

**ORGANIZATIONAL AND FUNCTIONAL REGULATION
OF THE NATIONAL AGENCY
FOR THE EVALUATION OF UNIVERSITIES
AND RESEARCH INSTITUTES**

Adopted with Resolution of the Governing Board no. 25 of February 10, 2022

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TITLE I - PRELIMINARY PROVISIONS

Art. 1 – Definitions and Scope of the Regulation¹

1. For the purposes of this Regulation, shall mean:
 - a) Agency, the National Agency for the Evaluation of the University and Research System (ANVUR).
 - b) President, the President of the Agency.
 - c) Board, the Governing Board of the Agency.
 - d) Director, the Director of the Agency.
 - e) Advisory Board, the Advisory Board of the Agency
 - f) Board of Auditors, the Board of Auditors of the Agency.
 - g) OIV, the independent performance assessment body.
 - h) Decree, the presidential decree 1 February 2010, n. 76 and subsequent amendments.
 - i) Minister, the Minister of University and Research.
 - j) Ministry, the Ministry of University and Research.
 - k) ENQA, the European Association for Quality Assurance in Higher Education.
 - l) EQAR, European Quality Assurance Register for Higher Education.
 - m) higher education and research system, all state and non-state Italian university institutions, in any case called, including special status universities; all Italian, state and non-state AFAM Institutions, legally recognized; all public research institutes supervised by the Ministry.

2. In implementation of art. 12, paragraph 4, letter a) of the Decree, these regulations govern the general organization of ANVUR, the definition of the tasks of the Areas referred to in paragraph 1 of the same article of the Decree and the organization of the operational relations of the President and members of the Governing Board with the general management structure and the related Areas. Furthermore, the regulations define

Art. 2 – Nature of the Agency

1. The Agency shall have legal personality under public law and shall have its seat in Rome. The Agency has organizational and accounting autonomy within the limits of its budget and operates pursuant to art. 8, paragraph 1 of legislative decree 30 July 1999, n. 300.

Art. 3 – Purposes of the Agency

1. The Agency ensures the achievement of the objectives set out in art. 2 of the Decree, as well as laws and regulations, acting in accordance with the methods and best practices of evaluation at international level basing its activities on the principles of autonomy, impartiality, professionalism, transparency, and publicity of acts. In particular, the Agency:
 - a) carries out the functions of National Quality Assurance Agency, as provided for in the relevant European agreements, in the context of the establishment of the European Higher Education and Research Areas;
 - b) oversees the national public system of evaluation of higher education and research, on the basis of at least an annual programme adopted by the Governing Board and approved by the Minister.
 - c) carries out the external evaluation of the quality of the activities of universities, AFAM institutions and public and private research institutes receiving public funding.
 - d) addresses the evaluation activities entrusted to the internal evaluation bodies of the Universities, the AFAM institutions and research institutes.
 - e) assesses the efficiency and effectiveness of public funding and incentive programmes for research and innovation activities
 - f) carries out the tasks already assigned to the National Committee for the Evaluation of the University System (CNVSU) and the Research Evaluation Steering Committee (CIVR) and complete the programmes of activities undertaken by the aforementioned Committees and, where necessary, innovate the methods and procedures adopted by them.
 - g) promotes and carries out research on evaluation themes.
 - h) shall also carry out any other functions assigned to it by laws and regulations.

Art. 4 – Agency’s activities

- a) Based on the annual program of activities referred to in article 2, paragraph 2 of the Decree, the Agency carries out the activities necessary for the achievement of the objectives assigned to it by laws and regulations. The Agency shall carry out the following activities which, at the request of the Minister, may also be carried out regarding inter-university centres and consortia and university research consortia, as well as other university and research facilities and AFAM institutions:
- a) Evaluate the quality of the processes, results and products of the management, training, research and third mission activities, including the technology transfer of universities and research institutes, including the individual structures of the said bodies, as indicated in art. 3, paragraph 2 of the Decree;
 - b) On the basis of objective and certifiable parameters, the Agency shall define criteria and methodologies for the assessment of the structures of universities, research institutions, study programmes, including doctoral degrees, university masters and graduate schools, for the purposes of initial and periodic accreditation of the same by the Minister, while providing for the contribution of internal self-assessment procedures; for matters relating to training activities, active involvement of students and their representative bodies shall be promoted;
 - c) Evaluate, by defining the criteria and methodologies, the structures and study programmes of the AFAM Institutions, according to the provisions of the Presidential Decree of 8 July 2005, n. 212, to the implementing regulations of the law of 21 December 1999, n. 508 and to the provisions of the Ministry;
 - d) It is responsible for directing the evaluation activities entrusted to the Universities Evaluation Boards, linking its activities with those carried out by them and comparing with them the definition of criteria, methods, and indicators;
 - e) In collaboration with the Universities Evaluation Boards, prepares uniform procedures and minimum requirements that the Universities adhere to for the evaluation by students of the effectiveness of teaching and the efficiency of services and takes care of the analysis and publication of the results obtained;
 - f) develop and propose to the Minister quantitative and qualitative requirements in terms of stable human, infrastructural and financial resources, adequacy of teaching and research capacity programmes, for the purpose of the establishment of a merger or federation or abolition of universities or branches of existing universities, and for the activation, closure, or consolidation of all university and AFAM study programmes, including PhD courses, University Masters and Graduate Schools.
 - g) develop benchmarks for the allocation of state funding, including the determination of essential performance levels and unit costs relating to specific types of services.
 - h) Based on expected results and predefined parameters, ANVUR evaluates the results of programme agreements and their contribution to improving the overall quality of the university and research system.
 - i) assess the efficiency and effectiveness of public funding and incentive programmes for teaching, research,
 - j) at the request of the Minister and consistent with the available financial resources, it carries out further evaluation activities, the definition of standards, parameters, and technical regulations.
 - k) On the basis of a special decree of the Minister aimed at identifying the guidelines concerning the conduct of evaluation procedures and the necessary economic resources, carries out the evaluation of the quality of research and the third mission of universities and research institutions.
 - l) according to the provisions of article 9 of legislative decree n. 29 March 2012, n. 49, the Agency Carries out the evaluation of the recruitment policies of the Universities.
 - m) according to the provisions of the legislative decree 25 May 2017, n. 74, ANVUR oversees the evaluation of the administrative activities of universities and research institutes referred to in Chapter I of the legislative decree 31 December 2009, n. 213;
 - n) fulfills the tasks assigned to it by legislative decree 25 November 2016, n. 218 for the evaluation of research institutions.

The Agency shall also carry out the following activities:

- a) collaborates with the operational structures of the Ministry in developing and integrating information-statistical systems for the evaluation of Universities' activities of, AFAM and research Institutions, taking also into account the provisions of article 5 of the Decree. ANVUR also attends the creation and continuous updating of a database of Italian and foreign evaluation experts, to be used pursuant to article 12, paragraph 4, letter d) of the Decree;
- b) in accordance with the regulations envisaged by article 2, paragraph 7, of the law of 21 December 1999, no. 508, which defines the modalities of evaluation of AFAM Institutions activities of the, ANVUR implements the necessary organizational provisions for carrying out these activities;
- c) Also through exchanges of experience and information, the Agency cooperates with EU and international bodies, evaluation agencies and foreign administrations, national and international scientific organisations involved in the evaluation of higher education and research systems.
- d) draws up every two years the Report on the state of the university system and research, pursuant to 4, paragraph 3 of the Decree, which is submitted to the Minister for transmission to the Prime Minister, the Interministerial Committee for Economic Planning and to the Parliament
- e) is part of the National Statistical System (SISTAN), pursuant to the legislative decree of 6 September 1989, no. 322 and, in particular, of the art. 2, paragraph 1, letter g) and of the art. 4, concerning the participation of the statistical offices belonging to public bodies and organizations in SISTAN.

Based on special agreements concluded between the Minister and the other vigilant Ministers, the activities of the Agency governed by this Regulation may also be carried out, in whole or in part, for research institutes not subject to the exclusive supervision of the Ministry.

The activities of the Agency and its inclusion in the international context of the evaluation of Higher Education institutions and research activities are periodically assessed by committees of international experts appointed by the Minister also based on designations of European sector organisations.

TITOLO II – AGENCY's BODIES

Art. 5 – The President

1. The President, elected pursuant to art. 7 of the Decree, has the legal representation of the Agency; He ensures the coordination and unity of the strategies and activities carried out by the Agency; He promotes institutional relations in Italy and abroad, dealing with the responsible bodies.
2. The President:
 - a) convenes and presides over the meetings of the Board, establishes the agenda for the sessions, directs their work, signs board resolutions;
 - b) in case of absence or impediment, he is replaced by a Deputy President appointed by him among the members of the Board;
 - c) proposes to the Board the appointment of the Director of the Agency;
 - d) coordinates the Board in carrying out its institutional duties;
 - e) verifies the execution of the Board resolutions by the Director;
 - f) appoints, among the members of the Board, the representatives of the thematic areas in which the activity of the Board itself is divided, taking into account the tasks assigned to the Areas in which the general management structure is organized, as detailed by the following art. 11;
 - g) to the extent of its competence, signs the deeds resulting from the resolutions of the Board, the agreements and any other deed of a general nature and of strategic-programming value;
 - h) appoints the Committee, pursuant to art. 11 of the Decree, on proposal of the Board;
 - i) supervises the preparation of the regulations pursuant to art. 12, paragraph 4 of the Decree;
 - j) coordinates the definition by the Council of an annual program of ANVUR activities, to be submitted to the Minister for approval;
 - k) oversees the preparation of the biennial report on the state of the university and research system and takes care of its presentation to the Minister for transmission to the Prime Minister, to the Interministerial Committee for Economic Planning and to the Parliament;
 - l) ensures that the Agency's evaluation activities are carried out according to impartiality, reliability and transparency criteria; the results of the analyses, evaluations and any other information of public interest, are made public by the President also through the institutional website of the Agency and other institutional channels;
 - m) stipulates, upon proposal of the Board, any contracts, conventions, protocols or understandings for the regulation of relations between the Agency and public or private, national or international bodies. The President may delegate the Director for the stipulation of the aforementioned deeds;
 - n) supervises the institutional communication activity of the Agency;
 - o) is supported in his functions by the Technical/Legal Affairs Secretariat;
 - p) adopts, in urgent cases, the provisions falling within the competence of the Council, to be submitted for ratification by the Council itself at the earliest meeting, with the exclusion of regulations, plans of a strategic nature, the forecast budget and the final financial statement;
 - q) takes care of operational relations with the Director and with the managers in charge of the Areas in which the general management structure is divided in relation to their specific jurisdictions and supervises compliance with the guidelines, objectives and directives approved by the Board;
 - r) is the data controller of the Agency and is responsible for preparing the documents for the implementation of the related regulation;
 - s) monitors, supervises, and ensures the proper functioning of the Agency's activities.
3. The office of President is full-time and is incompatible, resulting in forfeiture, with any direct or indirect employment relationship, even free of charge, established with the evaluated institutions. The President may carry out research activities and publish the results of these activities only if the publications are free of charge, with the exception of any copyrights, and are not evaluated by the Agency.

Art. 6 – The Governing Board

1. The Governing Board, appointed by decree of the President of the Republic on the proposal of the Minister and having heard the competent parliamentary Commissions, is comprised by seven members chosen according to the provisions of art. 8 of the Decree.
2. The Board determines the Agency's activities and strategic and managerial policies on the basis of an annual plan, defining also the criteria, methods and timing of the evaluation activities. In particular, the Board:
 - a) proposes to the President the appointment of the Committee, pursuant to art. 11 of the Decree;
 - b) defines the general directives, the strategic and operational policies contained in the Program of the Agency's activities to be submitted to the Minister for approval;
 - c) formulates the general guidelines for the preparation of the biennial report on the state of the university and research system to be presented to the Minister, pursuant to art. 4, paragraph 3 of the Decree, and approves its contents;
 - d) adopts the public call for the implementation of the research and third mission quality assessment and approves the final report on the basis of the results of the carried out assessments;
 - e) annually approves the three-year Plan of Staff endowment pursuant to art. 6, paragraph 2, of the legislative decree 30 March 2001, n.165;
 - f) approves the regulations provided by art. 12, paragraph 4 of the Decree;
 - g) approves the organization methods of the Agency, on the proposal of the Director in agreement with the President, taking into account the criteria provided by art. 12 of the Decree and the available personnel resources;
 - h) approves, at the proposal of the Director proposal, the Performance Measurement and Evaluation System, the three-year Performance Plan and the related Report, as well as the three-year Three-Year Plan for Transparency and Integrity;
 - i) approves the forecast budget, the budget changes relating to the expenditure categories and the final financial statement, in accordance with the provisions of the Administrative and Accounting Regulation;
 - j) approves the Guidelines, criteria, methods, announcements and final reports relating to the implementation of the Agency's evaluation processes;
 - k) meets, on a periodic basis, the Committee pursuant to art. 11 of the Decree, in order to illustrate the activities that the Agency is carrying out and the program for the subsequent period and in order to receive any comments and proposals;
 - l) appoints the Director of the Agency, on the proposal of the President and in accordance with the provisions of article 10, paragraph 3 of the Decree;
 - m) appoints, on proposal of the President, the Independent Evaluation Body (OIV), pursuant to legislative decree 27 October 2009, n. 150;
 - n) defines, on the proposal of the President, the objectives that will have to be assigned to the Director and proceeds with the relative evaluation after acquiring the OIV's opinion;
 - o) deliberate, on the proposal of the Director, on the managerial assignments to the Area managers;
 - p) decides on the appointment of evaluation experts, in accordance with the provisions of art. 12, paragraph 4, letter d) of the Decree;
 - q) ratifies the emergency measures taken by the President;
 - r) adopts any act useful for the steering and monitoring functions of the Agency, defining the timing and necessary resources for the achievement of the objectives;
 - s) establishes working groups on specific evaluation topics;
 - t) performs any other function entrusted by legislative or regulatory provisions.
3. The members of the Governing Board can be appointed by the President as representatives of specific thematic areas on which they report to the President and to the Governing Board.

4. In the performance of its duties, the Governing Board is assisted by the Technical/Legal Affairs Secretariat.
5. The position of member of the Governing Board is full-time and is incompatible, resulting in forfeiture, with any direct or indirect employment relationship, even free of charge, established with the evaluated institutions. The members of the Board can carry out research activities and publish the results of these activities only if the publications are free of charge, with the exception of any copyrights, and are not evaluated by the Agency.

Art. 7 – Meetings and deliberations of the Governing Board

1. The Governing Board normally meets once every 15 days and is convened by the President, who draws up the agenda and chairs it. The convocation and the agenda are usually sent at least five working days before the meeting and the relative draft resolutions are usually made available to the Governing Board's members at least three working days before the meeting.
2. Members of the Governing Board who are unable to attend the meeting shall inform the President thereof without delay.
3. Each member may ask the President to convene the Governing Board, specifying the topics to be included on the agenda. In this case, the President shall ensure that the convocation takes place within ten days of the request.
4. The Governing Board is validly constituted when there is half plus one of its members, including the President or the Vice-President. If the components in office are equal or less than five, the Governing Board is validly constituted with the presence of at least three components. Members can also attend Governing Board meetings through remote communications.
5. The Governing Board shall act by a majority of those present, and in any event, by not fewer than two votes in favour. If the serving members number fewer than five, Governing Board deliberations shall require a majority vote from at least three members. The voting process is generally transparent, except in cases involving deliberations on personal and sensitive data or 'classified' opinions, where a secret vote may be requested by an eligible voter.
6. The members of the Board in charge of the individual thematic areas, with the support of the preliminary activity carried out by the Executives in charge of the reference organizational areas, illustrate the proposed resolutions for the purposes of collective discussion of the issues that fall within their respective areas.
7. The Director takes part to the meetings of the Governing Board without voting rights and acting as record-keeping Secretary.
8. In carrying out his activity as Secretary of the Governing Board, the Director is supported by the Technical/Legal Affairs Secretariat.
9. The minutes of the Board meetings report:
 - a) the names of the attendants, the agenda with any additions and the essential elements of the report and discussion for each topic;
 - b) the adopted resolutions, with an indication of the their adoption methods, if not approved by unanimous votes. If a resolution is adopted by a majority, the dissenting votes and abstentions are reported. The members of the Board who express conflicting opinions with respect to those of the majority may request to include their opinion, written in summary form, in the minutes of the meeting. In any case, the members can have statements inserted in the minutes, reading them beforehand;
10. The minutes of each meeting are submitted to the President, who orders their transmission to the members of the Board at least the day before the meeting, for approval or for the formulation of any observations and/or corrections. The original approved minutes, signed by the President and the Secretary, is kept in the Governing Boards records;

11. In compliance with the rules on data protection, the list of resolutions adopted by the Governing Board is published on the institutional website of the Agency in the Transparent Administration section;
12. The resolutions of the Governing Board taken as specified above are immediately enforceable, except for those requiring the approval or authorization of the Minister;
13. The members of the Board of Auditors shall attend meetings of the Governing Board for the activities for which they are responsible;
14. At the meeting, the Governing Board may hear Executives and officials of the Agency, or the President of the Advisory Board, the OIV or external people, without compensation other than reimbursement of expenses; their hearing shall be recorded in the minutes of the meeting.

Art. 8 – The Board of Auditors

1. In application of the legislative decree 30 June 2011, n. 123 and subsequent amendments, the Board of Auditors is responsible of the administrative and accounting regularity control at the Agency; it supervises compliance with the legal, regulatory and statutory provisions and carries out the other tasks assigned to it by current legislation, including the public expenditure monitoring.
2. Within the scope of its autonomy, the Board of Auditors establishes the frequency and modalities of its meetings and the related operating rules. The minutes of the meetings and visits, referred to in paragraph 3, are drawn up with the secretarial support of the Agency's Structures. Il Collegio, nell'ambito della propria autonomia, stabilisce la cadenza ordinaria e le modalità delle proprie riunioni e le relative regole di funzionamento. I verbali delle riunioni e delle visite di cui al comma 3 sono redatti con il supporto segretariale delle Strutture dell'Agenzia.
3. The members of the Board of Auditors may carry out inspections and controls, even individually.
4. The Auditors attend to the Agency Governing Board's meetings.
5. At least fifteen days before the date of the relative resolution, the Director of the Agency submits the estimated budgets outlines, their variations, the resolutions for the assessment of the residual funds and the financial statement, accompanied by the explanatory report, to the examination of the Board. The Board of Auditors draws up a specific report to be attached to the aforementioned documents.
6. The minutes of the Board of Auditors are available to the Board and the Director and are sent to the Ministry, to the Ministry of Economy and Finance, as well as to the Court of Auditors.

TITOLO III – ORGANISATION

Art. 9 – Organization

1. The organisation of the Agency is approved by the Governing Board on the proposal of the Director in agreement with the President and in line with the evaluation activities pursuant to art. 4. The organisation of the Agency shall define the general architecture of the organisational structure and the primary functions and responsibilities of the internal processes.
2. The organization of the Agency shall be based on the following principles:
 - a) functionality with respect to the activities and tasks assigned to the Agency by the Decree.
 - b) pursuit of the objectives of effectiveness, efficiency, and cost-effectiveness, also thanks to the simplification and digitalization of work processes.
 - c) flexibility in the organization of work, through the promotion of a process organization.
 - d) enhancement of skills and culture of merit and result, also through continuous training and the balance between work in presence and remote work.
 - e) clear identification of management and administrative responsibilities with respect to homogeneous areas of processes.
 - f) transparency of processes and procedures, ensuring accessibility to documents and involvement of stakeholders.
3. The Agency is organized in a general management structure, called "General Management", and divided into three Areas, pursuant to art. 12, paragraph 1 of the Decree:
 - a) Administrative-Accounting Area;
 - b) Higher Education Institutions Evaluation Area of Higher Education Institutions;
 - c) Research Evaluation Area.
4. According to the provisions of art. 12, paragraph 2 of the Decree, the Director is the head of the General Management and the Executives are responsible for the Areas.
5. Organizational Units are established within the General Management and the individual Areas. The Organizational Units are responsible for the planning, organization and management of processes relating to thematic areas that are homogeneous in terms of methods, contents and purposes.
6. Specific Project Units may be established, by order of the Director, aiming at supervising work processes from a technical and administrative point of view and with a high transversal impact on the activities of the Areas. Personnel belonging to the involved Organizational Units takes part to the Project Units.
7. The Organizational Units and Project Units are headed by managers identified among the Agency's non-executive staff. In the event that a manager is not appointed, the related functions are covered *ad interim* by the relevant Area Executive.

Art. 10 – The Director

1. The Director is appointed by the Governing Board, upon proposal of the President, from among people with proven experience in the field of governing and management of apparatus and resources and with documented knowledge and experience in the field of the evaluation of the university and research system activities, according to the methods and terms provided for in art. 10, paragraphs 3 and 4 of the Decree.
2. The Director is responsible for the management and internal organization of the Agency. He directs, coordinates and controls the activities of the Areas, exercising the functions provided for in art. 16 of the legislative decree 30 March 2001, n. 165.

3. In particular, the Director:

- a) Takes care of the implementation of the resolutions of the Governing Board, taking into account the directives formulated by the President;
- b) implements the general directives issued by the Governing Board on the strategic guidelines for the preparation of the annual program of ANVUR activities and assigns the Area Executives the tasks for elaborating the contents according to their respective competences;
- c) takes part to the meetings of the Board as record-keeping secretary, without the right to vote;
- d) supports the President in preparing the agenda for Governing Board meetings and provides the outlines of resolutions accompanied by the necessary documentation;
- e) provides the President with:
 - i. by 30 October of each year, the elements for the preparation of the annual program of ANVUR activities for the following year, taking into account the directives given by the Governing Board;
 - ii. by 30 November of each year, the annual budget and financial and economic forecasts, effective from the following year, and any proposed changes for the current year;
 - iii. by 31 March of the year following the base year, the general report of the Agency in its articulations;
- f) on the basis of the reports drawn up by the Area Executives, elaborates the annual Report on the verification of the Agency's management results, to be submitted to the President, who presents it to the Governing Board;
- g) prepares the draft regulations referred to in art. 12, paragraph 4 of the Decree and the other documents governing the specific matters to be submitted to the President and the Governing Board;
- h) coordinates and assumes responsibility for the management of the Agency in order to implement the annual program of ANVUR activities, the related contracts, conventions and agreements with third parties;
- i) in the context of performance management, elaborates at least half-yearly reports referred to the institutional objectives, identifying any deviations and possible remedies, and promptly informs the President and the Governing Board of any significant management issue;
- j) provides the President and the Governing Board with proposals for the organization of the Agency;
- k) pursuant to art. 9, paragraph 6 of this regulation, defines any Project Units and the resources to be assigned to each of them, after identifying the activities to be carried out;
- l) proposes to the Governing Board the appointment of Executives in charge of the Areas and assigns the related duties, the objectives to be pursued and the relative available resources;
- m) adopts the deeds relating to the organization of non-general managerial level offices, functional to the functioning of the organization and to the implementation of the activity programs approved by the Governing Board;
- n) defines the allocation of financial, instrumental and human resources among the Areas, taking into account the proposals made by the respective Executives, in accordance with the programmatic forecasts of the Agency's annual program of activities and with the available budget resources;
- o) based upon resolution of the Governing Board, provides for the assignment of tasks to the evaluation experts referred to in art. 12, paragraph 4, letter d) of the Decree;
- p) after consultation with the Executives of the Areas, appoints the heads of the Organizational Units and of the Project Units;
- q) exercises specific delegated powers and tasks expressly assigned by the Governing Board, the President, the ANVUR regulations, the laws and the collective labour agreement in force;
- r) confers mandates within the scope of its powers, with the exception of those assigned directly by the Governing Board and the President;
- s) ensures the Agency's compliance with the national program relating to administrative transparency, document management, archives centralization, conservation and access to information and data, as well as the gradual application of the Digital Administration Code, pursuant to legislative decree 30 December 2010, n. 235;
- t) ensures the application of safety regulations;
- u) coordinates the activities relating to the evaluation system of the administrative activities of the Universities and public research bodies supervised by the Ministry;

v) taking into account the directives of the President and the Governing board, coordinates the realization of the biennial Report on the state of the university system.

4. The labour relationship of Director is incompatible with other public or private offices or jobs, including elective ones, with the exercise of professional, commercial or industrial activities and with the office of director or statutory auditor of profit-making companies.
5. The Director cannot have direct or indirect interests in universities and research institutions.
6. If previously working in public administrations, the Director is subjected to the provisions of articles 21, paragraph 1 and 23-bis of the legislative decree 30 March 2001, n. 165.

Art. 11 – General Management and Organizational Areas

1. The Organizational Areas, as defined by article 9, paragraph 3 of this Regulation, are structure based on an homogeneous field of activity and support the Bodies and the Director.
2. Within the activities and processes pertaining to them, each Organizational Area and Unit has the responsibility of:
 - a) elaborate the necessary contents for the preparation of the annual program of ANVUR activities and the biennial report on the state of the university and research system;
 - b) prepare the preliminary investigation and the related documents (decrees, resolutions, determinations, service orders) to support the decisions of the Governing Board and the Director;
 - c) update the information published on the institutional website;
 - d) ensure the publication on the institutional website of the information required by the Transparency legislation;
 - e) planning and applying anti-corruption measures;
 - f) manage the access procedures to administrative documents;
 - g) handle, with the support of the Technical /Legal Affairs Secretariat, the relevant disputes;
 - h) adapt the regulations of competence, with the support of the Technical Secretariat/Legal Affairs for regulatory coordination aspects.
3. The Organizational Units responsible for the management of activities of institutional nature supporting the Bodies or the Director, or characterized by transversal functions or which require the necessary independence with respect to the administrative or evaluation processes, are under the General Management. These specific Organizational Units are:

3.1. Technical /Legal Affairs Secretariat, responsible for the following activities:

- a. secretarial support to the Bodies (President, Governing Board, Committee) and to the Director;
- b. organization of the communication and management of institutional events, according to the directives of the President and in collaboration with the Agency's Press Office;
- c. care of institutional relations with similar Offices of national and international institutions;
- d. definition and management of the structure of the Agency's institutional site, in collaboration with the Agency's Press Office;
- e. juridical and legal support to the Areas and Units and care of relations with the Legal department;
- f. updating of the regulatory framework to support the regulatory adjustments required of the Areas;
- g. support to the Anti-Corruption and Transparency Officer (RPCT) in the definition and implementation of the Corruption Prevention and Transparency Three-Year Plan and in carrying out the activities provided by the law of 6 November 2012, n. 190 and subsequent amendments and by the legislative decree 14 March 2013, n. 33;
- h. management of the preliminary investigation and preparation of the Governing Board's meetings

and support to the Director in carrying out the functions of record-keeping secretary;

- i. management of data archiving of the resolutions of the Board and the Committee.

3.2. Statistics and Information Systems, responsible for the following activities:

- a) Execution on behalf of the Agency of all the activities foreseen in the National Statistical System (SISTAN);
- b) transmission to SISTAN of the information data relating to the Agency, held by reason of its institutional activity or collected for statistical purposes, necessary for the statistical processing foreseen by the national statistical programme or instrumental to the pursuit of SISTAN institutional purposes;
- c) care of relations with ISTAT, EUROSTAT, the Ministry, CINECA, the evaluated institutions and other national and international bodies in the context of the planning, collection, analysis, processing of data relating to the institutional functions assigned to the Agency;
- d) coordination, development and management, in collaboration with the Departments and Organizational Units, of the Agency's Statistical Information System in compliance with the provisions of legislative decree 6 September 1989, n. 322;
- e) promotion and implementation of statistical data collection, processing, dissemination and archiving in the areas of evaluation of the Agency, as provided by the national statistical programme;
- f) technical support to the Administrative-Accounting Area, in cooperation with the Personal Data Protection Officer, in order to ensure the information system security and compliance with the provisions of the eGovernment Code ("codice dell'amministrazione digitale");
- g) management of access to Agency databases or to other databases used by the Agency for evaluation activities;
- h) research and analysis activities relating to the data used by the Agency in the context of evaluation activities, in order to prepare specific thematic detail study and verify the reliability of evaluation models, criteria and parameters;
- i) updating, collection and analysis, in collaboration with the Areas and Organizational Units, of the data useful for the preparation of the biennial Report on the state of the university and research system;
- j) methodological support to the Organizational Areas and Units in order to improve the data usage and to identify criteria and parameters to be used in the evaluation;
- k) collection of data and sample surveys at bodies, institutions, individuals, with the aim of improving the knowledge level on the evaluation activity, on the higher education and research system;
- l) provision of skills in programming and modelling languages, as well as processing on external databases.

3.3. Performance and Management Control, responsible for the following activities:

- a) planning and coordination of the functions assigned to the Agency by national legislation (Article 13, paragraph 12 of Legislative Decree No. 150 of 27 October 2009), in relation to the system of evaluation of the administrative activities of universities and research institutions supervised by the Ministry;
- b) support to the Governing Board in the preparation of directions and guidelines on the integrated management of the performance cycle of Universities and research institutions, also through the involvement and discussion with the Evaluation Units and the OIVs of the Institutions;
- c) preparation of periodic analysis and evaluation reports on the state of the integrated management of the performance of universities and research institutions;
- d) support to the Director in the tasks provided by Legislative Decree n. 150 of 27 October 2009, for the purpose of preparing the Agency's performance measurement and evaluation system and to the OIV in activities relating to the management of the performance cycle;
- e) preparation, in collaboration with the Areas and Organizational Units, of the Integrated Plan of Activities and Organization (PIAO), taking into account the Program of Agency activities;
- f) planning, in collaboration with the Organizational Areas, implementation and management of the

Agency's management control system.

4. **The Administrative-Accounting Area** is responsible for planning and managing the administrative, accounting, legal and contractual aspects relating to the economic-financial planning and management processes, procurement of goods and services and execution of works, management of human resources, environmental safety and work tools, including computer systems. In particular, the Administrative-Accounting Area and its Organizational Units pertaining, also possibly with the support of external structures, are responsible for the following activities:
- a) preliminary activities and management of institutional deeds which commit the Agency towards third parties;
 - b) preliminary activities and management of the procedures for the acquisition of works, goods and services necessary for the Agency and for the workplace and personnel safety;
 - c) management of all the procedures required by the **National Register of Contracting Authorities ("Anagrafe Unica delle Stazioni Appaltanti" - AUSA);**
 - d) planning and monitoring, in collaboration with the other Areas and with the Statistics and Information Systems Organizational Unit, of the interventions for the management and security of the information system and the necessary measures relating to personal data protection;
 - e) carrying out, with the support of the Statistics and Information Systems Organizational Unit, the tasks referred to in article 17 of the legislative decree of 7 March 2005, n. 82, concerning the digital administration code;
 - f) application of current workplace safety regulations and support to the Director for their correct implementation;
 - g) strategic planning, taking into account organizational and personnel needs, recruitment management and career progression procedures for current personnel;
 - h) management of the disciplinary procedures provided by the legislative decree of 30 March 2001, n. 165 and the relevant CCNL;
 - i) administrative support for the selection and appointment of assignments to assessment experts and external collaborators, as well as validation of expenditure, whenever required, and reimbursement of expenses and management of the Service register;
 - j) management of legal, regulatory and contractual obligations inherent to the employment relationship (employment contract and any amendments, remuneration, authorization of external assignments, holidays, compensation for overtime work, insurance, social security, assistance and taxation, processing of personal data);
 - k) management of labour relations and relevant obligations;
 - l) planning and management of personnel training and updating in their competence areas, taking into account the needs highlighted by the Director and Area Managers;
 - m) economic-financial planning and management of the Agency's budget on the basis of the guidelines expressed by the Governing Board and taking into account the indications of the Director;
 - n) bookkeeping, ensuring compliance with all the relevant accounting and tax obligations and managing monetary flows with the financial institution;
 - o) support to the Board of Auditors activity and compliance with all the relevant obligations towards the Ministry, the Ministry of Economy and Finance, the Ministry of Public Administration and the Court of Auditors.

5.5. In order to organize the responsibility and management of the activities of competence referred to in paragraph 4, the following Organizational Units and the work processes assigned to their responsibility are identified within the Administrative-Accounting Area.

5.1. **Budget and General Affairs**

- a) budget planning and management;
- b) management of the revenue and expenditure cycle and of accounting and tax obligations;
- c) management and assignment of public tenders for the purchasing of works and for the acquisition of goods and services, including the procedures envisaged by the AUSA;

- d) management of asset, safety and health in the workplace (including mandatory training);
- e) management and security of the Agency's information system, with the support of the Statistics and Information Systems Organizational Unit;
- f) management of protocol and document flows.

5.2. **Human Resources**

- a) planning of personnel needs and management of recruitment and career progression procedures;
- b) management of the supplementary agreement and support for labour relations;
- c) management of personnel training activities;
- d) management of the remuneration and legal treatment of personnel and members of the Governing Board, including the personal data processing;
- e) management of tax compliance, of insurance and social security obligations and the Service register;
- f) contracts settlement and reimbursement of expenses to the evaluation experts referred to in art. 12, paragraph 4, letter d) of the Decree.

6. The **Higher Education Institutions Evaluation Area** is responsible for planning and managing the evaluation activities of higher education institutions (Universities, Schools of Advanced Studies and AFAM Institutions) and University Colleges of Merit. With regard to the AFAM Institutions, the evaluation activity takes into account the provisions of art. 14, paragraph 5 of the Decree, by the further sector regulations and by the provisions of the Ministry. At the request of the Minister, the evaluation activity can also be carried out in relation to inter-university centers and consortia. In particular, involving also evaluation experts pursuant to art. 12, paragraph 4, letter d) of the Decree and with the support of the Evaluation Units, the Higher Education Institutions Evaluation Area is responsible for the following activities:

- a) preparation and updating - taking also into account international standards for quality assurance - of criteria, methods and indicators to be proposed to the Ministry, aimed at measuring and verifying the educational, structural, organizational requirements, including the teaching personnel and research qualification. These requirements should be suitable for guaranteeing quality, efficiency and efficacy, as well as for verifying the economic-financial sustainability of the activities of the evaluated Institutions;
- b) planning and organization of methods for an active involvement of external stakeholders in the evaluation and accreditation activities relating to institutions and study programmes;
- c) evaluation of study programmes and universities, including newly established ones, interfacing, where necessary, with the Research Evaluation Area, for the purposes of initial and periodic accreditation by the Ministry;
- d) periodic monitoring and evaluation of study programmes and universities;
- e) analyses formulation and elaborations for qualitative and qualitative requirements identification, for the purposes of the establishment, merger, federation or suppression of universities or existing universities branches or study programmes;
- f) evaluation, on the basis of objective and certifiable parameters, of AFAM institutions and related study programmes, for the purposes of their initial and periodic accreditation by the Ministry;

- g) preparation of Guidelines suitable for allowing the Agency to exercise guidance functions of the evaluation activities delegated to the Evaluation Boards of the Universities and AFAM Institutions and relative evaluation and use of the results;
- h) preparation, in collaboration with the Evaluation Boards, of uniform procedures for the student survey on programmes, and subsequent publication of the surveys, in compliance with the protection of personal data;
- i) preparation of uniform procedures for verifying students' learning and for evaluating teaching effectiveness, and subsequent publication of the collected data, in compliance with the protection of personal data;
- j) preparation of models for the collection of data in the higher education system, in order to facilitate their analysis, monitoring and related evaluation, in collaboration with the Statistics and Information Systems Organizational Unit;
- k) support to the Statistics and Information Systems Organizational Unit in the collection of information and data to be analysed and used for the improvement of the evaluation activities assigned to the Agency;
- l) management of selection and training procedures for evaluation experts in the areas of their competence, also collaborating in the creation and updating of the database of Italian and foreign evaluation experts referred to in article 5, paragraph 3 of the Decree;
- m) participation in working groups, research programs on teaching, as well as in national and international meetings on assessment issues in the areas of competence;
- n) management of the administrative and procedural aspects required by the aforementioned activities that are not under the responsibility of the Administrative-Accounting Area.

7. In order to organize the responsibility and management of the activities of competence referred to in paragraph 6, the following Organizational Units and the work processes under their responsibility are identified within the Higher Education Institutions Evaluation Area:

7.1. **Accreditation and Evaluation of Universities**

- a) evaluation for the purposes of initial and periodic accreditation of study programme, universities and colleges of merit;
- b) periodic monitoring and evaluation of university study programmes;
- c) selection, training and organization of the activities of evaluation experts;
- d) definition of Guidelines and coordination of the activities of the Evaluation Boards in the areas of competence;
- e) organization and management of the assessment of learning outcomes (TECO);
- f) organization and management of programme evaluation by students.

7.2. **Accreditation and Evaluation of AFAM Institutions**

- a) evaluation for the purposes of initial and periodic accreditation of AFAM study programmes and institutions, within the scope of current legislation and the provisions of the Ministry valutazione;
- b) selection, training and organization of the activities of evaluation experts;
- c) definition of Guidelines and coordination of the activities of the Evaluation Boards in the areas of competence;
- d) organization and management of programme evaluation by students.

8. The **Research Evaluation Area** is responsible for planning and managing research and third mission/impact activities evaluation relating to higher education institutions and public research bodies. With regard to the AFAM institutions, the evaluation activity takes into account the provisions of art. 14, paragraph 5 of the Decree, further sector regulations and the provisions of the Ministry. At the request of the Ministry, or of the interested bodies, the Research Evaluation Area can also carry out these activities

in relation to other research structures. In particular, the Area, also through the use of valuation experts pursuant to art. 12, paragraph 4, letter d) of the Decree and with the support of the Evaluation Boards, is responsible for the following activities:

- a) preparation and updating - taking also into account international standards for quality assurance - of criteria, methods and indicators to be proposed to the Ministry, aimed at measuring and verifying the educational, structural, organizational requirements, including the teaching personnel and research qualification. These requirements are used for the evaluation and accreditation of PhD programmes and, if required by the Ministry, for specialization schools;
- b) planning and organization of methods for an active involvement of external stakeholders in the relevant evaluation activities;
- c) initial and periodic evaluation for the purposes of accreditation by the Ministry of PhD programmes, interacting, when necessary, with the Higher Education Evaluation Area;
- d) preparation of Guidelines aimed at allowing the Agency to guide of the evaluation activities transferred to the Evaluation Boards in the areas of its competence and verification of the outcome;
- e) planning, organization and management of the Evaluation of Research Quality (VQR) exercises, including the calculation of the Standardized Indicator of Departmental Performance (ISPD) to be communicated to the Ministry as part of the evaluation of the Departments of excellence, pursuant to art. 1 paragraph 319 of the law of 11 December 2016, n. 232;
- f) planning and implementation of the evaluation activities of research institutions according to the provisions of the legislative decree 25 November 2016, n. 218;
- g) coordination of the efficiency and effectiveness evaluation of public funding and incentive programmes for research and innovation activities;
- h) preparation of Guidelines, criteria and indicators for the collection of information and for the evaluation of research and third mission/impact activities;
- i) coordination and management of the Agency's tasks in the context of the procedures relating to the National Scientific Qualification (proposition of indicators' threshold values, evaluation of the committee candidates, journals classification in non-bibliometric areas);
- j) definition of methods and criteria for the evaluation of University recruitment policies in accordance with the provisions of article 9 of legislative decree no. 49;
- k) preparation, in collaboration with the Statistics and Information Systems Organizational Unit, of models for data collection of in the research and third mission areas, in order to facilitate their analysis, monitoring and related evaluation;
- l) support to the Statistics and Information Systems Organizational Unit in the collection of information and data to be analysed and used for the improvement of the Agency evaluation activities assigned;
- m) management of the selection and training procedures for evaluation experts in the fields of their competence, also collaborating in the creation and updating of the database of Italian and foreign evaluation experts referred to in article 5, paragraph 3 of the Decree;
- n) organization of research activities on evaluation, through studies and analysis of collected data, also by participating in working groups, research programmes, national and international meetings on research evaluation topics;
- o) management of the administrative and procedural aspects required by the aforementioned activities that are not the responsibility of the Administrative-Accounting Area.

9. In order to organize the responsibility and management of the activities of competence referred to in paragraph 8, the following Organizational Units and the work processes under their responsibility are identified within the Research Evaluation Area:

9.1. **Evaluation of research, third mission and impact**

- a) planning, organization and management of the Evaluation of Research Quality (VQR) and calculation of the relative indicators, also for the purposes of the procedure for identifying the Departments of excellence;

- b) evaluation of the activities and results of the research and of the third mission and of the impact of universities, research bodies and AFAM institutions;
- c) evaluation of University recruitment policies;
- d) definition of Guidelines and coordination of the activities of the Evaluation Units in the areas of competence;
- e) selection, training and management of evaluation experts in their fields of competence.

9.2. **Journal evaluation and research training**

- a) initial evaluation and periodic assessment of PhD programmes for the purposes of accreditation by the Ministry;
- b) periodic verification of the threshold values relating to the indicators used by the Ministry for National Scientific Qualification and evaluation of the committee candidates;
- c) management of the journals classification process in non-bibliometric areas;
- d) analysis and processing of the information required by the Ministry for the accreditation of specialization schools;
- e) definition of Guidelines and coordination of the Evaluation Units activities in the areas of competence;
- f) selection, training and management of evaluation experts in their fields of competence.

10. Without prejudice to the provisions of the previous article 9, paragraph 6, during the first application of this regulation, the "Internationalisation" Project Unit and the "Administrative simplification - Appointment of evaluation experts" Project Unit. These Project Units shall carry out the following activities:

10.1. **Internationalisation**

- a) coordination, in collaboration with the Areas and Organizational Units, of the Agency's international accreditation procedures;
- b) maintaining relationships with ENQA, EQAR and other International Agency;
- c) promotion of cooperation activities and agreements with agencies of other countries, aimed at promoting the exchange of experiences and the implementation of projects and initiatives on topics of common interest;
- d) coordination of the Agency's participation in international working groups on issues related to international quality assurance standards.

10.2. **Administrative simplification - Appointment of evaluation experts**

- a) in collaboration with the Technical Areas and the Organizational Units, definition of uniform administrative and process standards for the assignment of tasks to the evaluation experts referred to in art. 12, paragraph 4, letter d) of the Decree, and signing of the relative contracts and personal data processing;
- b) computerization of internal processes involving several Organizational Units in order to assign tasks and verify the performed activities, before the payment of the related fees.

Art. 12 – Executive/Area Manager

1. Without prejudice to the provisions of legislative decree 30 March 2001, n. 165, in particular by article 17, and by the provisions of art. 11, paragraph 2 of this regulation, the Area Manager is responsible for the coherence between the obtained results and the planning objectives of the activities of his Area. For this purpose, the Executive:

- a) directs, controls and implements, in accordance with the directives of the Director, the activities defined in the annual program of ANVUR, managing the assigned human, financial and instrumental resources;
- b) periodically provides the Director with the programmatic-managerial elements of his competence, for the

- purpose of formulating the annual and three-year budget and the report;
- c) provides the Director, by 30 September of each year, with the pertinent contents for the preparation of the annual activities program for the following year;
 - d) elaborates and transmits to the Director, at least every six months, a summary report on the results of the activities, in relation to the performance objectives, containing self-assessment elements;
 - e) proposes to the Governing Board and the Director the establishment of groups of evaluation experts pursuant to art. 12, paragraph 4, letter d) of the Decree, necessary for the activities of competence of the Area;
 - f) proposes to the Director the appointment of the managers of Organizational Units and any internal organization acts;
 - g) with the support of the Technical Secretariat/Legal Affairs, takes care of the preparation of submissions related to the litigation of the respective Area, and their endorsement.;
 - h) contributes to the annual planning of the development and maintenance needs of the information systems used in the Area by signing the related forms for the activation of the services, testing and final verification of their execution;
 - i) evaluates the personnel assigned to the Area.
2. By October the 31st of each year, the Managers of the Areas notify the Director and the Administrative-Accounting Area Executive of all the elements useful for the formulation of the Budget for the financial year beginning on January the 1st of the following year.
 3. The appointment of Area Executive is conferred, on proposal of the Director, by the Governing Board. The appointment's term, cannot be less than three years, with the exception of the age limit for retirement, nor exceed the term of five years. The assignment is renewable.
 4. The appointment may be revoked before its term in the event of significant changes of the Agency organizational structure on the proposal of the Director, following a resolution by the Governing Board, as a result of:
 - a) violation of the provisions on incompatibility and conflict of interest set out in this regulation or other reason that does not allow the continuation of the relationship;
 - b) serious non-fulfilments in relation to his institutional duties and/or negative assessment of the results achieved expressed by the Governing Board, with particular reference to the serious or repeated non-compliance with the directives formulated by the President and the Director.
 5. In the event of resignation, impediment or revocation from office before the end of the same, the functions of Area Manager are temporarily performed by an acting officer appointed by the Director.

Art. 13 – Head of Organizational Unit

1. The Organizational Unit Manager is responsible of the activities carried out in his own Organizational Unit. In particular, without prejudice to the provisions of art. 11, paragraph 2 of these regulations, the Head of the Organizational Unit has the following tasks:
 - a) coordination and management of the human, financial and instrumental resources assigned to his Organizational Unit, in accordance with the directives of the Director or Area Manager;
 - b) preparation, at least every six months, of a summary report on the results of the activities, in relation to the performance objectives;
 - c) care of the study and in-depth analysis of the legislation relating to the Organizational Unit activity;
 - d) coordination of any experts working groups, assigned under his responsibility;
 - e) providing the Manager/Executive, by September the 30th, with the contents elaborated by his Organizational Unit for the preparation of the Agency's activities annual program and any element useful for defining the human resources needs as well as financial and instrumental requirements;
 - f) management of the administrative and evaluation processes pertaining to his Organizational Unit;
 - g) preparation of the preliminary investigations and documents to support the decisions of the Area

Manager, the Director and the Governing Board.

2. The office of organizational unit manager has a three-year term and can be renewed. The assignment may be revoked before the deadline as a result of:
 - a) violation of the provisions on incompatibility and conflict of interest set out in this regulation or other reason that does not allow the continuation of the relationship;
 - b) serious non-fulfilments in relation to his institutional duties and/or negative assessment of the results achieved expressed by the Governing Board, with particular reference to the serious or repeated non-compliance with the directives formulated by the President and the Director;
 - c) significant changes of the Agency organizational structure or of the functions assigned to the Organizational Unit.

TITOLO IV – ADVISORY AND EVALUATION BODIES

Art. 14 – Advisory Body

1. The Committee, appointed by the Chairman on a proposal from the Governing Board, pursuant to art. 11 of the Decree, gives opinions and formulates proposals to the Governing Board, in particular on the Agency's activities annual program and on the documents concerning the choice of evaluation criteria and methods.
2. The Committee is in office for four years. It elects a President from among its members and meets at least twice a year. The Committee members are exclusively entitled to the reimbursement of the expenses incurred for attending the meetings, within the limits of the regulations in force for State Administration employees at managerial level.

Art. 15 – The Independent Evaluation body

1. Pursuant to art. 14 of the legislative decree 27 October 2009, n. 150, the Agency Governing Board of the shall appoint the Independent Evaluation body (OIV) on proposal of the President and after selection following a public announcement.
2. The Agency's OIV shall be monocratic; The OIV is identified among persons on the national list of members of the Independent Evaluation Bodies established in the Department of the Public Service of the Presidency of the Council of Ministers and remains in office for three years.
3. The OIV shall exercise the strategic control of the Agency pursuant to art. 6 of the legislative decree 30 July 1999, n. 286 and the tasks referred to in art. 14, paragraph 2, of the aforementioned legislative decree 27 October 2009, n. 150.

Art. 16 – Guarantee Committee

1. The review of the assessment reports referred to in Article 4, paragraph 2 of the Decree is supervised by a special Guarantee Committee composed of three external members, adequately representative of the evaluated subjects, in accordance with arrangements defined by the Governing Board and in accordance with *Standards and Guidelines for Quality Assurance in the European Higher Education Area* (ESG).
2. Against the final assessment report approved by the Governing Board and sent to the Ministry, the institutions concerned may request its review to the Agency pursuant to paragraph 3 below only once and within ten days of receipt of it.
3. The Guarantee Committee shall examine requests for review of:
 - a. serious breaches in the procedure leading to the final assessment report;
 - b. manifest inconsistencies in the formulation of the final assessment report, considering the counterclaims made by the Institution where they substantially affect the outcome of the assessment;

- c. violations of the Agency's code of ethics.
4. Upon the outcome of the evaluation and with specific reasons, the Guarantee Committee shall inform the Governing Board of whether the request is admissible or not. In case of eligibility, the Guarantee Committee may propose:
 - a. to review the decision, taking into considering the findings of the analysis carried out by the Guarantee Committee itself;
 - b. to confirm the decision already taken.
5. Having obtained the opinion of the Guarantee Committee, the Governing Board shall inform the applicant, within 45 days of receipt of the request for review, whether it is accepted or not.

TITOLO V – PLANNING AND PROGRAMMING OF ACTIVITIES

Art. 17 – Annual programme of activities

1. The Agency's annual programme defines the evaluation activities of the Universities, AFAM Institutions and research institutions to be developed in the reference period and identifies the Agency's evaluation objectives. The programme takes also into account the Agency participation in European Union initiatives and projects, the national and international experiences carried out in the field of evaluation as well as regulatory evolution in the sector of higher education and research.
2. Consistently with the activities envisaged in articles 3 and 4 of this regulation and in art. 2, paragraph 138 of the law of 24 November 2006, n. 138, the ANVUR activities annual program of meets the needs of:
 - a) external evaluation of the quality of the activities of Universities, AFAM Institutions and public and private research institutions recipient of public funding as well as their individual structures, with particular reference to the quality of processes, results and outcomes of management, training, research activities, including also technology transfer;
 - b) evaluation of the efficiency and effectiveness of public funding and incentive programmes for research and innovation activities;
 - c) guidance of the evaluation activities entrusted to the Evaluation Boards of the Higher education and research Institutions.
3. In particular, the Agency's activities annual program defines:
 - a) the evaluation objectives in the short and medium term with an annual, two-year and three-year projection;
 - b) the development lines of the Agency's evaluation activities, also taking into account the previous experience and the evaluation objectives planned in the various areas of evaluation and internal organization of the Agency;
 - c) the detailed program to be launched during the first year of validity of the Programme;
 - d) the stakeholders to be involved in the development of evaluation;
 - e) the lines of development of the Agency's collaborations with international bodies operating in the evaluation field;
 - f) the operating and/or to be activated lines of collaboration and coordination with other State administrations and public and private bodies in the evaluation field.
4. The Agency's activities annual program is compatible with the financial and economic forecasts of the same Agency, taking also into account the outcomes of the activity carried out and of the consultations with the stakeholders participating or subject to evaluation by the Agency.
5. The Governing Board approves the aforementioned Programme by November the 30th of each year, also

taking into account the information, technical proposals and necessary informational supports ensured by the Director and elaborated by the Areas and by the relative Organizational Units on the basis of their areas of competence.

6. The President supervises the proposal preparation of the Agency's activities annual programme and, after a resolution by the Governing Board, submits it for approval to the Minister.

Art. 18 – Biennial report on the state of the university and research system

1. in compliance with the provisions of art. 4, paragraph 3 of the Decree, the Agency draws up the Report on the state of the university and research system every two years. The Report is presented to the Minister for transmission to the President of the Council of Ministers, to the Interministerial Committee for Economic Planning and to Parliament.
2. The Report on the state of the university and research system illustrates the state of the system and its evolution over time. The Report, in particular:
 - a) describes the adaptations of the university and research system also following the regulatory reforms that have taken place in the sector;
 - b) offers elements of effectiveness and efficiency evaluation of the system as well as of public funding and incentive programs for research and innovation activities, also taking account the results of the evaluations carried out by the Agency in the previous two years;
 - c) provides a comparative analysis of the Italian university and research system in the frame of the international context;
 - d) explores the impact of policies for the university and research system through the analysis of data and information on thematic areas of particular interest.

TITOLO VI – FINAL PROVISIONS

Art. 19 – Transparency

1. The Agency shall ensure the transparency and publicity of information relating to its activities, using all the tools and forms of information and communication provided for in art. 2 of the law of 7 June 2000, n. 150.
2. In particular, the Agency shall ensure the publication on its institutional website of information about its structure and staff, the criteria and methodologies for the evaluation defined by itself, the results of its analyses and evaluations, any other aspect of its institutional activity, in accordance with current legislation.
3. The Agency takes care, every two years, of the publication of the Report on the state of the university and research system, as well as the annual reports, reports and publications prepared by the Agency itself. Every two years, the Agency publishes the State of the University and Research System Report, as referred to in article 4, paragraph 3 of the Decree, the Agency's annual reports and publications.
4. To ensure maximum transparency in accordance with current legislation, the Agency publishes specific information in specific sections of its institutional website, aimed at publicising the results of its analysis and evaluation activities to external stakeholders.

Art. 20 – Entry into force

1. Without prejudice to the provisions of paragraph 2, this regulation enters into force on the day following its publication on the institutional website of the Agency and it is simultaneously transmitted to the Presidency of the Council of Ministers, which takes care of its collection and publication, pursuant to of article 27 of the legislative decree 30 March 2001, n. 165.
2. The organizational structure referred to in article 11 will be operational upon conclusion of the appointment of the positions of responsibility of the Areas and Organizational Units by provision of the Director. Until

this stage, the organizational structure, envisaged by the Organizational and functioning Regulations, most recently amended by resolution of the Board of Directors no. 182 of 2 November 2017, remains in force.