Module 3 – Planning Submodule 3.1 Identification of Target Areas [beta version]

4 Sustainable Development

Thus far, you have learned about...

2.1 SDGs – introduced you to the concept and principles of SDGs and the relation with e-government;

2.2 E-Government Fundamentals – introduced you to the background and objectives, and key factors and areas of e-government;

2.3 E-Government Survey – introduced you to the fundamentals and methodology of the e-government survey;

2.4 Data – introduced you to the definitions of, and strategy for implementing and sustaining Open Government Data;

2.5 E-Participation – introduced you to the concept of e-participation, its significance and how it helps achieving SDGs.



In this section you will learn...

How to conduct an Environmental Analysis?

- PESTEL Analysis
- SWOT Analysis
- Accelerator and Bottleneck
 Assessment
- Existing Mechanisms

How to align to SDGs?

- Desk Research
- Field Research

How to deal with Gaps?

- Data Gaps
- Policy Gaps
- Implementation Gaps



Objective

By the end of this submodule, you will be able to:

- Conduct environmental analysis for SDG target identification and selection
- ✓ Identify your gaps
- \checkmark Reach an understanding of your operational environment

Completion time

- In total there are around **40 pages** for this submodule. It will take approximately **60 to 90 minutes** for each user to complete. This is an indication and can differ per user.
- Feel free to skip some parts of this submodule if you are already familiar with the content.

Other Information

- You can read along (PDF) as well as listen to the content (audio) while taking this course;
 - Course material (PDF) can be downloaded in the Moodle folder

Audio can be streamed on the corresponding slide on Moodle

Let's start!

Environmental Analysis

An environmental analysis helps..

- Setting the scene
- Creating a (action) plan
- Decision-making
- Getting a larger team on the same page



PESTEL & SWOT



Ρ	Ε	S	Т	Ε	L
 Government	 Economic	 Population	 Level of	 Environmental policies Weather Climate Climate change 	 Employment
policy Political	growth Exchange rates Un-	growth rate Age	innovation Automation Research &		laws Antitrust laws Consumer
Stability Foreign trade	employment	distribution Health	Development		protection
policy Trade	rates Disposable	consciousness Lifestyle	activity Technological		laws Health and
restrictions	income	attitudes	awareness		safety laws

PESTEL Analysis



Source: PESTEL analysis (Business-to-you 2016)

PESTEL – Example (relating to Big Data)



Let's take a break!

Are you up for a challenge?

PESTEL – Activity

INSTRUCTIONS for conducting a **PESTEL** analysis



Gather 1-6 persons for initial research and analysis on all PESTEL areas



Spend 1-2 hours together for review, expansion and ranking of PESTEL area inputs



Estimated duration: 1 hour to full day when including SWOT analysis



See annex for possible PESTEL factors



SWOT Analysis



SWOT – Example 1

Chart 9: Nigeria SWOT Analysis, Nigeria, 2017

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- The large population makes it an attractive market for consumer ICT services
- The installation of multiple undersea cables has boosted bandwidth capacity
- A large number of foreign companies have established operations in Nigeria
- Nigeria has a well-developed ICT market compared to its regional neighbours
- There is a high culture of entrepreneurship
- Though expected to be dissipated under the current leadership, Nigeria still has a reputation of transparency issues
- The high incidence of cyber-crime limits the uptake of digital services such as cloud
- Intermittent access to power threatens the development of the ICT sector, particularly with respect to telecoms and IT services

- A low literacy rate limits the uptake of some advanced ICT services due to a lack of awareness or local support
- Despite many iterations of the ICT strategy, implementation has been limited
- The cost of connectivity is still fairly high but has dropped dramatically in recent years
- Mobile penetration stands at over 80%, but due to dual SIM ownership, actual population penetration is only 50%
- There is growing demand for IP-based solutions as more Nigerians gain access to smartphones
- Value-added services in retail, financial services and healthcare are becoming a government priority
- Limited coverage in rural areas offers a long-term opportunity to provide cost-effective network solutions

Example of SWOT analysis for Nigeria on its digital market (Source: Frost and Sullivan 2018)

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SWOT – Example 2

Priority areas/sectors*	Opportunities	Challenges
Health	 Global data production and analysis of large quantity of data Healthnet (starting of networking of health centers) 	 Unreliable Internet and data networking system Budget limitation Lack of Capacity/skills
Education	 Emerging of very active and innovative youngsters New educational road map establishment Access to online education resources 	 Lack of enabling infrastructure (internet, electric, school building, roads to schools) Inadequate Capacity/skills (lack of effective teaching service and related administrative services) Inexperienced in E-services
Finance	Existing of ATM banking systemStarting of Mobile banking system	 Lack of enabling Infrastructure Lack of e-commerce policy Budget limitation
Agriculture	 It is base for the existing economy, Investment options (it will bring many opportunities in the e-service) It is the starting point for the intended industrial led economy 	 Lack of Capacity/skills Lack of enabling infrastructure (internet, electric, road for mechanized farm) Budget limitation E-services awareness gaps

*Table is modified for learning purposes. (Source: UNDESA, 1st Ethiopia Workshop, 2018. Discussion outcomes facilitated and compiled by Sebsibew Atikaw.)

Let's take a break!

Are you up for a challenge?

SWOT – Activity

INSTRUCTIONS for conducting a SWOT analysis



Gather 8-12 persons from various backgrounds



Brainstorm in group format



Identify and rank the various factors and elements



Create a summary and action plan based on the analysis



Distribute the summary to all related partners and participants



Estimated duration: 1 hour to full day when including PESTEL analysis



Ask a facilitator to guide the process Use a flip chart with post-its

SDG Accelerator and Bottleneck Assessment (ABA)



Source: ABA tool steps (UNDP 2017)

Focus and Use

	PESTEL	SWOT	ABA
FOCUS	Broad focus on political, economic, social, technological, environmental and legal factors	Focus on favourable and unfavourable aspects of achieving an objective with both internal and external origins	Identifying catalytic policy/programme areas (accelerators) that can trigger positive multiplier effects across SDGs, and solutions to bottlenecks
USE	 When an objective is not clearly defined yet When there is need for exploring 	When an objective is clear and understanding of it is clear	 When it is intended to start analysing from SDGs' standpoint Can be used as a complementary tool to PESTEL and/or SWOT

Using Existing Mechanisms



Using Existing Mechanisms

Target Identification

SDG Alignment Map



The 2030 Agenda and You

In what ways has your government responded to the 2030 Agenda?

- Has it accepted the 2030 Agenda?
- Has it enabled policies and environments to effectively implement the SDGs?
- Have the key government ministries implemented SDGs?
- How are the UN offices in the country (if any) supporting the government in implementation of the agenda?

SUSTAINABLE GOALS



Desk Research - 'Traditional' Mapping Exercise

Priority areas	Identified SDG		Identified SDG indicators	
	Goals	Targets		
Health	Healthy lives and well-being for all (#3)	- Reduce maternal mortality 70 per	- Maternal mortality ratio	
		 End preventable deaths of newborns and children under 5yrs (#3.2) 	- Proportion of births attended by skilled health personnel	
			- Under five mortality rate	
		 Half the number of deaths and injuries from road traffic accidents (#3.6) 	- Neonatal mortality rate	
			- Death rate due to road traffic injuries	
Education	Inclusive , quality and lifelong education (#4)	 Ensure all girls and boys complete free, equitable and quality primary and secondary education (#4.1) Ensure equal access for all women and men to affordable and quality technical, vocational, and tertiary education (# 4.3) Sustainable increase the number of youths and adults who have relevant skills for employment, decent jobs and entrepreneurship (# 4.4) 	 Proportion of children and young people in grades, least achievement of minimum proficiency levels at end of primary, secondary education Participation of youth and adults in formal and non-formal education and trainings. with ICT skills Proportion of youth and adults with ICT skills 	

Mapping for health and education(Source: UNDESA, 1st Ethiopia Workshop, 2018)

Desk Research



Desk Research – Using Existing Reports – Case: Ethiopia



National Initiatives: ICT Goals alignment with the National Plan GTP2 Goals

The 9 MCIT GTP	II Strategic Pillars
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Upgrade Gov. Electronic Services	Create Public ICT Awareness	Build ICT Research and Innovation
Ensure ICT Standards, System & Security Frameworks	Enhance Competency & Quality in ICT Industry	Implement The Government Cloud (Infrast, Services, Apps)
Facilitate Transparency and Accessibility of Govt Processes	Increase value of ICT in the country's GDP	Facilitate country wide electronic exchange and services

Source: Tolla, 1st Ethiopia Workshop, 2018

Desk Research – Bangladesh Case



Source: SSIP and GED, Planning Commission (2016). Integration of Sustainable Development Goals (SDGs) into the 7th five-year plan and mapping of ministries to goals and targets. Workshop outcome document. Available from www.plancom.gov.bd/integration-of-sdgs-into-the-7th-fyp

Source: UNDP 2017

Field Research

Need Assessment in the Field

- Provides a bottom up approach
- Allows better implementation of policies



Field Visits – Case: Bangladesh

- Field visits provide first-hand knowledge of how SDG action plans are implemented
- Lessons from grassroots SDG practices provide unique insights

Cases

- SDG 8.6.1 NEET Population
- SDG 8.10.1 & 8.10.2 Financial Inclusion



Field Research – Organise a Workshop

Field Research – Workshop example

Priority Area*	SDG Goals	Targets	Indicators	Action Points
Ensuring Food Security	Goal 2	2.3	2.3.1, 2.3.2	 Create a registry of small scale producers Define methods of reaching them and implement the methods
		2.4	2.4.1	• Introduce and expand efficient production systems and mechanisms
Natural Environment Preservation	Goal 13	13.1	13.1.1	• Create a consistent mechanism of awareness creation on environmental
		13.2	13.2.1	 protection Improve law and regulation enforcement capacity
		13.3	13.3.1	
		13.b	13.b.1	
Value Addition on Agricultural Products	Goal 9	9.3 9.3.1 9.3.2	9.3.1	• Facilitate financial availability by enabling nearby microfinance organizations
			9.3.2	over the country

Source: ICTs for agriculture sector (UNDESA, 1st Ethiopia Workshop, 2018)

Data (Gaps)



Source: Domo n.d., ' Data Never Sleeps' .



Source: Domo n.d., ' Data Never Sleeps 4.0' .

Evidence-based Decision Making

Data Interpretation



Source: Hossen 2018

data

Evidence-based Decision Making



Evidence-based Policy Tools – two cases



Policy Development Process and the Use of Evidence-based Policy Tools (Civic Service College 2019)

Gaps

- Data gaps
- Policy gaps
- Implementation gaps



Data Gaps

The lack of data and indicators





Data Gaps

Policy Gaps

Implementation Gaps

By bridging data gaps...

- Data based decision making can be done better
- ICT initiatives can be better developed
- Target areas can be better served



Mapping your Data

It is useful to identify..

- How many datasets do we have fully?
- How many datasets do we have partially?
- How many datasets we do not have?

Policy Gaps

Bridging Data Gaps: Existing Structures and Mechanisms

- 1. Request data at National Statistical Offices (NSOs), who collect, compile and release official statistics
- 2. Request data from other national data providers
- 3. Request data from UN agencies
- 4. Request data from international organizations and civil service organizations



Bridging Data Gaps: Collecting new data



OFFICIAL STATISTICS

DATA COMMUNITIES

DATA PRODUCTION

SCIENTIFIC DATA

COMMUNITIES

Policy Gaps

<u>**Policy</u>**: "the interlinked set of governing principles and goals, and the agreed programs of action to implement those principles and achieve those goals" (UN Intellectual History Project 2009)</u>

By performing a policy gap analysis, it helps:

- Project teams to analyze policies under which the project is subject to
- Project teams to gain insight in the impact of policies on their project



Bridging Policy Gaps: Effective Planning – Policy Review Exercise

Guiding steps:

1. Explain and clarify on project scope's purpose 2. Identify and summarize key policy documents providing guidance on project

5. Determine followup action

3. Identify possible areas of concern/ambiguity 4. Clarify issues that can be resolved quickly

Source: UNHCR 1999

Data Gaps

Policy Gaps

Implementation Gaps

Bridging Policy Gaps: Effective Planning – Policy Gap Analysis

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		1	1
Identify problems that need to be addressed	Prioritized problems	Is there a solution for the problem under question? (yes/no)	If there is no solution in sight, what measure(s) is/are needed to solve the problem? • Additional expertise • Additional time
Review the problems in terms of what is needed to solve them			 Additional resources Additional investigation Commitment from key actors Policy decision(s) Other reasons(s)
			Source: UNHCR 1999
Data Gaps	Policy Gaps	Implem	entation Gaps

Implementation Gaps

- Lack of readiness among stakeholders
- Shortage of awareness among youth and adults about ICT education
- Fiscal constraints
- Lack of clear definition of ICT skills
- Inadequate high-quality ICT training facilities

Data Gaps

Policy Gaps

Implementation Gaps

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Let's take a break!

Are you up for a challenge?

Gaps – Activity

GUIDING QUESTIONS for finding DATA GAPS

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What data do you have?

- Is data disaggregated?
- Have you fully made use of your data?
- Are you sharing your data?

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What data do you need?

- Who are your data partners?
- How can you strengthen your individual and institutional capacities in data and statistics?
- Is there data leadership/stewardship in your institution?



How to tackle the challenges of lack of data, lack of disaggregated data, lack of understanding data?



Mapping your Data – Case Pakistan

Codes	Definition
1	Standards available data available
2a	Standard available computation required
2b	Standard available data irregularly available
2c	Standard available, data not available, minor effort
2d	Standard available, data not available, major effort
3a	Standard not available, data is reported by few agencies
3b	Standard not available, data not available, minor effort
3c	Standard not available, data not available, major effort
3d	Standard not available, data is reported, national standards are available
8	Global Indicator

Example for coding identified gaps(Planning Commission of Pakistan and UNDP 2017)

Mapping your Data – Case Bangladesh

Availability of data for monitoring SDGs indicators in Bangladesh



Source: Hossen 2018

Bridging Data Gaps: Stakeholders & Partners



Conclusion

- To identify relevant target areas, an analysis of an organization and/or its environment is essential;
- By linking the target area with the SDGs, the objectives of your target area becomes clearer and the chances of success increase;
- To make both proper decision making as well as implementation, it is essential to be well informed. To do such, the availability of data is crucial.





You have reached the end of submodule 3.1 on the Identification of Target Areas.

Thank you for joining us in this exciting journey.

Under this submodule, you:

- ✓ were introduced to conduct environmental analyses for SDG target identification and selection
- \checkmark identified any existing data gaps
- reached an understanding of your operational environment

You may proceed to the next submodule 3.2 on Stakeholders & Partnerships



Sources & Recommended Reading Please check the PDF in the folder

Contact us for inquiries or questions

DPIDG@un.org Or post your questions/comments in the forum!

Please note that this is a beta version. We appreciate your feedback so we can further improve our toolkit





Acknowledgement

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