

Information Technology Governance for Tunisian Universities (ITG4TU)

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



Co-funded by the
Erasmus+ Programme
of the European Union

EXTERNAL ASSESSMENT: PROJECT APPROACH

ITG4TU CONSORTIUM



AMENDMENT HISTORY

Version	Revision	Date	Author	Modification
1	0	10 July 2018	Ricardo Colomo-Palacios	Initial Version
1	1	01 Oct	Fatma Makni	External quality assessment
1	2	14 Oct	Fatma Makni	Typo corrections



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External Assessment: Project Approach

Version 1.1

TABLES

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1. Introduction

The purpose of this document is to gather the opinion of a recognized expert in the field with regards to the developments made under the umbrella of ITG4TU.

This document reflects the opinion of an individual and can be considered as a supplementary material to assess the overall impact and of the project.

There are two kind of assessment forms for this project. The first one is devoted to assessing the technical side of the project, namely the impact of IT Governance aspects and the second one, taken from an EU Erasmus+ perspective. This document is the report of one expert from the later viewpoint.

In what follows main aspects of this external assessment are presented to be filled by external assessor.

2. Expert Identification

Name:	Makni Fatma
Affiliation:	Cmf expertise
Nationality:	Tunisian
Affiliation:	
Experience in EU Projects:	8 years' experience in EU project. I have submitted and participated in project under ENI, ENPI CBCMED, ERASMUS+, Italy-Tunisia cross-border cooperation program, etc.

3. Assessment

3.1. Project Management

Is there a clear effective project management structure?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> To some extent <input type="checkbox"/> No
Describe project management mechanisms implemented	From the beginning, a Project Management plan has been done in order to describe such partner



	<p>responsibilities, roles, deadlines, deliverables in all the steps of the Project So that, the project structure of the partnership will be defined as follows: -Project Coordinator -Project Manager. -Steering Committee (one representative for each partner, chaired by the Project Coordinator. The project manager participates as Secretary without right to vote) -WP leaders (WP1 UAL, WP2 UGB, WP3 OUC, WP4 USS, WP5 UIB) -Researching team (main staff) We find two types of partners : 1-the Europeans partners who provide knowledge, trainings and experiences; and 2-the Tunisian partners who study the best practices of the European partners and implement the results of the development Each partner has his tasks described in the project plan</p>
<p>Have partners developed the project with a division of tasks and effort as expressed in the project proposal?</p>	<p><input checked="" type="checkbox"/>Yes <input type="checkbox"/> To some extent <input type="checkbox"/>No</p>
<p>Describe your main concerns about task division</p>	<p>The project management structure is clearly defined in fact such partner has his tasks (Work Package). There is a clear division of tasks between all partners. However, I realise that distribution of tasks was unequal between partners. In fact, the level of implication has been different between them. But the most important thing is that each partner has his deliverables. And this fact makes possible to evaluate and attest that the work done referring to these deliverables.</p>
<p>Is there a clear and effective problem-solving strategy?</p>	<p><input checked="" type="checkbox"/>Yes <input type="checkbox"/> To some extent <input type="checkbox"/>No</p>
<p>Describe problems occurred and mechanisms triggered</p>	<p>Many problems have occurred during the realisation of this project. In each case, solutions were found by the consortium to resolve these problems. As a problem we found: -Delaying of the start of project (3months) due to the delay of the first payment by the agency, so that several activities have been delay and even not done. But we realise that the important activities are already done only some ones are merged (especially practise visits) to manage the time delayed.</p>



	<p>-Modification of the planned training activities due to the events that happened in Tunisia (terrorist attacks in Tunisia at the beginning of 2016). As a result, the consortium took the decision to relocate the planning training in Spain. This decision was agreed by the programme manager office and didn't affect the result of planned activities.</p>
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How satisfied are you with Project Management activity in the project?

- Very satisfied
- Satisfied
- Neither
- Dissatisfied
- Very dissatisfied

3.2. Consortium

Have all project partners participated in the project as intended?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> To some extent <input type="checkbox"/> No
Describe overall implication of project partners	<p>All partners have done their tasks as planned and they have perfected in their work. However, the level of implication was been different between them. In fact, for the European partners their implication has been very satisfied. But for Tunisians partners the level of implication was different from a partner to another and the completeness of deliverables also. We realise that the partner UTM has a moderate level of implication and some researches are missed. However, he has even done and respect all tasks.</p>

How satisfied are you with Consortium activity in the project?

- Very satisfied
- Satisfied
- Neither
- Dissatisfied
- Very dissatisfied



3.3. Project design and implementation

Rate the achievement of project objectives	
Perform specialized training modules for building ITG models in Tunisian universities	<input checked="" type="checkbox"/> Achieved <input type="checkbox"/> Partially achieved <input type="checkbox"/> Not achieved
Perform training to employers in IT sector	<input checked="" type="checkbox"/> Achieved <input type="checkbox"/> Partially achieved <input type="checkbox"/> Not achieved
Build ITG frameworks adapted to each institution	<input checked="" type="checkbox"/> Achieved <input type="checkbox"/> Partially achieved <input type="checkbox"/> Not achieved
Build the skills and tools to ensure the sustainability of government IT project beyond	<input checked="" type="checkbox"/> Achieved <input type="checkbox"/> Partially achieved <input type="checkbox"/> Not achieved
Set the value chain of IT in HEI and its KPI	<input checked="" type="checkbox"/> Achieved <input type="checkbox"/> Partially achieved <input type="checkbox"/> Not achieved
General comments on objectives:	<p>We can say that all the objectives planned for the project have been done and achieved So we realise that :</p> <ul style="list-style-type: none"> ❖ ITG frameworks adapted to Tunisian HEI was building and deploying for such Tunisian university. ❖ The training activities have been successfully performed, increasing as such the ITG skills and knowledge of participants, and tools (web platform, ITG framework, training material...) and have been developed and implemented and so contribute to ensure the sustainability of ITG after the project's end of life. ❖ The value chain of IT in the Tunisian HEI with their respective KPIs are described and implemented through specific ITG framework deployed in each HEIs.
Has the project been managed according to planned project management methods?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> To some extent <input type="checkbox"/> No
General comments on project management:	<p>The project management was efficient so that all objectives were realised as attended. Besides, we can consider that all tasks and activities were done. Even the regular meetings have been done as planned. Moreover, a project management plan has been published and the quality monitoring and control was already implemented</p>
Has the project been financially managed according to plans?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> To some extent



	<input type="checkbox"/> No
General comments on financial management:	The project was managed financially according to plan (budget). When we exam the budget, we realised that for (UGB) an amount (5000EURO) was provided to translation of materiel to French, however this amount wasn't payed (or reported). We inform you that the translating was done.
Has the project been managed according to planned quality management methods?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> To some extent <input type="checkbox"/> No
General comments on quality management:	We can consider that the quality of the work was very good. In fact, in this project an importance was allowed to the quality. In the reality it was provided a work package to quality management. So many deliverables should indicate the level of the quality. We find the quality review and validation of the training materiel that choose a performed level. Moreover, a quality management plan has been produced. Besides, quality monitoring and control procedures have been implemented.

3.4. Impact

Has the project reached its impact objectives?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> To some extent <input type="checkbox"/> No
General comments on project impact (Long term and Short Term):	We can consider that the project has attend his long and short terms. In fact, according to the training parts, the objectives were performed, and the results were the attending for all Target groups/potential beneficiaries (IT staff, Managers, Board of Tunisian HEIs, University Professors, Graduate students and young researchers...). Regarding the long Term, the implementing of specific framework by all Tunisian partners was done and the exchange of European performs and experiences was successfully done through the research visits done by Tunisian partners to the European ones.
Is there an established and shared dissemination and exploitation plan?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> To some extent <input type="checkbox"/> No
General comments on dissemination and exploitation plan:	For Tunisian partners there was no a consolidated plan for dissemination and exploitation each partner has his owner plan.



	However, the exam of reports and materials produced by all partners let us realise that discrimination and communication activities have been done successfully.
Is there an established and shared sustainability plan?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> To some extent <input type="checkbox"/> No
General comments on sustainability plan:	Sustainability was considered as an important aspect, in fact it is one of the main objectives of the project. In contrast, there wasn't an established plan that consolidated all the project. Each partner has his individual plan.

4. Your opinion about the project

When I review the work done in ITG4TU, I conclude that this project has succeed.

In fact, all objectives were been satisfied and achieved although the problems happened during the realisation of the project specially the delay from the beginning.

So, this success is due to the consortium efforts and their abilities to manage the problems within affecting the objectives, the budget and the plan of activities.

Besides, we can say that the experience developed by the European partners regarding the ITG was very well transmitted to Tunisian partners and helps them in building their ITG frameworks adapted to each Tunisian university HEI.

More than the efforts allowed by Tunisians partners in implanting their special frameworks and deploying it was very important, except one partner who presented a modest level of effort.

Furthermore, this project can be considered as a way or an opportunity to exchange knowledge and experiences especially for Tunisian partners. It permits them to develop networking activities.

However, the delay of the beginning of project didn't affect the results of the projects but it affected the quality of communication and dissemination.