Information Technology Governance for Tunisian Universities
(ITG4TU)

Report on Best Practices – Almeria

University of Tunis El Manar

ITG4TU CONSORTIUM

AMENDMENT HISTORY

Version	Revision	Date	Authors	Modification
1	0	09 Nov 2016	Mr. Nouri HMIDI Mr. Samir MOALLA Mr. Youssef BEN OTHMAN Mr. Lotfi BITRI	Initial Version
1	1	18 Nov 2016	Mr. Samir Moalla	Conclusion modification

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1. General Explanation about the visit to UAL

Four participants represented the University of Tunis El Manar:

- **Mr. Youssef BEN OTHMAN**: Vice president of University of Tunis El Manar, Responsible for training, programs and professional integration.
- **Mr. Lotfi BITRI**: Dean of Faculty of Sciences of Tunis.
- **Mr. Samir MOALLA**: Associate Professor in Computer Science of Faculty of Sciences of Tunis and Coordinator of ITG4TU.
- **Mr. Nouri HMIDI**: IT Chief Engineer and Assistant Director for the sub-direction of Studies, Prospecting, Computer and New Technologies and President of the Information Technology Committee in the University of Tunis El Manar.

Our visit to the University of Almeria was beneficial. It enabled us to understand the phases of IT Governance and to visit the computer center, the center of digital documents and the university library.

In addition, it was an opportunity to meet the Vice Rector for International Cooperation and discuss the possibilities of developing cooperation projects for transfer of sciences and technologies.

The activities of the study visits were devoted in these subsections:

Principles of the standard ISO 38500:2008

1) Responsibility

❖ **What had been established in our UTM before the visit to UAL:**

- ✓ The organizational structure that supports IT Area Directors.
- ✓ The committee of information system.
- ✓ The Steering Committee to oversee the implementation of IT projects.
- ✓ The E-Learning Committee.
- ✓ The Strategy Committee to design strategies about IT.
- ✓ The tasks and roles of IT Structures and IT Processes.
- ✓ The IT responsibilities are centralized and others are distributed.

❖ **What had been imitated in our UTM after the visit to UAL:**

- ✓ Establishing the Team of IT Governance (GT).

❖ **What is difficult to replicate for our UTM:**

- ⊗ Monitoring with a scorecard and a prospective plan for improving actions to be executed is not performed in the optimal way to convince decision-makers to

address a pragmatic approach to make the right decisions. In addition, collect of data is not quite easy and there is an inconsistency with reality.

2) Strategy

❖ **What had been established in our UTM before the visit to UAL:**

✓ The IT Area Directors have designed a strategy plan to take into account the current and future IT capabilities. It will align it with the business IT strategy to satisfy the current and ongoing needs of the university and their institutions.

✓ Under direction of studies, prospective and Information Technology develops and promotes IT Strategic Plan in collaboration with the participate planning of Information Technology Committee after the renovation of IT Resources to write and support IT Goals and appropriate policies.

❖ **What had been imitated in our UTM after the visit to UAL:**

✓ Establishing the Strategy Committee to design strategies about IT composed by The IT Area Directors, Financial Area Directors and other departments of institutions in UTM.

❖ **What is difficult to replicate for our UTM:**

⊗ How to prevent business risks of IT.

⊗ How to analyze and implant new IT trends.

3) Acquisition

❖ **What had been established in our UTM before the visit to UAL:**

✓ The IT area directors have designed and issued a policy that provides different types of business acquisitions.

✓ The IT area directors have designed an approval circuit to prioritize the most important projects to contribute to the achievement of business goals.

✓ The IT area directors have prepared a centralized single annual budget to realize major investment projects and have monitored the implementation of all projects and have setting up service level agreements with all IT suppliers.

❖ **What had been imitated in our UTM after the visit to UAL:**

✓ IT acquisitions are made for valid reasons, based on an appropriate and ongoing analysis, with clear and transparent decision making.

✓ There is a suitable balance between benefits, opportunities, costs, and risks, in both the short and long term.

❖ **What is difficult to replicate for our UTM:**

⊗ The GT can't evaluate the risks if an IT project fails.

4) Performance

❖ **What had been established in our UTM before the visit to UAL:**

- ✓ The Board of the University has supported and provided with necessary acquisition to meet current and future business requirements of our institutions.

- ✓ The CIO requires data sheets supplied by the manufacturer of equipment and service provider to confirm the technical conformance described in the specification.

- ✓ The CIO has defined the important indicators to be included in a dashboard to measure the performance of IT in our university.

❖ **What had been imitated in our UTM after the visit to UAL:**

- ✓ Some other important indicators to be included in a dashboard to measure the performance of IT in our university.

❖ **What is difficult to replicate for our UTM:**

- ⊗ There is a variance between the benefits, opportunities, costs and performance, in the short and long term.

5) Conformance

❖ **What had been established in our UTM before the visit to UAL:**

- ✓ IT complies with all mandatory legislation and regulations and internal and external norms in our university about IT Policies and practices are clearly defined, implemented and enforced.

- ✓ The CIO has mastered writing a specification respecting national and international standards such as ISO 9001, EN 55022, EN 55024, EN 60950, EN 61000, ISO 14001, and ISO 27001.

❖ **What is difficult to replicate for our UTM:**

- ⊗ The risk of liability for non-conformity.

6) Human behavior

❖ **What had been established in our UTM before the visit to UAL:**

- ✓ Existence of a list of laws and internal regulations to control the mechanism defining the roles, responsibilities, rights and obligations for human resources.

- ✓ Define a policies and principles guiding the IT action.

- ✓ IT policies, practices and decisions demonstrate respect for Human Behavior, including the current and evolving needs of all the people in the processes.

❖ **What had been imitated in our UTM after the visit to UAL:**

- ✓ Define a list of people who are involved in an IT Project.

✓ Establishing meetings and collaborative workshop and writing a Meeting Minutes.

❖ **What is difficult to replicate for our UTM:**

⊗ Define limits to restrict behavior.

⊗ The most members of the IT team refuse to perform administrative work.

⊗ There are problems of communication, collaboration, commitment and interaction.

⊗ React to changes and adjust the new limits features.

2. Lessons Learnt during the visit and after our arrival

➢ To understand the six principles of the standard ISO 38500:2008.

➢ There is a clear difference between IT management and IT Governance.

➢ Top management cannot decide everything.

➢ The value of IT depends on more than just good technology.

➢ Direct, Evaluate and Monitor, the three main tasks of IT Governance.

➢ The main Goal of IT Governance is to align business strategy and IT strategy.

➢ IT Governance is an integral part of Corporate Governance.

➢ IT Governance is not always the same; it is adaptable to each organization.

➢ To balance performance objectives with flexible models making decisions that brings out the tensions of standardization vs. IT innovation.

➢ How making decision for:

- Acquisition of a new Datacenter.

- Mandate a new technical staff.

- Training a technical staff.

- Incorporation a network site.

- Development of shared databases.

- Implement apps for all service of university.

- Management of IT risk.

➢ Adapting the conceptual model of governance to the reality of our University.

➢ Portfolio Management.

➢ Governing is primarily a state of mind after an activity, and then the tools come to enable or to assist this activity.

> ➤ Corporate Governance becomes a supervisory board which is responsible for protecting the interests of all shareholders such as employees, customers, creditors, ...

> ➤ IT Governance is the allocation of responsibility and the design of the IT organization, aimed at efficient and effective use of IT in business processes and complying with internal and external rules.

3. Conclusion

After the workshop and the visit to UAL, we understood the principles of the standard ISO / IEC 38500: 2008 and reviewed the corporate governance model. It is interesting to apply this model of IT governance for our University.

Indeed, the framework that we want to develop for our university will allow us to control the IT Governance. With this framework, we will be able to remedy the problems mentioned in section 1.2, and in addition, by facilitating the administrative procedures of acquisition of computer equipment, and by effectively managing the budget allocated to the university.

Although we have already had a training at UAL, we consider that the implementation of a framework to our University requires the visit of other universities (SRH Hochschule Berlin, and Østfold University College), in order to manipulate an existing framework.