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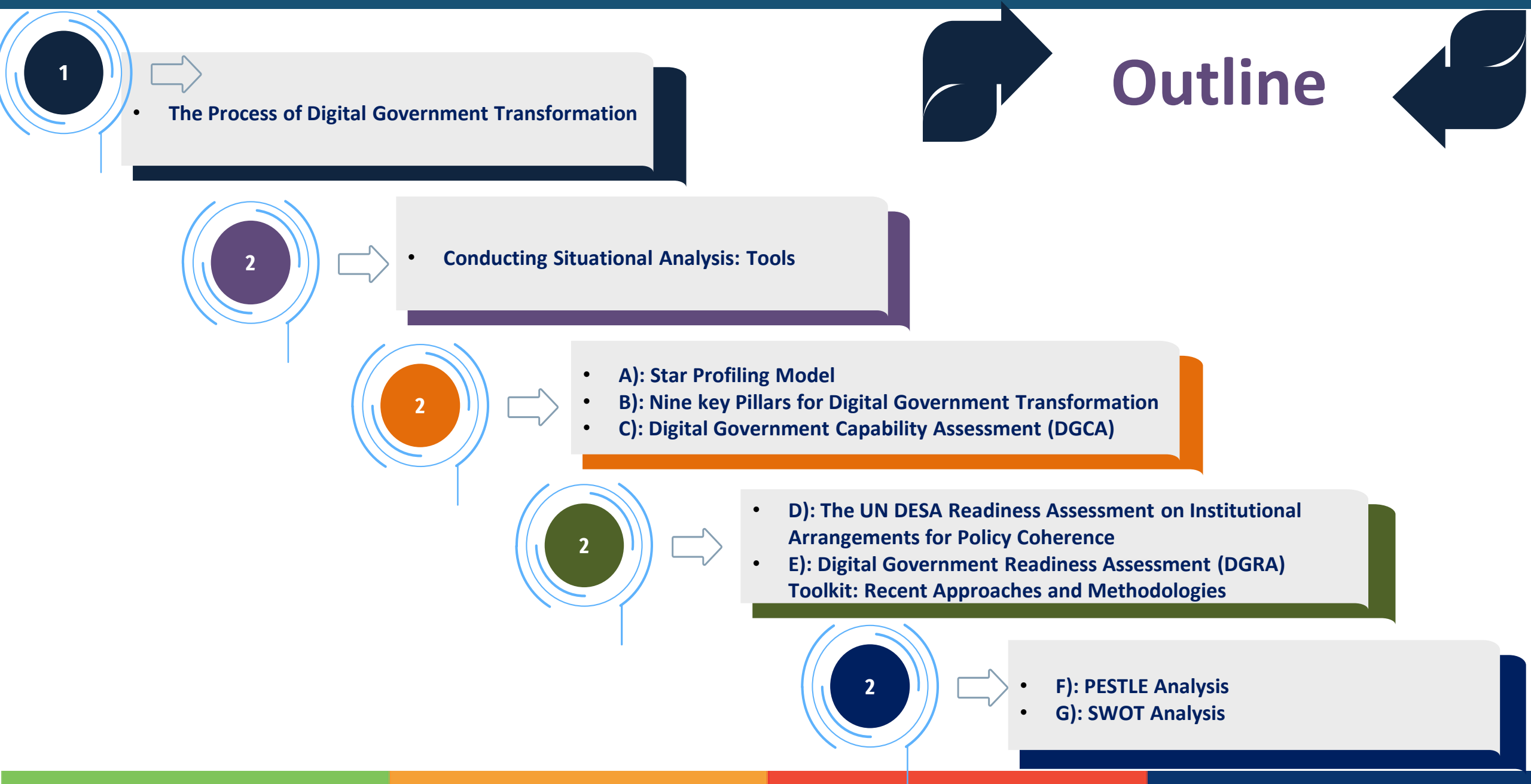
Benchmarking Mission of the National Planning Commission (NPC) of Namibia in the Republic of Korea

Conducting a Situation Analysis
to Assess Capacity Gaps and Opportunities in Digital Government Transformation

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Outline

1 → • **The Process of Digital Government Transformation**

2 → • **Conducting Situational Analysis: Tools**

2 →
- **A): Star Profiling Model**
- **B): Nine key Pillars for Digital Government Transformation**
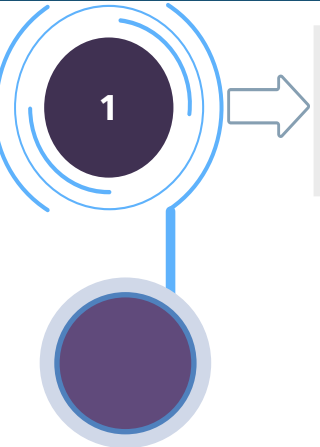- **C): Digital Government Capability Assessment (DGCA)**

2 →
- **D): The UN DESA Readiness Assessment on Institutional Arrangements for Policy Coherence**
- **E): Digital Government Readiness Assessment (DGRA) Toolkit: Recent Approaches and Methodologies**
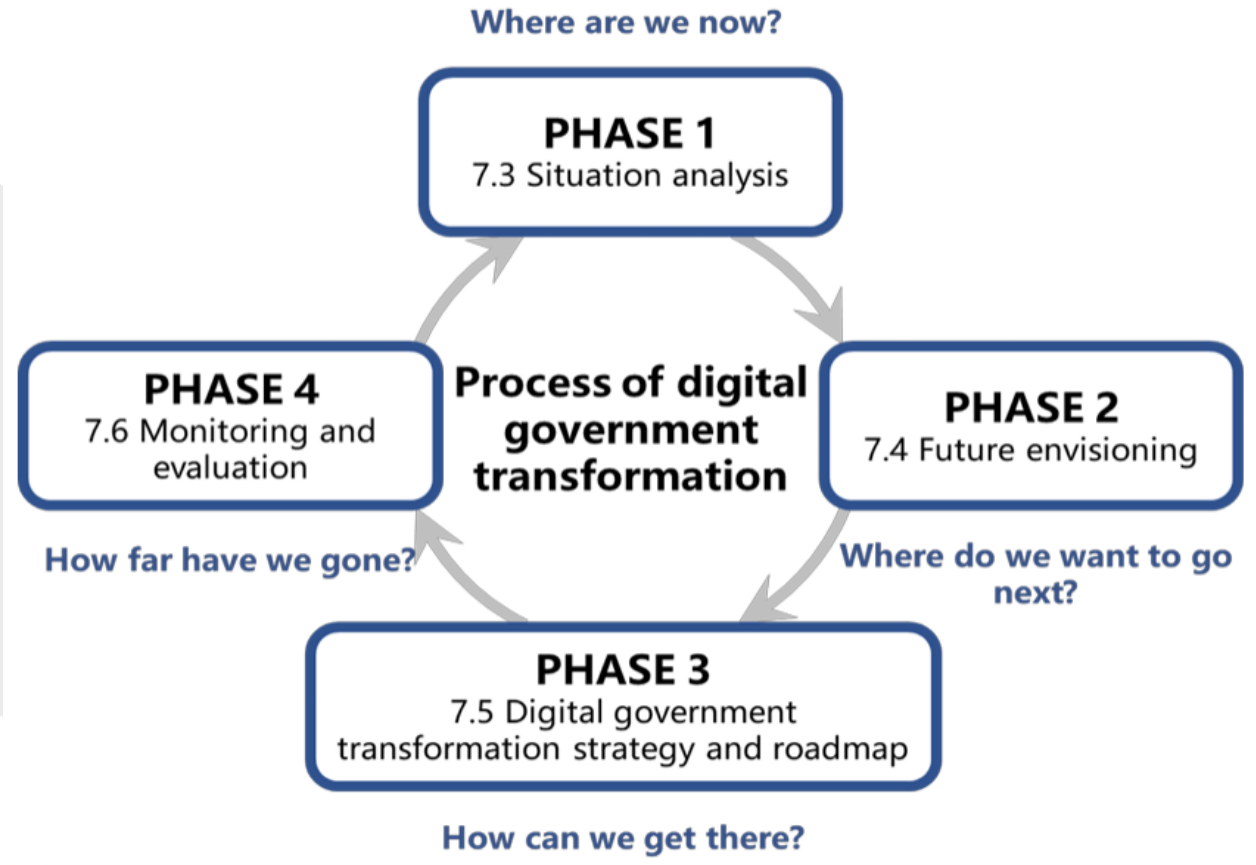
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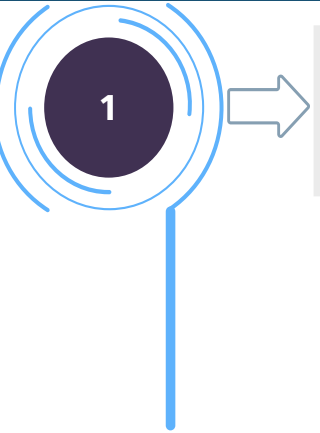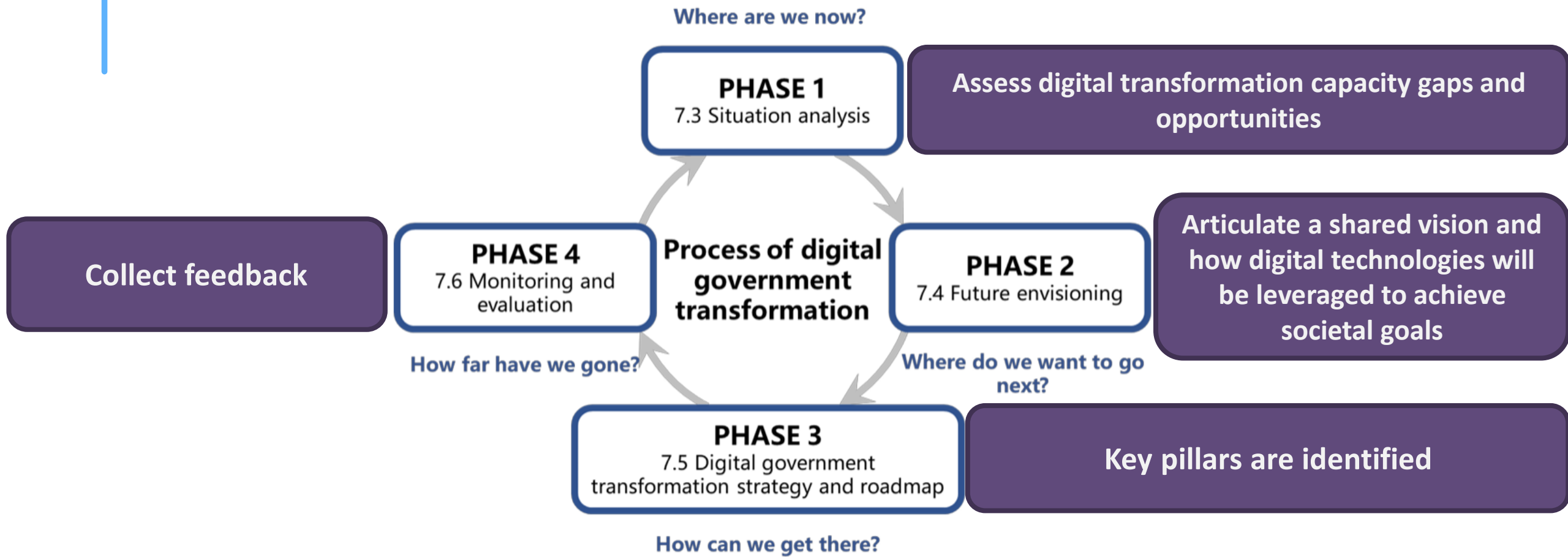- **F): PESTLE Analysis**
- **G): SWOT Analysis**

1

- **The Process of Digital Government Transformation**

- **Digital government transformation is actualized through a <u>four-step iterative process</u> that encompasses <u>situation analysis</u> (*including an assessment of digital capacities within and outside of government*) through a continuous process.**

Where are we now?

PHASE 1
7.3 Situation analysis

PHASE 4
7.6 Monitoring and evaluation

Process of digital government transformation

PHASE 2
7.4 Future envisioning

How far have we gone?

Where do we want to go next?

PHASE 3
7.5 Digital government transformation strategy and roadmap

How can we get there?

- **The Process of Digital Government Transformation**

Where are we now?

PHASE 1
7.3 Situation analysis

Assess digital transformation capacity gaps and opportunities

PHASE 2
7.4 Future envisioning

Articulate a shared vision and how digital technologies will be leveraged to achieve societal goals

Where do we want to go next?

Process of digital government transformation

PHASE 3
7.5 Digital government transformation strategy and roadmap

Key pillars are identified

How can we get there?

PHASE 4
7.6 Monitoring and evaluation

Collect feedback

How far have we gone?

- **Conducting Situational Analysis:** *Selected Tools*

- It defines the general development objective and how digital technologies can support the overall vision of a nation.

- Provides information to identify the <u>motivations for digital government transformation</u> and why it is needed.
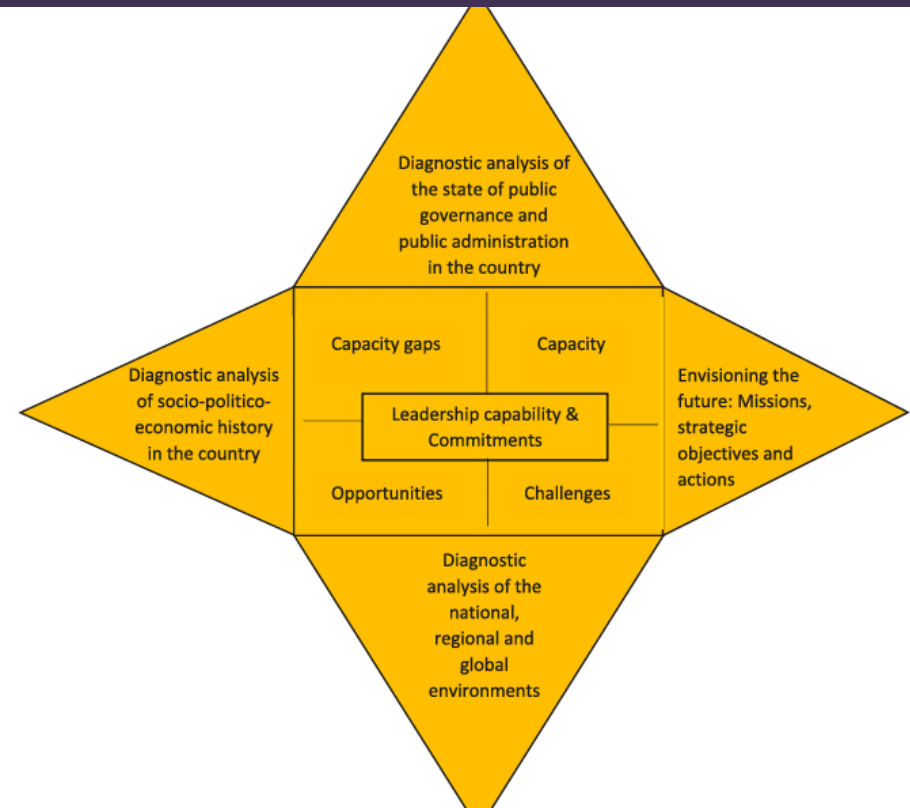
■ **Tools for Conducting Situational Analysis**

1. *<u>Star Profiling</u> Model*
2. *<u>Nine key pillars</u> for Digital Government Transformation*
3. *Digital Government <u>Capability Assessment</u> (DGCA)*
4. *The UN DESA <u>Readiness Assessment</u> on Institutional Arrangements for Policy Coherence*
5. *Digital Government <u>Readiness Assessment</u> (DGRA)*
6. *<u>PESTEL</u> Analysis*
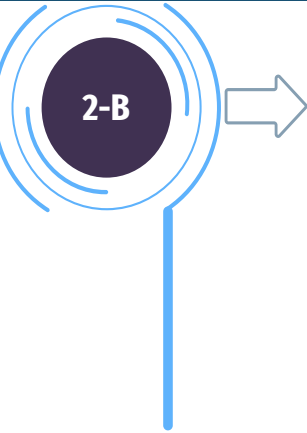7. *<u>SWOT</u> Analysis*

- **Conducting Situational Analysis: *Selected Tools***
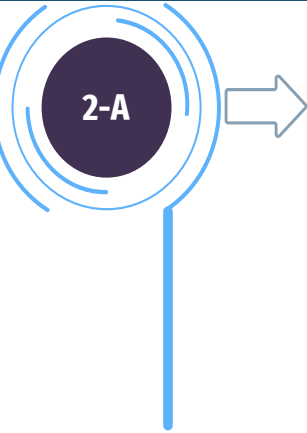
Star Profiling Model

- The core of the **star profiling model** is <u>leadership capacity & commitment</u> – includes three sectors (*<u>government</u> commitment, <u>stakeholder</u> engagement and <u>individual</u> involvement*) which makes this **a comprehensive model**
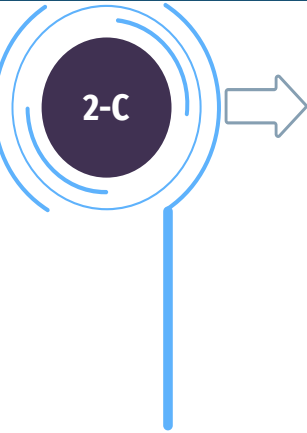

Star Profiling Model diagram:
- Diagnostic analysis of the state of public governance and public administration in the country
- Diagnostic analysis of socio-politico-economic history in the country
- Envisioning the future: Missions, strategic objectives and actions
- Diagnostic analysis of the national, regional and global environments
- Capacity gaps | Capacity
- Leadership capability & Commitments
- Opportunities | Challenges

Source: UN DESA, United Nations E-Government Survey 2020, pp.183

2-B → • **Conducting Situational Analysis: *Selected Tools***

Nine key Pillars for Digital Government Transformation

▪ **It can help governments identify where they are with regard to each of the key pillars for digital government transformation.**

Source: UN DESA, United Nations E-Government Survey 2020, pp.185

2-C

- ## Conducting Situational Analysis: *Selected Tools*

Digital Government Capability Assessment (DGCA)

- ▪ **The DGCA is a set of <u>six dimensions</u> that are key factors in assessing the level of digital government capability.**

- ▪ **This tool can be <u>used at the interinstitutional level.</u>**

Leadership	Strategy	Governance
Legal	Technology	Professional and Workforce Development

Source: https://unpan.un.org/capacity-development/otc/selfassessment-tools/digital-government-capabilityassessment

2-D

- **Conducting Situational Analysis:** *Selected Tools*

The UN DESA Readiness Assessment on Institutional Arrangements for Policy Coherence
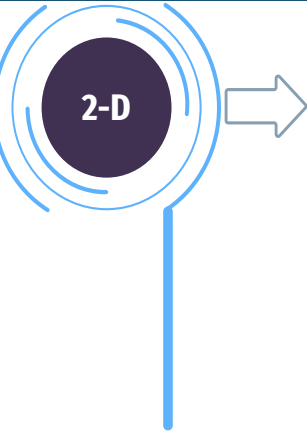
- **This Assessment is composed of 9 building blocks**

- **A tool that contains questions to facilitate a participatory dialogue**

Building Blocks

1	2	3	4	5	6	7	8	9
Political Commitment	Transformational Leadership, Human Resources and Changing Mindsets	System Thinking and Policy Linkages	Organizational Structures and Processes	Financing	Digital Technology and Data	Coherence between National and Local/Regional Level	Stakeholders' Engagement	Monitoring, Reporting and Evaluation Processes

Conducting Situational Analysis: *Selected Tools*
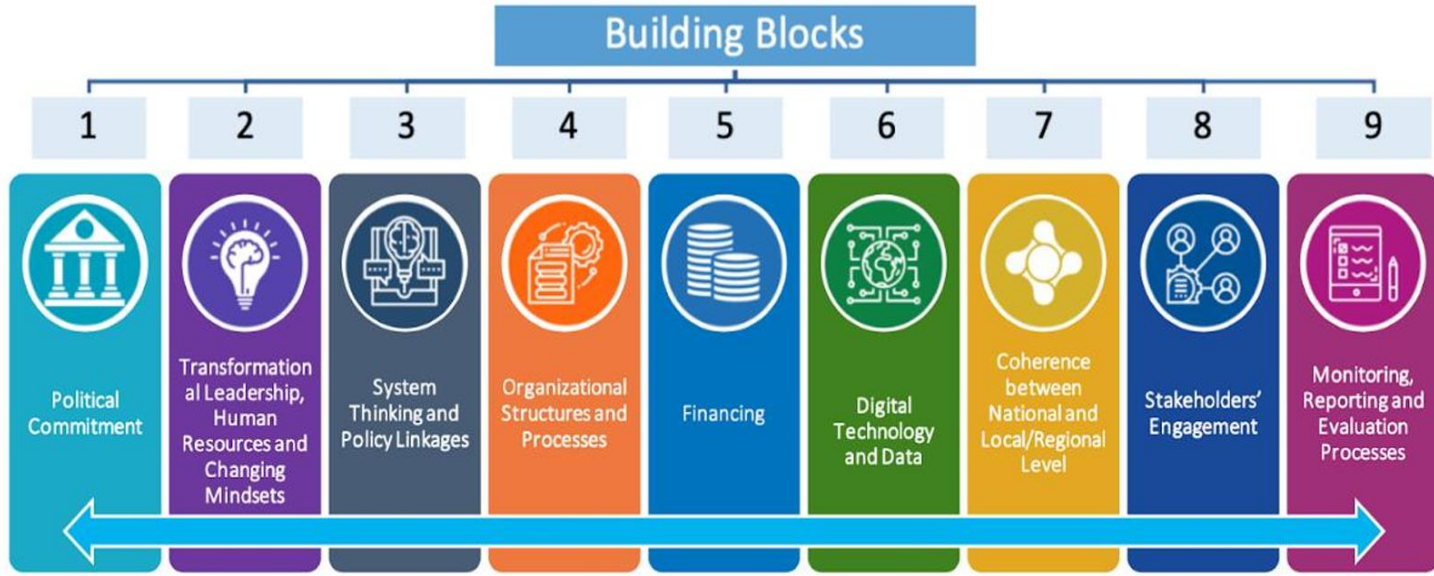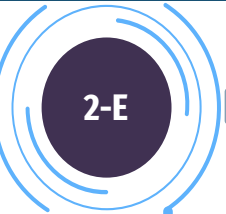
Digital Government Readiness Assessment (DGRA)

- **9 Pillars** of Digital Government Readiness Assessment

- **Comprised of a comprehensive set of 67 questions and delves into 9 core foundations**

- **Used to assess a countries readiness towards digital transformation**

Leadership & Governance
A clear vision, leadership, governance of digital strategy encourages the stakeholders to link the government-wide digital transformation.

User-Centered Design
Basing high-quality of agile and accessible public services around the users needs - *the public* - increase engagements and open participation of the citizens.

Public Administration & Change Management
Public administration process has to be optimized for digital delivery. Digital technologies can rapidly improve administrative operations and capabilities.

Capabilities, Culture & Skills
Technology cannot substitute all the government's operations. Hiring and training individuals for digital skills by creating a culture of innovation and creativity across the administration is crucial.

Technology Infrastructure
Rather than investing specific applications, leaders in today's digital government increasingly look to use whole-of-government standardized technology infrastructure

Data Infrastructure, Strategies & Governance
For better decision-making, public spending, and services, digital governments are improving their ability to collect, analyze and share data using new technologies

Cybersecurity, Privacy & Resilience
A specific protocol, scenarios should be prepared to ensure security and recovery, and minimize risks from any undefined cyber threats, disasters, etc

Legislation & Regulation
Legislation and regulation brings transparency to many decision-makings on public spending or any e-services that is driven by data.

Digital Ecosystem
Public digital ecosystem not only boosts innovation, education and entrepreneurship, but also contributes to the modern digital economy.

Source: World Bank DGRA team, 2020

Source: World Bank. Digital Government Readiness Assessment Questionnaire , January 2019.
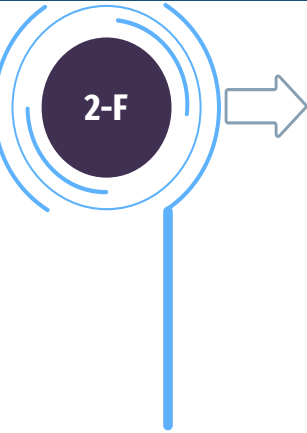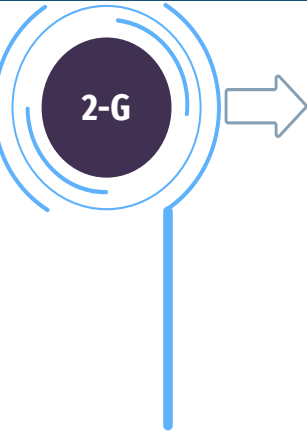
- **Conducting Situational Analysis: *Selected Tools***

- **PESTEL stands for Political, Economic, Social, Technological, Legal and Environmental factors.**

- **A PESTEL analysis allows a strategic and systematic evaluation of the prospects, risks and opportunities in a new environment.**

PESTEL Analysis

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

2-G

- **Conducting Situational Analysis: *Selected Tools***

SWOT Analysis

- A SWOT (<u>Strength</u>, <u>Weaknesses</u>, <u>Opportunities</u>, <u>Threats</u>) analysis is useful as it identifies a deeper layer including both <u>positive</u> and <u>negative potentials</u>.

- Especially useful as it includes both internal factors (strengths and weaknesses) and external factors (opportunities and threats).

Image: https://www.rhythmsystems.com/blog/4-steps-to-swot-a-pandemic

- **Key Takeaways**

- *Situation analysis requires an understanding of a country's history, social norms, values, beliefs, and attitudes and of national perceptions surrounding digital technologies.*

- *Situational analysis involves an assessment of the leadership's commitment to digital government and the state of public governance and public administration.*

- *A situation analysis should take into account a country's future development goals.*

- *The star profiling approach provides a framework for analyzing government transformation capacities and leadership capacities—an essential aspect of an effective digital government transformation strategy.*

- *Nine key pillars for digital government transformation provides a diagnostic framework that can help Governments identify where they are.*

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Thank you

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