External review report

Project acronym:	ITG4TU
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Introduction

This document is aimed at presenting the quality analysis of the below identified external expert on the management and the results of the project titles "Information Technology Governance for Tunisian Universities" with acronym ITG4TU. This document has been directly written by the expert and reflects his opinion on the overall impact and quality of the project. This report strictly reflects the work with the documentation which was made available to the expert only complemented by direct contact. This report will use the same acronyms for partners and for reports and deliverables officially included in the Detailed Description of the Project attached to the proposal.

Expert identification

Title and name	Dr. Luis Fernández Sanz
Affiliation	Dept of Computer Sciences, University of Alcalá, Spain
Nationality	Spain
Brief description of experience	8 years of experience in EU project both as leader and main researcher and as participant in 12 projects programmes Alfa, Leonardo, Erasmus+ KA-2 Strategic partnerships VET, Erasmus+ Sector Skills Alliances, Erasmus KA-2 Strategic partnerships Youth, FP7 Marie Curie IAPP, Open Knowledge Technologies and H2020. Evaluator for ANR (French National Research Agency) for CHIST-ERA programme. External assessment role for DEVELOP project.

Basic information from proposal

According to the project proposal, section C, the aims and objectives of the project (as well as the references to priorities of the programme) are described as follows:

C.1 Aims and objectives addressed
Aims
• Support the modernisation, accessibility and internationalisation of the higher education field in the eligible Partner Countries. • Support eligible Partner Countries to address the challenges facing their higher education institutions and systems, including those of quality, relevance, and equity of access, planning, delivery, management, and governance.
Objectives

• Improve the quality of higher education and enhance its relevance for the labour market and society.
Briefly description of aims and objectives
The three main obstacles in IT Governance (ITG) implementation in HEIs are usually 1) Lack of clear ITG principles, 2) Budget limitations and 3) Lack of method for selecting ITG framework. This project aims to tackle these obstacles by providing a set of international experts with previous experience on the topic, providing planning and delivery of an ITG framework. The framework will enhance the management, governance and innovation capacities of IT assets and structures in Partner Countries.
C.2 Specific objectives of the project as indicated in the Logical Framework Matrix
1) Perform training in IT Governance for University IT staff, managers and other workers including academics
2) Perform training in IT Governance for the Tunisian IT industry
3) Build an IT Governance framework tailored for the four Tunisian HEIs
4) Develop the competence of IT Governance
5) Perform training to graduate and master students in Tunisian HEIs
6) Create new courses at Tunisian HEI for master students related to IT Governance
C.3 Project themes and priorities addressed by this application
Modernisation of governance, management and functioning of HEIs
Priorities
Category B - Improving quality of education and teaching
• Learning and teaching tools, methodologies and pedagogical approaches including learning outcomes and ICT-based practices
Category C - Improving management and operation of higher education institutions (max. 2 choices)
• Governance, strategic planning and management of HEIs • Quality assurance processes and mechanisms
Description of how the proposal addresses the priorities
IT is increasingly important for HEIs. Thus, IT Governance (ITG) is key also to support their corporate governance and management by means of the proper alignment of business strategy and IT strategy. By definition, ITG is aligned with business strategy and supports strategic planning and ensures quality approaches by means of established processes.

The document of the detailed description of the project extends the description of objectives in the following way:

This project is aimed to gather a set of researchers from four universities with a wide experience in developing and deploying ITG (ITG) (including ITG4U and dFogIT) framework models from 3 different countries (SPA, GER and NOR) to develop, adapt and test a new ITG framework to be implemented in HEIs in Tunisia. Expected results of this project include a better governance model for IT in Tunisian HEIs as well as an overall modernization of the governance processes for HEIs and a contribution of the cooperation between EU and Tunisia. Specific objectives of the project are:

1. Perform specialized training modules for building ITG models in Tunisian universities. This training will target three types of stakeholders of universities: professors, students and administrators/managers. Professors will be trained in two different ways, those professors who wish to acquire new knowledge to include ITG as a teaching and research discipline.
Regarding, graduate students from related studies of IT students and even in Management/Business Administration can acquire new skills to ensure their further professional or academic integration. Of course, the main target of this project is the intermediate management and board executives of universities, as well as functional IT departments that can take this opportunity to better align their IT strategies.

2. Perform training to employers in IT sector, mainly mid-size and large companies both public and private. ITG has been shown as a facilitator to produce higher ROI of enterprises, coming from further development of IT assets. This training will result in a greater connection between Tunisian universities and the surrounding economic and social stakeholders. It will also provide project sustainability, since once Tunisian trainers (professors) of local universities were accredited, they may continue providing specific training to local businesses.

3. Build ITG frameworks, adaptable to each institution, for the participants of the project. As a result of initial and advanced training in ITG, Tunisian universities in collaboration with EU must be able to implement their own ITG framework and their corresponding instruments of ITG.

4. Build the skills and tools to ensure the sustainability of government IT project beyond.

5. Set the value chain of IT in HEI and its Key Performance Indicators (KPI).
The achievement of these aim should change how ITG is discussed as well as the strategic focus of this asset as important for the ITG of the HEI. The biggest changes that must be observed by all stakeholders are:
a. Increased transparency of governance decisions and the way that the board is managing IT.
b. Increased accountability of ITG structures, their composition and nature and their spheres of action and responsibility.
c. Governance of PPP (Portfolio, Programs, Projects)
d. Outsourcing, provisioning and subcontracting of IT are clearer and focused
e. IT service catalogues are published, auditable, responsive and proactive
f. Increased motivation and proactive IT staff due to increased visibility, changing reactivity added value of IT
g. The strategy of HEIs is connected with tactical and operational IT, almost automatically and naturally through a virtuous cycle from the mission, vision and strategic objectives to measures and KPI for the IT assets

General assessment of project management

This assessment is divided into the following sections.

<u>Planning and management of tasks</u>

Is there a clear effective project management structure?	Yes, documents D5.1 and D1.5 describe the structure and the people responsible for each role and task
Which are the project management mechanisms?	The project has developed the usually required set of management mechanisms like the Project Management Plan (D5.1) and the Quality Management Plan (D3.1) and has consequently implemented them during the project with enough evidences for the tracking of associated activities.
Are tasks clearly allocated to partners in the project plan?	Yes, division and allocation of tasks are clearly described and identified in the project management plan D5.1.
Assessment of the project management	The project has been regularly monitored and managed through periodic coordination, online and face-to-face control and discussion meetings. Detailed minutes and records of meetings and controls are available and correctly documented. In general, it is confirmed the timely completion of the deliverables and objectives of the project.
Which concerns can be identified in the management of tasks?	However, we cannot find the report for D2.5 of USS and the corresponding validation report D.2.6 is not existing.
Problem solving, and management of risks was appropriate?	Several problems occurred during the execution of the ITG4TU project. Steering Committee acted to find solutions. As usual, starting of the project did not occur in expected dates due to typical initial delays in the process of administrative and financial steps thus generating some delays in activities of first months. As reported during the online Extraordinary Meeting (Spring 2016), the main problem occurred at the beginning of 2016 when terrorist attacks occurred in Brussels and in some cities of Tunisia leading to official recommendation of the Spanish Ministry of Foreign Affairs (as well as other countries also joined) recommending not to travel to Tunisia and thus having not full permission and coverage of their sending institutions to travel to Tunis. It was agreed by the consortium (with the consent of the Project Officer) to delay and relocate in Europe (Spain) the planned training activities. This change did not create relevant impact in the objectives or progress of the project.

Overall assessment of project management	**The degree of completion of activities of the project as well as the monitoring and management activities is considered adequate enough** for the project and the fulfilment of objectives. Only some minor details in mechanisms of management and documentation would have been improved for a more complete track of the project.

Quality management

Is there a clear effective quality management structure?	Yes
Which are the quality management mechanisms?	The project has developed the Quality Management Plan (D3.1) and has consequently implemented them during the project with enough evidences of its application: results from questionnaires, control of versions and associated reviews, etc. The reviews of documents have been mainly documented as embedded notes in the version control section of documents. Specific guidelines and scales for quality assessment have been applied along the projects whereas such type of control has been included.
Which concerns can be identified in the management of quality?	Records of validation with short comments are embedded in the version control section of documents which is enough although specific records on the several steps would have been very illustrative and better monitoring (as well as more consistent evidences). Satisfaction questionnaires have been applied to training and other events. However, there are not quality questionnaires of project meetings, namely KOM and coordination meetings, i.e.: Coordination Meeting in Palma (February 2016), Coordination Meeting in Almeria (March 2017) and Coordination Meeting in Almeria (March 2018) (the same could be applied to virtual meetings although this is not so usual). The same absence is detected in task 2.1 for Best practices visits to European partners. In the last case, on exchange, a specific report created by each Tunisian visiting university presents their practical conclusions although a template with a common structure for such reports would have helped the consortium to better process the information for other reports (like D.2.3). Moreover, a specific D2.3 is aimed at validating the quality of the visits summarising the main practical points got from them: this document adds a general question on the satisfaction of the explanation during the visits and the lessons learnt both reaching the level of satisfactory, although it is not

	known how this aggregated score was calculated or determined.
Overall assessment of quality management	**The degree of completion of the quality management of the project has been good enough for ensuring an adequate progress of the project as well as the required control of quality**. Minor details already expressed related to the quality assessment of some project meetings as well as the existence of some additional quality records for reviews of documents would have leaded to

Sustainability management

Is there a shared sustainability plan?	Yes
General comments on the sustainability plan	As presented in the proposal, it is suggested that the partners: 1. Enlarge stakeholders' portfolio through periodical dissemination so that they understand the benefits to the other national HEIs of embracing ITG practices and solutions. 2. To secure financial support after the European funding has ceased, the project will start to identify income sources at an early stage by offering research-based consulting services to companies, offering specialist courses for postgraduate students for reduced fee, publishing advertising material, bidding for local and central government funding, producing training materials. 3. The project personnel will be trained to form competences on accessing new funding sources from funding programmes. There is not a consolidated and unique Sustainability Plan for the project. Instead, there are individual plans for each Tunisian university and they are not explicitly relying in keeping relationships with the rest of the consortium for a better sustainability and exploitation of generated expertise and institutional relations. There are not specific plans for the European partners, although these partners are conducting another Capacity Building project in Albania at this moment.
General comments on the sustainability management of the project	**As the sustainability plans for Tunisian universities have been created and validated, the management of the sustainability and exploitation side of the project has developed according to the project plan.** It is difficult to evaluate the prospective expressed in those

	plans from outside the project, but one relevant aspects remain unclear. As expressed in the part of Ownership of the section D.2.2.1 of the Detailed Description of the Project document of the proposal: "The material developed by partners within the scope of the project will be available for the partnership as a means within the common goals set in the project proposal. This material might be quoted for free and referred to extensively within the range of collective product. Collective products in tangible form, as the authorised result of the project work may be disseminated and translated into the respective partner's mother tongue for free as long as they are not marketed for profit. Where a partner has the intention to use the collective products for commercial purposes permission has to be obtained from each copyright holder". As the corresponding materials are not clearly labelled with an IPR notice (usually for EU funded projects a Creative Commons license in the shape of, at least, SA-BY and adding NC in this case) would have kept this aspect clearer which could be very relevant for exploitation and sustainability actions, not only by the Consortium partners but also by Third Parties.

As can be seen the **three analysed aspects of the project are satisfactory enough** with some minor aspects which can be improved for the sake of perfection.

Assessment of development of tasks, objectives fulfilment and impact

This report analyses two main aspects for the assessment of objectives fulfilment and impact of ITG4TU. One is the development of each of the planned tasks in each of the Work Packages which are analysed based on the evidences of documentation compared to the work description and objectives of each of them. The other one is the review of objectives and indicators of the project directly taken from the document Detailed Description of the Project included in the proposal. More specifically, the reference is the table extracted from the document of Detailed Description of Project. Only the short-term impact objectives are selected given the time frame for this report.

Assessment of development of tasks

Regarding the development of planned tasks, the following table of detailed is aimed at showing the evidences (as shown in http://itg4tu.uib.eu/IT-Governance-documents/Deliverables/) and the comparison to expected impact of the projects. It shows an analysis of all the planned tasks in all Work Packages tracking deliverables, comments on documents and evidences, short references and the main part of comments on achievement of goals. Relevant comments are highlighted in brown colour.

WP	DELIVERABLE	Comment on evidences	References	Achievement
1. Preparation	1.1-Internal team formation	Formal formation of teams is documented	D.1.1.	NA
	1.2-Kick off meeting	Minutes formally documented (http://itg4tu.uib.eu/digitalAssets/383/383843_1-2KickoffMeeting.pdf) and evidences added (http://itg4tu.uib.eu/News/ITG4TU.-Kick-Off-Meeting-of-the-project-Erasmus.cid419818)	D.1.2. and Kick-Off Meeting in Palma de Mallorca page	Representatives of all partners
	1.3-Initial training Researchers	Documented in Initial Training Managers Report (http://itg4tu.uib.eu/digitalAssets/402/402750_1-3InitialTrainingResearchers-Palma-v1-2a.pdf) and evidences (http://itg4tu.uib.eu/News/Carlos-Juiz--taught-the-Initial-Training.cid423752). Celebrated as planned at UIB	D.1.3 and Initial Training Researchers in University of Balearic Islands Page	12 (3 per each Tunisian University) + 6 researchers European partners + no disagree in satisfaction of expectations
	1.4-Initial training Managers	Documented in Initial Training Researchers Report (http://itg4tu.uib.eu/digitalAssets/402/402751_1-4InitialTrainingManagers-Almeria-v1-1a.pdff) and evidences (http://itg4tu.uib.eu/News/Antonio-Fernandez-taught-the-Initial-Training.cid452069). Celebrated as planned in Almeria	D.1.4 and Initial Training Researchers in Almeria Page (* there is a mismatch in link label for evidence, showing researchers instead of managers)	16 (4 per each Tunisian University) + 8 researchers European partners + no disagree in satisfaction of expectations
	1.5-Project infrastructure creation and communication	Documented in Report: Project Infrastructure creation and communication (http://itg4tu.uib.eu/digitalAssets/403/403672_1-5ProjectInfrastructure_v1-0.pdf)	D1.5. (Template document: why here)	Communicated to Tunisian partners
	1.6-Study and document practices outside consortium	Documented the Study of the State-of-the Art on ITG outside the Tunisian consortium	D1.6	Clear research methodology followed.
2.Development	2.1-Best practices visit at programme countries universities	Documented in webpages under section 2.1 of http://itg4tu.uib.eu/IT-Governance-documents/Deliverables/	Pages under section 2.1 of http://itg4tu.uib.eu/IT-Governance-documents/Deliverables/	All 4 visits attended by representatives of the 4 Tunisian universities
	2.2-Report on Best practices	16 reports under section 2.2 of http://itg4tu.uib.eu/IT-Governance-documents/Deliverables/	16 reports D.2.2	16 reports generated: one per each of the 4 Tunisian Universities visiting each of the 4 European universities

	2.3-Report on Best Practices Validation	Report on Best practices Validation	D2.3	Satisfaction with explanation and lessons learnt during visits (D2.1 and D2.2) both reached level of "Satisfactory"
	2.4-Initial assessment visit to Tunisian universities	D.2.4. Report on Initial assessment visit to Tunisian universities (http://itg4tu.uib.eu/digitalAssets/433/433036_2-4InitialAssessmentVisitToTunisianUniversities-v1-1.pdf) and info on page http://itg4tu.uib.eu/News/The-European-partners-of-the-ITG4TU-project-travel.cid465802	D2.4 and Initial assessment visit to Tunisian universities page	Visit to the 4 Tunisian universities, participation of all required experts and report with the completed 4 initial assessments (each Tunisian university)
	2.5-Governance framework development	D.2.5 IT Governance Development Plan (http://itg4tu.uib.eu/digitalAssets/512/512902_Governance-framework-development_v3-0.pdf) and 4 reports with annexes under section 2.5 of http://itg4tu.uib.eu/IT-Governance-documents/Deliverables/	D.2.5 and reports for UGB, UMA, UTM and USS	Each annex of report basically includes the minutes of all internal meetings at Tunisian universities
	2.6-Governance framework assessment	Minutes from Virtual Meeting - Framework Assessment organization (http://itg4tu.uib.eu/digitalAssets/516/516421_Minutes-Online-meeting---skype---3May18.pdf) and 3 validation reports for UGB, UMA and UTM	Virtual meeting minutes and Validation Reports for 3 universities (UGB, UMA and UTM)	Although other documents suggest the validation of all Tunisian universities' reports (D2.5) were developed, results website does not show the D2.6 report for validation of USS's D.2.5 IT Governance Development Plan
	2.7-Training materials development	D.7 Training material development by UGB, UMA and UTM (1 file each under section 2.7 of http://itg4tu.uib.eu/IT-Governance-documents/Deliverables/) and USS (material split into 4 files under section 2.7 of http://itg4tu.uib.eu/IT-Governance-documents/Deliverables/)	D.2.7. Training materials development for each Tunisian university	Validation of materials: they are considered good enough with coverage of minimum points for the project goals while recognising they highlight the most important aspect for each university. Numbers of missing items to fit totally the recommended scheme: UGB (2 items), UMA (4 items), UTM (6 items) and USS (4 items)
	2.8-Training materials validation	D.2.8. Report: Training materials validation (http://itg4tu.uib.eu/digitalAssets/518/518191_2-8TrainingMaterialsValidation.pdf)	D.2.8	
3.Quality plan	3.1-Quality Management Plan	D.3.1. Report: Quality Management Plan (http://itg4tu.uib.eu/digitalAssets/383/383842_3-1QualityManagementPlan_V2.1.pdf)	D.3.1.	As promised in the proposal, an specific project quality management plan is available from the very beginning of the project.
	3.2-Quality Reviews Outputs	Records of validation are embedded in the version control part of documents. One Report for External Quality Assessment (by personnel of an external SME with experience of participation in EU projects)	D.3.2 and each version control Section of documents	Records of validation embedded in the version control part of documents as well as references to quality controls in many other documents are enough for checking that the quality procedures have been applied. The extra Report for External Quality Assessment adds the necessary independent review of the project.
4.Dissemination and Exploitation	4.1-Dissemination & Exploitation Plan	4 dissemination and exploitation (1 per each Tunisian university) on courses documented under section 4.1 of	4 reports D.4.1	As specific in the deliverable definition a list of dissemination in the marketing plan is defined

		http://itg4tu.uib.eu/IT-Governance-documents/Deliverables/		
	4.2-Trainees dissemination	4 page references (1 per each Tunisian university) on trainees dissemination events and 3 annexes with the list of participants under section 4.2 of http://itg4tu.uib.eu/IT-Governance-documents/Deliverables/	D.4.2	All 4 trainees dissemination events of the 4 Tunisian universities
	4.3-Pilot Courses	4 page references (1 per each Tunisian university) of pilot courses documented under section 4.3 of http://itg4tu.uib.eu/IT-Governance-documents/Deliverables/	D.4.3.	Planned dates: September and October and June 2018. Dates delayed: plan 1/6/2018
	4.4-Report on Courses	4 reports (1 per each Tunisian university) on courses documented under section 4.4 of http://itg4tu.uib.eu/IT-Governance-documents/Deliverables/	4 reports D.4.4.	Objectives of attendants and satisfaction are met (see specific section of this report). Dates: July, September or October 2018. Dates for reports delayed: plan 1/6/2018
	4.5-Governance Framework Deployment	4 reports (1 per each Tunisian university) on Governance Framework developed and 4 reports with evidences under section 4.5 of http://itg4tu.uib.eu/IT-Governance-documents/Deliverables/	4 reports D.4.5	Planned dates: July 2018. Dates delayed: plan 1/6/2018
	4.6-Governance Framework monitoring	4 report (1 per each Tunisian university) on courses documented under section 4.6 of http://itg4tu.uib.eu/IT-Governance-documents/Deliverables/	4 reports D.4.6	The deliverable shows the monitoring of the framework performed by researchers for each Tunisian partner
	4.7-Local, Regional, National and International Dissemination	8 page references of dissemination events under section 4.7 of http://itg4tu.uib.eu/IT-Governance-documents/Deliverables/	D.4.7	A list of dissemination events is showed in this deliverable
	4.8-Research Visits	8 reports (2 per each Tunisian university for the two research visits) and 4 page references (1 for one research visit and 3 for another research visit) under section 4.8 of http://itg4tu.uib.eu/IT-Governance-documents/Deliverables/	8 reports D.4.8	Along the project a total of 2 research visits was performed, and it was created 4 reports (one of each Tunisian partner) for each research visit
	4.9-Sustainability Plan	4 report (1 per each Tunisian university) on courses documented under section 4.9 of http://itg4tu.uib.eu/IT-Governance-documents/Deliverables/	4 report D.4.9	As promised in the proposal, an specific project sustainability plan is available for each Tunisian partner
5.Management	5.1-Project Management Plan	D.5.1. Report: Project Management Plan (http://itg4tu.uib.eu/digitalAssets/429/429306_5-1ProjectManagementPlan-v1-1.pdf) and budget file (itg4tu.uib.eu/digitalAssets/429/429288_Budget_V0.4.xlsm) under section 5.1 of http://itg4tu.uib.eu/IT-Governance-documents/Deliverables/	D.5.1.	Project plan created at the beginning of the project to guide activities.

	5.2-Project Monitoring and Control	3 reports of coordination meetings documented under section 5.2 of http://itg4tu.uib.eu/IT-Governance-documents/Deliverables/	D.5.2	Proposal indicates that events are monitored and supervised throughout the project. Coordination meeting reports are included in this section but they are only a part of the monitoring activity. However, other sections provide other needed evidences.
	5.3-Online Control Meeting	5 reports of virtual meetings documented under section 5.3 of http://itg4tu.uib.eu/IT-Governance-documents/Deliverables/	D.5.3.	A report of each of the online meetings performed along the project
	5.4-Face to Face Control Meetings	6 reports of management meetings documented under section 5.4 of http://itg4tu.uib.eu/IT-Governance-documents/Deliverables/	D.5.4.	A report of each of the face to face meetings performed along the project
	5.5-Agency Reports	D.5.5. Updated financial template	D.5.5	NA to this report (http://itg4tu.uib.eu/digitalAssets/430/430943_ITG4TU-updated-financial-template_561614.pdf)
	5.6-Internal Documentation	D.5.6.1 report of Field Monitoring Visit in University of La Manouba (June 2016)	D.5.6	According to the Detailed Description of the project, this section includes reports on main activities will be created and uploaded to the platform to ensure proper communication among partners and later on with relevant stakeholders outside consortium (e.g. meeting documentation (agenda, minutes etc.) as the written record of a meeting or hearing). Obviously other records and minutes were included in other sections but for Field Visits there is only a report of visit to one university (UMA) while the rest of reports are missing. However, there are other evidences showing the presence of researchers like Dr. Colomo and Dr. Juiz in the other Tunisian universities.

As the above table shows, there is an almost complete adequate development of all the tasks planned for the projects including their corresponding evidences. Only some minor items (the ones highlighted in different colour) revealed some discrepancies from what plan and proposal tell.

Assessment of impact and fulfilment of objectives

The following table shows the set of **expected short term impacts** for the project and the analysis of achievement. Again, relevant comments are shown in brown colour while achievement of impact indicators and goals are categorised with colours (from green to red).

Short term impact	Target groups/potential beneficiaries	Quantitative indicators	Qualitative indicators	Check in project
People participating in the training sessions	IT staff, Managers, Board of Tunisian HEIs, University Professors, Graduate students and young researchers	Number (50)	Seniorship of the trainees Industry interest	**Full achievement: total = 104** Reference from Reports D.4.4.: 11 (UGB), 23 (UMA), 42 (UTM) and 28 (USS)
People participating in the tuning sessions	IT staff, Managers, Board of Tunisian HEIs	Number (20)	Interest in CEO and Rector	**Achievement:** Reference from Report D1.4: 16 Tunisian attendants although complemented by several European researchers reaching more than 20 participants.
Policy makers contacted	Policy makers	Number (5)	Interest of Tunisian Ministry of Education / Industry	**Unclear documentation:** information distributed in many several local meetings and events may suggest that people from outside Tunisian universities and belonging to Industry or Government may have participated but they are not clearly identified
Projects developed by master students	Master students	Number Papers written	Interest in industry Employability	**Achievement:** Reported 1 paper published un the IJHCITP Journal (https://www.igi-global.com/article/it-governance-in-higher-education-institutions/201171) but from researchers (no clear implication of students)
Overall positive feedback from testers at courses	IT staff, Managers, Board of Tunisian HEIs, University Professors, Graduate students and young researchers	>80%		**Average: 88,35%** Reference based on question "meet expectations?" from Reports D.4.4.: 81,8% (UGB), 73,9% (UMA), 81,8% (UTM) and 100% (USS).

				Quantitative feedback no explicitly collected: The reports D2.6 were obviously developed and in all of them European testers expressed their positive feedback, but this was not collected in quantitative clear form (as done, e.g., in D4.4) so checking the indicator of >80% is not formally possible.
Overall positive feedback from testers at framework design and implementation	IT staff, Managers, Board of Tunisian HEIs, University Professors	>80%		

As seen in the above table, **the conclusion is that the impact already achieved has been satisfactory enough** in what is referred to the expectations expressed in proposal and project plan with minor problems, most of them related to problems of documentation rather than essential issues.

Regarding the **general objectives of the project**, they are listed below with the corresponding assessment comments.

1) Perform training in IT Governance for University IT staff, managers and other workers including academics	**Achieved**: it is clearly fulfilled as evidences supports not only the development of such training but also the satisfaction of participants.
2) Perform training in IT Governance for the Tunisian IT industry	**Lack of documentation:** information distributed in trainings and meetings may suggest that people from outside Tunisian universities and belonging to Industry or Government may have participated but they are not clearly identified.
3) Build an IT Governance framework tailored for the four Tunisian HEIs	**Achieved**: the development of the frameworks for each university is a reality supported by evidences in what refers to such result (e.g. documents 2.5 for development and 4.5 for deployment) but also referred to a systematic participative/iterative process in both development and deployment with documentation of multiple meetings and actions in all Tunisian universities and validated by European experienced partners.
4) Develop the competence of IT Governance	**Achieved**: the combination of training together with the process of developing and deploying the IT Governance frameworks is a guarantee of acquisition of the competence for all the personnel involved.
5) Perform training to graduate and master students in Tunisian HEIs	**In progress:** Sustainability reports of the Tunisian universities (see D.4.9) show their

	short-term plans to apply courses to graduate and master students.
6) Create new courses at Tunisian HEI for master students related to IT Governance	**In progress:** Training courses were created and the materials are openly public (see 2.7) and sustainability reports of the Tunisian universities (see D.4.9) show their short-term plans to use courses and gained expertise for master programs.

As seen in the above table, **the conclusion is that the general objectives of the project have been met** with minor problems, again connected to problems of documentation. Only the two objectives in progress could be considered as expression of delay or as a lack of precision not adding time frame in their expression in the proposal.