



# LOSI **Network**

## **Capacity Building Workshop on "Strengthening National Capacities for Spreading Digitalization at Local Levels"**

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## **Workshop Report**

## **ACKNOWLEDGMENTS**

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# BACKGROUND TO THE WORKSHOP



The Division for Public Institutions and Digital Government (DPIDG) of the United Nations Department of Economic and Social Affairs (UN DESA) collaborated with UN ESCAP and UNU-EGOV to organize a Capacity Building Workshop on "Strengthening National Capacities for Spreading Digitalization at Local Levels". This workshop, held in Bangkok, Thailand, from 21 to 23 November 2023, aimed to improve local e-government practices and measurement.

The workshop was organized in recognition of the crucial role cities play in achieving the Sustainable Development Goals (SDGs) by providing essential public services. It emphasized the need for efficient local government portals to support urbanization and digital transformation. While there has been significant emphasis on e-government development at the national level, the workshop aimed to address the lack of focus on the local level.

UN DESA introduced the Local Online Services Index (LOSI) in 2018 to assess local e-government practices. The LOSI Survey evaluates the most populous city in each UN Member State, ensuring comprehensive population coverage. However, there are still cities without e-government portals, particularly in the Americas, Africa, and Asia. Additionally, many cities with portals have low to middle LOSI scores, indicating a need for improvement. The workshop aimed to provide knowledge and support to strengthen national capacities in local digitization, aligning with SDG 11.

The workshop included training on the newly developed Local E-Government Toolkit, which incorporates successful cases and strategies from around the world. It also featured discussions on improving the LOSI instrument, aligning national and local digitalization efforts, and expanding LOSI coverage. The recommendations and insights gathered from participating experts will be used to update the LOSI methodology and toolkit.

The exchange of views and reflections between participating experts and UN DESA, as reflected throughout this report, will be used to update the methodological approach of the LOSI and Local E-Government Toolkit and to ensure that it contributes to the implementation of the 2030 Agenda for Sustainable Development. The experts provided relevant recommendations on how to adjust the focus, the approach, and the methodology of the LOSI and toolkit.

The Workshop meeting was expected to achieve the following set of outcomes:

- I. Strengthen national capacities for spreading digitization at the local level, thereby advancing SDG 11, by providing knowledge and technical support;

- II. Increase knowledge of government officials both at national and local levels in utilizing information communication technologies (ICT) and emerging technologies to deliver inclusive public services online;
- III. Create further synergies between national and local digital government development initiatives through a whole-of-government approach and;
- IV. Increase awareness and showcase the value of monitoring and evaluating local e-government initiatives.

To assess progress toward these outcomes, specific indicators were established and achieved. These included ensuring that 80% of participants indicated increased awareness and knowledge regarding the importance of digital government development at local levels. The accessibility of the "Digitalization Toolkit for Local Governments" to officials worldwide was another key indicator. Lastly, the establishment of a network among local government officials, open to all interested countries, was identified as a crucial benchmark for success.

The workshop served as a platform for knowledge exchange, capacity building, and collaboration in local e-government development. It also emphasized gender equality, disability inclusivity, and human rights in the digital era.

The workshop comprised six key sessions, each addressing crucial aspects of local e-government development. Session 1 introduced the LOSI Methodology and the Local E-Government Toolkit, emphasizing participant engagement for refinement. Session 2 explored LOSI Pilot Results, featuring insights from completed and in progress LOSI Pilots showcasing applications from Brazil, Jordan, Palestine, India, Mozambique, and Uzbekistan. Session 3 focused on Best Practices, showcasing applications from Bangladesh, Cambodia, UAE, the Kingdom of Saudi Arabia, and South Korea. Session 4 involved active discussions on refining LOSI criteria. Session 5 delved into aligning national and local e-government strategies, acknowledging diverse approaches. The final session, "How to Improve & Expand LOSI Coverage?" fostered brainstorming on optimizing LOSI methodologies, accompanied by presentations outlining the application of LOSI in rural areas and unique scenarios like city-states and Small Island Developing States (SIDS). Each session contributed to advancing local e-government practices and methodologies.

## **LOCAL ONLINE SERVICE INDEX (LOSI)**

The LOSI, introduced in 2018, assesses the progress of municipal governments in e-government development. The 2024 LOSI study incorporates the most populous city in each UN Member State and includes five criteria: institutional framework, content provision, services provision, participation and engagement, and technology. The LOSI is derived from an online assessment covering 95 indicators, with each indicator scored as "value 1" if present and "value 0" if absent. The LOSI value for a city is derived by dividing the total score by the maximum score of 95. The LOSI values are categorized into four groups: very high, high, middle, and low.

In addition to LOSI, the Local Government Questionnaire (LGQ) is used to gather information supporting the UN E-Government Survey findings. The LGQ covers various aspects of e-government, including the institutional framework, legal framework, strategy and implementation, usage of online services, user satisfaction, social media, COVID-19 measures, and smart city initiatives.

Due to resource limitations, the 2024 LOSI survey includes only the most populous cities in each Member State. However, there is growing interest in applying the LOSI methodology to assess e-government in more cities within individual countries. Pilot studies have been conducted in Brazil, Greece, India, Jordan, Mozambique, the State of Palestine, and Uzbekistan.

### WORKSHOP DISCUSSION

The workshop fostered active discussions that generated concrete recommendations for strengthening the LOSI instrument—be it through modification, removal, or new additions. The details of these modifications are described below and will be used to support DPIDG in refining the LOSI methodology for the 2026 edition of the United Nations E- Government Survey. Further, the upcoming LOSI Applications starting from 2024 could use this updated methodology serving



simultaneously as a test environment before the release of LOSI 2026. Suggestions raised during the workshop may eventually be applied to both local and national assessments. Participants from the following countries took part in the workshop: Bangladesh, Brazil, Cambodia, Ethiopia, India, Jordan, Laos, Mozambique, Palestine, Saudi Arabia, South Korea, Thailand, United Arab Emirates, Uzbekistan

### Summary of Remarks on LOSI

The dialogue surrounding LOSI criteria and indicators reveals diverse perspectives aimed at refining the assessment framework for local online service provision. Significant additions to the indicators include GIS mapping-related services, budget transparency, local data protection, social media service provision, frequent content updates, commercial information, and services like viewing public transportation routes and booking public transportation tickets.

In addressing the dynamics of indicators, suggestions involve identifying the latest and most





functional mobile apps and modifying specific indicators for enhanced clarity. Updates extend to aligning justice, homelessness, and COVID-19 information with more relevant and comprehensive categories, emphasizing online user support with AI assistance, and redefining municipality responsiveness.

Broader adjustments advocate for fixed parameters in LOSI to accommodate country-specific variations. Recommendations encompass diverse service modes, cultural content considerations, and the incorporation of local indicators tailored to regional needs. Logical categorization of services, considering SDGs in online service provision, and advocating for API transparency underscores the commitment to a comprehensive evaluation.

In the spirit of systematic discussions, experts suggest categorizing cities based on size and resources, aligning with the call for workshops to enhance the survey methodology. The importance of residents knowing the agreed goals from the local government, relevance, and correlation to national OSI, and the strategic movement of certain indicators to appropriate LOSI criteria is acknowledged.

The ongoing dialogue reflects a collective commitment to evolving with the digital government landscape, ensuring a robust, transparent, and adaptable assessment framework for local online service provision.

### Localization of the SDGs in LOSI



Throughout the workshop, a consistent theme emerged among participants regarding the localization of Sustainable Development Goals (SDGs) for the LOSI. The focus centered on the direct intersection of the New Urban Agenda and SDG 11, particularly in the context of cities. As emphasized by UN ESCWA, SDG 11 intersects with more than 85% of the remaining SDGs, creating a holistic and interconnected ecosystem. Proposals were made to position LOSI criteria as a supplement to Urban Resilience, recognizing its potential as an accelerator aligned with the SDGs. A shared perspective highlighted the need for

LOSI to evolve beyond its current scope, acknowledging that some indicators deemed less relevant to daily life were overly emphasized, while crucial aspects were overlooked in the assessment. The call to prioritize people's needs in determining rankings and to consider a more inclusive set of indicators underscores a collective vision for LOSI's refinement to better serve urban communities. This consensus on the localization of SDGs within LOSI reflects a shared commitment to aligning the index with the broader spectrum of city life and needs.



## A People-Centric Approach

In line with the latter segment on SDG localization, during the workshop, participants passionately advocated for a people-centric approach to shaping the LOSI. The emphasis on creating a people-centric portal resonated strongly, with participants highlighting the need for not only a wealth of online information but also an emphasis on easy accessibility. The discussion underscored the importance of assessing service end-user accessibility and inclusiveness, placing a deliberate focus on



the demand side of people to drive transformative changes in cities. Participants expressed a collective sentiment that LOSI should yield two critical outcomes: convergence, eliminating duplication, and collaboration, with societal indicators taking center stage in local service provision. Concerns were raised about an overemphasis on technology at the expense of people, highlighting the need for a balance that prioritizes people's needs over advanced solutions. The analogy of "caring parents" (the local government) and inappropriate solutions for their "baby" (the people) echoed the sentiment that solutions should be tailored to improve people's lives, with a shift towards people-centric smart cities. The call for measurements from the demand side rather than a supply-oriented perspective further underscored the collective vision for LOSI's evolution as a tool that genuinely enhances the lives of urban residents.

## Special Cases Assessment (SIDS, City-States, Small Countries)

The workshop dedicated special attention to the nuanced challenge of assessing special cases including city-states, Small Island Developing States (SIDS), and small countries within the framework of the LOSI. Recognizing the unique circumstances and resource constraints faced by SIDS, where nearly all are low- or lower-middle-income countries, the discussion delved into the necessity of targeted and systematic measures to bridge digital divides. Insightful deliberations unfolded regarding the current assessment criteria for city-states, particularly when there is no clear geographic and demographic distinction between a state and its most populous urban center. The workshop acknowledged the conceptual challenge of distinguishing between national and local services in city-states like Monaco and Singapore, emphasizing a people-centric perspective in service provision. The discussion also shed light on the prevalence of residents in city-states, small countries, and SIDS predominantly utilizing national portals over localized ones, with examples such as Qatar and Singapore. Thought-provoking questions surfaced on whether assessing both national and local in these special cases is a redundant or complementary exercise, and whether the LOSI should consider the national portal rather than the city/local one. These considerations, stemming from the workshop, signify a significant step towards refining the LOSI assessment methodology to better suit the distinctive characteristics of city-states, SIDS, and small countries.

Summary Table of Feedback for the LOSI

Additions	Modifications	Wider Adjustments
GIS Mapping Services	Identify Latest Functional Mobile Apps	Fixed Parameters in LOSI for Country-Specific Variations
Budget Transparency	Align Justice, Homelessness, and COVID-19 Info with Relevant Categories	Diverse Service Modes
Local Data Protection	Emphasize Online User Support with AI Assistance	Cultural Content Considerations
Social Media Service Provision	Redefine Municipality Responsiveness	Incorporate Local Indicators for Regional Needs
Frequent Content Updates		More Logical Categorization of Services
Commercial Information		SDGs in Online Service Provision
Public Transportation Route and Ticket		API Transparency
		Categorize Cities Based on Size and Resources
		Residents Awareness of Local Government Goals
		Relevance and Correlation to National OSI
		Strategic Movement of Indicators to Appropriate LOSI Criteria
	Prioritize People's Needs in Rankings	
	Consider a more Inclusive Set of Indicators	
	Align the Index with Broader	

City Life and Needs
Measure from Demand Side, Rather than Supply-Side
Refine LOSI Assessment for Special Cases Countries

**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 utilization. This toolkit is developed by UN DESA and 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 government officials, civil servants, representatives of management development institutions, development partners, and academic institutions.

Workshop participants actively engaged in discussions to provide valuable feedback on the toolkit's development, sharing insights that will contribute to refining and aligning the toolkit with their specific needs and expectations. This collaborative effort ensures that the toolkit remains a dynamic and people-centric resource, evolving in response to the diverse requirements of city officials and stakeholders involved in digital transformation and public service delivery. 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.

**CHALLENGES FOR LOCAL GOVERNMENT DIGITALIZATION**

During the workshop, participants highlighted several challenges impeding effective digitization development and LOSI assessment at the local level. Issues such as a lack of resources, variability in government models (central, federated etc.), limited internet access, financial restrictions, and varying levels of digital literacy were voiced, underscoring the disparities in online service accessibility. Specific challenges included a lack of standardized frameworks, technical expertise, and budget constraints. Additionally, the workshop shed light on the digital challenges faced by local governments, ranging from low resident engagement with city portals to gaps in regulations on open data. The need for ongoing residents' feedback, a whole-of-city approach, and overcoming digital exclusion were emphasized. Furthermore, participants raised concerns about LOSI assessment challenges, including issues with the survey platform's functionality, a lack of interpretative analysis in the index, and the need for updated concepts and guidance for public sector digitization.

Participants in the workshop expressed these challenges, but the collective hope is that the workshop, along with its ensuing steps, will contribute to resolving or mitigating these issues. The introduced Local E-Government Toolkit, designed based on participants' feedback, is expected to serve as a valuable resource to guide local governments in addressing these challenges and enhancing their digital initiatives.

### Regional LOSI



The LOSI framework is inherently designed for city portals within the realm of local governments. However, it faces challenges when applied to other forms of "local governance" that extend beyond municipal councils of towns or cities. This divergence is attributed to several factors.

In the context of a Regional LOSI, communications and internet access are often irregular or insufficient to enable inhabitants beyond city limits to utilize online services provided by neighboring cities. The actual administrative tasks and logistics of reaching communities in different areas, especially those without local portals offering

online services, present considerable challenges. Extending the local governance model from the most resourceful city portal to serve communities in other smaller towns in the region may necessitate specific additional considerations. A special case arises in the context of areas specially tailored for farming and rural communities.

### Rural LOSI

During the Workshop, a dedicated session on enhancing and broadening LOSI coverage, an innovative proposal emerged—extending LOSI into rural areas. This forward-thinking concept was underscored by a presentation of a concept note on the application of LOSI in rural settings. In this regard, DPIDG anticipates the initial draft of the LOSI Guidelines for Rural Assessment, which will be provided by a distinguished Professor from the IT and Information Systems Group at the Institute of Rural Management Anand (IRMA). The session not only sparked brainstorming on optimizing LOSI coverage but also positioned rural assessment as a promising research area for DPIDG. This marks a



significant stride toward a more comprehensive and inclusive approach to local government assessment.

## OPPORTUNITIES FOR LOCAL GOVERNMENT DIGITALIZATION

### Expanding LOSI

Bringing together local government digitization experts to expand the [LOSI network](#), the workshop's goal was to forge connections among current and potential LOSI pilot members, creating a collaborative environment for knowledge exchange and expanding LOSI coverage.

Key to this strategy was deploying the local e-government toolkit, a crafted resource designed to support the LOSI Network members in establishing robust local e-governments. Beyond mere connectivity, the toolkit serves as a dynamic and empowering resource, bridging the gap between expertise and practical implementation.

By equipping members with essential tools and insights, the toolkit ensures that the LOSI network not only expands geographically but also contributes significantly to the development of tailored e-governance solutions at the local level. This streamlined approach underscores the workshop's commitment to facilitating practical knowledge application in advancing global local government digitization initiatives.

### Improving The UN E-Government Survey Methodology



Echoing participant feedback underscoring the necessity of evaluating services from the user's viewpoint and emphasizing the demand side of online services, this workshop emerged as a pivotal moment to fortify the overall UN E-Government Survey methodology. Recognizing the inherent connection between LOSI and OSI, the workshop, in conjunction with prior meetings, highlighted the potential of adopting a channel-agnostic approach.

The workshop's discussions underscored the significance of shifting focus toward a service people-oriented methodology. This approach acknowledges the overriding importance of access to services over the specific channels used for service delivery. By emphasizing this perspective, the aim is to cultivate a UN E-Government Survey methodology that comprehensively grasps how individuals access and experience services. This shift towards a more people-centric evaluation framework ensures that the survey captures the essence of service delivery beyond the confines of specific channels, aligning with the dynamic nature of contemporary digital interactions.



### Improving The LOSI Instrument

This workshop served as a vital platform, uniting government digitalization experts globally to enhance the LOSI instrument by capitalizing on their collective knowledge and experience. The objective was to identify both strengths and weaknesses within LOSI, crafting strategies to seamlessly align it with the demands of the digital age. These collaborative sessions play a pivotal role in ensuring that the LOSI instrument remains committed to fostering improved, more livable cities through efficient online services.

They act as a mechanism for ongoing refinement, guaranteeing that the LOSI instrument stays dynamic and attuned to the evolving digitalization landscape.

In the pursuit of enhancing the LOSI methodology, constructive ideas were shared during the workshop. However, it is crucial to strike a delicate balance, ensuring that improvements do not lead to unnecessary complexity, hindering easy implementation. The focus should refrain from becoming overly narrow, safeguarding the instrument's efficacy in capturing both general and country-specific information. This nuanced approach will contribute to the continued success and relevance of the LOSI instrument in our ever-evolving digital environment.



### Smart City Approach



In the pursuit of transforming cities into smart entities, participants, including a senior expert from Thailand's Digital Economy Promotion Agency, reiterated the need to shift the focus from a technology-centric approach to a people-centric one. The challenges highlighted in the previous section were echoed, emphasizing the importance of understanding the demand side of the people to avoid wasted opportunity costs. The discussion, in line with the people-centric emphasis throughout the workshop, underscored the significance of people engagement, advocating for smart city initiatives that address the core needs of the

population. Participants, including the Senior Expert, emphasized the necessity of purposeful technology aligned with real Key Performance Indicators (KPI), cautioning against large-scale implementations without verifying their effectiveness on a smaller scale first. The principles of working backward, valuing over-optimization, and thinking big but acting small consistently were proposed to guide smart city projects. Ultimately, the aim is to create solutions that resonate with the residents, involving them in the design process to ensure meaningful and effective urban transformations. This shift towards resident-centricity aligns with the ethos of the LOSI and the 2030 Agenda for Sustainable Development, emphasizing the importance of understanding and meeting the needs of the people in the digitalization of local governments.

# THE WAY FORWARD

## Updating The LOSI Instrument

The workshop concluded with a dedicated session to gather participants' insights into the future of the LOSI network and its associated work. In this session, a diverse array of ideas was presented, detailed below, with the anticipation that these suggestions will both broaden the reach of the LOSI network and enhance its methodology.



## LOSI Pilots

The adoption of the LOSI methodology is rapidly growing across numerous countries and their respective cities. The workshop's LOSI Pilots session was crucial in explaining how the LOSI methodology works and highlighting its importance for local government digitization.

Uzbekistan reached a milestone by launching its inaugural report on implementing the LOSI methodology, presenting insightful findings during the workshop. Mozambique is set to initiate its pilot in early 2024, supported by Brazil.

The workshop also served as a platform to solidify interest from various participant countries. Ethiopia expressed its commitment to applying the LOSI methodology, while Brazil and India revealed their intentions to conduct a second round of LOSI assessments, specifically targeting small and medium-sized cities.

Several countries, including North Macedonia and the Republic of Korea, have already signed their MoU with DPIDG and are poised to kick off the LOSI process shortly. Anticipating further interest, it is expected that more countries will engage with DPIDG to leverage the LOSI methodology for assessing multiple cities within their borders.

## LOSI Condensed Training

LOSI Quick Training addresses the capacity gap for city portal technical staff, providing a LOSI methodology training document and a technical guide with best practices for efficient online services. These resources will be accessible in various UN languages through the national ministry overseeing local governments.



### LOSI - OSI Integration Study

Confronted with limited resources and operational inefficiencies, a key recommendation underscores the need for a comprehensive study on a country's alignment of national and local online services. This study aims to identify areas where local governments can enhance, complement, or exchange services with the national level. The research will also provide a roadmap for the most effective and efficient implementation of these services. The findings will be disseminated among LOSI pilot countries for an initial study and analysis.



### Outreach

A key consideration highlighted during the workshop revolves around sharing the LOSI applications with public officials at both national and local levels. It is recommended that UNDESA/UNU-EGOV send a standard email to the relevant government entities in each country, providing information about the LOSI Pilot results. Simultaneously, an invitation should be extended for them to explore the Local E-Government Toolkit for additional capacity building. Further instructions and updated guidelines should be communicated once the LOSI pilot concludes, outlining the shared responsibility of UN DESA and UNU-EGOV in keeping national and local government entities informed.

### LOSI Informal Advisory Group

In a significant stride towards advancing the LOSI network, a compelling suggestion emerged during the workshop—the establishment of an informal advisory body termed the "LOSI Informal Advisory Group". This group, akin to a steering committee, is envisioned to comprise entities that have actively applied the LOSI methodology in their respective jurisdictions. The proposal extends the group's inclusivity, welcoming all individuals engaged in the e-government domain for information exchange and learning. To guide the



group's direction, a simple charter is set to be developed. The advisory body's formation anticipates the organization of Annual LOSI Network Meetings at the regional level. Furthermore, the proposal introduces the concept of regional commissions, with dedicated focal points for each region and subregion, facilitating support for LOSI assessments in countries and municipalities. This ambitious initiative could commence with a pilot phase and gradually expand, emphasizing the importance of regional and subregional approaches. Notably, for the advisory group, membership is restricted to entities that have applied the LOSI methodology, while those interested in applying can participate as observers.

## LOSI Newsletter

During the workshop's "Next Steps" session, the suggestion emerged to launch a regular "LOSI Newsletter", ensuring a consistent flow of updates, reports, best practices, and events around local e-government development. Furthermore, it was proposed to include an annual extended edition that delves more profoundly into the year's advancements and forthcoming steps for LOSI, providing a comprehensive and insightful exploration of the evolution of LOSI.

## LOSI Network Google Group

During the workshop, the introduction of the LOSI Network Google Group marked a significant step in fostering collaboration among participants. Agreement was reached among attendees to actively participate and contribute to this dedicated network, which is specifically designed for local government officials and affiliates with a shared passion for advancing e-government initiatives at the local level. In this network, ideas, questions, and best practices are exchanged, creating a collaborative environment where each participant's expertise holds substantial value..

## Budget Allocations for LOSI Application

It was suggested to secure annual grants for LOSI applications in individual countries or regions to facilitate related activities such as workshops on the LOSI methodology, ensuring broader accessibility and support for implementation.

## Adjustments to the LOSI Process:

Proposed modifications to the LOSI Application Process involve enhancing collaboration and refining the Memorandum of Understanding (MOU) in the following key aspects:

### Multi-Stakeholder Collaboration

To encourage inclusivity when two entities express interest in applying the LOSI methodology in a single country, a multi-stakeholder approach is suggested. Both entities would independently apply the LOSI methodology, allowing for a comprehensive comparison of results. The emphasis is on endorsing research findings for policy-making, thereby enhancing the impact of local e-government improvements.

## Synergies

In the context of synergies, a LOSI partner could voluntarily support the application of LOSI in another country by collaborating with a local entity. This collaboration could encompass linguistic, cultural, or technical dimensions among others. The outcomes would be documented in the final report, recognizing and acknowledging the valuable contributions made by partners.



## Country Specific LOSI



As highlighted in the workshop discussions, the degree of decentralization in online service delivery varies across countries, whether at the city, district, state, or national level. This diversity inevitably impacts the scoring of LOSI as currently measured. The LOSI Pilots in Brazil and Jordan have established a precedent by adapting the LOSI to align with their respective country's governance systems and adjusting the LOSI score accordingly. Given that other countries may encounter similar circumstances and

seek equitable treatment, it is crucial to explicitly address the possibility of adjustments, both verbally and in writing, with the LOSI pilot entity, and ensure that these discussions are documented.

### MOU Duration & Editions

Addressing the current lack of clarity on MOU duration and editions, a suggestion is made for those applying the LOSI for the first time to commence with a pilot. Following the pilot, entities can decide whether to sign for an additional three years, with an annual renewal to ensure continued commitment. The MOU would specify the number of editions, aligning to create a continuous dataset for meaningful comparisons, insights, and continuous improvement.

### Post-workshop Impact

To translate the valuable discussions and insights generated during this workshop into tangible action, one of the recommended plans involves a three-month timeline and financial backing. Selected workshop-participating countries will each designate a focal point within their nation to communicate with the group's point of contact (POC) responsible for coordinating the activities. The POC will facilitate an online LOSI training for the assigned countries, assist the focal points in both conducting a single city pilot, and overseeing the identification of volunteers for assessment. Subsequently, these countries will draft a comprehensive final report on the pilot's outcomes. To foster ongoing collaboration, the POC will organize a follow-up meeting where participating countries can share experiences, provide comments, and offer feedback

**ANNEX**  
Workshop Agenda

Day 1 – 21 November 2023	
09:00-09:30	<p><b>Welcome and Introductions</b></p> <ul style="list-style-type: none"> <li>● <b>Ms. Lin Yang</b>, Deputy Executive Secretary, United Nations Economic and Social Commission for Asia and the Pacific (UN ESCAP)</li> <li>● <b>Mr. Juwang Zhu</b>, Director, Division for Public Institutions and Digital Government, UN Department of Economic and Social Affairs (<a href="#">video message</a>)</li> <li>● <b>Dr. Delfina Soares</b>, Director, the United Nations University Operating Unit, Policy-Driven Electronic Governance (<a href="#">video message</a>)</li> </ul> <p><b>Moderator: Mr. Deniz Susar</b>, Governance and Public Administration Officer, UN DESA</p> <ul style="list-style-type: none"> <li>- Workshop Agenda Overview</li> </ul>
9:30-10:30	<p><b>Session 1 – LOCAL E-GOVERNMENT TOOLKIT</b></p> <ul style="list-style-type: none"> <li>- <a href="#">Briefing of the United Nations E-Government Survey 2022 and Results and Application of LOSI Methodology</a></li> <li>- Using tools from the Local E-Government Toolkit</li> </ul> <p><b>Moderator: Mr. Deniz Susar</b>, Governance and Public Administration Officer, UN DESA</p>
10:30-11:00	<b>Coffee Break</b>
11:00-12:30	<p><b>Session 2 – LOSI PILOT RESULTS</b></p> <p>These sessions (divided in two) will showcase the results and/or progress from the following countries’ application of the LOSI methodology in multiple cities to assess e- government, in partnership with UN DESA. It will showcase the pilot’s results/ progress, challenges, and recommendations to improve a country’s efforts to digitize at the local level.</p> <ul style="list-style-type: none"> <li>● <b>Prof. Maria Alexandra Viegas Cortez da Cunha</b>, Professor, Fundação Getulio Vargas (FGV), <a href="#">Brazil</a></li> <li>● <b>Dr. Ayman Alarabiat</b>, Associate Professor, Al-Balqa Applied University, <a href="#">Jordan</a></li> <li>● <b>Dr. Saleem Zoughbi</b>, Senior Associate Expert, the United Nations University (UNU-EGOV), <a href="#">The State of Palestine</a></li> </ul> <p><b>Moderator: Mr. Dimitrios Sarantis</b>, Senior Research Analyst, the United Nations University (UNU-EGOV)</p>
12:30-13:30	<b>Lunch</b>

<b>13:30-15:00</b>	<p><b>Continuation of Session 2 – LOSI PILOTS IN PROGRESS</b></p> <ul style="list-style-type: none"> <li>● <b>Dr. Gayatri Doctor</b>, Senior Associate Professor, CEPT University, India <a href="#">Presentation</a> + <a href="#">Visuals</a></li> <li>● <b>Mr. Dilshat Saitov</b>, Head of Division, Division for Cooperation with International Organizations on e-Government, Uzbekistan (<a href="#">ppt</a>) (<a href="#">video</a>)</li> </ul>
<b>15:00-15:30</b>	<b>Coffee Break</b>

15:30-17:00	<p><b>Continuation of Session 1 – LOCAL E-GOVERNMENT TOOLKIT &amp; BREAKOUT EXERCISE</b></p> <p>In this session, after a presentation on the Local E-government toolkit, participants will brainstorm in groups, divided per LOSI criterion, to enhance the toolkit. Emphasis lies in identifying gaps and improvement areas, leveraging participants' diverse experiences (country, city, organizational, etc.) to ensure the toolkit's applicability across varied contexts. Groups will be able to present their innovative ideas in front of the whole group the next day in Session 4.</p> <p><b>Break-out Group - Brainstorming</b></p> <ul style="list-style-type: none"> <li>- Group A (Institutional Framework)</li> <li>- Group B (Services)</li> <li>- Group C (Content Provision)</li> <li>- Group D (Technology)</li> <li>- Group E (Participation and Engagement)</li> </ul>
<b>Day 2 – 22 November 2023</b>	
8:30-9:00	<b>Welcome</b>
9:00-10:30	<p><b>Session 3 –BEST PRACTICES - Local E-Government Practices</b></p> <p>These sessions will include some best practices and tools by countries and their respective cities on providing online services at the local level for effective and inclusive local e-government.</p> <ul style="list-style-type: none"> <li>● <b>Dr. Tae Hyung Kim</b>, Chief, ICT and Development Section, the United Nations Economic and Social Commission for Asia and the Pacific (<a href="#">UN ESCAP</a>)</li> <li>● <b>Ms. Manal Khamis AL Afad</b>, Digital Transformation Specialist, Telecommunications and Digital Government Regulatory Authority (TDRA), <a href="#">UAE</a></li> <li>● <b>Dr. Eugénio Macumbe</b>, Director, Digital Governance Division, Instituto Nacional de Tecnologias de Informação e Comunicação (National ICT Institute) (INTIC), <a href="#">Mozambique</a></li> <li>● <b>Mr. Sinachetra Thay</b>, Official of Development and Construction, Urbanization Division, <a href="#">Cambodia</a></li> </ul> <p><b>Moderator: Eng. Abdulrahman Almutairi</b>, Vice Governor, Strategy and Partnerships, the Digital Government Authority, Kingdom of Saudi Arabia</p>
10:30-11:00	<b>Coffee Break</b>
11:00-12:30	<p><b>Continuation of Session 3 – BEST PRACTICES - Local E-Government Practices</b></p> <ul style="list-style-type: none"> <li>● <b>Mr. Majed A. Alhaidar</b>, General Manager, International Indices and Digital Competitiveness, Digital Government Authority, <a href="#">Kingdom of Saudi Arabia</a></li> <li>● <b>Mr. Sonesavanh Kittiphanh</b>, Government officer, Ministry of technology and communications, <a href="#">Laos PDR</a></li> <li>● <b>Mr. Il-han Kwon</b>, Senior Researcher, Cambodia-Korea Digital Government Cooperation Center (DGCC), Korea Local Information Research &amp; Development Institute (<a href="#">KLID</a>)</li> </ul>



	<ul style="list-style-type: none"> <li>● <b>Brigadier General Muhammad Amirul Islam</b>, Chief Engineer, Dhaka North City Corporation, <a href="#">Bangladesh</a></li> </ul> <p><b>Moderator: Prof. Maria Alexandra Viegas Cortez da Cunha</b>, Professor, Fundação Getulio Vargas (FGV), Brazil</p>
<b>12:30-13:30</b>	<b>Lunch</b>
<b>13:30-15:00</b>	<p><b>Session 4 – LOSI CRITERIA DISCUSSION – Institutional Framework, Content Provision, Services Provision, Participation and Engagement, Technology</b></p> <p>In this session, participants will present their ideas from their brainstorming session of the previous day on each LOSI criterion and answer three broad questions. The central objective is to identify gaps and areas needing enhancement within each criterion and its associated indicators.</p> <ul style="list-style-type: none"> <li>● <a href="#">Group A (Institutional Framework)</a></li> <li>● Group B (Services) <a href="#">Excel+ PPT</a></li> <li>● <a href="#">Group C (Content Provision)</a></li> </ul> <p><b>Moderators: Mr. Deniz Susar</b>, Governance and Public Administration Officer, UN DESA &amp; <b>Ms. Angelica Zundel</b>, Consultant, UN DESA</p>
<b>15:00-15:30</b>	<b>Coffee Break</b>
<b>15:30-17:00</b>	<p><b>Continuation of Session 4 – LOSI CRITERIA DISCUSSION – Institutional Framework, Content Provision, Services Provision, Participation and Engagement, Technology</b></p> <ul style="list-style-type: none"> <li>● <a href="#">Group D (Technology)</a></li> <li>● <a href="#">Group E (Participation and Engagement)</a></li> </ul>
<b>Day 3 – 23 November 2023</b>	
<b>8:30-9:00</b>	<b>Welcome</b>
<b>9:00-10:30</b>	<p><b>Session 5 – E-GOVERNMENT STRATEGIES TO ALIGN NATIONAL AND LOCAL DIGITALIZATION</b></p> <p>This session aims to offer valuable insights into enhancing synergies between national and local governments in their digitization efforts. Participants will have the opportunity to share their thoughts and suggestions concerning the challenges and best practices related to digital alignment.</p> <ul style="list-style-type: none"> <li>● <b>Dr. Non Arkaraprasertkul</b>, Senior Expert, Digital Economy Promotion Agency (DEPA), Smart City Promotion Department, Bangkok, <a href="#">Thailand</a></li> <li>● <b>Ms. Atsuko Okuda</b>, Regional Director, ITU Regional Office for Asia and the Pacific, <a href="#">ITU</a></li> <li>● <b>Dr. Abiyot Tehone</b>, Senior Advisor to the Minister, Ministry of Innovation &amp; Technology, <a href="#">Ethiopia</a></li> </ul> <p><b>Moderator: Mr. Deniz Susar</b>, Governance and Public Administration Officer, UN DESA</p>

<b>10:30-11:00</b>	<b>Coffee Break</b>
<b>11:00-12:30</b>	<p><b>Session 6 – HOW TO IMPROVE &amp; EXPAND LOSI COVERAGE?</b></p> <p>This session concentrates on improving and expanding LOSI coverage. We'll address challenges in diverse settings, from major cities to smaller areas, and explore innovative strategies for City States, SIDS, and rural coverage. A featured presentation will spotlight rural-LOSI's role. Participants are encouraged to share initiatives, fostering collaborative efforts to enhance LOSI.</p> <ul style="list-style-type: none"> <li>● <b>Prof. Harekrishna Misra</b>, Professor, IT &amp; Systems Group, Institute of Rural Management Anand, <a href="#">India</a></li> <li>● <b>Ms. Angelica Zundel</b>, Consultant, <a href="#">UN DESA</a></li> <li>● <b>Prof. Zoran Janevski</b>, Professor, Institute of Economics, Ss. Cyril and Methodius University, Skopje, North Macedonia (<a href="#">video</a>)</li> <li>● <b>Dr. Sukaina Al-Nasrawi</b>, Lead of Sustainable Urban Development Portfolio, United Nations Economic and Social Commission for Western Asia, UN ESCWA (<a href="#">PPT</a> + <a href="#">Video</a>)</li> <li>● <b>Dr. Saleem Zoughbi</b>, Senior Associate Expert, the United Nations University (UNU-EGOV), <a href="#">The State of Palestine</a></li> </ul> <p><b>Moderator: Dr. Gayatri Doctor</b>, Senior Associate Professor, CEPT University, India</p>
<b>12:30-13:30</b>	<b>Lunch</b>
<b>13:30-17:00</b>	<a href="#"><b>Closing and Next Steps</b></a>

Capacity Building Workshop Google Forms Survey Participants' Responses

Text Based Questions and Respective Answers (18 Respondents)

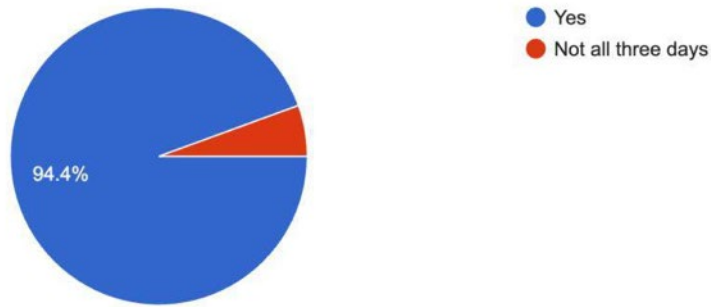
N*	Q1. Your Country (Optional)	Q2. Your Organization (Optional)	Q8.1 Please elaborate if you find the Toolkit is missing some important elements or if it could be improved in some way for local e-government development in your country.	Q9.1 If Yes or Other, how do you assess local government in your country?	Q11. Please share how you plan to implement the knowledge and insights gained from the workshop in your role or organization.	Q12.1 If selected <i>Maybe</i> on Q12, please elaborate.	Q14. Any other comments or suggestions, please share here.
1	Thailand	DEKA	Not really		To apply LOSI		
2	United Arab Emirates	Telecommunications & Digital regulatory Authority	Should be reshaped to capture recent trends and as per discussion in the workshop	Using a combination of losi and special tool developed for the country	Awareness session for my team		Thanking you for such fruitful workshop need much like it
3	Bangladesh	Dhaka North City Corporation	No	Annual Performance Agreement	I'll apply LOSI to my organization first, then can compare it with others	For comparison purpose	No
4	Ethiopia	Ministry of Innovative and Technology	better to measure either the local government serve as a gateway or referral to federal and other services	we use our locally developed criteria	will try to implement the Losi methodology		Make sure the methodology is dynamic and user centered from time to time
5	Portugal	UNU-EGOV	It is fine		update LOSI	Portugal	
6	India	Cept university	Need to check it in detail before commenting	LOSI	Do another LOSI evaluation for other cities		
7			Use cases with geotags would enrich citizen orientation	Through our students, academic and research	I would proceed for Rural LOSI and normalize...		Rural LOSI should be part of present LOSI framework,
8	South Korea	KLID	N/A		I will try to share concepts and assessment methodology with local governments in Korea.	Each local government has limited resources and personnel allocated for specific works, so sometimes even the central government cannot force them to follow their own policies.	Good job and thank you for your effort, Angelica. I also want to thank Deniz for the smooth moderation.:)
9	Uzbekistan	Digital Government Projects Management Center	Need to look though it more carefully	Uzbekistan has just finished assessing local governments. We found out that many portals do not meet most LOSI indicators. At the	Make cooperation with every evaluated municipality and help them to improve their portals.		

				moment we are planning to improve the portals based on LOSI indicators.			
10	Jordan	Al-Balqa Applied University	I could say it would be a very effective toolkit and surely will study it more deeply and send any suggestions or ideas. Great Job, Angelica		Presenting data using Tableau		I extend my great thanks to Deniz and Angelica for their endless efforts to succeed in the workshop. Also for all colleagues who offer their time and efforts during the past three days.
11	Brazil	FUNDAÇÃO Getulio Vargas	The toolkit should include a "second toolkit" to help the people who is performing the assessment with information about the platform		I will implement the insights in the second round of LOSI		
12	Palestine		It seems not missing anything, but I need time to examine it further	Volunteering	Done already		Already made in PPT and shared
13	Cambodia	Phnom Penh Capital Hall	I think there should be another session showing the demo of using the toolkit between each country who comes to the meet so we can exchange ideas and experiences.	Our local government takes good care of our people and always provides a quick and on-time service.	I will arrange a meeting for all related fields and share the content of the meeting for them to practice and learn for their related work.		Overall the meeting is great and very beneficial for our work.
14	Mozambique	Instituto Nacional de Tecnologias de Informação e Comunicação (INTIC, IP)	I think It can be improved based on the suggestions that came out during the Workshop	By formal communication	Coordinating the LOSI Pilot		Congratulations for the Workshop!
15	Cambodia	The General Secretariat of the Digital Government Committee	Hopefully, Toolkit is flexible based the the country's condition	Local government is under the Supervision of the Ministry of Interior, and Mol assesses the local government. We as DGC are working to coordinate and foster digital transformation at local government.	As mentioned, we are now working with Mol and the Sub national agency to digitize the government. I can share the importance of LOSI assessment to reflect the sun's national level development.	Because we are the government agency which needs approval from our minister first. On the other hand, the decision maker is Mol and we need to forward all those importances to Mol to decide.	
16	Laos	D-government Center, Ministry of Technology and Communication	In the case of Laos, we don't have that LOSI system yet. I agree with the comments and suggestions from all participants.		Overall, by systematically implementing the knowledge and insights gained from the workshop, an organization can		

					enhance its e-government initiatives, promote innovation, and improve the delivery of digital services to citizens		
17	Cambodia	General Secretariat of Digital Government Committee	No	One Window Service Mechanism through One Window Service Office	Will probably apply some parts of LOSI methodology.	Need the approval from top management. The Ministry of Interior and Municipal Administration is mainly responsible for it.	
18			Assessment Tools: Include assessment tools or checklists that enable organizations to evaluate their current level of compliance with the LOSI criteria, also establish a mechanism for updating the toolkit to reflect any changes or updates in the LOSI criteria		We will join the LOSI Network and start working on the assessment		

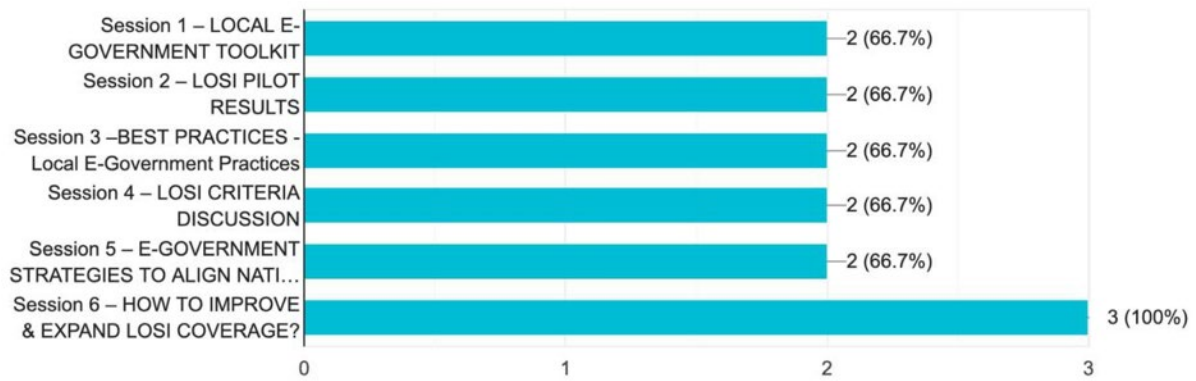
**Q3. Were you able to attend all three days of the Workshop?**

18 responses

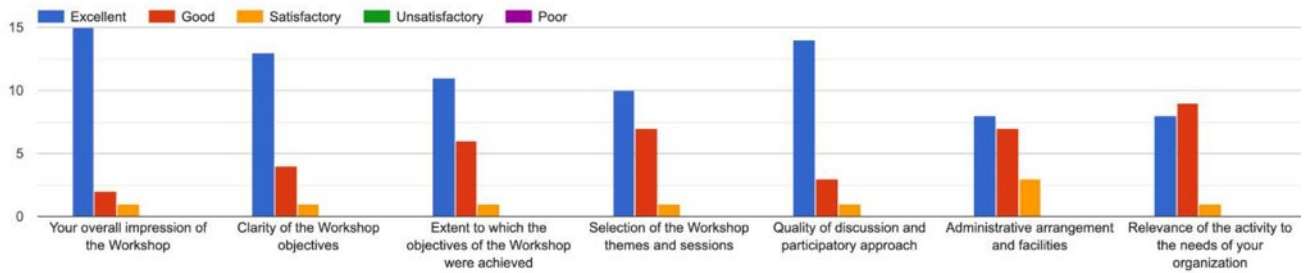


Q3.1 If you could not attend all three days, which of the following sessions were you able to attend?

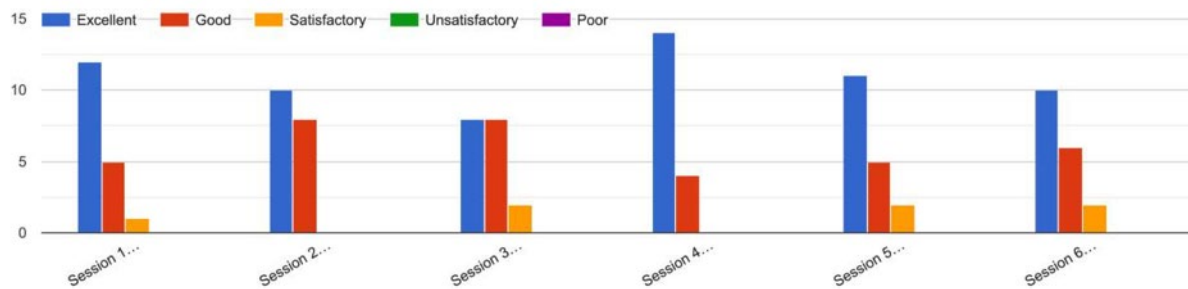
3 responses



Q4. Workshop Evaluation



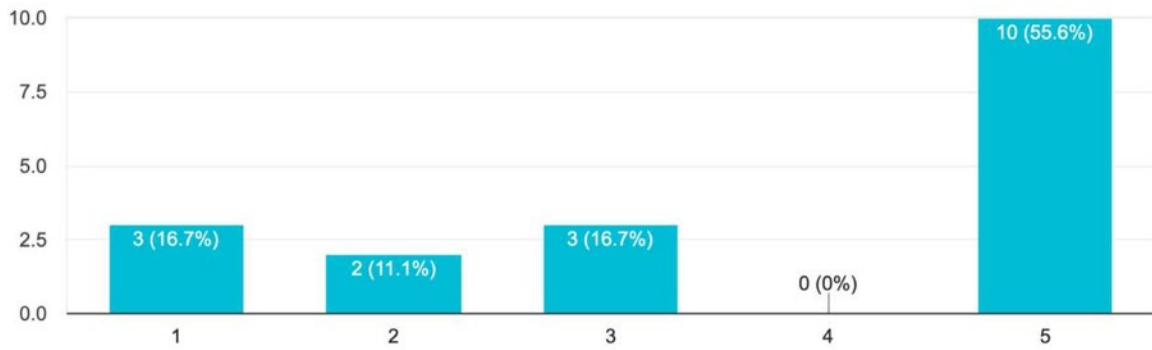
Q5.How would you rate the value of the following sessions





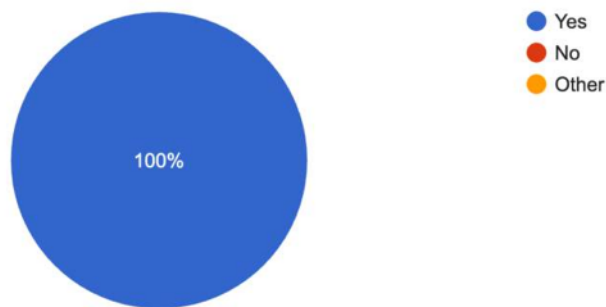
Q6. How familiar were you with the LOSI (Local Online Services Index) before this workshop?

18 responses



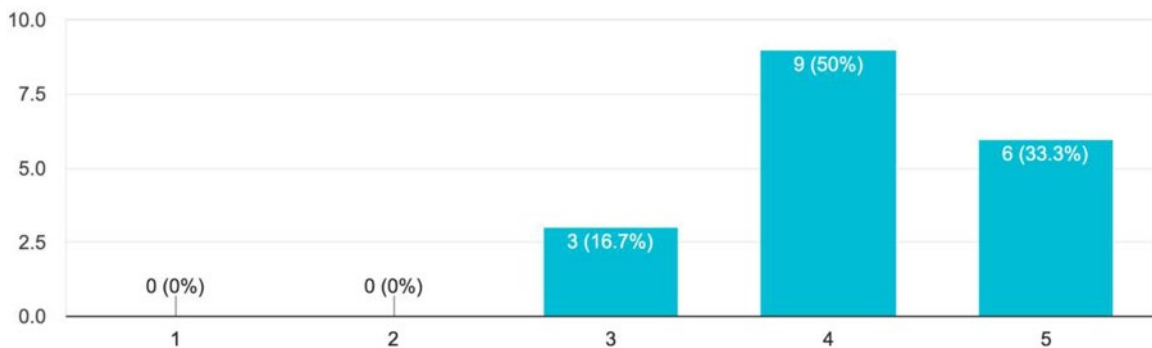
Q7. Did you find the Workshop helped in providing you with a better understanding of the LOSI and implementing its indicators in your own country?

18 responses



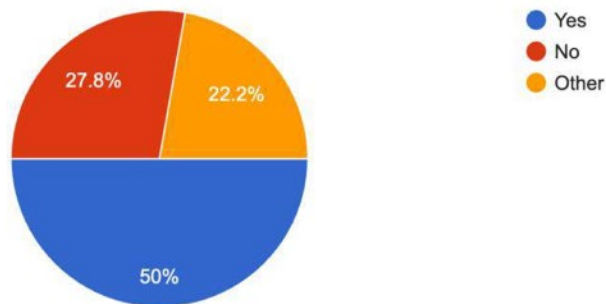
Q8. How would you rate the effectiveness of the Local E-government Toolkit (which is under development) in supporting local e-government development for your country and cities?

18 responses



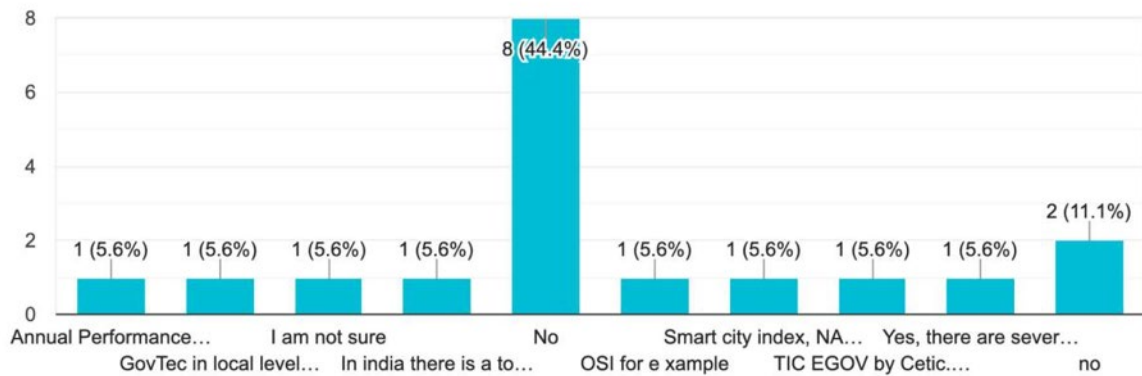
Q9. Do you currently assess local government in your country?

18 responses



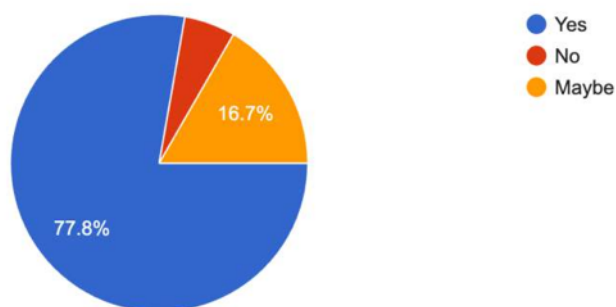
Q.10 Are you aware of any other local e-government assessment instrument? If so please describe.

18 responses



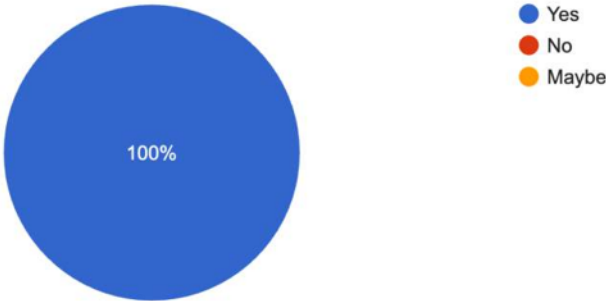
Q12. Would you consider applying the LOSI methodology in multiple cities in your respective country?

18 responses



Q13. Would you consider joining the Google Group LOSI Network as advertised during the Workshop?

18 responses



Photos of the Workshop





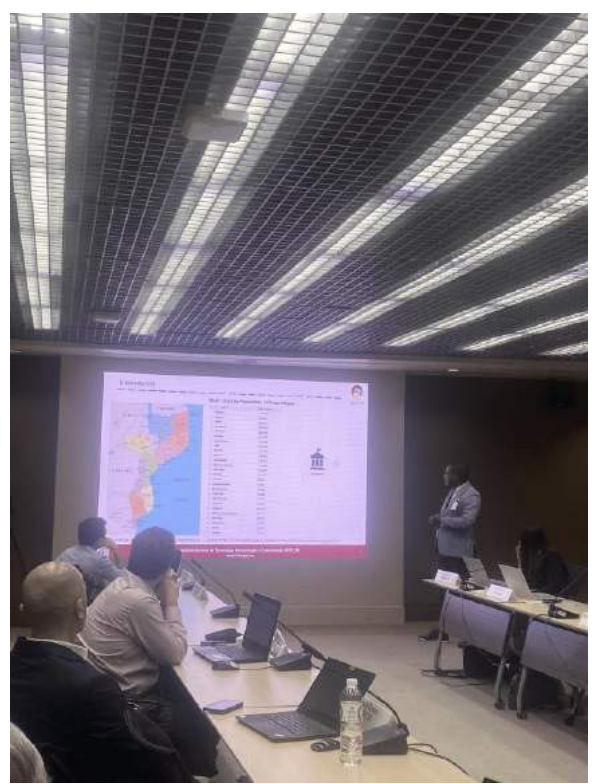














## Background Readings

- I. UN E-Government Survey 2022 Chapter 3 on Local E-Government Development: <https://desapublications.un.org/sites/default/files/publications/2022-09/Chapter%203.pdf>
- II. Workshop Agenda including Presentation Links: <https://publicadministration.desa.un.org/events/capacity-building-workshop-strengthening-national-capacities-spreading-digitalization-local>
- III. Local E-Government Toolkit: <https://publicadministration.un.org/egovkb/en-us/About/E-Government-at-Local-Level/Local-E-government-Toolkit>
- IV. LOSI Network Google group: <https://groups.google.com/g/losi-network>
- V. UNPAN Digital Government Capability Assessment: Self - Assessment Questionnaire: <https://unpan.un.org/capacity-development/otc/self-assessment-tools/digital-government-capability-assessment>
- VI. OECD Going Digital Toolkit: <https://goingdigital.oecd.org/>