Information Technology Governance for Tunisian Universities
(ITG4TU)

Report on Best Practices Validation

European institutions

ITG4TU Consortium

AMENDMENT HISTORY

Version	Revision	Date	Author	Modification
1	0	20 Jul 2016	Carlos Juiz	Initial Version
1	1	20 Nov 2016	Beatriz Gómez	Conclusions about Almeria
1	2	30 Nov 2017	Beatriz Gómez	Conclusions about Berlin
1	3	25 May 2018	Beatriz Gómez	Conclusions about Halden
1	4	09 Oct 2018	Beatriz Gómez	Conclusions about Palma

CONTENTS

1. Introduction

1.1. Objective

The objective of this document is to present the validation of the deliverable *2.2 Report on Best practices* by each Tunisian partner, to ensure the alignment with practices and quality standards. The assessment is performed by personnel from the European institutions assigned to the project.

1.2. Scope

The scope of this document is the IT4GTU project the validation of the *Report on best practices* developed by Tunisian Universities.

1.3. Target Audience

This document shall serve all the project partners in the project, but especially it will be key to Tunisian Universities as a validation to its activities inside ITG4TU. It will be useful to the project officers to verify quality management activities performed to check the quality of the best practices developed by Tunisian Universities in each European institution in the scope of the project.

1.4. Acronyms and Definitions Used

Table 1-1. Acronyms and Definitions

Acronym	Description
-	-

1.5. References

Ref.	Title
[1]	ITG4TU Proposal Release 1 (Final Version)

Information Technology Governance for Tunisian Universities

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2. General Explanation about the visits

In this section, Tunisian partners were asked to describe their visit in general terms, to specify what was more interesting for their own institution, to explain what can be imitated and to justify what it is difficult to replicate. Thus, regarding Governance of IT and Governance of the IES, in general:

Description of the visit	In general terms their attendees were selected considering their profiles. Each university selected different levels of the institution hierarchy to better engage and convince them about the importance not only of the project itself but also of IT governance. It was more notorious in the first visits (to Almeria and Berlin) because both visits were at the beginning and in the mid-term of the project respectively. Regarding Halden and Palma, the attendees were people who is involved in the ITG committees.
Aspects of interest for each institution	Generally, the four institutions were interested mainly in the CIO's role and the best practices carried out in each European institution. In the firsts visits there was more emphasis on the understanding of the importance of the best practices, its classification by each principle of the ISO/IEC 38500 about IT governance, and the matching between these best practices and the current situation and real necessities in the specific case of the Tunisian universities.
What can be imitated	By this visits, European partners realized that each Tunisian institution had its own maturity level in regard of IT governance and its own adaptability and flexibility to changes. Several aspects they can and are willing to imitate included: • The concept of the Governance Team and its tasks about making decisions on IT. • Establish formal procedures to assign responsibilities regarding IT. • Dissemination inside the university on the importance of proper IT governance. • Identification of roles and responsibility by the creation of at least two committees: a strategy committee and a steering committee. • The role of the CIO and the appointment of the person who must play this role. • Design an IT strategy aligned with the university strategy (policies, guides, etc.).

	• Establish a formal methodology to select IT projects like the IT portfolio. • Engagement of the ministry in terms of supporting IT governance in HEIs. • Define the stakeholders involved in public governance. Not all the European universities had the same best practices or aspects to imitate but they share many of those included in the list above. Tunisian partners expressed willing to adapt some of these best practices with more or less impetus, depending on their restrictions or open-minded.
What it is difficult to replicate	The difficulties included in the Tunisian reports are related to some political and regulation issues. They understand and believe in the figure of the CIO, but it is not easy to create such a position in their institutions. A solution could be assigning this responsibility to an existing position that could fit with the CIO role, after a training phase on the person and other involved staff. Another difficulty related with the creation of the CIO figure is the lack of autonomy in finance and IT budget. Thus, to have a clear and transparent project portfolio o service catalogue may be difficult unless they try to propose new projects and services and then defend them before the government council or similar. Thus, all this implies a wrong vision from non-IT departments about the IT staff mission and efficiency.
Describe your main concerns about the visits	The four visits to the European institutions were initially intended to show Tunisian partners the best practices EU have implemented to better govern their IT issues. However, along the four visits, EU partners have acknowledged not only the utility of giving a list of best practices to the Tunisian partners, but also their evolution in the understanding of the importance of having an alignment between IT and the institution, the crucial role of the CIO in communication aspects over all and the formal methodologies in applying the six principles. The visits were useful also to understand their real situation regarding IT governance in general terms and the specific necessities each Tunisian institution has, the difficulties and risks to overcome and how EU partners can give them better advice and support.

How satisfied are you with the general explanation about the visits?

☐ Very satisfied
☒ Satisfied
☐ Neither
☐ Dissatisfied
☐ Very dissatisfied

3. Lessons Learnt during the visit and after their arrival

In this section, Tunisian partners had to explain what was important for their institution in each visit. Some explanation about their thoughts once arrived at their institutions were also requested.

Description of the learning	Again, in the first visits the lessons and concepts learnt during the visits were mainly related to ITG concepts regarding alignment between IT and the institution, the CIO role, the standard ISO/IEC 38500 and its principles, the importance of having a strategy and the necessary engagement of their strategic positions like Rector, Dean, etc. Once this concepts that form the base of the project were really understood, the aspects learnt in next visits were more concrete and accurate, like adapted best practices to their own necessities, the self-assessment of their institution in regard to each ISO/IEC principle, the calculation of the current maturity model and how to arrive a consensus with the desired maturity model of ITG.
Describe your main concerns about the learning and comprehension	Comparing the contents of the courses carried out at the beginning of the project with the evolution of the concepts acquired after each visit, we can observe an increase in the understanding of the IT governance bases as well as the adaptability of the existing European ITG frameworks to their own needs. In terms of capacity, as trainers we can assure that we have planted the seed of the good governance and best practices in the specific case of public institutions (concretely HEIs). This is a success in terms of the main mission of this project.

How satisfied are you with the general lessons learnt during the visits?

☒ Very satisfied

☐ Satisfied

☐ Neither

☐ Dissatisfied

☐ Very dissatisfied

4. Conclusion

As a conclusion, both for the Tunisian partners in terms of their experiences in Europe and for the European partners in terms of the evolutionary study of their learning, the visits have been an opportunity to not only disseminate and spread good practices regarding IT governance, but it has also meant an occasion of working together in the improvement of their processes, their alignment between IT and the strategy of the universities and the engagement of their organizational positions. Throughout the visits, Tunisian partners have learnt about the main concepts of IT governance, especially how to make it a reality in their institutions. Furthermore, European partners have learnt how to deal with difficulties and restrictions not previously investigated as they provide us other culture, regulations and ways of working.

In this way we have been able to adapt the best practices visits based on the profile of the attendees and the new knowledge they acquired. In general, they have been an enriching activity for both parties, getting more than what was originally expected.