

Information Technology Governance for Tunisian Universities (ITG4TU)

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External Assessment: Compliance Report

GRIAL RESEARCH GROUP



AMENDMENT HISTORY

Version	Revision	Date	Author	Modification
1	0	12/11/2018	GRIAL Research Group	Initial Version
1	1	15/11/2018	GRIAL Research Group	Final Version



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1. Introduction

The purpose of this document is to measure the level of compliance of the ITG4TU. The structure of this document is based on the Logical Framework Matrix:

1. General Objectives of the project
2. Specific objectives
3. The activities
4. The results

2. Experts Identification

Name:	Francisco J. García-Peñalvo, Alicia García-Holgado and Lucía García-Holgado
Affiliation:	GRIAL Research Group, University of Salamanca
Nationality:	Spanish
Affiliation:	
Experience in EU Projects:	Francisco: 15 years of experience in EU projects as project leader and partner leader under H2020, Erasmus+, Lifelong Learning Programme, etc. Alicia: 10 years of experience in EU projects as technical staff, researcher and project manager under different programs and funds, H2020, Lifelong Learning Programme and Erasmus+. Lucía: 3 years of experience in EU projects as project manager under Erasmus+ and 5 years' experience as technical staff under Erasmus+ and Lifelong Learning Programme.

3. Wider objective of the project

There are two main objectives in the Project according to the Logical Framework Matrix:

- Enhance governance capacities in Tunisian HEIs
- Contribute to the cooperation between EU and Partner Countries

The source to measure the indicators are the following:

- Inquiries / notifications: -
- Number of frameworks: Four, one for each Tunisian university.
- Satisfaction survey: -
- Number of joint master/PhD supervision: -
- Number of master/PhD students: 1
- Number of projects: The Consortium have proposed to apply to new EACEA projects, six proposals were decided during the last meeting in Palma, but no more information is provided.



- Accumulated budget: the final update of the budget is not available, but the minutes of the meetings provides some details of the budget management and also the “Updated financial template”. 15000€ for subcontracting was saved instead through away the money.
- Number of papers/ Citation count/ Impact factor: 4 papers

The published papers related to the project are:

1. Khouja, M., Rodriguez, I. B., Ben Halima, Y., & Moalla, S. (2018). IT Governance in Higher Education Institutions: A Systematic Literature Review. *International Journal of Human Capital and Information Technology Professionals (IJHCITP)*, 9(2), 52-67. doi:10.4018/IJHCITP.2018040104. (SCOPUS – Q2 Computer Science (miscellaneous) – SJR 0.28). 0 cites in Scopus.
2. Juiz, C., Colomo-Palacios, R., & Gómez, B. (2018). Cascading ISO/IEC 38500 based Balanced Score Cards to improve board accountability. *Procedia Computer Science*, 138, 417-424. doi:10.1016/j.procs.2018.10.059. (Proceedings indexed in Scopus – SJR 0.258). 0 cites in Scopus.
3. Gómez, B., Juiz, C., Colomo-Palacios, R., & Fernández-Martínez, A. (2018). Information Technology Governance for Tunisian Universities (ITG4TU): a real experience of IT governance framework capacity building from European Universities. In *Proceedings of EUNIS 2018 Annual Congress, Paris, France, June 6-8*.
4. Magnusson, J., Juiz, C., Gómez, B., & Bermejo, B. (2018). *Governing technology debt: beyond technical debt*. Paper presented at the Proceedings of the 2018 International Conference on Technical Debt, Gothenburg, Sweden.

4. Specific objective

The specific objectives are:

- Perform training in ITG for University workers including academics and other workers
- Perform training in ITG for the Tunisian industry
- Build a ITG framework tailored for the 4 Tunisian HEI institutions
- Develop the competence of ITG
- Perform training to graduate and master students
- Create new courses at Tunisian HEIs for master students related to ITG

The source to measure the indicators are the following:

- Number of students: In UGB activities was a total of 60 students, and 222 participants between students, university workers, industry partners and others. There was a total of 460 participants in UMA related the following audience: students, university workers, meetings with professionals and companies, researchers (a total of 223 students). 247 students from the UTM activities until October 2018. Finally, the USS was a total of 1146 participant among students, teachers, IT Staff and Governance team.



- Number of Courses: There was a total of 54 actions to present and promote the project. In each Tunisian University developed a series of workshops, courses, training and meetings to compliance the purpose the aims of the project. There are other two courses, the Initial training for Researchers and for managers.
- Satisfaction survey on these courses: There several satisfaction surveys for the pilot courses and initial training for managers and researchers. There are a total of 131 satisfaction surveys responded.
- Satisfaction survey on the IT Service at Tunisian Partners: It will be a future activity to developed as part of the ITG frameworks. According to the plan described in D.4.5. Governance Framework Deployment, the implementation of the ITG frameworks started in 2018 and will continue until 2019, so the satisfaction surveys will be carried out during the next months.
- Number of papers published: 4
- Number of courses in Bachelor/Master programmes on the topic: 0
- Master/PhD thesis proposed: One. “A Thesis is going to be prepared in this case to implement a process of migrating a Higher Education Institution from a management level to a Governance Level considering all change resistance. This Ph.D. Thesis is the continuation of the engineering project (IT Governance Portfolio) done with Nadia HAJRI, a student in the third and last year in engineering degree. Her thesis defence is planned for the fourth Trimester of 2018.”

5. Results

The outputs and outcomes are classified inside the work packages, and according to the kind of results, there is a different item to measure the indicator.

4.1 Preparation

- **Initial Training Researchers**

Numbers of course attendants' researchers

15 (3 of each Tunisian university and 3 from the European universities). There were 3 attendants of the host university (UIB) too according to the attendance list.

Satisfaction survey:

There were fifteen attendees, which 11 of them (73.33%) have answer the questionnaire.

- **Initial Training Managers**

Numbers of course attendants' managers

According to the attendance list there was 24 attendants (4 of each Tunisian University, 5 researchers of the other European Universities and 3 of the host university (UAL) but in the satisfaction surveys results said that: “There were nineteen attendees, with sixteen....”.



Satisfaction survey:

16 questionnaires responded.

- **Project infrastructure**

· % availability

There is no information about the availability of the project infrastructure.

4.2 Development

- **Report on Best practices.**

Number of amendments to reports:

- UGB report of best practices visit: 3
- UMA report of best practice visit: 11
- UTM report of best practices visit: 8
- USS report of best practices visit: 7

Papers published on the reports: 0

- **Report on Best practices validation**

Number of amendments to report: 4

- **Initial assessment visit to Tunisian universities**

Number of amendments to report: 1

- **Governance framework Development**

Number of amendments to report:

39 amendments in total in the nine documents in this part.

Time to develop the framework:

Four months regarding the IT Government Development Plan and six months including assessment and deployment activities.

- **Governance framework assessment**

The ITG standards are aligned with the standard audits: -

- **Training materials development**

There is no amendment history to measure the items of this indicator. There are four materials development, one for each Tunisian University, and several materials for internal training. There is a report of the validation of the materials.



4.3 Quality

Quality Plan

Product	Number of reviews per product	Time in amendments
Initial Training Researchers	2 reviews	14 days
Initial Training Managers	1 review	7 days
Project infrastructure	0 review	-
Report on Best practices		
D.2.2 Report on Best Practices visit to Almeria - UGB	1 review	9 days
D.2.2 Report on Best Practices visit to Almeria - UMA	1 review / 2 versions	10 days
D.2.2 Report on Best Practices visit to Almeria - UTM	1 review	9 days
D.2.2 Report on Best Practices visit to Almeria - USS	1 review	21 days
D.2.2 Report on Best Practices visit to Berlin - UGB	2 review	1 day
D.2.2 Report on Best Practices visit to Berlin - UMA	2 review / 2 version	6 days
D.2.2 Report on Best Practices visit to Berlin - UTM	1 review	3 days
D.2.2 Report on Best Practices visit to Berlin - USS	2 reviews	6 days
D.2.2 Report on Best Practices visit to Halden - UGB	0 review	-
D.2.2 Report on Best Practices visit to Halden – UMA	2 review / 2 version	4 months between versions
D.2.2 Report on Best Practices visit to Halden - UTM	3 review	32 days
D.2.2 Report on Best Practices visit to Halden - USS	2 review	11 days
D.2.2 Report on Best Practices visit to Palma - UGB	0 review	-
D.2.2 Report on Best Practices visit to Palma – UMA	2 review / 2 version	4 days between versions
D.2.2 Report on Best Practices visit to Palma - UTM	1 review	2 days
D.2.2 Report on Best Practices visit to Palma - USS	2 review	1 day
Report on Best practices validation.	4 reviews	2 month 20 days
Initial assessment visit to Tunisian universities	1 review	2 days
Governance framework Development:		
IT Governance Development Plan	3 versions	11 days between versions



Product	Number of reviews per product	Time in amendments
D.2.5. Governance framework development – UGB	8 reviews/3 versions	3 months 22 days
D.2.5. Governance framework development - UMA	7 reviews/3 versions	3 months 2 days
D.2.5. Governance framework development – UTM	7 reviews/3 versions	1 year 1 month between versions
D.2.5. Governance framework development - USS	9 reviews/3 versions	1 year, 3 months and 15 days between versions
Governance framework assessment		
Virtual Meeting - Framework Assessment organization	1 review	2 days
D.2.6. Report: Governance framework assessment - OUC	0	-
D.2.6. Report: Governance framework assessment - UAL	0	-
D.2.6. Report: Governance framework assessment - UIB	2 reviews/2 versions	4 month, 20 days
Training materials Development		
	There is no amendment history in the materials	
D.2.8. Report Training materials validation	0	-
Quality Plan	2 reviews/2 versions	5 months and 4 days between versions
Dissemination & Exploitation Plan		
D.4.1. Report: Dissemination & Exploitation Plan – UGB	6 reviews/3 versions	1 year, 9 month 24 days
D.4.1. Report: Dissemination & Exploitation Plan – UMA	7 reviews/3 versions	1 year, 9 month 24 days
D.4.1. Report: Dissemination & Exploitation Plan – UTM	5 reviews/3 versions	1 year, 9 month 24 days
D.4.1. Report: Dissemination & Exploitation Plan - USS	6 reviews/2 versions	4 month 20 days
Pilot Courses		
D.4.4. Report: Report on Pilot Courses in UGB	3 reviews	2 days
D.4.4. Report: Report on Pilot Courses in UMA	2 reviews	9 days
D.4.4. Report: Report on Pilot Courses in UTM	3 reviews	1 day
D.4.4. Report: Report on Pilot Courses in USS	3 reviews	10 days



Product	Number of reviews per product	Time in amendments
Governance framework deployment		
D.4.5. Report: Governance Framework Deployment - UGB	1 review	4 days
D.4.5. Report: Governance Framework Deployment - UMA	2 reviews	2 days
D.4.5. Report: Governance Framework Deployment - UTM	1 review	5 days
D.4.5. Report: Governance Framework Deployment - USS	1 review	1 day
Local, National, International Dissemination	There no reports in this parts to value the reviews	-
Sustainability plan		
D.4.9. Report: Sustainability Plan – UGB	4 reviews	1 year 8 months 23 days
D.4.9. Report: Sustainability Plan – UMA	5 reviews	1 year 8 months 25 days
D.4.9. Report: Sustainability Plan – UTM	3 reviews	1 year 8 months 23 days
D.4.9. Report: Sustainability Plan – USS	2 reviews	1 year 8 months 23 days
Project management plan.	1 review	28 days
Agency reporting.	No report	-
Internal reporting	No internal report	-

4.4 Dissemination

The outputs and outcomes of the work package 4 are:

- Dissemination & Exploitation Plan
- Pilot Courses
- Governance framework deployment
- Local, National, International Dissemination
- Sustainability plan.

In this case, the indicators are the following:

- Number of courses:



There were four pilot courses, one in each Tunisian University. The same situation was for Trainees Disseminations. Apart from the courses, there was eight dissemination events at local, regional and international level.

- Number of students: 104 attendants to the pilot courses (teachers and students). Regarding the dissemination activities reports a total of 2135 participants.
- Satisfaction survey on courses: A total of 104 surveys was responded, all the pilot attended completed it.
- Papers published: 4
- Impact factor: provided in the section 2 “Wider objective of the project”.

4.5 Management

According to the three indicators for the management package (Project management plan, Agency reporting and Internal reporting) the measures are the amendments to agency documentation and the comments on Reports to the agency. This is not possible to measure with the deliverables because agency reports are not available in the project website.

6. Activities

Those activities are not measurable with indicators. In this part, the level of compliance is the existence of the deliverables in the project website (<http://itg4tu.uib.eu/IT-Governance-documents/Deliverables/>). It is shown as a check list.

Work Package	Deliverables	Available	Comments
1 Preparation	1.1. Internal Team Formation	✓	
	1.2. Kick off meeting	✓	
	1.3. Initial Training Researchers	✓	
	1.4. Initial Training Managers	✓	
	1.5. Project infrastructure creation and communication	✓	
	1.6. Study & Document Best Practices	✓	
2 Development	2.1. Best practices visits	✓	
	2.2. Report on Best practices.	✓	
	2.3. Report on Best practices validation.	✓	
	2.4. Initial assessment visit to Tunisian universities	✓	
	2.5. Governance framework development	✓	
	2.6. Governance framework assessment	✓	



Work Package	Deliverables	Available	Comments
	2.7. Training materials development	✓	
	2.8. Training materials assessment	✓	
3 Quality	3.1. Quality Plan	✓	
	3.2. Quality management monitoring	✓	
4 Dissemination	4.1. Dissemination & Exploit. plan Definition	✓	
	4.3. Trainees dissemination	✓	
	4.4. Pilot Courses	✓	
	4.5. Report on Courses	✓	
	4.6. Governance framework deployment	✓	
	4.2. Governance framework monitoring	✓	
	4.7. Local, National, International Dissemination	✓	
	4.8. Research visits	✓	
	4.9. Sustainability plan.	✓	
5 Management	5.1. Project management plan.	✓	
	5.2. Project monitoring and control.	✓	
	5.3. Online control meetings.	✓	
	5.4. Face to face control meetings.	✓	
	5.5. Agency reporting.	✓	There is one document but only appear the budget
	5.6. Internal reporting	✓	There is one document but not a complete internal report

7. Conclusions

The ITG4TU project achieves most of the measurable indicators of the Logical Framework Matrix from the point of view of an external evaluator.

According to the four main parts of the report, the items for wider objectives are difficult to obtain only from the deliverables, for example, the part of inquires or notifications. Regarding the specific objectives, they are complete, highlight with the high level of courses and students. The indicator related to the project results and the activities are entire.

The analysis of the indicators allows affirming that the ITG4TU project has achieved their objectives.