

Information Technology Governance for Tunisian Universities (ITG4TU)

561614-EPP-1-2015-1-ES-EPPKA2-CBHE-JP



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Meeting minutes

University of Gabes, Gabes, Tunisia
09 September 2016

ITG4TU CONSORTIUM



AMENDMENT HISTORY

Version	Revision	Date	Author	Modification
1	0	09Sept16	Mehdi Khouja	First version of the document
1	1	10Sept16	Ouways Kabaou	Minor changes
1	2	10Sept16	Mehdi Khouja	Minor changes



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1. Attendants

- Saber MARAOUI: director of the ISIM GABES
- Sami GUDAEM: director of studies
- Lotfi TLIG: director of multimedia and web department
- Souhir FTERICH: director of computer and multimedia department
- Abir HADRICH: director of industrial computing department
- Makram Ben MOHAMED: General Secretary
- Mehdi KHOUJA: ITG Coordinator
- Mohamed Ouwayes KABOU: ITG team member
- Ali MANSOUR: Technical staff advisor

2. Agenda

2.1. Presentation of the best practices sheet

Dr. Mehdi Khouja, as coordinator of the project in the University of Gabes, presented the best practices sheet. He introduces the best practice related to each principle: Responsibility, strategy, acquisition, performance, conformance, and human behaviors. He also presented the main issue, which is the adequacy of the presented best practices to the faculty context.

The attendants discussed in detail all questions related to the best practices of each principle. The ITG committee members appreciate these principles.

Dr. Saber Maraoui, as the director of the higher institute of computer science and multimedia, explained that these principles are the keys to the good governance of our faculty.

Conclusion: The participants confirmed that these practices are adequate to the context of institution.



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Meeting minutes *Version 1.0*

3. Annex: Best practices sheet

Responsibility Consensus

Answer Yes (Y) or No (N) or leave it blank if you don't know

Governance Team (GT) responsibility

- RE1 Does the University's Governance Team (GT) regularly review which IT assets should be monitored centrally and which should be delegated?
- RE2 Does the GT team actively direct the strategic planning of IT in the university
- RC1 How many times per year do IT governance decisions appear on the GT schedule?

IT Governance

- RE3 Is the GT aware of the importance of IT Governance?
- RE4 Has the GT promoted actions (training, communication, etc.) to disseminate in the university community the importance of proper IT governance?
- RE5 Is it understood that IT Governance is the responsibility of the GT and not of IT experts and professionals?
- RE6 Has the GT chosen the model of IT governance that it wishes to implement and has this been communicated to, understood by and supported by all relevant groups in the university?
- RE7 Has the GT designed and funded a project to implement an IT governance system in the university?
- RC2 What is the amount of funding assigned to the project for the implementation of an IT governance system this year?
- RE8 Has the GT identified the roles and responsibilities related to IT governance and strategy and have these been assigned to individuals and committees?
- RE9 Does the GT regularly review the effectiveness of IT governance processes?

Chief Information Officer

- RE10 Has the GT assigned the responsibility of directing the management of IT and of working together with the GT in preparing the IT strategy and governance to a CIO?
- RE11

When appointing the CIO, did the GT bear in mind that this person should be an experienced and skilled governor with excellent communication skills?
- RE12 Does the CIO form part of the university's Governance Team (GT) and take part in making governance decisions?
- RE13 Does the CIO take part in preparing the university's strategic plans (whether these are IT-related or otherwise)?

Committees

- RE14 Has the GT set up an IT Strategy Committee in which the CIO and other GT members participate and that designs and monitors IT strategy and governance?
- RC3 How many times per year does the IT Strategy Committee meet?
- RE15 Has the GT set up an IT Steering Committee directed by the CIO that coordinates IT projects and reviews the management of IT operations?
- RE16 Do all members of the university community that have something to say as either those in charge of IT services or as IT service users participate in the IT Steering Committee?
- RC4 How many times per year does the IT Steering Committee meet?

Assigning responsibilities

- RE17 Has the GT established a model for making IT-related decisions that determines who is responsible for providing the information and who must make the decisions based on this?
- RE18 Has the GT drawn up a formal written procedure to ESTABLISH THE RESPONSIBILITIES and delegations related to IT strategy and governance?
- RE19 Has the GT drawn up a formal written procedure to REVIEW THE RESPONSIBILITIES assigned and reassign them in accordance with IT strategy and governance requirements?
- RE20 Has the GT instigated the preparation of a document that details the rights and duties of those who are delegated a responsibility?
- RE21 Does the GT check that people who have been assigned a responsibility correctly perform their duties?
Has the GT redesigned the organisational structure so that this takes into account the
- RE22 responsibilities at all levels in the organisation, the committees and the roles pertaining to IT governance?
- RE23 Does the GT have a clear vision of the responsibility of third parties in relation to the university's IT objectives?

Monitoring

- RE24 Are reports submitted on a regular basis to the GT which contain the values of the main indicators proposed in the university's strategic plan?
- RE25 Does the university have a balanced scorecard?
- RE26 Does the university have an IT balanced scorecard?
- RE27 Does the university have a catalogue of indicators that serves to enable the GT to monitor whether the responsibilities related to the management of IT are performed correctly?
- RE28 Does the university have a catalogue of indicators that serves to enable the GT to monitor whether the responsibilities related to the governance of IT are performed correctly?
- RE29 Has the GT assigned a responsibility with the aim of maintaining a proactive attitude when analysing business intelligence and providing key information for GT decision making?

StrategY Consensus

Answer Yes (Y) or No (N) or leave it blank if You don't know

Strategic Plan

- EE1 Has the GT instigated the design of an IT Strategic Plan that is aligned with the universitY's overall strategY?
- EC1 EverY how manY months is the universitY's IT Strategic Plan rewritten?
- EE2 Has the GT instigated the design of a strategic plan for the universitY that also includes IT strategies to ensure theY both follow the same line?
- EC2 EverY how manY months is the universitY's Strategic Plan rewritten?
- EE3 Has the GT promoted a short-term and long-term studY to determine the resources (financial, human, etc.) required to fulfil the IT strategic objectives?

IT policies

- EE4 Has the GT designed a set of IT policies, aligned with the universitY's strategY, that are a reference to guide those who have to make IT-related decisions in the universitY?
- EE5 Has the GT promoted the proper communication of IT policies so that theY are known, understood and observed bY all the universitY communitY?
- EE6 Has a procedure been designed to measure whether IT policies are known, understood and observed in the universitY?
- EE7 Has the GT instigated a studY that evaluates the different universitY stakeholders' satisfaction with the universitY's IT plans and policies?
- EC3 EverY how manY months is the universitY's IT policY catalogue plan reviewed?
- EC4 EverY how manY months is the universitY's IT policY catalogue contrasted with that of other universities?

IT Resources

- EE8 Does the GT plan IT acquisitions in a timelY manner and are theY included in the next Year's budget?
- EE9 Has the GT designed a long-term programme that has the aim of implementing all the IT developments that the universitY needs to meet its users' needs?
- EE10 Does the GT know how manY IT developments are still not integrated Yet should be?
- EE11 Has the GT designed medium-term IT infrastructure renewal plans to prevent this from becoming obsolete while at the same time incorporating emerging technologies?

IT innovation

- EE12 Has the GT designed a policY that expresses the support for technological innovation on campus?
- EE13 Has the GT allocated a responsibility whose aim is to evaluate emerging technologies and plan their incorporation if they are suited to meeting the university's strategic needs?
- EE14 Has the GT promoted processes that enable the evaluation of emerging technologies and the planning of their incorporation if they are suitable for the institution?
- EE15 Has the GT devoted enough human and financial resources to ensure that the responsibility for technological innovation is carried out properly?

IT culture

- EE16 Has the GT promoted a training plan for all the university's stakeholders to promote the mastery of technologies and the awareness of their importance for the university?

Acquisition Consensus

Answer Yes (Y) or No (N) or leave it blank if you don't know

IT investment

- AE1 Has the GT set up a procedure to clearly and accurately measure how much the university spends on IT on an annual basis?
- AE2 Does the university have a single centralised cost centre to carry out the university's main IT investments?
- AE3 Has the GT designed multi-annual investment programmes that guarantee the funding and execution of large-scale IT projects?
- AE4 Has the GT instigated a study that determines the university's IT assets?

Acquisitions policy

- AE5 Has the GT designed and published a policy that provides guidance on different types of acquisitions?
- AE6 Has the GT promoted the design of an IT purchase procedure that includes the analysis of the different offers based on strategic objectives and not only on technical or economic criteria?
- AE7 Has the GT promoted a study that evaluates the satisfaction of various stakeholders with the policies and procedures related to IT acquisitions?
- AE8 Has the GT designed and published a policy that provides guidance on different types of supplier relationships?
- AE9 Does the university optimise its purchases using good practices (for example, purchasing consortia, discount negotiations, purchase of special offers, etc.)?
- AE10 Is cost accounting performed to establish the cost impact of each IT service in respect to all purchase costs, maintenance costs and other applicable costs?

Suppliers

- AE11 Has the GT designed and published a policy that provides guidance on different types of supplier relationships?
- AE12 Have service level agreements been set up with all IT suppliers?
- AE13 Are reports submitted to the GT that monitor the service levels agreed with suppliers?
- AE14 Has the GT designed and published a policy that reflects its stance in relation to the outsourcing of services?
- AE15 Has the GT promoted a study on the feasibility of externalising various services and does this study should encompass both the benefits and the risks for the university?
- AC1 Every how many months does the GT review the performance of outsourced IT services and determine their continuity?

IT projects

- AE16 Has the GT decided to establish a "portfolio of projects" as a methodology to carry out the planning of IT acquisitions aligned with the university's strategic objectives?
- AC2 Every how many months is a call launched to establish the "portfolio of projects"?
- AE17 Does the GT regularly publish the objectives of IT projects that are to be implemented?
- AE18 Has a template been created for IT projects which includes all important information (aims, benefits, steps to follow, performance criteria and associated risks) and that requires that the GT establish their order of completion?

AE19 When calculating the costs of an IT project, are the IT investment and maintenance costs, human resource costs, training costs and the costs of organisational changes stemming from the project all taken into account?

AE20 Does the template for the creation of IT projects include the criteria necessary to regularly evaluate the continuity or termination of the service or the withdrawal of an IT system in order to make decisions thereon?

AE21 When calculating the cost of an IT project, do these include the costs required to maintain the continuity of an IT-based service?

AE22 When calculating the cost of an IT project, do these include the design of activities and the costs necessary to train all the people involved in that project so that maximum IT performance is obtained and the services offered are improved?

IT acquisitions and projects priority

AE23 Has the GT designed and published a set of criteria aligned with the strategic objectives which determines the priority of IT acquisitions and projects?

AE24 When making an IT acquisition, does the evaluation criteria include the fact that the proposed equipment should be compatible with existing technologies, comply with standards and be flexible and adaptable for future changes that may occur within the university?

AE25 Has the GT designed and published an IT acquisition approval protocol that details all the people responsible for supplying information and making decisions?

AE26 Does the GT have the ultimate responsibility for IT projects that are going to be implemented (both those that are centralised and delegated) and decide their priorities in such a way that a large portion of resources are channelled to the most important projects?

IT projects results

- AE27 Has a procedure been designed to continuously monitor IT projects and services in operation with a view to determining their performance, redesigning them, if necessary, and to continually seek cost savings?
- AC3 Every how many months does the GT review the evolution of IT services and decide upon their continuity?
- AE28 Does the GT know what percentage of IT projects are to be completed in time and with the planned resources?
- AE29 Has the GT promoted the drafting of a procedure to measure whether the results of the projects, once completed, have met the planned objectives?
- AE30 When calculating the benefits of an IT project, are a wide range of aspects ranging from cost savings to user satisfaction measured?
- AE31 Does the GT regularly publish the benefits obtained in the university as a result of the IT projects completed?
- AC4 Every how many months does the GT publish a report that details the results of completed IT projects?
- AE32 Has a procedure been designed to analyse the satisfaction of different user groups with the results of IT projects that have been completed and are now up and running?

Collaboration and comparison

- AE33 Has the GT designed a policy that determines whether it is a good idea to compare the results of IT projects with those of other universities and their subsequent communication to the university community and stakeholders?
- AE34 Does the GT support initiatives aimed at exchanging experiences and collaborating with other universities?

Performance Consensus

Answer Yes (Y) or No (N) or leave it blank if you don't know

Performance

- DE1 Has the GT designed and published a policy that reflects the expected performance of university processes that are IT-based?
- DE2 Does the GT monitor whether the inefficient use of IT affects its performance and communicate the results to users so that they are aware of the need for correct usage?
- DC1 Every how many months is a report sent to the GT that clearly states the performance level of IT services?
- DC2 Every how many months is an internal audit carried out to check the performance of IT services in operation?
- DC3 Every how many months is an external audit carried out to check the performance of IT services in operation?
- DE3 Has the GT devoted enough resources to maintain a high level of satisfaction in user groups related to the service with regard to performance of IT-based services?
- DE4 Does the GT analyse to what extent IT helps to reach the strategic goals of each university service?

IT services continuity

- DE5 Is the GT informed on the risks and security problems that may affect the continuity of services so that they can decide on an acceptable level of risk for the university?
- DE6 Has a plan been designed that ensures the continuity and availability of IT-based university services?
- DE7 Has a contingency plan been designed that contemplates the recovery of a service in the shortest time possible after a serious incident takes place?

Information availability and quality

- DE8 Has the GT prepared a report to determine what information it must receive to help it take decisions?
- DE9 Has a procedure been designed that ensures that the GT receives the information it needs to help it take decisions?
- DE10 Are security measures in place to maintain the integrity and quality of institutional information?
- DE11 Has the GT allocated a responsibility for establishing an information structure and the intelligent analysis thereof from a strategic standpoint?

Service level agreements

- DE12 Does the GT regularly analyse the requirements of users (for example, employees and students)?
- DE13 Does the university actively manage user expectations (for example, through service descriptions, service level agreements, etc.)?
- DE14 Have service level agreements been set up with all IT service users?
- DC4 Every how few months are service levels reviewed and checks carried out to see whether these deviate from those agreed with users?
- DE15 In the event that deviations in service level agreements are identified, are corrective measures adopted?
- DC5 Every how few months are corrective measures applied to non-compliant service levels?
- DE16 Has the GT promoted the design of a procedure to analyse the satisfaction of various stakeholders with relation to the university's IT-based services in operation?

Conformance Consensus

Answer Yes (Y) or No (N) or leave it blank if you don't know

Catalogues

- CE1 Has the GT officially assigned the responsibility of being aware of IT-related legislation to a person or a group of people?
- CE2 Has a reference catalogue been compiled that contains the IT-related regulations and laws that affect the university and is this kept up to date?
- CE3 Has the GT defined and published a catalogue with all kinds of IT-related policies to guide the rest of the university community on how to implement IT on campus?
- CE4 Has the GT promoted the design and publication of a set of internal procedures and regulations that implement the previously defined IT policies?
- CE5 Has the GT promoted processes to communicate IT-related internal policies and regulations to facilitate their dissemination in all spheres of the university community?
- CE6 Is there a measurement to determine the level of knowledge concerning IT policies and laws in the university community?

conformance

- CE7 Has the GT assigned a person or a group the responsibility of monitoring whether a person or group complies with the regulations?
- CC1 Every how many months does the GT review the skills of those in charge of ensuring the compliance of IT regulations in the university?
- CE8 Are reports submitted to the GT that determine the level of compliance of internal procedures with external laws and policies?
- CE9 Are training processes carried out related to the compliance of internal procedures with external laws and policies?
- CC2 Every how many months does the GT evaluate whether IT governance processes are properly carried out in the university?

Audits

- CE10 Are those in charge of IT services and projects encouraged to take into account IT-related external regulations and laws and policies and internal procedures?
- CE11 Are internal audits carried out to check whether IT projects and services comply with IT-related external laws and regulations and internal policies and procedures?
- CC3 Every how many months is an internal audit carried out to check whether the regulations on IT projects and services are being observed?
- CE12 Are external audits carried out to check whether IT projects and services comply with IT-related external laws and regulations and internal policies and procedures?
- CC4 Every how many months is an external audit carried out to check whether the regulations on IT projects and services are being fulfilled?
- CE13 Are reports submitted to the GT with the results of the internal and external audits, which clearly express the level of the university's level of compliance with regulations and the risks that these entail?
- CC5 Every how many months is a report submitted to the GT that clearly expresses the university's level of compliance with regulations and the risks that these entail?

Standards

- CE14 Has the GT **officially** assigned to a person or group of people the responsibility of understanding the IT-related standards?
- CE15 Has a reference catalogue been created that contains the IT-related standards applicable or already applied in the university and is this kept up to date?
- CE16 Has the GT designed and disseminated a policy that promotes the general use of IT-related professional standards and best practices within the university?
- CE17 Is IT management based on standard methodologies (for example ITIL or ISO 20000) carried out?
- CE18 Is IT governance carried out on the basis of standards (ISO 38500, COBIT, etc)?

CE19 Are reports submitted to the GT that determine the level of uptake of IT standards in the university?

Human behaviour Consensus

Answer Yes (Y) or No (N) or leave it blank if you don't know

Stakeholders

- HE1 Are the various stakeholders identified and is there official documentation on how each one will participate in new IT initiatives? (possible stakeholders: heads of university user services, heads of daily operations of each service, heads of IT maintenance, participants in the design and planning of IT projects, second-level managers and executives (heads of service and deputy vice-chancellors), university service users, suppliers, competitors, partners, those in charge of drafting laws and regulations and observers of university processes).
- HE2 Are there different groupings of stakeholders so as to offer them different treatment when involving them in IT-supported change processes? (for example: grouping them based on their experience of IT use or forming groups according to age and level of responsibility, etc.)
- HE3 Has the GT promoted the design of a procedure that serves to allow it to become aware of the IT-related needs and concerns of stakeholders affected by them?

Resistance to change

- HE4 Does the analysis identify risk factors arising from resistance to change in the people or groups affected and from a lack of commitment in those involved?
- HE5 Does IT project planning include activities aimed at mitigating the risk related to a lack of commitment in participants?
- HE6 Has a process been set into motion to raise awareness that leads to reducing people's resistance to an IT-based change process (information, training, etc.)?
- HE7 Does IT project planning include the responsibilities assigned to all participants and activities aimed at measuring the extent to which the involvement of these people contributes to the success of the project and therefore to the change process that it promotes?
- HE8 Have committees and work groups been created to facilitate the participation, and therefore the involvement, of stakeholders in the design, supervision and final evaluation of IT-based change processes?
- HE9 Does IT project planning include a stage to train stakeholders on the change that is going to take place in the university service affected by the IT initiative?
- HE10 Does IT project planning include a stage of cross training, training the heads of the university service in IT matters and technicians in the university process affected by the IT initiative?

People in the process

- HE11 Has a professional career structure been designed that reflects promotions based on the acquisition of skills (also IT) and on successes obtained during change processes?
- HE12 Is there a procedure established to measure the level of skills (especially those related to IT) of individuals in different interest groups?

Workload

HE13 Does the GT know what human resources are available, what occupational roles there are at all times and what human potential is available to undertake new IT initiatives, avoiding overloads?

HE14 Is there a procedure set up to measure the extent to which each IT project increases the workload of each individual or group participating and are there indicators that determine whether this is appropriate?

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University of Gabes, Gabes, Tunisia
21 September 2016

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1	2	22Sept16	Mehdi Khouja	Minor changes



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1. Attendants

- Dr. Mehdi KHOUJA coordinator of the ITG4TU project
- Dr. Saber MARAOUI, member of the ITG4TU Team
- Dr. Mohamed Ouwayes KABAOU, member of the ITG4TU Team

2. Agenda

2.1. Compilation the best practices sheet

A Meeting was held in Gabes on 21st september 2016 consortium, led by the coordinator of the project, Dr. Mehdi KHOUJA, about **Best practices**

The ITG4TU team met to discuss the decision taken in our last meeting about the best practices. As coordinator of the project in the University of Gabes, Dr. Mehdi KHOUJA proposes to contact the project coordinator of other implied Tunisian universities to share with him the taken decision and discuss their point of view on the adequacy of the best practices with the Tunisian context.

Conclusion: Dr. Mehdi KHOUJA, the project coordinator in the university of Gabes, will meet the coordinators of the implied universities; Sfax, Tunis Elmanar, and Manouba

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Meeting Minutes

ITG4TU Tunisian Partners, 04/10/2016

ITG4TU CONSORTIUM



AMENDMENT HISTORY

Version	Revision	Date	Author	Modification
1	0		Mehdi Khouja	Initial Version
1	1		Ismael Bouassida	Minor changes



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1. Attendances

The ITG4TU Tunisian coordinators:

- Dr. Mehdi Khouja as coordinator from UGB
- Dr. Youssef Ben Halima as coordinator from UMA
- Dr. Samir Moalla as coordinator from UTM
- Dr. Ismael Bouassida as coordinator from US

2. Agenda

A meeting was held via skype on October 04th, 2016. In this meeting, the Tunisian coordinator discussed the adaptation of the ITG best practices for the Tunisian universities.

Adaptations on IT Governance Framework best practices

Each coordinator gave a feedback about the adequacy of the ITG best practices for his university. The discussion was focused on the best practices to include or exclude from the Tunisian ITG framework. The attendances agreed to adopt the same framework for the four Tunisian universities. The framework will consist on various best practices organised into six ITG principles.

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02 November 2016

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1	0	08Nov16	Mehdi Khouja	First version of the document
1	1	09Nov16	Ouways Kabaou	Minor changes



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1. Attendants

- Dr. Mehdi Khouja, member of the ITG4TU Team
- Dr. Ouweis Kabaou, member of the ITG4TU Team
- Dr. Saber MAraoui, member of the ITG4TU Team

2. Agenda

2.1. Current situation of the best practices

In this phase of the project, the current situation of the best practices should be identified. The ITG4TU Team identified four persons to separately fill in the best practices sheet. These persons are:

1. The Director
2. The General Secretary
3. Member of the scientific board of the faculty.
4. Member of the scientific board of the faculty.

Conclusion: Four persons are solicited to complete the best practices sheet related to the best practices of the governance of our faculty.

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1. Attendants

- Saber MARAOUI: director of the ISIM GABES
- Sami GUDAIEM: director of studies
- Lotfi TLIG: director of multimedia and web department
- Souhir FTERICH: director of computer and multimedia department
- Abir HADRICH: director of industrial computing department
- Makram Ben MOHAMED: General Secretary
- Mehdi KHOUJA: ITG Coordinator
- Mohamed Ouwayes KABOU: ITG team member
- Ali MANSOUR: Technical staff advisor

2. Agenda

2.1. Presentation current situation of the best practices

During this meeting, the designated persons to fill the best practice sheet (the director, the IT engineer, the head of the computer science and multimedia department, one member of the scientific board of the institution) were willing to present their opinion.

The other attendants intervene after each principle to present their point-of-view. In some case, they are disagreeing with the proposed opinions.

A consensus was reached after presenting the four opinions and the final version of the document was created.

Conclusion: This document of the current best practice is ready and needs to be sent to European ITG4TU team to have a first feedback. Some questions are also sent to the ITG4TU team.



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Meeting minutes *Version 1.0*

3. Annex: current situation of the best parctices

Responsibility Consensus

Answer Yes (Y) or No (N) or leave it blank if you don't know

		SM	MK	OK	MBM	
		1	2	3	4	FINAL
Governance Team (GT) responsibility						
RE1	Does the University's Governance Team (GT) regularly review which IT assets should be monitored centrally and which should be delegated?	N	N	N	N	N
RE2	Does the GT team actively direct the strategic planning of IT in the university	N	N	N	N	N
RC1	How many times per year do IT governance decisions appear on the GT schedule?	2	0	N	N	0
IT Governance						
RE3	Is the GT aware of the importance of IT Governance?	Y	N	Y	N	Y
RE4	Has the GT promoted actions (training, communication, etc.) to disseminate in the university community the importance of proper IT governance?	Y	N	N	N	N
RE5	Is it understood that IT Governance is the responsibility of the GT and not of IT experts and professionals?	Y		N	N	Y
RE6	Has the GT chosen the model of IT governance that it wishes to implement and has this been communicated to, understood by and supported by all relevant groups in the university?	N	N	N	N	N
RE7	Has the GT designed and funded a project to implement an IT governance system in the university?	N	Y	N	N	N
RC2	What is the amount of funding assigned to the project for the implementation of an IT governance system this year?	0			N	0
RE8	Has the GT identified the roles and responsibilities related to IT governance and strategy and have these been assigned to individuals and committees?	N	Y	N	N	N
RE9	Does the GT regularly review the effectiveness of IT governance processes?	N	N	N	N	N
Chief Information Officer						
RE10	Has the GT assigned the responsibility of directing the management of IT and of working together with the GT in preparing the IT strategy and governance to a CIO?	N	N		N	N
RE11	When appointing the CIO, did the GT bear in mind that this person should be an experienced and skilled governor with excellent communication skills?		N		N	N
RE12	Does the CIO form part of the university's Governance Team (GT) and take part in making governance decisions?		N	N	N	N
RE13	Does the CIO take part in preparing the university's strategic plans (whether these are IT-related or otherwise)?		N	N	N	N

Committees						
RE14	Has the GT set up an IT Strategy Committee in which the CIO and other GT members participate and that designs and monitors IT strategy and governance?	N	N	N	N	N
RC3	How many times per year does the IT Strategy Committee meet?	0	0		0	0
RE15	Has the GT set up an IT Steering Committee directed by the CIO that coordinates IT projects and reviews the management of IT operations?	N	N	N	N	N
RE16	Do all members of the university community that have something to say as either those in charge of IT services or as IT service users participate in the IT Steering Committee?	N			N	N
RC4	How many times per year does the IT Steering Committee meet?	0	0		0	0
Assigning responsibilities						
RE17	Has the GT established a model for making IT-related decisions that determines who is responsible for providing the information and who must make the decisions based on this?	N	N	N	N	N
RE18	Has the GT drawn up a formal written procedure to ESTABLISH THE RESPONSIBILITIES and delegations related to IT strategy and governance?	N	N	N	N	N
RE19	Has the GT drawn up a formal written procedure to REVIEW THE RESPONSIBILITIES assigned and reassign them in accordance with IT strategy and governance requirements?	N	N	N	N	N
RE20	Has the GT instigated the preparation of a document that details the rights and duties of those who are delegated a responsibility?	N	N	N	N	N
RE21	Does the GT check that people who have been assigned a responsibility correctly perform their duties?	Y	N	N	N	N
RE22	Has the GT redesigned the organisational structure so that this takes into account the responsibilities at all levels in the organisation, the committees and the roles pertaining to IT governance?	Y	N	N	N	N
RE23	Does the GT have a clear vision of the responsibility of third parties in relation to the university's IT objectives?	Y	N	Y	N	Y

Monitoring

- RE24** Are reports submitted on a regular basis to the GT which contain the values of the main indicators proposed in the university's strategic plan?
- RE25** Does the university have a balanced scorecard?
- RE26** Does the university have an IT balanced scorecard?
- RE27** Does the university have a catalogue of indicators that serves to enable the GT to monitor whether the responsibilities related to the management of IT are performed correctly?
- RE28** Does the university have a catalogue of indicators that serves to enable the GT to monitor whether the responsibilities related to the governance of IT are performed correctly?
- RE29** Has the GT assigned a responsibility with the aim of maintaining a proactive attitude when analysing business intelligence and providing key information for GT decision making?

N	N	N	Y	N
Y	N	N	N	Y
N	N	N	N	N
N	N	N	Y	N
N	N	N	Y	N
N	N	N	N	N
NUMBER OF YES				4
Total of Bpractices				29
% Bpractices Satisf				14%

Strategy Consensus

Answer Yes (Y) or No (N) or leave it blank if You don't know

		SM	MK	OK	MBM	
		1	2	3	4	FINAL
Strategic Plan						
EE1	Has the GT instigated the design of an IT Strategic Plan that is aligned with the university's overall strategy?	N	N	N	N	N
EC1	EverY how manY months is the university's IT Strategic Plan rewritten?	0	0	N	0	0
EE2	Has the GT instigated the design of a strategic plan for the university that also includes IT strategies to ensure theY both follow the same line?	N	N	N	N	N
EC2	EverY how manY months is the university's Strategic Plan rewritten?	0	0		0	0
EE3	Has the GT promoted a short-term and long-term study to determine the resources (financial, human, etc.) required to fulfil the IT strategic objectives?		N	N	N	N
IT policies						
EE4	Has the GT designed a set of IT policies, aligned with the university's strategy, that are a reference to guide those who have to make IT-related decisions in the university?	N	N	N	N	N
EE5	Has the GT promoted the proper communication of IT policies so that theY are known, understood and observed bY all the university community?	N	N	N	N	N
EE6	Has a procedure been designed to measure whether IT policies are known, understood and observed in the university?	N	N	N	N	N
EE7	Has the GT instigated a study that evaluates the different university stakeholders' satisfaction with the university's IT plans and policies?	N	N	N	N	N
EC3	EverY how manY months is the university's IT policY catalogue plan reviewed?	0	0		0	0
EC4	EverY how manY months is the university's IT policY catalogue contrasted with that of other universities?	0	0		0	0
IT Resources						
EE8	Does the GT plan IT acquisitions in a timely manner and are theY included in the next Year's budget?	Y	Y	N	Y	Y
EE9	Has the GT designed a long-term programme that has the aim of implementing all the IT developments that the university needs to meet its users' needs?	N	N	N	N	N
EE10	Does the GT know how manY IT developments are still not integrated Yet should be?	N	N	Y	N	N
EE11	Has the GT designed medium-term IT infrastructure renewal plans to prevent this from becoming obsolete while at the same time incorporating emerging technologies?	N		N	N	N

IT innovation

EE12	Has the GT designed a policy that expresses the support for technological innovation on campus?	N	N	N	N	N
EE13	Has the GT allocated a responsibility whose aim is to evaluate emerging technologies and plan their incorporation if they are suited to meeting the university's strategic needs?	N	N	N	N	N
EE14	Has the GT promoted processes that enable the evaluation of emerging technologies and the planning of their incorporation if they are suitable for the institution?	N	N	N	N	N
EE15	Has the GT devoted enough human and financial resources to ensure that the responsibility for technological innovation is carried out properly?	N	N	N	N	N

IT culture

EE16	Has the GT promoted a training plan for all the university's stakeholders to promote the mastery of technologies and the awareness of their importance for the university?	N	N	N	Y	N
NUMBER OF YES						1
Total of Bpractices						16
% Bpractices Satisfic						6%

Acquisition Consensus

Answer Yes (Y) or No (N) or leave it blank if you don't know

		SM	MK	OK	MBM	
		1	2	3	4	FINAL
IT investment						
AE1	Has the GT set up a procedure to clearly and accurately measure how much the university spends on IT on an annual basis?	N	Y	N	N	N
AE2	Does the university have a single centralised cost centre to carry out the university's main IT investments?	N	Y	N	N	?
AE3	Has the GT designed multi-annual investment programmes that guarantee the funding and execution of large-scale IT projects?	N	N	N	N	N
AE4	Has the GT instigated a study that determines the university's IT assets?	N	N	N	N	N
Acquisitions policy						
AE5	Has the GT designed and published a policy that provides guidance on different types of acquisitions?	Y		N	N	Y
AE6	Has the GT promoted the design of an IT purchase procedure that includes the analysis of the different offers based on strategic objectives and not only on technical or economic criteria?	N	N	N	N	N
AE7	Has the GT promoted a study that evaluates the satisfaction of various stakeholders with the policies and procedures related to IT acquisitions?	N	N	N	N	N
AE8	Has the GT designed and published a policy that provides guidance on different types of supplier relationships?	N	N	N	N	N
AE9	Does the university optimise its purchases using good practices (for example, purchasing consortia, discount negotiations, purchase of special offers, etc.)?	N	N	N	N	N
AE10	Is cost accounting performed to establish the cost impact of each IT service in respect to all purchase costs, maintenance costs and other applicable costs?	Y		N	N	N
Suppliers						
AE11	Has the GT designed and published a policy that provides guidance on different types of supplier relationships?	N	N	N	N	N
AE12	Have service level agreements been set up with all IT suppliers?		N	N	N	Y
AE13	Are reports submitted to the GT that monitor the service levels agreed with suppliers?	Y	N	N	N	Y
AE14	Has the GT designed and published a policy that reflects its stance in relation to the outsourcing of services?	N	N	N	N	N
AE15	Has the GT promoted a study on the feasibility of externalising various services and does this study should encompass both the benefits and the risks for the university?	N	N	N	N	N
AC1	Every how many months does the GT review the performance of outsourced IT services and determine their continuity?	0	0		0	0
IT projects						
AE16	Has the GT decided to establish a "portfolio of projects" as a methodology to carry out the planning of IT acquisitions aligned with the university's strategic objectives?	N	N	N	N	N
AC2	Every how many months is a call launched to establish the "portfolio of projects"?	0	0		0	0
AE17	Does the GT regularly publish the objectives of IT projects that are to be implemented?	N	N	N	N	N
AE18	Has a template been created for IT projects which includes all important information (aims, benefits, steps to follow, performance criteria and associated risks) and that requires that the GT establish their order of completion?	N	N	N	N	N
AE19	When calculating the costs of an IT project, are the IT investment and maintenance costs, human resource costs, training costs and the costs of organisational changes stemming from the project all taken into account?	Y	N		N	N
AE20	Does the template for the creation of IT projects include the criteria necessary to regularly evaluate the continuity or termination of the service or the withdrawal of an IT system in order to make decisions thereon?	N	N		N	N
AE21	When calculating the cost of an IT project, do these include the costs required to maintain the continuity of an IT-based service?	Y	N		N	Y
AE22	When calculating the cost of an IT project, do these include the design of activities and the costs necessary to train all the people involved in that project so that maximum IT performance is obtained and the services offered are improved?	N	N		N	N
IT acquisitions and projects priority						
AE23	Has the GT designed and published a set of criteria aligned with the strategic objectives which determines the priority of IT acquisitions and projects?	N	N	N	N	N

AE24 When making an IT acquisition, does the evaluation criteria include the fact that the proposed equipment should be compatible with existing technologies, comply with standards and be flexible and adaptable for future changes that may occur within the university?

AE25 Has the GT designed and published an IT acquisition approval protocol that details all the people responsible for supplying information and making decisions?

AE26 Does the GT have the ultimate responsibility for IT projects that are going to be implemented (both those that are centralised and delegated) and decide their priorities in such a way that a large portion of resources are channelled to the most important projects?

Y	N	Y	N	Y
Y	N	N	N	Y
Y	N	N	N	Y

IT projects results						
AE27	Has a procedure been designed to continuously monitor IT projects and services in operation with a view to determining their performance, redesigning them, if necessary, and to continually seek cost savings?	N	N	N	N	N
AC3	Every how many months does the GT review the evolution of IT services and decide upon their continuity?	0	0		0	0
AE28	Does the GT know what percentage of IT projects are to be completed in time and with the planned resources?	N	N		N	N
AE29	Has the GT promoted the drafting of a procedure to measure whether the results of the projects, once completed, have met the planned objectives?	N	N	N	N	N
AE30	When calculating the benefits of an IT project, are a wide range of aspects ranging from cost savings to user satisfaction measured?	N	N		N	N
AE31	Does the GT regularly publish the benefits obtained in the university as a result of the IT projects completed?	N	N	N	N	N
AC4	Every how many months does the GT publish a report that details the results of completed IT projects?	0	0		0	0
AE32	Has a procedure been designed to analyse the satisfaction of different user groups with the results of IT projects that have been completed and are now up and running?	N	N	N	N	N
Collaboration and comparison						
AE33	Has the GT designed a policy that determines whether it is a good idea to compare the results of IT projects with those of other universities and their subsequent communication to the university community and stakeholders?	N	N	N	N	N
AE34	Does the GT support initiatives aimed at exchanging experiences and collaborating with other universities?	Y	N	Y	N	Y
NUMBER OF YES					8	
Total of Bpractices					34	
% Bpractices Satisfac					24%	

Performance Consensus

Answer Yes (Y) or No (N) or leave it blank if you don't know

		SM	MK	OK	MBM	
		1	2	3	4	FINAL
Performance						
DE1	Has the GT designed and published a policy that reflects the expected performance of university processes that are IT-based?	N	N	N	N	N
DE2	Does the GT monitor whether the inefficient use of IT affects its performance and communicate the results to users so that they are aware of the need for correct usage?	N	N	N	N	N
DC1	Every how many months is a report sent to the GT that clearly states the performance level of IT services?	0	N		N	N
DC2	Every how many months is an internal audit carried out to check the performance of IT services in operation?	6	N		6	6
DC3	Every how many months is an external audit carried out to check the performance of IT services in operation?	12	N		12	12
DE3	Has the GT devoted enough resources to maintain a high level of satisfaction in user groups related to the service with regard to performance of IT-based services?	Y	N	N	Y	Y
DE4	Does the GT analyse to what extent IT helps to reach the strategic goals of each university service?	N	N	N	N	N
IT services continuity						
DE5	Is the GT informed on the risks and security problems that may affect the continuity of services so that they can decide on an acceptable level of risk for the university?	N	N	N	Y	N
DE6	Has a plan been designed that ensures the continuity and availability of IT-based university services?	N	N	N	Y	N
DE7	Has a contingency plan been designed that contemplates the recovery of a service in the shortest time possible after a serious incident takes place?	N	N	N	N	N
Information availability and quality						
DE8	Has the GT prepared a report to determine what information it must receive to help it take decisions?	N	N	N	N	N
DE9	Has a procedure been designed that ensures that the GT receives the information it needs to help it take decisions?	N	N	N	Y	N
DE10	Are security measures in place to maintain the integrity and quality of institutional information?	N	N	N	Y	N
DE11	Has the GT allocated a responsibility for establishing an information structure and the intelligent analysis thereof from a strategic standpoint?	N	N	N	Y	N

Service level agreements

DE12	Does the GT regularly analyse the requirements of users (for example, employees and students)?	Y	N	N	Y	Y
DE13	Does the university actively manage user expectations (for example, through service descriptions, service level agreements, etc.)?	N	N	N	Y	N
DE14	Have service level agreements been set up with all IT service users?	N	N	N	N	N
DC4	Every how few months are service levels reviewed and checks carried out to see whether these deviate from those agreed with users?	0	0		6	0
DE15	In the event that deviations in service level agreements are identified, are corrective measures adopted?		N	N	Y	N
DC5	Every how few months are corrective measures applied to non-compliant service levels?	0	0		1	0
DE16	Has the GT promoted the design of a procedure to analyse the satisfaction of various stakeholders with relation to the university's IT-based services in operation?	N	N	N	Y	N
NUMBER OF YES						2
Total of Bpractices						16
% Bpractices Satisf						13%

Conformance Consensus

Answer Yes (Y) or No (N) or leave it blank if you don't know

		SM	MK	OK	MBM	
		1	2	3	4	FINAL
Catalogues						
CE1	Has the GT officially assigned the responsibility of being aware of IT-related legislation to a person or a group of people?	N	Y	N	N	N
CE2	Has a reference catalogue been compiled that contains the IT-related regulations and laws that affect the university and is this kept up to date?	N	N	N	N	N
CE3	Has the GT defined and published a catalogue with all kinds of IT-related policies to guide the rest of the university community on how to implement IT on campus?	N	N	N	N	N
CE4	Has the GT promoted the design and publication of a set of internal procedures and regulations that implement the previously defined IT policies?	N	N	N	N	N
CE5	Has the GT promoted processes to communicate IT-related internal policies and regulations to facilitate their dissemination in all spheres of the university community?	N	N	N	N	N
CE6	Is there a measurement to determine the level of knowledge concerning IT policies and laws in the university community?	N	N	N	N	N
conformance						
CE7	Has the GT assigned a person or a group the responsibility of monitoring whether a person or group complies with the regulations?	N	N	N	Y	N
CC1	Every how many months does the GT review the skills of those in charge of ensuring the compliance of IT regulations in the university?	0	0		12	0
CE8	Are reports submitted to the GT that determine the level of compliance of internal procedures with external laws and policies?	N	N	N	Y	N
CE9	Are training processes carried out related to the compliance of internal procedures with external laws and policies?	Y	N	N	Y	Y
CC2	Every how many months does the GT evaluate whether IT governance processes are properly carried out in the university?	0	0		N	0
Audits						
CE10	Are those in charge of IT services and projects encouraged to take into account IT-related external regulations and laws and policies and internal procedures?	Y	N		Y	Y
CE11	Are internal audits carried out to check whether IT projects and services comply with IT-related external laws and regulations and internal policies and procedures?	Y	N		Y	Y
CC3	Every how many months is an internal audit carried out to check whether the regulations on IT projects and services are being observed?	6	N		6	6
CE12	Are external audits carried out to check whether IT projects and services comply with IT-related external laws and regulations and internal policies and procedures?	Y	N		Y	Y
CC4	Every how many months is an external audit carried out to check whether the regulations on IT projects and services are being fulfilled?	12	N		12	12
CE13	Are reports submitted to the GT with the results of the internal and external audits, which clearly express the level of the university's level of compliance with regulations and the risks that these entail?		N	N	Y	Y
CC5	Every how many months is a report submitted to the GT that clearly expresses the university's level of compliance with regulations and the risks that these entail?	0	0		12	6
Standards						
CE14	Has the GT officially assigned to a person or group of people the responsibility of understanding the IT-related standards?	N	Y	N	N	N
CE15	Has a reference catalogue been created that contains the IT-related standards applicable or already applied in the university and is this kept up to date?	N	N	N	N	N
CE16	Has the GT designed and disseminated a policy that promotes the general use of IT-related professional standards and best practices within the university?	N	N	N	N	N
CE17	Is IT management based on standard methodologies (for example ITIL or ISO 20000) carried out?	N	N		N	N
CE18	Is IT governance carried out on the basis of standards (ISO 38500, COBIT, etc)?	N	N		N	N
CE19	Are reports submitted to the GT that determine the level of uptake of IT standards in the university?	N	N	N	N	N
NUMBER OF YES					5	
Total of Bpractices					19	
% Bpractices Satis					26%	

Human behaviour Consensus

Answer Yes (Y) or No (N) or leave it blank if you don't know

		SM	MK	OK	MBM	
		1	2	3	4	FINAL
Stakeholders						
HE1	Are the various stakeholders identified and is there official documentation on how each one will participate in new IT initiatives? (possible stakeholders: heads of university user services, heads of daily operations of each service, heads of IT maintenance, participants in the design and planning of IT projects, second-level managers and executives (heads of service and deputy vice-chancellors), university service users, suppliers, competitors, partners, those in charge of drafting laws and regulations and observers of university processes).	N	N	N	N	N
HE2	Are there different groupings of stakeholders so as to offer them different treatment when involving them in IT-supported change processes? (for example: grouping them based on their experience of IT use or forming groups according to age and level of responsibility, etc.)	N	N	N	Y	N
HE3	Has the GT promoted the design of a procedure that serves to allow it to become aware of the IT-related needs and concerns of stakeholders affected by them?	N	N	N	N	N
Resistance to change						
HE4	Does the analysis identify risk factors arising from resistance to change in the people or groups affected and from a lack of commitment in those involved?	N	N	N	Y	N
HE5	Does IT project planning include activities aimed at mitigating the risk related to a lack of commitment in participants?	N	N	N	N	N
HE6	Has a process been set into motion to raise awareness that leads to reducing people's resistance to an IT-based change process (information, training, etc.)?	N	N	N	N	N
HE7	Does IT project planning include the responsibilities assigned to all participants and activities aimed at measuring the extent to which the involvement of these people contributes to the success of the project and therefore to the change process that it promotes?	N	N		N	N
HE8	Have committees and work groups been created to facilitate the participation, and therefore the involvement, of stakeholders in the design, supervision and final evaluation of IT-based change processes?	N	Y		N	N
HE9	Does IT project planning include a stage to train stakeholders on the change that is going to take place in the university service affected by the IT initiative?	Y	Y		N	Y
HE10	Does IT project planning include a stage of cross training, training the heads of the university service in IT matters and technicians in the university process affected by the IT initiative?	Y	Y		N	n
People in the process						
HE11	Has a professional career structure been designed that reflects promotions based on the acquisition of skills (also IT) and on successes obtained during change processes?	N	N	N	Y	N
HE12	Is there a procedure established to measure the level of skills (especially those related to IT) of individuals in different interest groups?	Y	N	N	Y	Y

Workload

HE13 Does the GT know what human resources are available, what occupational roles there are at all times and what human potential is available to undertake new IT initiatives, avoiding overloads?

HE14 Is there a procedure set up to measure the extent to which each IT project increases the workload of each individual or group participating and are there indicators that determine whether this is appropriate?

Y	Y	N	Y	Y
N	N	N	N	N
NUMBER OF YES				4
Total of Bpractices				14
% Bpractices Satis				29%

Information Technology Governance for Tunisian Universities (ITG4TU)

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Meeting minutes

University of Gabes, Gabes, Tunisia
12 December 2016

ITG4TU CONSORTIUM



AMENDMENT HISTORY

Version	Revision	Date	Author	Modification
1	0	12Dec16	Mehdi KHOUJA	First version of the document
1	1	13Dec16	Mohamed Ouwayes Kbaou	Minor changes
1	2	13Dec16	Mehdi KHOUJA	Minor changes



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1. Attendants

The ITG4TU Team:

- Mehdi KHOUJA: ITG Coordinator
- Saber MARAOUI: director of the ISIM GABES/ ITG Team Member
- Mohamed Ouwayes KABOU: ITG Team Member

2. Agenda

2.1. Compilation the best practices situation

A Meeting was held in Gabes on 12 December 2016 consortium, led by the coordinator of the project, Dr.Mehdi KHOUJA, about **compilation the best practices situation**

This meeting is planned after receiving the comments of the European ITG4TU team about the current situation of the best practices of the University of Gabes.

This review contains:

- The responses on the questions sent with the best practice sheet.
- Some suggestions to modify this sheet,
- Some comments to explain the need of such modifications to the success of the project.

Conclusion: A new version of the best practice sheet was prepared and sent to European ITG4TU team.

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AMENDMENT HISTORY

Version	Revision	Date	Author	Modification
V1	0	08March2017	Lotfi TLIG	Initial Version
V1	1	09March2017	Mehdi KHOUJA	Minor changes



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1. Attendance

The ITG Committee:

- Saber MARAOUI: director of the ISIM GABES
- Sami GUDAIEM: director of studies
- Lotfi TLIG: director of multimedia and web department
- Souhir FTERICH: director of computer and multimedia department
- Abir HADRICH: director of industrial computing department
- Makram Ben MOHAMED: General Secretary
- Mehdi KHOUJA: ITG Coordinator
- Mohamed Ouwayes KABOU: ITG team member
- Ali MANSOUR: Technical staff advisor

2. Agenda

A Meeting was held in Gabes on 8th march 2017 consortium, led by the coordinator of the project, Dr.Mehdi KHOUJA, about the following important topics:

Presentation of the maturity model Matrix;

Dr. Mehdi KHOUJA has presented the different aspects of maturity model organized in different principles; Responsibility, Strategy, Acquisition, Performance, Conformance and Human behavior. After a discussion conducted by all the members, the director has declared that the proposed maturity model is adequate for the university context. To support the choice of this model, the attendance requested the ITG4TU team to consult the partner universities regarding the adoption of the maturity matrix.



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3. Annex: Presentation of the maturity model Matrix

Responsibility Consensus

	Evaluate	Direct	Monitor
Nonexistent 0	The directors have not allocated IT-related responsibilities.	The directors do not make IT-related decisions.	The directors do not carry out any type of monitoring of those in charge of IT.
Initial 1	The directors have allocated responsibilities related to IT management. The directors allocate responsibilities based on their own criteria since they are not aware of any existing models.	The directors monitor IT management but not in a planned way. Most decisions on IT are made by IT managers and these are confirmed by the directors.	The directors carry out an informal monitoring of responsibilities related to IT management.
Repetible / Intuitive 2	The directors allocate management responsibilities and some IT governance responsibilities. The directors allocate some IT governance responsibilities but they do not apply any type of IT governance model. The directors do not take into account if a person that is allocated a responsibility has the appropriate skills.	The directors take the responsibility of making decisions on IT. The directors endeavour to ensure that IT management is planned. The directors effectively communicate the main IT projects to the various stakeholders. The directors receive information that is scant and inadequate for	The directors check whether the responsibilities allocated are understood.
Defined 3	The directors are aware of all the options available to allocate all the responsibilities related to the current use of IT. The directors take into account the skills of those persons to which they allocates IT governance responsibilities. Those people are the top level managers in the university and are assisted by IT experts that The directors have allocated responsibilities to third parties. The directors review whether the responsibilities allocated have been carried	The directors are aware of the importance of their involvement in IT governance. The directors have designed an IT strategy aligned with the university's overall strategy. The directors have decided to apply an IT governance model. The directors communicate the importance of IT governance and the	The directors check whether the person who is allocated the responsibility understands it. The directors do not check whether all the responsibilities related to IT governance are allocated.
	The directors evaluate the options existing to allocate all the responsibilities related with the use of current and future IT.	The directors are fully involved in IT governance.	The directors check that suitable mechanisms have been put into place for good IT governance.

Measurable 4	<p>The directors ensure that IT is used effectively, efficiently and in an acceptable manner in order to meet the university's</p> <p>The directors evaluate the competence of those who have been allocated the responsibility of making decisions on IT and supervise that these have been carried out</p>	<p>The directors ensure that the plans are carried out in accordance with the responsibilities allocated.</p> <p>The directors receive the information that they need to carry out their decision-making responsibilities and to be held</p> <p>The directors communicate the results of IT initiatives and the success of IT governance</p>	<p>The directors analyse whether those people who have been allocated responsibilities understand them, take them on and carry them out.</p> <p>The directors measure the performance of those in charge of IT governance, both of those who make decisions as well as those who supply them with information.</p>
Optimized 5	<p>The directors regularly review the models and options for allocating responsibilities.</p> <p>The directors regularly review the skills of those who have been allocated responsibilities and plan reallocations and</p>	<p>The directors have managed to involve all the university in IT</p> <p>The directors ensure that the plans designed are carried out.</p> <p>The directors receive the information they need to make decisions and proactively promote</p> <p>The directors communicate the results of IT governance processes in comparison with those of the other</p>	<p>The directors regularly measure the maturity of IT governance mechanisms.</p> <p>Regular checks are performed to see whether the responsibilities allocated or reallocated are understood and carried out.</p> <p>The directors measure the performance of those in charge of IT governance and communicate this to the various stakeholders.</p>

Strategy Consensus

	Evaluate	Direct	Monitor
Nonexistent 0	The directors do not have sufficient IT developments to meet users' needs.	The directors perform IT management without any type of future planning.	The directors do not perform any type of monitoring of IT activity.
Initial 1	<p>The directors believe the university has sufficient IT developments, although these are not integrated, to meet users' needs.</p> <p>The directors monitor IT activity but not in a way that is aligned with the university's strategic objectives.</p> <p>The directors analyse some of the risks albeit from an operational and legal compliance perspective but not taking into account business considerations.</p>	<p>The directors plan investments in IT for the coming year.</p> <p>The lack of involvement on the part of all the directors prevents any global policies relating to IT from being designed.</p> <p>There is very little innovation in IT as an attitude prevails that is acquiescent of technologies that can be applied to the business.</p>	The directors monitor the projects at a superficial level for the purposes of justifying their expenditure.
Repetible / Intuitive 2	<p>The directors believe sufficient integrated IT developments exist to meet users' needs.</p> <p>The directors monitor IT activity which begins to be aligned with the university's</p> <p>The directors analyse all the risks albeit from a technical and legal compliance perspective but not taking into account</p>	<p>The directors carry out medium-term IT planning but from a technological perspective, not with institutional</p> <p>University directors design some IT-related policies from a business point of</p> <p>There are innovations in IT but from a technical perspective, not from a business point of view.</p>	The directors measure the results of IT projects from an operational perspective, but not from the university's business
Defined 3	<p>The directors know that the university has sufficient IT developments to provide support for the current needs of the business.</p> <p>The directors monitor IT activity which is in line with the university's strategic objectives.</p> <p>The directors take IT-related risks into account when establishing the university's</p>	<p>The directors perform strategic IT planning aligned with the university's strategic objectives.</p> <p>University directors design global policies relating to IT from a business point of view.</p> <p>The directors begin to innovate in IT based on strategic objectives?</p>	<p>The directors measure to see whether projects are completed on time and with the resources planned but do not measure to see whether the benefits</p> <p>The directors check to see whether policies concerning IT are being applied throughout the university.</p>
	The directors evaluate IT assets and ensure they will provide support for the university's future needs.	The directors design policies and plans that aim to help the university benefit from the full potential of IT assets.	The directors monitor the progress of IT initiatives to ensure that the desired objectives are achieved on time and with

Measurable 4	<p>The directors analyse their plans and policies to ensure that IT activities are aligned with the institutional objectives, even if circumstances change, and that best practices are included and all</p> <p>The directors should make sure IT performance is submitted to an evaluation to assess the risks for the organisation.</p>	<p>The directors should encourage proposals for the innovative use of IT, which will enable the university to respond to new challenges, exploit new business opportunities or improve operational</p>	<p>The directors measure the results of IT initiatives to see whether the desired benefits have been obtained.</p> <p>The directors check to see whether IT-related policies are being implemented throughout the organisation and the</p>
Optimized 5	<p>The directors foresee the evolution of IT development to provide future support for the business and regularly review such</p> <p>The directors design IT activities to ensure they are currently aligned with the business objectives and regularly review them to make sure they remain so in the</p> <p>The directors manage current risks and make a proactive forecast of future risks linked to the evolution of the business and</p>	<p>The directors regularly review plans and policies so that they can always obtain the maximum value from IT assets.</p> <p>The culture of IT innovation is typically continuous, proactive and tends to anticipate the needs of the university.</p> <p>The culture of IT planning and innovation pervades the entire organisation.</p>	<p>The directors regularly review the results of multi-annual programmes to see whether objectives are met on time</p> <p>The directors regularly propose new policies based on the results and satisfaction generated by current policies.</p>

Acquisition Consensus

	Evaluate	Direct	Monitor
Nonexistent 0	The university directors do not determine major IT acquisitions.	The directors have not established any procedures on how to make IT acquisitions.	The directors do not check whether the IT assets meet the objectives for which
Initial 1	<p>The directors determine acquisition mainly on the basis of criteria aimed at reducing costs.</p> <p>Each director determines acquisitions for their own sphere of influence, there being no single decision at institution level.</p>	<p>The reports drawn up to support an acquisition purchase usually include more technical and economic data than other criteria used by directors in the decision-making process.</p> <p>The budget for IT acquisition is distributed over various cost and decision-making centres.</p>	<p>When calculating the cost of a project, particular consideration is taken of the investment and maintenance costs while other costs (human resources and training initiatives) deriving from the organisational change caused by the IT project are</p>
Repetible / Intuitive 2	<p>The directors draw up a diverse set of general criteria (in addition to the cost savings) to be taken into account when making an acquisition.</p> <p>The directors decide on a joint, consensual basis what IT investments should be made at the level of the institution.</p> <p>The directors draw up the criteria and policies for conducting relations with</p>	<p>The directors have designed policies and internal procedures that include general criteria to be taken into consideration with regard to IT acquisition.</p> <p>The budget for IT acquisition is centralised and completely separate from other items.</p> <p>The directors have drawn up criteria and simple procedures for conducting relations</p>	<p>When calculating the cost of a project, not only the investment and maintenance costs, but also the costs for human resources, training and the generally the costs of organisational changes stemming from the IT project are all taken into</p> <p>The directors know what IT assets the university currently has available.</p>
Defined 3	<p>The directors design the strategies and stipulate priorities for acquisition purposes.</p> <p>The directors evaluate the results of the services in operation to determine whether they should continue.</p> <p>The directors evaluate new purchases by subjecting them to a thorough analysis, which includes: aims, benefits, steps to follow, performance criteria and associated risks.</p>	<p>The directors plan acquisition in such a way that it can form the basis for future budgeting.</p> <p>There is an IT acquisition approval protocol that details all those responsible for providing information and taking decisions.</p> <p>When drawing up a project, its aims, benefits, steps to follow, performance criteria and associated risks are all included.</p>	<p>The directors measure the results of the projects to establish whether the desired results have been obtained.</p> <p>The directors receive reports that enable them to monitor the services in operation with a view to redefining them to save</p> <p>The directors monitor compliance with the levels of service agreed upon with the suppliers.</p>

			The directors measure the satisfaction of all stakeholders with respect to IT policies and acquisition procedures.
	The directors consider the possibility of outs	The directors have set up short-term service	
Measurable 4	<p>The directors jointly prioritise purchases on the basis of clear, transparent criteria that have been determined from the strategic objectives set by the university.</p> <p>The university directors carry out a thorough analysis of the costs, benefits and risks of the various alternatives and decide on the one that offers a balance of risks and</p> <p>The directors analyse the feasibility of outsourcing each IT service based on various criteria and then decide which ones should</p>	<p>The directors have determined a procedure establishing the best way to purchase IT, which includes preparing the appropriate documents to help achieve the</p> <p>The documentation for IT projects includes the criteria necessary to regularly evaluate the continuity or termination of the service or the withdrawal of an IT system.</p> <p>The directors plan supply agreements that can satisfy the needs of the university in the medium or long term.</p> <p>The directors have designed a policy establishing the criteria to implement the outsourcing of an IT service.</p>	<p>The directors monitor the projects being implemented and the services in operation to ensure that the objectives set have been achieved.</p> <p>When calculating the costs and benefits of a particular acquisition, a wide range of aspects, from the cost of the investment to user satisfaction, are measured.</p> <p>Outsourced services are measured for performance and the directors are informed.</p>
Optimized 5	<p>The directors regularly assess the results of the IT projects and services in operation, determine their feasibility and decide on whether they should continue.</p> <p>The directors regularly review the feasibility of outsourced services and decide on whether they should be continued in the short and long term on the basis of flexible service agreements that can be adapted aligned with any changes arising at the university.</p> <p>The directors understand and apply the best practices known with respect to managing acquisition (outsourcing, consortium-based purchasing, renting, etc.).</p> <p>The directors instigate working in conjunction with other universities on the development of joint projects, consortium-</p>	<p>The directors plan and establish the priority for IT projects or acquisitions by means of a procedure including multi-annual programmes that are reviewed on a regular</p> <p>The directors have established a well-known, clear, transparent acquisition procedure that has the backing of the suppliers and is reviewed on a regular basis.</p> <p>The directors have developed a procedure to establish if, once implemented, the resource acquired meets the needs of the university.</p>	<p>The directors check the extent to which acquisition objectives are shared by the supplier.</p> <p>The directors know the cost impact of each service as a result of all the acquisition costs, maintenance costs and other applicable costs (cost accounting).</p>

Performance Consensus

	Evaluate	Direct	Monitor
Nonexistent 0	The university directors do not evaluate IT activity since this is left entirely in the hands of the IT managers.	Planning is very difficult because IT assets are clearly insufficient.	No measure is taken of IT performance.
Initial 1	The directors evaluate the operational proposals put forward by the IT managers, albeit only from a technical and/or economic level of the services will be taken by IT	IT assets cover the major operations of current university services (though not all those deemed desirable). IT managers normally have an excessive workload.	Only the cost of the services is measured as an index for prioritising the allocation of IT
Repetible / Intuitive 2	The directors evaluate the operational proposals put forward by IT managers with regard to the institution's own objectives. The directors understand the university's reliance on IT and they are beginning to engage in taking decisions relating to IT performance. The directors analyse and find out about the needs of IT service users.	The directors plan IT assets so as to cover all the operations carried out by today's university services but without giving IT managers an excessive workload. The directors design policies and standards to reflect the most important aspects regarding the performance of IT-based university processes.	The directors measure to see whether the IT assets provide support for the university's main services and whether their users The directors check whether any internal standards and policies have been drawn up for key aspects concerning the
Defined 3	The directors check that the operational solutions keep the university processes based on IT working properly (with the appropriate guarantee the availability of university services based on IT assets). The directors manage the IT risk and guarantee the availability of university services based on IT assets. The directors also analyse the risk for the integrity and quality of the information.	The directors plan adequate IT assets so as to be able to offer services based on IT and guarantee their availability. The directors prioritise IT investments based on the institution's objectives. The directors are beginning to receive adequate information to take decisions but it is still somewhat scant.	The directors evaluate to what extent the IT assets provide support for the university The directors check compliance with the internal standards and policies The directors check to see whether the allocation of resources has been prioritised in
	The directors check whether the operational solutions keep the university processes working properly and whether they satisfy their users.	The directors ensure that there are sufficient resources for IT to meet the needs of today's university services, in accordance with the priorities established, and maintain them, and also to be in a position to invest in IT innovations.	The directors check the extent of compliance with respect to the policies concerning adequate IT performance and quality of information.

<p>Measurable 4</p>	<p>The directors understand and manage the risk of IT activity to ensure the continuity of the university services.</p> <p>The directors understand and manage the risk to the integrity and quality of the information.</p> <p>The directors should evaluate various solutions to ensure that decisions taken concerning IT are the most efficient with</p> <p>The directors should evaluate the IT governance system for efficiency and</p>	<p>The directors should make sure procedures are in place to provide information that is correct, up to date and protected against loss or inadequate use, to help them take decisions.</p> <p>The directors have defined a procedure that determines how to allocate resources and prioritise IT investment in accordance with the aims of the institution.</p>	<p>The directors measure IT performance to check to what extent it provides support for the institution's current aims and</p> <p>The directors monitor the degree to which the allocated resources and investment are prioritised in accordance with</p>
<p>Optimized 5</p>	<p>The directors check whether the operational solutions keep current and future university processes working properly.</p> <p>The directors manage the IT risk in accordance with today's IT-based university services and analyse those that will be available for future services.</p> <p>The directors guarantee the integrity and quality of both current and future information by performing periodic reviews.</p> <p>The directors should evaluate the IT governance system for efficiency and adequate performance on a regular basis.</p>	<p>The directors make sure that sufficient IT assets are available to maintain current business and invest in IT innovation, in order to guarantee the future development of the business.</p> <p>The directors receive the information that they need to make decisions and proactively promote the search for further useful information.</p>	<p>The directors are capable of predicting to what extent IT assets can provide support for future university services.</p> <p>The directors are capable of predicting a prioritised allocation of resources with respect to the institution's future objectives.</p> <p>The directors regularly check to see to what extent the policies and standards comply with the adequate performance of IT</p>

Conformance Consensus

	Evaluate	Direct	Monitor
Nonexistent 0	The university directors do not know what legislation exists in relation to IT assets.	There are no mechanisms for encouraging compliance with laws, regulations and standards governing IT assets.	The directors do not check to see whether the university complies with IT-related regulations and
Initial 1	<p>The directors have assigned the responsibility of finding about the legislation concerning IT and ascertaining how it affects the university.</p> <p>The directors are familiar with key IT-related standards, although they are not widely implemented.</p>	Those in charge of IT exhibit the proper professional behaviour with respect to the regulations, even though there are no formal mechanisms for achieving such compliance.	Only with respect to certain individuals or on specific projects is a check made to ensure compliance with regulations (in
Repetible / Intuitive 2	<p>The directors have designed all types of policies (strategic, operational and user-related) to guide the rest of the university community about how to implement IT assets on campus.</p> <p>The directors have designed a policy to encourage widespread use of IT-related standards and best practices.</p>	<p>The directors have set up procedures for providing information on policies that facilitate their acquaintance at all levels of the university community.</p> <p>The directors have established internal rules and procedures concerning IT management, based on university policies.</p>	<p>The directors check that acquaintance with the IT-related laws and regulations is widespread.</p> <p>The directors check that at least all IT-related external laws are respected.</p>
Defined 3	<p>The directors know the degree of compliance with IT-related external laws and regulations and internal policies.</p> <p>The directors understand the importance of good IT governance and have taken on the responsibility of monitoring such compliance.</p>	<p>The directors have encouraged mechanisms to be implemented to achieve compliance with the laws, regulations and standards in force.</p> <p>The directors have made plans to adopt an IT governance system.</p>	<p>The directors have implemented internal audits to check that IT-related external laws and internal</p> <p>The directors receive reports on compliance with the regulations and the implementation of</p>
Measurable 4	<p>The directors evaluate the extent to which the laws, internal policies and standards are met and are satisfied with the level of compliance.</p> <p>The directors have managed to ensure that internal policies encourage the proper use and integration of IT assets.</p>	<p>The directors have planned the widespread adoption of all possible standards, best practices and professional guides.</p> <p>The directors have approved procedures to implement the policies and processes relating to IT governance.</p> <p>The directors have set up mechanisms to check whether their policies are being respected and others to ensure compliance with</p> <p>The directors support the adoption of an IT govern internal IT-related regulations.</p>	<p>The directors compare their internal audits with other external audits to verify full compliance with</p> <p>The directors check that their IT assets preserve the university's privacy and strategic knowledge.</p>

Optimized 5

The directors regularly update internal IT policies and compare them with the best practices of other universities.

The directors regularly review the skills of those responsible for ensuring compliance with regulations.

The directors regularly evaluate whether all the processes stipulated are performed in their IT governance system.

The directors design procedures enabling the university community to acquire the utmost professionalism, taking best practices and professional guides as their reference.

The directors regularly update the mechanisms to check whether laws, regulations, policies and standards are being

The directors plan the updating of the procedures relating to IT governance established in the organisation.

The directors make sure all IT-related actions are ethical.

The directors regularly perform internal and external audits to verify compliance with the laws and internal procedures characteristic of

The directors regularly receive reports that are very clear and proper for evaluating the extent of

Human behaviour Consensus

	Evaluate	Direct	Monitor
Nonexistent 0	The university directors are not aware of how important the directors are concerned that everyone needed to complete the IT activity should take part.	The university directors do not consider how IT-supported processes is not	The influence of a person's behaviour on the success of IT-supported processes is not
Initial 1	The directors are concerned to determine which people should be involved and those who are affected by IT activities.	Some IT projects fall behind or fail due to lack of implication on the part of the directors are concerned to offer technical training and teach the people participating in IT projects how the	The directors monitor the projects, basing their analysis
Repetible / Intuitive 2	The directors are concerned to define groups of people or communities whose behaviour may vary with respect to the IT activities.	Risk analysis of the IT projects includes elements relating to the lack of commitment on the part of the participants. The university community is informed of the IT projects that are to be conducted.	IT projects are submitted for a final evaluation but solely on the basis of technical
Defined 3	The directors are concerned to define groups of people or communities whose behaviour may vary with respect to the IT activities. The directors take into account how these communities are affected by the change processes facilitated by IT assets. The directors endeavour to make each person or group's workload appropriate.	All stakeholders participate in the design, supervision and final evaluation of IT projects. The directors plan the whole training package for those in charge of university services to involve them in the change The directors have established procedures for informing the university community about the progress and	The directors monitor and conduct a final evaluation of the projects, with their success being measured on The directors evaluate the extent to which the individuals' commitment The directors are aware of and evaluate whether each person or group's workload is
Measurable 4	The directors are aware of the importance of the change processes and how these will affect the behaviour of the people involved. The directors are concerned to define communities and encourage maximum involvement in the new process of change facilitated by the IT assets.	The directors have planned comprehensive cross training, providing training for those in charge of services in IT matters and technicians in university The directors have instigated the setting up of committees and work groups to facilitate the participation and subsequent implication of stakeholders in the change	The directors understand the influence people have, either as individuals or as a group, on the success of the The directors know what the level of satisfaction is of the various stakeholders involved with respect to the results of

	<p>The directors endeavour to tackle any potential resistance to change in a positive and proactive manner.</p>	<p>The directors support a professional career structure that bases promotion based on skill acquisition.</p>	
Optimized 5	<p>The university directors guarantee that IT activities are successful by identifying the potential behaviour of the people involved or affected by such activities.</p> <p>The people that need to become involved in the change processes are identified on a regular basis. These are extended to the whole university community and generate new skills for the institution.</p> <p>The directors analyse the workload assigned to each individual or group in a proactive and flexible manner and predict future responsibilities.</p>	<p>The directors plan to train people to overcome opposition to change and promote attitudes and skills to support it.</p> <p>The directors expect that any person affected by or involved in IT activity can report on their needs and concerns and identify the opportunities and risks inherent in such activity.</p> <p>These risks are managed in accordance with established policies and procedures and are submitted to the university's Steering Committee so that they might</p> <p>The directors regularly review the professional career structure so that it always reflects promotion based on successes achieved during the change</p>	<p>The directors constantly monitor all IT activities to make sure that everyone is taken into account and due</p> <p>The directors monitor the work processes to check that IT is used properly and is based on the appropriate workload of the people</p> <p>The directors always measure the success of IT projects and compare their results with that of other</p>

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Meeting Minutes

University of Gabes, Tunisia, 05/4/2017

ITG4TU CONSORTIUM



AMENDMENT HISTORY

Version	Revision	Date	Author	Modification
V0	0	05April2017	Lotfi TLIG	Initial Version
V1	1	06April2017	Mohamed Ouwayes KABAOU	Minor changes



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1. Attendance

The ITG4TU Team:

- Mehdi KHOUJA: ITG Coordinator
- Saber MARAOUI: director of the ISIM GABES/ ITG team member
- Mohamed Ouwayes KABOU: ITG team member

2. Agenda

A Meeting was held in Gabes on 5th April 2017 consortium, led by the coordinator of the project, Dr. Mehdi KHOUJA, about the following important topics:

Compilation the maturity model Matrix

The ITG4TU project committee met to discuss the decision taken in our last meeting about the best practices.

Dr. Mehdi KHOUJA, as coordinator of the project in the University of Gabes, proposes to contact all the ITG4TU coordinators of other implied Tunisian universities to share decision and discuss their point of view on the adequacy of the maturity model with the Tunisian context.

The ITG4TU examined the current level of maturity by selecting the existing aspects of governance.

Conclusion: The project coordinator will meet the coordinators of other universities partners: Sfax, Tunis, Elmanar and Manouba.



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3. Annex: Current situation of the maturity model matrix

Principle		Current Level	Aspects
Responsibility	Evaluate	1	The directors have allocated responsibilities related to IT management.
	Direct	1	The directors monitor IT management but not in a planned way. Most decisions on IT are made by IT managers and these are confirmed by the directors.
	Monitor	3	The directors carry out an informal monitoring of responsibilities related to IT management. The directors check whether the responsibilities allocated are understood. The directors check whether the person who is allocated the responsibility understands it. The directors do not check whether all the responsibilities related to IT governance are allocated.
Strategy	Evaluate	1	The directors monitor IT activity but not in a way that is aligned with the university's strategic objectives.
	Direct	1	The directors plan investments in IT for the coming year. There is very little innovation in IT as an attitude prevails that is acquiescent of technologies that can be applied to the business.
	Monitor	3	The directors monitor the projects at a superficial level for the purposes of justifying their expenditure.
Acquisition	Evaluate	1	The directors determine acquisition mainly on the basis of criteria aimed at reducing costs. Each director determines acquisitions for their own sphere of influence, there being no single decision at institution level.
	Direct	1	The reports drawn up to support an acquisition purchase usually include more technical and

			<p>economic data than other criteria used by directors in the decision-making process.</p> <p>The budget for IT acquisition is centralised and completely separate from other items.</p>
	Monitor	0	The directors know what IT assets the university currently has available.
Performance	Evaluate	1	<p>The directors evaluate the operational proposals put forward by the IT managers, albeit only from a technical and/or economic perspective.</p> <p>Key decisions concerning the performance level of the services will be taken by IT managers.</p> <p>The directors analyse and find out about the needs of IT service users.</p>
	Direct	0	IT managers normally have an excessive workload.
	Monitor	1	Only the cost of the services is measured as an index for prioritising the allocation of IT assets.
Conformance	Evaluate	0	
	Direct	0	
	Monitor	0	
Human Behaviour	Evaluate	2	The directors are concerned to determine which people should be involved and those who are affected by IT activities.
	Direct	1	<p>Some IT projects fall behind or fail due to lack of implication on the part of the people involved.</p> <p>The directors are concerned to offer technical training and teach the people participating in IT projects how the services work.</p>
	Monitor	1	The directors monitor the projects, basing their analysis solely on technical indicators.

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1	0	19April2017	Mehdi Khouja	Initial Version
1	1	20April2017	Ismael Bouassida	Minor changes



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1. Attendances

The ITG4TU Tunisian coordinators:

- Dr. Mehdi Khouja as coordinator form UGB
- Dr. Youssef Ben Halima as coordinator from UMA
- Dr. Samir Moalla as coordinator from UTM
- Dr. Ismael Bouassida as coordinator form US

2. Agenda

A meeting was held via skype on April 19th, 2019. In this meeting, the Tunisian coordinator discussed the adaptation of the maturity model matrix.

Adaptations on IT Governance maturity model:

Each coordinator gave a feedback about the adequacy of the maturity model matrix for his university. The discussion was focused on the aspects of the maturity model to include or exclude from the Tunisian ITG maturity model. The attendances agreed to adopt the same maturity model for the four Tunisian universities. The model will consist on various aspects (Evaluate, Direct and Monitor) organised into six ITG principles.

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1. Attendance

The ITG4TU Team:

- Mehdi KHOUJA: ITG Coordinator
- Saber MARAOUI: director of the ISIM GABES/ ITG Team Member
- Mohamed Ouways KABOU: ITG Team Member

2. Agenda

A Meeting was held in Gabes on 5th May 2017 consortium, led by the coordinator of the project, Dr. Mehdi KHOUJA, about **maturity goals**

After adopting the maturity model and analyzing the current maturity level, the ITG4TU Team established a list of improvement actions as below;

For the responsibility:

- Set up an IT Strategic Committee.
- Set up an IT Steering Committee.
- Promote the importance of IT Governance in the.
- Create a role of CIO

For the strategy

- Design the strategic planning of IT.
- Design a long-term program that has the aim of implementing all the IT developments that the university needs to meet its users' needs.
- Design a set of IT policies, aligned with the university's strategy, that are a reference to guide those who must make IT-related decisions in the university.

For the acquisition

- Define the relationship with IT providers

For the performance

- Create and measure catalogue of IT indicators about operations and management

For the conformance

- Assign the responsibility of being aware of IT-related legislation to a person or a group of people.
- Officially assign to a person or group of people the responsibility of understanding IT-related standards.
- Compile a reference catalogue that contains the IT-related regulations and laws that affect the university, and this should be kept up to date.



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- Create a reference catalogue that contains the IT-related standards applicable or already applied in the university and this should be kept up to date.