Thus far, you...

✓ were introduced to the concepts and different types of partnerships

✓ were provided with the practical advice on how to forge good partnerships

✓ learned layers of e-government integration and best practice studies

✓ learned the evolution from Whole-of-government approach to Whole-of-society approach

✓ studied the value of e-government interoperability and the steps required to achieve effective interoperability
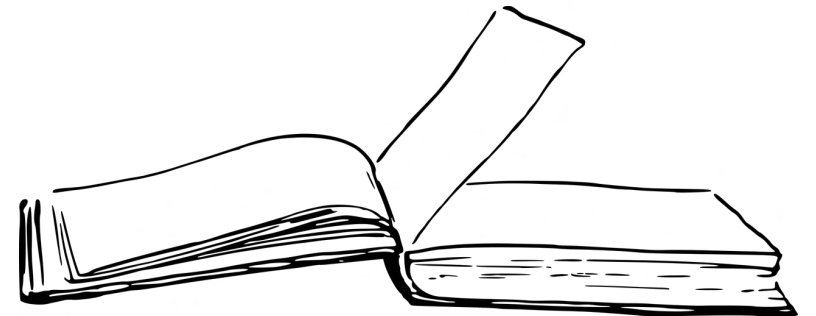
In this section you will learn···
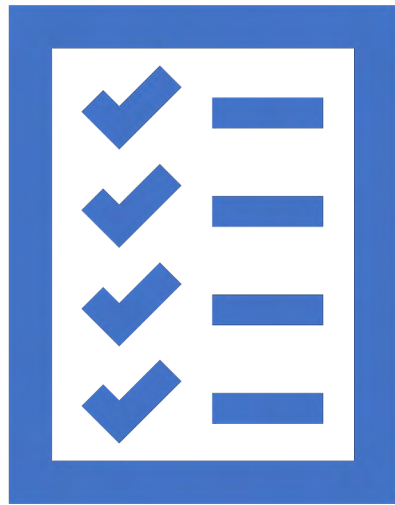
About local implementation

- How is it different from national-level implementation?
- Why is it important in achieving SDGs?
- What are the challenges?

About the Design-Reality Gap Analysis

- Concept and methodology
- Case study
- Advantages and disadvantages

About the Factor-Specific Analysis

- Concept and methodology
- Case study
- Advantages and disadvantages

Objective

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

- ✓ Learn about the significance and challenges of local implementation
- ✓ Conduct your own design-reality gap analysis
- ✓ Conduct your own factor-specific analysis

Completion time

- In total there are around **30 pages** for this submodule. It will take approximately **50 to 60 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;
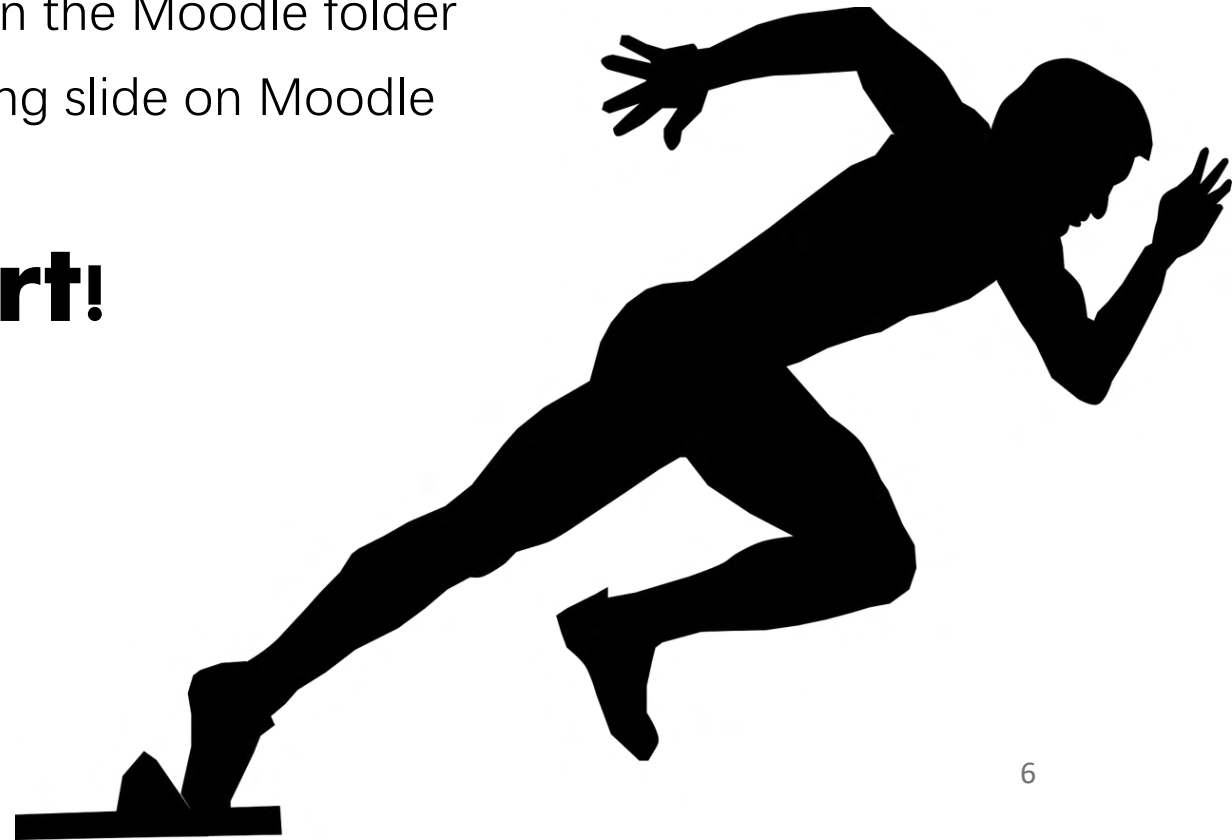
  Course material (PDF) can be downloaded in the Moodle folder

  Audio can be streamed on the corresponding slide on Moodle

Let's start!

What is Local Implementation?

- Defining, implementing and monitoring strategies at the local level

- Coordination or integration is needed to align to national, regional and global goals
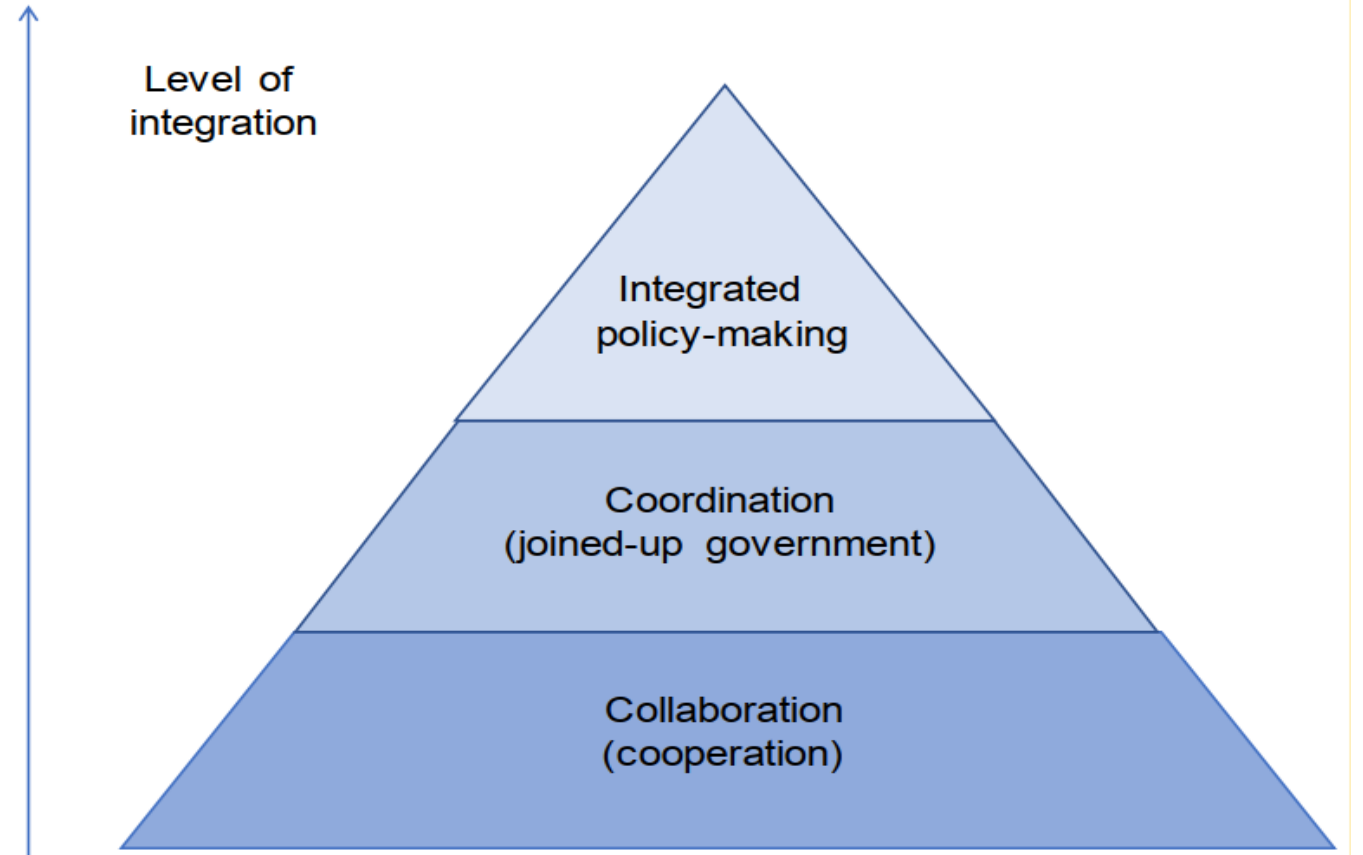
Source: UNESCAP

National – Local Integration

- Coordinating policies across different levels of governance

- Promotes a shared vision and commitment across levels

- Foster synergies and enhanced consistency through mutually reinforcing and supportive actions

- Increases the efficiency of policy actions

- Promotes a more efficient allocation of resources

National – Local Integration

- Three levels of integration:

    - Cooperate

    - Coordinate

    - Integrated policy-making

Level of integration

Integrated policy-making

Coordination (joined-up government)

Collaboration (cooperation)

Source: Stead and Meijers. 2009

SDG Implementation at the Local Level

- Must take into account subnational contexts in the achievement of the 2030 Agenda

- The Agenda's Imperative to "leave no one behind"

- Local government more resourceful when it comes to local implementation

SDG Implementation at the Local Level

- Baseline diagnosis
- Local or regional priorities
- Shared targets across levels of government
- Coherence with national plans
- Strategic projects
- Budget and financial strategies
- Implementation timeline
- Cooperative governance mechanisms
- Monitoring and assessment tools

Digital Government Local Implementation

- Requires a holistic approach

- Must consider linkages between national and subnational actions

- Of particular importance in achieving "leave no one behind" imperative in utilizing digital services to reach out to the vulnerable groups

12

Case Study – Santiago, Chile

- Smart city pilot development programme "Santiago of Tomorrow"

  - Main goals: increase access to energy and emphasizing its sustainable use, and creating environmentally friendly smart homes

- "Start-Up Chille" programme that aimed to establish Chile as the innovation hub

- Pilot electric vehicle car-sharing programme

- Santiago was named one of the top smart cities in Latin America in 2017

13

Case Study – Denmark

- Tele-medicine initiative Ulcer Care

- Patients in rural areas have limited access to health care as they have to transport themselves to the hospitals that are far away

- Under the initiative, municipally funded nurses go to the homes of the patients and through web-care records and video-links, communicate with the doctors, brining the expert to the home of the citizens as needed.

- Saves transportation time for the citizens, and time spent by the doctors.

Source: OECD, 2016

Methodologies: 5 Ws and 1 H

- Imperative and fundamental in problem solving

- Constitute a formula for getting the complete story on a subject

- Shed light on the information and mechanics necessary to problem-solving

Design – Reality Gap Analysis

- Identifying possible causes of failure

- The larger the gap between design and reality, the greater the risk of the project failing

- Seven 'ITPOSMO' dimensions are rated according to the size of design-reality gaps

16

Design – Reality Gap Analysis

Source: Lessa, Negash & Belachew. 2016
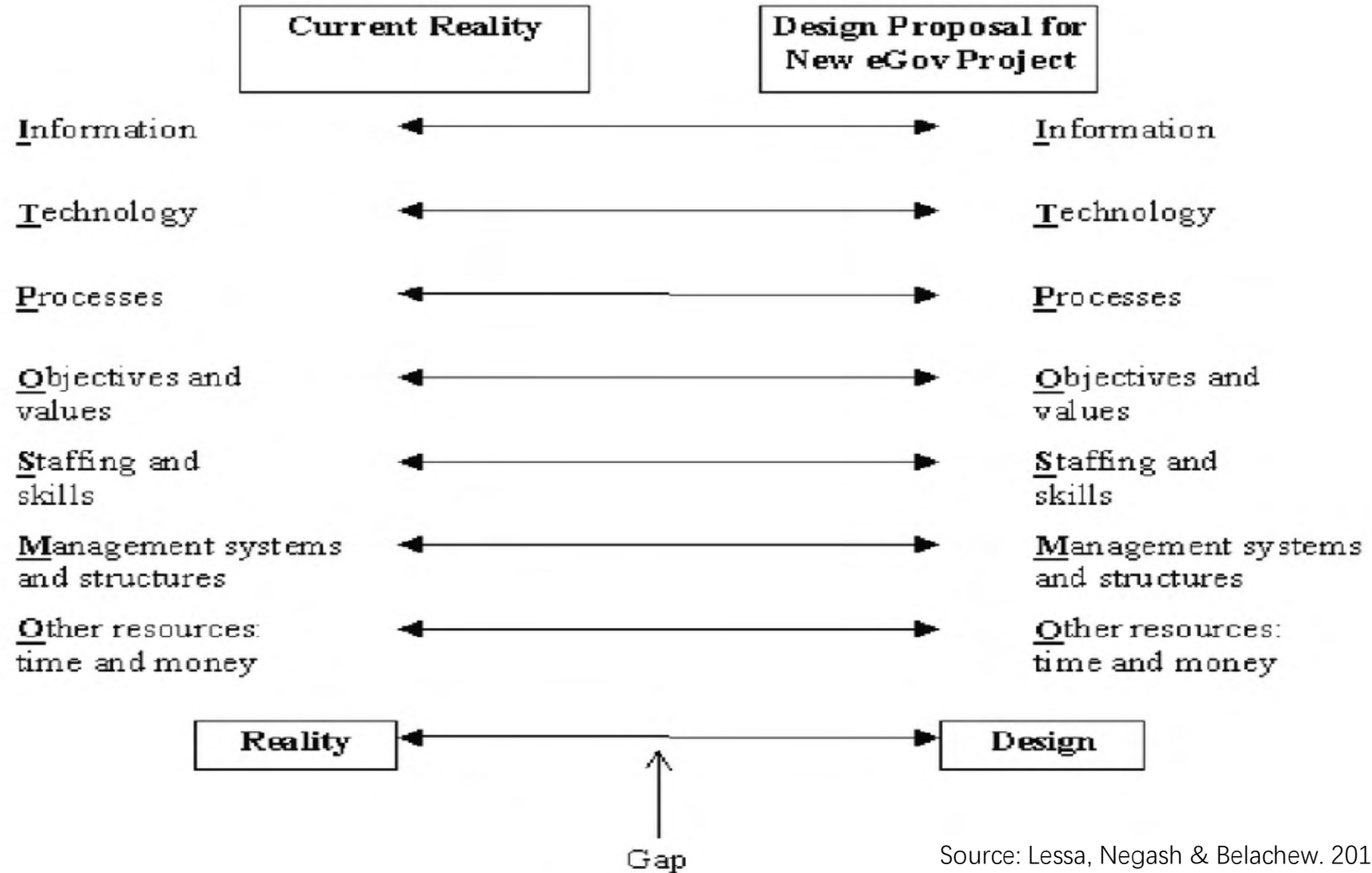
Design – Reality Gap Analysis

Sample Table

- Numerical rating to indicate the size of the gap in each dimension (0 ~ 10)

- Ratings are ranked in a table in numerical order

- Dimensions with the highest ratings are most likely to be the causes of failure

Dimension	Rating
Information	10
Technology	9
Processes	6
Objectives & Values	6
Staffing & Skills	4
Management Systems & Structures	1
Other Resources	0

18

Source: et.undp.org

Case Study – Bahir Dar, Ethiopia

- Implementing Land Management Information System in the city of Bahir Dar

- Design-Gap Analysis was used to study the causes of partial failure of the project
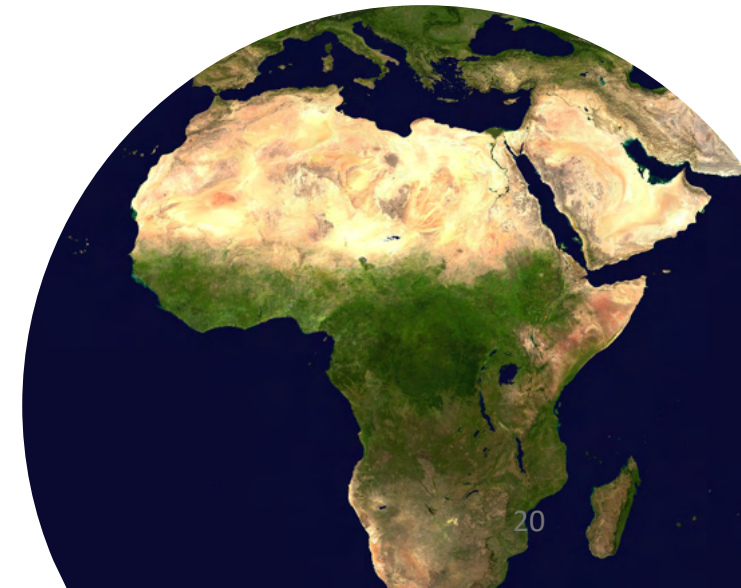
Case Study – Bahir Dar, Ethiopia

Dimension	Rating
Management Systems & Structures	7
Staffing & Skills	6
Objectives & Values	5.5
Information	4.5
Processes	3.5
Technology	3
Other Resources	1.5

- Major causes of the partial failure lies in the institutional aspects
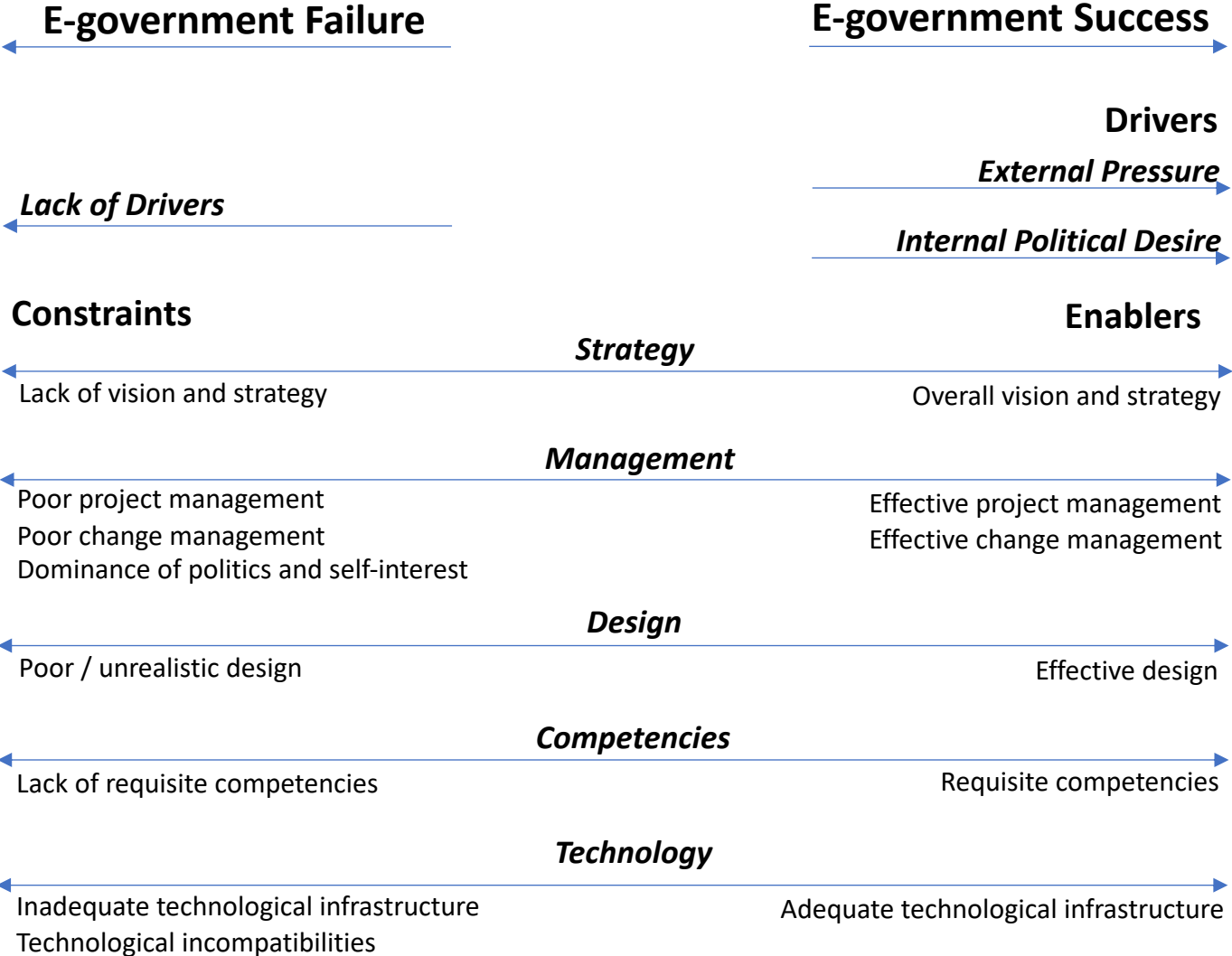
20

Factor - Specific Analysis

- Assess a set of factors that affect the outcome of a project

- Aims to increase the chances of success and / or reduce the chance of failure by addressing each of the factors

21

Factor - Specific Analysis

- Should consider:
    - Project Management
    - Change Management
    - Politics / Self-interest
    - Design
    - Competencies
    - Technological Infrastructure
    - External and Internal Drive

- Countermeasures should be taken If any of the factors that negatively affect the project are identified.

22

Factor - Specific Analysis

E-government Failure

E-government Success

Drivers

External Pressure

Lack of Drivers

Internal Political Desire

Constraints

Enablers

Strategy

Lack of vision and strategy

Overall vision and strategy

Management

Poor project management

Effective project management

Poor change management

Effective change management

Dominance of politics and self-interest

Design

Poor / unrealistic design

Effective design

Competencies

Lack of requisite competencies

Requisite competencies

Technology

Inadequate technological infrastructure

Adequate technological infrastructure

Technological incompatibilities

Challenges to Local Implementation

- Local government's lack of awareness of the overall goal

- Differences between national and local governments

- Institutional weaknesses / poor management mechanisms

- Weak incentives for local governments

- Unequal distribution of resources

- Local constraints in capacity, data and information

Monitoring and Reporting on Progress

- Need to be based on integrated mechanisms for assessment

- Indicators, structures and strategic processes to track progress

- Refer to Module 5 for more information

Conclusion

- Local implementation is a crucial part of policy process, especially for SDGs.

- Without enough consideration, it is likely to fail.

- One must design the project meticulously using one of the methods introduced.

Congratulations!

You have reached the end of submodule 4.3 on the Implementation at Local Level

Thank you for joining us in this exciting journey.

_____

Under this submodule, you:

✓ Learned about the importance of local implementation
✓ Studied the challenges in local implementation
✓ Studied the methodology of Design-Reality Gap Analysis
✓ Learned about the Factor-Specific Analysis

You may proceed to the next submodule 5.1 on Monitoring & Evaluation Frameworks

Sources & Recommended Reading
Please check the PDF in the folder

27

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