



***Empowering Digital
Transformation in Public
Administration***

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***Spreading Digitalization in
Public Sector in Eastern
Europe, Central Asia and
West Asia***

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Workshop Report



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1. BACKGROUND TO THE WORKSHOP

1.1. Context and Purpose

Eastern Europe, Central Asia, and West Asia are at diverse stages in their digital transformation journeys, facing distinct opportunities and challenges. The region has demonstrated progress in e-government development, as reflected in [the 2024 UN E-Government Survey](#), but substantial gaps persist. Key challenges include the digital divide, insufficient digital infrastructure, limited digital literacy, and a lack of comprehensive regulatory frameworks in some countries. The COVID-19 pandemic highlighted the urgent need for resilient and inclusive digital governance mechanisms to ensure service delivery and sustainable development.

The workshop “Empowering Digital Transformation: Spreading Digitalization in Public Sector” was organized by UN DESA’s Division for Public Administration and Digital Government (DPIDG) on 19-20 November 2024 in Tallinn, Estonia, in collaboration with Estonia’s Ministry of Foreign Affairs. Held under the umbrella of the Tallinn Digital Summit (TDS), the workshop aimed to enhance digital transformation across public sectors in the region by leveraging the UN E-Government Survey methodologies and tools for self-assessment and strategic planning.

This initiative follows earlier successes in regional digital governance events, including [the Southern and Eastern Africa Digital Governance \(SEADGov\) Workshop](#) and [the Capacity Building Workshop on Strengthening National Capacities for Spreading Digitalization at Local Levels](#) held in Bangkok, Thailand. Such workshops aim to create platforms for collaboration and exchange among governments, fostering regional and global synergies.



1.2. Rationale and Objectives

Aligned with the Global Digital Compact and other global frameworks, the workshop aimed to address the critical need for regional collaboration and capacity building to advance digital governance. The primary objectives included:

- **Strengthening self-assessment capabilities:** Equip participants with the knowledge and tools to use the UN E-Government Survey methodology, particularly focusing on the Online Service Index (OSI) and Local Online Service Index (LOSI).
- **Enhancing regional cooperation:** Foster collaboration and knowledge sharing among countries in Eastern Europe, Central Asia, and West Asia to address shared challenges in digital governance.
- **Promoting inclusive e-government:** Identify strategies to close digital divides and improve the accessibility and inclusiveness of online government services.
- **Aligning national strategies with global priorities:** Support governments in aligning their digital governance efforts with international standards and frameworks, particularly for landlocked developing countries (LLDCs).

1.3. Workshop Structure and Activities

The workshop featured a blend of presentations, discussions, and interactive sessions. Highlights included:

1. **Key Findings of the 2024 UN E-Government Survey:** Insights into global and regional trends, with a focus on LLDCs and other countries in special situations.
2. **Digitalizing Public Services:** Panel discussions on challenges and opportunities for LLDCs, featuring high-level representatives from across the region.
3. **National and Local Online Service Indices:** Activities to analyze participants' countries' performance at national and local levels and explore strategies to address identified gaps.
4. **Strategies for Digital Government:** Country-specific presentations highlighting national progress and challenges in e-government development.
5. **UN DESA Toolkit for Self-Assessment:** Hands-on sessions to familiarize participants with practical tools including the UNEGOVKB platform for evaluating and improving digital government strategies.



1.4. Alignment with Global Initiatives

The workshop supports global efforts to foster digital transformation and sustainable development. It contributes to the objectives of the Global Digital Compact by addressing:

- Bridging digital divides
- Enhancing inclusive digital service provision
- Supporting equitable data governance
- Strengthening international cooperation on digital governance

1.5. Looking Forward

This workshop marks a significant step toward advancing digital transformation in the region. It serves as a platform for governments to collaborate, share experiences, and identify actionable solutions for enhancing e-government services. Future workshops will build on these foundations, adapting to evolving challenges and opportunities in digital governance to ensure that no one is left behind in the digital era.

2. WORKSHOP DISCUSSIONS

2.1. Session 1: Digital Government at Global and Regional Levels - Progress in Eastern Europe, Central Asia, and West Asia

This session opened with welcoming remarks by Mr. Vincenzo Aquaro, Chief of the Digital Government Branch at UN DESA, who highlighted the growing urgency for public sector digital transformation in the face of rapidly evolving global challenges and stressed the pivotal role of digital governance in achieving sustainable development goals. Ms. Arpine Korekryan presented key findings from the 2024 UN E-Government Survey, offering a global and regional overview. She outlined trends in e-government development, highlighting achievements and persisting challenges faced by LLDCs.

The session transitioned into a presentation by Ms. Angelica Zundel, who introduced the Local Online Service Index (LOSI), focusing on digital service delivery at the municipal level. Her discussion on the methodology and key findings provided insight into how local governments can complement national e-government initiatives.



Participants engaged in a lively Q&A session, exploring the practical implications of the survey results and discussing strategies to bridge gaps in digital service delivery, particularly for vulnerable populations.

Afterward, attendees had the opportunity to join concurrent sessions at the Tallinn Digital Summit, where themes such as AI in governance, cybersecurity, and data ethics were explored in depth. These sessions encouraged participants to contextualize their learning within broader global trends.

2.2. Session 2: Digitalizing Public Services – Challenges and Opportunities for Landlocked Developing Countries (LLDCs)

This panel discussion brought together high-ranking officials and digital development experts from LLDCs, including ministers and agency leaders from Kyrgyzstan, Kazakhstan, Armenia, Azerbaijan, Moldova, Uzbekistan, and Tajikistan. Each panelist shared their country's journey toward digital transformation, focusing on challenges such as infrastructure constraints, funding limitations, and digital inclusion.

The Kyrgyz Republic highlighted its efforts to extend digital services to rural areas, while Azerbaijan emphasized the role of innovation in public sector modernization. Panelists from Moldova and Armenia shared success stories of collaborative regional projects aimed at improving digital interoperability. Uzbekistan and Tajikistan discussed ongoing initiatives to enhance e-government readiness, despite facing significant resource challenges.

The session concluded with an engaging Q&A, where participants explored synergies between regional collaboration and national strategies. The discussion underscored the importance of peer learning and regional frameworks in overcoming LLDC-specific hurdles.

2.3. Session 3: National and Local Online Service Indices (OSI and LOSI) of the United Nations E-Government Survey

This session delved into the OSI and LOSI frameworks, presented by Ms. Arpine Korekyan and Ms. Angelica Zundel. Providing a detailed overview of their objectives and findings, the session showcased how these indices measure e-government progress at national and local levels. Participants then explored the UN EGOV Knowledge Base, visualizing their countries' and major cities' performance and identifying key strengths and weaknesses in their digital governance systems.



A peer-led breakout discussion followed, where participants brainstormed actionable solutions for improving the weakest components of their OSI and LOSI scores. Specific challenges, such as limited broadband access and digital literacy, were addressed through collaborative problem-solving. The group also explored how global trends, like the rise of AI and data-driven policymaking, could be harnessed to address regional priorities.

This hands-on session equipped participants with a clear understanding of how to leverage the OSI and LOSI frameworks for policy formulation and monitoring progress in e-government initiatives.

The day concluded with additional concurrent sessions at the Tallinn Digital Summit, providing further opportunities for knowledge exchange and professional networking.

2.4. Session 4: National and Local Strategies for Digital Government

The second day began with country presentations, offering a comparative look at national and local digital strategies from Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Tajikistan, and Uzbekistan. Each country showcased unique approaches to digital transformation, highlighting both achievements and ongoing challenges.

This session brought the theory to life by showcasing case studies from countries across Eastern Europe, Central Asia, and West Asia. Presenters shared their experiences implementing innovative digital solutions, ranging from online public service platforms to artificial intelligence applications in policy design. One standout example was the implementation of a nationwide e-government platform that drastically improved citizen access to public services in rural areas. Another case detailed the deployment of digital tools to streamline government procurement processes, increasing transparency and reducing corruption risks.

These real-world examples sparked vibrant discussions among participants, who explored the replicability of these initiatives in their own contexts. The session underscored the value of cross-border knowledge sharing and inspired participants with actionable ideas to take back to their countries.

The diversity of strategies demonstrated the importance of tailoring digital initiatives to local contexts. The session concluded with an open Q&A, where participants discussed opportunities for regional collaboration and shared resources to overcome common challenges.



2.5. Session 5: UN DESA UNEGOKB and Toolkits for self-assessment on digital government

Ms. Angelica Zundel presented the UN DESA Digital Governance Toolkit, introducing its functionality as a self-assessment resource for governments at national and local levels. Participants then engaged in a walkthrough of the toolkit, applying it to real-life scenarios using the UNEGOKB database platform to assess their digital governance capacities.

This highly interactive session allowed participants to delve deeper into the UN DESA toolkits through practical exercises. Using real-life scenarios, participants worked in small groups to identify digital governance challenges and propose solutions using the UNEGOKB data and toolkit methodologies. Facilitators guided them through the process, helping them analyze gaps in digital readiness and prioritize areas for intervention.

The session transitioned into an open discussion, where participants reflected on areas for improvement within their respective governments. They identified key priorities, such as enhancing user-centric service design and improving data management systems. The toolkit's adaptability across varying national contexts was highlighted as a significant advantage, making it a valuable resource for countries at different stages of digital transformation.

The exercises highlighted the importance of adapting toolkit applications to specific political, economic, and cultural contexts. Participants gained confidence in using the toolkits as diagnostic and planning tools. By the end of the session, they had drafted initial outlines for digital governance strategies tailored to their unique contexts, which they would refine further in the coming days.

The final session brought together reflections from participants and facilitators on the workshop's key takeaways. Attendees shared their insights and highlighted specific tools or strategies they intended to implement in their work. Facilitators outlined the next steps, emphasizing the importance of continued collaboration and follow-up support to ensure the workshop's outcomes translate into action.

Participants left with a clear roadmap for leveraging the knowledge and resources gained during the workshop. The session reinforced the value of sustained dialogue and collaboration, ensuring that the workshop's momentum would carry forward into meaningful change.



2.5.1. The National E-Government Toolkit

As aforementioned, [the National E-Government Toolkit](#) was presented during the workshop to participants as a key resource to guide their efforts in advancing national e-government strategies. This toolkit, aligned with the OSI, is designed to support countries in improving the delivery of digital public services while gathering input from stakeholders for refinement. The toolkit provides comprehensive learning outcomes, equipping users with the knowledge to enhance online service delivery in their jurisdictions. Through its modules, participants can become experts in OSI, with a deep understanding of its components, such as institutional frameworks, technology, content and service provision, and Human Capital Index subcomponent, e-government literacy. The toolkit also emphasises how these advancements can contribute to achieving the Sustainable Development Goals.

The toolkit's structure includes modules covering the essential aspects of e-government in addition to e-government literacy alongside a compendium of best practices that participants can contribute to. By leveraging these resources, governments can strengthen their digital service offerings, foster inclusivity, and track progress using the OSI framework, while engaging in collaborative input to further refine national e-government policies and strategies.

National E-Government Toolkit - Participant Feedback: (collected from feedback google form)

We would like to have an opportunity to download full data as an Excel file, including all indicators and sub-indicators.

Not sufficient in terms of not showing the latest results, but the reasons are very understandable.

2.5.2. The Local E-Government Toolkit

One of the key objectives of the Workshop was to provide participants with an initial preview of the [Local E-Government Toolkit](#) and facilitate training on its utilisation. This toolkit developed by UN DESA and UNU E-GOV is intricately linked with the 2024 LOSI. Recognizing the paramount importance of cities in providing efficient and inclusive public services, the toolkit aims to empower government officials in enhancing their local e-government initiatives. During the Workshop, the toolkit's content, structured around key dimensions of the LOSI, was introduced. The toolkit includes comprehensive instructions, case studies, and guides around the LOSI instrument targeting local and national government officials, civil servants, representatives of management development institutions, development partners, and academic institutions.



The Toolkit has been meticulously crafted through a collaborative process involving needs assessment discussions with Workshop participants, extensive research on local e-government issues, and the incorporation of methodologies and approaches from the UN E-Government Surveys. The toolkit's methodology is rooted in a whole-of-government approach, leveraging digital government effectively, empowering staff with digital skills, and engaging people in decision-making. Additionally, the toolkit includes a supplementary compendium showcasing global best practices under each 2024 LOSI indicator, providing valuable real-world examples.

3. THE 2024 UN E-GOVERNMENT SURVEY LAUNCH

The regional launch of [the United Nations E-Government Survey 2024](#) for Eastern Europe, Central Asia and West Asia highlighted the role of e-government as a catalyst for digital transformation and sustainable development. Here are some key points and regional insights:

Global and Regional Context

The 13th edition of the UN E-Government Survey serves as a global benchmarking tool, offering insights into the digital government progress of all 193 UN Member States. It emphasizes key trends, challenges, and opportunities in the global and regional digital landscapes, particularly in the context of accelerating the achievement of the Sustainable Development Goals (SDGs).

Regional Insights on E-Government Development

The survey provides a comparative overview of e-government development across countries such as Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan, and the Republic of Moldova. These countries face unique opportunities and challenges shaped by geographical factors, historical ties, and socio-economic conditions.

- **Landlocked Developing Countries (LLDCs):** Many of these countries, including Armenia, Azerbaijan, Kazakhstan, Kyrgyzstan, Tajikistan, Uzbekistan, and the Republic of Moldova, are classified as LLDCs. This designation presents inherent challenges such as limited direct access to major international markets, but also offers potential for regional cooperation through shared infrastructure projects, digital trade agreements, and collaborative governance initiatives.
- **Infrastructure Disparities:** Countries like Kazakhstan and Azerbaijan have advanced telecommunications infrastructure, while others like Tajikistan and Kyrgyzstan struggle with limited infrastructure, affecting digital service delivery.



- **Human Capital Development:** There is a need across the region to build digital literacy and technical skills. Investing in education and training is essential for empowering citizens to leverage e-government services effectively.
- **Economic Diversification:** Many countries in the region rely heavily on specific industries. E-government can enhance diversification efforts by facilitating the development of e-commerce and attracting investments in technology sectors.

Country-Specific Analysis

- **Kazakhstan:** Leads the region with the highest EGDI value, showcasing robust e-government capabilities. Its Digital Transformation Concept 2023-2029 outlines ambitious goals for improving public service delivery and creating an inclusive digital society.
- **Armenia:** Has moved to the very high EGDI group, with significant strides in e-government through initiatives like the Digitalization Strategy 2021-2025 and a focus on creating a national data governance framework.
- **Azerbaijan:** Also in the very high EGDI group, with strong telecommunications and infrastructure capabilities. However, its EPI remains relatively low, posing challenges for online service delivery and participation.
- **Georgia:** Continues to solidify its position within the very high EGDI group, supported by high TII and HCI values. The government is focused on creating a digital ecosystem that enhances the efficiency and accessibility of public services.
- **Uzbekistan:** Committed to enhancing government services through its Digital Uzbekistan 2030 Strategy. Recent initiatives include the merger of online payment platforms and the introduction of a unified digital community platform.
- **Kyrgyzstan and Tajikistan:** These countries face more significant challenges but demonstrate growing awareness of e-government importance. Investments in technology and training are pivotal for their further development.

Regional Initiatives and Opportunities

- **Cross-Border Collaboration:** Increased cooperation among these countries can facilitate sharing best practices, tech innovations, and digital strategies to enhance e-government frameworks. Collaborative projects for regional infrastructure, such as improved internet connectivity, are paramount.
- **Citizen Engagement:** Integrating citizen feedback mechanisms into digital platforms can improve service quality and transparency while fostering public trust.



- Capacity Building and Technical Assistance: Regional training programs aimed at enhancing technical expertise in ICTs can significantly boost human capital. Organizations like the United Nations and the World Bank can play pivotal roles in facilitating these training opportunities.
- Cybersecurity: Prioritizing the development of robust cybersecurity measures is crucial as digital services expand. Countries must protect citizens and government data, thereby enhancing trust in e-government solutions.

Local Online Service Indices (LOSI): A special presentation on the LOSI featured prominently, evaluating city portals and their digital service offerings. The LOSI results for 2024 showed overall improvements, with cities advancing in their digital services provision. Populous cities tended to perform better than their national counterparts in certain instances, demonstrating the potential of localized e-government efforts.

The 2024 UN E-Government Survey reveals that while individual progress varies throughout the region, there remains a shared potential among countries to transform governance through digital capabilities. The designation of several countries as Landlocked Developing Countries presents both challenges and opportunities for collaboration and growth. By fostering regional partnerships, investing in infrastructure and human capital, and emphasizing security, these nations can work together toward a more integrated and effective e-government framework.

4. THE WAY FORWARD

4.1. Workshop Participatory Conclusions:

On November 20, 2024, during the concluding day of the "Empowering Digital Transformation: Spreading Digitalization in Public Sector" workshop, participants were presented with [a document](#) outlining the key messages and recommendations that emerged from two days of discussions. Following these presentations, participants engaged with their respective entities to reflect on the discussions and propose any changes or additions. The final recommendations were then solidified for further action.

The document (available here below in Annexes) underscores the establishment of a regional collaborative platform for sharing experiences and fostering innovation in digital governance across Eastern Europe, Central Asia, and Western Asia. It emphasizes the importance of fostering cross-regional collaboration, with a focus on knowledge sharing and scalable solutions that align with the 2030 Sustainable Development Agenda and the principles of the Global Digital Compact.



The conclusions highlight the critical need for region-specific digital governance strategies that prioritize inclusivity, bridge digital divides, and support marginalized groups, such as women, youth, and rural populations. Special attention is given to the unique challenges faced by LLDCs, and the document calls for tailored digital solutions that address infrastructure and geographical constraints in these regions.

Additionally, the conclusions stress the leadership potential of Eastern Europe, Central Asia, and Western Asia in shaping international digital governance. Member states are encouraged to institutionalize robust data collection and monitoring systems, ensuring accountability and fostering continuous improvement in digital governance practices.

The conclusions also call for the adoption of frameworks such as the LOSI to enhance local governments' capacity to deliver inclusive public services and for leveraging findings from the 2024 UN E-Government Survey to identify gaps in digital service delivery. The need for standardized metrics, including the OSI and LOSI, to evaluate the impact of e-governance initiatives on transparency, efficiency, and inclusivity is emphasized.

Further, the document advocates for the creation of a regional knowledge-sharing platform to facilitate collective problem-solving, the development of peer-to-peer learning programs, and the organization of webinars focusing on emerging topics such as AI, cybersecurity, and data governance.

The document also proposes the establishment of a regional monitoring mechanism to track the progress of digital governance initiatives, share best practices, and ensure that public administrations continue to innovate and adapt to emerging challenges.

Finally, the conclusions advocate for a follow-up workshop in 2025 to assess progress, refine strategies, and explore innovative solutions, while expanding future events to include representatives from the private sector, academia, and civil society organizations, enriching the dialogue and fostering multi-stakeholder partnerships.

In conclusion, the workshop reinforced the need for a collaborative, evidence-based, and inclusive approach to digital transformation in public administration. The collective commitment of the participating Member States to advancing digital governance is crucial for building a sustainable and citizen-centric digital future, with a focus on fostering innovation, bridging digital divides, and ensuring equitable access to public services.



4.2. Summary of Implementation Plans for Knowledge Gained from the Workshop (collected from participant feedback google form)

1. Collaboration and Coordination

- a) Participants will utilize the knowledge to coordinate between several government agencies within a taskforce.
- b) Participants will work towards the integration of Digital ID between countries.
- c) Participants plan to promote the insights gained in Kyrgyzstan.

2. Strategic Development

- d. The knowledge and insights gained from the Workshop will be implemented by integrating best practices into the national ICT strategy and activities.
- e. Based on the EGDI framework and the assessment results, participants will set clear, measurable goals for improving e-government services. They will engage stakeholders across government, private sectors, and civil society, and establish a system to track progress against the identified EGDI improvement goals.

3. Knowledge Sharing and Capacity Building

- f. Participants will return to share the knowledge gained with colleagues.
- g. After learning many things, participants will create a roadmap and implement it at the highest levels.

4. Focus on Improvement and Efficiency

- h. Participants will use the knowledge and insights gained from the Workshop to improve their agencies and to move up in rankings.
- i. Participants will utilize shared toolkits, focus on weaknesses, and make efforts to increase performance and create an efficient digital environment.

5. Comprehensive Planning and Democratic Impact

- j. It was crucial for participants' organizations to gain comprehensive knowledge on all the indicators. They are now positioned to work strategically on developing the e-government system in Uzbekistan.



- k. The guidance provided gave participants a clear focus on priorities, and because it's based on best practices, they believe it will improve the democratic practices in their countries.

4.3. LOSI Pilots

At the Tallinn workshop, the LOSI session emphasized its role as a key driver of local government digital transformation. UN DESA introduced the LOSI Network, where countries apply the methodology across multiple cities to gather comprehensive data on e-government maturity. This data aids in policy guidance, benchmarking, and accountability. The session encouraged more countries in the region to join the network to expand their digital services and improve governance.

Among the regional participants, Uzbekistan, which applied the LOSI in 2023, was highlighted as an example of how the framework can assess local government services and inform digital policy enhancements. As the LOSI network grows, it will generate valuable cross-country data, enabling targeted interventions and optimizing resource allocation. This collaborative approach fosters equitable digital transformation, ensuring no municipality or citizen is left behind in the digital governance journey.

4.4. Outreach

The outreach strategy for this workshop will focus on strengthening cross-regional collaboration and knowledge-sharing to advance digital transformation in public administration. Key outreach components will include promoting the adoption of frameworks like the LOSI to enhance local government capacity and establishing a regional knowledge-sharing platform for resource exchange. Additionally, peer-to-peer learning will be encouraged through city-to-city partnerships, and a 2025 webinar series will be launched to address emerging digital governance issues, including AI, cybersecurity, and data governance.

Future outreach efforts will expand to include the private sector, academia, and civil society organizations to enrich dialogue and foster multi-stakeholder partnerships. A regional monitoring mechanism will be established to track progress, share best practices, and ensure continuous improvement in digital governance across Eastern Europe, Central Asia, and Western Asia.



4.5. Post-Workshop Impact

The "Empowering Digital Transformation: Spreading Digitalization in Public Sector" workshop in Tallinn, Estonia, marked a pivotal moment for digital governance across Eastern Europe, Central Asia, and West Asia. The workshop generated substantial momentum for transformative change in public administration.

Immediate outcomes centered on enhanced regional collaboration, with participants from multiple countries establishing preliminary frameworks for cross-border digital governance initiatives. Governments committed to coordinated infrastructure development, digital ID integration, and knowledge exchange platforms that promise to break down traditional administrative barriers.

Participants emerged with actionable implementation strategies, equipped with practical tools from the UN E-Government Survey to drive digital transformation. They developed comprehensive roadmaps focusing on measurable e-government service improvements, stakeholder engagement, and institutional capacity building.

The workshop's most significant impact lies in its potential to reshape institutional approaches to digital governance. Countries demonstrated a collective commitment to developing more transparent, efficient, and citizen-centric digital services. By sharing best practices and leveraging frameworks like the LOSI, participants laid groundwork for a more integrated regional digital ecosystem.

Long-term strategic vision emerged around creating sustainable, inclusive digital transformation that aligns with UN Sustainable Development Goals. The collaborative approach positions the region to become a global leader in innovative public administration, with a clear focus on bridging digital divides and empowering citizens through technology.

To ensure continued progress, participants established a regional monitoring mechanism, committed to periodic assessments, and agreed to host follow-up workshops. This approach ensures that the workshop's insights translate into tangible, ongoing improvements in digital governance across the region.

The Tallinn workshop represents more than a single event—it is a catalyst for systematic digital transformation, promising more efficient, transparent, and accessible public services for citizens across Eastern Europe, Central Asia, and West Asia.



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ANNEXES

A. Workshop Key Messages

Empowering Digital Transformation in Public Administration: Spreading Digitalization in Public Sector in Eastern Europe, Central Asia and West Asia - Workshop Key Messages

Preamble

1. We, representatives from Member States of Eastern Europe, Central Asia, and Western Asia, convened in Tallinn, Estonia, on November 19-20, 2024, for the *Empowering Digital Transformation: Spreading Digitalization in Public Sector* workshop. This meeting, organized by the United Nations Department of Economic and Social Affairs (UN DESA) and Estonia's Ministry of Foreign Affairs, coincided with the Tallinn Digital Summit and addressed shared challenges and opportunities for digital transformation in public administration.
2. Recognizing the critical importance of digital governance in achieving sustainable development, we emphasized the need for inclusive, evidence-based, and regionally cooperative approaches to modernize public service delivery while fostering global partnerships.

Key Messages

3. We reaffirm our commitment to strengthening cross-regional collaboration to address digitalization challenges. This includes fostering innovation, knowledge sharing, and scalable digital solutions that align with [the 2030 Sustainable Development Agenda](#) and the principles of [the Global Digital Compact](#).
4. We underscore the leadership potential of Eastern Europe, Central Asia, and Western Asia in shaping international digital governance, highlighting their unique experiences and contributions.
5. Bridging digital divides remains paramount. We call for prioritizing the needs of marginalized groups, including women, youth, and rural populations, and for developing region-specific strategies to support landlocked developing countries (LLDCs) and other nations in special situations.
6. Recognizing local governments' role in national digitalization efforts, we advocate for the adoption of frameworks such as [the Local Online Service Index \(LOSI\)](#) to enhance their capacity to deliver inclusive public services.
7. Leveraging [the 2024 UN E-Government Survey](#) findings, we stress the importance of identifying performance gaps and advancing evidence-based policymaking to improve digital governance.
8. Countries should institutionalize robust data collection and monitoring systems to ensure accountability and continuous progress.



- 9. We encourage the development of targeted training programs for public officials to enhance their expertise in digital governance.
- 10. Establishing a regional knowledge-sharing platform is essential for collective problem-solving and resource exchange, enabling public administrations to innovate and adapt to emerging challenges.
- 11. Tailored solutions are required to overcome infrastructure and geographical constraints in LLDCs, focusing on enhancing access to digital public services and fostering citizen engagement.
- 12. Standardized metrics, such as the Online Service Index (OSI) and LOSI, should guide the evaluation of e-governance initiatives' impact on transparency, efficiency, and inclusivity.

Next Steps

- 13. Encourage Member States to adopt UN DESA’s e-government toolkits ([national](#) and [local](#)) and LOSI frameworks for comprehensive digital transformation strategies.
- 14. Initiate peer-to-peer learning programs, including city-to-city partnerships, to address shared challenges and facilitate mutual learning.
- 15. Launch a webinar series in 2025 focusing on emerging topics like artificial intelligence, cybersecurity, and data governance in digital administration.
- 16. Establish a regional monitoring mechanism to track progress in e-governance initiatives and share periodic updates on achievements and best practices.
- 17. Host a follow-up workshop in 2025 to evaluate progress, refine strategies, and explore innovative solutions for digital governance.
- 18. Expand the scope of future events to include private sector representatives, academia, and civil society organizations to enrich dialogue and foster multi-stakeholder partnerships.

Conclusion

- 19. The workshop reaffirmed the importance of regional collaboration, evidence-based approaches, and inclusivity in advancing digital transformation in public administration. We commit to continuing our collective efforts toward a sustainable and citizen-centric digital future.

B. Workshop Agenda

Workshop Agenda

Day 1		
08:00 – 08:30	Registration and delegates arrival	
08:30 – 09:00	Welcome and introductions <ul style="list-style-type: none"> ● Overview of the 2-day workshop (UN DESA room), housekeeping issues 	AK, DS
09:00 - 10:30	Participants attend the opening of the Tallinn Digital Summit	



(1 hour 30 min)	<ul style="list-style-type: none"> <li style="border-bottom: 1px solid #ccc; padding: 10px 0;"> <div style="display: flex; justify-content: space-between; align-items: flex-start;"> <div style="text-align: left;"> <p>● Black Box stage 09:00 - 09:05</p> </div> <div style="text-align: right;"> <p>Opening Ceremony</p> </div> </div> <li style="border-bottom: 1px solid #ccc; padding: 10px 0;"> <div style="display: flex; justify-content: space-between; align-items: flex-start;"> <div style="text-align: left;"> <p>● Cauldron stage 09:00 - 11:00</p> </div> <div style="text-align: right;"> <p>Transmission from the Black Box</p> </div> </div> <li style="border-bottom: 1px solid #ccc; padding: 10px 0;"> <div style="display: flex; justify-content: space-between; align-items: flex-start;"> <div style="text-align: left;"> <p>● Black Box stage 09:05 - 09:15</p> </div> <div style="text-align: right;"> <p>Welcoming Keynote Address by the Prime Minister of Estonia</p> </div> </div> <li style="border-bottom: 1px solid #ccc; padding: 10px 0;"> <div style="display: flex; justify-content: space-between; align-items: flex-start;"> <div style="text-align: left;"> <p>● Black Box stage 09:15 - 09:30</p> </div> <div style="text-align: right;"> <p>Global Leadership Lens: Keynote Address by Google</p> </div> </div> <li style="border-bottom: 1px solid #ccc; padding: 10px 0;"> <div style="display: flex; justify-content: space-between; align-items: flex-start;"> <div style="text-align: left;"> <p>● Black Box stage 09:30 - 10:00</p> </div> <div style="text-align: right;"> <p>Global Leadership Lens: Political, Technological, Financial, and Regulatory Landscapes in the Digital Age</p> </div> </div> <li style="border-bottom: 1px solid #ccc; padding: 10px 0;"> <div style="display: flex; justify-content: space-between; align-items: flex-start;"> <div style="text-align: left;"> <p>● Black Box stage 10:00 - 10:15</p> </div> <div style="text-align: right;"> <p>Keynote Address: National Cyber Director, The White House</p> </div> </div> <li style="border-bottom: 1px solid #ccc; padding: 10px 0;"> <div style="display: flex; justify-content: space-between; align-items: flex-start;"> <div style="text-align: left;"> <p>● Black Box stage 10:15 - 10:25</p> </div> <div style="text-align: right;"> <p>Keynote Address: Strengthening Universal Connectivity and Accelerating Sustainable Digital Transformation</p> </div> </div> <li style="padding: 10px 0;"> <div style="display: flex; justify-content: space-between; align-items: flex-start;"> <div style="text-align: left;"> <p>○ 10:25 - 11:00</p> </div> <div style="text-align: right;"> <p>Coffee Break</p> </div> </div> 	
10:30 – 11:00	Coffee break	
11:00 – 11:50	Session 1: Digital Government at Global and Regional Levels - (Progress in Eastern Europe, Central Asia, and West Asia)	
(50 min)	<p>Opening of the workshop</p> <ul style="list-style-type: none"> ● Welcoming remarks by Mr. Vincenzo Aquaro, Chief, Digital Government Branch, UN DESA (5 min) ● Presentation on key findings of the 2024 UN E-Government Survey by Ms. Arpine Korekyan, Governance and Public Administration Officer, UN DESA: (15 min) <ul style="list-style-type: none"> ○ Global and Regional Trends ○ Trends in Countries in Special Situations (CSS), particularly the landlocked developing countries (LLDCs) ● Presentation on key findings of the 2024 UN E-Government Survey by Ms. Angelica Zundel, Consultant, UN DESA: (10 min) 	



	<ul style="list-style-type: none"> o Local level trends: the <u>Local Online Service Index (LOSI)</u> overview of the objectives, methodology, and key 2024 findings • Q&A (15 min) <p>Moderator: Mr. Deniz Susar, Governance and Public Administration Officer, (UN DESA)</p>	
11:50 – 12:30	Participants attend one of the concurrent Sessions at the Tallinn Digital Summit	
(40 min)	<div style="border: 1px solid #ccc; padding: 5px;"> <ul style="list-style-type: none"> ● Black Box stage 11:55 - 12:35 Securing Innovation in a Geopolitically Tense World: Balancing Innovation, Regulation and Human Rights <hr style="border: 0.5px solid #0056b3;"/> ● Cauldron stage 12:20 - 12:35 Keynote Address: Blood, Sweat and Tears – Innovating in the Frontlines </div>	
12:30 – 13:30	Lunch	
13:30 - 14:45	Session 2: Digitalizing Public Services: challenges and opportunities for landlocked developing countries (LLDCs)	
(1 hour 15 min)	<p>Panel Discussion</p> <ul style="list-style-type: none"> • H.E Ms. Nuria Kutnaeva, Minister of Digital Development of Kyrgyz Republic • Ms. Aigerim Yerlan, Deputy Chairman of Government Services Committee under the Ministry of Digital Development, Innovations, and Aerospace Industry of the Republic of Kazakhstan • Mr. Nerses Yeritsyan, Head of Information Systems Agency (ISAA), Armenia • Mr. Shahin Aliyev, Deputy Chairman, Innovation and Digital Development Agency (IDDA), Azerbaijan • Ms. Ludmila Cirlig, Project Manager, E-Governance Agency, Republic of Moldova • Mr. Dilshat Saitov, Head of Division for Cooperation with International Rating Organizations, Uzbekistan • Mr. Muhammadsharif Yaqubov, Leading Specialist of E-Government Regulation Agency, Tajikistan <p>Q&A from the floor</p> <p>Moderator: Ms. Arpine Korekyan, Governance and Public Administration Officer, UN DESA</p>	
14:45 - 16:00	Session 3: National and Local Online Service Indices (OSI and LOSI) of the United Nations E-Government Survey	



<p>(1 hour 15 min)</p>	<ul style="list-style-type: none"> • Presentation on OSI and LOSI’s objectives, methodology, and 2024 findings by Ms. Arpine Korekyan, Governance and Public Administration Officer, (UN DESA) (10 min) <p>→ Activity: Following LOSI presentation, participants explore UN EGOVKB to visualize respective country’s progress in e-government (2024 findings and capital cities’ progress in LOSI (2024 findings), letting participants identify at least one national achievement and one main challenge in e-government development at national and local/city levels (30 min)</p> <p>Peer-led break-out discussions (35 min) to brainstorm ways to improve weakest national (OSI) and local (LOSI) subcomponents with a focus on global/regional trends and landlocked developing countries:</p> <ul style="list-style-type: none"> o Identify how global trends influence national and regional digital government priorities. o Explore collaborative approaches within Eastern Europe, Central Asia, and West Asia to address these trends. o Solutions tailored to LLDCs and similar countries facing infrastructural or geographical limitations. <p>Moderator: Ms. Angelica Zundel, Consultant, UN DESA</p>													
<p>16:00 - 16:30</p>	<p>Coffee break</p>													
<p>16:30 – 18:30</p>	<p>Participants attend one of the concurrent Sessions at the Tallinn Digital Summit</p>													
<p>(2 hours)</p>	<table border="0"> <tr> <td data-bbox="564 1328 724 1368"> <p>● Black Box stage 16:30 - 16:45</p> </td> <td data-bbox="778 1328 1305 1368"> <p>Keynote Address: Partnerships Promoting Freedom</p> </td> </tr> <tr> <td data-bbox="564 1435 724 1476"> <p>● Cauldron stage 16:35 - 16:45</p> </td> <td data-bbox="778 1435 1305 1476"> <p>CEE Digital Coalition Report Launch</p> </td> </tr> <tr> <td data-bbox="564 1570 724 1610"> <p>● Black Box stage 16:45 - 17:30</p> </td> <td data-bbox="778 1543 1305 1632"> <p>Can Digital Leaders Feel Good: Successes and Lessons Learned in Building Innovation and Tech Ecosystems</p> </td> </tr> <tr> <td data-bbox="564 1715 724 1756"> <p>● Cauldron stage 16:45 - 17:20</p> </td> <td data-bbox="778 1704 1305 1767"> <p>Cybersecurity as a Catalyst of the CEE Digital Economy</p> </td> </tr> <tr> <td data-bbox="564 1839 724 1879"> <p>● Cauldron stage 17:20 - 18:30</p> </td> <td data-bbox="778 1839 1305 1879"> <p>Conclusion of Stage Program and Networking</p> </td> </tr> <tr> <td data-bbox="564 1946 724 1986"> <p>● Black Box stage 17:30 - 18:25</p> </td> <td data-bbox="778 1946 1305 1986"> <p>Conclusion of Stage Program and Networking</p> </td> </tr> </table>	<p>● Black Box stage 16:30 - 16:45</p>	<p>Keynote Address: Partnerships Promoting Freedom</p>	<p>● Cauldron stage 16:35 - 16:45</p>	<p>CEE Digital Coalition Report Launch</p>	<p>● Black Box stage 16:45 - 17:30</p>	<p>Can Digital Leaders Feel Good: Successes and Lessons Learned in Building Innovation and Tech Ecosystems</p>	<p>● Cauldron stage 16:45 - 17:20</p>	<p>Cybersecurity as a Catalyst of the CEE Digital Economy</p>	<p>● Cauldron stage 17:20 - 18:30</p>	<p>Conclusion of Stage Program and Networking</p>	<p>● Black Box stage 17:30 - 18:25</p>	<p>Conclusion of Stage Program and Networking</p>	
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<p>● Cauldron stage 17:20 - 18:30</p>	<p>Conclusion of Stage Program and Networking</p>													
<p>● Black Box stage 17:30 - 18:25</p>	<p>Conclusion of Stage Program and Networking</p>													
<p>18:30</p>	<p>End of Day 1</p>													



Day 2										
09:30 - 11:00	Session 4: National and Local Strategies for Digital Government									
(1 hour 30 min)	<p>Country presentations:</p> <ul style="list-style-type: none"> • Armenia (8 min + 2 min for Q&A) • Azerbaijan (8 min + 2 min for Q&A) • Georgia (8 min + 2 min for Q&A) • Kazakhstan (Video) (8 min + 2 min for Q&A) • Kyrgyzstan (8 min + 2 min for Q&A) • Republic of Moldova (8 min + 2 min for Q&A) • Tajikistan (8 min + 2 min for Q&A) • Uzbekistan (8 min + 2 min for Q&A) <p>Q&A (10 min)</p> <p>Moderator: Ms. Arpine Korekryan, UN DESA</p>									
11:00 - 11:30	Coffee Break									
11:10 – 12:30	Participants attend one of the concurrent Sessions at the Tallinn Digital Summit									
(1h20 min)	<table border="0"> <tr> <td style="vertical-align: top;"> <p>● Cauldron stage 11:10 - 11:50</p> </td> <td>Building Stability and Security: Managing Cyber Threats and Broader Risk</td> </tr> <tr> <td style="vertical-align: top;"> <p>● Small hall 11:10 - 12:00</p> </td> <td>Cyber Resilience and Partnerships with Western Balkans. Panel 2: Cybersecurity as an Enabler for Development</td> </tr> <tr> <td style="vertical-align: top;"> <p>● Black Box stage 11:15 - 11:55</p> </td> <td>Internet Freedom: Here's to 2025! In Partnership with Freedom House</td> </tr> <tr> <td style="vertical-align: top;"> <p>● Black Box stage 11:55 - 12:30</p> </td> <td>Future-Proofing Technology: From Principles to Practice</td> </tr> </table>		<p>● Cauldron stage 11:10 - 11:50</p>	Building Stability and Security: Managing Cyber Threats and Broader Risk	<p>● Small hall 11:10 - 12:00</p>	Cyber Resilience and Partnerships with Western Balkans. Panel 2: Cybersecurity as an Enabler for Development	<p>● Black Box stage 11:15 - 11:55</p>	Internet Freedom: Here's to 2025! In Partnership with Freedom House	<p>● Black Box stage 11:55 - 12:30</p>	Future-Proofing Technology: From Principles to Practice
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<p>● Black Box stage 11:55 - 12:30</p>	Future-Proofing Technology: From Principles to Practice									
12:30 - 13:30	Lunch Break									
13:30 – 14:30	Session 5: UN DESA Toolkit for self-assessment on digital government									
(1 hour)	<ul style="list-style-type: none"> • E-Government Toolkits (National and Local) for digital government strategies, presented by Ms. Angelica Zundel, Consultant, UN DESA: 10 min <p>→ Activity (25 min): Toolkit Walkthrough with Real-Life Application.</p> <p>Open discussion (25 min) on areas of improvement in participants' respective country and main city using the toolkits.</p> <p>Moderator: Mr. Deniz Susar, UN DESA</p>									
14:40- 15:20	Participants attend one of the concurrent Sessions at the Tallinn Digital Summit									



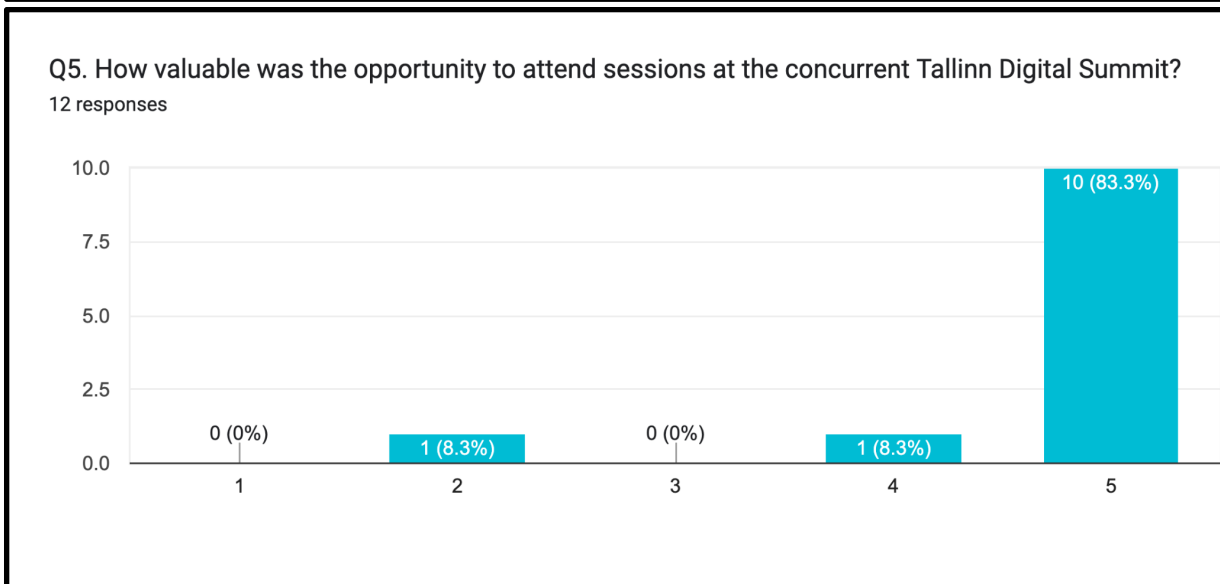
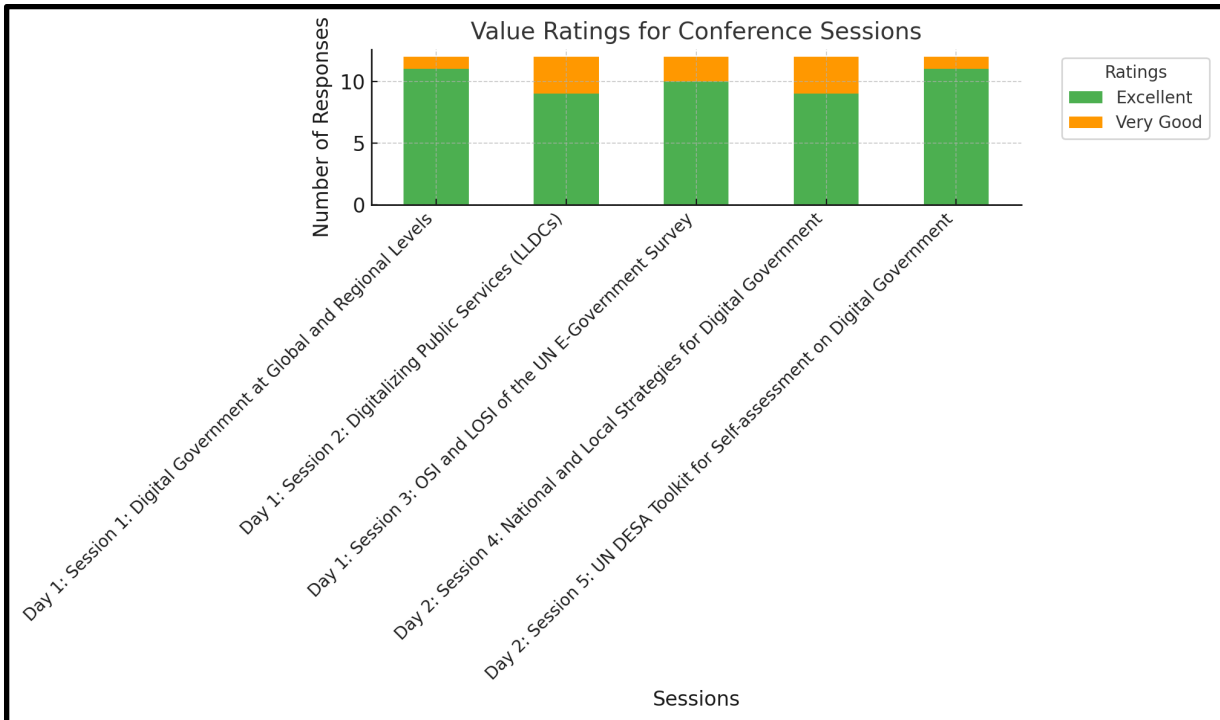
(40 min)	<p>● Black Box stage 14:40 - 15:20</p> <p>Bridging the Global Digital Divide: Building Cyber Capacity and Digital Skills for a Secure Future. A Panel Presided by the Minister of Education of Estonia</p>
15:20-16:00	Workshop closing session
(40 min)	<p>Workshop Key Take-aways and Next Steps</p> <ul style="list-style-type: none"> Final remarks by the organizers <p>Moderator: Ms. Angelica Zundel, UN DESA.</p>
16:00 – 18:00	Participants attend one of the concurrent Sessions at the Tallinn Digital Summit
(2 hours)	<p>● Black Box stage 16:00 - 16:45</p> <p>Tech Diplomacy: Governance, Security Challenges and Threat Management for a Prosperous Digital World</p> <hr/> <p>● Cauldron stage 16:10 - 16:15</p> <p>Industry Innovation Forum Summit Wrap-Up</p> <hr/> <p>● Black Box stage 16:45 - 18:00</p> <p>Conclusion of Stage Program and Networking</p>
18:00	End of Day 2

C. Google Forms Survey Participants' Responses (18 Respondents)

Country	Entity Name
Armenia	Information Systems Agency of Armenia
Azerbaijan	Innovation and Digital Development Agency
Georgia	Ministry of Economy and Sustainable Development Public Service Development Agency
Kazakhstan	Ministry of Digital Development, Innovations, and Aerospace Industry
Kyrgyzstan	Ministry of Digital Development
Tajikistan	Agency of Innovation and Digital Technologies
Uzbekistan	Ministry of Digital Technologies



Category	Suggestion
Substantive	Collaborative Problem Solving
Substantive	Detailed Country Review of EGD
Substantive	More Time for Methodology Discussions
Operational	Earlier Invitations
Operational	More Tight Agenda
Operational	Organize Dinner for All Country Members



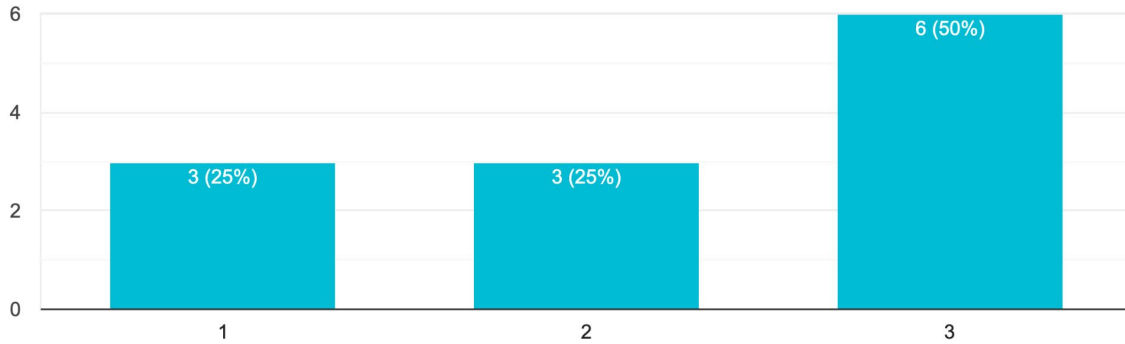
If you did attend sessions from the Tallinn Digital Summit, which did you find most beneficial or relevant to your work?

Workshops about ratings
AI related sessions
Digital divide session
AI session
Securing innovations in geopolitically tense world



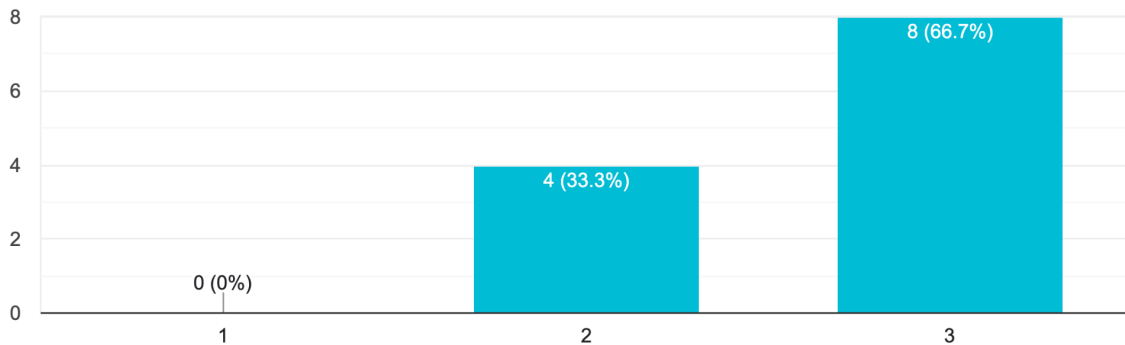
Q7. How familiar were you with the EGDI (E-Government Development Index) before this Workshop?

12 responses



Q8. How would you rate the effectiveness of the National E-government Toolkit in supporting e-government development for your country?

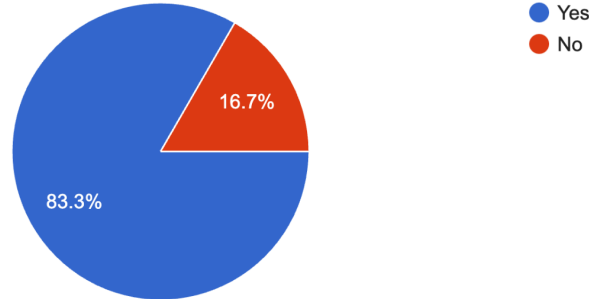
12 responses





Q9. Do you currently assess e-government in your country?

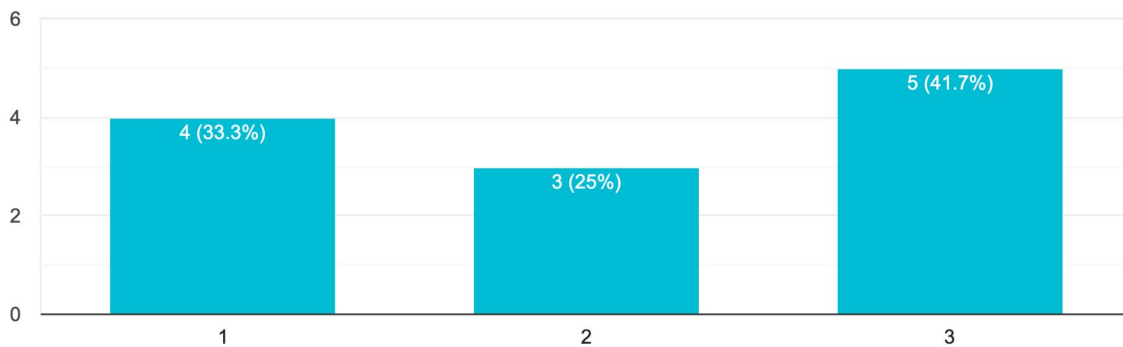
12 responses



Question	Response
Q9: Do you currently assess e-government in your country?	
	We have a decree of the president for e-government and specific regulatory documents for assessing the level of digitalization in the public sector on an annual basis.
	We are introducing the Indicators for Digital Maturity and Digital Economy Indicators of the Kyrgyz Republic.
	We have an internal assessment developed by us and are now integrating UN DESA features in the assessment.
	My.gov.ge, sda.gov.ge, ms.gov.ge.
	The evaluation of e-governance is planned within the framework of the Digital Governance Strategy 2025–2030.

Q10. How familiar were you with the LOSI (Local Online Service Index) before this Workshop?

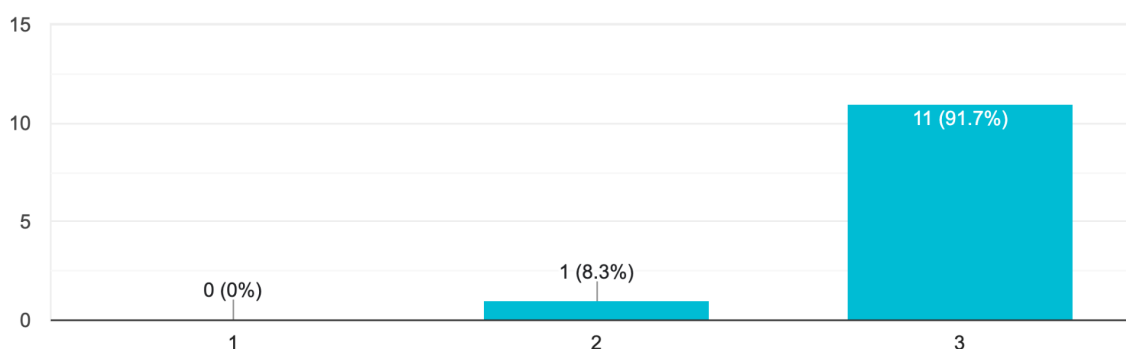
12 responses





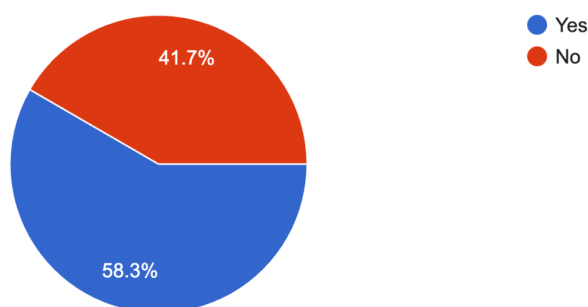
Q11. How would you rate the effectiveness of the Local E-government Toolkit in supporting local e-government development in your country?

12 responses



Q12. Do you currently assess local e-government in your country?

12 responses

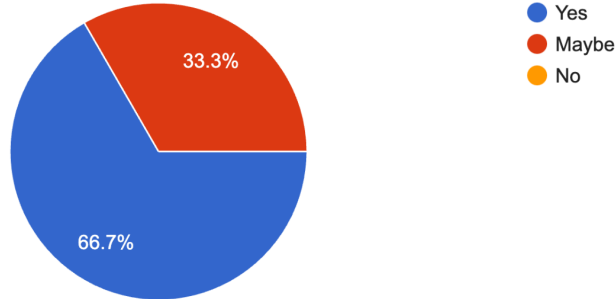


Question	Response
Do you currently assess local e-government in your country?	
	With LOSI and internal tools of our agency.
	Ms.gov.ge
	The evaluation of e-governance is planned within the framework of the Digital Governance Strategy 2025–2030.
	Waiting for the launch of the new version of the municipality portal, currently in beta testing. After that, we will make a new assessment.



Q13. Would you consider applying the LOSI methodology in multiple cities in your country?

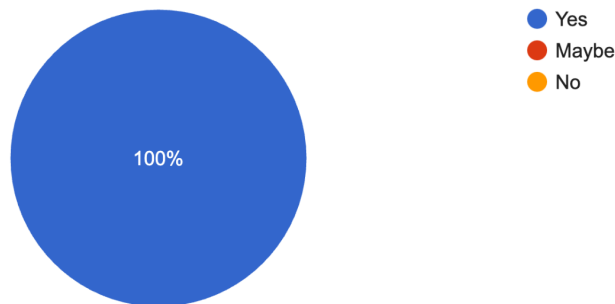
12 responses



Question	Response
Q14. Are you aware of any other e-government assessment instrument (local or national)? If so, please describe.	
	OECD e-government toolkit
	Uzbekistan developed its own methodology for assessing ministries and other governmental organizations.
	OECD Digital Government Toolkit, European Commission's E-Government Benchmarking
	The evaluation of e-governance is carried out by various non-governmental organizations and institutions, such as IDFI.

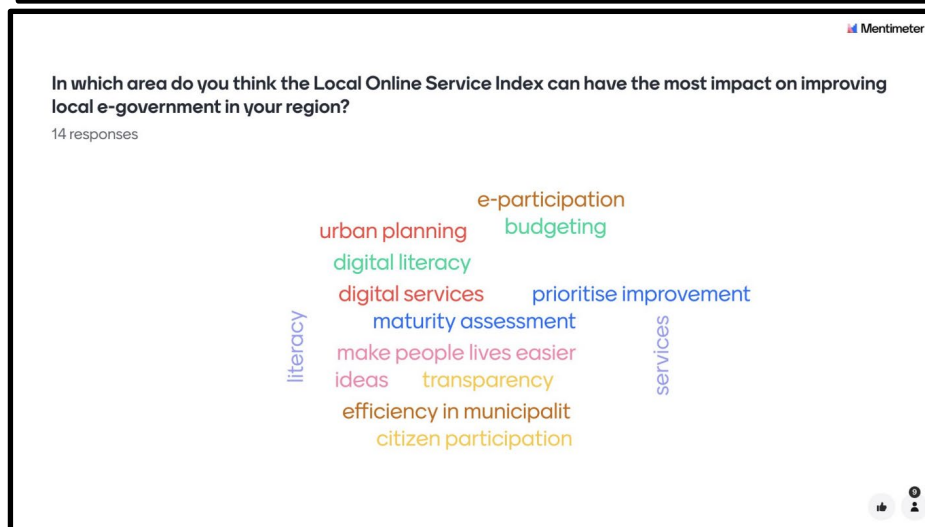
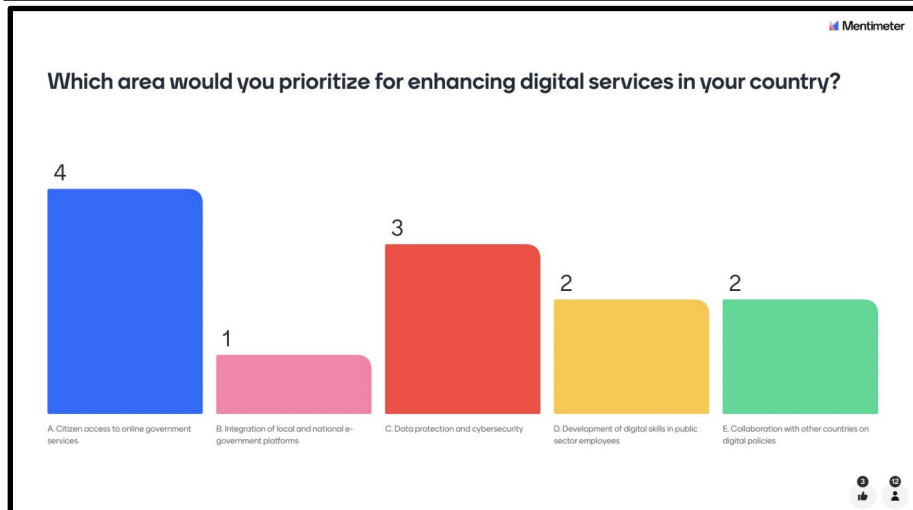
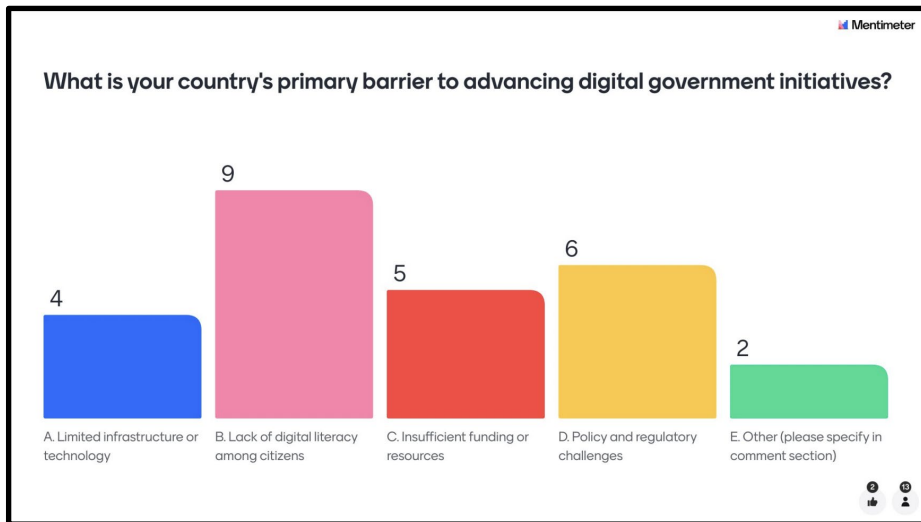
Q16. Would you recommend to other colleagues to participate in a similar workshop in the future?

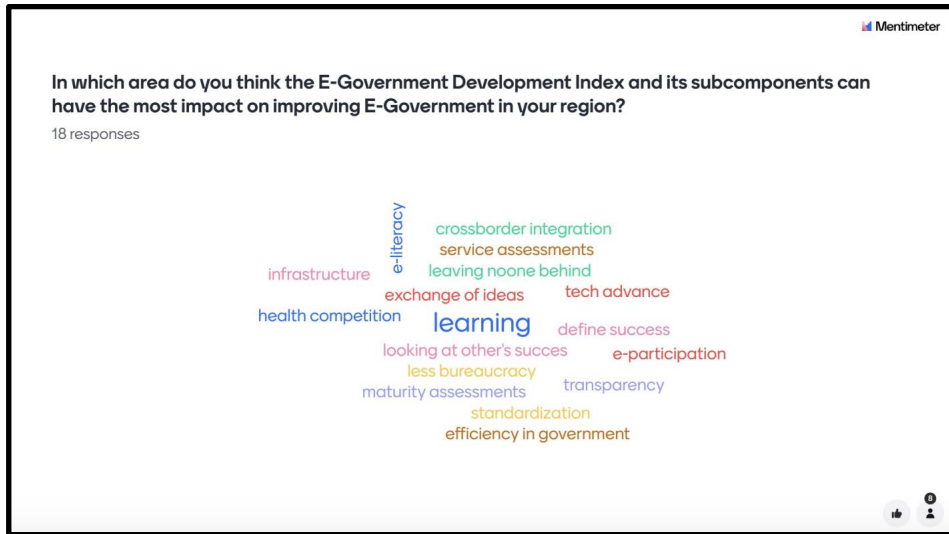
12 responses





D. Mentimeter Live Polling Participant Responses





E. Photos of the Workshop





United Nations

Department of Economic and Social Affairs











F. Background Readings

- I. UN E-Government Survey 2024: <https://publicadministration.un.org/egovkb/en-us/Reports/UN-E-Government-Survey-2024>
- II. UN E-Government Survey 2024: Chapter 4 : Local E-Government Development: <https://desapublications.un.org/sites/default/files/publications/2024-09/%28Chapter%204%29%20E-Government%20Survey%202024%201392024.pdf>



- III. [Agenda Tallinn UN DESA Workshop 19/20 November 2024.docx](#)
- IV. National E-Government Toolkit: <https://publicadministration.un.org/egovkb/en-us/About/Overview/National-E-Government-Toolkit>
- V. Local E-Government Toolkit: <https://publicadministration.un.org/egovkb/en-us/About/E-Government-at-Local-Level/Local-E-government-Toolkit>
- VI. Global Digital Compact: https://www.un.org/global-digital-compact/sites/default/files/2024-09/Global%20Digital%20Compact%20-%20English_0.pdf
- VII. [Tallinn Workshop- Insights on Participant Countries - 2024 EGOVSURVEY](#)
- VIII. [2024 UN E-Government Findings - Eastern Europe, Central Asia, West Asia.pptx](#)