1. Planning and implementing IT strategies

1.1. Upstream and Stakeholder Document Management

1.1.1. Upstream documents include legal and standard requirements related to the regions' information and communication technology processes, identifying, specifying, and implementing the region's duties and responsibilities for them.

1.1.1. Different stakeholder groups are identified and prioritized, and appropriate response approaches are defined for them.

1.1.1. The needs and expectations of various stakeholder groups are identified based on specific methods and are taken into account in strategic plans and ongoing actions.

Strengths:

- Identification and updating of upstream documents and requirements has been carried out based on the documented implementation procedure and its list has been prepared as A sample technology department evaluation model is included in the list of upstream documents.

- The needs and expectations of stakeholders have been identified, including compliance with upstream documents in the case of the technology organization. Show.

Areas for improvement:

- Although upstream documents have been identified and updated, and some control mechanisms, including control through the creation ofYes, policy. It has been done, but no documented mechanism was observed to control and ensure compliance with the requirements.

- Although stakeholders inFour groups of employees, citizens, contractors, and technology organizations have been identified, but the existing mechanism for evaluating and prioritizing stakeholders lacks the necessary adequacy and transparency, and no coherent evidence was observed in this regard.

- Although stakeholders have been identified, response strategies for different groups are not clear and prioritized. and some stakeholder groups have not been identified, including society.

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9.1. Analysis of internal performance and external environment

1.1.1. Performance analysis of operational processes is carried out with the aim of identifying strengths and weaknesses and exploiting them in line with strategy planning.

1.1.1. The variables of the general environment and the unit's activity environment are identified and their effects are analyzed and considered in the form of identifying opportunities and threats for planning strategies.

1.1.1. Key success factors related to the regions' ICT processes are identified and managed.

Strengths

- Strengths, weaknesses, opportunities and threats are identified based on expert opinions and based on the matrix.SWOT strategies Relevant extracted.

Areas for improvement

- Although strengths and weaknesses have been identified, an analysis of the performance of internal processes is needed to achieve this list. And strategies are devoid of objective evidence.

- Although opportunities and threats have been identified, identifying and analyzing external environmental parameters in order to achieve this The list and strategies lack objective evidence.

- Although the key factors for success in11 items have been identified, but a systematic mechanism and approach for identification, evaluation, and selection is lacking..h not foundcsf

1. Planning and implementing IT strategies

1.1. Planning, implementing and monitoring strategic plans

1.1.1. The guiding pillars include the mission, vision, and values, and work towards realizing the vision and institutionalizing the values.

1.1.1. Broad objectives, strategies and key results are set to achieve and assess progress towards the vision.

1.1.1. Operational plans are implemented in line with strategic goals in the form of project planning and control, and monitoring and analysis of project progress and related key results are carried out.

Strengths

- Guiding principles including vision, mission, and values systematically in the IT department and performance evaluation of the region4 have been compiled.

- The values of the department have been formulated and a suitable mechanism has been established to monitor the degree of institutionalization of values, for example, the value of creating a space Creativity is evaluated based on the unit's suggestions.
- Planning of actions in line with objectives and their monitoring control has been carried out, for example for network-related actions.06% was planned, of which 14% was ultimately achieved.

Areas for improvement

- Although analysisHowever, a strategic analysis was conducted to determine the strategic position of the technology department. SWOT Information and performance evaluation and identification of strategic options to determine main and sub-strategies lack systematic evidence.

- Although the vision and its pillars have been determined and the indicator of the degree of achievement of the goals has been measured, the key performance indicators There is no specific KPI to evaluate the extent to which the vision has been achieved.

- Although the mission has been determined, some of its elements, including how it will be implemented, have not been determined, for example, for creating a platform. The security of related processes does not have the necessary transparency.

- Although a planning document for macro (long-term) and medium-term goals, policy outlines, etc. has been prepared, the content of these documents is Due to the lack of transparency, the mechanism for achieving the above issues has not been logically established. For example, the long-term goal of implementing a sustainable management system (With the medium-term goal of creating, developing and updating a network of relevant buildings in need (BCP/DRP) and these goals have been linked to all policy clauses.

- Key metrics have not been clearly and appropriately determined in line with goals and strategies.