evaluation, will be concerned with the four ESGs that in EQAR's previous judgement were deemed not to be adequately managed by the Agency's evaluation systems: the extension of quality assurance procedures to AFAM institutions and research doctorates; the presence of students in Expert Panels for all evaluation procedures; the establishment and operation of the Guarantee Committee; the publication of evaluation reports, and in general of decisions taken by the Governing Board, on the Agency's website.

Work will carry on in 2022 on ANVUR's preparation for the in 2023 evaluation in order to obtain the Agency's **recognition** by the World Federation for Medical Education (**WFME**). It should be noted here that this accreditation will help make Medical Schools in Italian universities more attractive to foreign students, and is essential in allowing students who graduate in Medicine in our country to be able to continue their education, training and careers in postgraduate specialty schools in the USA.

In addition to seeking a positive outcome for the above-mentioned external evaluation procedures, ANVUR will seek to further develop the excellent results achieved during 2021 in building the **network of relationships with the Agencies of other countries**, participating more in **international debates** on higher education quality

assurance issues. Work will then be done to implement and give impetus to a number of agreements entered into during 2021 with the Holy See's Agency for the Evaluation and Promotion of Quality in Ecclesiastical Universities and Faculties (AVEPRO), the Aragon Agency for Quality Assurance and Strategic Foresight in Higher Education (ACPUA), the Peruvian national quality assurance body (SUNEDU) and the Argentinian National Commission for University Evaluation and Accreditation (CONEAU). The possibility of entering into further agreements with other international Agencies will also be considered, considering ANVUR's growing involvement in the activities of international bodies, such as its presence in an ENQA international working group on microcredentials (with the possible organisation of an international conference in the autumn of 2022), and the recent appointment of a director responsible for international activities on the board of the French Agency HCERES (High Council for the Evaluation of Research and Higher Education) and of the Agency's President on the board of AVEPRO.

After the resumption of contacts with partner Agencies in early 2021, the Agency will continue working over the next three years within the **ERIEC** (European Research Infrastructure Evaluation Consortium), which also involves European agencies HCERES (France), AEI (Spain), EVALAG (Germany), dedicated to the evaluation of European research infrastructures belonging to the consortium.

Given the hope that it will also be possible to resume international mobility activity in the coming year, the Agency sets out to promote **staff mobility** initiatives, hosting staff coming from other Agencies and encouraging, as part of European and international programmes, internships for ANVUR staff at foreign Agencies. A visit from the staff unit of the Montenegrin QA Agency is currently scheduled for the spring of 2022, as part of the SEQA-ESG project.

Taking advantage of the opportunities deriving from an active presence in international settings, the Agency also intends to continue acting as a **bearer of good practices** and new international initiatives on issues within its specific area of competence, such as **assessment of the impact of research and teaching** and in particular of "**third mission**" activities carried out by Universities (making use of the results of the 2015-2019 ERQ that will be completed in the first quarter of 2022).

EVALUATION OF RESEARCH and EVALUATION-RELATED RESEARCH

ERQ AND DEPARTMENTS OF EXCELLENCE

In terms of relevance and impact on the university and research system, the conclusion of the **2015-2019 ERQ** is certainly the Agency's main objective for 2022. This plan is being drawn up while groups of evaluation experts (GEVs) are completing the evaluation of research products and case studies, with the involvement of thousands of external reviewers. This procedure got under way in November 2019 with the approval of the ministerial Guidelines, which were updated in August 2020. This was followed by the ANVUR Call of 3 January 2020 and the subsequent call update of 25 September 2020, giving impetus to the organisation and performance of the ERQ. With Ministerial Decree 289/2021, relating to programming for the three-year period 2021-2023, the Ministry also established the score that will be attributed to the five rating bands for the products and case studies as contemplated by ministerial Guidelines. With the same decree the Ministry instructed the Agency to propose the indicators that will turn ERQ results into criteria to be used for the purpose of allocating 60% of FFO (*Fondo di Finanziamento Ordinadio* - Fund for the regular financing of universities)'s reward quota, for the three "quality" profiles; i) permanent staff and recruitment policies; ii) research-related training, and iii) research enhancement activities (so-called third mission).

We must underline the great commitment made by the Agency, with the collaboration of Cineca, GEVs and GEV assistants, in supporting the evaluation process, with special reference to the definition of the evaluation procedure, the establishment of criteria, selection and contracting of external reviewers, administrative management of procedures and development of IT tools, including particularly detailed and complex indicators relating to bibliometric analysis, to support evaluation and related monitoring. In compliance with the 2015-2019 ERQ timetable, the goal is to communicate results to the Ministry by mid-March, for the purposes of determining the indicators, and then by June 30 to proceed with the public presentation of results and publication of the report, and finally by July to publish on the Agency's website the list of evaluated products and case studies, partly with the aim of comparing the Italian ERQ with similar exercises in other countries. The Agency intends to promote, at the end of the 2023 financial year, an international audit of the procedures followed, in order to receive feedback that can help define Guidelines for the next 2020-2024 ERQ.

Once the 2015-2019 ERQ is over, it will be important to foster a debate on evaluation methods and time frames within the particular national context. The positive increase in resources being made available to universities (for example for the recruitment of young researchers) and the hoped-for growth in university faculties mean that considerable attention needs to be paid to the quality of results. The Agency intends to put forward an organic proposal to the Ministry in this regard, designed to identify the methods that could be adopted for an evaluation to be planned more in advance, and to put to good use the experience gained in recent years. Evaluating the quality of research and of the third mission – and by extension of teaching activities – with more streamlined, dynamic tools and methods is certainly a question that can and must be addressed at this particular moment in time, as the university and research system is being revamped.

Then, and closely related to the conclusion of the ERQ, the Agency will initiate the second round of designations of **Departments of excellence** as per the 2017 budget law¹. In 2022, with the conclusion of the five-year period 2018-2022 and the use of approximately 1.4 billion EUR allocated to the 180 Departments of excellence, partly based on the results of the 2011-2014 ERQ, the Ministry will identify the 180 departments that will receive similar funding for the five-year period 2023-2027. To this end, ANVUR will be asked to send to the Ministry, by no later than mid-April 2022 and using the results of the 2015-2019 ERQ, the standardised indicator of departmental performance (ISPD) for all State university departments. In this way the Ministry will be able to allow the first 350 departments to apply for ministerial funding and conclude the selection process by the end of 2022.

NATIONAL SCIENTIFIC HABILITATION AND RATING OF JOURNALS

Another sphere of Agency activity is **the National scientific habilitation (ASN) and rating of journals** in non-bibliometric areas. These two areas are closely related. It is noted that the rating of journals in non-bibliometric areas is essential for the continuous updating of the relative list for the purposes of calculating the indicators of ASN candidates. During 2021 the Agency helped with the launch of ASN 2021-2023 by evaluating candidate committee members, evaluating non-candidate full professors supplementing the Committees of previous sessions and evaluating experts called to give *pro veritate* opinions in individual scientific sectors. This activity will carry on throughout 2022 and, with regard to the two-year period 2023-2024, ANVUR will be called upon to check the **threshold values** of indicators for the evaluation of candidates for the role of First and Second Tier Professor and of candidate Committee members for the next round of habilitation. We wish to note however that the above might be subject to changes depending on any regulatory changes that might be

¹ Law 232 of 11 December 2016 - art. 1, paragraphs 314 to 337.

approved by Parliament with reference to Bill 2285 on the reform of temporary service/pre-work placement and recruitment.

With regard to the **rating of journals**, during 2022, in keeping with 2019 regulations, the Agency will review the current ratings of scientific and class A journals. This activity – which in 2021 also saw a catch-up in appraisals of a substantial number of foreign journals, thanks to the efforts of staff and members of the Journals Working Group – will be supplemented by the examination of all requests and reports submitted by 2021, with the aim of keeping ASN-related lists constantly updated. Finally, also in view of the next rounds of the ASN and ERQ, ANVUR intends to start a **global review** of the criteria and mechanisms for **rating journals** for non-bibliometric areas.

RESEARCH DOCTORATES

With regard to research **doctorates**, the main goal is to complete the reform begun during 2021, in keeping with the contents of the 2021-2023 Activity Plan. One of the objectives of the Ministry of University and Research relating to the creation of the **NRRP** is to make **changes**, by the end of 2021, **to the current evaluation and accreditation system** as defined by M.D. 45/2013 and by ministerial guidelines that have introduced several innovations in subsequent years. ANVUR has made a major contribution to achieving these objectives. In accordance with the provisions of Article 4 of Law 210/1998, as amended by art. 19 of Law 240/2010, during the year the Agency put forward to the Ministry two proposals to modify procedures, criteria and parameters for the initial and periodic accreditation of doctoral courses, designed in such a way as to make the doctoral path more flexible, more in keeping with the needs of the labour market, more international and more compliant with European Quality Assurance Standards. During 2022, partly in order to facilitate the application of the new Regulation, the Agency intends to establish a **working group** made up of **leading stakeholders** and **international scholars**, aimed at providing support for the drafting of **Guidelines** to apply the Regulation and enable institutions to make the most of the innovations contained in it.

Following the publication of the Guidelines and presentation of new proposals for Doctoral courses, the Agency will be responsible for starting **initial and periodic accreditation** activities. With regard to the latter point, we wish to note (as set out in greater detail in the paragraph on the evaluation of Universities) that the evaluation of PhD courses will take on a more relevant role in procedures for the periodic accreditation of Universities, as provided for in the transition from AVA 2 to AVA 3.

RESEARCH AND THIRD MISSION PROGRAMMES

As part of broader activity to **evaluate** the efficiency and effectiveness **of public programmes to fund and incentivise research activity** and innovation, a task attributed to ANVUR through Presidential Decree 76/2010, 2022 will be pivotal as regards the role of ANVUR with the ex post evaluation of Research Projects of relevant national interest (**PRIN**). With the evaluation of applications for the PRIN 2020 call nearing completion, ANVUR is now called upon to draw up the methods it will use for the ex post evaluation of production deriving from financed research, as per the same call and calls announced in previous years.

ANVUR will also be called upon to assess the provisions of Ministerial Decrees 1061 and 1062 of 2021 issued by the Ministry of University and Research. These decrees, referring to the **NOP** Research and Innovation 2014–2020, allocate to Universities over 50 million euros for **research doctorates** in areas of **innovation** and 180 million euros for doctorates on **green issues (Ministerial Decree 1061/2021)** and, for **researcher contracts** pursuant to art. 24, paragraph 3, letter a) of Law 240/2010, over 94 million euros in the area of **innovation** and 155 million euros on **green issues (M.D. 1062/2021)**. ANVUR will examine the consistency of selected positions

with the issues in question. Its activity will be governed by a subsequent ministerial decree, and will be completed by 31 December 2022.

Ministerial Decree 1154/2021 is concerned with new methods regarding self-evaluation, evaluation and initial and periodic accreditation of institutions and study courses. The Ministry has ordered the return of the Annual Unified Assessment Form for Research and Third Mission/Social Impact of Departments (**SUA RD/TM**). This provision will be implemented with a ministerial decree, after having consulted ANVUR. The Agency intends to play a proactive role in relations with the Ministry, and to resume the surveys that were interrupted in 2015, that proved to be useful for evaluating the **results of research and third mission activities and the quality policies of university departments**.

In the future, this type of survey could be extended to **Public Research Bodies** and be useful for collecting data on **Inter-university research consortia**. This could be a way of undertaking a project for an ongoing census of activities, which would otherwise be in danger of being limited to the five-year ERQ evaluation.

STUDY AND RESEARCH

With regard to the subject of **research into evaluation**, the Agency is fully committed to participating at a national and international level in the debate on evaluation methods. In the three-year period 2022-2024, ANVUR is looking to go into greater depth about some extremely topical issues that are being debated in the scientific and applicative spheres, also at an international level. These include **open access magazines** and **predatory publications**, evaluation of **the effects of ERQ on publishing practices** and on scientific performance within Italian Universities, the **role of bibliometric indicators** in evaluations, the **role of the third mission** and its interaction with research activity. Starting out from information gleaned from the SUA RD/TM database, the Agency would also like to launch a structured national dialogue on the subject of **impact indicators**, an area of **evaluation** that is still in its infancy.

With ANVUR committed to playing a part in the international debate on research evaluation methodologies, it and the Ministry will also be involved in consultations launched by the European Commission in 2021 alongside ministries and agencies from other countries, in order to **improve the research evaluation system** within the renewed European Research Area (**ERA**). After initial meetings held in 2021, the Commission's objective is to reach an agreement in 2022 that commits the signatories to adopting a set of general principles for the evaluation and enhancement of research activities, naturally in those forms and methods most suitable for the various specific contexts, that offer greater coherence between European countries as regards approaches to research evaluation.

EVALUATING UNIVERSITIES

INITIAL AND PERIODIC ACCREDITATION

2021 saw the **conclusion of the first cycle of periodic accreditation** of all Universities. This marked the **start** of the Agency's activities in the run-up to the **second round** of accreditation, which will begin in the second half of 2022.

During 2021 several changes were made to the reference regulatory framework, which will also have a direct impact on the activities to be performed by the Agency with regard to procedures for the accreditation of the educational offer in the academic year 2022/2023 and following years. In this regard, the Ministry, at the proposal of ANVUR, has adopted the **new M.D. 1154/2021**, replacing M.D. 6/2019 on the subject of **self-**

evaluation, evaluation, initial and periodic accreditation of study institutions and courses. This step marks the actual transition from **AVA 2** to **AVA 3**.

The proposals put forward by ANVUR and implemented in this M.D. will have an impact on initial accreditation criteria for study courses and in particular on the definition of a new model for the evaluation and periodic accreditation of study institutions. One of the most interesting **novelties** for ANVUR for the **initial accreditation** of study courses is the establishment of more stringent **teaching requirements**, requiring verification and monitoring activities to be carried out by the Agency in relation to **targets** resulting from requirements defined by Universities. For this particularly important activity, the Agency intends to seek regular dialogue with the **Evaluation Units (Nuclei di Valutazione - NuVs)** of Universities, in particular in those situations requiring timely actions for improving teaching over a significant percentage of study courses. ANVUR also intends to raise the level of collaboration and involvement of NuVs regarding two other closely related aspects: the monitoring of indicators chosen by each University within the projects submitted to the Ministry and evaluated by the Agency for the **three-year programme 2021-2023**, and the verification of **indicators for the periodic evaluation of study institutions and courses** as per M.D. 1154/2021.

Much more **relevant novelties** relate to the **periodic accreditation of study institutions**. Incorporating ANVUR proposals, the transition to **AVA 3** will result in a broader model of **periodic accreditation**, which will also include research doctorates. This model will have a strong focus on the different dimensions making up the activity of Universities, based on the identification of **five areas of evaluation**: strategy planning and organisation, resource management, quality assurance, quality of teaching and student services, quality of research and third mission/social impact. ANVUR will be tasked with defining, by the first quarter of 2022, the **indicators** and **focus points** of the above areas and developing the new protocol for the periodic accreditation of study institutions, with the involvement of the stakeholders of the university system (MUR, CRUI, CUN, CONVUI, CODAU) and a group of CEV coordinators who have gained significant experience with periodic accreditation procedures, ending with a phase of public consultations open to the entire university system. The application of the new evaluation model will mark a further step away from the AVA 2 model. With AVA 3, the final accreditation score is eliminated, the rating classes are reduced in number, and the duration of accreditation is anchored to the percentage of focus points satisfied by the University. The Agency seeks to act as support for Universities, stimulating their **continuous improvement** and preventing accreditation from being perceived as a tool for distorting competition among Universities. Before starting the second round of periodic accreditation, and with the primary objective of consolidating the improvements that Italian universities have made over the past ten years, the Agency intends to **organise** in 2022 a series of **events presenting** the new **AVA 3 Guidelines**, to illustrate in greater detail the novelties of the new periodic accreditation model. In addition to this preparatory activity, special attention will also be paid, throughout the three-year period 2022-2024, to the selection and **training** of **evaluation experts**, who will be called upon to apply the evaluation protocols and prepare the evaluation reports. This particular structure will be reviewed in order to adequately support continuous improvement. To begin the evaluation and periodic accreditation processes that are part of AVA3, the necessary documentation will be prepared to support Universities in the self-evaluation phase and CEV experts in the evaluation phase (Quality Assurance Requirements, Guidelines for the University's implementation of Quality Assurance Systems, Guidelines for the evaluation of Universities' Quality Assurance Systems on the part of CEVs). It should be noted that these activities partly got under way in 2021, with the global review of the system for selecting experts through new public calls and new selection criteria for the creation of different lists: system experts, expert coordinators, disciplinary experts, student experts, reference persons for accreditation visits. The aim is to improve evaluations through a better

composition of expert committees. In the first half of 2022 there will be a series of simulated visits in order to test the new requirements and related evaluation procedures.

With reference to the Initial Accreditation of newly established Study Courses, the Agency will annually update Guidelines for quality planning and Protocols for the evaluation of the study course, in order to bring them into line with legislative changes and to help raise the quality of the University's educational offer.

MEDICAL-HEALTHCARE AREA

One of the Agency's most important strategic objectives is the continuity of its work within the Observatory of **Postgraduate Schools in the healthcare area** and the Observatory of **Degree courses in the healthcare professions**. ANVUR is actively involved in both Observatories, with one member of the Governing Board sitting in, enabling the Agency to have a broad picture of the educational chain in the healthcare sphere. In its proactive role, the Agency hopes to make a positive contribution, in the three-year period 2022-2024, to the drafting of **Guidelines** for the accreditation of **Postgraduate schools** that can incorporate the different evaluation profiles that the university system is already trying out in other disciplines with the specific traits that the Ministry of University and Research and the Ministry of Health consider to be top priority in this specific vocational training field. It is also noted that ANVUR has its own representative in ministerial committees working on the programming of study courses in the healthcare area and in two other ministerial committees for the definition of new educational paths for the nursing profession and the adoption of regulations for the Osteopathy study course. The demand for an adequate number of professional profiles graduating in the healthcare professions to meet local needs is a priority for the country. The MUR and the Ministry of Health will work in close touch with ANVUR, which will continue to analyse existing study courses given in the country and decide on applications for the accreditation of new study courses, with the aim of guaranteeing quality assurance in this specific disciplinary field.

SPECIAL STATUS SCHOOLS

Remaining in the sphere of accreditation, and taking into account the provisions of M.D. 289/2021 regarding 2021-2023 programming of the university system, ANVUR will have the task in early 2022 of proposing to the Ministry updates of criteria, methods and indicators for the initial and periodic accreditation of **Special status higher education schools and colleges** created by Universities. These updates will make it possible to commence the periodic accreditation of Higher Education Schools and Colleges over the 2023-2024 period.

Pending a wholesale regulation for the evaluation of special status higher education schools, between the end of 2021 and 2022 the Agency will also be involved in the initial accreditation of the latest two Schools to be established through the Law: the **Southern Higher Education School of Naples** and the **Special Status Higher Education School of Defence** of the Centre for Higher Education for Defence (CASD).

With regard to the many initiatives of non-independent higher education schools that have been created over the past decade within the University framework (**University-based Higher Education Schools**) and further to the provisions of M.D. 1093/2021, ANVUR will also be called upon in 2022 to define the criteria, methods and indicators for the initial and periodic accreditation of the aforementioned Schools.

OPINIONS OF STUDENTS AND SKILLS TESTS

After several years of "stalemate", in 2022 the Agency intends to review the method used to gather the **opinions of** University students. ANVUR is well aware of the delicate nature of the topic and of the need to take into due account the expectations of both Universities and students. It will seek dialogue with the

respective representatives with the aim of preparing a questionnaire and a method for its compilation, making use of distance learning experiences acquired in recent academic years, that can make a contribution to gauging the quality of teaching provided and services for students, protecting against improper or distorted use, and seeking relative improvements.

In 2022 activities will continue with the introduction of **TECO** (*Test sulle competenze*) **skills tests** acquired across the board and in single disciplines during students' educational paths, in order to support the monitoring of teaching processes with a set of result-based indicators, by way of support for the internal and external quality assurance systems of Universities. The **TECO** project entails the construction of indicators to measure **across-board** (TECO-T) and **single-discipline** (TECO-D) skills acquired by university students, with the aim of helping to raise the quality of educational processes. The results obtained from TECO questionnaires, relating to data on the educational paths of students and employment outcomes, can be an effective model for teaching evaluation and self-evaluation (the latter accompanied by the opinions of students). This will allow dialogue within and among universities, also with a view to monitoring the contribution of the educational path to raising students' skills. For TECO-T tests in particular, in 2022 activities will continue to consolidate tests already tried out and to update Literacy, Numeracy, Problem Solving and Civics tests. To gauge disciplinary skills (TECO-D), working groups established or renewed within the ANVUR structure will provide support activity during the three-year 2018-2021 period in order to produce/update tests in the areas of Healthcare Professions, Medicine, Pedagogy, Psychology, Philosophy, Classic literature, Modern literature and Veterinary Medicine. Technical support will be provided for the definition of *core* contents and disciplinary tests, the validation of questions and the management of questionnaires using an IT platform. In 2022, as in 2018, an event is scheduled for presenting the results of TECO-2019/2020/2021 surveys, which now involve, for each questionnaire, over 20,000 students from 50-60 State and non-State universities, including online institutions. Contacts will continue with Universities, scientific societies and the academic world, in order to establish new working groups covering further disciplines. In the 2022-2024 period work will continue through dialogue with INVALSI (National Institute for the Evaluation of the Education and Training System), in order to link the tests on skills acquired in recent years at senior high schools with TECO skills observed in the first year of university, partly with a view to evaluating and analysing universities' incoming guidance policies.

PLACEMENTS AND SECTORAL STUDIES

Following the presentation of the biennial Report, and again with a view to broadening the evaluation spectrum of the university system, the Agency intends to deal in a more structured way with **job placement** and employment opportunities for **graduates** and **post-doctoral graduates**. Topics under discussion relate to the effectiveness and impact of educational paths on the national economy. This requires a very detailed evaluation approach and the use of a variety of databases and information sources. The analysis of **job placement characteristics and determinants** of graduates and post-doctoral graduates is essential for matching businesses' and PA demand for labour with the supply to the economy and society provided by educational institutions. To analyse the employment outcomes of graduates, ISTAT surveys (sample survey every three years) and AlmaLaurea surveys (for consortium-based universities) are to be supplemented by administrative sources and information present within the ANS, namely: the archives of the Statistical Information System of Mandatory Communications (COOB) managed by the Ministry for Labour and Social Policies, and information from the Inland Revenue Agency and from INPS. In 2018 the Agency became part of the Italian National Statistical System (SISTAN); one of its objectives is to help with the creation of an **integrated archive**, which would offer a longitudinal view of the graduate/post-doctoral graduate, providing information

on the type of contract, professional qualification and economic sector of the employing business (in compliance with standard taxonomies and national and European legislation). The integrated archive would also allow the development of statistical analyses on vertical mismatches (between professional qualification and academic qualification), horizontal mismatches (referring to SUA-study course plans) and the possible effect of curricular and non-curricular internships on subsequent job placement. Pending the completion of this project, in the period 2022-2024 cooperation will be resumed with ISTAT, with the aim of overhauling the current survey on the job placement of post-doctoral graduates, thus far conducted by ISTAT as part of the census on a multi-year basis. The aim is to carry out a census survey on an annual basis, aimed at all those awarded PhD titles two and four years previously, collecting information on job placement and any research activities performed. The Statistics Office will also resume the handling of the annual survey on the satisfaction of graduates and the publication of relative results.

On the questions of employability (also regarding new professions and skills), it is noted that in 2021 a specific collaboration agreement was entered into with the National Institute for the Analysis of Public Policies (INAPP), which also entails the exchange of information on the **active participation and social and educational inclusion** of students, entry in the labour market of students and young adults, focusing in particular on those categories at the greatest risk of exclusion. This initiative also seeks to expand mutual knowledge about the labour market and respective areas of competence. Over the next three years this cooperation agreement will result in analyses and discussions on the issues referred to, also taking into account the profound changes going on in the labour market, employability prospects and actions in the sphere of career guidance.

HIGHER EDUCATION IN ART, MUSIC AND DANCE (AFAM)

Continuing with the definition of a global quality assurance system, an initiative launched in previous years, in the **three-year period 2022-2024** the Agency hopes to **implement** all the **accreditation and evaluation procedures of the AFAM system**, in full compliance with European standards and guidelines (ESG 2015). This objective also requires the adoption of ministerial regulations implementing Law 508/1999, in particular the Regulation on the programming and evaluation of the AFAM system.

2021 marked a milestone towards the gradual alignment of AFAM system evaluation procedures with 2015 ESG principles. Intense and constructive **collaboration** with the **Ministry** resulted in the publication of **circular 1071/2021**, replacing previous circular 8093/2016, implementing ANVUR proposals regarding procedures for periodic accreditation/evaluation and ministerial authorisation of **non-State AFAM Institutions** pursuant to art. 11 of Presidential Decree 212/2005. The Agency's new Guidelines for the initial accreditation of new non-State AFAM institutions – in turn informed by consultations with all AFAM system stakeholders - have made it possible to improve evaluation procedures and, when the system is fully running, seeks to conclude accreditations in time for the start of the academic year.

With regard to procedures for the accreditation and expansion of first and second level degree courses and masters' courses proposed by non-State institutions and legally recognised Academies, two ministerial circulars were issued in 2021², and the Agency modified Guidelines for the evaluation of Level II courses (with an extended stakeholder consultation phase, including students).

² Circular 13211/2021 with reference to the academic year 2021/22 and circular 38011/2021 with reference to the academic year 2022/23.

To improve evaluation procedures and bring them more into line with those in force in the university environment, **three new calls** were issued for the recruitment of **system, single-discipline and student experts** (henceforth fully involved in all evaluation activities), opening up participation to single-discipline experts from the university world, in order to foster fruitful exchanges between the two areas (in a reciprocal manner the call for AVA disciplinary experts has been opened up to applications from the AFAM sector). Suitably trained experts have been called upon to be members of CEVs structured along the lines of those established for the initial and periodic evaluations of universities and new study courses.

In 2021 the **Network of AFAM Evaluation Units** was established, set up in a similar manner to that in place for universities, in order to intensify collaboration with Units, the main bodies responsible for coordinating the self-evaluation activities of AFAM institutions and the internal driving force of a virtuous circle: singling out objectives, planning, monitoring processes and achieving results. ANVUR intends to make use of the network to foster interaction based on dialogue, debate, sharing of good practices and development of tools to disseminate and standardise them. This Network has actively **participated** in drafting new **Guidelines for the preparation of the annual report of Evaluation Units**, which will gradually come into effect as from academic year 2021-2022.

Finally, ANVUR has followed through on the commitment to consolidate the application of principles defined in ESG 2015 to AFAM evaluation procedures thanks to the activity of the **International working group** "Evaluation and Quality Assurance in the AFAM sector", made up of Italian and foreign experts, the latter recommended by the European Agencies EQ-Arts and MusiQuE and by the European Students' Union, with which the Agency has developed a constructive dialogue on the issues of **periodic evaluation and self-evaluation in the AFAM sphere**.

In 2022 and following years the AFAM Unit will spend a significant part of its working time carrying out the ordinary tasks of evaluating new proposals from AFAM non-State Institutions, new degree courses (levels I and II) and masters courses, proposals for new decentralised seats and the periodic evaluation of Institutions pursuant to art. 11 of Presidential Decree 212/2005 at the conclusion of the 2nd and 5th years of activity. These activities will be supplemented by the continuation, **consolidation and verification of initiatives launched in the previous planning period**.

In greater detail, there will be the continuation of fruitful interaction with the Network of AFAM Units, which will be actively involved in the examination of results from the qualitative-quantitative analysis of information uploaded by Institutions and Units to the ministerial platform and the contents of Annual Reports drafted in accordance with the new model, as well as other publishing initiatives on other jointly defined issues, so as to continue looking into educational opportunities and discussing and disseminating the quality and self-evaluation culture. In **2022** work will be performed to draw up criteria and **guidelines** for identifying the profiles of external **Unit** members, pursuant to art. 1, paragraph 645 of Law 205/2017 which are being rewritten in the text of the 2022 budget law. Experts are looking into the possibility, for instance, of defining a specific **Register of AFAM quality and quality assurance Experts**, which institutions will be able to draw on for the recruitment of external members of evaluation Units.

One of the most topical issues for the system is the drawing up of census **criteria** and the **evaluation of artistic research and production** activities, also bearing in mind the launch of **AFAM doctoral courses** (for which ANVUR will be called upon to take a positive role over the next three years in drafting a specific Regulation and related Guidelines). To this end, a new working group will be set up, consisting of national and

international experts, appointed to put forward proposals after having identified best practices at an international level.

In 2022 ANVUR will also be busy preparing Guidelines for the periodic evaluation of AFAM Institutions authorised *in accordance with* art. 11 of Presidential Decree 212/2005 and with external quality assurance standards defined in ESG 2015, and taking into account the suggestions made by the international working group “Evaluation and Quality Assurance in the AFAM sector”, which has already expressed its willingness to carry on with the dialogue already initiated. The promotion of staff mobility (outgoing and incoming) programming activities may also help to raise the level (in terms of both quantity and quality) of international activities.

It is also hoped that in early 2022 the **restructuring of evaluation-related IT platforms** can be completed, working in concert with the Ministry, making them more functional and efficient and simplifying the procedure for submitting and evaluating requests.

Over a longer time frame, namely the period 2023-2024, the Agency intends to develop other ambitious strategic objectives, which will be illustrated in more detail in the next Plan of activities: the drafting of new Guidelines and standard questionnaires to gather students' views; the launch of a **pilot project for the periodic evaluation of State institutions** (possibly linked to the start of doctoral courses); the promotion of specific cognitive surveys and in-depth studies on topics such as innovative teaching, libraries and artistic heritage, the surveying and enhancement of research activities, artistic production and third mission activity. The issue of IT management of expert evaluations will also be addressed, through the creation of an ad hoc platform designed to facilitate the work of evaluators and the Agency's monitoring and support activities.

As in the past, all planned activities will be accompanied and supported by constant dialogue and discussions with the main institutional actors and bodies representing the AFAM sector (Ministry of University and Research, Conferences of Presidents and Directors of AFAM Institutions, Student Conferences and Committees of AFAM Institutions, etc.).

SPECIFIC ACTIVITIES OF INSTITUTIONAL IMPORTANCE

Here we illustrate the institutional activities required by current legislation with reference to specific areas and objectives, as well as activities that have become part of the Agency's institutional tasks over the past few years. This includes a series of projects of special interest to the university system or in certain cases institutional cooperation with bodies supervised by other Ministries directly involving the Agency.

BIENNIAL REPORT (ON THE STATE OF THE UNIVERSITY SYSTEM)

In accordance with the provisions of Presidential Decree 76/2010, every two years the Agency drafts a **Report on the state of the university and research system**, and submits it to the Education Secretary, who in turn passes it on to the Italian Prime Minister, the Interdepartmental committee for economic planning and Italian Parliament. Unfortunately there have been delays to the completion of the Report in respect of the target presentation date (2021). The reasons for this delay include a lack of manpower in respect of activities being performed, as the final paragraph of this Plan will highlight. This means that the biennial report for 2021 will now be submitted in the spring of 2022. Consequently, the subsequent report will be put back to 2024. The 4th edition of the Report will contain several novelties. After the part in which topics and data relating to the state of the university and research system will be illustrated, in continuity with the 2018 report, a second part

will be devoted to **special topics**, with the aim of providing elements that can be of use in assessing **the impact of actions taken** in recent years, also considering the implementation of the university reform introduced by Law 240/2010. These topics will include, for example, university enrolments during the pandemic, national scientific habilitation, the rating of journals, disability, admission tests for nation-wide limited-number courses, guidance and tutoring policies, direct calls, gender and equal opportunities policies. The Agency also intends to create an open access archive on its website to make available the data used in preparing the report, in order to allow a more detailed analysis of the various topics addressed.

The aim will be to provide the country and policy makers with data, elements, **reflections and stimuli** in order to make improvements or adjustments or single out **new actions and tools for the country's development** through higher education and research.

INTEGRATED PLAN OF ACTIVITIES AND ORGANISATION OF UNIVERSITIES AND PUBLIC RESEARCH INSTITUTES

Important changes came about in 2021 regarding the evaluation of administrative performances of universities and research institutes. Following the adoption of Decree Law 80/2021, public administrations will be required to review the ways in which they draw up their performance plans or anti-corruption and transparency plans. By virtue of this Decree Law, public administrations will be required to adopt the integrated activities and organisation Plan (**PIAO – Piano integrato di attività e organizzazione**) in order to ensure the quality and transparency of administrative activity, raise the quality of services to citizens and businesses and proceed with the constant and continuing simplification and re-engineering of processes, also in the area of right of access. Further to the provisions of legislative decrees 150/2009 and 218/2016, ANVUR has been given specific powers regarding the evaluation systems of Universities and Research institutes. The objective of the Agency in early 2022 is to support the transition of these institutions to the PIAO by drafting ad hoc **Guidelines**. The specific traits of activities performed by Universities and Public Research Institutes (EPRs) will be taken into due account and, bearing in mind the complex regulatory framework, the aim will be to create a system that combines as much as possible the strategic planning of institutions with organisational performance. In 2021 the Agency performed valuable work examining the indicators proposed by Universities as part of programming for the period 2021-2023 and verifying their integration with strategic plans. The aim is to put in place, by 2024, a method for discussing with universities how to achieve a better integration between the strategic plan, ministerial three-year programming and performance plans, and to create a **dashboard** linking the **strategic plan** to the **performance** of each university.

As far as EPRs are concerned, the important work begun in 2020 with the establishment of a committee in concert with the **Public Administration Department** and the **ConPER** (Committee of Presidents of Research Institutes) and participation of the **CO.OF.G. E. R.** (*Permanent Conference of General Directors of Italian Public Research bodies*) must be completed, implementing sectoral rules and **reorganising processes for evaluating** the organisational and individual performance of institutions.

In the three-year period 2022-2024 ANVUR will continue to participate in the **participatory evaluation** laboratory coordinated by the Public Administration Department, and will consolidate the working methods first adopted in 2021. This entails dialogue with and the involvement of the main stakeholders in defining the protocols and evaluation models marking its institutional activity.

EVALUATION/IMPACT AND THE NRRP

As already outlined, ANVUR will also play an active role in assessing the ways in which Universities and Research institutes will use a part of national funds for objectives tied up with the National Recovery and Resilience Plan (**NRRP**). One of the Agency's institutional tasks is to gauge the efficiency and effectiveness of public programmes to fund and incentivise research and innovation activities. It intends to provide support for the use of funding provided through the NRRP by undertaking a survey of the various ministerial measures and analysis of related objectives, the opportunities for recipients and possible risks should resources be used inappropriately.

There is no doubt that a significant part of the NRRP's measures and funding requires an impact assessment, based on a **broader approach** considering all the **social, economic, environmental and/or cultural** elements of research that can have an impact on end users. The Agency is treating this issue with the utmost attention, adopting the so-called impact assessment model, gauging the capacity of institutions to make available to society the results of their research and innovations, obtained through NRRP funding of the university and research system.

OTHER ACTIVITIES

On the subject of sustainability policies and ANVUR's participatory evaluation initiatives, relations with the **RUS - Network of Universities for Sustainable Development**, will undoubtedly be reinforced, and links with the 17 goals of the UN 2030 agenda for sustainable development will be stressed. This necessary work will be a step towards identifying, in the future, suitable methods for enhancing the activities and results of Universities in this crucial domain.

Other activities performed by ANVUR include the great efforts made over the past two years on the subject of **disabilities**: a working group has been dedicated to looking at the questions of services for the disabled and specific learning disabilities (DSA) within Italy's university system. In the spring of 2021 the results of the 2020 questionnaire aimed at universities and administered in collaboration with the National University Conference of Delegates for Disability (**CNUDD**), **MUR**, **ISTAT** and the **Prime Minister's Office**, were presented. Since then there has been constant dialogue with the Ministry of University and Research. With the adoption of M.D. 752/2021, significant resources have been allocated to universities and AFAM Institutions for students with disabilities or SLDs. **Cooperation with the Ministry** has intensified in this field, and it is hoped that the results of all the hard work carried out in recent years by ANVUR will be assimilated by the Ministry (the responsible authority), and also that the Agency can continue to make a contribution to the ministerial committee, by helping to develop tools for gathering data and analysing the question of disability, also in the AFAM sector.

INTERNATIONAL REGISTER OF EVALUATION EXPERTS

Closely related to the NRRP, ANVUR intends to start building, by 2023, an **international database of Italian and foreign experts**, to be used and made available to the entire university system, higher education in the artistic and musical fields and the research world. The database, or register, will be in the form of a constantly fed repository, collecting the profiles of all the experts willing to participate in the different areas of evaluation (e.g. accreditation of universities institutions and study courses; accreditation of institutions and higher education courses in the artistic and musical domains; evaluation of research and third mission activities; evaluation of doctoral courses and scientific journals, etc.). The Register must also have references to the main citation databases present on the market, and might include ad hoc glossaries in order to permit the informed selection of experts in respect of the processes under examination. This would offer sound support for

independent and authoritative evaluation, based on best practices at an international level and with the participation of the best experts in the various subject areas. With the aid of Artificial Intelligence (AI) techniques, the aim is to build up a database that can quickly single out the most appropriate and qualified evaluators in respect of each field of evaluation. In keeping with the priorities defined in the 2021-2027 NRP (National Research Programme), this project sets out to contribute to the widespread and inclusive growth of the research system, and to nurture a new generation of researchers capable of transferring knowledge and promoting the international dimension of higher education and research.

INTERNAL ORGANISATION

Before going on to describe the Agency's main strategic objectives in the sphere of internal organisation, we must stress that most of the planned actions outlined in the paragraphs above **can be achieved only if the personnel resources made available to ANVUR are quantitatively and qualitatively commensurate** with the many activities that are planned. We must give this proviso in view of the fact that in 2021 other State administrations (ministries or government agencies) have resorted to compulsory posting/secondment procedures for 4 ANVUR officials, to be used in particular to implement NRRP-related reforms. While these postings/secondments recognise and value the quality of ANVUR staff, we must note the difficulties this has caused to in-house organisation: difficulties that might become structural in nature, since the salary-related burdens of these postings have been shouldered largely by the Agency. This has limited the possibility of replacing them.

Within this context, the reorganisation of the Agency's offices, which was scheduled for completion by 2021, can only be undertaken from the second half of 2022. The **new organisational structure**, approved by the Governing Board in August 2021, will be operational only when the personnel needed to give structure and substance to the new offices are recruited. This reorganisation, with a new organisation chart, will not be particularly revolutionary, but will seek to create the best conditions for managing the Agency's many processes and functions. Within an organisation such as ANVUR, consisting mainly of **highly specialised officials** working in traditional sections **broken down** by subject area and function within specific **organisational units**, **special project-based groups** will be created, tasked with helping the Governing Board and the Director to achieve the strategic objectives outlined in the Plan.

As mentioned above, this new organisational structure will be largely dependent on the completion of the Agency's **recruitment plan**, which could not be completed in 2021. In addition to **7 permanent vacancies** for evaluators and administrative officials, which will be advertised once mobility procedures are in place, with relative hirings expected by June 2022, a further **4 fixed-term vacancies** will be advertised, with the aim of having by 2022 a staff of at least 40 units. Pending the completion of this plan, the Agency will continue to make use of **7 evaluation experts**, taking into account a principle of proportionality further to the authorisation referred to in art. 51-ter of Law 12 of 5 March 2020. It is worth mentioning that in addition to permanent staff and evaluation experts, the Agency's various activities entail the use of approximately **1,000 external experts** (for ERQ GEVs, University or AFAM CEVs, working groups for the rating of journals, TECO working groups, etc.).

In the first months of 2022, the recruitment plan will be completed in tandem with the **weighing of managerial positions**, with reference to the planned organisational units in the new organisation chart and the publication of calls for the assignment of related positions.

All of the Agency's activities were the subject of a major **IT infrastructure** investment in 2021, with the gradual shift in 2022 to the processing and storage of documents directly in the **cloud**, using Office 365 applications.

This investment will help to consolidate the **smart work** model in 2022 after trials in the period 2020-2021, thanks in part to the acquisition of notebooks available to all staff. Smart work has turned out to be well suited to activities carried out by the Agency. The Agency's **Agile working organisational plan (POLA – Piano Organizzativo di Lavoro Agile)** will be updated and incorporated in the **Integrated activities and organisation plan³ (PIAO)**. In accordance with the latest CCNL (*Contratto Collettivo Nazionale di Lavoro* - National collective labour agreement) or relevant regulatory measures, agreements will be reached with individual staff, allowing staff members to work 9 days in the month in smart work mode.

Among the actions to develop the organisation to be performed in tandem with the reorganisation of offices and working methods, the various tools to **raise** personnel skills will continue to be used and developed. In **2021** the **first round of horizontal economic progressions (PEO)** was completed, involving 13 members of staff. Taking into account CCNL limits, in **2022** there will be a **second round** of PEO, for 6 to 8 employees. In keeping with the 2021-2023 plan of activities, described in greater detail in the POLA, in 2021 great focus was placed on **staff training**. Activities included the enhancement of digital skills and use of the Office 365 suite (for all staff), and the first leadership training meetings were held, organised by SNA, with the participation of managers and the heads of Organisational Units. There are plans in 2022 to expand training activity through a multi-stage project, with a variety of training modules and special theme areas. The goal in this regard is to provide training that creates/raises basic skills in terms of work time organisation, team work, problem solving, IT and language skills, administrative and legal skills. Skills that can be developed further using customised training modules in relation to the position and aptitudes of each member of staff. Prior to training, the existing skills of staff need to be assessed, taking into account the specific tasks performed by the Agency. Personnel skills will also be **enhanced** using **staff evaluation** tools. The Agency has made considerable strides in this area, with the adoption in 2020 and consolidation in 2021 of a new measuring and evaluation system (**SMVP**) and a different approach to the preparation of the performance plan, closely integrated with the plan of activities. The internal evaluation system will be updated in 2022, starting with the SMVP update, with the specific aim of strengthening the concept of **institutional and organisational performance** and also further computerising the monitoring of the performance Plan. The goal is to optimise internal efficiency for the integration of the performance monitoring system with the verification of activities and results achieved through the smart work organisational model.

Pending the novelties that will be introduced by the Public Administration Ministry through measures implementing the PIAO, the Agency worked in 2021 to prepare the transition in 2022 from a quantitative **Three-year Corruption Prevention and Transparency Plan (PTPCT)** to a **qualitative Risk assessment and analysis model**, in accordance with the 2019 National Anti-Corruption Plan, taking into account all the work processes mapped within the Organisational Units.

In the field of **communication**, the Agency has had its own press office since September 2021, and must now make important and structural strides forward. An **Integrated communication plan** needs to be drawn up, taking into account the various institutional tasks awaiting the Agency in 2022 (e.g. presentation of ERQ results; presentation of Biennial report; presentation of AVA 3 Guidelines) and the most appropriate tools for communicating planned activities. A key element of this strategy is the creation of a **new website** and the correct use of **social media**, which would enable the Agency's stakeholders (institutions and individuals) to perceive ANVUR as an **open and institutionally transparent organisation**.

³ article 6, paragraph 6 of decree law 80 of 9 June 2021, converted with amendments into Law 113 of 6 August 2021.

Looking ahead to **2023**, the internal organisation of ANVUR will be faced with two major challenges. In terms of operating systems, once the various evaluation and performance measurement systems have been integrated, the Agency intends to switch from a financial accounting to an **accrual accounting** system and, consequently, to a more effective management control system.

The second issue facing the Agency is also a complex one: after moving from Piazzale Kennedy to via Ippolito Nievo in 2014, ANVUR will now probably have to find **new headquarters**. The *Agenzia del Demanio* (State Property Office) has informed all administrations currently located in the buildings that were securitised around ten years ago about the difficulty in renegotiating the lease agreements with the companies owning the buildings. It will thus be necessary to find alternative spaces suitable for the activity performed by ANVUR, which although it is an independent body is closely related to the Ministry's activity and to the physical location of its offices.



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